

# RESILIENCE IN EVERY STEP.



TRINIDAD AND TOBAGO POLICE CREDIT UNION  
COOPERATIVE SOCIETY LIMITED

## ANNUAL REPORT 2024

67th Annual General Meeting | Saturday 17th May 2025





# THE FAMILY INDEMNITY PLAN

## *JUST GOT BETTER!*

**ONE PREMIUM . MORE BENEFITS . GREATER COVERAGE**

One premium now protects you and up to 8 of your loved ones from the burden of Final Expenses such as funeral costs, debts, medical bills and more.

**NEW**

### BENEFITS FOR GREATER COVERAGE

#### Terminal Illness Benefit

A living benefit for you and your covered family members

#### Accidental Death Benefit

Double the coverage amount if the primary insured passes away as the result of an accident

#### Coverage for More Children

Financially dependent on you whether adopted, biological or otherwise

#### Optional Coverage for More Critical Illnesses

Up to 10 Critical Illnesses with benefits up to \$600K

**NO MEDICAL REQUIRED**

TERMS & CONDITIONS APPLY

LEARN MORE



### PLAN OPTIONS

NEW PREMIUMS EFFECTIVE JUNE 1, 2025

Plan Options	Month Premium (TT\$)	Individual Benefits (TT\$)
A	\$63.40	\$10,000
B	\$95.10	\$15,000
C	\$126.80	\$20,000
D	\$190.20	\$30,000
E	\$253.60	\$40,000
F	\$412.10	\$65,000
G	\$634.00	\$100,000

**UPDATE YOUR ACCOUNT BY MAY 30, 2025.  
STAY COVERED!**

 **CUNA CARIBBEAN  
INSURANCE**



# PCU

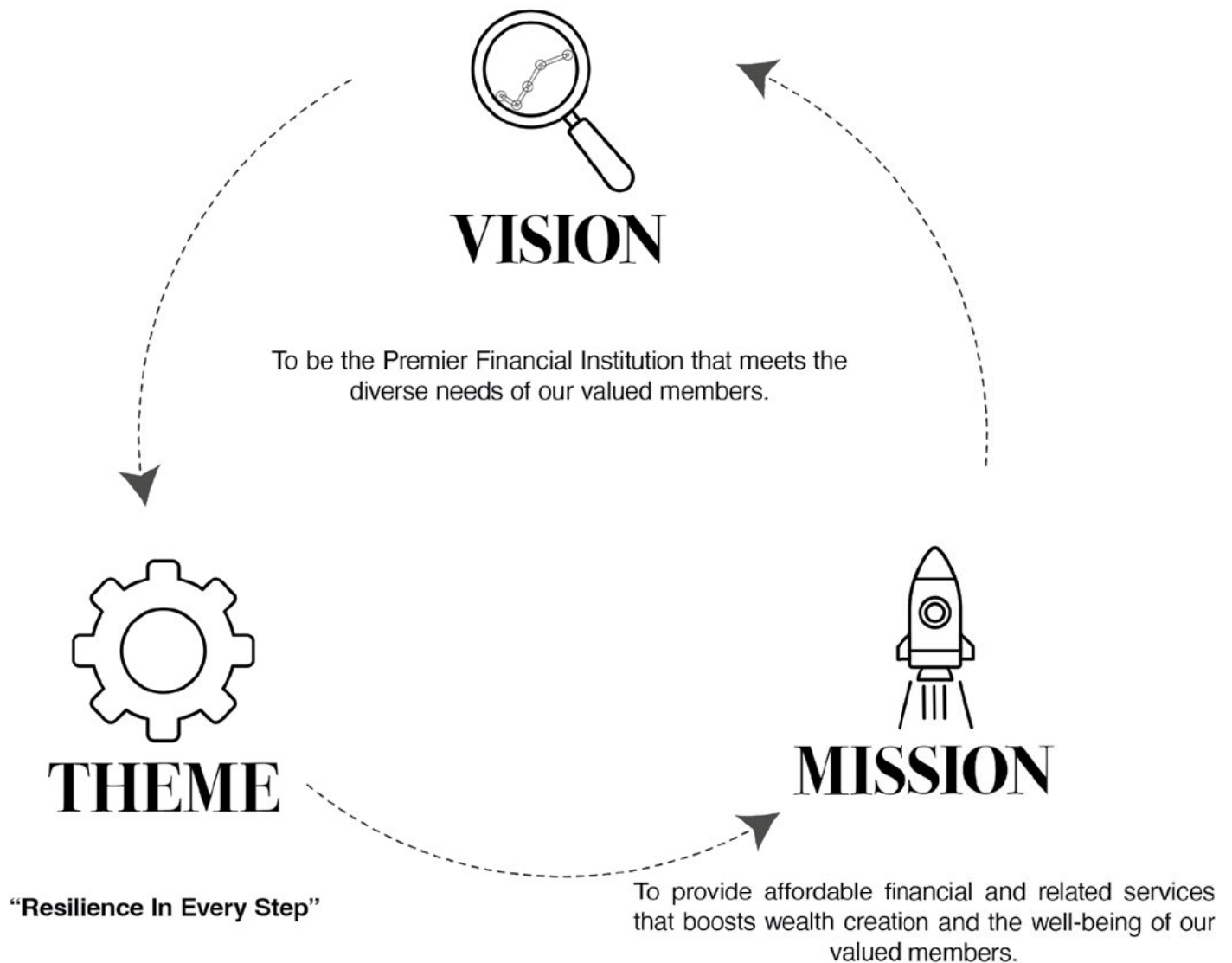
TRINIDAD AND TOBAGO  
POLICE CREDIT UNION

**RESILIENCE**  
IN EVERY STEP.

TRINIDAD AND TOBAGO POLICE CREDIT UNION  
COOPERATIVE SOCIETY LIMITED

## **ANNUAL REPORT 2024**

67th Annual General Meeting | Saturday 17th May 2025



## CUSTOMER VALUE PROPOSITION



### Service

Providing superior services to wow customers / members



### Selection

A wide selection of financial products customised to match customers'/members' needs



### Brand

A member-focused and caring organisation, upholding the spirit of the Credit Union Movement

# VALUES

---

## Member Focused

- We exist to help our members meet their life goals, achieve financial stability and attain success by providing personalised and exceptional service
- We consistently strive to improve and exceed the service expectations of our members by delivering consistent returns via dividends, low loan rates, and best-in-class products and services
- We celebrate the diversity of our membership, stakeholders and communities by investing resources and expertise in building long-term and positive relationships
- We are more than a financial institution. We are a lifelong partner that is invested in our members' success

## Employee Centred

- By providing the necessary training and encouragement, we invest in, and contribute to the empowerment of our staff so they can succeed in every aspect of their professional and personal lives
- We take ownership of our employees' growth by creating opportunities for professional and personal development, while recognising and rewarding professionalism, performance, loyalty, and valuable contributions
- By recognising and reinforcing actions that drive achievement, we empower our team to create future value
- We value our employees' diverse skills and talents, and we encourage innovation and initiative. We utilise every opportunity to provide opportunities for leadership and growth

## Teamwork Driven

- We achieve more for our members through collaboration
- We build trust in the organisation by treating each other with dignity, courtesy, respect, and professionalism
- We are strongest when we support each other's success

## Honesty & Integrity

- By always ensuring integrity is at the heart of all our processes, practices and relationships, we protect the interests of our organisation, members and stakeholders
- We are driven in all circumstances to act with honesty and integrity
- We repay our member's trust by always acting in good faith and taking ownership of our words and actions

## Innovation

- We are committed to proactively adapting to changes and any emergent issues in our internal and external environment, making plans and engaging in constant analysis of the road ahead. We foster creativity that challenges constraints, and fosters progress
- Critical thinking will be our cornerstone as we employ an attitude of problem solving, and seeking what's in the best interest of our members. Our processes and procedures will be intentionally monitored, reviewed, and updated, ensuring that we are current and that they are fit for purpose.



**RESILIENCE**  
IN EVERY STEP.

# TABLE OF CONTENTS

06	Credit Union Prayer
07	Notice of Annual General Meeting
08	Standing Orders
10	President's Address
14	Amendment To Bye-Laws
15	Minutes of the 66 <sup>th</sup> Annual General Meeting
28	Board of Directors' Report
47	Credit Committee's Report
55	Supervisory Committee's Report
61	Education Committee's Report
65	<b>Financial Statements</b>
108	Nominating Committee's Report
111	67th Annual General Meeting Nominee Profiles
121	Budget
124	Resolutions

RESILIENCE  
IN EVERY STEP.



# CREDIT UNION PRAYER

## 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 67<sup>TH</sup> ANNUAL GENERAL MEETING

In accordance with the **Co-operative Societies Act, Chapter 81:03, Section 18**, notice is hereby given that the 67th Annual General Meeting of the Trinidad & Tobago Police Credit Union Co-operative Society Limited will be held in a **HYBRID** format, **VIRTUALLY** and **IN-PERSON** at the Trinidad and Tobago Police Credit Union Flagship Building, 33-35 Eastern Main Road, Barataria on **SATURDAY 17th MAY 2025** beginning at **1:00 p.m.**

## AGENDA

### National Anthem

### Invocation

1.
  - a) Credential Committee's Report
  - b) Notice of Meeting
  - c) Adoption of Standing Orders
  - d) President's Address
  - e) Feature Address – Dr. Marlene Attzs
  - f) Vote of Thanks
2. **Amendment to Bye-Laws**
3. **Minutes of 66th Annual General Meeting held on Saturday 15TH JUNE 2024**
4. **Business Arising from the Minutes of the 66th Annual General Meeting**
5. **Reports**
  - a) Board of Directors
  - b) Credit Committee
  - c) Supervisory Committee
  - d) Education Committee
  - e) Auditors Report and Financials
6. **Nominating Committee's Report and Nominations**
7. **Elections**
8. **Budget**
9. **Resolutions**
10. **General Business**
11. **Closing Remarks**

Annual Reports will be available online from **Saturday 3rd May 2025**.

### REGISTRATION

Members attending the AGM, in-person or virtually, are required to **register online** at [www.policecreditunion.com](http://www.policecreditunion.com) from **Saturday 3rd May 2025**.

In-person registration will be on a first come first served basis due to limited seating capacity. There will be no limit on the number of virtual attendees. To secure a spot for in-person attendance, members **MUST** indicate their preference on the registration form.

**REGISTRATION DEADLINE: THURSDAY 15TH MAY 2025.**

### IMPORTANT INFORMATION

For members attending virtually, to be able to vote, you **MUST** be logged in to the meeting platform at least one hour before voting begins. Members will not be able to access the meeting once voting has begun.

For information or assistance with the registration process please email us at [agm@policecreditunion.com](mailto:agm@policecreditunion.com)

### BY ORDER OF THE BOARD



**Nigel Williams**  
**SECRETARY**



# STANDING ORDERS

---

**To ensure orderly proceedings at the (Hybrid) Annual General Meeting (allowing for both in-person and virtual attendance), the following standing orders will be observed:**

## **ALL ATTENDEES**

1. A member shall address the Meeting only when called upon by the Chairperson to do so. No member shall address the Meeting except through the Chairperson.
2. Comments and questions whether verbal or written must be relevant, clear and concise and must address the topic/subject before the meeting.

## **IN-PERSON**

3. A member shall stand and when acknowledged by the Chairperson state his/her name before addressing the Meeting.

## **VIRTUALLY**

4. A member shall use the raise hand feature on the virtual platform and when acknowledged shall state his/her name and proceed to make an audio or video contribution as directed by the Chairperson.
5. Members can also contribute to the meeting using the Chat/Q&A function on the virtual platform. Members using this feature should enter his/her name along with their contribution by typing in the Chat/Q&A function.

## **MOTIONS**

6. A member may not speak twice on the same subject except:
  - a) The mover of a motion who has the right of reply, or
  - b) He/She rises to object or provide explanation (with the permission of the Chairperson)
7. The mover of a 'Procedural Motion' e.g. Adjournment, laying on the table, or Postponement, shall have no right of reply.
8. No speeches shall be made after the 'Question' has been put and carried or negatived.
9. 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'.
10. A member shall not call another member to order but may draw the attention of the Chairperson to a 'Breach of Order'.
11. 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.
12. Only one amendment shall be before the Meeting at any time.
13. When a motion is withdrawn, any amendment to it fails.

**STANDING ORDERS CONTINUED****VOTING**

14. In-person voting will be conducted either by a show of hands or secret ballot. Online voting will be conducted by electronic polling.
15. The Chairperson shall have the right to a 'Casting Vote'.
16. If there is equality of voting on an amendment, and if the Chairperson does not exercise the casting vote, the amendment is lost.
17. The Chairperson's declaration that a motion or resolution is either carried or defeated following a vote is final.

**GENERAL CONDUCT OF THE MEETING**

18. The Chairperson will maintain order and timely management of the meeting at all times.
19. The Chairperson shall protect members from vilification.
20. All members must be respectful to the Chairperson and other members in attendance.
21. No member shall impute improper motives against another member or the Chairperson.
22. Disruptive behaviour or failing to defer to the Chairperson may lead to expulsion from the meeting.



**PCU PLUS**  
FURNITURE • APPLIANCES

*"Everything Your Home Deserves"*

<p><b>BARATARIA</b> 33-35 EMR Ext 2603-2604 (868) 612-4728</p>	<p><b>ARIMA</b> Green Street Ext 4013</p>	<p><b>SAN FERNANDO</b> Irving Street Ext 3011</p>	<p><b>TOBAGO</b> Mt. Marie Road Ext 5006</p>
--	---	---	--

[www.shoppcuplus.com](http://www.shoppcuplus.com)



**PCU**  
TRINIDAD AND TOBAGO  
POLICE CREDIT UNION



## PRESIDENT'S ADDRESS

Investing in Tomorrow:  
A Strategic Path Forward

Mr. Phillip Wilson  
PRESIDENT



**RESILIENCE**  
IN EVERY STEP.

## PRESIDENT'S ADDRESS - 67<sup>TH</sup> ANNUAL GENERAL MEETING

---

To all our valued members, dedicated staff, and stakeholders, thank you for being a part of today's Annual General Meeting as we close the books on 2024.

Today, we are not just reflecting on another year – we are celebrating the progress and resilience that defines the Trinidad and Tobago Police Credit Union (PCU).

The past 12 months presented its share of complexities and trials, but together we have turned challenges into opportunities and ambition into achievement. These positive trends in 2024 – a healthy increase in loan volume, deposits, and share activity – underscore the strong foundation we have built. This success is further highlighted by:

- A 14% expansion of the loan portfolio. This represented a \$103 million increase over the previous fiscal year, driven by impressive growth in the Christmas and Welcome loan portfolios.
- An increase in asset growth of \$62.5 million demonstrating the strength and ongoing expansion of the credit union."
- A 8% gain in share capital.
- The successful launch of e-receipts and pilot testing of a cutting edge online loan portal, and
- Record participation in our social interventions and membership outreach.

These achievements, propelled by an ambitious marketing push, effective lending strategies, and increased investment in brand development, not only highlight PCU's dedication to providing innovative financial solutions but also underscore the confidence you continue to place in our ability to deliver value.

Overall, loan interest income rose by 6% to \$64 million while loan service charges grew by a robust 94% to \$9.26 million, a direct outcome of increased loan volume and successful revenue generation strategies.

Our ability to effectively capitalise on this boost in business would not have been possible without the hard work of our staff who proactively sought out and leveraged opportunities, converting growth into tangible benefits.

Our credit union also continues to demonstrate exceptional financial strength. Share equity increased by 8%, trending upward from \$745 million in 2023 to \$801 million in 2024. There was also deposit growth of 19.4% which is a positive enhancement of liquidity which signals strong member

engagement and financial health.

The resilience of PCU's revenue performance, directly translates into the successful fulfilment of our core mission: to empower every member to build generational wealth and create financial opportunities that extend to future generations.

So, how does this success shape the Credit Union's strategic decisions for our collective future?

It is in reflecting on the success of the past year that the Board of Directors has made a carefully considered decision regarding the next step in our journey towards a sustainable and prosperous future.

In light of the present economic climate - characterised by considerable uncertainty, particularly surrounding international tariff policies and their potential global implications - as a responsible financial institution we must exercise prudence and caution.

Therefore, for the period under review, we will be distributing a 2% dividend on your shares along with a 1% rebate on loan interest payments. This is a decision that has not been taken lightly or without considerable thought, analysis, and a profound sense of responsibility to safeguard and enhance the financial well-being of our membership.

As your Board of Directors, it is our fiduciary duty to proactively fortify PCU against any economic shocks that could negatively impact our operations, and by extension, your investment and the necessary services we provide.

This adjustment is a strategic move, rooted in the necessity to retain vital reserves, which are the bedrock of our resilience and growth. These reserves will empower PCU to:

### **Reinforce our resilience:**

Strengthening the Credit Union's financial foundation to withstand any potential impact of economic ripples caused by rapid international policy shifts.

### **Invest strategically in necessary technology:**

In a rapidly evolving digital world, wise investments in technology and business infrastructure are crucial for PCU to effectively compete and sustain growth.

### **Fund critical upgrades and modernisation:**

Having heard the calls for a better experience voiced by our valued South and Central-based members, we are taking decisive action to deliver the modern, comfortable and efficient service you deserve.

**PRESIDENT'S ADDRESS CONTINUED**

---

These strategic investments are not just about navigating the present challenges; they are about building generational wealth for every member of PCU. By making these difficult decisions today, we are laying the foundation for sustained growth and prosperity that will benefit all members in the years ahead.

An investment in the long-term sustainability of our Credit Union, this adjustment ensures that PCU remains a strong and trusted financial partner now and for generations to come.

This dividend payment, coupled with the loan interest rebate and our commitment to vigilant financial oversight is the most responsible path forward. It also empowers PCU to anticipate and neutralise potential risks, invest in our future and ultimately deliver greater long-term value and security to you, our members.

To realise this potential, we must pursue growth opportunities with discipline – funding them responsibly to reduce reliance on debt while reinforcing our financial reserves.

The Board is confident that this forward-looking strategy will position PCU for sustained prosperity and ensure that our Credit Union remains a pillar of financial strength.

Looking ahead to 2025, the Board remains committed to navigating the rapidly evolving economic landscape with foresight and vigilance. Our strong performance in 2024 has ignited a powerful momentum propelling us toward even greater value creation for you in the year ahead.

Building on our success, we are laser-focused on strategically investing in the very foundations of your future with us.

This means we will continue to deepen our investment in cutting-edge technologies for enhanced service and security in an increasingly digital world. Simultaneously, we are strengthening our risk management practices, to safeguard our long-term prosperity and your peace of mind.

With an eye on continuous improvement, we are analysing the strategies that fuelled our successes while proactively addressing areas that require strengthening, such as our undivided surplus, net assets and net surplus. Strengthening these reserves is a direct investment in our collective future and the Credit Union's ability to consistently deliver value.

A key priority in our journey forward will be diligent expense management – smart, strategic cost control that alleviates mounting overheads and ensures sustained, balanced growth. We also recognise in other areas, such as PCU Plus - our Consumer Division - the need to aggressively mitigate operational costs and optimise sales performance to accelerate revenue growth.

While the significant surge in loan income is a clear win, we will continue our vital work through the Credit Committee to cultivate a deeper understanding of responsible borrowing and the profound importance of honouring repayment commitments. As a co-operative, the ethical management of our shared resources and the unwavering commitment to repay when we borrow is more than sound financial practice – it is the lifeblood that sustains our organisation and enables us to thrive and grow.

Building upon this foundation of mutual responsibility, we recognise that while PCU remains profitable, we cannot afford to be complacent. To truly secure our collective prosperity, an unwavering focus, coupled with the courage to make difficult decisions, will be essential as we navigate the path ahead. And so, with a clear focus on balanced growth and diligent cost management guiding our efforts in the next fiscal year, I want to again acknowledge the invaluable support of PCU's loyal members and supportive stakeholders.

Together, we celebrated remarkable achievements, and laid the groundwork for a transformative future. Your engagement is what powers our progress. Join us now as we embrace the opportunities before us and build a brighter financial future together, for all of us.



WANT TO START A BUSINESS?

**Don't Just  
Think It,  
Live It.**

**Dividend  
Multiplier  
Loan**



Multiply your dividends to multiply your possibilities! With the PCU Dividend Multiplier Loan, you can grow your savings up to 10 times faster. Want to start a business or renovate your home? Now you can. Invest in what matters most today.

UP TO  
**\$150,000**

**4.5%**  
INTEREST RATE

UP TO  
**5 YEARS**  
REPAYMENT

Apply online at [www.policecreditunion.com](http://www.policecreditunion.com)  
or visit a branch near you.

**YOUR FUTURE IS SAFE WITH US**

SUBJECT TO LENDING CRITERIA. TERMS & CONDITIONS APPLY

BARATARIA | ARIMA | SAN FERNANDO | TOBAGO



# AMENDMENT TO BYE-LAWS

---

The Trinidad and Tobago Police Credit Union Co-operative Society Limited moved its Head Office operations from #61 Tenth Street, Barataria to PCU Flagship, #33-35 Eastern Main Road, Barataria on Monday 10th October, 2022.

Whereas Bye-Law 2. i. reads:

## 2. Name and Registered Address

- i The Society shall be called "Trinidad and Tobago Police Credit Union Co-Operative Society Limited". The Registered address shall be #61 TENTH STREET, BARATARIA or such other place as the Board may from time to time decide.

*BE IT RESOLVED THAT* Bye-Law 2. i. be amended to read:

## 2. Name and Registered Address

- i The Society shall be called "Trinidad and Tobago Police Credit Union Co-Operative Society Limited". The Registered address shall be #33-35 EASTERN MAIN ROAD, BARATARIA or such other place as the Board may from time to time decide.



# MINUTES OF THE 66<sup>TH</sup> ANNUAL GENERAL MEETING

**Held virtually and in-person on Saturday 15th June 2024**

Hosted at the Trinidad and Tobago Police Credit Union,  
Flagship Auditorium, 33-35 Eastern Main Road, Barataria



**MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED****1.01 Commencement**

**1.01** At 1:20 pm the Chairman, Mr. Phillip Wilson welcomed the membership and invited guests to the 66th Annual General Meeting of the Trinidad and Tobago Police Credit Union.

**1.02** Mr. Wilson called the meeting to order and indicated that the Credential Officer reported that there were two hundred and fifty (250) members online and seventy-five (75) members in-person for the meeting.

**1.03** The Chairman asked everyone present in the space to stand for the Trinidad and Tobago National Anthem.

**1.04** The National Anthem was then played.

**1.05** The Chairman asked everyone to remain standing to recite the Credit Union Prayer followed by an invocation by the Vice President Ms. Margaret Sampson-Browne.

**1.06** The Secretary, Mr. Nigel Williams, read the notice of the 66th Annual General Meeting and the Standing Orders of the meeting.

**1.07** On a motion moved by Mr. Nigel Williams, seconded by Mr. Kevon Beatrice, the Notice of the Meeting and the Standing Orders were accepted by the membership.

**1.08** The Chairman introduced the head table, to his immediate left was the Vice President, Ms. Margaret Sampson-Browne; followed by the Treasurer, Mr. Alexander Prince, and to his immediate left was the Chief Executive Officer, Mr. Colin Eddy; to his immediate right was the Secretary, Mr. Nigel Williams followed by the Assistant Secretary, Mr. Oluyemi Mashama; sitting behind was Mr. Harold Phillip, Mrs. Renee Bain-Keller, Mr. Leslie Charles, Ms. Ingrid Maxwell and Mr. Nafeez Mohammed. The Chairman apologized to the meeting for the absence of Alternate Directors Ms. Gale Charles and Mr. Fitzroy Phillips.

**2. PRESIDENT'S ADDRESS**

**2.01** The Chairman directed the membership to the President's Address in the AGM brochure and began reading same.

**2.02** Mr. Wilson commenced his address by reporting

on the credit union's achievements and progress over the past year and shared the roadmap for the months ahead to grow the PCU's asset base, increase profitability and build market shares.

**2.03** The Chairman went on to highlight that during the previous year, the credit union experienced strong growth in three (3) areas Loan Demand, Share Value and Membership. He further stated that loan applications surged by 3%, there was also a healthy share growth of 7% and the organization welcomed 3,138 members.

**2.04** The Chairman in reflecting stated that 2023 brought both accomplishments and challenges for the Credit Union. He further indicated that the credit union achieved a 30% increase in membership in 2023, attracting an average of 345 new members per month which signals a positive trajectory for the long-term sustainability of the organization.

**2.05** The Chairman reported that the loan portfolio analysis revealed an interesting trend in 2023 where loans had increased by 8% or \$54,454,318 over the previous 12 months, it was also noted that loan application volume raised by 3% however, new loans declined by 5%.

**2.06** The Chairman indicated that the team's challenge for 2024 would be to reignite the loan portfolio momentum and achieve a 10% growth, which translates to the ambitious target of an additional \$9 mil in revenue.

**2.07** The Chairman went on to state that loan liquidations exposed a gap in our current financial literacy programmes and challenged us to improve their effectiveness to better empower the membership, to address this trend the credit union would launch several initiatives, which includes boosting communication and outreach, expanded financial literacy and proactive intervention.

**2.08** The Chairman reported that 2023 saw impressive share value growth of 7% year-on-year, with a concerning trend of rising deposit outflows. He indicated that to address this challenge we have implemented a combination of tactics which include competitive incentives and targeted marketing campaigns designed to retain existing depositors and attract new members to invest in the Credit Union.

MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED

- 2.09** The Chairman stated that the strategic priorities for 2024 would focus on one core goal, which would be Empowering your Financial Wellbeing, and stated that the 2024 strategy would focus on six (6) pillars – Membership Growth, Digital Transformation, Cybersecurity, regulatory Compliance, Member Education and Collaboration. He went on to describe what each pillar would entail.
- 2.10** The Chairman highlighted a member-centric approach for 2024, whether it be introducing new digital banking features for greater convenience, launching innovative loan products or enhancing our member support services through technology upgrades and streamlined processes, PCU has adopted an agile approach to service excellence.
- 2.11** The Chairman stated that as we look towards a future filled with exciting possibilities, the Board, Management and Staff of PCU extend a heart felt gratitude to our valued members that retired in 2024. He asked the membership to applaud Ms. Marie Antoinette Mathews (former Consumer Division Manager), Mr. Lester Phillip (a Facilities Team stalwart), and Mr. Micheal St. Louis for their significant contributions to the organization over the years, their dedication and hard work have undeniably helped shape PCU into the successful organization it is today.
- 2.12** The Chairman indicated that a special debt of gratitude goes to Ms. Gale Charles for her unwavering dedication and support in the establishment of PCU-Plus Limited. He also acknowledged the invaluable service of Mr. Errol Dillon who served as an active member of the Board of Directors generously devoting his knowledge and skills to various committees throughout his time with PCU. Mr. Dillon's final role was on the Supervisory Committee. To Mr. Dillon, Ms. Matthews, Mr. Phillip and Mr. St. Louis, we express our deepest gratitude and wish you all the best as you set off on a new road in your life's journey.
- 2.13** In closing the Chairman left the members with the following words, "PCU is working with you and PCU is working for you" and stated that there was always room for improvement and despite the challenges the credit union aims to give the members greater return not just financially but socially for the holistic wellbeing of each and every member. He then thanked the membership for their trust and for being part of the PCU's cooperative community.
- 2.14** The Chairman asked for the Safety Briefing to be played for all present.
- 2.15** The Chairman indicated that the Board took the decision to recognize an esteemed stalwart who has tirelessly served this organization for the past 30-plus years and that was Mr. Errol Dillon. A presentation was made to Mr. Dillon.
- 2.16** Mr. Wilson indicated that the Credential Officer reported that there was a total of four hundred and eighty-eight (488) persons in attendance, one hundred and seventy-five (175) members in-person and three hundred and twelve (312) members on-line.
- 2.17** The Chairman extended his gratitude the visiting guests from various credit unions and asked them to stand and bring greetings on behalf of their credit union.
- 2.18** Mrs. Jacqueline Bowen-Rodriguez brought greetings on behalf of Transcorp Credit Union.
- 2.19** Mr. Brian Mathew brought greetings on behalf of Aero Services Credit Union.
- 2.20** Mr. Kelvin Carmino brought greetings on behalf of the Co-operative Credit Union League.
- 2.21** The Chairman moved a motion, seconded by Mr. Gregory Collymore for the adoption of the Brochure as being read.
- 2.22** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, most of the members raised their hands, he then asked for those against, there was one (1) against. The Chairman asked the member to state their name to the record.
- 2.23** Mrs. Clare Creese-Woodley stated her name for the record and indicated that she had a problem with the brochure being taken as read as some members would have only gotten the brochure today.
- 2.24** The Moderator opened the polls for the on-line membership to vote on the motion to accept the 2023 Brochure as read, 153 members voted in favour, 1 member voted against, and 9 members abstained. The motion was carried.

**MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED****3. READING AND CONFIRMING OF THE MINUTES OF THE 65TH ANNUAL GENERAL MEETING HELD ON AUGUST 26TH, 2023**

**3.01** On a motion moved by Mr. Phillip Wilson, seconded by Mr. Gregory Collymore, the minutes of the 65th Annual General Meeting, held on August 26, 2023 were tabled for discussion.

**3.02 CORRECTIONS AND/OR OMISSIONS TO THE MINUTES OF THE 65TH ANNUAL GENERAL MEETING**

**3.02.01** Ms. Lollita Wheeler highlighted a duplication in paragraph 9.12 and 9.15.

**3.02.01** Item 9.15 should read as, "The Moderator opened the polls for the membership to vote on the resolution for the increase in maximum liability, 165 members voted in favour, 8 members voted against, and 20 members abstained. The motion was carried."

**3.03** There being no further corrections and/or omissions to the minutes of the 65th Annual General Meeting, a motion moved by the Chairman, seconded by Mr. Kevon Beatrice, for the confirmation of the minutes of the 65th Annual General Meeting.

**3.04** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, no abstentions, no hands were raised.

**3.05** The Moderator opened the polls for the on-line membership to vote on the motion for the confirmation of minutes of the 65th Annual General Meeting, 144 members voted in favour, 0 members voted against, and 9 members abstained. The motion was carried.

**3.06** Mr. Wilson indicated that at 2:50 pm the Credential Officer reported that there was a total of six hundred and forty-one (641) members in attendance, two hundred and thirty-five (235) members in-person and four hundred and five (405) members on-line.

**4. BUSINESS ARISING OUT OF THE MINUTES OF THE 65TH ANNUAL GENERAL MEETING****4.01 AGM BROCHURES**

**4.01.01** Mrs. Thecla Huggins-Stanley highlighted item 5.05.11 and complimented the quality of brochure stating that even though the brochure was a costly item for the credit union, we should not look to move away from hard copies as some members are challenged virtually but instead reduce the use of glossy paper and colored pages to cut costs.

**4.01.02** The Chairman thanked Mrs. Huggins-Stanley for the sentiment.

**4.02 SERVICE PROVIDERS FOR INSURANCE**

**4.02.01** Mr. Fitzroy Brown asked for an update on item 11.05.12 on page 31, in relation to service providers for insurance.

**4.02.02** The Chairman updated the meeting stating that this meeting was held in August last year and from August to December we actively pursued it, meeting with every major insurance provider in this country some of whom have refused to place a proposal before us to consider or bring to the membership. The further stated that Beacon Insurance submitted a proposal which was presented to the membership via an online and physical meeting to communicate the increase that had to be paid and the changes to the medical plan. He assured the membership that the Credit Union was actively treating with the matter.

**4.03 FORMER LOCATIONS**

**4.03.01** Mrs. Clare Creese-Woodley directed the Chairman to item 4.01.01 and asked for an update on the former premises at 61 and 62 10th Street, Barataria.

**4.03.02** The Chairman informed the membership that the buildings were in the process of being retrofitted to accommodate two tenants, we should have them rented and able to get an income within the next three months.

**4.03.03** Mr. Julian Johnson wanted to know who the potential tenants of the building were.

**4.03.04** The Chairman indicated that that information would be shared when the contracts were signed.

**4.04 DIVIDENDS**

**4.04.01** Mr. Lester Clarke suggested that in the spirit of

**MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED**

---

the meeting and since it was Father's Day that 1% of the dividends be placed on the shares of the fathers to observe Father's Day.

**4.04.02** Mr. Chairman noted the comment.

**4.05** Mr. Michael Roban moved a motion, seconded by Mrs. Thecla Huggins-Stanley for the acceptance of the minutes of the 65th Annual General Meeting.

## **5. REPORTS**

**5.01** The Chairman invited the Chairperson of each Committee to the microphone to respond to any questions that may be raised by the membership.

### **5.02 BOARD OF DIRECTORS REPORT**

**5.02.01** The Chairman invited Mr. Nigel Williams, Secretary of the Board of Directors to take the meeting through the Board Report and asked the membership if they had any questions with regards to the Board Report.

**5.02.02** Mr. Nigel Williams indicated that the brochure has already been taken as being read, he would address any questions, concerns or issues in relation to the Board of Directors Report.

**5.02.03** Mrs. Clare Creese-Woodley asked whether PCU Plus answered directly to the Board of Directors or the Supervisory Committee.

**5.02.04** The Chairman indicated that the PCU Plus had a Board, and they would report to the parent company's board which was the Board of the Police Credit Union.

**5.02.05** Ms. Melanie Harris suggested that online loan application indicate what the requirements were for each loan, so members know what documents to bring when they are coming in.

**5.02.06** The Chairman thanked Ms. Harris for the comment and indicated that the Credit Union was in the embryonic stage of upgrading the on-line processes and soon the membership would be able to go through the entire process of any loan application and submission of all documents.

**5.02.07** Mr. Michael Roban indicated that with regards to customer experience he observed there were complaints about the service of the workers in the credit union and noticed staff members wearing

little red ribbons, when he enquired on the ribbons he was informed of the ongoing salary negotiation dispute, he indicated that this might be one reason workers felt disgruntled and that the management of the credit union has to look at the ordinary worker and ensure they are properly paid.

**5.02.08** Mr. Roban also stated the when the credit union was in the old place members would get water, tea, coffee and Milo which was not available at the new buildings and asked that this practice be reintroduced.

**5.02.09** The Chairman thanked Mr. Roban for his contributions and guaranteed that the staff of the Police Credit Union is one of the most professional staff that you could find anywhere and despite the challenges that may be going through with salary negotiations you can rest assure that the service they provide to members would continue to be professional service because of the professionals they are.

**5.02.10** Mr. Anderson Holder raised two issues he had relating to Customer Experience and Digital Transformation. He highlighted delays in his claim's remittance and lack of action from the Manager to deal with his issues, he went on to praise the CEO for directly addressing his concerns and dealing with the matter.

**5.02.11** Mr. Holder also indicated that the Credit Union was speaking on Digital Transformation and yet a copy of the bye-laws was not made available online. He also enquired that if voting for the Health Plan could be done online why not voting for nominees for election at the AGM, giving members more time to vote through email.

**5.02.12** The Chairman thanked Mr. Holder for his contributions and indicated that the CEO would look into making sure all Credit Union Documents were made available through the Website. He further stated that with respect to election voting by email the credit union was regulated by the Commissioner of Co-operatives and the Society's Bye-Laws and voting should be done by an external party at an AGM to guarantee integrity and transparency.

**5.02.13** Ms. Neisha Jeffers stated that she had some concerns about the health plan as she did not receive the email and believed that the increase was drastic, and she should have had a say or

**MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED**

opinion on the matter.

**5.02.14** The Chairman thanked Ms. Jeffers for her contribution.

**5.02.15** The Secretary, Mr. Williams, indicated that at this time the Executive, Board of Directors and Management Team of the Police Credit Union would like to extend our heartfelt condolences to the families of all members who passed during the year 2023.

**5.02.16** Mr. Williams moved a motion, seconded by Mr. Cleve Phillip for the acceptance of the Board of Directors Report.

**5.02.17** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.

**5.02.18** The Moderator opened the polls for the on-line membership to vote on the motion for the acceptance of the Board of Director's Report for fiscal year 2023, 167 members voted in favour, 6 members voted against, and 16 members abstained. The motion was carried.

### **5.03 CREDIT COMMITTEE'S REPORT**

**5.03.01** The Chairman invited the Secretary of the Credit Committee, Mr. Kevon Beatrice to respond to any questions that could arise from the membership.

**5.03.02** Mr. Beatrice asked the membership if there were any questions as it relates to the Credit Committee's Report on pages 60-67 of the Brochure.

**5.03.03** With no questions from the membership, Mr. Beatrice moved a motion, seconded by Mr. Wendell De Four for the acceptance of the Credit Committee's Report.

**5.03.04** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.

**5.03.05** The Moderator opened the polls for the on-line membership to vote on the motion for the acceptance of the Credit Committee's Report for fiscal year 2023, 175 members voted in favour, 2

members voted against, and 23 members abstained. The motion was carried.

### **5.04 SUPERVISORY COMMITTEE'S REPORT**

**5.04.01** At 3:50 pm the Chairman invited the Secretary of the Supervisory Committee, Mr. Jerome Jagroop to respond to any questions that could arise from the membership.

**5.04.02** Mr. Jagroop asked the membership if there were any questions as it relates to the Supervisory Committee's Report on pages 70-71 of the Brochure.

**5.04.03** With no questions from the membership, Mr. Jagroop expressed the Committee's sincere gratitude to the credit union management, staff, Board and fellow committee members for their dedication and cooperation throughout the year and their commitment to the Credit Union's success has been instrumental in achieving the positive outcomes highlighted in this Annual Report.

**5.04.04** Mrs. Donna Marshall-Johnson moved a motion, seconded by Mr. Lester Clarke for the acceptance of the Supervisory Committee's Report.

**5.04.05** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.

**5.04.06** The Moderator opened the polls for the on-line membership to vote on the motion for the acceptance of the Supervisory Committee's Report for fiscal year 2023, 162 members voted in favour, 2 members voted against, and 19 members abstained. The motion was carried.

### **5.05 EDUCATION COMMITTEE'S REPORT**

**5.05.01** The Chairman invited the Secretary of the Education Committee, Mrs. Cynthia Romeo-Dick to respond to any questions that could arise from the membership.

**5.05.02** Mrs. Romeo-Dick asked the membership if there were any questions as it relates to the Education Committee's Report on page 74 of the Brochure.

**5.05.03** With no questions from the membership, Mrs.

## MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED

Romeo-Dick indicated that the members of the 2023-2024 Education Committee wished to wholeheartedly thank the Board of Directors, the CEO, Management and Staff and members.

**5.05.04** Mr. Kevon Beatrice moved a motion, seconded by Mrs. Narda Steele-Willimas, for the acceptance of the Education Committee's Report.

**5.05.05** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.

**5.05.06** The Moderator opened the polls for the on-line membership to vote on the motion for the acceptance of the Education Committee's Report for fiscal year 2023, 166 members voted in favour, 3 members voted against, and 10 members abstained. The motion was carried.

### 5.06 AUDITED FINANCIAL STATEMENTS

**5.06.01** The Chairman invited Mr. Riaz Ali, a representative of the BDO to address the meeting.

**5.06.02** Mr. Ali read the Auditor's Opinion to the membership as stated on page 3 of the Financial Statements.

**5.06.03** Mr. Ali concluded his report by thanking the management team and staff for their assistance during the audit.

**5.06.04** The Chairman invited the Treasurer to take the meeting through the Financial Statements and to answer any questions that could arise from the membership.

**5.06.05** Mr. Alexander Prince took the meeting through the Statement of Financial Position, Statement of Comprehensive Income, and Note to the Financial Statements for the year ending 31st December 2023, located on pages 4 – 40 of the Audited Financial Statements. After which, he invited questions from the membership.

**5.06.06** Mr. Julien Johnson asked with regards to the KCL Bond currently at 68.9 Mil, what was the stipulated time to repay this loan to the investors?

**5.06.07** Mr. Alexander Prince stated that the period

earmarked to repay the loan was 10 years.

**5.06.08** The Moderator indicated that there was a question online from Ms. Nagalia Francois who asked since millions in revenue was being raised by the credit union, why was the membership not benefiting from these by way of an increase in dividends.

**5.06.09** Mr. Prince indicated that he has shown the net income of \$15.1 Mil, how much the auditors indicated was needed to pay the 3% dividend and he also stated that the Board appropriated \$7.2 Mil to add to the \$15.1 Mil to pay a 3% dividend, which he believed was benefiting the membership.

**5.06.10** Mr. Addison Springer wanted to thank and compliment Mr. Prince for his comprehensive overview of the financial situation.

**5.06.11** Mr. Springer highlighted a concern which he experienced and suggested happens to most police officers upon retirement where because of the timely process of the retirement his loan became default, this was eventually rectified and asked if this transition could be looked at.

**5.06.12** Mr. Prince stated that the current procedure facilitated by the credit union was that a member could apply for a waiver or moratorium where depending on the circumstances the member would not have to pay their loan for a stipulated period.

**5.06.13** Mr. Springer also highlighted a concern about the cost of maintenance of the building, indicating that if the building was a smart building as suggested the cost would either be uniform as compared to the old building or the increase should not be so much to burden the organization.

**5.06.14** Mr. Prince noted Mr. Springer's point and stated that in order to keep its prestige condition the building must be maintained.

**5.06.15** Mr. Michael Roban stated that while he was disappointed with the 3% dividend he wanted to praise the Treasurer for taking his time to clearly explain his presentation and commended Mr. Prince for doing a good job as Treasurer.

**5.06.16** Mr. Gregory Collymore wanted to know if the delay in the handover negatively impacted the

**MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED**

credit union's expenditure.

- 5.06.17** Mr. Prince indicated that there was no real delay in the handover, there were legal aspects that needed to take place such a completion certificate and inspection, however this did not have a very substantial overrun on the building.
- 5.06.18** Mr. Collymore stated that in looking at the figures in terms of profit, he wanted to compliment the Bard and management for the position the credit union was in today.
- 5.06.19** Mr. Curtis Martin asked why the credit union did not have a fast service option.
- 5.06.20** Mr. Prince answered him by stating that the credit union has been engaging in this option for some time, we have a card facility which was LinCU an attempt by a few credit unions credit unions to bring some independence to the membership. He further stated that they have been meeting with persons since 2013, however the implementation of our own ATM was quite costly.
- 5.06.21** At 4:50 pm Mr. Eugene Francis wanted to commend Mr. Prince on the manner in which he articulated all the proceedings financially, going into detail and provided a breakdown of the credit union's expenditure.
- 5.06.21** Mr. Julien Johnson moved a motion, seconded by Mrs. Narda Steele-Williams for the acceptance of the Financial Report for 2023.
- 5.06.22** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, one (1) abstention was noted.
- 5.06.23** The Moderator opened the polls for the on-line membership to vote on the motion for the acceptance of the Financial Report for fiscal year 2023, 128 members voted in favour, 4 members voted against, and 22 members abstained. The motion was carried.
- 5.06.24** The Chairman indicated that the Credential Officer reported that there was a total of six hundred and ninety (690) persons in attendance, two hundred and fifty-four (254) members in-person and four hundred and thirty-six (436) members on-line.

**6. NOMINATING COMMITTEE'S REPORT AND NOMINATION**

- 6.01** The Chairman invited Mr. Lennox Charles, Secretary of the Nominating Committee to present the report to the membership.
- 6.02** Mr. Lennox Charles took the meeting through the Nominating Committee's Report located on pages 118-119 of the Brochure and invited questions from the membership.
- 6.03** The Moderator indicated that there were no questions at this time.
- 6.04** Mr. Charles stated that in conclusion the committee recommends that members who are desirous of being on the Board of Directors and Committees should acquaint themselves with the bye-laws and develop an understanding of the credit union philosophy. He further stated that the committee was grateful for the members' interest and selected the best possible candidates to ensure the continuity and further progress of the organization.
- 6.05** Mr. Wayne Estrada mentioned that the Nomination Committee Secretary spoke about the bye-laws yet none was available at the branch or online, thus he believed that the bye-laws should be made available to the membership.
- 6.06** Mr. Estrada further asked what was one of the criteria used in selecting these candidates and whether the committee reports to the Board or the membership, as issues can arise when a Board did not accept a nomination committee report.
- 6.07** The Chairman indicated that one criterion was that the member's account was audited as part of the selection process and that he could state without fear of contradiction that when the Nominating Committee completes their process and submits a report, that report was taken and published in the Brochures as it was, the Nominating Committee reports to the membership.
- 6.08** Ms. Rosana Jack-Jarvis moved a motion seconded by Ms. Diane Endeavour for the acceptance of the Nominating Committee Report.
- 6.09** The Chairman then asked the in-person

MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED

attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, one (1) abstention was noted.

**6.10** The Moderator opened the polls for the on-line membership to vote on the motion for the acceptance of the Nominating Committee, 158 members voted in favour, 5 members voted against, and 14 members abstained. The motion was carried.

**6.11** The Chairman requested that all registration be closed.

**6.12** The Chairman indicated that the Credential Officer reported that there was a total of six hundred and sixty-five (665) persons in attendance, two hundred and fifty-four (254) members in-person and four hundred and eleven (411) members on-line.

## **7. ELECTIONS**

**7.01** The Chairman handed the proceedings over to the Returning Officer, Mr. Colin Bartholomew and invited the Directors to vacate the Head Table.

**7.02** Mr. Bartholomew thanked the Chairman and took the meeting through the profiles of the nominees for Board of Directors, Supervisory Committee and Credit Committee on pages 129-137 of the Brochure.

**7.03** Mr. Bartholomew then took the meeting through the online voting process. He advised virtual membership that they would be given a digital ballot and a maximum of 10 minutes to cast their ballot in block.

**7.04** Mr. Bartholomew then went through the voting process for members that were in-person. He advised the membership that each member would be given one (1) ballot paper, the ballot paper must not be folded, it must not be creased and do not mark on it until told to do so. He further instructed the members to shade within the circle provided using a black or blue ink pen, ticks, X, or thumb print was not allowed. If a ballot is spoiled, raise your hand and your ballot would have been replaced.

**7.05** Mr. Bartholomew ensured that all members present received a ballot and declared that all positions were vacant for the Board of Directors,

Supervisory and Credit Committee. He then informed the membership that voting could begin for members online and those in-person.

**7.06** Mr. Bartholomew indicated the voting was closed for members voting online, he then confirmed by raise of hand the in-person members had yet to vote. Upon confirmation, Mr. Bartholomew stated that from all indications all ballots had been cast online and in-person and as such he declared the election process closed.

**7.07** Mr. Bartholomew thanked the meeting and informed the membership that he would be back shortly with the results, he then handed the meeting over to the Chairman.

**7.08** Mrs. Renee Bain-Keller, Assistant Secretary, indicated that she had prize-giving from CUNA and pulled the following names from an envelope for the prizes, Helen George-Williams, Valarie Hospedales, Clare Creese-Woodley, Cindy Francois and Thecla Huggins.

## **8. BUDGET**

**8.01** The Chairman invited Mr. Alexander Prince, Treasurer to take the meeting through the Budget and to answer any question that could arise from the membership.

**8.02** Mr. Prince took the meeting through the Budget located on pages 120 – 123 of the Annual Report.

**8.03** The Moderator indicated that there were no questions at this time.

**8.04** Mrs. Thecla Huggins-Stanley moved a motion, seconded by Mrs. Candice Bertrand for the acceptance of the Budget fiscal year 2024.

**8.05** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.

**8.06** The Moderator opened the polls for the membership to vote on the acceptance of the Budget fiscal year 2024, 98 members voted in favour, 0 members voted against, and 10 members abstained. The motion was carried.

## **9. AMENDMENT TO BYE-LAWS**

**MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED**

- 9.01** The Chairman invited the Secretary to treat with the Amendment to the Bye-Laws.
- 9.02** Mr. Williams stated that to ensure the amendment was passed we would need 75% of members present to vote in favour.
- 9.03** Mr. Williams read the amendment to the Bye-Law for the name and address of the Society be changed to Trinidad and Tobago Police Credit Union Co-operative Society Limited and the registered address at 33-35 Eastern Main Road, Barataria.
- 9.04** The Chairman indicated that the Credential Officer reported that at 6:07 pm there was a total of three hundred and sixty-four (364) members in attendance, one hundred and ten (110) members in-person and two hundred and fifty-four (254) members on-line.
- 9.05** The Chairman then asked the in-person attendees to raise their hand for all in favour, 110 members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.
- 9.06** The Moderator opened the polls for the membership to vote on the amendment to the Bye-Law, 127 members voted in favour, no members voted against, 7 members abstained, and 120 members did not vote.
- 9.07** The Moderator relaunched the polls for the membership to vote on the amendment to the Bye-Law, 139 members voted in favour.
- 9.08** The Chairman indicated that to reach 75% we needed 273 members to vote in favour, unfortunately since we were only able to get 68%, the amendment would have to be brought before the members at the next AGM.
- 10. RESOLUTIONS**
- 10.01** The Chairman read the first resolution under dividends which stated that the Credit Union had realized a Net Surplus of \$18,108,826.00 for the financial year ended 2023, it was declared that a dividend of 3% of the average monthly balance of member's shares for the financial year ended December 31st, 2023, of which would be paid in cash or to any loan if in default.
- 10.02** Mr. Kevon Beatrice moved a motion, seconded
- by Mrs. Clare Creese-Woodley, for the acceptance of the 3% dividend declaration.
- 10.03** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.
- 10.04** The Moderator opened the polls for the membership to vote on the acceptance of the 3% dividend declaration, 89 members voted in favour, 13 members voted against, and 3 members abstained. The motion was carried.
- 10.05** The Chairman read the second resolution under Honorarium which indicated that an honorarium of \$326,666.67 be allocated for payment to the 33 members of the Board and Management Committees, such honorarium begin equal to \$245,000.00 after the statutory deductions be declared.
- 10.06** Mr. Gregory Collymore moved a motion seconded by Mr. Roy Dick for the acceptance of the Honorarium payment.
- 10.07** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.
- 10.08** The Moderator opened the polls for the membership to vote on the acceptance of the Honorarium payment, 83 members voted in favour, 12 members voted against, and 7 members abstained. The motion was carried
- 10.09** The Chairman read the third resolution under Auditors which stated that BDO Trinidad and Tobago Limited would be appointed as the new external auditors for the fiscal year 2024.
- 10.10** Mr. Franklyn Archie moved a motion seconded by Mr. Kevon Beatrice for the acceptance of BDO as the external auditors for 2024.
- 10.11** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.
- 10.12** The Moderator opened the polls for the

**MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED**

membership to vote on the resolution for the auditors for the fiscal year 2024, 95 members voted in favour, 5 members voted against, and 3 members abstained. The motion was carried.

**10.13** The Chairman read the fourth resolution under Maximum Liability in which the Police Credit Union sought to increase its maximum liability to \$150,000,000.00.

**10.14** Mr. Kevon Beatrice moved a motion seconded by Mr. Franklyn Archie for the increase in the Maximum liability to \$150,000,000.00.

**10.15** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.

**10.16** The Moderator opened the polls for the membership to vote on the resolution for the increase in maximum liability to \$150,000,000.00, 82 members voted in favour, 6 members voted against, and 5 members abstained. The motion was carried.

**10.17** The Chairman read the fifth resolution under Building Fund where the Board of Directors took the decision to transfer the balance held on the Building Fund of \$18,953,617 to the Undivided Surplus for the prudential management of the organization and in compliance with IFRS Standards.

**10.18** Mr. Wayne Estrada moved a motion seconded by Mrs. Nard Steele-Williams to approve the Board of Directors' decision to transfer the balance of the Building Fund to the Undivided Surplus.

**10.19** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.

**10.20** The Moderator opened the polls for the membership to vote on the resolution of the Board's decision re the Building Fund, 88 members voted in favour, 5 members voted against, and 8 members abstained. The motion was carried.

**11. ELECTION RESULTS**

**11.01** At 6:50 pm the Chairman handed the meeting over to the Returning Officer for the announcement of the election results.

**11.02 BOARD OF DIRECTORS**

Kevon Beatrice	248
Alexander Prince	238
Simone Denoon-Jackman	213
Jerome Jagroop	212
Harold Phillip	204
Leslie Charles	133
Steve Waldron	120

**11.02.01** The four (4) nominees who were elected to the Board of Directors were Mr. Kevon Beatrice, Mr. Alexander Prince, Mrs. Simone Denoon-Jackman and Mr. Jerome Jagroop. The alternates were Mr. Harold Phillip and Mr. Leslie Charles.

**11.03 SUPERVISORY COMMITTEE**

Dana Joseph	199
Candice Bertran	149
Tricia Smith	145
Donna Marshall-John	128
Paul Jameson	125
Mahalia Bacchus	116
Ryan Paul	102
Anderson Holder	98

**11.03.01** The three (3) nominees who were elected to the Supervisory Committee were Ms. Dana Joseph, Ms. Candice Bertrand and Ms. Tricia Smith. The alternates were Mrs. Donna Marshall-John and Mr. Paul Jameson.

**11.04 CREDIT COMMITTEE**

Narda Steele-Williams	258
Gavin Simon	175
Franklyn Archie	155
James Clarke	150
Vernly Gift	148
Neal Rawlins	81
Ayanna Antoine	72
Marlon Hyde	68
Jason Johnson	58

**11.04.01** The three (3) nominees who were selected to the Credit Committee were Mrs. Narda Steele-Williams, Mr. Gavin Simon and Mr. Franklyn Archie. The alternates were Mr. James Clarke and Mr. Vernly Gift.

**MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED**

**11.05** A motion was moved by Mr. Wayne Estrada, seconded by Mr. Kevon Beatrice for the destruction of the ballots.

**11.06** The Chairman then asked the in-person attendees to raise their hand for all in favour of the motion, members raised their hands, he then asked for those against, no hands were raised, any abstentions, no hands were raised.

**11.07** Mr. Mathew opened the polls for the membership to vote for the destruction of the ballots; 73 members voted in favour, 3 members voted against, and 2 members abstained. The motion was carried.

**11.08** The Chairman extended congratulations to the newly elected members and thanked the Returning Officer, Mr. Colin Bartholomew for his continued support to the organization.

## **12. GENERAL BUSINESS**

### **12.01 MISSION STATEMENT**

**12.01.01** Ms. Figaro congratulated the head table on all that was done and their continued efforts for the credit union. She highlighted the Mission Statement stating that she believed the credit union was operating more like a bank fixed on loans and interest rates. She asked if the new building was a necessary purchase and stated that it was a retiree who was looking for a return on her investment, she further suggested that the credit union look at the Mission Statement and focus on people.

**12.01.02** Ms. Figaro also wanted to know what the Education Committee was doing as she has been to numerous events and courses hosted by another credit union that she was a member of.

**12.01.03** The Chairman stated that the building was a result of democracy, the members asked for this building, voted for and approved the building, it was not an independent decision by the management team of the Police Credit Union.

**12.01.04** The Chairman highlighted membership programmes in relation to the Education Committee, that were facilitated virtually so that members all over the world could participate. He further stated that we focus generally on what was done physically, however Covid has brought a new dimension to the way we do business, our

virtual platform has allowed us to expand the operations of the credit union to a wider membership.

**12.01.05** Mr. Wayne Estrada extended congratulations and stated that from where he sits the building and the management team's governance of the credit union exhibits confidence, something we take for granted.

### **12.02 BENEFICIARY LIMIT**

**12.02.01** Mr. Wayne Estrada asked that this credit union be the driving force to have the beneficiary limit of the deceased members removed, and stated that it moved from \$5,000.00 to \$50,000.00, there should be no limit, when he passed his beneficiary should have access to all his money and not have to go through a lawyer to get it.

**12.02.02** The Chairman noted Mr. Estrada's contribution.

**12.02.03** Mr. Alexander Prince responded to Mr. Estrada and stated that he has raised this issue with the Co-operative Credit Union League as it relates to the draft policy proposals documents for independent co-operative authorities and reassured the member that it was being considered.

### **12.03 FLAGSHIP BUILDING**

**12.03.01** Mr. Johnson highlighted some concerns he had with the Flagship Building, he suggested that spaces should be rented to assist with paying off the loan, he highlighted that the toilet facilities needed adjusting as the toilet bowl and the urinal were in 1 cubicle, and he also indicated that he had to leave trash on a counter on the ground floor as there was no trash bin.

**12.03.02** The Chairman noted his concerns.

**12.03.03** Mr. Johnson stated that Directors should share their number with the membership so that they can be contacted when there are problems with management.

**12.03.04** The Chairman addressed Mr. Johnson stating that there was an open-door policy for the Executive of the Credit Union, so that in the event you have a concern, you can call or write, and we would make ourselves available.

**12.03.05** Mr. Roy Dick indicated that he was on the Board

**MINUTES OF THE 66<sup>TH</sup> AGM CONTINUED**

---

in the mid-1980s when the building in Barataria was purchased, some member complained while others wanted a bigger building and that trend remains.

**12.03.06** The Chairman thanked Mr. Dick for his contribution and stated that the building was income earning and the that the management team continues to explore other revenue gaining options.

