

LEGACY



"NURTURING DREAMS, BUILDING FUTURES."

2023

ANNUAL GENERAL MEETING



Neal & Massy Credit Union
Co-operative Society Limited



Neal & Massy Credit Union
Co-operative Society Limited

OUR MISSION

Serving our members with accountability, innovative solutions, and a personalized member relationship that will positively impact their economic and social wellbeing



Philosophy

Serving members
with excellent
co-operative services



Core Values

- Respect and Trust
- Integrity • Stakeholders Focused
- Adaptable • Accountable • Teamwork

A competitive agile financial cooperative promoting sustainability and creating lifelong partnerships to meet the future needs of our membership

OUR VISION

The National Anthem

Forged from the love of liberty,
In the fires of hope and prayer,
With boundless faith in our destiny,
We solemnly declare,
Side by side we stand,
Islands of the blue Caribbean sea.
This our native land,
We pledge our lives to thee
Here every creed and race
Find an equal place
And may God bless our nation.



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
And 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.

Auditors:

A.R.K. Montgomery & Co.
118 Abercromby Street,
Port of Spain

Solicitors:

Johnson, Camacho & Singh
Fifth Floor, Newtown Centre,
30-36 Maraval Road,
Newtown,
Port of Spain

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NOTICE OF MEETING

Notice is hereby given that Neal & Massy Credit Union Co-operative Society Limited (NMCU) will convene its Seventy-First (71st) Annual General Meeting (Meeting or AGM), at the Regency Ballroom, Hyatt Regency Trinidad, #1 Wrightson Road, Port of Spain, on Saturday, June 29th, 2024, at 9:30 a.m.

Neal & Massy Credit Union will hold its 71st Annual General Meeting in person, where members may attend and participate in the Meeting in person for the following purposes:

1. Reading and Confirmation of the Minutes of the 70th Annual General Meeting held on Saturday, May 20th, 2023 and Matters Arising;
2. To receive, examine and accept the Reports of the Board of Directors, Credit Committee, Supervisory Committee and Education Committee;
3. To present and adopt the Independent Auditor's Report, Financial Statements, Notes, and Comments for the year ended December 31st, 2023;
4. To present the Financial Statements for the year ended December 31st, 2023;
5. To present and adopt the Budget Projections for the year ending December 31st, 2024;
6. To elect Officers for the new term 2024/2025;
7. To consider and approve Resolutions; and
8. To transact any business that may properly come before the house.

By Order Of The Board Of Directors



Secretary
June 14th, 2024

Attendance at the 71st Annual General Meeting (AGM):

- Credit Union members and guests of the Board will be permitted to attend the 71st AGM in person at the Regency Ballroom, Hyatt Regency Trinidad, #1 Wrightson Road, Port of Spain. However, members cannot follow and participate via a live Webcast using their computing device;
- ONLY members of the Credit Union will be allowed to register and participate in the Meeting, except for guests of the Board;
- All members must ensure that they have at least one (1) form of National Identification bearing their photograph;
- Members can access the digital AGM brochure and information on the 71st AGM on the official NMCU Website at **www.nealandmassycu.coop** at their convenience;
- The Credit Union invites members to submit questions on the Minutes, Reports of the Board of Directors, Committees, and the Credit Union's Financials via email (agm@nmncu.coop) before the Meeting;
- The physical accommodation for the Meeting is limited to 550 members. The Credit Union requests the favour of an **RSVP before 4:00 p.m. on Wednesday, June 27th, 2024**, for catering purposes. To confirm attendance, call the Office at 625-9455 Ext. 271 or 272, use the Society's Facebook page; or register via **link** provided.
- Registration on the day of the Annual General Meeting commences at 8:30 a.m.

AGENDA (Order of Business)

71st Annual General Meeting (AGM)

1. Call to Order
2. National Anthem/Invocation
3. First Credential Report
4. Reading of Notice of Meeting
5. Adoption of The Standing Orders
6. President's Address
7. Business Presentation
8. Reading and Confirmation of
 - **The Minutes of the 70th Annual General Meeting held on Saturday, May 20th, 2023, and Matters Arising**
9. Presentation of Reports:-
 - **Board of Directors**
 - **Credit Committee**
 - **Supervisory Committee**
 - **Education Committee**
 - **Auditors' Report**
 - **Presentation of Financial Statements**
10. Budget Projections for the year ending December 31st, 2024
11. Election of Officers:-
 - **Nominating Committee Report**
 - **Closure of Nominations/Voting**
12. Business Presentation
13. Resolutions
14. Other Business
15. Election Results and Destruction of Ballots
16. Vote of Thanks



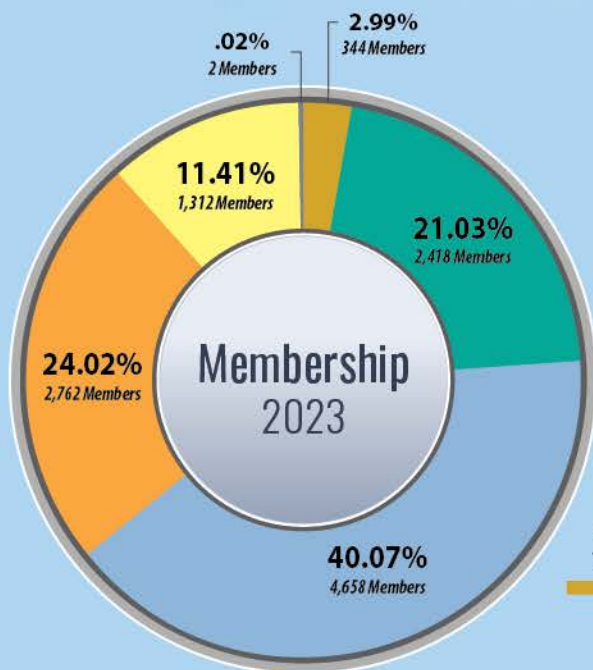
STANDING ORDERS

1. (a) A Member to stand when addressing the Chair.
(b) Speeches to be clear and relevant to the subject before the meeting.
2. A member shall only address the meeting when called upon by the Chairman to do so, after which he shall immediately take his seat.
3. No member shall address the meeting except through the Chairman.
4. A member may not speak twice on the same subject except:
(a) The Mover of a Motion - who has the right of reply.
(b) He rises to object or to explain (with the permission of the Chair).
5. The Mover of a Procedural Motion - (Adjournment laid on the table, Motion to postpone) shall have no right of reply.
6. No speeches to be made after the "Question" has been put and carried or negatived.
7. A member rising on a "point of order" to state the point clearly and concisely. (A "point of order" must have relevance to the "Standing Order").
8. (a) A member shall not "call" another member "to order" - but may draw the attention of the Chair to a "breach of order".
(b) In no event can a member call the Chair to order.
9. A "Question" shall not be put to the vote if a member desires to speak on it or move an amendment to it - except, that of a "Procedural Motion". "The Previous Question" "Proceed to the next Business" or the Closure: "That the question be Now Put", may be moved at any time.
10. Only one amendment shall be before the meeting at one and the same time.
11. When a motion is withdrawn, any amendment to it fails.
12. The Chairman to have the right to a "casting vote".
13. If there is equality of voting on an amendment, and if the Chairman does not exercise his casting vote, the amendment, is lost.
14. Provision to be made for protection by the Chairman from vilification (personal abuse).
15. No member shall impute improper motives against another member.

2023 HIGHLIGHTS



MEMBERSHIP BREAKDOWN BY GENERATION AGE

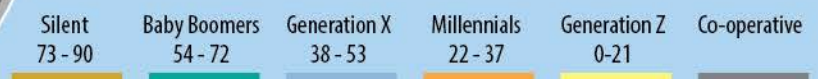


MEMBERS 2023

11,476

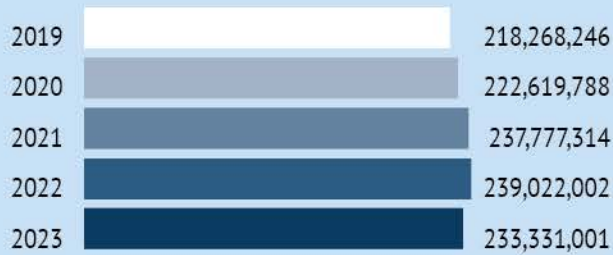
MEMBERS 2022

11,075

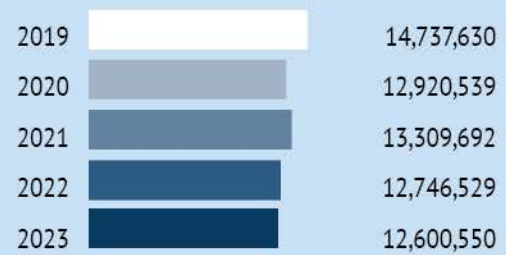


FIVE (5) YEAR REVIEW

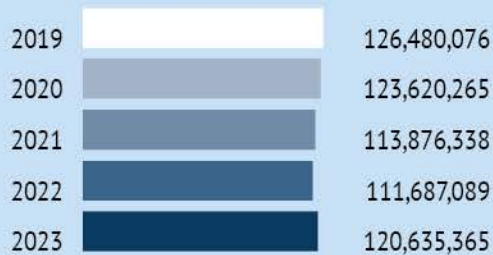
SHARES



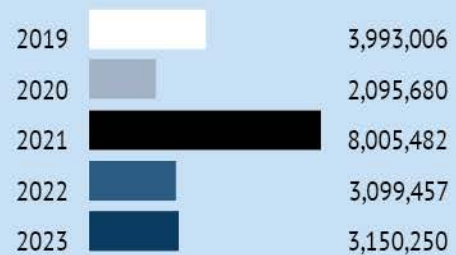
INTEREST (ON MEMBERS' LOANS)



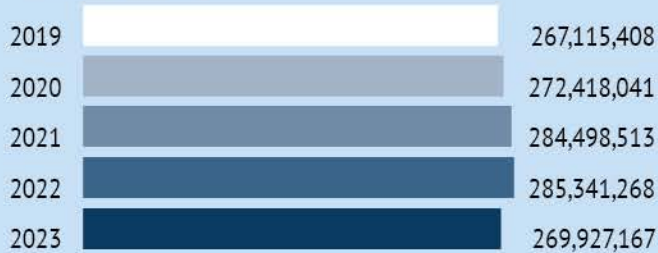
MEMBERS' LOANS



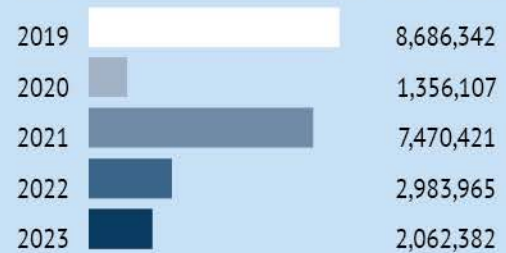
INVESTMENT INCOME



TOTAL ASSETS



SURPLUS (OF INCOME MINUS EXPENDITURE)



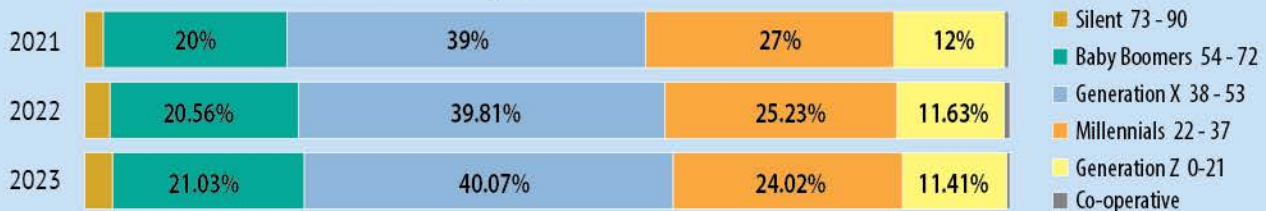
MEMBERSHIP



DIVIDEND AMOUNT PAID



MEMBERSHIP BY GENERATION AGE (%)



MINUTES

OF THE 70th ANNUAL GENERAL MEETING OF THE NEAL & MASSY (NORTH) CREDIT UNION CO-OPERATIVE SOCIETY

The 70th Annual General Meeting of the Neal & Massy Credit Union Co-operative Society was convened on Saturday 20th May, 2023 at the Regency Ballroom, Hyatt Regency Trinidad, 1 Wrightson Road, Port of Spain at 9:30 am.

Attendees were welcomed to the meeting by Moderator, Ms. Dawn Richards, who brought to the meeting's attention the auspicious occasion of the Credit Union celebrating 70 years of serving its Members. She highlighted the theme for the meeting, *"Our Future...Our Legacy, Going Beyond 70"* before handing over to the President of the Board of Directors, Mr. Raymond Lewis.

CALL TO ORDER

A quorum was acknowledged by the President who called the meeting to order. Director Shawn Alexander convened the meeting by leading the singing of the National Anthem and the recital of the Credit Union Prayer. One minute of silence in remembrance of those who had passed was held followed by the Hyatt Regency Hotel's Safety Briefing. Ms. Alicia Daniel then shared a Neal & Massy Credit Union Safety Moment which focused on situational awareness.

First Credential Report

The first report of the Credential Committee was read by the President.

The report confirmed that a total of two hundred and sixty-three (263) persons were in attendance, including two hundred and eighteen (218) members, eleven (11) members of the Board of Directors, three (3) Supervisory Committee members, four (4) Credit Committee members, twelve (12) members of staff and fifteen (15) honorary guests.

List of Guests

The moderator welcomed and recognized guests in attendance:

- Mr. Ruthven Thompson
- A.R.K. Montgomery & Company

- Ms. Leigh-Ann Pierre-Alexander
- Aegis Business Solutions Limited
- Ms. Indira Mohansingh
- Aegis Business Solutions Limited
- Mr. Holland Bronte Tinkew - CEO,
CLICO Credit Union
- Mr. Ashford Duncan - CLICO Credit Union
- Ms. Risa Williams - Co-operative Officer,
Ministry of Labour and Small Enterprise Development
- Ms. Lorraine Bobb
- Ministry of Labour and Small Enterprise
Development
- Mr. Kelvin Carmino - President,
COPOS Credit Union Co-operative Society Limited
- Ms. Maxine King - Firstline Securities Limited
- Mr. Stephen Marshall - President,
Government Printery Credit Union
- Ms. Gemma Constantine - HR Consultant
- Mr. Robert George - Policy Consultant
- Mr. Erskine Abel - President,
Progressive Credit Union Co-operative
Society Limited
- Ms. Ann Diaz - President,
TGG Credit Union Co-operative Society Limited
- Mr. Alfred Sandy - President,
TWCU Co-operative Society Limited

Notice for the 70th Annual General Meeting

Notice of the meeting was read by the Secretary of the Board of Directors, Mr. Keston James.

Standing Orders

A motion for the Adoption of the Standing Orders was moved by Mr. Kenrick Harrinath and seconded by Ms. Shelly Slater.

The meeting voted unanimously in favour.

House Announcements

The moderator shared house announcement with the meeting.

MINUTES (CONT'D)

Introductions

The President introduced all members of the head table. These included:

Mr. John Victor	- Vice President
Mr. Keston James	- Secretary
Ms. Simone Hilaire	- Assistant Secretary
Ms. Michele Isaac-Constantine	- Chairman, Supervisory Committee
Ms. Panessa Parag-Felix	- Secretary, Supervisory Committee
Mr. Johann Borde	- Chief Operating Officer
Mr. Nigel Irish	- Treasurer
Mrs. Natasha Blackman	- Chairman, Credit Committee
Mr. Keegan Orosco	- Secretary, Credit Committee

President's Address

The President observed all protocols. He acknowledged the creation of the Credit Union 70 years ago by paying tribute to its legacy and sharing his anticipation for its future. He likened the first 70 years of the Credit Union to lines in short poem: *Look Back and Get Experience, Look Forward and See Hope, Look Around and Find Reality, Look Within and Find Yourself*. In reflecting on the Credit Union's legacy the President also referenced a quote by Marcus Garvey: "A people without the knowledge of their past history, origin and culture is like a tree without roots."

He explained the Credit Union's development of intangible and tangible elements that stood through the passage of time and expressed the Credit Union's appreciation and gratitude for its parent company, Neal & Massy Holdings Limited and the experience of its delegated staff. He explained that the Credit Union was building on the shoulders of those who laid the groundwork and that the collective experience gained over the years have resulted in a resilient organization.

He shared that the Credit Union had a clear and sustainable revenue stream predicated on an internal goal strategy for the loan portfolio that was buoyant in the investment market.

Progress with the issuing of loan grants was anticipated for 2023 and the President shared that the Chief Operating Officer and his team had aligned commercial efforts to maximize the Credit Union's and customer's value which positively impacted top-line performance. He added that the Credit Union would benefit from the possession of five non-sub data for 2023 and that the Society was doing well in the category of loan grants. He went on to explain that the Credit Union's management was pursuing other revenue streams and its expenses were constantly under review. He indicated that the accounting and financial processes were being transformed in line with professional standards, focusing on financial prudence, solidity and discipline. The President acknowledged that owing to the aggregate effect of this work, projections indicate a successful 2023.