**12.03.07** Ms. Thecla Stanley-Huggins complemented the Board of Director on a successful completion of the 66th AGM and remarked that there should be a change to the structure of the Agenda as members left after the refreshments. She further complimented the flagship building and suggested that the credit union advertise the rental spaces to smaller credit unions.

**12.03.08** Mrs. Clare Creese-Woodley complimented the Executive for a well-executed AGM and highlighted the issue of staff parking, she wanted to know what security arrangements were in place as staff members had to park on a different compound.

**12.03.09** The Chairman stated that the matter was tasked to the CEO, Real Estate Committee and Facilities Department to look at and advise us accordingly.

**12.04 ELECTIONS**

**12.04.01** Mr. Johnson suggested that the person who receives the most vote at the AGM should be the President if the law permits it.

**12.04.02** The Chairman stated that the members of the Executive are chosen by the Board of Directors at the first meeting after the AGM.

**12.05 ARIMA BRANCH**

**12.05.01** Ms. Brenda Collymore highlighted a concern with the male and female washrooms being in the same room.

**12.05.02** The Chairman stated that the concern was noted.

**12.06 MAXIMUM LIABILITY**

**12.06.01** Ms. Kathleen Kanhai-Bujhawan recommended that we get a legal opinion and consider a flexible benchmark instead of a fixed sum, she stated that the Co-operatives Societies Act was that a set

maximum liability was needed but it does not say that it has to be fixed or a percentage similar to industry standards like PEARLS Ratio.

**12.06.02** The Chairman noted the contribution.

**12.07 SOURCE OF FUNDS**

**12.07.01** Mr. Johnson asked the Chairman what the threshold for depositing money into the Credit Union was.

**12.07.02** The Chairman stated that it was \$29,999.99.

**12.07.03** Mr. Johnson indicated that he tried to deposit a little over \$10,000.00 and had got problems and went elsewhere to deposit his funds.

**12.07.04** Mr. Cedric Neptune indicated that in response to Mr. Johnson that in relation to the maximum amount of money you could deposit you have to declare a source of funds and it depends on circumstances and member transaction history.

**12.08 LOANS**

**12.08.01** Mr. Anderson Holder stated that he would get calls or emails related to Car Loans and asked that the Board of Directors focus on entrepreneurship loans to build generational wealth among its members.

**12.08.02** The Chairman thanked Mr. Holder for his contribution.

**13. CLOSURE OF MEETING**

**13.01** The Chairman thanked the members for attending and participating and congratulated the organization on the hosting of another successful Annual General Meeting.

**13.02** The Chairman asked Mr. Cedric Neptune to end the meeting with a closing prayer.

**13.03** There being no further business, the meeting concluded at 7:45 pm.



## BOARD OF DIRECTORS



**MR. PHILLIP WILSON**  
PRESIDENT



**MRS. MARGARET SAMPSON-BROWNE**  
VICE PRESIDENT



**MR. NIGEL WILLIAMS**  
SECRETARY



**MR. JEROME JACROOP**  
ASSISTANT SECRETARY



**MR. ALEXANDER PRINCE**  
TREASURER





**MR. OLUYEMI MASHAMA**  
**DIRECTOR**



**MRS. RENEE BAIN-KELLER**  
**DIRECTOR**



**MR. NAFEEZ MOHAMMED**  
**DIRECTOR**



**MRS. SIMONE DENOON-JACKMAN**  
**DIRECTOR**



**MR. KEVON BEATRICE**  
**DIRECTOR**



**MS. INGRID MAXWELL**  
**DIRECTOR**



**MR. RICHARD TAYLOR**  
**DIRECTOR**

**RESILIENCE**  
IN EVERY STEP.





# BOARD OF DIRECTORS REPORT 2024

SEE YOUR INVESTMENT AT WORK

EVERY DOLLAR INVESTED IN SHARES GENERATES A POWERFUL RIPPLE EFFECT OF PROGRESS. TOGETHER, WE ARE NOT JUST BUILDING VALUE; WE'RE DRIVING MEANINGFUL CHANGE IN OUR COMMUNITIES AND THE LIVES OF THOSE WE SERVE.



**\$100,000**

DONATED IN DIRECT COMMUNITY SUPPORT



**4,383**

NEW MEMBERS



**14%**

MORE LOANS DISBURSED IN 2024\*



INCREDIBLY LOW FEES, STARTING AT

**0.5%**



**\$38,000.00**

AWARDED IN SEA BURSARIES TO JUNIOR MEMBERS



TOTAL LOANS

**\$820.45 MILLION**



**11%**

INCREASE IN TOTAL INCOME



HIGHEST PERCENTAGE LOAN GROWTH

**+2000% (BACKPAY LOAN\*)**



**68%**

GROWTH IN RENTAL INCOME

## BOARD OF DIRECTORS REPORT CONTINUED

# TOP 4 PERFORMING LOANS IN 2024\*

<b>BACKPAY LOAN</b> <b>+2035%</b>	<b>CHRISTMAS LOAN</b> <b>+132%</b>	<b>WELCOME LOAN</b> <b>+123%</b>	<b>EQUITY LOAN</b> <b>84.9%</b>
--------------------------------------	---------------------------------------	-------------------------------------	------------------------------------

HIGHEST VALUE LOAN IN 2024

**FREE YOURSELF LOAN (\$320 MILLION)\*\***

## VALUE IN ACTION: A Look at Key Highlights from the Past Year.

<b>January</b>	Banga Season Loan Launch & Launch of PCU's Carnival Wellness Campaign (Get Fit x2). Launch of PCU Exam Prep.
<b>February</b>	Back Pay Loan Promotion
<b>March</b>	PCU celebrated International Women's Day and hosted a "Red Couch Affair" in conjunction with Transcorp Credit Union.
<b>April</b>	"I Do" Wedding Loan Promotion
<b>May</b>	May Madness Car Shows & Child Abuse Prevention with Snr. Supt Claire Guy-Alleyne
<b>June</b>	Back to School Stationary Drive/AGM & What Does It Mean To Be A Man" Lunch and Learn
<b>July</b>	Youth Invest Webinar Launched
<b>August</b>	Membership Drive - Tobago
<b>September</b>	SEA Awards. The S.E.A Future Investment was launched in August 2024. This provides a startup investment of \$500.00 to S.E.A Students.
<b>October</b>	Anniversary Month Celebrations
<b>November</b>	PCU Paranging Launched December – Christmas Charity Drive

\*Increase measured by percentage growth against 2023 results.

\*\* By total amount.

## BOARD OF DIRECTORS REPORT CONTINUED

## Executive Summary

The 2024 financial year has been a period of significant growth and strategic progress for Police Credit Union. We have delivered strong performance across key metrics, including loan portfolio expansion, revenue gains, and asset growth. Overall, our operational review showed positive performance trends, however, it also revealed opportunities to make even greater gains in the year ahead by improving expense management and implementing strategic initiatives to strengthen reserves.

This forward-looking perspective is strengthened by the significant institutional growth PCU realised in the past year which has already enabled improvements in how we serve members and manage operations.

Many of the initiatives rolled out in 2024 focused on generational wealth creation and the deployment of technological solutions to improve operational efficiency and increase cost savings. Key achievements include the rollout of e-receipts, streamlined member on-boarding, and the pilot testing of our new lending portal designed to improve loan processing efficiency and customer experience.

The fiscal year concluded on a positive note with the financial results reflecting the credit union's focus on strategic efficacy and building a stronger market position. Specifically, PCU's loan portfolio experienced double digit growth of 14%, indicating robust demand and our capacity to effectively meet members' credit needs. Total revenue expanded by 11%, driven by both increased lending activities and ongoing diversification of income streams. Building on this positive momentum, the 8% increase in share capital not only reflects strong investor confidence but also fortifies our equity base for sustained growth.

Consequently, PCU's financial stability and capacity for future expansion are further strengthened, as demonstrated by a healthy 5.6% year-on-year increase in total assets. Supported by strong asset quality and good market positioning, this positive trajectory positions PCU favourably for continued success in the upcoming fiscal year.

Recognising the prevailing global economic uncertainty in 2025, characterised by trade tensions and fluctuating market conditions, our strategic priorities for the year ahead will centre on robust liquidity and credit risk management. This proactive approach will ensure we remain steadfast in delivering value to our members, bolstering financial resilience, and maintaining a strong foundation for PCU's continued growth in the face of external headwinds.

## 2024 Key Highlights and Performance Indicators

### Key Financial Performance & Impact Overview

Over the past 12 months, PCU has demonstrated financial resilience and steady growth, despite some challenges. Key indicators, as outlined below, reflect a positive trajectory in asset growth, loan expansion, and revenue generation, reinforcing the organisation's commitment to financial stability, sustainable wealth creation and excellence in member service.

#### Indicator: Robust Asset Growth

- PCU's total assets increased by over 5.6% year-over-year, reaching \$1.172 billion as at December 2024.
- This consistent growth underscores our prudent asset management and the organisation's financial strength.
- Our careful stewardship of resources also effectively positions PCU to harness future opportunities and offers resilience against economic fluctuations.

#### Indicator: Significant Loan Portfolio Expansion

- Loans to members in 2024 surged, up 14%, an increase of more than \$103 million, when compared to 2023's results.
- This impressive expansion of the loan portfolio reflects stronger member engagement and competitiveness of PCU's lending products.
- Driving loan portfolio growth is PCU's expanding membership, particularly strong uptake and engagement from first-time borrowers and new members.

#### Indicator: Strong Share Capital Growth

- PCU's share capital grew by 8% to \$801.8 million, demonstrating our members' confidence and a robust equity base for future growth.
- Effective membership campaigns to attract and retain new members contributed to increased share balances and growth.
- The introduction of new products, to incentivise members to increase savings deposits, such as PCU's Fixed Deposit which features tiered interest rates, helped to drive share growth.

## BOARD OF DIRECTORS REPORT CONTINUED

### Indicator: Revenue Growth Outpacing Industry Trends

- Total revenue climbed by 11%, reflecting effective revenue-generating strategies and increased financial activity.
- A \$8.7 million increase propelled PCU's income to \$86 million in 2024 (compared to \$77M in 2023), a direct result of successful efforts in expanding lending and ongoing efforts to cultivate diverse income sources.

### Indicator: Strategic Investments for Long-Term Stability

- A 19% increase in expenses primarily stems from proactive investments in essential growth drivers, including building maintenance, increased investment in personnel to support growth, and strategic advertising & promotion, all laying a strong foundation for robust and long-term sustainability.

## Loan Portfolio Growth

Strong member engagement drove healthy growth in lending demand and created significant opportunities in 2024 to expand interest revenue.

A targeted emphasis on high-growth areas proved instrumental in delivering positive results with robust expansion in high-margin products (e.g., Christmas Loans, Vehicle Loans, and Equity Loans), offsetting minor declines in traditional personal lending products.

Loans to members increased by 14% or \$103.58 million, reflecting a soaring demand for credit, the competitiveness of our loan products as well as PCU's ability to meet members' changing expectations and needs.

High loan disbursement activity and consistent principal repayments, further demonstrated the underlying strength of our member relationships and responsible lending practices.

Building on this solid foundation, the arrival of the Christmas season ignited a significant surge in borrowing, resulting in a substantial expansion of our loan portfolio. From November to December 2024, PCU saw a noteworthy 2.1% increase in lending activity, equivalent to over \$16.7 million. This impressive growth was fuelled by \$47.5 million in additions, with \$25.3 million in new loans and \$21.4 million in refinances, highlighting the considerable appetite for credit during this traditionally high-demand period.

Overall, the loan portfolio presents a compelling narrative

of healthy growth in key areas, juxtaposed with minor contractions in others when comparing 2024 performance against 2023.

Leading the positive momentum is the Free Yourself loan product which demonstrated a strong 12.8% increase, fuelled by attractive rates which incentivised simplified debt management. Special Vehicle Loans also surged by an impressive 23.4%, indicating strong consumer appetite for vehicle financing, boosted by effective marketing (including in-branch car shows and partnerships with dealers) and competitive terms.

The standout performers, however, are the Christmas Loan and Welcome Loan, which experienced explosive growth of 132% and 123% respectively. The significant success of our Christmas Loan highlights the effectiveness of a well-executed targeted campaign and the resurgence of consumer spending post-pandemic, while the Welcome Loan's impressive growth is the result of direct-engagement strategies aimed at attracting and serving new members. Equity Loans also saw a substantial double-digit increase, moving up by 84.9%, demonstrating a growing willingness among members to utilise their property's net value to elevate existing living spaces or unlock financial flexibility.

It is important to acknowledge, however, that while several key areas of the loan portfolio flourished, not all segments shared this upward momentum. Personal Loans recorded a marginal decrease of 2%, however, the most significant decline was observed in Consumer Loans, which plummeted by 37.1%. This sharp contraction, and even the dip in Personal Loans, could signal a shift in member preferences and warrants re-evaluation of market positioning and possibly product updates to address evolving competitive pressures.

Looking ahead we're setting our sights on even greater success in 2025.

Assuming continued stability in the local economy, PCU will continue to capitalise on our current strong upswing in the Free Yourself, Vehicle, Christmas, Equity, and Welcome loans.

Our plan to achieve this involves doubling down on the marketing and advertising that's already delivering results and making our pricing even more compelling for PCU's high-performing products. While the core strategy focuses on amplifying our successes, we are equally committed to understanding and improving underperforming areas. This focused approach will include a detailed market analysis to uncover the key factors contributing to the recent declines and opportunities for innovative product differentiation,

## BOARD OF DIRECTORS REPORT CONTINUED

targeted campaigns, and strategic partnerships to reignite growth in these segments.

The exceptional growth of the Christmas and Welcome loans provide a clear roadmap for improvement. Leveraging insights from their success and carefully examining the drivers behind their exceptional growth, we can refine how we welcome new members and bolster the inherent value of all our lending products from day one. This approach ensures that the factors driving exponential growth in some areas become the standard across our entire loan portfolio.

## Strategic Progress and Achievements

Implementation of our 2022-2026 strategic plan remains on track, with significant progress made in the areas of institutional growth, generational wealth creation and technological advancement in 2024.

### Technological Advancement

In line with the dominant trends of digitalisation and e-commerce within the financial services sector, PCU is making significant strides in enhancing our digital banking channels to deliver high-quality, contactless customer service. The recent introduction of convenient services such as e-receipts, with e-appointments soon to be operational, underscores our commitment to making doing business with us easier and more seamless than ever before.

We have also proactively embraced the evolving digital landscape to better connect with key demographics. Recognising the pervasive influence of social media platforms and mobile technology, particularly in reaching the millennial generation, PCU significantly enhanced outreach through targeted social media campaigns and direct SMS communications. This strategic pivot allows us to engage with our existing and potential membership in a way that resonates with their lifestyles and preferences, fostering stronger connections and driving greater awareness of the credit union's offerings.

### Institutional Growth

PCU's vision for growth is rooted in two core principles: expanding our family and deepening our connection with every member. This focus is underpinned by PCU's reputation as a reliable and member-focused alternative to traditional banks. Through community development initiatives, such as the launch of PCU's Youth Academy, alongside ongoing support for charitable programs, such as the End Period Poverty Now campaign, we remain committed to investing in the next generation and

strengthening the fabric of our communities.

Crucially, we have implemented stronger risk management protocols and improved internal controls, ensuring enhanced fraud prevention, audit readiness and transparency in our operations. This commitment to integrity and customer value fosters the trust that encourages greater member engagement, evidenced by higher participation in our diverse range of loans, savings products, member perks and support services.

Financial strength and stability are both a driver and a result of PCU's institutional growth. We've seen significant deposit growth, with more members choosing to entrust their savings to us, alongside increased share contributions. Our strong retention rates demonstrate the value members find in their credit union experience. Essentially, we're not just focused on attracting new members; we work hard to keep our existing membership happy. To further enhance this experience, we're strategically investing in operational and technological expansion. This includes modernising our branch network to create more comfortable and welcoming spaces for both members and staff, and embracing automation to streamline processes and improve efficiency. Recognising that growth requires strong leadership, we're also committed to the ongoing development of our board members, management team and staff.

To broaden PCU's reach and build lasting relationships, we're amplifying our marketing and outreach efforts by leveraging the power of social media, engaging in impactful sponsorships, and actively participating in community events. By strategically forging collaborations with sister credit unions, NGOs, and other stakeholders, in addition to expanding our loan portfolio and asset base, we are solidifying our market position and ensuring a sustainable future for our members. Just as we anticipate and adapt to the evolving needs of our membership with tailored financial solutions for every life stage, PCU's commitment to a holistic institutional growth ensures a stronger and more resilient credit union - one that empowers members to thrive.

### Generational Wealth Creation

PCU's commitment to fostering generational wealth goes beyond future-proofing our institution; it is fundamentally about empowering our members to build, safeguard, and pass on prosperity so their children and grandchildren can benefit from the seeds they sow today. Initiatives like PCU's Youth Academy and our Junior Savings Accounts, foster early financial literacy, and help build practical skills in budgeting, investing, and navigating debt.

## BOARD OF DIRECTORS REPORT CONTINUED

In 2024, PCU proactively engaged members through a series of educational outreach initiatives which included online “Lunch and Learn” webinars addressing crucial topics such as Prostate Cancer Awareness, Child Abuse Prevention and navigating PCU’s Online Services.

Building upon this foundation, during Credit Union Month, PCU offered members a range of sessions including Managing Your Mental Health and a thought-provoking discussion on What It Means to be a Man. The Credit Union also hosted a special Think-Tank for young members aged 10-18 during the July/August holiday period. This impactful programme equipped participants with essential financial skills through workshops on Budgeting, Saving Strategies, Investing and Kidpreneurship.

These initiatives exist within a broader spectrum of support designed for all our members to build lasting financial security, from providing affordable Education Loans and generous scholarships to facilitating hands-on will preparation workshops and offering affordable life insurance to protect loved ones.

But our vision also extends to strategically investing in the bedrock of our credit union – through prudent retained earnings, diversified investments in stable assets like government bonds and our own property, and rigorous adherence to ethical lending and transparent governance.

We have built an organisation designed to withstand the test of time and our commitment to nurturing future leaders through robust succession planning ensures that the expertise and values you trust remain at the heart of our operations. Ultimately, PCU aims to be more than just a financial institution; we strive to be the steadfast anchor members can rely on, generation after generation, in good times and bad, a trusted partner in building enduring wealth and security.

## Areas for Strategic Focus

### Undivided Surplus Growth

The undivided surplus declined by 9% (\$8.1 million) over the fiscal year, driven by elevated dividend pay-outs and rising operational costs. Replenishing the undivided surplus is essential to safeguarding the credit union’s financial stability, ensuring regulatory compliance, and maintaining capacity for future member-focused investments. Within the next 12 months practical and immediate strategies to rebuild the surplus will be introduced including:

- Temporarily adjusting dividend pay-outs by 2% to retain more earnings.
- Optimising operating expenses by conducting a line-by-line cost review, targeting a reduction in non-essential overheads.
- Boosting income from diversified sources.
- Targeted engagement to combat silent attrition.

### Reducing Expenses

Total expenses increased by \$11.1 million (19%) over the fiscal year, a result of strategic investments in enhancing operational efficiency and supporting future growth initiatives. This included a \$4.9 million (21%) increase in Administrative Costs, rising from \$22.7 million in 2023 to \$27.7 million in 2024, largely driven by a necessary \$3.9 million increase in loan loss provisions. Additionally, LPLS Fees rose by \$3.6 million (41%) to \$12.4 million, reflecting an increase in the per \$1,000 loan protection cost from \$0.60 to \$1.07. Personnel Costs also increased by \$3.9 million (21%) to \$23 million, primarily due to \$3.3 million in negotiated salary increases for the 2022-2024 period, fully accrued in 2024, along with an increase in gratuities and ex-gratia payments as our organisation expands to better serve our growing membership.

These expenditures, including upgrades to PCU’s branch network and member facilities, and crucial technology enhancements, are all expected to positively impact future profitability and member experience. While these investments were essential, effective expense management remains a key priority to ensure sustainable growth and long-term financial health.

### Boosting Net Surplus via Strategic Adjustments

Net surplus experienced a \$2.7 million (15%) adjustment this fiscal year, primarily due to strategic investments and two key expenditures: the payment of gratuities under the three-year collective bargaining agreement and severance for permanent staff as part of the PCU Plus restructuring exercise. While these outflows temporarily reduced the net surplus, they represent necessary strategic investments towards long-term financial resilience, operational improvements and improved surplus performance. The collective bargaining payments fulfilled contractual obligations, avoiding prolonged liabilities, while the severance costs associated with PCU Plus restructuring will lead to sustained savings by transitioning to a leaner, more competitive employment model, reducing structural inefficiencies. By aligning staffing levels with operational

## BOARD OF DIRECTORS REPORT CONTINUED

---

demands and strategically balancing revenue growth with diligent cost management, PCU is positioned to enhance future profitability, ensuring sustainable net asset growth and robust surplus generation.

### Impact of 2024's Performance on 2025's Outlook

#### Positive Trends

- Continued revenue growth, driven by loan portfolio expansion and diversified income streams.
- Strong asset growth, providing a solid foundation for future lending and investment activities.
- Increased share capital, reflecting confidence in the institution's financial health.

#### Areas for Strategic Focus

- **Expense Management:** Implementing cost-control measures to align expense growth with revenue growth.
- **Rebuilding Reserves:** Focusing on strategies to increase undivided surplus and net assets.
- **Profitability Improvement:** Balancing revenue generation with operational efficiency to enhance net surplus.

### Outlook and Future Growth

The 2024 financial year demonstrates a credit union in upward motion, marked by significant strides in asset, loan, and revenue growth – clear indicators of PCU's robust financial health and unwavering dedication to our membership.

While the rise in expenses presents an area for focused attention and improved efficiencies, it also reflects necessary investments in our growth trajectory. Looking ahead, we are confident in our ability to leverage our strong financial foundation and proactively manage operational costs. By embracing both our successes and the lessons learned this year, we are well-positioned to build an even stronger, more sustainable credit union that continues to deliver exceptional value to our members and stakeholders.

The table below provides an overview of the individuals who serve on the Board, along with their meeting attendance records for the period spanning 2024-2025.

**BOARD OF DIRECTORS REPORT CONTINUED****Table 1: Board of Directors Attendance**

<b>Directors</b>	<b>Position</b>	<b>Pres.</b>	<b>Attendance Exc.</b>	<b>Abs.</b>	<b>Total</b>
<b>Executive Committee:</b>					
Phillip Wilson	President	30	-	-	30
Margaret Sampson-Browne*	Vice President	29	1	-	30
Alexander Prince	Treasurer	30	-	-	30
Nigel Williams*	Secretary	30	-	-	30
Jerome Jagroop	Assistant Secretary	30	-	-	30
<b>Directors:</b>					
Oluyemi Mashama*	Director	15	-	-	15
Renee Bain-Keller**	Director	15	-	-	15
Richard Taylor	Director	15	-	-	15
Ingrid Maxwell	Director	15	-	-	15
Nafeez Mohammed	Director	15	-	-	15
Kevon Beatrice	Director	15	-	-	15
Simone Denoon-Jackman	Director	15	-	-	15
Harold Phillip	1st Alternate	14	1	-	15
Leslie Charles	2nd Alternate	15	-	-	15

\* denotes outgoing Directors eligible for re-election

\*\* denotes outgoing Directors not eligible for re-election

**MEMBERSHIP**

Our membership as of December 31st, 2024, was **28,076 members (9,862 Police Officers and 18,214 Civilians)**.

**FINANCIAL PERFORMANCE KEY INDICATORS**

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

## BOARD OF DIRECTORS REPORT CONTINUED

Table 2: Key Financial Performance Indicators

Indicators	2024 %	2023 %	2022 %	2021 Restated %	2020 %
Profitability	18	14.9	41.57	41.69	33.29
Return on Average Loans	10	9.51	9	10.52	9.94
Return on Total Assets	1.36	1.67	2.28	2.99	2.90
Return on Investments	3.64	4.12	2.28	3.25	2.69
Growth in Total Assets	5.62	5.48	5.56	7.14	7.94
Growth in Shares	7.52	6.57	6.65	3.63	1.72
Growth in Loans	14.45	8.22	12.71	0.93	6.11
Growth in Institutional Capital	-3.53	11.41	0.89	9.36	5.95
Delinquency	2.58	2.21	1.7	2.26	1.07
Loans to Total Assets	69.95	64.55	62.92	58.93	62.80
Loans to Shares	102.32	96.12	94.66	89.57	91.97

## PEARLS 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 2024:

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

Description	Goal	2024	2023
Protection Ratio:	100%	107%	100%
Provision for Loan Losses Delinquent Loans > 12 Months			
Effective Financial Structure Ratio:			
Net Loans	70%-80%	70%	65%
Total Assets			
Institutional Capital	> 10%	15%	16%
Total Assets			
Asset Quality Ratio:			
Non-Earning Assets	< 5%	22%	25%
Total Assets			
Rates of Return Ratio:			
Net Loan Income	11%-12%	8%	9%
Ave. Net Loan Portfolio			
Net Income	> 8.8%	1.36%	1.69%
Average Assets			
Liquidity Ratio:			
Liquid Assets – Short-term Payables	>15%	0%	6%
Total Deposits + Shares			
Signs of Growth Ratio:			
Growth in (Net) Loans	= Inflation	14.45%	8.22%
Growth in Shares	> Asset Growth	7.52%	6.57%
Growth in Institutional Capital	> Asset Growth	-3.66%	11.41%
Growth in Total Assets	> Inflation	5.62%	5.48%

BOARD OF DIRECTORS REPORT CONTINUED

NET SURPLUS

Table 4: Return on Assets/Net Surplus

	2024	2023	2022	2021 Restated	2020
Net Surplus (\$)	15,479,956	18,108,826	29,653,372	29,815,941	25,877,190
Total Assets (\$)	1,172,960,657	1,110,498,827	1,052,844,317	997,378,636	930,909,139
Return on Assets %	1.36	1.7	2.82	2.99	3

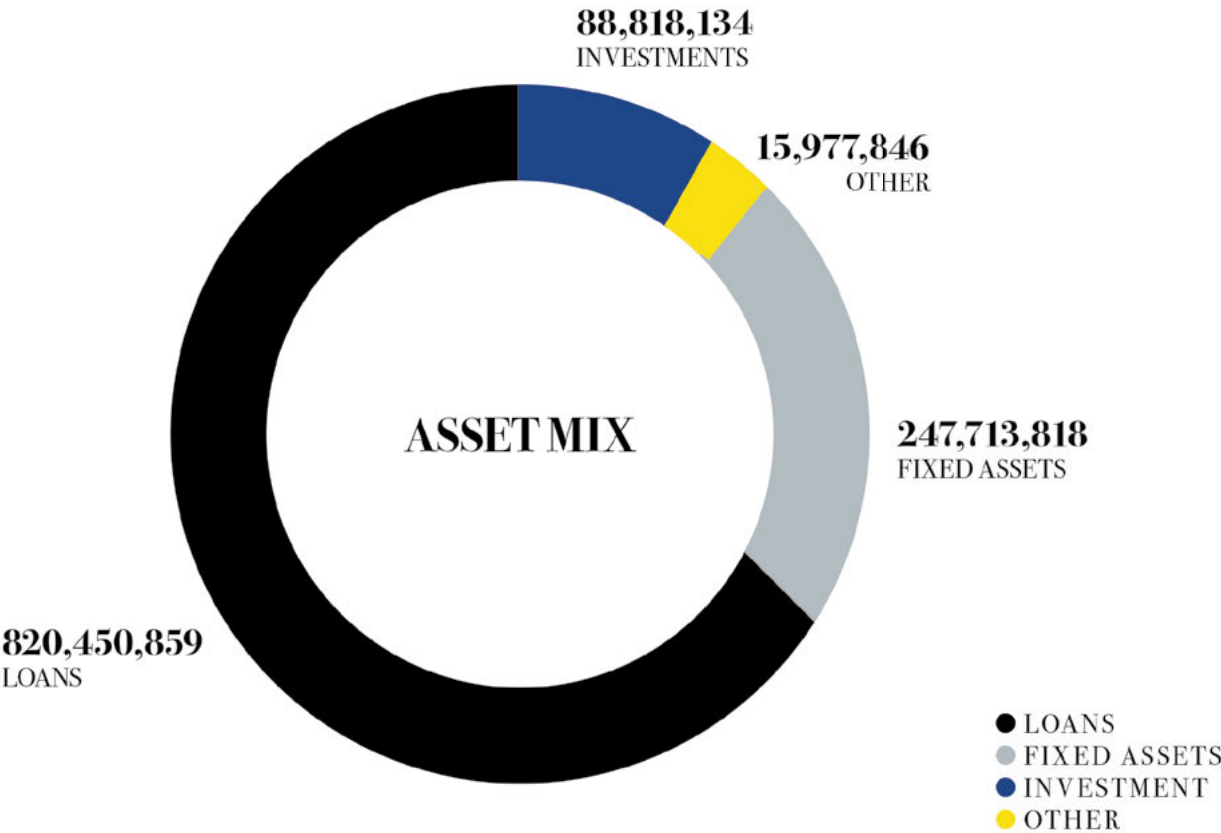
ASSET MIX

Table 5: Asset Mix

	Fixed Assets	Loans	Other	Investments	Total
2024	247,713,818	820,450,859	15,977,846	88,818,134	1,172,960,657
2023	246,061,961	716,870,917	43,254,232	104,311,717	1,110,498,827

The portfolio performed as expected, and we managed to secure a diversified portfolio.