He proposed that the world exists through radical changes in culture, geopolitics and economics but the sweeping changes to the world were not the most significant risk as humanity remained resilient. The threat was the erosion of our unique way of doing business. He continued that the *raison d'être* - the Co-operative principles and the philosophies that were used to create structures allowed business to occur from the bottom up, evolving as times changed.

The President further explained that in the 70th year of the Credit Union, conditions have changed faster than anticipated and technological advancement promised more connectivity than ever before. Putting his comments into the current context of the economic environment he explained that Covid-19 had a telling and residual effect on the finances and short-term outlook of the Credit Union's member owners and the term exacerbated issues that existed in the loan

MINUTES (CONT'D)

portfolio before Covid-19. He stated that the Credit Union's primary objective during the pandemic was to maintain consistency in returns to Members who were paid 3% dividend on the financial years, 2020 and 2021.

In spite of the Credit Union's best efforts, a marked decrease was noted in loan interest income and a slide in the price of equities for the year ended December 31st, 2022. Under these circumstances, it cannot be business as usual and the Credit Union empathized with all members experiencing difficulties and stress through no fault of their own. The President shared the confidence of the Board in the Credit Union's future. He explained that the Credit Union had a strong balance sheet and that it financed its building to the tune of over TTD \$50Mn and less than three years later, was well over TTD \$80Mn in short and long-term investments - funds waiting for more productive use as loan grants. He noted that this meant the Credit Union had the money to lend.

Moving forward, the granting of credit remained the core product and gateway for the members and provided the Credit Union with a key launch pad to sell further services. The President shared that the Chief Operating Officer would demonstrate during the morning's deliberations that the previous six (6) weeks reflected ways the Credit Union's outreach helped members obtain financing as well as the optimism members felt about the future. He indicated that and the current and successive Boards must play the long game, postulating that the Credit Union's legacy would be judged not by short-term gains but by its achievements that benefit future generations.

In closing, the President took the opportunity to extend his appreciation for the timeless unwavering support and loyalty of the Members to the Credit Union. He highlighted that the collective strength of Neal & Massy Credit Union beyond 70 years as it continued its journey towards the next stage, to building a legacy where bold vision and old audacity compelled the Credit Union towards a brighter future.

Business Presentations

The first business presentation which dealt with Organizational Change was delivered by the President, Mr. Raymond Lewis. This was followed by a second presentation focused on future imperatives of the Credit Union, delivered by the Chief Operating Officer, Mr. Johann Borde.

Door Prizes No. 1

The first door prize was awarded to member of staff, Ms. Emily Reid. The first and second early-bird prizes were awarded to Ms. Olga George and Ms. Erlyn Francis-Mohammed by President Mr. Raymond Lewis and board member, Mr. John Victor, respectively.

Credential Report No. 2

The second Credential Report confirmed that a quorum continued to be maintained with a total of three hundred and three (303) members, twelve (12) members of the Board of Directors, three (3) members of the Supervisory Committee, five (5) members of the Credit Committee, twelve (12) members of staff and seventeen (17) guests.

Special Presentations

CLICO Credit Union was acknowledged for their assistance with the day's voting process and a special presentations were made by the Chairperson of the Nominating Committee, Director Simone Hilaire, to Mr. Holland Bronte Tinkew, Chief Executive Officer of CLICO Credit Union and to Mr. Ashford Duncan, Systems Administrator at CLICO Credit Union.

Reading, Confirmation, Corrections and/or Omissions of the 69th Annual Report

Pages 64 to 68 - In the header, 'Nominess' was changed to 'Nominees'.

Page 62 - The required number of nominees and substitutes was changed from 2 to 3.

MINUTES (CONT'D)

A motion that the Annual Report for the financial year 2022 was taken as read was moved by Ms. Loren Harrinauth and seconded by Ms. Cheryl Mc Donald.

The Meeting voted unanimously in favour.

Tea Break: 10:50 - 11.20 a.m.

List of Fellow Colleagues

Colleagues were introduced to the meeting:

Mr. Kirby-Ann Bushell	- Supervisory Committee
Ms. Josanne Peters	- Supervisory Committee
Ms. Natasha Charles	- Credit Committee
Ms. Carla Benjamin-Martin	- Credit Committee
Mr. Sheldon Narine	- Credit Committee
Mr. Aaron Wilson	- Director
Ms. Elicia Douglas-Cruickshank	- Director
Mr. Jonathan Bailey	- Director
Mr. Shawn Alexander	- Director
Mr. Sean Byer	- Director
Ms. Alicia Daniel	- Director

Reading and Confirmation of Minutes of the 69th Annual General Meeting Held On Saturday 23rd April 2022

A motion for the acceptance and confirmation of the Minutes of the 69th Annual General Meeting held on Saturday 23rd April, 2022 was moved by Ms. Elizabeth Khan-Harrinauth and seconded by Ms. Simone Awong.

The Meeting voted unanimously in favour.

Other Business Arising from the Minutes

- **Page 11** - Mr. Stephen Thomas made reference to the following questions and noted responses; *"What was the main driver for the favourable, unrealized gain?"* and *"A request was made to restate the \$7M variance in the Cash Advance."* Based on the continued negative trend in terms

of the performance of the organization and a decrease in institutional capital members did not feel that the Credit Union was their first port of call. Mr. Thomas further referenced an incident where the Credit Union notified members that due to technical difficulties the Credit Union was unable to accept deposits. He went on to state that if the Credit Union was serious about making ease of doing business a reality, then if the electronic systems failed transactions could be facilitated manually.

PRESENTATION OF REPORTS

Report of the Board of Directors

Page 17 - *Question:* With reference to Pillar No. 2, *"Digitally Enabled Enterprise"*, can a member transfer money from their deposit account to either a bank account of their choice or Unit Trust and vice versa? And if not is this being considered?

Response: The President indicated that the Credit Union does not have that sort of relationship with banking institutions at this time. They are considering provisions for members to transfer from a dividend account to an external financial institution.

Pages 20 and 21 - Mr. Stephen Thomas made reference item *"3.2.1.5 - Prudent Financial Management"*. He made an association with the bottom of *page 21* on *"Institutional Capital"* which was reduced from a little over \$26Mn in 2021 to a little over \$22Mn in 2022 questioning why and how institutional capital diminished at a time when there was a lot of liquid funds to lend. He further queried if institutional capital was relied upon to pay dividends?

Response: The President acknowledged the question and indicated that the response would be covered in the financial presentation.

Page 21 - Mrs. Jennylyn Bailey (member) made reference to Pillar No. 6, *"Employee Engagement and Development"*.

MINUTES (CONT'D)

Ms. Bailey noted on “3.2.1.6.3 Collective Agreement”, that for the period of 2018 to current there was no conclusion to the Agreement. She noted the negative impact to staff of living on 2018 salaries and also noted the high turnover of staff. She commended employees for attending to the Members with affection because they know that the Members are the owners of this organisation. She shared her optimism that at least by the end of 2023 employees would be compensated according to their Agreement.

Response: The President acknowledged that the Board and Management had been in negotiations with the recognised majority union for the past four years. In 2023, several meetings were held with the recognised majority union, and earlier last week, they indicated that they were not involved. Negotiations are ongoing.

Page 24 - Ms. Jennylyn Bailey referred to “4.2.1 Membership”, and indicated her appreciation for a breakdown of the membership by age but noted that the Generation Z and the Millennials accounted for at least 31% of youth membership. She recommended that the Youth Arm include a measure of successorship because the Membership of the Credit Union was aging. She made mention of other institutions with established Youth Successor Programmes. Ms. Bailey reiterated her previous call for the Youth Arm to be re-energized. She highlighted her past efforts to implement a structure to maintain the Youth Arm but there was no mention of the Youth Arm in the report. *The president acknowledged Ms. Bailey's contribution.*

Mrs. Alana Blackman-Holder: Mrs. Blackman-Holder referenced the previous contributions from Mr. Thomas and Ms. Bailey and observed that the Credit Union had over 2,794 persons between the ages of 22 and 37. She indicated that this was an opportunity for the Institution, Board, Management and the Employees to work together to build relationships with these members to engage in business. She further suggested that the Credit Union understand the needs of these members when they approach them. *The President acknowledged Mrs. Blackman-Holder's contribution.*

Page 30 - Mr. Stephen Thomas referenced item 5 “*Going Beyond 70...Member Care Committee*”. He suggested that the organisation needed to invest more in delivering member care through the day-to-day ambassadors, that is, the staff, as opposed to the Board Committee. He highlighted that the Board operated at the strategic level, and went on to reference page 31- “*Staff Exits*”. He further highlighted the exits of the Credit Administrator, an Accountant, a Senior Accounting Assistant, an Assistant Accountant and the General Manager. Mr. Thomas mentioned the paragraph under “Human Resource Recruitment”, which read:

“Mrs. Lata Mangroo was given the opportunity to fill in as the Credit Administrator Supervisor for nine (9) months. During that time, Mrs. Mangroo embraced the chance to act in the position...”