Graph 1: 2024 Total Assets



## BOARD OF DIRECTORS REPORT CONTINUED

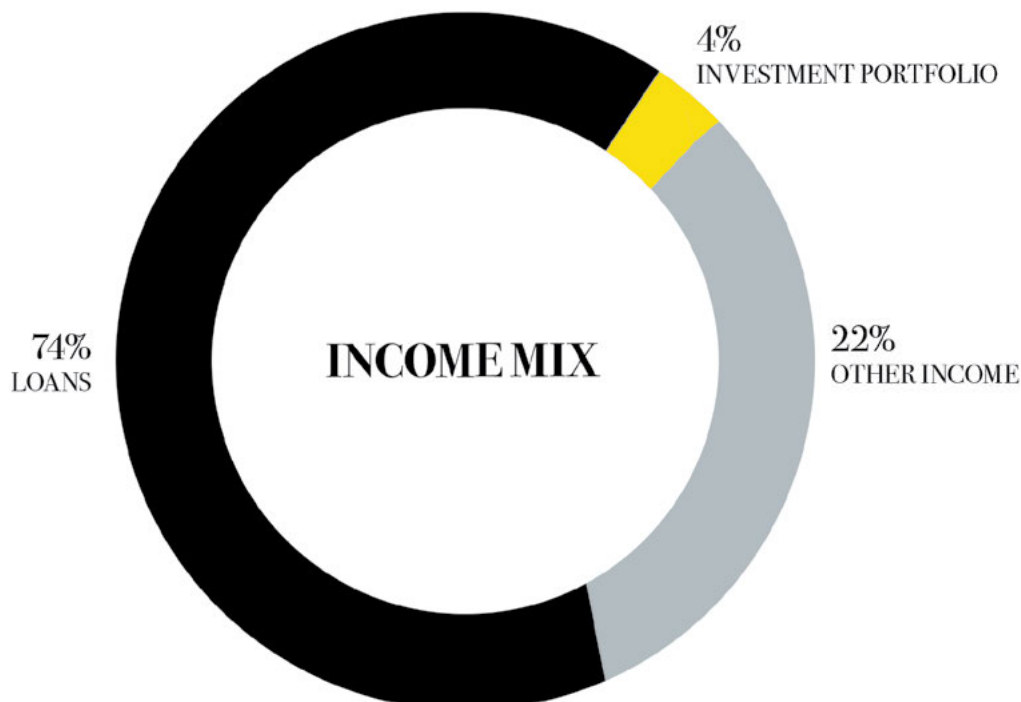
## INCOME MIX

Our main income driver and generator has been the returns on Loans. The Loan Portfolio generated the largest portion of our Income Mix at 74%, our Investment Portfolio was 4% of earnings, our Other Income came in at 22%.

Table 6: Income Mix

	Loans	Investments	Consumer	Other	Total
<b>2024</b>	<b>64,060,423</b>	<b>3,233,532</b>	<b>(885,018)</b>	<b>18,872,306</b>	<b>86,166,261</b>
<b>2023</b>	<b>60,695,601</b>	<b>4,299,370</b>	<b>(728,100)</b>	<b>12,467,459</b>	<b>77,462,430</b>

Graph 2: 2024 Income Mix



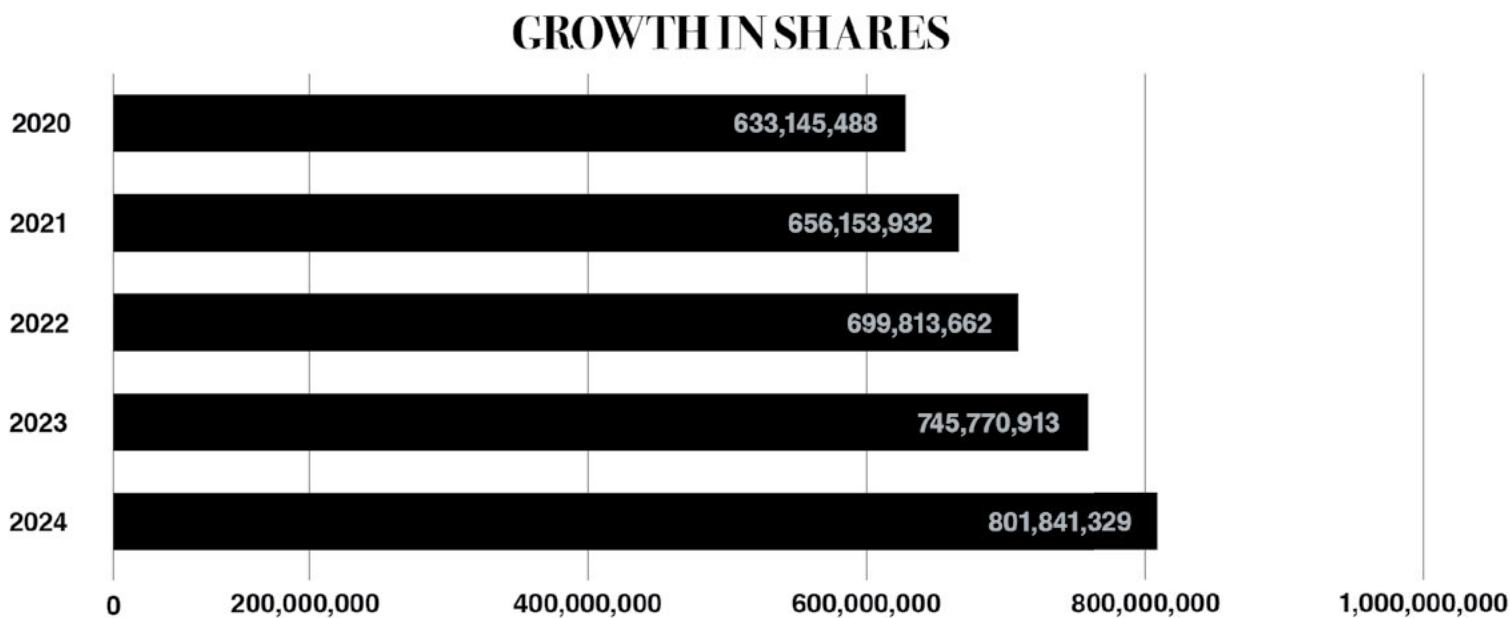
## SHARE GROWTH

Table 7: Growth in Share

	2024	2023	2022	2021 Restated	2020
<b>Shares (\$)</b>	<b>801,841,329</b>	<b>745,770,913</b>	<b>699,813,662</b>	<b>656,153,932</b>	<b>633,145,488</b>
<b>Growth (\$)</b>	<b>56,070,416</b>	<b>45,957,251</b>	<b>43,659,730</b>	<b>23,008,444</b>	<b>10,725,176</b>
<b>Growth %</b>	<b>6.99</b>	<b>6.16</b>	<b>6.65</b>	<b>3.63</b>	<b>1.69</b>

## BOARD OF DIRECTORS REPORT CONTINUED

Graph 3: Growth in Share Portfolio

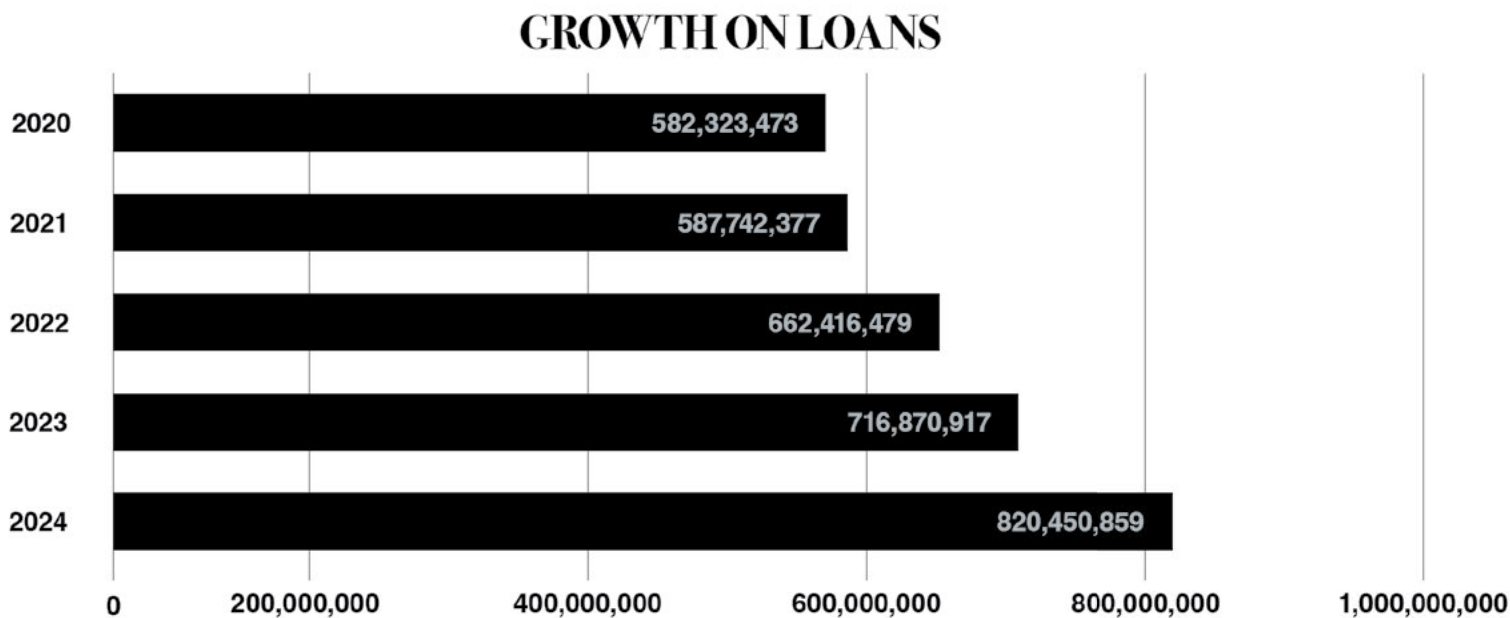


## LOAN GROWTH

Table 8: Growth in Loans

	2024	2023	2022	2021 Restated	2020
Loans (\$)	820,450,859	716,870,917	662,416,479	587,724,377	582,323,473
Growth (\$)	103,579,942	54,454,438	74,692,102	5,400,904	33,550,757
Growth %	12.62	7.6	12.71	0.93	5.76

Graph 4: Growth in Loans



**BOARD OF DIRECTORS REPORT CONTINUED**

Our Loan Portfolio increased by 14.4% over the 2023 figures. We welcome new ideas for products that would be beneficial to both our members and the Society. Your loyalty and sustained confidence in the management of the Society is evident.

**PCU PLUS****Table 9: Consumer Division**

	2024	2023	2022	2021 Restated	2020
<b>Net Loss (\$)</b>	<b>885,018</b>	728,100	953,155	1,666,039	1,885,928
<b>Sales (\$)</b>	<b>5,218,995</b>	7,130,376	6,979,273	5,715,092	6,715,341
<b>Profitability %</b>	-	-	-	-	-

The Consumer Division continues to strive to position itself to be the premier supplier of consumer products for our membership. Keep us informed of your needs and we will continue to serve you diligently.

**DELINQUENCY**

Our Delinquency Ratio was 2.58% for the fiscal year ending December 2024. The Loan Portfolio grew by \$103,579,942.00 in 2024 when compared to our performance in 2023, this creates vulnerability to our delinquency ratio. Notably, most of our members kept their commitment to servicing their loans during the past year.

Our Delinquency Ratio shows an increase of 0.22% when compared to 2023, the current ratio remains within the internationally accepted delinquency ratio of 0% to 5% according to IFRS-9 Standards.

To all our family members who obtain loans please honour your commitments and repay your loans. 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**

	2024	2023	2022	2021 Restated	2020
<b>Delinquent Loans (\$)</b>	<b>21,149,593</b>	16,128,747	9,369,164	10,087,342	8,605,584
<b>Total Loans (\$)</b>	<b>820,450,859</b>	716,870,917	662,416,476	587,724,377	582,323,473
<b>Delinquent %</b>	<b>2.58</b>	2.21	1.54	1.67	1.44

**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 who were laid to rest in 2024:

## BOARD OF DIRECTORS REPORT CONTINUED

First	Last	Date of Passing	First	Last	Date of Passing
Allan	Walters	03/01/2024	Darryl	Alexander	01/09/2024
Andy	Williams	02/07/2024	Dave	Dookhoo	02/11/2024
Angela	Edwards - Bedeau	09/15/2024	Dave	Inniss	05/07/2024
Angela	Martin	11/30/2024	Deanna	Sampson-Andrews	08/01/2024
Anne	Lewis	01/22/2024	Dennis	Scott	12/15/2024
Athaliah	Campbell	02/13/2024	Denzil	George	01/27/2024
Aubrey	Ruben	11/16/2024	Deolal	David	10/16/2024
Avid	Reece	08/21/2024	Deolal	Maharaj	08/04/2024
Avril	Thomas	03/25/2024	Derek	Badree	03/06/2024
Barrie	Ramcharan	09/14/2024	Earl	Arthur	04/15/2024
Beatrice	Bain	07/23/2024	Earl	Augustine	04/15/2024
Benjamin	George	07/20/2024	Earnest	Bowrin	07/21/2024
Bernard	Goodridge	11/26/2024	Elizabeth	Mofford-Benjamin	01/09/2024
Bernard	Thomas	12/28/2024	Eric	Hume	01/30/2024
Bipath	Samai	09/05/2024	Errol	Abinas	06/09/2024
Bobby	Swaratsingh	06/11/2024	Everton	Lewis	03/28/2024
Boysie	Saiphoo	07/13/2024	Ferdinand	Alexander	01/16/2024
Carlos	Morales	09/25/2024	Frank	Sealey	12/29/2024
Carlton	Adams	01/01/2024	Gail	Hospedales-Mc Donald	12/13/2024
Charrandeo	Khillawan	07/22/2024	Gillian	Chase-Gilbert	03/09/2024
Cynaka	Thomas-Bentham	03/15/2024	Giselle	Skeete	12/27/2024
Cynthia	Vincent	03/31/2024	Glen	Foncette	08/09/2024
Dale	Mayers	05/13/2024	Glenford	Sebro	09/07/2024
Damian	Diaz	03/01/2024	Henry	Harvey	01/30/2024
Dane	Gibbs	02/29/2024	Hugh	Glasgow	06/07/2024
Daniel	Fraser	10/27/2024	Indar	Singh	03/07/2024
Darren	Marcano	09/01/2024	Inskip	Julien	01/23/2024

## BOARD OF DIRECTORS REPORT CONTINUED

First	Last	Date of Passing	First	Last	Date of Passing
Intikhab	Mohammed	10/29/2024	Loopchan	Persad	01/12/2024
Irma Cain	Cain	02/13/2024	Maniram	Bridgelal	03/18/2024
Ishmael	Devette	07/25/2024	Marlone	Mitchell	02/09/2024
Ishmael	Williams	03/15/2024	Menize	Moreno	03/24/2024
Ivan	Rangoo	12/10/2024	Mervyn	Lezama	06/25/2024
Janelle	Ransome	05/28/2024	Michael	Eugene	04/16/2024
Janet	Thomas	12/28/2024	Michael	Ragoonanan	11/23/2024
Janice	Iles	12/04/2024	Nazrudeen	Latiff	08/14/2024
Janice	Norton	10/10/2024	Nazrudeen	Pragg	11/19/2024
Jean	Bruce	08/15/2024	Neil	Brandon-John	09/23/2024
Jenny	Baptiste	02/03/2024	Nicquisha	Kaloo	08/17/2024
Jerome	Bleasdel	10/12/2024	Norvan	Fullerton	01/11/2024
John	Layne	12/25/2024	O'niel	Edwards	07/09/2024
Joseph	Lawrence-Jardine	03/09/2024	Peter	Houlder	12/16/2024
Joseph	Richardson	08/20/2024	Petronilla	Sandy	10/15/2024
Jurell	Lewis	05/12/2024	Ralph	Cooper	02/11/2024
Kaucous	James	03/31/2024	Ralph	Shah	09/23/2024
Kenneth	Alexander	10/04/2024	Ravindra	Harrinarine	01/17/2024
Kevin	King	07/19/2024	Ria	Lala	10/27/2024
Kevin	Romany	07/04/2024	Ria	Rulow-Bowyer	09/24/2024
Khemraj	Mathura	11/28/2024	Ronnie	Tuitt	04/25/2024
Krishna	Banahar	11/06/2024	Roy	Lewis	11/19/2024
Kristi	Emmanuel-Croban	09/07/2024	Rudolph	James	03/03/2024
Kurt	Bradshaw	01/23/2024	Rudolph	Leache	02/07/2024
Larry	Phillip	03/16/2024	Rumish	Radhay	09/07/2024
Lennox	Boyce	08/11/2024	Ruthven	Paul	12/12/2024
Liz	Jordan	09/10/2024	Samuel	Blake	09/06/2024

## BOARD OF DIRECTORS REPORT CONTINUED

First	Last	Date of Passing	First	Last	Date of Passing
Samuel	Nicholas	11/15/2024	Stephen	Joseph	11/29/2024
Sashri	Maharaj	06/11/2024	Steve	John	01/13/2024
Selwyn	Walker	06/02/2024	Suzette	James-Stewart	12/30/2024
Shadiq	Yorke	04/13/2024	Terron	Luke	12/03/2024
Shari	Wells	03/19/2024	Valentino	St. Martin	07/11/2024
Shawn	David	12/11/2024	Valini	Seeriram	05/16/2024
Shawn	Jones	07/29/2024	Vernon	Harris	10/11/2024
Sheldon	Peterson	10/19/2024	Winston	Sylvester	03/06/2024
Shivachan	Moonesar	04/05/2024	Yvonne	Alexander	10/15/2024

## PROJECTIONS FOR 2025

- Increase Property/ Venue Rental Income to \$1M.
- Realise a net surplus of 26M
- Grow share capital by 15%
- Increase membership by 20% with an increase of youth membership (<35) by 5%
- Introduction of Mortgage Loan Facility

## Conclusion

The Board of Directors extends its deepest gratitude to PCU's loyal members who are the heart and soul of this credit union. Your trust and engagement fuel our mission and inspire us every day. We also offer our sincere appreciation to our dedicated management and staff, whose tireless efforts, expertise, and unwavering commitment to excellence are the engine of our success. To our valued partners and stakeholders, thank you for your collaborative spirit and shared vision, which strengthens our collective ability to serve our community.

Together, your belief in our purpose creates a powerful force for good, and we are profoundly thankful for each and every one of you and the confidence you continue to repose in PCU as we ensure that, **"YOUR FUTURE IS SAFE WITH US"**.



**Nigel Williams**  
SECRETARY



Financial resilience isn't about how much you earn  
it's about how well you adapt, recover, and grow  
from every setback

# RESILIENCE

IN EVERY STEP.





## CREDIT COMMITTEE



**AULDRIC NEPTUNE**  
CHAIRMAN



**NARDA STEELE-WILLIAMS**  
SECRETARY



**LYSTRA SEBRO**  
MEMBER



**FRANKLYN ARCHIE**  
MEMBER



**GARVIN SIMON**  
MEMBER





# Credit Committee Report

## INTRODUCTION:

The Credit Committee extends cordial greetings to our esteemed membership as we reflect upon the accomplishments of the statutory period encompassing 1st January to 31st December 2024. The Committee expresses its profound gratitude for the opportunity to serve you.

Throughout 2024, the Police Credit Union (PCU) encountered a mix of various challenges and opportunities; yet, through strategic management, we effectively navigated those obstacles. One significant area of focus was the implementation of enhanced policies aimed at expanding our membership base while fostering a culture of savings among our members. For instance, we introduced new promotional offers that attracted new members and incentivized existing ones to save more diligently.

During our weekly meetings and interviews with members, we engaged in enlightening discussions on financial literacy aimed at educating our members about the vital importance of consistent saving and prudent financial management practices. By prioritising these initiatives, we have not only grown our membership by an impressive four thousand three hundred and eighty-three (4,383) new members, elevating our total to a remarkable twenty-eight thousand two hundred and twenty-one (28,221) individuals, but also empowered our members to secure their financial futures.

Looking ahead, the Credit Committee, in collaboration with our esteemed management team, and dedicated staff, remains steadfastly committed to the continuous refinement of our policies to more effectively serve our members and strengthen PCU's foundations.

## OUTGOING AND ELIGIBLE FOR ELECTION

- Aldric Neptune - Board of Directors
- Lystra Sebro - Supervisory Committee

## OUTGOING AND NOT SEEKING RE-ELECTION

- Franklin Archie

At the inaugural session of the Credit Committee, convened on 18th June 2024, the Committee appointed Mr. Aldric Neptune and Mrs. Narda Steele-Williams to assume the roles of Chairman and Secretary, respectively.

## COMPOSITION OF THE CREDIT COMMITTEE:

Aldric Neptune\*  
 Narda Steele-Williams  
 Garvin Simon  
 Lystra Sebro\*  
 Franklyn Archie\*

\*Outgoing

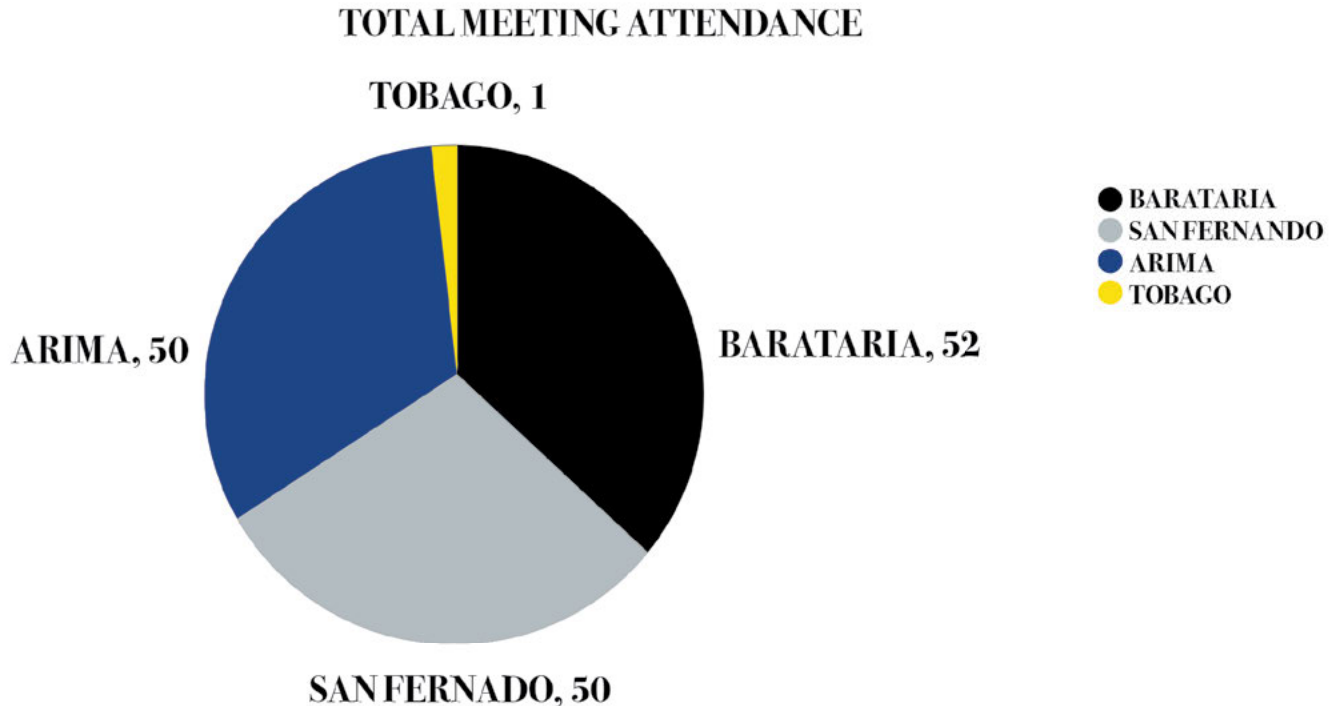
\*\*Outgoing (not seeking re-election)

**CREDIT COMMITTEE REPORT CONTINUED*****Alternates***

James Clarke 1st Alternate  
Vernly Gift 2ndAlternate

**LOAN ADMINISTRATION**

The Credit Committee convened a total of 153 meetings to address applications and conduct interviews with members from various branches.



The statutory period spanning from 1st January to 31st December 2024, witnessed an impressive total of thirteen thousand two hundred ninety-two (13,292) loan applications meticulously scrutinized by the Credit Committee. This figure represented an increase of three thousand one hundred ninety-seven (3,197) applications compared to the previous year's total of ten thousand one hundred five (10,105), accompanied by a corresponding escalation in the aggregate value of loans disbursed, culminating in an outstanding total of eight hundred thirty-six million one hundred eighty-nine thousand two hundred thirty-three dollars and ninety cents (\$836,189,233.90).

The total amount realised showcased a notable increase of one hundred nineteen million three hundred eighteen thousand three hundred sixteen dollars and ninety cents (\$119,318,316.90) compared to the seven hundred sixteen million eight hundred seventy thousand nine hundred seventeen dollars (\$716,870,917.00) recorded in the prior year.

**WELCOME LOAN**

The Welcome Loan was introduced in March 2023. This financial instrument continues to offer new members the opportunity to secure a loan upon the approval of their membership, while simultaneously appealing to existing members who may lack a credit history, as it provides them with a conduit to establish a credit profile with the Credit Union. The maximum amount accessible to eligible members is twenty-five thousand dollars (\$25,000). That loan product generated a remarkable sixteen million, nine hundred ninety-eight thousand, nine hundred thirty-one dollars and twenty-two cents (\$16,998,931.22), reflecting an increase of nine million, three hundred eight thousand, eight hundred twenty-four dollars and twenty-two cents (\$9,308,824.22) in comparison to the previous year's total of seven million, six hundred ninety thousand, one hundred seven dollars (\$7,690,107.00).

**CREDIT COMMITTEE REPORT CONTINUED**

---

**EQUITY LOAN FACILITY**

The Equity Loan Facility provides financial assistance to members who can offer land or property as sufficient collateral to secure the loan amount. This facility is carefully designed for members who want to invest in real estate to generate income, as well as for those seeking to acquire land or property or those wanting to restructure or renovate their residences. This loan has amassed a total of sixteen million eight hundred fourteen thousand nine hundred three dollars (\$16,814,903), in contrast to ten million five hundred twenty-seven thousand seven hundred fifty-five dollars (\$10,527,755) in the previous year.

**SHARE INCENTIVE LOAN**

The Share Incentive Loan (SIL) offers members the opportunity to enhance their share capital with PCU; moreover, it affords members the means to acquire liquid assets to fulfil their aspirations. This loan generated a total of four million thirty-one thousand five hundred forty-two dollars (\$4,031,542), representing a decline of three million eight hundred fifty-six thousand seven hundred thirteen dollars (\$3,856,713) in contrast to seven million eight hundred eighty thousand two hundred fifty-five dollars (\$7,888,255.00) in the preceding fiscal year.

**TAKE 5 VEHICLE LOAN**

The Take Five Loan (T5L) has emerged as a compelling financial instrument, characterised by its competitive interest rates, which encourage members to engage with this lending facility. This loan has amassed an impressive total of eighty-four million five hundred eighty-one thousand one hundred eighty-three dollars (\$84,581,183.00), signifying a substantial increase of sixteen million eight hundred sixty-one thousand eight hundred six dollars (\$16,861,806.00) compared to sixty-seven million seven hundred nineteen thousand three hundred seventy-seven dollars (\$67,719,377.00) in 2023.