Mr. Thomas voiced his concern with the succession planning within the organization and incentivizing staff to be amenable to it. The President urged Mr. Thomas to focus on page 30 and indicate his question. Mr. Thomas highlighted that the creation of a certain level of comfort and care at staff level is needed for the delivery of quality Member Care.

The President indicated that when persons reach or aspire to a particular level, they will be attracted to opportunities that allow them to move on to other organizations where they may have a number of expanded goals and better opportunities. He highlighted the small size of the Credit Union compared to other organizations. He disagreed that exiting individuals left because of dissatisfaction with the organization postulating instead that external opportunities existed, talent was scarce, and demands are high and persons would move and find themselves in areas to complement their salary expectations.

Lynette Broome (member) - Ms. Broome indicated that this was her last AGM with the Credit Union and she felt the need to make a contribution. She referenced the Greenvale flooding of 2018 with regards to Member

MINUTES (CONT'D)

Care. She voiced her dissatisfaction with the level of care that she received from the Credit Union during that disaster. She drew a comparison between what was done by other Credit Unions to which she was not a member and the Neal & Massy Credit Union stating that the other Credit Union called, visited and provided a hamper as well as shares. On the other hand, Neal & Massy Credit Union made no form of outreach to her. She indicated that her purpose at the Meeting was to highlight that the Credit Union needed to care about the Members, especially during countrywide emergencies.

The President took the opportunity to apologize on behalf of the Board and Management for the treatment Ms. Broome received. He assured the Membership that one of the reasons for the restructuring was to enhance the engagement for members when they visited the Credit Union. He shared that members have long complained of attendance issues when they visit the Credit Union. He indicated that restructuring efforts were really to have persons in the banking hall to address members' needs. Additionally, Mr. Borde alluded to outreach initiatives to members. He shared that these initiatives would continue, and they will be further developed in terms of outreach.

Mr. John Leacock: He shared that with regards to Member Care there were problems in contacting Neal & Massy Credit Union. He indicated that when calls are placed the caller got the answering machine. Additionally, he queried the benefits provided by the Credit Union for senior members. He indicated that when he joined the Credit Union, senior members were entitled to twice the share value. He suggested that instead of allowing members only what they have in shares, the Credit Union offer senior members at least one and one half times their shares.

The President thanked Mr. Leacock for his contributions. He went on to refer members to the Member Care Report where it was highlighted that within May, a

complete overhaul of the telephone system was made putting a brand-new system in place. He also mentioned that the Board of Directors' Report, indicated that the use of a contact centre would be initiated where someone would be able to answer and address calls and provide assistance. He pointed out the Credit Union's transparency in the past about issues when contacting the Credit Union, and gave his assurance that remedial action has been initiated. He was hopeful that by the June 1st the Contact Centre would be operational. He referred to the loan suggestion made by Mr. Borde and assured that Ms. Leslie-Ann Raymond-Walters who was in charge of Credit and Member Relations, would take note and provide feedback on any new initiatives.

Mrs. Alana Blackman-Holder: Mrs. Blackman-Holder referenced Member Care and congratulated the institution for recognizing the importance of members. She indicated her interest in meeting with Ms. Broome to discuss her membership. She urged members to remember that *Members Matter Most*. She emphasized that the institution work with everyone and suggested that a Member of Management or an employee be part of the Member Committee. She went on to further highlight the importance of seniors not just millennials. She purported that while the Credit Union was adopting technology there were members who refused to use the technology and the Credit Union must continue to reach them and engage them, so that they do not feel as though they are left behind.

The President acknowledged Mrs. Blackman-Holder's contribution. He shared that one of the reasons the Credit Union changed the Report and put this detail in was for the Membership to know the breakdown and understand the demographics of the organization. Secondly, it facilitated internal analysis. Data mining of this information began two years ago. The President gave his assurances that the Management Team would pay particular attention to reach the demographics within the organization and try to address the needs of each member.

MINUTES (CONT'D)

Mr. Robert Williams (member): Mr. Williams indicated that he discussed with a Director previously about how unhappy he was with the response received when he came to the Credit Union's office to do a withdrawal. He was told that no cashier would be available for the entire day. Mr. William expressed his embarrassment and hurt because Neal & Massy Credit Union was something close to his heart. He shared his belief that a Credit Union, like Neal & Massy should never be in a position where a member walks in and is unable to withdraw from his account because there is no one available. He urged the Board to commit to never letting this situation reoccur and to share with the Members the structure in place to ensure this. Mr. Johann Borde, Chief Operations Officer responded to the member. He assured that the incident would not reoccur as organization-wide cross-training would be implemented.

Curtis Lee Poy: Mr. Lee Poy shared that he was pleased to learn of the COO's meeting with staff. He added that Member Care was not only the COO's work and if staff volunteered of their time transformation would take place. Mr. Lee Poy queried about the buy in and requested that the COO share whether he had the commitment of the staff going forward. He highlighted the issue of trying to contact the Credit Union and not being able to reach anyone. Mr. Johann Borde, Chief Operations Officer acknowledged Mr. Lee Poy's contribution. He provided a short anecdotal story to indicate the Credit Union's commitment to treating with issues in real time. He explained that the cause was a technical issue that had been rectified with necessary repairs. On the first issue of staff commitment he said that from his two months he could say that the staff were the best he ever worked with. He reiterated that change needed to be embraced for the bottom line to grow and added that staff were encouraged to embrace the new changes. He implored the Membership to offer their feedback as staff were committed to providing good service.

Ms. Elizabeth Khan-Harrinath (member): Ms. Khan-Harrinath asked if deposits of cheques made in the account holder's name could be considered as a facility for members? The President acknowledged Ms. Khan-Harrinath's contribution. Ms. Khan-Harrinath further informed that in order to deposit cheque it had to be made out to Neal & Massy Credit Union. The President reiterated that certain protocols existed that needed to be followed and she should address the matter with Mr. Borde after the meeting.

Mr. Junior Francis Davis: Mr. Davis under the ambit of Member Care asked if the provision of paper-based statements could be provided due to difficulties encountered by the elderly members when reading the electronic statements.

Mrs. Jennylynd Cunningham-Gibbs: Mrs. Cunningham-Gibbs commented on the COO's request for feedback from members and confirmed that feedback was provided to the Credit Union. She suggested that the Member Care system include representation from the membership. The President reassured the Membership of the commitment of the Board and the current Management. He went on to state that Mr. Borde has given his commitment and is tasked with addressing concerns and feedback from members going forward.

Mrs. Jennylyn Bailey: Mrs. Bailey highlighted, item No. 6. *STAFF CHANGES. - No. 6.1. Staff Exits* and noted her concern about the high number of exits and the lack of corresponding recruitment entries was compensated by the outsourcing of the responsibilities to an accounting firm. She enquired about the duration for which the Credit Union intended to continue using an agency to provide the services of accounting, and whether there was any intention of hiring staff to fill those positions. She indicated that the hiring of staff may not only be a cheaper option but would aid in the motivation to the staff. Mr. Nigel Irish (Treasurer) in response shared that there were a number of reconciliation issues that needed to be addressed and it was decided that a

MINUTES (CONT'D)

professional accounting firm would be best able to improve the Co-operation's accounting to that of International Financial Reporting Standards. The decision to revert to in-house service may be revisited in the future. He acknowledged the point on staff and motivation but reiterated that currently outsourcing to a professional firm was the best decision. On the same topic Ms. Charmaine Martin sought clarification as to the decision to hire an accounting firm opposed to a professional accountant. Mr. Nigel Irish responded that the amount of work to be done required several professionals and it was far more expensive to bring these resources in-house at this time.

Page 39: The President highlighted to members, item 15.3.1 *"Group Health and Life Plan"*. He informed that the plan, launched in 2019 based on interest received from members did not meet the required minimum of 300. He shared that the Credit Union would be sourcing the best Group Health and Life Plan within the next year and encouraged members to look out for the Plan as it required 300 persons.

Page 41: Mr. Stephen Thomas made reference to item 15.8. which referred to the hiring of an external employee engagement consultant and asked for a current status of the intervention. In response the President referred members to the Organizational Structure which had been revamped to be more focused and relevant. He shared that they worked through the outsourced firm to streamline the processes within the Organization.

Page 27: Mrs. Kathleen Lewis-Garcia queried the accuracy of the reference under *"Education Fund"*. She noted that it stated, *"Bye-Law 19 (a), which requires the Credit Union to set aside at least 5% of the remaining net surplus..."* however Bye-Law 19 (a) specifies "at least 1%".