**BACKPAY LOAN**

The Back Pay Loan is a financial facility that allows members who have received their back pay to use it as collateral to secure a loan of up to three times the value of their back pay shares. This loan facility has yielded a significant total of eight million eight hundred fifty-six thousand seven hundred ninety dollars (\$8,856,790). This signifies a

growth of eight million six hundred thousand nine hundred sixty-two dollars (\$8,600,962) in comparison to the preceding year's figure of two hundred fifty-five thousand eight hundred twenty-eight dollars (\$255,828).

**FULLY SECURED LOAN**

The Fully Secured Loan (FSL) represents an attractive financial resource that enables members to unlock up to 95% of their unencumbered shares, and benefit from a competitive interest rate of 4%. The primary intention is to help members navigate their financial needs. The FSL initiative has significantly contributed to the reduction of share withdrawals while also providing members the dual benefits of securing a loan and earning dividends from those shares. The FSL has achieved extraordinary growth, totalling seventy-seven million eight hundred forty-three thousand twenty-eight dollars and fifty-seven cents (\$77,843,028.57), signifying an increase of fifteen million seven hundred three thousand forty-six dollars and fifty-seven cents (\$15,703,046.57) in comparison to the preceding year's total of sixty-two million one hundred thirty-nine thousand nine hundred eighty-three dollars (\$62,139,983).

**DIVIDEND MULTIPLIER LOAN**

The Dividend Multiplier Loan (DML) continues to present members with an exceptional opportunity to access additional liquidity upon the receipt of their dividend by utilising their annual dividend payout as collateral. The aggregate sum accrued from the DML during the review period amounted to an impressive five million eight hundred sixty-three thousand six hundred sixty-one dollars (\$5,853,661), reflecting a decrease of one million three hundred six thousand ninety-one dollars (\$1,306,091) in comparison to the year 2023, which recorded seven million one hundred fifty-nine thousand seven hundred fifty-two dollars (\$7,159,752.)

**CREDIT COMMITTEE REPORT CONTINUED****CHRISTMAS LOAN**

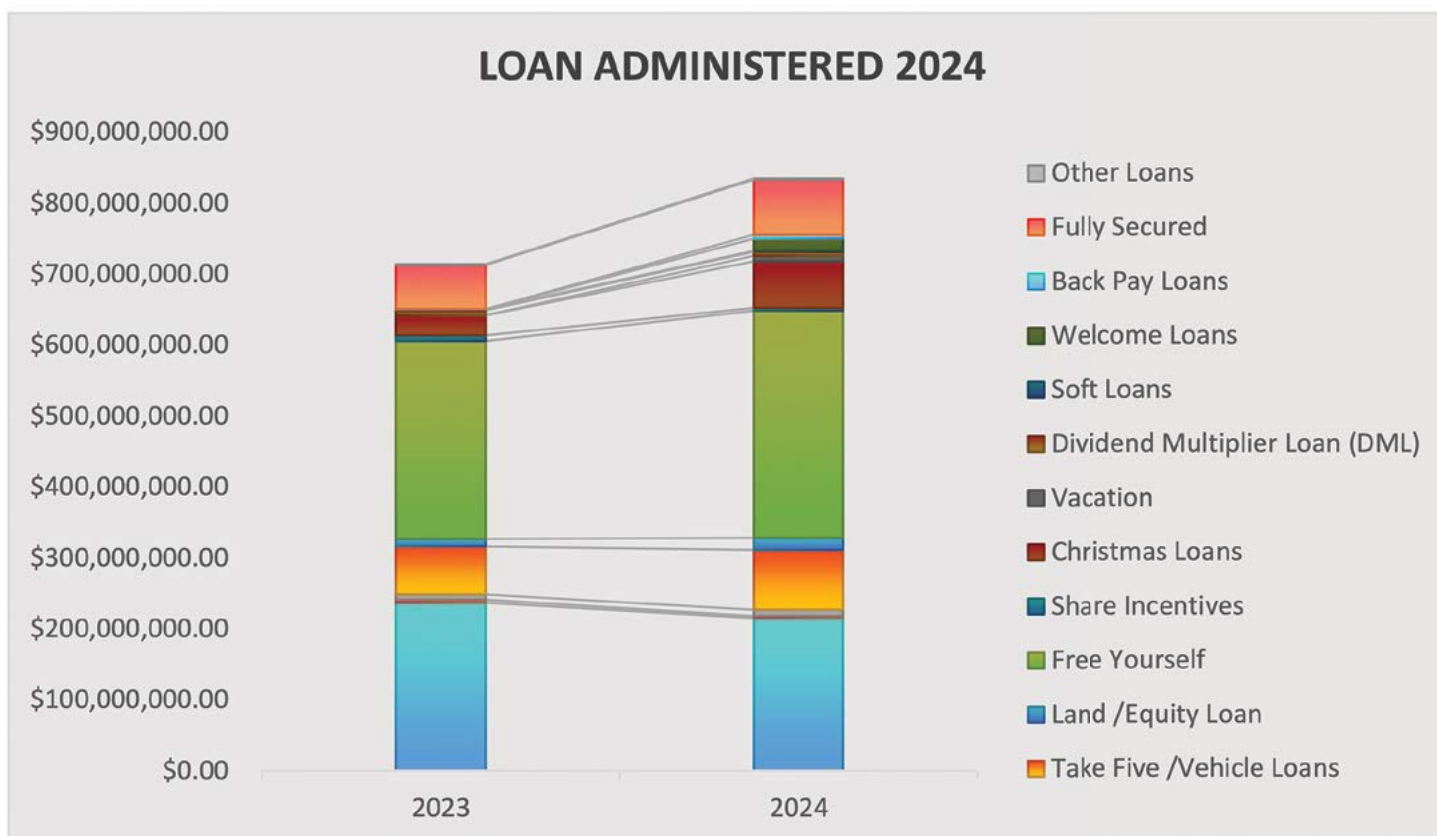
The Christmas Loan Policy has undergone substantial modifications for the 2024 period, empowering eligible members with the financial means to access a maximum sum of fifty thousand dollars (\$50,000). Members with pre-existing loans have also been afforded the opportunity to refinance their obligations up to this maximum threshold. The Christmas Loan yielded an impressive aggregate of sixty-five million, six hundred twenty-five thousand, one hundred seventy-three dollars (\$65,625,173.) during the review period, signifying a substantial increase of (\$37,423,199.) in comparison to the previous year, which recorded twenty-eight million, two hundred one thousand, nine hundred seventy-four dollars (\$28,201,974).

**FREE YOURSELF LOAN**

The Free Yourself Loan (FYL) is a tailored financial solution carefully designed to assist members in consolidating both their existing obligations within the Credit Union and external debt commitments, with the option for refinancing. Members who are overwhelmed by multiple loans or facing financial difficulties due to numerous repayment obligations can consolidate all their debts into a single loan package. This consolidation not only streamlines their financial commitments but also increases their net disposable income. The Credit Committee consistently provides sound financial advice and guidance to members engaging with or refinancing the FYL, helping them develop strategies to avoid similar financial challenges in the future. This loan facility has culminated in a total disbursement of three hundred twenty million, two hundred forty thousand, two hundred seventy-three dollars (\$320,240,273), signifying an increment of forty-one million, two hundred twenty-five thousand, four hundred thirty-three dollars (\$41,225,433) compared to thirty-seven million, one hundred thirty-four thousand, seven hundred seventy-seven dollars (\$37,134,771) recorded in the preceding year.

The subsequent diagram and table furnish a meticulous overview of the loan distributions across various categories, along with their corresponding performance metrics throughout the lifespan of the loan, extended up to December 2024. The loan categories are intricately linked to the allocations of the loans.

<b>LOAN CATEGORY</b>	<b>2023</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<b>Personal Loans</b>	<b>\$236,822,891.00</b>	<b>\$215,285,495.70</b>
<b>Consumer/Appliances</b>	<b>\$4,225,544.00</b>	<b>\$2,656,845.00</b>
<b>Education</b>	<b>\$7,479,504.00</b>	<b>\$8,856,793.00</b>
<b>Take Five/Vehicle Loans</b>	<b>\$67,719,377.00</b>	<b>\$84,581,183.00</b>
<b>Land/Equity Loan</b>	<b>\$10,527,755.00</b>	<b>\$16,814,903.00</b>
<b>Free Yourself</b>	<b>\$279,014,840.00</b>	<b>\$320,240,273.00</b>
<b>Share Incentives</b>	<b>\$7,888,255.00</b>	<b>\$4,031,542.00</b>
<b>Christmas Loans</b>	<b>\$28,201,974.00</b>	<b>\$65,625,173.00</b>
<b>Vacation</b>	<b>\$6,728,889.00</b>	<b>\$7,752,599.00</b>
<b>Dividend Multiplier Loan (DML)</b>	<b>\$7,159,752.00</b>	<b>\$5,853,661.00</b>
<b>Soft Loans</b>	<b>\$1,382,735.00</b>	<b>\$1,257,652.00</b>
<b>Welcome Loans</b>	<b>\$7,690,107.00</b>	<b>\$17,151,663.00</b>
<b>Back Pay Loans</b>	<b>\$255,828.00</b>	<b>\$5,462,245.00</b>
<b>Fully Secured</b>	<b>\$62,139,983.00</b>	<b>\$77,843,028.57</b>
<b>Other Loans</b>	<b>\$1,107,628.00</b>	<b>\$1,518,572.00</b>
<b>TOTAL</b>	<b>\$727,304,820.00</b>	<b>\$834,931,628.27</b>
<b>ECL</b>	<b>&lt;\$11,474,145.00&gt;</b>	<b>&lt;\$14,480,770.00&gt;</b>
	<b>\$716,870,917.0</b>	<b>\$820,450,859.00</b>

**CREDIT COMMITTEE REPORT CONTINUED****PRUDENTIAL STANDARD**

The Credit Committee, in overseeing the loan portfolio for 2024, maintained the credit level of its loans-to-assets ratio at 70%, which remained within the acceptable standard range of 70-80%.

**DELINQUENCY MANAGEMENT & PREVENTION**

The delinquency portfolio was meticulously managed with the objective of empowering members to fulfil their commitments to the credit union. The Recoveries Committee convened 22% more meetings in 2024, resulting in 55% more delinquent members being interviewed. Notably, the decision of some members to visit the Credit Union in person, directly correlated with a substantial increase in the number of individuals fulfilling their obligations. The Committee sold one vehicle which was repossessed in 2023 during the review period. Additionally, the Committee successfully recovered eight vehicles from delinquent members, all of which were designated for auction in early 2025.

There was also an increase in collection efforts directed toward delinquent accounts, totalling five million, one hundred and ninety-three thousand, seven hundred and ninety-three dollars and sixty-one cents (\$5,193,793.61), which signifies an increase of nine hundred and fifty-two thousand, three hundred and fourteen dollars and thirty cents (\$952,314.30) compared to four million, two hundred and forty-one thousand, four hundred and seventy-nine dollars and thirty-one cents (\$4,241,479.31) in the year 2023.

The Society's accomplishments were further corroborated by an extraordinary 79% increase in judgments rendered in its favour by the Commissioner for Co-operatives.

The effective stewardship of the Recoveries Department - a combination of consistent follow-ups with a member-centric approach by engaging directly with individuals to

renegotiate payment terms and provide support - empowered more members to honour their commitments to the Credit Union. A dedicated Debt Restructuring Advisor was recruited in 2024 to provide personalised support for those facing financial

## CREDIT COMMITTEE REPORT CONTINUED

---

challenges in meeting their commitments. This best-practice strategy fosters trust and collaboration, transforming a traditionally adversarial process into a positive, solution-driven interaction. By prioritising empathy and flexibility, PCU has boosted recovery efforts and enhanced member satisfaction and financial well-being.

In accordance with IFRS 9 standards, the delinquency portfolio underwent an annual evaluation to assess the overall resilience of the loan portfolio as of 31st December 2024. The loan portfolio experienced a 15% expansion, thereby introducing a degree of susceptibility to the delinquency ratio; nevertheless, the delinquency ratio exhibited a modest increase of 0.32% in 2024, in contrast to 0.67% in 2023. The Society remains confident in the recovery strategies implemented to proficiently manage the delinquency portfolio, in adherence to IFRS 9 standards, by provisioning for loan losses amounting to 2.53% in 2024 compared to 2.21% in 2023.

The loan portfolio, remains comfortably within the 0% to 10% global benchmark.

### LIQUIDATIONS

There were one thousand and forty-six (1,046) liquidations, collectively appraised at twenty-six million three hundred and ninety-three thousand eight hundred and fifty-three dollars and ninety-one cents (\$26,393,853.91), signifying an augmentation of three hundred and fifty-six thousand six hundred and fifty-one dollars and twenty-one cents (\$356,651.21) in comparison to the previous year, which recorded one thousand and thirty-one liquidations (1,031) valued at twenty-six million thirty-seven thousand two hundred two dollars and seventy cents (\$26,037,202.70).

Primarily, the liquidations were executed for the following purposes:

- Restructuring of loans for delinquent members
- Medical expenses
- Mortgage obligations
- Dismissals
- Retirement
- Cessation of membership

### RESPONSIBLE BORROWING

The Credit Committee takes pride in our role in supporting members in achieving their financial goals. We remind the membership that affordable and accessible loans are made possible by the collective trust and responsibility of every member. To maintain a strong, thriving credit union it is critical that all members honour their repayment commitments. Responsible borrowing and timely repayments foster a stable financial foundation. It also strengthens the financial well-being of our Credit Union and safeguards our ability to continue offering competitive interest rates, flexible terms and valuable assistance to the members of our organisation.

### RECOMMENDED STRATEGIC INITIATIVES

The committee is of the opinion that careful consideration should be afforded by the Board to the implementation of the following initiatives to enhance member services and operational efficiency:

#### • Loan Product Development

- Continued improvement of loan offerings through data-driven enhancements.
- Implement digital loan application tracking across all branches.
- Introduce information technology (IT) platforms to facilitate interviews and communication with members regarding the status of loan applications across all branches.

## CREDIT COMMITTEE REPORT CONTINUED

---

### • Member Financial Education

- Launch hybrid financial training programmes targeting members aged 40+.
- Provide specialised education for senior members on insurance coverages and circumstances, such as age limits, that may influence their chances of successfully obtaining a loan.
- Enhanced investment in youth engagement programmes.

### • Service Delivery Improvements

- Introduce an ATM to improve member convenience.
- Strengthen call centre operations with dedicated response to support incoming calls and ongoing communication with members.
- Expand digital communications channels.

### • Technology Integration

- Fully leverage IT platforms to streamline loan application and processing.
- Fully digitise product delivery systems.

### • Member Engagement

- Enhance services/programmes for greater inclusion of senior and youth members.
- Elevate member engagement by introducing more impactful programmes and experiences that foster growth and stronger member connections with the Credit Union.
- Through training, cultivate a culture of responsiveness and attentiveness to interactions with members.

## CONCLUSION

The committee extends its heartfelt gratitude to the Board of Directors, the Chief Executive Officer, Head of Loans and Business Operations, Managers, fellow Management Committee members, and our diligent and dedicated staff for adeptly navigating the credit union through this tumultuous economic landscape.

We express our sincere appreciation to all our members for affording us yet another opportunity to serve, and we would be profoundly grateful for your continued support.



**Narda Steele-Williams**  
**SECRETARY**



# SUPERVISORY COMMITTEE



**DANA JOSEPH**  
CHAIRMAN



**SHIRLEY COWAN**  
SECRETARY



**SIMONE SKEETE**  
MEMBER



**TRICIA SMITH**  
MEMBER



**CANDICE BERTRAND**  
MEMBER





# SUPERVISORY COMMITTEE REPORT

Pursuant to the Credit Union's byelaws Section 22 b) ii, the Supervisory Committee presents its 2024 Report to the Annual General Meeting. This comprehensive review highlights our key oversight activities, findings and recommendations for the year.

## Composition of the Committee

For the period under review the Committee comprised the following members:

Committee Member	Position on Committee
Dana Joseph	Chairman
* Shirley Cowan	Secretary
Candice Bertrand	Member
*Simone Skeete	Member
*Tricia Smith	Member
*Paul Jameson	1st Alternate
**Donna Marshall-John	2nd Alternate

\* Denotes outgoing and seeking re-election

\*\* Denotes outgoing and not seeking re-election

## Mandate of the Supervisory Committee

In accordance with our Byelaws, the Supervisory Committee serves as the Credit Union's independent governance body. Our mandate includes:

- Evaluating internal control systems and operational effectiveness.
- Reviewing financial practices for soundness and compliance.
- Monitoring regulatory adherence.
- Protecting member interests.
- Reporting findings and recommendations to the Board

## **SUPERVISORY COMMITTEE REPORT CONTINUED**

---

This term, the Committee fulfilled its statutory obligations through:

- **Regular Committee Meetings:** Conducted all required statutory meetings.
- **Organisational Reviews:** Held comprehensive discussions and meetings throughout the organisation, including with the Executive Committee, Chief Executive Officer, Head of Loans and Business Operations, department managers and supervisors.
- **Issue/Complaint Resolution:** Addressed concerns raised by both members and employees, as well as issues related to internal controls.
- **Control Enhancements:** Examined and improved internal control mechanisms.

## **Key Activities for the 2024/2025 Term**

### **Cash Count/Petty Cash Count**

The Committee completed its regular year-end cash counts at all branches of the Credit Union. The process was observed by at least one member of the Committee with internal and external auditors being present at the Flagship location. There were no discrepancies identified with regards to the cash balances on hand.

Additionally, surprise cash counts were conducted at all branches of the Credit Union on various dates during the period, and no discrepancies were noted.

The Committee recommended that the Board of Directors ensure that surveillance cameras are installed in strategic locations of the branches, to monitor cash handling activities.

The Committee also recommended that a comprehensive petty cash policy be developed and implemented, including clear guidelines and procedures to ensure consistency and accountability in the process.

### **The Treasury Function**

The Committee reviewed internal reports with respect to the policies and procedures around the Treasury function of the Credit Union and held meetings with the relevant personnel on issues identified. A review of the Treasury function identified a discrepancy, prompting an investigation by the Board. The Committee underscores the critical importance of maintaining rigorous controls over the Treasury functions and recommends the Board ensure all Credit Union policies and procedures are consistently followed and enforced, strengthening our culture of accountability and decisive action.

### **Review of Loan Files**

The Committee reviewed a sample of loan files including members, staff, management, Board and committee members. A few minor discrepancies were identified and brought to management's attention; the discrepancies were noted and corrected by the relevant branches.

Despite the issues noted, applications embodied the purpose for which the respective loan was made, the security offered was deemed adequate and loans received the required approvals.

A major concern expressed by members was the lengthy processing time for loan applications.

The Committee understands that loan applications are sometimes voluminous, however, efforts should be made to ensure there is clear, consistent and timely communication with members throughout the process so that their expectations are managed. This provides members with clear assurance that their applications are being processed, while helping to reduce frustration and prevent potential misunderstandings.

## **SUPERVISORY COMMITTEE REPORT CONTINUED**

---

### **Consumer Division/PCU Plus**

The Committee conducted inventory verification exercises across all Consumer Division (PCU Plus) branches, including attending the year-end inventory count and a subsequent verification at the Scarborough, Tobago location. During these comprehensive checks, we identified consistent discrepancies throughout the branch network, including.

- Inconsistent records and stock variances
- Indications of delays in investigating and resolving inventory discrepancies
- Inadequate record keeping
- Absence of price tags on items

These and other issues were all brought to the attention of management and the Board of Directors along with detailed recommendations for resolutions.

### **Implementation of Internal and External Auditor Recommendations**

The Committee reviewed the management letter provided by the external auditors and the internal audit reports and noted the recommendations provided. The Committee emphasises the critical importance of these recommendations in maintaining robust and effective internal controls. The Committee acknowledges the efforts of management in implementing several recommendations throughout the year. However, we recommend establishing and adhering to specific timelines for implementation to enhance accountability and promote continuous improvement.

### **Information Technology Controls**

The Supervisory Committee acknowledges the measures taken by the Credit Union in adapting to technological advancements. However, with these advancements and the increasing cyber security threats, the Committee reviewed IT controls and emphasised the need for stronger cybersecurity measures. The Committee has recommended that management undertake a comprehensive review and revision of existing policies to implement robust measures to enhance controls that maintain the integrity and confidentiality of our data, safeguarding it from unauthorised personnel.

### **Fake Social Media Pages and Fraudulent Agents**

To address the issue of fake social media pages and fraudulent "agents" purporting to represent our Credit Union, we urge all current and potential members to exercise vigilance and verify the authenticity of any communications or representations. The Committee commends management for their prompt action in reporting these fraudulent activities to the relevant authorities, and the Board for issuing a timely disclaimer and sensitising the membership.

### **Review of Management Accounts**

The Committee received and reviewed the monthly management accounts of the Credit Union to ensure it presents an accurate reflection of the organisation's financial performance and position.

While some financial ratios require improvement, the Finance and Investment Committee is commended for its strategic oversight and the strides made in managing the Credit Union's finances. The Finance and Investment Committee's diligent efforts and strategic oversight have been instrumental in maintaining financial stability.

### **Compliance with Anti-Money Laundering, Counter Financing of Terrorism, and Counter Proliferation Financing**

The Committee evaluated compliance with Anti-Money Laundering (AML), Counter Financing of Terrorism (CFT), and Counter Proliferation Financing (CPF) regulations, focusing on member onboarding, source of funds verification, and employee due diligence. After reviewing samples of files and conducting inquiries with management, the Committee noted instances of insufficient documentation for source of funds, which could impact risk assessments. Data is essential for completing a risk

**SUPERVISORY COMMITTEE REPORT CONTINUED**

---

assessment as such files must contain the necessary information to ensure a thorough risk assessment and compliance with standards. The Committee emphasised the importance of continuing compliance training for Directors, Committee Members, staff, and management on an annual basis, at a minimum, to ensure fulfilment of our compliance obligations.

**Real Estate**

The Committee engaged with the Real Estate Committee regarding the Credit Union's investment properties and commends efforts to maximise occupancy and divest non-income-generating assets.

The Supervisory Committee was alerted to deplorable conditions at the Mt Marie property in Scarborough, which posed a health and safety risk. A member of the Committee promptly visited the site to conduct a thorough inspection and then subsequently informed the Real Estate Committee of the findings. The Real Estate Committee addressed the matter immediately. The Committee also noted the reports on the structural integrity of the Tobago Branch. Recommendations have been provided by subject matter experts and are currently under consideration by the board.

The Supervisory Committee continues to monitor the Credit Union's real estate progress in the best interest of our members.

**Board of Directors**

The Supervisory Committee plays a vital role in ensuring that the Board of Directors and management of the Credit Union meet the required financial reporting objectives and establish robust practices and procedures to safeguard members' assets. To achieve this, communication between all parties must be regular, transparent, and focused on upholding the Credit Union's financial health and ethical standards. It is therefore essential that the Board take timely and effective action to establish, maintain, or strengthen internal controls. Additionally, the Board must diligently address any findings to ensure appropriate remediation is implemented.

**Conclusion**

The Supervisory Committee has worked diligently to fulfil its mandate over the 2024/2025 term, ensuring rigorous oversight and evaluation of the Credit Union's internal controls, financial and operational activities. The Committee remains committed to upholding the highest standards of transparency and accountability, thereby contributing to the sustained success and stability of our Credit Union.

The Committee wishes to extend its sincere appreciation to the Credit Union's management, staff, Board of Directors, Statutory Committee members and other Committee Members for their co-operation and support. Most importantly, we extend our deepest gratitude and appreciation to the members of the Trinidad and Tobago Police Credit Union Co-operative Society for the privilege of serving for the 2024/2025 term.

We look forward to another year of collaboration and success



**Shirley Cowan**  
**SECRETARY**



True wealth is built not just on income,  
but on the resilience to weather storms  
and stay the course

RESILIENCE  
IN EVERY STEP.





## EDUCATION COMMITTEE



**CHERYL ANNSAMPSON-MOORE**  
CHAIRMAN



**CYNTHIA ROMEO-DICK**  
SECRETARY



**PAMELA SHULLERA-HINDS**  
MEMBER



**KELVIN STEWART**  
MEMBER



**JANELLE WILSON**  
MEMBER

**RESILIENCE**  
IN EVERY STEP.



# EDUCATION COMMITTEE REPORT

On June 18th 2024, the Board of Directors selected five (5) persons from the General Membership to form the Education Committee, in keeping with Byelaw 20(a) (1) and (2).

The individuals selected were:

1. Cheryl-Ann Sampson-Moore
2. Cynthia Romeo-Dick
3. Pamela Schullera-Hinds
4. Kelvin Stewart
5. Janelle Wilson

At that meeting the Board also appointed Directors Ms Ingrid Maxwell and Mr Kevon Beatrice as the Board Liaisons to the Committee.

The Committee held its first meeting on 21st June 2024, and elected the following persons to form the Executive:

1. Mrs. Cheryl-Ann Sampson-Moore -Chairperson
2. Mrs. Cynthia Romeo-Dick - Secretary.

The Committee also identified Ms. Illissa Craigg as the staff representative.

To foster greater member engagement for fiscal 2024 – 2025 the Committee prioritised developing targeted strategies, tailored programmes and resources to meet the specific needs and aspirations of PCU's diverse membership.

Undeterred by financial limitations, the Committee successfully delivered three online Lunch and Learn training sessions on the following topics:

- Prostate Cancer Awareness
- Child Abuse Prevention
- PCU Online Services

These webinars represented an initial step in providing accessible and relevant educational opportunities for the membership. Building on these preliminary sessions, additional programmes were offered during Credit Union Month, including:

## EDUCATION COMMITTEE REPORT CONTINUED

---

- Benefits of CUNA
- One World: From Then to Now
- Managing Your Mental Health
- What It Means to Be a Man

These impactful educational initiatives highlighted the Committee's commitment to delivering on its mandate by facilitating continuous learning and robust member engagement.

In the SEA Awards initiative, all students who wrote the exam in 2024, and meeting the eligibility criteria of an active PCU account, received a \$500 Future Investment Grant. Parents/Guardians are expected to maintain a monthly savings of \$25 to the student's account. Distributions are expected to be completed by the end of March 2025.

### Stationery Drive

The Stationery Drive, an initiative fully sponsored by the Committee and members of the management team, was held at three PCU locations Barataria, San Fernando and Arima during the month of June. This initiative was conceived as a way to help less fortunate families and students with essential stationery and resources for their "back to school" needs. The positive feedback received indicates the project was well-received, a testament to the Committee's efforts in organising this meaningful venture. The Committee also collected stationery for our Tobago office and this would be distributed ahead of the next school term.

### Christmas Cheer to Children's Homes

On 16th December 2024, the Education Committee, in collaboration with the Police Academy, brought Christmas cheer to the residents of three children's homes: the Mothers' Union Children's Home, the Margaret Kistow Children's Home, and the Seventh Day Adventist Children's Home (Sangre Grande).

The day began with transport collecting the children from the homes and bringing them to the venue for a wonderful day of entertainment and enjoyment. The event included games, fun activities, delicious food and drinks, toys, a bouncy castle, horse riding, and musical chairs, among other treats. The children had an amazing time, and it was truly a memorable and heart-warming experience for all involved that would not have been possible without the support of many.

The members of the Education Committee extend wholehearted thanks to the Board of Directors, the Chief Executive Officer, management and staff, fellow Committees, and other stakeholders for their ongoing commitment to the cooperative principle of "Not for Charity, Not for Profit, but for Service".

Yours cooperatively,



**Cynthia Romeo-Dick**  
**SECRETARY**

ENJOY  
**GUARANTEED  
RETURNS** ON  
FIXED DEPOSITS



**INVEST IN YOUR  
BUCKET LIST TODAY!**

**FLEXIBLE TERMS  
(6MTHS - 3YRS)**

**UP TO 3.5%  
RATE OF RETURNS**

**YOUR INVESTMENT  
IS SAFELY INSURED**

**LOW RISK**

With PCU's fixed deposits you enjoy guaranteed returns with no surprises!  
And the best part? You can start with as little as \$1,000.  
**Start investing today to enjoy the tomorrow you've always dreamed of.**

**NO HIDDEN FEES**

**Trinidad and Tobago Police Credit Union  
Co-operative Society Limited**

**Audited Financial Statements**

For the year ended December 31, 2024

**Trinidad and Tobago Police Credit Union Co-operative Society Limited**

**Audited Financial Statements**

For the year ended December 31, 2024

*(Expressed in Trinidad and Tobago Dollars)*

---

**Table of Contents**

	<b>Page(s)</b>
Statement of Management's Responsibilities	2
Independent Auditors' Report	3 - 4
Statement of Financial Position	5
Statement of Comprehensive Income	6
Statement of Changes in Member's Equity	7
Statement of Cash Flows	8
Notes to the Financial Statements	9 - 42

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Statement of Management's responsibilities

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---


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 (the "Credit Union") which comprise the statement of financial position as at December 31, 2024, the statement of comprehensive income, statement of changes in members' equity, statement of cash flows for the year then ended, and notes to the financial statements, including a summary of the material accounting policy information.
- Ensuring that the Credit Union keeps proper accounting records;
- Selecting appropriate accounting policies and applying them in a consistent manner;
- Implementing, monitoring and evaluating the system of internal control that assures the security of the Credit Union's assets, detection/prevention of fraud, and the achievement of the Credit Union's operational efficiencies;
- Ensuring that the system of internal control operated effectively during the reporting period;
- Producing reliable financial reporting that comply with laws and regulations; and
- Using reasonable and prudent judgement in the determination of estimates.

In preparing these financial statements, management utilized the IFRS Accounting Standards, as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and adopted by the Institute of Chartered Accountants of Trinidad and Tobago. Where IFRS Accounting 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 Credit Union 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.




---

Colin Eddy,  
Chief Executive Officer

---

April 15, 2025  
Date



---

Shameel Reid,  
Manager, Finance

---

April 15, 2025  
Date

## Independent Auditors' Report

To the Members of  
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 (the "Credit Union"), which comprise the statement of financial position as at December 31, 2024, and the statement of comprehensive income, statement of changes in members' equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Credit Union as at December 31, 2024, and of its financial performance and its cash flows for the year then ended in accordance with IFRS accounting standards issued by the International Accounting Standards Board ("IFRS Accounting Standards").

### 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 the Credit Union in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* ("IESBA Code") and we have fulfilled our 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.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards, 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.

Those charged with governance are 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.

## **Independent Auditor's Report (continued)**

### **Auditor's Responsibilities for the Audit of the Financial Statements (continued)**

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism 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 those charged with governance 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.

A stylized, purple BDO logo with a cursive-like font.

April 15, 2025

*Port of Spain,  
Trinidad, West Indies*

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Statement of Financial Position

As at December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

	Notes	2024	2023
<b>ASSETS</b>			
Cash and cash equivalents	8	1,163,663	23,738,375
Investment securities	9	88,818,134	104,311,717
Accrued interest on loans	10	6,030,286	5,954,686
Accounts receivable and prepayments	11	4,260,792	8,819,972
Inventories	12	1,923,105	2,141,199
Loans to members	13	820,450,859	716,870,917
Investment property	14	2,600,000	2,600,000
Property and equipment	15	247,713,818	246,061,961
<b>TOTAL ASSETS</b>		<b>\$1,172,960,657</b>	<b>\$1,110,498,827</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Members' Equity</b>			
General reserve fund	18	71,190,907	69,838,374
Education fund	19	15,167,786	14,782,517
Investment re-measurement reserve	20	(6,926,471)	(4,544,647)
Revaluation reserve		15,037,045	15,037,045
Building fund	21	-	-
Undivided surplus		85,705,808	93,738,539
<b>TOTAL EQUITY</b>		<b>180,175,075</b>	<b>188,851,828</b>
<b>Liabilities</b>			
Accounts payable and accruals	16	40,805,060	34,687,140
KCL Bond syndicate	27	63,837,941	68,913,221
Members' deposits		86,301,252	72,275,725
Members' shares	17	801,841,329	745,770,913
<b>TOTAL LIABILITIES</b>		<b>992,785,582</b>	<b>921,646,999</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>\$1,172,960,657</b>	<b>\$1,110,498,827</b>

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

On April 15, 2025, the Board of Directors of Trinidad and Tobago Police Credit Union Co-operative Society Limited authorized these financial statements for issue.



Phillip Wilson  
President



Alexander Prince  
Treasurer



Dana Joseph  
Chairman, Supervisory Committee

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Statement of Comprehensive Income

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

	Notes	2024	2023
<b>Income</b>			
Loan interest		64,060,423	60,695,601
Loan service charge		9,260,631	4,874,392
Investment income		3,233,532	4,299,370
Rental income		833,761	495,165
Entrance fees		42,720	33,560
Commissions		1,177,733	1,201,675
Bad debts recovered		80,176	106,541
Other income	28	7,477,285	5,756,126
<b>Total income</b>		<b>86,166,261</b>	<b>77,462,430</b>
<b>Expenditure</b>			
Administrative expenses:			
Business operations & loans	29 a)	(5,759,626)	(2,064,368)
General administration	29 b)	(10,817,562)	(10,431,085)
Facilities	29 c)	(6,146,496)	(6,012,172)
Finance		(716,232)	(754,925)
Information technology		(2,767,054)	(2,288,453)
Business development unit		(1,552,698)	(1,232,303)
Board and committee expenses	30	(1,165,424)	(1,218,733)
Life savings and loan protection insurance		(12,462,344)	(8,860,867)
Interest on members' deposits		(400,833)	(350,918)
Education committee expenses		(269,638)	(939,292)
Finance costs	31	(4,676,232)	(5,398,029)
Personnel costs	32	(23,067,148)	(19,074,359)
<b>Total expenditure</b>		<b>(69,801,287)</b>	<b>(58,625,504)</b>
<b>Net income from Credit Union operations</b>		<b>16,364,974</b>	<b>18,836,926</b>
Net loss - appliance centre	33	(885,018)	(728,100)
<b>Net surplus for the year</b>		<b>15,479,956</b>	<b>18,108,826</b>
<b>Other comprehensive income</b>			
<i>Items that may not be reclassified subsequently to profit or loss:</i>			
Net fair value loss on financial assets classified as fair value through other comprehensive income		(2,381,824)	(2,981,428)
<b>Total comprehensive income for the year</b>		<b>\$13,098,132</b>	<b>\$15,127,398</b>

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

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Statement of Changes in Members' Equity

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

	General Reserve Fund	Education Fund	Re-measurement Reserve	Investment Reserve	Revaluation Reserve	Building Fund	Undivided Surplus	Total
<b>Balance as at January 1, 2024</b>	69,838,374	14,782,517	(4,544,647)	(2,381,824)	15,037,045	-	93,738,539	188,851,828
Total Comprehensive income for the year	-	-	-	-	-	-	15,479,956	13,098,132
<b>Appropriations of net surplus for the year:</b>								
10% to General Reserve Fund	1,309,813	-	-	-	-	-	(1,309,813)	-
5% to the Education Reserve Fund	-	654,907	-	-	-	-	(654,907)	-
Dividends & Honorarium	71,148,187	15,437,424	(6,926,471)	(6,926,471)	15,037,045	-	107,253,775	201,949,960
Entrance fees	42,720	-	-	-	-	-	(21,774,885)	(21,774,885)
Education Fund expense	-	(269,638)	-	-	-	-	(42,720)	-
<b>Balance as at December 31, 2024</b>	<b>\$71,190,907</b>	<b>\$15,167,786</b>	<b>\$(6,926,471)</b>	<b>\$(6,926,471)</b>	<b>\$15,037,045</b>	<b>\$-</b>	<b>\$85,705,808</b>	<b>\$180,175,075</b>
<b>Balance as at January 1, 2023</b>	67,993,931	14,816,368	(513,452)	(2,981,428)	15,037,045	18,953,617	77,281,841	193,569,350
Total Comprehensive income for the year	-	-	-	-	-	-	18,108,826	15,127,398
<b>Appropriations of net surplus for the year:</b>								
10% to General Reserve Fund	1,810,883	-	-	-	-	-	(1,810,883)	-
5% to the Education Reserve Fund	-	905,441	-	-	-	-	(905,441)	-
Dividends	69,804,814	15,721,809	(3,494,880)	(3,494,880)	15,037,045	18,953,617	92,674,343	208,696,748
Transfer of fair value gain/(loss) on disposal of investments in equity instruments designated as at FVTOCI	-	-	-	(1,049,767)	-	-	1,049,767	-
Transfer of building fund (note 21)	-	-	-	-	-	(18,953,617)	18,953,617	-
Entrance fees	33,560	-	-	-	-	-	(33,560)	-
Education Fund expense	-	(939,292)	-	-	-	-	939,292	-
<b>Balance as at December 31, 2023</b>	<b>\$69,838,374</b>	<b>\$14,782,517</b>	<b>\$(4,544,647)</b>	<b>\$(4,544,647)</b>	<b>\$15,037,045</b>	<b>\$-</b>	<b>\$93,738,539</b>	<b>\$188,851,828</b>

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

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Statement of Cash Flows

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

	2024	2023
<b>Cash flows from operating activities</b>		
Net surplus for the year	15,479,956	18,108,826
Adjustments to reconcile net surplus to net cash provided by operating activities:		
Expected credit losses	5,014,162	1,046,462
Depreciation	6,419,752	6,512,472
Operating cash flow before changes in operating assets and liabilities	26,913,870	25,667,760
Decrease/(increase) in accounts receivable and prepayments	4,559,180	(1,651,663)
Increase in accrued interest on loans	(75,600)	(804,463)
Increase in accounts payable and accruals	6,117,920	9,443,003
Decrease/(increase) in inventories	218,094	(364,844)
Increase in loans to members	(108,434,646)	(54,670,067)
Increase in members' deposits	14,025,527	10,478,001
<b>Cash used in operating activities</b>	<b>(56,675,655)</b>	<b>(11,902,273)</b>
<b>Cash flow from investing activities</b>		
Proceeds from net sale of investment securities	12,952,301	18,708,337
Purchase of property and equipment	(8,071,609)	(16,674,149)
<b>Cash generated from investing activities</b>	<b>4,880,692</b>	<b>2,034,188</b>
<b>Cash flow from financing activities:</b>		
Increase in members' shares	56,070,416	45,957,251
Repayment of KCL Bond syndicate	(5,075,280)	(3,506,223)
Dividend paid	(21,774,885)	(19,844,920)
<b>Cash provided by financing activities</b>	<b>29,220,251</b>	<b>22,606,108</b>
(Decrease)/increase in cash and cash equivalents	(22,574,712)	12,738,023
Cash and cash equivalents, beginning of year	23,738,375	11,000,352
<b>Cash and cash equivalents, end of year</b>	<b>\$1,163,663</b>	<b>\$23,738,375</b>

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

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

### 1. Incorporation and Principal Activities

Trinidad and Tobago Police Credit Union Co-operative Society Limited (the "Credit Union") was 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. Basis of Financial Statements Preparation

These financial statements are prepared in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board ("IFRS Accounting Standards") and are stated in Trinidad and Tobago dollars. These financial statements are stated on the historical cost basis, except for the measurement at fair value through profit and loss ("FVTPL") and fair value through other comprehensive income ("FVOCI") investments.

### 3. Use of Judgements and Estimates

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in the process of applying the Credit Union'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.

Information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognized in the financial statements are described in Note 7.

### 4. Material Accounting Policies

#### a. Property and Equipment

Property and Equipment are stated at historical cost less accumulated depreciation except for certain land and buildings which is stated at fair value. Depreciation is provided on the reducing 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%
Computer Equipment - Board and Committee	- 33 1/3%

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

**Notes to the Financial Statements**

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

**4. Material Accounting Policies (continued)**

**a. Property and Equipment (continued)**

Increases in the carrying amount arising on revaluation of land and buildings are credited to revaluation reserve in members' equity. Decreases that offset previous increases of the same asset are charged against revaluation reserves directly in members' 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 revaluation reserve to members' equity. When revalued assets are sold, the amounts included in revaluation reserves are transferred to members' equity.

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 recognized within the "Other (losses)/gains - net" in the statement of comprehensive income.

**b. Revenue Recognition**

Revenue includes interest on loans to members, which is computed on the effective interest rate method, as well as income from investments. The effective interest method is used in the calculation of the amortized cost of investment securities held at amortized cost, and in the allocation and recognition of the interest income.

Loan Interest

Interest charged on all loans to members is calculated at a range between 3% to 12% per annum, on the reducing balance at the end of each month and is accounted for on the accruals 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 IAS 10.

**c. Dividends Payable to Members**

Dividends are 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 as at the reporting date.

**Notes to the Financial Statements**

For the year ended December 31, 2024

*(Expressed in Trinidad and Tobago Dollars)*

---

**4. Material Accounting Policies (continued):**

**d. 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.

**e. Provisions**

Provisions are recognized when the Credit Union 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 recognized 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.

**f. Inventories**

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

**g. Investment property**

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

**h. Taxation**

The profits arising from the Credit Union are exempt from income tax, as per the Corporation Tax Act section 6 (1) (d). The Credit Union pays Green Fund Levy at 0.3% of its gross receipts.

**i. Cash and cash equivalents**

Cash and cash equivalents are short-term, highly liquid investments readily convertible to known amounts of cash and subject to insignificant risks of change in value. These are shown at cost, which is equivalent to fair value.

Cash and cash equivalents also comprise cash balances that are payable on demand and deposits with maturities of three months or less from the date of acquisition. Bank overdrafts are disclosed as current liabilities.

**j. Members' deposit savings and time deposits**

Members' deposits are initially measured at fair value, net of any transaction costs directly attributable to the issuance of the instrument. Members' deposits are subsequently measured at amortized cost, using the effective interest rate method.

Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

4. Material Accounting Policies (continued):

k. Members' shares

Upon opening an account at the Credit Union, new members are required to subscribe for a minimum of one share. Subsequently, every member subscribes at least twelve shares per annum to his/her share capital in the Credit Union. Members can withdraw all or any portion of their unencumbered shares from the Credit Union at any time.

Members' shares are classified as other financial liabilities under the IAS 32 *Financial Instruments: Disclosure and Presentation* and are measured at par value.

l. Accounts payable and accruals

Liabilities for creditors and other payables are classified as accounts payable and accruals and initially measured at fair value net of any transaction costs directly attributable to the issuance of the instrument and subsequently carried at amortized cost using the effective interest rate method.

m. Funds and reserves

Included within this financial statement caption are the following funds and reserves:

(i) *General Reserve Fund*

In accordance with the Co-operative Societies Act (Section 47(2)) and By-laws 12(a) of the Credit Union, at least 10% of the net surplus of each year is transferred to the reserve fund. The reserve fund is indivisible, and no member is entitled to any specific share thereof.

Under Regulation 47 of the Co-operative Society Act 1971, the reserve fund of a Credit Union may, with the approval of the Commissioner, be applied to meet bad debts or losses sustained through extraordinary circumstances over which the Credit Union has no control.

(ii) *Education Fund*

In accordance with By-laws 12(a) of the Credit Union, an amount of 5% of the net surplus for the year, is transferred to the education fund. This fund is to be used for educational purposes.

(iii) *Building Fund*

In accordance with By-laws 12(i)(d) of the Credit Union, a resolution was passed at the 55th Annual General Meeting on March 23, 2013 for the retention of 1% of declared dividends for its building fund. Annual allocations were made to the building fund until December 31, 2018 and the total in the fund as at December 31, 2022 was \$18,953,617.

The building fund was established to help offset the construction cost of the head office building at 33-35 Eastern Main Road, Barataria. The head office building was substantially completed in September 2022 with the use of external financing. As such, during the year ended December 31, 2023, the balance in the building fund was transferred to the undivided surplus.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

### 4. Material Accounting Policies (continued)

#### m. Funds and reserves (continued)

##### iv. *Investment Re-Measurement Reserve*

The Credit Union created an investment re-measurement reserve to include unrealized gain/losses on investments recorded as fair value through other comprehensive income.

#### n. Leases

The Credit Union accounts for a contract, or a portion of a contract, as a lease when it conveys the right to use an asset for a period of time in exchange for consideration. Leases are those contracts that satisfy the following criteria:

- There is an identified asset;
- The Credit Union obtains substantially all the economic benefits from the use of the asset; and
- The Credit Union has the right to direct use of the asset.

The Credit Union considers whether the supplier has substantive substitution rights. If the supplier does have those rights, the contract is not identified as giving rise to a lease. In determining whether the Credit Union obtains substantially all the economic benefits from the use of the asset, the Credit Union considers only the economic benefits that arise from use of the asset, not those incidental to legal ownership or other potential benefits.

In determining whether the Credit Union has the right to direct use of the asset, the Credit Union considers whether it directs how and for what purpose the asset is used throughout the period of use. If there are no significant decisions to be made because they are pre-determined due to the nature of the asset, the Credit Union considers whether it was involved in the design of the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use. If the contract or portion of a contract does not satisfy these criteria, the Credit Union applies other applicable IFRS Accounting Standards rather than IFRS 16.

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:

- Leases of low-value assets; and
- Leases with a duration of 12 months or less.

The Credit Union has one lease which is considered a short-term lease and as such has been exempted from IFRS 16 requirements.

#### o. Financial Instruments:

All recognized financial assets that are within the scope of IFRS 9 are required to be subsequently measured at amortized 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 reassesses 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.

Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

4. Material Accounting Policies (continued)

o. Financial Instruments (continued)

Recognition 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 amortized cost. Gains/losses arising on remeasurement of such financial assets are recognized in profit or loss as movements in Expected Credit Loss (ECL). When a financial asset measured at amortized cost is derecognized, the gain/loss is reflected in profit or loss.

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 recognized 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 FVOCI'*.

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 recognized in profit or loss as *'Net FV gain/(loss) on financial assets classified at FVTPL'*. When a financial asset measured at FVTOCI is derecognized, the cumulative gain/loss previously recognized in OCI is reclassified from equity to profit or loss.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

### 4. Material Accounting Policies (continued)

#### o. Financial Instruments (continued)

##### Subsequent Measurement (continued)

Gains/losses arising on remeasurement of equity investments, which the credit union has opted, irrevocably, to measure at FVTOCI, are recognized 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 derecognized, the cumulative gain/loss previously recognized 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.

##### Impairment

Financial assets amortized 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.

**Notes to the Financial Statements**

For the year ended December 31, 2024

*(Expressed in Trinidad and Tobago Dollars)*

---

**4. Material Accounting Policies (continued)**

**o. Financial Instruments (continued)**

**Impairment (continued)**

**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 amortized cost are credit-impaired at each reporting date. There is a rebuttable presumption that financial assets that are in default 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.

**Modification and Derecognition of Financial Assets**

The Credit Union renegotiates loans to customers in financial difficulty to maximize collection and minimize 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 derecognized, 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, Credit Union will measure loss allowance at an amount equal to lifetime ECL.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

### 4. Material Accounting Policies (continued)

#### o. Financial Instruments (continued)

##### 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 amortized 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 recognized at amortized cost are not reclassified.

##### 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.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 4. Material Accounting Policies (continued)

#### o. Financial Instruments (continued)

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

#### December 31, 2024

Loans	Stage 1	Stage 2	Stage 3	Total
Personal loans	268,679,772	6,780,973	17,667,779	293,128,524
Back Pay loans	5,443,038	-	19,207	5,462,245
Vehicle loans	80,288,098	2,340,694	437,565	83,066,357
Other loans	125,015,913	2,792,539	5,225,779	133,034,231
Free Yourself loans	293,088,103	9,465,969	17,686,200	320,240,272
<b>Total gross carrying amount</b>	<b>\$772,514,924</b>	<b>\$21,380,175</b>	<b>\$41,036,530</b>	<b>\$834,931,629</b>

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

	Stage 1 12 month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Total
Loss allowance, beginning of year	2,075,341	108,823	9,289,981	11,474,145
Write-offs / change in ECL	(574,808)	20,282	3,561,151	3,006,625
<b>Loss allowance, end of year</b>	<b>\$1,500,533</b>	<b>\$129,105</b>	<b>\$12,851,132</b>	<b>\$14,480,770</b>

#### December 31, 2023

Loans	Stage 1	Stage 2	Stage 3	Total
Personal loans	278,279,994	6,407,406	14,275,478	298,962,878
Back Pay loans	236,620	-	19,207	255,827
Vehicle loans	64,681,911	1,701,924	746,818	67,130,653
Other loans	78,512,707	1,924,560	2,543,594	82,980,861
Free Yourself loans	259,539,853	6,815,565	12,659,425	279,014,843
<b>Total gross carrying amount</b>	<b>\$681,251,085</b>	<b>\$16,849,455</b>	<b>\$30,244,522</b>	<b>\$728,345,062</b>

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

	Stage 1 12 month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Total
Loss allowance, beginning of year	3,228,518	103,981	7,926,017	11,258,516
Write-offs / change in ECL	(1,153,177)	4,842	1,363,964	215,629
<b>Loss allowance, end of year</b>	<b>\$2,075,341</b>	<b>\$108,823</b>	<b>\$9,289,981</b>	<b>\$11,474,145</b>

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 4. Material Accounting Policies (continued):

#### o. Financial Instruments (continued):

##### 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	Deed of Mortgage on property lending *
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.

	2024	2023
Shares	15,745	-
Vehicles	682,509	260,000
Total assets obtained by taking possession of collateral	<u>\$698,254</u>	<u>\$260,000</u>

### 5. New standards, amendments and interpretations

#### (i) New and amended standards adopted by the Credit Union

The Credit Union adopted the following new Standard and amendments with a transition date of January 1, 2024. There were no significant changes made to these financial statements resulting from the adoption of this new standard/amendment

- The IFRS Interpretations Committee issued an agenda decision in June 2020 - Sale and leaseback with Variable Payments. The Amendments provide a requirement for the seller-lessee to determine 'lease payments' or 'revised lease payments' in a way that the seller-lessee would not recognise any amount of the gain or loss that relates to the right of use retained by the seller-lessee.
- The IASB issued amendments to IAS 1 - Classification of Liabilities as Current or Non-current in January 2020, which have been further amended partially by amendments Non-current Liabilities with Covenants issued in October 2022. The amendments require that an entity's right to defer settlement of a liability for at least twelve months after the reporting period must have substance and must exist at the end of the reporting period. Classification of a liability is unaffected by the likelihood that the entity will exercise its right to defer settlement for at least twelve months after the reporting period.

Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

5. New standards, amendments and interpretations (continued)

(i) *New and amended standards adopted by the Credit Union (continued)*

- Subsequent to the release of amendments to IAS 1 Classification of Liabilities as Current or Non-Current, the IASB amended IAS 1 further in October 2022. If an entity's right to defer is subject to the entity complying with specified conditions, such conditions affect whether that right exists at the end of the reporting period, if the entity is required to comply with the condition on or before the end of the reporting period and not if the entity is required to comply with the conditions after the reporting period. The amendments also provide clarification on the meaning of 'settlement' for the purpose of classifying a liability as current or non-current.
- On May 25, 2023, the IASB issued Supplier Finance Arrangements, which amended IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures (the Amendments). The Amendments require entities to provide certain specific disclosures (qualitative and quantitative) related to supplier finance arrangements. The Amendments also provide guidance on characteristics of supplier finance arrangements.

(ii) *New standards, amendments and interpretations issued but not effective and not early adopted*

The following new standards, interpretations and amendments, which have not been applied in these financial statements, will or may have an effect on the Credit Union's future financial statements in the period of initial application. In all cases the Credit Union intends to apply these standards from application date as indicated in the note below.

- On August 15, 2023, the IASB issued Lack of Exchangeability which amended IAS 21 *The Effects of Changes in Foreign Exchange Rates* (the Amendments). The Amendments introduce requirements to assess when a currency is exchangeable into another currency and when it is not. The Amendments require an entity to estimate the spot exchange rate when it concludes that a currency is not exchangeable into another currency. The amendments are effective for annual reporting periods beginning on or after January 1, 2025.
- In May 2024, the IASB issued Amendments to the Classification and Measurement of Financial Instruments. The Amendments modify the following requirements in IFRS 9 and IFRS 7:
  - Derecognition of financial liabilities settled through electronic transfers.
  - Elements of interest in a basic lending arrangement (the solely payments of principal and interest assessment - 'SPPI test')
  - Contractual terms that change the timing or amount of contractual cash flows
  - Financial assets with non-recourse features
  - Investments in contractually linked instruments
  - Disclosures in investments in equity instruments designated at fair value through other comprehensive income and contractual terms that could change the timing or amount of contractual cash flows.

The Amendments may significantly affect how entities account for the derecognition of financial liabilities and how financial assets are classified.

The Amendments permit an entity to early adopt only the amendments related to the classification of financial assets and the related disclosures and apply the remaining amendments later. The amendments are effective for annual reporting periods beginning on or after January 1, 2025.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

### 5. New standards, amendments and interpretations (continued)

#### (ii) *New standards, amendments and interpretations issued but not effective and not early adopted (continued)*

- On December 18, 2024, the IASB issued amendments to improve the reporting by companies of the financial effects of nature-dependent electricity contracts that are often structured as power purchase agreements (PPAs). Nature-dependent electricity contracts assist companies to secure their electricity supply from wind and solar power sources. Since the amount of electricity generated under these contracts may vary based on uncontrollable factors related to weather conditions, current accounting requirements may not adequately capture how these contracts affect an entity's performance. In response, the IASB has made targeted amendments to *IFRS 9 Financial Instruments* and *IFRS 7 Financial Instruments: Disclosures* to improve the disclosure of these contracts in the financial statements. The amendments include clarifying the application of the 'own-use' requirements; permitting hedge accounting if these contracts are used as hedging instruments; and adding new disclosure requirements to enable investors to understand the effect of these contracts on an entity's financial performance and cash flows.

These amendments are effective for annual reporting periods beginning on or after January 1, 2026. Early application of the amendments is permitted.

- IFRS 18 *Presentation and Disclosure in Financial Statements* replaces IAS 1 *Presentation of Financial Statements* and is mandatorily effective for annual reporting periods beginning on or after January 1, 2027.

IFRS 18, which was published by the IASB on April 9, 2024, sets out significant new requirements for how financial statements are presented, with particular focus on:

- The statement of profit or loss, including requirements for mandatory sub-totals to be presented. IFRS 18 introduces requirements for items of income and expense to be classified into one of five categories in the statement of profit or loss. This classification results in certain sub-totals being presented, such as the sum of all items of income and expense in the operating category comprising the new mandatory 'operating profit or loss' sub-total.
- Aggregation and disaggregation of information, including the introduction of overall principles for how information should be aggregated and disaggregated in financial statements.
- Disclosures related to management-defined performance measures (MPMs), which are measures of financial performance based on a total or sub-total required by IFRS Accounting Standards with adjustments made (e.g. 'adjusted profit or loss'). Entities will be required to disclose MPMs in the financial statements with disclosures, including reconciliations of MPMs to the nearest total or sub-total calculated in accordance with IFRS Accounting Standards.

The aim of the IASB in publishing IFRS 18 is to improve comparability and transparency of companies' performance reporting. IFRS 18 has also resulted in narrow changes to the statement of cash flows.

Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

---

5. New standards, amendments and interpretations (continued)

(ii) *New standards, amendments and interpretations issued but not effective and not early adopted (continued)*

- On May 9, 2024, the International Accounting Standards Board (IASB) issued *IFRS 19 Subsidiaries without Public Accountability: Disclosures*, which permits eligible subsidiaries to provide reduced disclosures while applying the recognition, measurement and presentation requirements in IFRS Accounting Standards.

The eligibility criteria for an entity to apply IFRS 19 are the entity is a subsidiary (as defined in Appendix A of IFRS 10 Consolidated Financial Statements); the entity does not have public accountability; and the entity has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with IFRS Accounting Standards. An entity has public accountability if its debt or equity instruments are traded in a public market, or it is in the process of issuing such instruments for trading in a public market; or it holds assets in a fiduciary capacity for a broad group of outsiders as one of its primary businesses outsiders as one of its primary businesses.

An entity is permitted to elect to apply IFRS 19 more than once. An entity that has elected to apply IFRS 19 may later revoke that election.

IFRS 19 is effective for annual reporting periods beginning on or after January 1, 2027.

Other standards, amendments and interpretations to existing standards in issue but not yet effective are not considered to be relevant to the Credit Union and have not been disclosed.