Mr. Kenrick Harrinath: Mr. Harrinath expressed his appreciation for the continued efforts and service of the Board and members of staff. He emphasized that despite technological advancements of the Credit Union's

Credit Committee Report

The Credit Committee Report was read by Mrs. Natasha Blackman, Chairman of the Credit Committee.

- Mrs. Alana Blackman-Holder asked with reference to loans, what percentage was New Business and what percentage was Previous Business? Chairman of Credit Committee responded that 20% was New Business and 80% was refinancing. Mrs. Blackman-Holder went on to expound that if new members were recruited and engaged the figure could jump to probably 60% come 2023. She enquired if there were any major delinquency or Committee Chairman indicated that there were no major fallouts. Mrs. Blackman-Holder congratulated the Credit Committee for their performance that resulted in improvements to the portfolio.
- Ms. Jenelle Lewis (member) highlighted a discrepancy of 70 cents in the total value of loans granted on page 45 and on page 47. The Committee Chairman confirmed that the difference was a typo.
- Mr. John Leacock congratulated the Credit Committee for their excellent performance.
- Mrs. Jennylyn Bailey asked how the Credit Committee helped members redesign and restructure their loans to avoid delinquency, so the Credit Union could achieve the first ratio goal. In response the Chairman shared that members were approaching other financial institutions for loans and the Credit Union offered to facilitate consolidation of those loans. In 2022 through promotional campaigns the Credit Union granted up to \$250,000.00 to debt consolidation. Financial counselling assistance was also provided to member who were struggling.
- Mr. Stephen Thomas observed that the Credit Committee was one of the hardest working committees. He asked to what extent did the

MINUTES (CONT'D)

Credit Committee, which is a statutory committee, interact with persons in Credit Department at the delivery end of the organisation to get updates and feedback on the performance of the portfolio so that modifications to the approach can be made. Mrs. Blackman-Holder shared that in 2022 the approval limits of the loans officers and that of the Credit Committee were increased to accommodate faster provision of facilities to members.

- Mr. Andre Marson, (member) asked if the Credit Union had a policy on mortgages. He indicated that he applied for a mortgage 3 years ago and was denied even though he was qualified. He further questioned if mortgages were offered to members and if so what was the interest rate on mortgages. The Chairman, Credit Committee confirmed that this facility was available and indicated that the current interest rate on mortgages was 5%. She went on to inform that the focus on mortgages would be increased in 2023.

A motion for the Acceptance of the Report of the Credit Committee was moved by Mrs. Alana Blackman-Holder, and seconded by Mr. Stephen Thomas.

The meeting voted unanimously in favour.

Supervisory Committee Report

The report was read by Ms. Michele Isaac-Constantine, Chairman of the Supervisory Committee.

- Mrs. Alana Blackman-Holder asked if there was an issue of receiving none too little feedback prior to the report, or was it that the relationship between the Board and the Supervisory Committee had not been timely so that it was noted as a concern under the Report. She highlighted the third-to-last paragraph which stated, *"...if employee engagement is lacking"* and indicated that it could affect customer service delivery. She

encouraged the use of the words, "member service delivery" because it differed from employee engagement stating that a customer is not necessarily an owner but a member is. She sought clarification on the true reason for the absence of information on Member Service Delivery. The Supervisory Committee Chairman responded that the Committee was the watch dog for the Credit Union. She highlighted the main issue of the hiring of a professional firm to do accounting services and reiterated that the Board is very desirous of having a certain standard of reporting. She shared that the professional services could be full-time opposed to hire out which incurs a fee. The reason for including this information in the report was to remind the Board, and anyone who serves at the committee level, that they must look at the cost to the organisation and its returns. She went on to explain that the Credit Union's attempt to get the system up to par, resulted in many exits from the Accounting section. Succession planning was also limited as there were no professional persons to take up that responsibility amid the demands for the financials to be ready for the Board to present at the AGM. She reiterated that there was a need to hire a professional firm in the short term. She further explained that the Board and the Supervisory Committee had a very cordial relationship. While the Committee understood the Credit Union's need for outsourcing of the accounting services its position was that it should not be long term.

Responding further on employee engagement she indicated that she was happy to learn that the COO had engaged the staff in conversations. Mention was made of cost cutting measures and cross-training of staff to emphasise the need to balance this with delivery of service to the membership. She emphasized the need to focus on staff loyalty.

1.00pm

MINUTES (CONT'D)

- Mr. Stephen Thomas referenced page 53 and asked whether the monetization of the Credit Union's fixed assets of two buildings was considered in the Strategic Planning Session. The President confirmed that establishing additional revenue streams from the assets was looked at in the strategic planning session. The proposal was made to utilize the Penthouse as an event space and to demolish the building at 22 Borde Street to provide parking facilities in support of events. He shared that only two responses were received for their request for consultation proposals and they will be reviewed by the incoming Board.

Mr. Thomas further enquired if the Board had factored in the possible loss of value that would be incurred by demolishing the building to create parking spaces. The President explained that the aim was to make a profit and that the expense was taken into consideration in terms of the overall net value of the project.

- Mr. Nigel Irish commented that the professionals were not brought in because the Credit Union wanted to increase costs but because they wanted to improve efficiency in operations. He shared that they received value for money as the quality of reporting has improved and that management was also able to focus on the things they needed to focus on.
- The Chairman of the Supervisory Committee shared that the note in the Report on professional fees was not only related to accounting but was overall as there were a number of service providers and purchased equipment that remained lagging with specific reference to the prior purchase of a cash recycling machine. The President shared that the intended uses for the cash recycling machine noted by the Chairman of the Supervisory Committee and indicated that while there were no reasons for not using the machine since its purchase it was on the agenda

of the outsourced services company for the near future.

A motion to Accept the Report of the Supervisory Committee as on p. 51-53 of the brochure was moved by Ms. Simone Awong and seconded by Mr. Junior Francis Davis.

The meeting voted unanimously in favour.

Report of the Education Committee

The report of the Education Committee was delivered by Mr. John Victor, Chairman of the Education Committee.

- Mr. George Roberts (member) extended his services as a long standing member to facilitate the compilation of the Credit Union's history. He urged the Board to reinstitute the youth programme that focused on training children directly out of school when their minds are in the learning mode. He also made reference to the benefit of the discontinued Spelling Bee competition. Mr. Edward King (member) supported the recommendation made for the documenting of the Credit Union's history and offered his services to this endeavor as a member of 51 years. Mrs. Jennylyn Bailey further endorsed the offers of Mr. Roberts and Mr. King and the initiative to document the Credit Union's history. She recommended a debate competition on the credit union movement and an art competition. She also suggested the involvement of the Youth Committee as a shadow board where they operated as the actual board and were invited to board meetings to gain insight into the operations of the Credit Union. Mrs. Alana Blackman-Holder endorsed the recommendation to bring in new talent. She also recommended that the talents of members be included in future reporting as a resource base for the wider membership.

MINUTES (CONT'D)

A motion to move for the Acceptance of the Education Committee Report as on p. 55-60, for the Financial Year 2022/2023 was moved by Ms. Shelly Slater, and seconded by Ms. Simone Hilaire.

The meeting voted unanimously in favour.

PRESENTATION OF THE FINANCIAL REPORTS

Auditor's Report

The Auditor's Report was presented by Mr. Ruthven Thompson, representative from A.R.K. Montgomery & Company.

A motion for the adoption of the Report of the Independent Auditor, Financial Statements, Notes and Comments as on p. 72-96, for the financial year 2022 was moved by Mr. Junior Francis Davis and seconded by Ms. Kerron Smith.

The meeting voted unanimously in favour.

Financial Reports and Budget Projections

Mrs. Leigh-Anne Pierre-Alexander, Manager, Accounting Outsourcing Services, Aegis Business Solutions presented the Credit Union's Financial Statements as at the 31st of December, 2022 with comparative values as at the 31st of December 2021.

- Mrs. Leigh-Anne Pierre-Alexander, Manager, Accounting Outsourcing Services, Aegis Business Solutions responded to an earlier question posed by Mr. Thomas, stating that industrial capital fell due to the undivided earnings as a result of the dividend that was paid for 2021 to the tune of \$6.6 Mn, as well as the reduced overall performance for 2022 due to reduced interests and investment income. Mr. Thomas further enquired whether this meant that from the net surplus generated during that year, the organization could not afford to pay the dividend that it was paying. Mrs. Pierre-Alexander, shared

that a year's Financial Statements like 2021 would be paid in 2022 and the dividend declared at the 2021 AGM would be paid and recognized in 2022. Mr. Thomas referenced page 77 and expressed his concern at the significant decline in net profits before and after appropriations and questioned whether this was factored into the deliberations on the loss of millions of dollars from the demolition of the building. Mrs. Leigh-Anne Pierre-Alexander responded that the value of the entire property exists in the land rather than in the building. The president added that in examining the valuation report the valuator's recommendation on the aged building was that it be demolished.