(iii) *Standards and amendments to published standards early adopted by the Credit Union*

The Credit Union did not early adopt any new, revised or amended standards.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 6. Financial Risk Management

#### Financial Instruments

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

#### As at December 31, 2024

	Carrying Value	Fair Value
<b>Financial Assets</b>		
Cash and cash equivalents	\$ 1,163,663	\$ 1,163,663
Investment securities	88,818,134	88,818,134
Accrued interest on loans	6,030,286	6,030,286
Accounts receivable and prepayments	4,260,792	4,260,792
Loans to members	820,450,859	820,450,859
<b>Financial Liabilities</b>		
Accounts payable and accruals	40,805,060	40,805,060
KCL Bond syndicate	63,837,941	63,837,941
Members' deposits	86,301,252	86,301,252
Members' shares	801,841,329	801,841,329

#### As at December 31, 2023

	Carrying Value	Fair Value
<b>Financial Assets</b>		
Cash and cash equivalents	\$ 23,738,375	\$ 23,738,375
Investment securities	104,311,717	104,311,717
Accrued interest on loans	5,954,686	5,954,686
Accounts receivable and prepayments	8,819,972	8,819,972
Loans to members	716,870,917	716,870,917
<b>Financial Liabilities</b>		
Accounts payable and accruals	34,687,140	34,687,140
KCL Bond syndicate	68,913,221	68,913,221
Members' deposits	72,275,725	72,275,725
Members' shares	745,770,913	745,770,913

As at December 31, 2024, loans totalling \$14,480,770 (2023: \$11,474,145) 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:

	2024	2023
Less than 1 month (Stage 1)	1,500,533	2,075,341
More than 1 month but less than 3 months (Stage 2)	129,105	108,823
More than 3 months (Stage 3)	12,851,132	9,289,981
	<u>\$14,480,770</u>	<u>\$11,474,145</u>

**Notes to the Financial Statements**

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

**6. Financial Risk Management (continued)**

**Financial Instruments (continued)**

As at December 31, 2024, a total of \$49,436,468 (2023: \$37,695,173) in loans were considered to be past due but not impaired. This value includes loans whose payments were received after the year-end date, but which, at that date, were considered to be due.

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

	2024	2023
More than 1 month but less than 3 months (Stage 2)	21,251,070	16,740,632
More than 3 months (Stage 3)	28,185,398	20,954,541
	<u>\$49,436,468</u>	<u>\$37,695,173</u>

**Financial Risk Factors**

The Credit Union 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 Credit Union 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 Credit Union 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.

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

**i) Bonds**

The Credit Union 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 Credit Union 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 Credit Union generally invests in fixed rate loans for terms not exceeding ten years. These are funded mainly from members' deposits and shares.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in *Trinidad and Tobago Dollars*)

### 6. Financial Risk Management (continued)

#### a) Interest Rate Risk (continued)

##### iii) Interest rate sensitivity analysis

The Credit Union'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.

	Effective Rate	Up to 1 year	1 to 5 years	Over 5 years	Non-Interest Bearing	Total
<b>As at December 31, 2024</b>						
<b>Financial Assets</b>						
Cash and cash equivalents	0.01%	1,163,663	-	-	-	1,163,663
Investment securities	4.99%	41,089,503	26,372,066	9,662,530	11,694,035	88,818,134
Accrued interest on loans		-	-	-	6,030,286	6,030,286
Accounts receivable and prepayments		-	-	-	4,260,792	4,260,792
Loans to members	6.02%	150,671,023	669,077,733	702,103	-	820,450,859
		<b>192,924,189</b>	<b>695,449,799</b>	<b>10,364,633</b>	<b>21,985,113</b>	<b>920,723,734</b>
<b>Accounts payable and accruals</b>						
KCL Bond syndicate		40,805,060	-	-	-	40,805,060
Members' deposits		5,891,701	27,785,808	30,160,432	-	63,837,941
		86,301,252	-	-	-	86,301,252
		<b>132,998,013</b>	<b>27,785,808</b>	<b>30,160,432</b>	<b>-</b>	<b>190,944,253</b>
		<b>59,926,176</b>	<b>667,663,991</b>	<b>(19,795,799)</b>		<b>707,794,368</b>
<b>As at December 31, 2023</b>						
<b>Financial Assets</b>						
Cash and cash equivalents	0.01%	23,738,375	-	-	-	23,738,375
Investment securities	4.19%	55,095,540	20,503,378	14,636,939	14,075,860	104,311,717
Accrued interest on loans		-	-	-	5,954,686	5,954,686
Accounts receivable and prepayments		-	-	-	8,819,972	8,819,972
Loans to members	6.03%	709,177,606	6,903,583	789,728	-	716,870,917
		<b>788,011,521</b>	<b>27,406,961</b>	<b>15,426,667</b>	<b>28,850,518</b>	<b>859,695,667</b>
<b>Accounts payable and accruals</b>						
KCL Bond syndicate		34,687,140	-	-	-	34,687,140
Members' deposits		5,551,800	26,182,804	37,178,617	-	68,913,221
		72,275,725	-	-	-	72,275,725
		<b>112,514,665</b>	<b>26,182,804</b>	<b>37,178,617</b>	<b>-</b>	<b>175,876,086</b>
		<b>\$675,496,856</b>	<b>\$1,224,157</b>	<b>\$(21,751,950)</b>		<b>\$654,969,063</b>

At December 31, 2024, if the interest rate had increased/decreased by 1% with all other variables constant, post-tax profit for the year would have been \$7,077,944 (2023: \$6,549,691) lower/higher.

**Notes to the Financial Statements**

For the year ended December 31, 2024

*(Expressed in Trinidad and Tobago Dollars)*

---

**6. Financial Risk Management (continued):**

**Financial Risk Factors (continued)**

**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 Credit Union 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 Credit Union'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 Credit Union'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 Credit Union has policies to limit the amount of exposure to any single financial institution.

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

**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.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 6. Financial Risk Management (continued)

#### Financial Risk Factors (continued)

##### b) Credit Risk (continued)

##### 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.

##### Financial assets that are neither past due nor impaired

	2024	2023
Cash and cash equivalents held in reputable financial institutions	10,553	22,614,007
Investments with no default anticipated	88,818,134	104,311,717
Accounts receivable with full repayment expected	4,260,792	8,819,972
Loans to members	756,533,621	679,175,751
	<u>\$849,623,100</u>	<u>\$814,921,447</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 Credit Union 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 Credit Union 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 Credit Union. The Credit Union employs various asset/liability techniques to manage liquidity gaps. Liquidity gaps are mitigated by the marketable nature of a substantial segment of the Credit Union's assets as well as generating sufficient cash from new and renewed members' deposits and shares. To manage and reduce liquidity risk the Credit Union's management actively seeks to match cash inflows with liability requirements.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 6. Financial Risk Management (continued)

#### Financial Risk Factors (continued)

#### c) Liquidity Risk (continued)

#### ii) Liquidity Gap

The Credit Union'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.

	Due on Demand	Up to 1 year	1 to 5 years	Over 5 years	Total
<b>As at December 31, 2023</b>					
<b>Assets</b>					
Cash	1,163,663	-	-	-	1,163,663
Investment securities	11,694,035	41,089,503	26,372,066	9,662,530	88,818,134
Accrued interest on loans	6,030,286	-	-	-	6,030,286
Accounts receivable	4,260,792	-	-	-	4,260,792
Loans to members	4,859,634	145,811,389	669,077,733	702,103	820,450,859
	<b>28,008,410</b>	<b>186,900,892</b>	<b>695,449,799</b>	<b>10,364,633</b>	<b>920,723,734</b>
<b>Liabilities</b>					
Accounts payable and accruals	40,805,060	-	-	-	40,805,060
KCL Bond syndicate	-	5,891,701	27,785,808	30,160,432	63,837,941
Deposits	86,301,252	-	-	-	86,301,252
Shares	801,841,329	-	-	-	801,841,329
	<b>928,947,641</b>	<b>5,891,701</b>	<b>27,785,808</b>	<b>30,160,432</b>	<b>992,785,582</b>
<b>Liquidity Gap</b>	<b>\$(900,939,231)</b>	<b>\$181,009,191</b>	<b>\$667,663,991</b>	<b>\$(19,795,799)</b>	<b>\$(72,061,848)</b>
<b>As at December 31, 2023</b>					
<b>Assets</b>					
Cash	23,738,375	-	-	-	23,738,375
Investment securities	34,989,639	34,181,761	20,503,378	14,636,939	104,311,717
Accrued interest on loans	5,954,686	-	-	-	5,954,686
Accounts receivable	8,819,972	-	-	-	8,819,972
Loans to members	-	709,177,606	6,903,583	789,728	716,870,917
	<b>73,502,672</b>	<b>743,359,367</b>	<b>27,406,961</b>	<b>15,426,667</b>	<b>859,695,667</b>
<b>Liabilities</b>					
Accounts payable and accruals	34,687,140	-	-	-	34,687,140
KCL Bond syndicate	-	5,551,800	26,182,804	37,178,617	68,913,221
Deposits	72,275,725	-	-	-	72,275,725
Shares	745,770,913	-	-	-	745,770,913
	<b>(852,733,778)</b>	<b>(5,551,800)</b>	<b>(26,182,804)</b>	<b>(37,178,617)</b>	<b>(921,646,999)</b>
<b>Liquidity Gap</b>	<b>\$(779,231,106)</b>	<b>\$737,807,567</b>	<b>\$1,224,157</b>	<b>\$(21,751,950)</b>	<b>\$(61,951,332)</b>

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 6. Financial Risk Management (continued)

#### Financial Risk Factors (continued)

##### 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 recognized assets and liabilities are denominated in a currency that is not the Credit Union's measurement currency. The Credit Union is exposed to foreign exchange risk arising from various currency exposures primarily with respect to the United States Dollar. The Credit Union's management monitors the exchange rate fluctuations on a continuous basis and acts accordingly.

	USD (TT equivalent)	CAD (TT equivalent)	Total
<b>As at December 31, 2024</b>			
Cash and cash equivalents	89,333	-	89,333
Investment securities	8,912,704	268,036	9,180,740
	<b>\$9,002,037</b>	<b>\$268,036</b>	<b>\$9,270,073</b>
<b>As at December 31, 2023</b>			
Cash and cash equivalents	90,354	-	90,354
Investment securities	9,963,260	272,076	10,235,336
	<b>\$10,053,614</b>	<b>\$272,076</b>	<b>\$10,325,690</b>
<b>Reporting date spot rate</b>		<b>2024</b>	<b>2023</b>
USD		6.7474	6.7159
CAD		5.1629	5.1144

At December 31, 2024, 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 \$450,102 (2023: \$502,681) lower/higher, mainly as a result of foreign exchange losses/gains on translation of USD denominated balances.

At December 31, 2024, 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 \$13,402 (2023: \$13,604) lower/higher, mainly as a result of foreign exchange losses/gains on translation of CAD denominated balances.

##### e) Operational Risk

Operational Risk is the risk that derives from deficiencies relating to the Credit Union's information technology and control systems, as well as the risk of human error and natural disasters. The Credit Union'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 Credit Union.

##### g) Reputation Risk

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

**Notes to the Financial Statements**

For the year ended December 31, 2024

*(Expressed in Trinidad and Tobago Dollars)*

---

**7. 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 Credit Union'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 Credit Union 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 recognized 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 recognized 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 Amortized 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.

- 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.

**Notes to the Financial Statements**

For the year ended December 31, 2024

*(Expressed in Trinidad and Tobago Dollars)*

---

**7. Critical Accounting Estimates and Judgements (continued)**

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.

**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.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 8. Cash and cash equivalents

	2024	2023
Cash in hand - Trinidad	990,195	968,471
Cash in hand - Tobago	162,915	155,897
First Citizens Bank Limited	7,522	19,777,625
Guardian Asset Management Limited	3,031	2,836,382
	<u>\$1,163,663</u>	<u>\$23,738,375</u>

### 9. Investment securities

	2024	2023
Investment securities measured at FVTOCI	11,694,035	14,075,860
Investment securities measured at FVTPL	11,192,674	20,913,779
Investment securities measured at amortized cost	65,931,425	69,322,078
	<u>\$88,818,134</u>	<u>\$104,311,717</u>

#### Investment securities measured at FVTOCI

##### Mutual Fund Units

Trinidad and Tobago Unit Trust Corporation - Calypso Fund	1,885,600	1,872,057
Trinidad and Tobago Unit Trust Corporation - First Scheme	1,623,669	1,623,669

##### Quoted Equities

Republic Financial Holdings Limited	2,924,644	3,167,784
First Citizens Bank Limited	2,321,663	2,815,231
Trinidad and Tobago NGL Limited	1,062,985	2,451,328
Grace Kennedy Limited	344,100	407,340
Guardian Holdings Limited	314,727	398,514
Royal Bank of Canada	268,036	272,076
National Commercial Bank of Jamaica Limited	239,000	340,000
Jamaica Money Market Brokers	55,120	69,544
Trinidad Cement Limited	15,680	19,506

##### Unquoted Equities

LinCU Limited	3,034,500	3,034,500
Central Finance Facility Co-operative Society	625,000	625,000
Less: Expected Credit Loss	(3,020,689)	(3,020,689)

\$11,694,035      14,075,860

#### Investment securities measured at FVTPL

##### Mutual Fund Units

Trinidad and Tobago Unit Trust Corporation	7,614,186	13,690,688
Guardian Group Trust Limited	3,013,651	4,180,300
RBC Royal Bank - Roytrin Mutual Fund	564,837	3,042,791

\$11,192,674      \$20,913,779

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 9. Investment securities (continued)

	2024	2023
<b>Investment securities measured at amortized cost</b>		
<b>Bonds</b>		
Government of the Republic of Trinidad and Tobago	13,166,150	14,004,870
Trinidad and Tobago Mortgage Finance	10,642,198	10,629,703
Aspire Fund Management	7,908,630	-
Tobago House of Assembly	5,023,507	5,023,507
Telecommunication Services of Trinidad and Tobago	4,695,162	2,460,594
National Insurance Property Development Company Limited	4,407,721	3,034,510
Jokhan Limited	2,976,438	2,675,616
First Citizens Investment Services Limited	2,088,790	2,022,152
BP Trinidad and Tobago	1,391,882	1,349,418
Guardian Holdings Limited	1,044,497	-
Prestige Holding Limited	-	22,739
<b>Repurchase Agreements</b>		
Sagicor Financial Corporation	2,979,162	2,833,214
Bourse Securities Limited	-	7,697,490
Commonwealth of The Bahamas	-	2,755,079
Trinidad Generation Unlimited	-	2,432,861
Heritage Petroleum Limited	-	1,213,601
Petróleos Mexicanos	-	590,474
<b>Participation Investment Certificates</b>		
Bayshore Finance Trinidad and Tobago Limited	4,442,041	6,083,281
KCL Capital Market Brokers Limited	1,031,677	-
<b>Corporate Notes</b>		
Firstline Oil Notes Limited	4,253,681	4,453,580
Towers Consortium Consultancy Limited	2,408,595	2,408,595
<b>Discounted Invoice</b>		
Towers Consortium Consultancy Limited	837,241	837,242
Less: Expected Credit Loss	(3,365,947)	(3,206,449)
	<b>\$65,931,425</b>	<b>\$69,322,078</b>

### 10. Accrued interest on loans

	2024	2023
Accrued interest	6,099,251	6,023,652
Less: Expected Credit Loss	(68,966)	(68,966)
	<b>\$6,030,286</b>	<b>\$5,954,686</b>

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 11. Accounts receivable and prepayments

	2024	2023
Other receivables	2,040,800	1,844,919
Emergency medical fund receivable	1,305,129	1,279,839
Prepayments	449,357	547,417
Rent receivable	416,070	420,070
V.A.T. recoverable	364,306	326,581
Mt. Marie Guest House - trade receivables	219,645	219,645
Debt service reserve	-	2,173,553
Death benefits receivable	-	1,156,832
Matured investments receivable	-	534,987
Family indemnity plan receivable	-	362,242
PCU Plus receivables	-	100,405
Less: Expected Credit Loss	(534,515)	(146,518)
	<b>\$4,260,792</b>	<b>\$8,819,972</b>

### 12. Inventories

	2024	2023
Appliance Centre	1,889,612	1,999,013
Stationery	16,996	45,765
Janitorial	11,410	32,792
Commissary	5,087	63,629
	<b>\$1,923,105</b>	<b>\$2,141,199</b>

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 13. Loans to members

	2024	2023
<b>a) Loan categories</b>		
Free Yourself loans	320,240,272	279,014,840
Personal loans	293,128,524	298,962,874
Special Vehicle loans	83,066,357	63,669,602
Christmas loans	65,625,173	28,201,974
Welcome loans	17,151,663	7,690,107
Equity loans	14,233,986	7,700,274
Vehicle loans	1,272,932	3,461,051
Back to School loans	8,856,793	7,461,012
Vacation loans	7,752,599	6,728,889
Dividend Multiplier loans	5,853,661	7,159,752
Back Pay loans	5,462,245	255,828
Consumer loans	2,656,845	4,225,544
Land loans	2,580,917	2,827,481
Share Incentive 2011 loans	2,500,505	254,808
Wedding loans	1,503,588	1,093,821
999 Share Incentive loans	1,269,567	6,036,925
Soft loans	1,257,652	1,382,735
Share Incentive Plan loans	261,470	1,596,522
Staff Vehicle loans	241,895	588,724
LinCu loans	14,985	13,807
Staff Education loans	-	18,492
<b>Total loans to members</b>	<b>834,931,629</b>	<b>728,345,062</b>
Less Expected Credit Loss	(14,480,770)	(11,474,145)
	<b>\$820,450,859</b>	<b>\$716,870,917</b>
<b>b) Expected Credit Loss:</b>		
Balance brought forward	11,474,145	11,258,516
Write off of loans provided for	(2,007,537)	(830,832)
Current year Expected Credit Loss	5,014,162	1,046,462
	<b>\$14,480,770</b>	<b>\$11,474,145</b>

### 14. Investment property

The value of investment property reflected in the statement of financial position as at December 31, 2021 of \$2,600,000 is based on a valuation exercise completed on June 17, 2022 by G.A. Farrell & Associates Limited, an independent real estate valuator, on the basis of market value. The investment property is made up land and building located at #19A & #21 Mon Chagrin Street, San Fernando.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 15. Property and equipment

	Freehold Property	Work-in- Progress	Leasehold Improvements	Computer Equipment and Software	Fixtures and Fittings	Motor Vehicles	Office Furniture and Equipment	Computer Equipment Board and Committee	Total
<b>Cost</b>									
Balance as at January 1, 2024	210,516,246	17,568,761	337,721	7,811,712	4,957,704	556,500	23,398,921	266,545	265,414,110
Additions	5,002,242	1,073,961	-	1,460,008	295,892	-	204,506	35,000	8,071,609
Balance as at December 31, 2024	215,518,488	18,642,722	337,721	9,271,720	5,253,596	556,500	23,603,427	301,545	273,485,719
<b>Accumulated Depreciation</b>									
Balance as at January 1, 2023	(4,296,061)	-	(335,879)	(5,954,316)	(1,840,819)	(524,789)	(6,179,146)	(221,139)	(19,352,149)
Charge for the year	(3,550,267)	-	(369)	(745,344)	(355,441)	(10,574)	(1,730,694)	(27,063)	(6,419,752)
Balance as at December 31, 2024	(7,846,328)	-	(336,248)	(6,699,660)	(2,196,260)	(535,363)	(7,909,840)	(248,202)	(25,771,901)
Net Book Value	\$207,672,160	\$18,642,722	\$1,473	\$2,572,060	\$3,057,336	\$21,137	\$15,693,587	\$53,343	\$247,713,818
<b>Cost</b>									
Balance as at January 1, 2023	202,466,723	11,132,708	337,721	7,510,280	3,735,438	556,500	22,766,383	234,208	248,739,961
Additions	3,570,478	10,991,402	-	301,432	1,182,266	-	596,234	32,337	16,674,149
Transfers	4,479,045	(4,555,349)	-	-	40,000	-	36,304	-	-
Balance as at December 31, 2023	210,516,246	17,568,761	337,721	7,811,712	4,957,704	556,500	23,398,921	266,545	265,414,110
<b>Accumulated Depreciation</b>									
Balance as at January 1, 2023	(835,932)	-	(335,418)	(5,103,267)	(1,574,694)	(508,906)	(4,302,593)	(178,867)	(12,839,677)
Charge for the year	(3,460,129)	-	(461)	(851,049)	(266,125)	(15,883)	(1,876,553)	(42,272)	(6,512,472)
Balance as at December 31, 2023	(4,296,061)	-	(335,879)	(5,954,316)	(1,840,819)	(524,789)	(6,179,146)	(221,139)	(19,352,149)
Net Book Value	\$206,220,185	\$17,568,761	\$1,842	\$1,857,396	\$3,116,885	\$31,711	\$17,219,775	\$45,406	\$246,061,961

Work-in-progress for the year ended December 31, 2024 of \$18,642,722 (2023:17,568,761) represents the cost of construction in progress at the Credit Union's Sangre Grande and Arima locations.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 16. Accounts payable and accruals

	2024	2023
Members' Trust Fund	16,932,638	15,379,620
Loan expenses payable	6,201,165	4,670,916
Group medical and life	4,857,479	7,680,246
Accrued expenses	3,352,915	2,502,006
Accounts payable	3,319,233	1,581,652
Staff costs payable	2,724,131	1,155,895
Other payables	1,762,410	363,258
Family indemnity plan payable	1,250,293	-
Claims payable	270,076	1,013,353
PCU Plus payable	134,720	139,556
Green fund levy	-	200,638
	<u>\$40,805,060</u>	<u>\$34,687,140</u>

### 17. Members' shares

According to the By-Laws of the Trinidad and Tobago Police Credit Union Co-operative Society Limited (Section 6(i) and 7(a) (i)), the capital of the Credit Union 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.

### 18. 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 Credit Union is charged to the Reserve Fund.

### 19. Education 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.

### 20. Investment re-measurement reserve

The Credit Union has created an investment reserve which includes the following:

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

### 21. Building fund

The Building Fund was established for the construction of the head office building at 33-35 Eastern Main Road, Barataria. The head office building was substantially completed in September 2022 with the use of external financing. As such, during the year ended December 31, 2023, the Credit Union transferred the reserve to the Undivided Surplus.

**Notes to the Financial Statements**

For the year ended December 31, 2024

*(Expressed in Trinidad and Tobago Dollars)*

---

**22. 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 the reporting date.

**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.

**23. Capital risk management**

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

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

**24. Contingent liability**

Under the existing agreement with the Bank and General Workers' Union, the Credit Union is contingently liable to its employees for severance payments in the event of redundancy and termination by the Credit Union 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.

**25. Dividends**

The Board of Directors intends to propose an average dividend of 2% in the amount of \$15,246,785 and an interest rebate of 1% in the amount of \$558,821 for the year ended December 31, 2024. 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 IFRS Accounting Standards.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 26. 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. The Credit Union considers Directors and Statutory Committee members to be related parties.

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

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.

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

	2024	2023
<b>Balances at year end:</b>		
Loans to related parties and key management	7,332,251	4,885,937
Shares held by related parties and key management	3,670,968	5,744,910
Deposit balances of related parties and key management	422,856	411,561
<b>Transactions with related parties and key management personnel:</b>		
Stipends, allowances and Honoraria paid to related parties	2,021,421	2,122,803
Interest income from loans to related parties and key management	412,025	335,200
Dividends paid to related parties and key management	111,945	189,091
Interest paid to related parties and key management	2,090	1,822
<b>Key management compensation:</b>		
Short term benefits	1,289,481	1,461,370
Termination benefits	-	56,612
Post employment benefits	181,500	-

### 27. KCL Bond Syndicate

The Credit Union completed construction of the new Head Office building at #33-35 Eastern Main Road, San Juan, with the Credit Union taking occupation in October 2022. The project was 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. The full drawdown on this bond facility totalled \$72.41 million.

#### Collateral pledged by the Credit Union:

- 1<sup>st</sup> priority mortgage on land and building located at #33-35 Eastern Main Road, San Juan
- 1<sup>st</sup> priority mortgage on land and building located at #17-19 Irving Street, San Fernando
- 1<sup>st</sup> priority mortgage on land and building located at #61 Tenth Street, Barataria
- 1<sup>st</sup> priority mortgage on land located at lot#125 Corner Cunapo Southern Main Road and Juteram Street, Sangre Grande
- 1<sup>st</sup> priority mortgage on land and building located at #62 Tenth Street, Barataria
- 1<sup>st</sup> priority mortgage on land and building located at #19-21 Mon Chagrin Steet, San Fernando
- Debenture over fixed and floating assets of the Credit Union stamped to cover \$72.4M.
- Assignment of a debt service reserve account with a minimum balance of 3% of the amount disbursed until the facility is repaid in full.

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 27. KCL Bond Syndicate (continued)

	2024	2023
Balance, beginning of year	68,913,221	72,419,444
Repayments	(5,075,280)	(3,506,223)
Balance, end of year	<u>\$63,837,941</u>	<u>\$68,913,221</u>

### 28. Other income

	2024	2023
Creditor life insurance recharged	7,067,071	4,871,634
Other income	410,214	884,492
	<u>\$7,477,285</u>	<u>\$5,756,126</u>

### 29. Administrative expenses

#### a. Business Operations & Loans

	2024	2023
Increase in provision for Expected Credit Loss	5,014,162	1,046,462
Local subsistence- officers	302,465	189,980
Local travelling- officers	189,525	188,587
LINCUC expenses	162,000	162,000
Donations and scholarships	65,683	415,389
Trans Union expenses	13,904	12,661
Other	11,887	49,289
	<u>\$5,759,626</u>	<u>\$2,064,368</u>

#### b. General Administration

	2024	2023
Depreciation	6,419,758	6,512,472
Legal & professional fees	1,795,966	1,887,097
Insurance	1,091,178	807,153
Green Fund Levy	456,277	316,286
Subscriptions/Periodicals/News	341,169	208,834
Audit fees	290,841	281,500
Annual/Special General Meeting	225,626	157,133
League dues	100,406	185,713
Tobago air fares	63,783	30,725
Doxa Ministries staff parking	25,090	29,010
Postage and freight	7,468	15,162
	<u>\$10,817,562</u>	<u>\$10,431,085</u>

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 30. Administrative expenses (continued)

#### c. Facilities

	2024	2023
Security	2,068,873	1,555,577
General building maintenance	1,460,466	1,160,538
Electricity	970,435	896,111
Janitorial	846,775	640,699
Office rental	482,501	417,999
Repairs and maintenance	109,606	157,002
Generator maintenance	63,977	47,684
Tea supplies	55,506	43,825
Flagship expenses	33,732	933,014
Decorations	31,991	116,854
Water rates	15,900	52,569
Motor vehicle rental	9,367	6,150
Foreign exchange translation	(2,633)	(15,850)
	<u>\$6,146,496</u>	<u>\$6,012,172</u>

### 30. Board and committee expenses

	2024	2023
Committee expenses	438,706	478,229
Officers' allowances	417,711	412,882
Meeting expenses	309,007	327,622
	<u>\$1,165,424</u>	<u>\$1,218,733</u>

### 31. Finance costs

	2024	2023
KCL Bond Syndicate interest	3,970,109	4,759,013
Bank charges	695,158	626,932
Other finance costs	10,965	12,084
	<u>\$4,676,232</u>	<u>\$5,398,029</u>

### 32. Personnel costs

	2024	2023
Salaries basic	18,431,577	15,124,659
Gratuity	1,234,176	552,569
National Insurance employer's contribution	1,193,073	1,189,193
Pension plan employer's contribution	673,857	681,352
Salaries overtime	513,177	649,025
Medical plan employer's contribution	352,039	311,806
Employees education and training	334,804	164,648
Executive medical	186,764	135,344
Staff benefits	113,795	224,885
Group life employer's contribution	25,561	26,938
Casual labor	8,325	13,940
	<u>\$23,067,148</u>	<u>\$19,074,359</u>

# Trinidad and Tobago Police Credit Union Co-operative Society Limited

## Notes to the Financial Statements

For the year ended December 31, 2024

(Expressed in Trinidad and Tobago Dollars)

### 33. Net loss - appliance centre

	2024	2023
Appliance Centre sales	5,218,995	7,130,376
Less: Cost of sales	(4,272,718)	(6,127,827)
<b>Gross profit</b>	<b>946,277</b>	<b>1,002,549</b>
<b>Less: overhead expenses</b>		
Salaries and wages	(1,238,740)	(1,124,677)
Administration cost	(213,463)	(18,140)
Discounts allowed	(212,577)	(317,530)
Advertising and promotion	(51,228)	(63,863)
Bank charges	(41,640)	(38,927)
Building maintenance	(34,440)	(27,367)
Motor vehicle repairs and maintenance	(17,245)	(21,557)
Office supplies	(16,862)	(12,624)
Travelling and subsistence	(2,250)	(1,060)
Utilities	(1,347)	(33,350)
Security	(743)	(29,291)
Warehouse rentals	-	(25,040)
Janitorial services	-	(12,000)
Appliance centre repairs	(760)	(5,223)
<b>Total overhead expenses</b>	<b>(1,831,295)</b>	<b>(1,730,649)</b>
<b>Net loss</b>	<b>\$(885,018)</b>	<b>\$(728,100)</b>

The operations of the appliance centre were transferred to PCU Plus Limited on January 1, 2024.

### 34. Subsequent events

Management has evaluated the possibility of subsequent events existing in the Credit Union's financial statements from January 1, 2025, through April 15, 2025, the date the financial statements were available to be issued. Management has determined that there are no material events that would require adjustment or disclosure in the Credit Union's financial statement.



# NOMINATING COMMITTEE 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 2024/2025.

## COMPOSITION OF THE COMMITTEE

Ms. Ingrid Maxwell	- Convenor
Mr. Lennox Charles	- Secretary
Mr. Learie Roach	- Member
Ms. Kathleen Weekes	- Member
Mr. Fitzroy Frederick	- Member
Mr. Kevon Beatrice	- Board Liaison

## 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 67th Annual General Meeting of the society.

## METHODOLOGY

The Committee held Eight (8) meetings at which it perused Thirty-Two (32) applications for consideration, Twelve (12) for the Board of Directors, Twelve (12) for the Supervisory Committee and Eight (8) for the Credit Committee.

The Committee, in keeping with its mandate, sought to select fit and proper persons, who are willing to be considered for election to the Board of Directors and other Committees and who met the eligibility criteria as set out in Section 25 (a) of the Bye Laws.

The following applicants met the required criteria and were selected for the Board of Directors, Supervisory and Credit Committees. Three (3) applicants did not meet the requirements as outlined in the byelaws.

## BOARD OF DIRECTORS

Mrs. Shurla Waldron-Joseph	Mr. Steve Waldron	Mr. Zaheer Ali
Mr. Nigel Williams*	Mr. Auldric Neptune*	Mr. Anderson Holder
Ms. Margaret Sampson-Browne*	Ms. Kanisha Coltes	Mr. Roger Mohammed

**NOMINATING COMMITTEE REPORT CONTINUED**

---

**SUPERVISORY COMMITTEE**

Ms. Lystra Sebro*	Mr. Harold Phillip*
Ms. Semone Moore	Mr. Ryan Paul
Ms. Tricia Smith	Ms. Shirley Cowan*
Mrs. Alana Albino-Alleyne	Ms. Simone Skeete*
Mr. Paul Jameson*	Ms. Charlene Gilkes-Partrick
Mr. Rohdill Kirk	

**CREDIT COMMITTEE**

Mr. Neal Rawlins*	Mr. Vernly Gift*
Ms. Ilanka Manrique	Mr. Colin Marcelin
Mr. Kelvin Stewart	

\*Denotes outgoing seeking re-election.

**TIED VOTES**

In an event there is a tie in the votes (i.e., where two or more Members polled the same number of votes after the ballots are counted) at the Annual General Meeting there shall be a runoff vote between those members whose votes are tied, until a clear winner is identified.

**RECOMMENDATION**

The Committee reminds members who are applying for positions on the Board of Directors, Credit and Supervisory Committee, to ensure that their proposer and seconder are in good standing, i.e. that they are meeting all their obligations to the Credit Union.

**CONCLUSION**

The Committee has observed that the quality of applicants has improved considerably and augurs well for the future success of the Credit Union.

We continue to encourage members to participate in the democratic process and support their institution, to fulfil their obligations to the society.

We take this opportunity to thank all the applicants and wish them success.

To the Board of Directors, we say a special thank you for the confidence reposed in the Committee to execute the Nomination process.



**Lennox Charles**  
**SECRETARY**



Resilience in finance means  
having the discipline to prepare in peace  
so you can stand firm in crisis

RESILIENCE  
IN EVERY STEP.





# 67<sup>TH</sup> ANNUAL GENERAL MEETING 2025 NOMINEE PROFILES





67<sup>TH</sup> ANNUAL GENERAL MEETING  
2025 NOMINEE PROFILES

## BOARD OF DIRECTORS



**NAME:** Anderson Holder

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Officer

**PCU MEMBERSHIP:** 7 Years

**OTHER TRAINING:** Diploma Occupational Health and Safety, Bachelor of Education with a Concentration in Agricultural Sciences, Certificates in Financial Investigation and Managing Financial Investigation



**NAME:** Auldric Neptune

**PLACE OF WORK:** Neptune & Neptune Attorneys at Law

**POSITION:** Attorney -at-Law

**PCU MEMBERSHIP:** 36 Years

**CREDIT UNION EXPERIENCE:** President, Vice President, Secretary, Director – Board of Directors Supervisory Committee Member Credit Committee Chairman/Member of Ad Hoc Committees

**CREIDT UNION TRAINING:** Workshops, Seminars, International Conferences

**OTHER TRAINING:** Bachelor of Law, Legal Practice Certificate, Advance Certificate in Alternative Dispute Resolution, Certificate in Credit Union Governance and Leadership



**NAME:** Kanisha Coltes

**PLACE OF WORK:** Legal Aid and Advisory Authority External Panel/Retained by Multiple Trade Unions

**POSITION:** Attorney-at-Law

**PCU MEMBERSHIP:** 4 Years

**OTHER TRAINING:** Post Graduate Diploma in Law Bachelor of Law (LLB) Undergraduate (B.Sc.) Criminal Justice

## BOARD OF DIRECTORS



**NAME:** Ms. Margaret Sampson-Browne

**PLACE OF WORK:** Retired

**PCU MEMBERSHIP:** 47 years

**CREDIT UNION EXPERIENCE:** Board of Directors – Vice President Education Committee  
Credit Committee Supervisory Committee Policy and Governance Committee

**CREIDT UNION TRAINING:** Workshops, Seminars, International Conferences

**OTHER TRAINING:** B.Sc. (Hons) Social Work Certificate in Criminology  
Certificate in Communication and Human Resource  
Diploma to Teach Hearing Impaired



**NAME:** Nigel Williams

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Officer

**PCU MEMBERSHIP:** 30 Years

**CREDIT UNION EXPERIENCE:** Board of Directors - Secretary Credit Committee –  
Member Recoveries Committee – Convenor Human  
Resource and Industrial Relations Committee - Convenor

**CREIDT UNION TRAINING:** Workshops, Seminars, International Conferences

**OTHER TRAINING:** MSc Global Studies Post Graduate Diploma International  
Relations BA (Hons) Human Resource Management



**NAME:** Roger Mohammed

**PLACE OF WORK:** Trinidad and Tobago Postal Corporation

**POSITION:** Security Manager

**PCU MEMBERSHIP:** 27 Years

**OTHER TRAINING:** MSc. Strategic Leadership and Management BA Criminal  
Justice AAS Criminal Justice Diploma Emergency  
Management.



67<sup>TH</sup> ANNUAL GENERAL MEETING  
2025 NOMINEE PROFILES

## BOARD OF DIRECTORS



**NAME:** Shurla Waldron-Joseph

**PLACE OF WORK:** Tobago House of Assembly

**POSITION:** Principal 1, Primary

**PCU MEMBERSHIP:** 27 Years

**OTHER TRAINING:** Diploma in Education, Diploma in Interdisciplinary Studies, Bachelor's in Education, Master's in Education, Doctorate in Education (Administration and Leadership in Education).



**NAME:** Steve Waldron

**PLACE OF WORK:** Attorney-at-Law

**POSITION:** Attorney-at-Law

**PCU MEMBERSHIP:** 48 Years

**CREDIT UNION EXPERIENCE:** Board of Directors – Vice President, Director, Alternate Real Estate Committee - Member

**CREIDT UNION TRAINING:** Workshops, Seminars, International Conferences

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



**NAME:** Zaheer Ali

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Corporal/Legal Officer

**PCU MEMBERSHIP:** 22 Years

**OTHER TRAINING:** Master of Law Degree, Distinction (LLM General) (Postgraduate), Legal Education Certificate (L.E.C) (Post-Graduate)

## SUPERVISORY COMMITTEE



**NAME:** Alana Albino-Alleyne

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Officer

**PCU MEMBERSHIP:** 15 Years

**CREDIT UNION EXPERIENCE:** Credit Committee- Member

**CREDIT UNION TRAINING:** Seminars

**OTHER TRAINING:** Attorney-At-Law, Masters (LLM) International Business and Commercial Law with specialization in Digital Law and Cyber Security, Bachelor of Science in Security Administration and Management, and Certified Accounting Technician.



**NAME:** Charlene Gilkes-Patrick

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Officer

**PCU MEMBERSHIP:** 17 Years

**CREDIT UNION TRAINING:** Workshops and Seminars

**OTHER TRAINING:** Resume Writing Techniques  
Dispute Resolution and Conflict Management  
Introduction To Human Resource Management  
Introduction To Project Management  
Industrial Relations for Protective Services



**NAME:** Paul Jameson

**PLACE OF WORK:** Ernst & Young

**POSITION:** Position Facilities Manager

**PCU MEMBERSHIP:** 28 Years

**CREDIT UNION EXPERIENCE:** Credit Committee - Alternate

**CREDIT UNION TRAINING:** Past Employee/Workshops

**OTHER TRAINING:** MBA Business Management, BA Business Administration, OSH Certification



67<sup>TH</sup> ANNUAL GENERAL MEETING  
2025 NOMINEE PROFILES

## SUPERVISORY COMMITTEE



**NAME:** Harold Phillip

**PLACE OF WORK:** Self Employed

**POSITION:** Attorney-at-Law

**PCU MEMBERSHIP:** 44 Years

**CREDIT UNION EXPERIENCE:** Board of Directors – Vice President, Director Supervisory Committee – Chairman Education Committee – Member Audit Committee – Convenor Procurement Committee – Member Scholarship Committee – Member Legal Review Committee – Member

**CREIDT UNION TRAINING:** Workshops/Seminars/ International Conference participation

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



**NAME:** Lystra Sebro

**PLACE OF WORK:** Retired

**POSITION:** 43 Years

**PCU MEMBERSHIP:** Chairman Credit Committee Secretary Credit Committee Education Committee Member Credit Committee Member

**CREDIT UNION EXPERIENCE:** Recoveries Committee

**CREIDT UNION TRAINING:** Workshops/Seminars/International Conference Participation

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



**NAME:** Rohdill Kirk

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Snr. Superintendent (Ag.)

**PCU MEMBERSHIP:** 30 Years

**OTHER TRAINING:** M.B.A, Bachelor of Law Degree Diploma in Legal Practice, Attorney-at-Law

## SUPERVISORY COMMITTEE



**NAME:** Ryan Paul

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Officer

**PCU MEMBERSHIP:** 26 Years

**CREIDT UNION TRAINING:** Workshops and Seminars

**OTHER TRAINING:** FATF and CFATF Training, AML/CFT Supervision and Training of Compliance Officers and staff at Financial Institutions and Listed Businesses.



**NAME:** Semone Moore

**PLACE OF WORK:** Caribbean Court of Justice

**POSITION:** Public Education and Communications Officer II

**PCU MEMBERSHIP:** 8 Years

**OTHER TRAINING:** Master's in Business Administration, Bachelor of Laws and Legal Practice Course.



**NAME:** Shirley Cowan

**PLACE OF WORK:** Retired

**PCU MEMBERSHIP:** 38 Years

**CREDIT UNION EXPERIENCE:** Loans Officer at T&T Police Credit Union Senior Teller Supervisor Supervisory Committee - Secretary Credit Committee - Alternate

**CREIDT UNION TRAINING:** Workshops, Seminars and international Conferences

**OTHER TRAINING:** BA (Hons) Business Management Associate Degree in Human Resource Management



67<sup>TH</sup> ANNUAL GENERAL MEETING  
2025 NOMINEE PROFILES

## SUPERVISORY COMMITTEE



**NAME:** Simone Skeete

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Officer

**PCU MEMBERSHIP:** 11 Years

**CREDIT UNION EXPERIENCE:** Supervisory Committee - Member

**CREIDT UNION TRAINING:** Workshops, Seminars

**OTHER TRAINING:** Bachelor of Science Degree in Occupational Safety, Health and Environment, Associate of Science Degree in Occupational Safety and Health, Anti Money Laundering, Mediation Skills Training, Counselling Victims of Abuse, Human Resource Management, Industrial Relations



**NAME:** Tricia Smith

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Inspector

**PCU MEMBERSHIP:** 26 Years

**OTHER TRAINING:** Bachelor of Law Degree, Security Administration and Management, Certificate in Forensic Accounting, Tribunal Aide, Good Governance Principles and Practices, and Anti Money Laundering.

## CREDIT COMMITTEE



**NAME:** Collin Marcelin

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Officer

**PCU MEMBERSHIP:** 16 Years

**CREIDT UNION TRAINING:** Workshop

**OTHER TRAINING:** BSc. Criminal Justice, Associate Degree in Criminal Justice, Certificate Security, Administration and Management Certificate AI, Business and Future of Work



**NAME:** Ilanka Manrique

**PLACE OF WORK:** Trinidad and Tobago Manufacturers' Association

**POSITION:** Research Officer

**PCU MEMBERSHIP:** 9 Years

**OTHER TRAINING:** Master of Science- Strategic Leadership and Innovation, Bachelor of Science – Management Studies, Certificate – Business Management



**NAME:** Kelvin Stewart

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Officer

**PCU MEMBERSHIP:** 21 Years

**CREDIT UNION EXPERIENCE:** Education Committee - Member

**CREIDT UNION TRAINING:** Workshop and Seminars

**OTHER TRAINING:** Certificate of Competence – Faculty of Basic Law Enforcement Education and Training, Certificate – Leadership Consultants, Drill Instructor's Diploma, Train the Trainers' Course, Administrative and Operational Instructor Certification



67<sup>TH</sup> ANNUAL GENERAL MEETING  
2025 NOMINEE PROFILES

## CREDIT COMMITTEE



**NAME:** Neal Rawlins

**PLACE OF WORK:** CID & CRO; TTPS CAPA Branch

**POSITION:** Retired Sergeant of Police

**PCU MEMBERSHIP:** 39 Years

**CREDIT UNION EXPERIENCE:** Credit Committee - Alternate Supervisory Committee - Secretary

**CREIDT UNION TRAINING:** Workshop, Conferences and Seminars

**OTHER TRAINING:** Trained Police Analyst and Police Database



**NAME:** Vernly Gift

**PLACE OF WORK:** Trinidad and Tobago Police Service

**POSITION:** Police Officer

**PCU MEMBERSHIP:** 35 Years

**CREDIT UNION EXPERIENCE:** Board of Directors - President, Vice President, Secretary, Director Supervisory Committee – Member Credit Committee – Alternate Real Estate Committee – Convenor Human Resource and Industrial Relations Committee – Convenor Policy and Governance Committee – Member OSHE Committee – Convenor Scholarship Committee – Convenor

**CREIDT UNION TRAINING:** Workshops, Seminars, International Conference

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



# **BUDGET STATEMENT 2025**

## **PCU'S FINANCIAL OUTLOOK FOR THE YEAR AHEAD**

This report presents Police Credit Union's (PCU) approved budget for fiscal 2025, building on the momentum of fiscal 2024 while advancing our long-term strategic goals. As we step into the new fiscal year, PCU remains fully aware of the evolving social and economic landscape in which we operate. This is marked by formidable challenges as well as significant opportunities. We are committed to adapting to these changes and capitalising on the prospects for growth, innovation, and increased value for our members.

Operating in this challenging yet opportunity-rich environment, PCU's focus continues to be on providing services that not only meet the immediate financial needs of our members but also contribute to their long-term financial well-being. As a member-focused co-operative, we recognise that the trust our members place in us requires us to be diligent in our resource management. We are dedicated to the responsible stewardship of the organisation's assets, ensuring that every decision we make is in the best interest of those we serve. This means a continued focus on expanding and diversifying our income streams while exploring alternative avenues of growth that provide sustainable returns.

In line with our overarching commitment, the 2025 budget prioritises prudent financial management alongside forward-thinking investments in areas that directly benefit our members. We are fully aware that in an increasingly competitive and fast-paced environment, the capacity to innovate and evolve is critical. This includes investment in member empowerment through initiatives like financial literacy programs, as well as enhancing our institutional capabilities through strategic investments in technology and staff development. These investments will enable us to offer more relevant, efficient, and accessible services to our members.

Moreover, our 2025 budget is not just about numbers—it's about a deeper commitment to social impact, generational wealth and community development. We believe that our role extends beyond simply providing basic financial services. Through targeted initiatives such as our Youth Academy, tackling period poverty, and supporting educational opportunities for our members, PCU continues to invest in projects that have a lasting impact on our members and the communities we serve. Our investments will continue to reflect our values, focusing not only on financial sustainability but also on making a tangible difference in the lives of those we serve.

In the year ahead, PCU will focus on leveraging prior investments that have already set the foundation for growth. We will work to optimise these assets, deepen operational efficiencies, and explore new opportunities that contribute to enhancing the value we deliver to our members. Through these efforts, we are confident that PCU will continue to meet the evolving needs of its members, strengthen its position in the marketplace, and contribute to building a just and prosperous society.

**BUDGET STATEMENT 2025 CONTINUED****COMPARATIVE REVIEW AND REVENUE STRATEGY**

Total income for fiscal 2025 is projected to reach \$84.4 million, reflecting a 7% increase over the \$79 million achieved in fiscal 2024. This growth is driven by several key factors.

- 1) An increase in loan interest income of \$4 million
- 2) A \$622,000 increase in rental income
- 3) Miscellaneous income is forecasted to increase by \$189,000,
- 4) Loan service charges are expected to increase by \$463,000

The income budget reflects PCU's ongoing focus on sustainability and diversified growth.

**REVIEW OF FISCAL 2024**

Fiscal 2024 concluded with a total income of \$79 million, slightly below our budgeted target, and a total expenditure of \$62.7 million. While we fell just short of our income projections, the period was marked by substantial investments aimed at strengthening our long-term growth prospects and positioning PCU for success in the years ahead. These investments, while contributing to the current fiscal year's outcomes, are expected to yield significant returns in the medium to long term, supporting our ongoing efforts to enhance value for our members and drive sustainable growth.

Throughout fiscal 2024, PCU made strategic investments in key areas that are central to our future success. One of the major focuses was property development, particularly the full commissioning of various rental spaces. These spaces—now operational—have started to generate income and is expected to significantly contribute to the diversification of our revenue streams moving forward. This aligns with our broader goal of reducing reliance on traditional lending and exploring alternative sources of income.

Additionally, we made targeted enhancements to our branch network, ensuring that our physical presence across our locations is not only maintained but also optimised. This has improved our accessibility to members and bolstered the experience we provide within the communities we serve. At the same time, PCU undertook the modernisation of our IT systems, an investment designed to enhance operational efficiency, improve service delivery, and ensure that our technological infrastructure can support the evolving needs of both our members and our organisation.

Marketing and outreach campaigns were also expanded during the year, helping to increase brand visibility and awareness of our services. These campaigns were designed to strengthen our relationship with current members while attracting new ones, expanding our membership base. Through these efforts, PCU enhanced its presence in the market and began cultivating a larger, more engaged member community, setting the stage for increased revenue and deeper member engagement in fiscal 2025.

Taken together, these foundational initiatives have positioned PCU to pursue more ambitious revenue targets for 2025 and beyond. While the income achieved in fiscal 2024 was just under our expectations, the groundwork laid through these strategic investments ensures that we are well-equipped to pursue greater success in the coming years. With these investments now in place, PCU is set to leverage these resources, expand our capacity, and ultimately achieve the growth targets outlined for fiscal 2025 and beyond.

**EXPENDITURE MANAGEMENT AND STRATEGIC INVESTMENT**

In fiscal 2025, PCU's total expenditure is budgeted at \$57.2 million, which represents a reduction of \$5.5 million from the \$62.7 million spent in 2024. This decrease is the result of several key cost-saving measures and operational realignments. Administrative expenses are set to decrease by \$2.6 million due to tighter internal controls and process optimisation. LPLS (Loan Protection Life Savings) costs have been reduced by \$3.1 million following successful negotiations by our Broker. The Divestment of the Consumer Division (Appliance Centre) has delivered cost savings of \$885,000. In addition, outsourcing costs for professional services have been lowered through strategic hires and the development of internal capabilities.

**BUDGET STATEMENT 2025 CONTINUED**

Despite these savings, PCU remains committed to investing in areas that align with our mission and deliver high-impact benefits to our members and communities. The Education Committee has a budgeted expenditure of \$230,000, which will fund expanded member education initiatives, financial literacy programmes, and empowerment workshops. Specific allocations have also been made to support the PCU Youth Academy and initiatives focused on tackling period poverty, highlighting our commitment to social responsibility. We have continued to invest in training and development to upskill our staff and foster leadership development, ensuring that our human capital is equipped to deliver world-class service.

**PROPERTY UTILISATION AND REAL ESTATE INCOME GROWTH**

A critical pillar of PCU's income diversification strategy is the optimization of our real estate assets. In 2025, several key facilities will play a central role in boosting non-core income. The flagship auditorium is positioned for increased rental as a private event venue, with targeted marketing efforts and community partnerships driving this growth. Additionally, the Tobago and Arima branches are expected to generate consistent monthly income through the full rental of designated commercial spaces. The property at 61–62 Tenth Street in Barataria will also be leased to a secure long-term tenant. These initiatives are being led by the Real Estate Committee in collaboration with the Executive Management Team, reflecting our long-term vision of increasing passive, recurring income while maximising the value of PCU's asset base.

**SUMMARY OF BUDGETED FIGURES FOR 2025**

Category	2024 Actual (\$M)	2025 Budget (\$M)	Variance
Total Income	\$79.0	\$84.4	\$5.3
Loan Interest Income	\$64.0	\$68.0	\$4.0
Rental Income	\$0.833	\$1.455	\$0.622
Other Income	\$0.410	\$0.599	\$0.189
Loan Service Charges	\$9.260	\$9.723	\$0.463
Total Expenditure	\$62.7	\$57.2	(\$5.5)
Net Surplus (Projected)	\$16.3	\$27.2	\$11.7

**LOOKING AHEAD**

The 2025 budget reflects our forward-thinking approach, anchored in discipline, focused investment, and strategic innovation. By proactively managing costs and expanding our income streams, we are setting a solid foundation for future growth. In particular, our commitment to building institutional capacity ensures that PCU is not only prepared to meet current demands but is also strategically positioned to navigate future challenges and opportunities.

In managing costs, PCU has implemented several key initiatives to streamline operations and optimise resource allocation. The reduction in administrative and LPLS costs, along with savings from the divestment of the Consumer Division, all reflect our commitment to efficient financial management. These cost-saving measures will enable us to invest additional resources into areas that directly benefit our members.

As we grow, we remain deeply committed to delivering tangible benefits to our members. This includes investing in technology, expanding access to affordable financial services, enhancing financial literacy, and investing in initiatives that promote social good. We are confident that these investments will create lasting value for our members and positively impact the wider community.

Looking ahead, PCU's goals are clear: to deliver on both short-term operational priorities and long-term strategic aspirations. As we move into 2025, we will continue to embody the values of service, strength, and solidarity—working together to create a more prosperous future for our members and the communities we serve. We remain steadfast in our vision to not only



# RESOLUTIONS

## 1. DIVIDENDS

Whereas the Trinidad and Tobago Police Credit Union realised a Net Surplus of \$15,479,956 for the financial year ending December 2024,

*BE IT RESOLVED THAT:*

*“In accordance with Bye Laws 12 (i) (a), a dividend on shares of 2% of the average monthly balance of members’ shares for the financial year ended 31st December 2024 be approved.*

*BE IT FURTHER RESOLVED THAT:*

*“Such dividends shall be paid to each member in cash except for those members whose loans are in arrears, in which case, the dividends shall be credited to the members’ outstanding loan balance.*

## 2. LOAN INTEREST REBATE

Whereas the Trinidad and Tobago Police Credit Union realised a Net Surplus of \$15,479,956 for the financial year ending December 2024,

*BE IT RESOLVED THAT:*

*“In accordance with Bye Laws 12 (i) (b), a loan interest rebate of 1% be paid for each qualified member with loans that were 31 days or less past due as of December 31, 2024.*

*BE IT FURTHER RESOLVED THAT:*

*“Such rebate shall be applied first towards any arrears in interest payment, then towards reducing the loan principal, on the day the refund is declared; if at that time the member has not repaid his loan in full. Otherwise, it shall be credited to the member’s savings.*

## 3. HONORARIUM

Whereas the Trinidad and Tobago Police Credit Union realised a Net Surplus of \$ 15,479,956. for the financial year ending December 2024. **Conscious of the need to reduce expenses, the Management Committee agreed to reduce the regular Honorarium payment by 25%.**

*BE IT RESOLVED THAT:*

*“The sum of Two Hundred and Forty-Five Thousand Dollars (\$245,000.00) be allocated for the payment of honorarium to the thirty three (33) members of the Board and Management Committees, such honorarium being equal to the sum of One Hundred and Eighty Three Thousand Seven Hundred and Fifty Dollars (\$183,750.00) after the deduction of income tax at a rate of 25%.”*

## RESOLUTIONS CONTINUED

---

### 4. AUDITORS

Whereas the Board of Directors places on record its appreciation for the professional quality of work performed by BDO - our present auditors, however in accordance with international best practice, it is hereby recommended that the firm of PKF be appointed as external auditor.

*BE IT RESOLVED THAT:*

***“The Firm PKF Trinidad & Tobago Limited be appointed as Auditors of the Society for the financial year 2025.”***

### 5. MAXIMUM LIABILITY

Whereas the Co-operative Societies Act Chap 81:03 – Regulations 14 states:

“(1) Every society shall, from time to time, fix at a general meeting the maximum liability it may incur in respect of loans or deposits whether from members or non-members; and,

Whereas the Trinidad and Tobago Police Credit Union has

- experienced growth in members deposits to \$86,301,252 and,
- an unpaid balance of \$63,837,941 on the loan secured to finance the construction of its Flagship Building at 33-35 Eastern Main Road, Barataria and,
- agreed to invest up to \$25,000,000 to upgrade its San Fernando office
- intention of establishing an overdraft facility of \$5,000,000 for operational efficiency
- The total of such loans, advances and member deposits would stand at \$180,139,193

Whereas the Trinidad and Tobago Police Credit Union is therefore seeking to increase the maximum liability from \$150,000,000 to cover loan and member deposits held and accommodate for future growth in business.

*BE IT RESOLVED THAT:*

***“The Maximum Liability of the Credit Union shall be set at Two Hundred Million Dollars (\$200,000,000.)”***

# NOTES





**GENESIS**  
Insurance Brokers &  
Benefits Consultants Ltd

In co-operation with

**AON**



**GENESIS is proud to be the PCU's trusted Insurance and Risk Management Advisor**

We wish the  
Credit Union  
continued  
success!

**GENESIS** is a leading local full-service Insurance Broker.

**OUR KEY SERVICES INCLUDE:**

- ✓ Insurance Brokerage Services
- ✓ Group Health & Group Life Administration
- ✓ Pension Administration
- ✓ Risk Management Expertise
- ✓ Member Engagement Portal
- ✓ Medical Support Services

**GEN+MED**

A pooled credit union plan providing superior Group Health coverage with best-in-class service & pricing.

As the exclusive Correspondent of **Aon plc** in Trinidad & Tobago, we are proud to offer our clients unique access to global expertise and resources.



**GENESIS  
ELITE**

Superior Savings for  
a Healthier Life

An all-in-one innovative health and wellness solution with a convenient subscription-based app offering amazing value and significant savings for members!



- Access benefits valued TT\$50,000 and more from as low as TT\$750 annually
- Significant discounts on health & everyday services
- Exclusive deals & offers
- Wellness tools & resources
- Access numerous discounts for general shopping at over 500 merchants
- Chat with Board Certified Care Providers and more!

**GENESIS INSURANCE BROKERS & BENEFITS CONSULTANTS LTD.**

📍 #1 Henry Pierre Street, St. James, 180124, Trinidad, W.I.

☎ 1-868-235-5346 ✉ info@genesistt.com 🌐 www.genesistt.com



*Human services on a digital platform*

This AGM is a reflection of our journey, of the steady, intentional steps we've taken to strengthen financial security, embrace innovation, and deepen trust, a rallying call for what's ahead.



**Resilience** isn't just a reaction, it's a mindset! At **Police Credit Union**, it's also the foundation of how we serve, support and grow with our members.

**"Resilience in Every Step,"** is a tribute to the strength and determination that define our community.

It's about the steady progress we've made, even through uncertainty. Every new service launched, every member supported, and every challenge met head-on has been a step forward, **rooted in resilience**, powered by purpose.

We understand the unique pressures our members face. That's why we've built **systems, services, and support networks** that stand strong when it matters most.

**RESILIENCE**  
IN EVERY STEP.