- Mrs. Jennylyn Bailey referred to the second paragraph on page 86 and asked what the effect on the Credit Union's Net Profit was for interest to be cash-based instead of based International Accounting Standard. Mrs. Pierre-Alexander shared that the International Financial Reporting Standards allowed for accounting that best represents the performance of the company at a specific time. The Credit Union decided that in terms of interest recognition on loans, the cash basis was more prudent to be able to report on and provide better value than on the accruals basis. Mrs. Blackman-Holder acknowledged that devaluation of assets and write offs were necessary for the organization to remain compliant and asked what were the impacts of the write-offs. Mrs. Pierre-Alexander responded that the non-current assets were depreciating on an annual basis and the impact of that was already realized in the Income Statement. Likewise, for changes and fluctuations in investments.
- Mr. John Leacock requested that the print of the Financial Statements be made a little larger in the future.

MINUTES (CONT'D)

- Ms. Lynn Knights highlighted a difference \$5,000.00 between the values recorded under "Payables and Accruals" on page 77 and on page 93, under Notes. Mrs. Pierre-Alexander assured that the Interim Senior Accountant would look into the discrepancy and make any adjustments needed.

BUDGET PROJECTIONS for the year ending 31st December 2023

The Budget Projections were presented by Mrs. Leigh-Anne Pierre-Alexander, Manager, Accounting Outsourcing Services, Aegis Business Solutions.

A motion for the Adoption of the Budget Projections for year ending 31st December 2023 was moved by Mrs. Alana Blackman-Holder and seconded by Mr. Gilbert.

The meeting voted unanimously in favour.

The Meeting broke for lunch break from 2:20 – 3:15 pm.

Nominating Committee Report

The report of the Nominating Committee was presented by Ms. Simone Hilaire, Chairman of the Nominating Committee.

A motion for the Acceptance of the Nominating Committee Report for year ending 31st December 2023 was moved by Mrs. Jennylyn Bailey and seconded by Ms. Cheryl-Ann Mc Donald.

The meeting voted unanimously in favour.

Credential Report No. 3

The third Credential Report read at 3:04 p.m. confirmed a total of four hundred and seventy-two (472) persons which included four hundred and thirty-seven (437) members, twelve (12) members of the Board of Directors, five (5) members of the Supervisory Committee, five (5) members of the Credit Committee, thirteen (13) members of staff. Additionally, there were eighteen (18) guests.

Mr. Colin Bartholomew shared the guidelines of the election and electronic voting process.

Nominees to the Board of Directors:

The nominees for the Board of Directors were as follows:

Shawn Alexander
Keston James
Jeffrey Joseph
Curtis Lee Poy
Andre Marson
Shelly Slater,
Stephen Thomas

Nominations to the Credit Committee:

The nominees for the Credit Committee were as follows:

Natasha Charles
Junior Francis Davis
Allison Edwards
Lyn Hinds
Keegan Orosco
Changa Roach-Benn
Cindy Rosemin

Nominations to the Supervisory Committee:

The nominees for the Supervisory Committee were as follows:

Shari Alexander
Carla Benjamin-Martin
Loren Harrinath
Louanne Loutan
Panesa Parag-Felix

All positions were declared vacant.

The Meeting entered into the voting process. Members were invited to fill out their ballot sheets.

Ballots were collected.

MINUTES (CONT'D)

RESOLUTIONS

Resolution No. 1

"Be it resolved, that this 70th Annual General Meeting of Neal & Massy Credit Union Co-operative Society Limited accepts the recommendation of the Board of Directors to appoint A.R.K. Montgomery & Co. as Auditors for the financial year ending December 31, 2023."

A motion for the Acceptance of Resolution No. 1 was seconded by Mrs. Kathleen Lewis-Garcia.

The Meeting voted unanimously in favour.

Resolution No. 2:

"Be it resolved, that this 70th Annual General Meeting of Neal & Massy Credit Union Co-operative Society Limited accepts the recommendation of the Board of Directors to pay a dividend of one point five percent (1.5%) on members' shares for the financial year ended December 31, 2022. And be it further resolved to use the dividend due to members whose accounts have become delinquent to credit their outstanding loan and interest balances."

A motion for the Acceptance of the Resolution No. 2 was seconded by Ms. Herman.

The meeting voted unanimously in favour.

Resolution No. 3:

"Be it resolved, that this 70th Annual General Meeting of Neal & Massy Credit Union Co-operative Society Limited accepts the recommendation of the Board of Directors to pay a percentage rebate of interest of one percent (1%) on all interest paid on loans excluding interest on mortgage loans and promotional low-interest loans in proportion to the amount paid by each member for the financial year ended December 31, 2022, and credit such interest rebate to members' shares."

A motion for the Acceptance of the Resolution No. 3 was seconded by Mrs. Alana Blackman-Holder.

The meeting voted unanimously in favour.

Resolution No. 4:

"Be it resolved, that this 70th Annual General Meeting of Neal & Massy Credit Union Co-operative Society Limited accepts the recommendation by the Board of Directors to pay honoraria to Elected Officers not exceeding \$165,800.00."

A motion for the Acceptance of the Resolution No. 4 was seconded by Mr. Kenrick Harrinauth.

The meeting voted unanimously in favour.

Resolution No. 5:

"Whereas the maximum liability of the Neal & Massy Credit Union Co-operative Society Limited, which now stands at \$15,000,000.00 is required to cover members' deposits plus other debts incurred by the society.

Whereas members' savings and deposits at the year ending December 31, 2022, stood at \$15,756,804.00 and whereas, the trend of members' savings is expected to increase.

Be it resolved, that the Neal & Massy Credit Union Co-operative Society Limited's limit of liability for the year ending December 31, 2023, be fixed at \$20,000,000.00."

A motion for the Acceptance of the Resolution No. 5 was seconded by Ms. Jennylyn Bailey.

The meeting voted unanimously in favour.

Credential Report No. 4 as at 3.53 p.m.

The fourth Credential Report confirmed a total of four hundred and seventy-two (472) present. This included four hundred and thirty-seven (437) members, twelve (12) members of the Board of Directors, five (5) members of the Supervisory Committee, five (5) members of the Credit Committee and thirteen (13) members of staff. There was also a total of eighteen (18) guests.

MINUTES (CONT'D)

Other Business

There were no items raised under other business.

Birthday Greetings

Five members celebrated birthdays on May 19th, 20th and 21st and were recognized by the meeting with a group photo shoot and the singing of Happy Birthday medley by Mr. George Roberts.

Birthday celebrants were:

- Director, Alicia Daniel
- Ms. Susan Isaac
- Ms. Dianne Hickson-Thomas
- Mr. Anthony Davis
- Mr. Adesh Ojar

DOOR PRIZES

Six (6) door prizes were awarded to:

- Ms. Luzan Magarvv
- Ms. Ann Marie Durant
- Ms. Allison Purcell
- Ms. Rhonda Pierre
- Ms. Rachael Hannif
- Mrs. Debbie Garcia-Bassent

Election Results:

Board of Directors

Names	No. of Votes
Stephen Thomas	224
Keston James	197
Shelly Slater	184
Curtis Lee Poy	172
Shawn Alexander	114
Jeffrey Joseph	106
Andre Marson	85

Members of the Board of Directors:

Stephen Thomas
Keston James
Shelly Slater
Curtis Lee Poy

First and second alternates:

Shawn Alexander 1st Alternate
Jeffrey Joseph 2nd Alternate

Credit Committee

Names	No. of Votes
Natasha Charles	171
Lyn Hinds	141
Cindy Rosemin	132
Keegan Orosco	126
Junior Francis Davis	123
Allison Edwards	115
Changa Roach-Benn	52

Credit Committee members:

Natasha Charles
Lyn Hinds
Cindy Rosemin

First and Second Alternate

Keegan Orosco 1st Alternate,
Junior Francis Davis 2nd Alternate

Supervisory Committee

Names	No. of Votes
Panasa Parag-Felix	199
Loren Harrinath	191
Carla Benjamin-Martin	156
Lou-Ann Loutan	153
Shari Alexander	145

MINUTES (CONT'D)

Supervisory Committee members

Panesa Parag-Felix
Loren Harrinauth
Carla Benjamin-Martin

First and Second Alternate:

Lou-Ann Loutan	1st Alternate
Shari Alexander	2nd Alternate

Destruction of Electronic Ballots

A motion for the destruction of the electronic ballots was moved by Mrs. Alana Blackman-Holder and seconded by Mr. Kenrick Harrinauth.

The meeting voted unanimously in favour.

Vote of Thanks

The Vote of Thanks was delivered by Director Sean Byer.

The President thanked everyone for their attendance and participation.

The meeting was adjourned at 4.30 p.m.

BOARD OF DIRECTORS



Raymond Lewis
President



John Victor
Vice-President



Nigel Irish
Treasurer



Allison Purcell
Assistant Treasurer



Keston James
Secretary



Simone Hilaire
Assistant Secretary



Sean Byer
Director



Alicia Daniel
Director



Curtis Lee Poy
Director



Shelly Slater
Director



Stephen Thomas
Director



Aaron Wilson
Director

REPORT OF THE BOARD OF DIRECTORS

1 INTRODUCTION

The Board of Directors is honoured to present a report on its stewardship of Neal & Massy Credit Union (NMCU) for the Term ending at the 71st Annual General Meeting (AGM), focusing on our journey through 2023. This year marked a pivotal period post-pandemic, where credit unions nationwide faced significant challenges to profitability. These included increased loan delinquencies and defaults and higher operating expenses.

Despite these formidable challenges, NMCU remained steadfast in its commitment to efficiently serving our members. Our 2023 Annual Report provides a candid reflection of our experiences, highlighting our adaptation to the “New Normal” shaped by the enduring financial impacts of COVID-19 on our membership. NMCU has effectively managed the financial and social repercussions of the country's current economic circumstances, demonstrating resilience and relevance in our operations.

We have actively sought and embraced opportunities to support our community, and we proudly showcase our efforts to ease the difficulties our members face in accessing our services.

NMCU remains committed to navigating challenges with perseverance, diligence, and innovation as we move

forward, guided by our member-focused service principles. The report on our stewardship presented today reflects our dedication to transparency, accountability, and the sustainable growth of Neal & Massy Credit Union.

This Annual Report will contain data and information covering:

- May 01 2023, to May 31, 2024

The notable exception is the following:

1. Financial Reporting - Which Covers the Financial Year (FY) Ending December 31, 2023

2 WILDLY IMPORTANT GOALS (WIGS): THE KEY TO BIG SUCCESS

Our modernisation and growth strategy continue to be anchored by our ‘Wildly Important Goals’ (WIGs), enabled by six (6) Pillars that will facilitate the successful landing point of the Credit Union over the next three (3) to five (5) years. These Pillars are:

- 1 Best in Class Member Services
- 2 A Digitally Enabled Enterprise
- 3 Growth Through Effective Marketing and Sales
- 4 Member Engagement and Empowerment
- 5 Prudent Financial Management
- 6 Employee (People) Engagement and Development

Pursuit of the WIG Medium-Term Aspiration



REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Having witnessed the financial impact of the COVID-19 pandemic, the Credit Union crafted a Medium-Term Plan. The plan outlines the Credit Union's long-term goals and the strategies and actions needed to achieve them. The 'Wildly Important Goals' (WIGs) and its six (6) Pillars provide direction and focus for our organisation, ensuring that we are all working towards common objectives.

3 HOW DID THE BOARD AND ORGANIZATION RESPOND?

3.1 STRATEGIC IMPERATIVES: SUMMARY OF ACTIONS AND RESULTS

Like most financial institutions, Neal & Massy Credit Union experienced a decline in loan demand due to the pandemic's effect on our members. In response, we created a medium-term plan centered on our core principles to achieve the organisation's mission. With challenging economic conditions and reduced net income from operations and investments, Neal & Massy Credit Union accelerated its Business Transformation initiative. This initiative yielded positive results in 2022, and in 2023, member loans granted returned to pre-pandemic amounts.

The Credit Union is wholeheartedly dedicated to delivering exceptional member experiences and will continue to pursue the following strategic initiatives to advance the organisation:

- Enhance loan interest contribution to dividends
- Improve loan grants and loan portfolio quality
- Increase membership by 5%
- Fully invest all excess funds in the organisation and capitalise on available gains.

3.2 STRATEGIC INITIATIVES

3.2.1 Strategic Initiatives Associated with The Six (6) Key Pillars

3.2.1.1 Best in Class Member Services

3.2.1.1.1 ACH Service

Members' use of ACH increased from 2023 through 2024, affording members the ease, convenience, and efficiency of completing their financial transactions. As of May 31, 2023, members who wish to do ACH transactions will only have to submit their bank account at the time of their initial transaction and must provide updated information if changing their banking information.

The tables below show ACH transactions from January 2023 to April 2024.

Table 1: ACH Transactions for Jan-Jun 2023 (Outflows)

ACH Transaction Outflows Summary	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total 2023
# of Transactions	23	25	27	30	117	80	302
Total Amount \$	\$811,964.00	\$456,458.00	\$858,365	\$647,317.00	\$1,253,215.00	\$1,501,148.00	\$5,528,467.00

Table 2: ACH Transactions for Jul-Dec 2023 (Outflows)

ACH Transaction Outflows Summary	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Total 2023
# of Transactions	31	35	54	41	90	88	339
Total Amount \$	\$634,525.00	\$471,289.00	\$1,165,622.00	\$997,317.00	\$1,596,420.00	\$1,162,257.00	\$6,027,430.00

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Table 3: ACH Transactions for Jan-Jun 2024 (Outflows)

ACH Transaction Outflows Summary	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total 2024
# of Transactions	73	73	95	81	0	0	322
Total Amount \$	\$1,568,272.00	\$1,228,753.00	\$2,130,057.00	\$1,408,864.00	\$ -	\$ -	\$6,335,946.00

3.2.1.1.2 TransUnion

The Credit Union addressed issues related to false-positive reporting and continues to focus on resolving this matter. Ongoing testing between TransUnion and the Sharetec project team is nearing completion.

3.2.1.2 A Digitally Enabled Enterprise

3.2.1.2.1 Sharetec Enterprise Solution

Experience seamless banking anytime, anywhere with our state-of-the-art core Enterprise solution! Since its launch in March 2020, our members now enjoy the convenience of conducting financial transactions on their mobile devices using our intuitive Mobile App or online through a web browser, all available 24/7. The Online features and services include:

- Mobile banking applications on Android and IOS
 - o 2022 - Enrollments 432 - Total Enrolled 2,780
 - o 2023 - Enrollments 337 - Total Enrolled 3,117
 - o 2024 - Enrollments 172 - Total Enrolled 3,289
- Access to view your account
- Transfers from Deposit Account to Shares Account
- Transfers from Deposit Account to Loan/Shares Account
- Transfer from Dividend Account to Deposit/Shares Account
- Transfers from your Deposit Account to another Member's Shares Account
- Obtain e-statements
- IN PROGRESS - Online Loan Applications
- IN PROGRESS - ACH and cheque issuance instructions via a secured, encrypted messaging portal
- IN PROGRESS - Letter requests via a secured, encrypted messaging portal

We invite all Credit Union members to check their account balances and statements anytime, anywhere, effortlessly. Unlock the power of instant access with our easy-to-use service.

3.2.1.2.2 Sharetec Business Improvement Process (BIP)

Sharetec Business Improvement Process (BIP)

3.2.1.2.2.1 Key Objectives

In November 2023, following the appointment of Mr. Niall Legerton as our new Chief Executive Officer, owing to his experience working with Sharetec, he identified numerous opportunities to optimise our core banking software. The Board then approved his initiative to engage experienced external professionals to launch the Sharetec Business Improvement Process (BIP), aiming to enhance both operational efficiency and member satisfaction. The project is structured around the following key stages:

- **Discovery and Assessment:** Comprehensive evaluation of the Sharetec application.
- **Process Review:** Examination of existing processes across all departments through focused group meetings.
- **Ideal State Identification:** Definition of the desired state for all departmental processes.
- **Gap Analysis:** Identification of gaps between current processes and the ideal state.
- **Action Plan Development:** Formulation of actionable steps to address identified gaps.
- **Process Revision and Approval:** Revision and approval of processes and procedures, including documentation and manuals.
- **Training:** Training sessions are conducted following the development of the action plan.

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

- **Implementation:** Execution of revised processes and procedures.
- **Monitoring and Evaluation:** Ongoing monitoring and evaluation of implemented changes.

3.2.1.2.2.2 *Achievements and Expected Benefits*

During the ongoing project, Neal & Massy Credit Union has already realised significant achievements, including improved member processes, enhanced transaction efficiency, and better access to data and reporting. As we progress, we anticipate the following benefits upon project completion:

- **Enhanced Member Experience:** Streamlined processes for easier member interactions.
- **24/7 Service Availability:** Full utilisation of online and mobile banking services.
- **Efficient Operations:** Faster service delivery for staff, enhancing member satisfaction.
- **Membership Growth:** Increased membership through positive referrals.
- **Remote Work Capability:** Ability to work effectively from any location.
- **Enhanced Member Engagement:** Mobile outreach capabilities to meet members' needs.
- **Staff Engagement:** Motivated and trained staff committed to exceptional service.
- **Documented Processes:** Clear and standardised procedures for consistent operations.
- **Empowered Credit Committee:** Trained members capable of approving loans around the clock.

The Sharetec Business Improvement Process (BIP) underscores our commitment to operational excellence and member-centric service. We look forward to continued progress and the realisation of these benefits for the betterment of Neal & Massy Credit Union and its valued members.

3.2.1.3 *Growth Through Effective Marketing and Sales*

3.2.1.3.1 Marketing and Sales Promotion

The Credit Union focused on ways to differentiate itself from the competition. Accordingly, we embarked upon new initiatives throughout 2023 and 2024 to promote our loan products to our membership.

- Road Show events
- Increased engagement using Digital Media channels
- Collaborative initiatives such as Bridging the Digital Divide
 - o Neal & Massy Credit Union, in collaboration with George Pont Business and Financial Services, launched an initiative to narrow the digital gap in Trinidad and Tobago. This initiative partners with companies like Unicomer, Flow, and UWI-ROYTEC to offer loans for purchasing electronics. The range includes cellphones, tablets, laptops, TVs, gaming consoles, and internet packages, with plans to expand the offering. Members have been invited to order online and apply for loans at Neal & Massy Credit Union.

3.2.1.4 *Member Engagement and Empowerment*

3.2.1.4.1 Education Committee / Seminars

Neal & Massy Credit Union hosted several training seminars for our members.

- **New Members Forum:** Facilitated by Board & Executive Management
- **Wills & Probate Parts 1 & 2:** Facilitated by Mr. Michael Lopez
- **Empowering the Next Generation of Investors:** Facilitated by Ms. Rhea Mc Comie;

Other events were:

- Neal & Massy Credit Union pop-up market
- Seedling Drive

3.2.1.5 *Employee (People) Engagement and Development*

3.2.1.5.1 Development

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Building a well-trained, engaged, motivated, and member-focused workforce is one of our essential growth pillars. As a result, the Credit Union continues to do training and development via in-person or virtual platforms to ensure our continued growth of Staff and Elected Officers. Several staff members have completed in-house training in specific areas, and others are embarking on paid-for certification courses. Among these were:

- Annual AML/CFT Compliance Training - Staff and Elected Officers
- The Professional Certificate for Financial Advisors (Cert. FA) - Staff and Elected Officers
- The Certified Credit Professional (CCP) - Staff
- Also, the Compliance Officer attended several training courses covering topics such as AML/CFT, Cybersecurity, ESG and Cryptocurrency.

Our physical and technological infrastructure improvements aim to improve the workplace and member experience. We believe our recent investments and those in the coming years will enable us to deliver on these priorities.

3.2.1.5.2 Collective Agreement

Negotiations with the Recognised Majority Union (RMU) for the negotiating period 2018-2020 commenced in March 2019, with the RMU requesting a 25% salary increase over three (3) years. In 2023, both Neal & Massy Credit Union (NMCU) and the RMU agreed to revise the bargaining period to 2018-2022. The Credit Union and the RMU concluded negotiations in July 2023 in agreement on a 9% salary increase over the five (5) years.

NMCU paid staff their retroactive wages in the third (3rd) quarter of 2023 since the preceding agreement ended on December 31, 2017.

The conclusion to the negotiations was a high priority for the organisation, and we believe that the agreed-upon increase over the period 2018-2022 was a fair and equitable outcome in the interest of all concerned. The Board remains mindful of its commitment to balancing the needs of all our stakeholders in this process.

3.2.1.6 Caribbean Development Educator Programme (Carib DE)

During the period under review, the organisation decided to focus on Cert. FA training for staff and elected officers. The Credit Union will determine if it will resume Carib DE training for staff and elected officers in 2025 when Trinidad hosts Carib DE training again.

4 2023 FINANCIAL PERFORMANCE

4.1 PRUDENT FINANCIAL MANAGEMENT

4.1.1 Management's Responsibility

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB"). Management has a process in place to:

- Implement, monitor and evaluate the system of internal control that assures the security of the Credit Union's assets, detection/prevention of fraud, and the achievement of Credit Union operational efficiencies;
- Ensure that the system of internal controls operates effectively during the reporting period.

The Board of Directors ensures that management fulfils its financial reporting responsibilities and is ultimately responsible for reviewing and approving the financial statements.

The Credit Union adhered to its policies and procedures during the period ending December 31, 2023, and no notable material errors or misstatements were discovered during the recently conducted external Audit. Accordingly, our auditors have issued an unqualified opinion.

4.1.2 International Financial Reporting Standard (IFRS) 9

4.1.2.1 Adoption of IFRS 9

As of January 01, 2018, Trinidad and Tobago adopted the International Financial Reporting Standard (IFRS) 9. Accordingly, the Credit Union has implemented the IFRS

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

9 standard for its financial assets and loan loss provision.

4.1.2.2 IFRS 9 Methodology

IFRS 9 is an “expected loss” methodology which replaces the previously used “incurred” methodology. Expected credit loss methodologies seek to estimate lifetime credit losses that are likely to occur and create larger loan loss reserves because they include future losses that have not yet been incurred as an economic matter. IFRS 9 uses the “Three Bucket Approach” reflecting the following phases of credit deterioration:

- Bucket 1 - Loans without signs of credit impairment; loans never in arrears > = 30 days
- Bucket 2 - Loans that have signs of credit impairment; > 30 days but less than 90 days
- Bucket 3 - Loans with severe credit impairment as well as significant exposures with a history of arrearage

4.1.2.3 Adoption of IFRS 9

The Credit Union monitors its loan portfolio to ensure compliance with the IFRS 9 standard for its financial assets and loan loss provision.

2023

ASSETS		\$
Current Assets	4,426,111	
Non-current Assets - Members' Loans	120,635,368	
Other Non-current Assets	144,865,688	
Total Assets	269,927,167	

2023

LIABILITIES AND MEMBERS' EQUITY		\$
Current Liabilities	5,630,012	
Members' Savings and Deposits	15,598,930	
Non-current Liabilities -		
Members' Share Balances	233,331,001	
Asset Re-valuation Reserve	1,643,810	
Investment Revaluation	(7,824,028)	
Institutional Capital	21,547,442	
Current Liabilities	269,927,167	

4.1.3 Accounting Policy Update: Investment Re-measurement Reserve

As of the financial year ending December 31, 2023, the Credit Union implemented an Investment Re-measurement Reserve to enhance our financial management and reporting practices.

- Detailed Explanation:
 - o The Investment Re-measurement Reserve is a strategic addition to our accounting policies, designed to accurately ensure the proper recognition of investments at their fair value.
 - o This initiative underscores our commitment to prudent financial management and transparency and will ensure long-term benefits for our members.

Recognising only realised earnings for dividend payments protects our financial stability and ensures sustainable growth.

4.2 FINANCIAL MONITORING

4.2.1 Statement of Financial Position 2023

Table 4: Comparative Data for Statement of Financial Position

2022

ASSETS		\$
Current Assets	16,037,131	
Non-current Assets - Members' Loans	111,687,089	
Other Non-current Assets	157,617,048	
Total Assets	285,341,268	

2022

LIABILITIES AND MEMBERS' EQUITY		\$
Current Liabilities	5,863,150	
Members' Savings and Deposits	15,756,804	
Non-current Liabilities -		
Members' Share Balances	239,022,002	
Asset Re-valuation Reserve	2,348,810	
Investment Revaluation	(870,818)	
Institutional Capital	23,221,319	
Current Liabilities	285,341,268	

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

PEARLS Ratios

Table 5: Pearls Ratios

Ratios	Indicators	Standards of Excellence	Actual 2023
Protection	Loan Losses/Delinquency > 12 months	100%	74%
Effective Structure	Institutional Capital/Total Assets	Minimum 10%	8%
Asset Quality	Non-Earnings Assets/Total Assets	<=5%	26%
Rates of Return & Costs	Net Income/Average Total Assets	10%	1%
	Total Operating Expenses/Average Total Assets	5%	5%
Liquidity	Non-Earning Liquid Assets/Total Assets	<1%	2%
Signs of Growth	Loan Growth	Not Specified	8%

4.2.2 Other Prudential Financial Standards

Table 6: Other Prudential Financial Standards

Prudential Standards Analysis	Satisfactory	Unsatisfactory	Actual 2023
Borrowing limit	<=10% of assets \$28,534,127	>10%	n/a
Credit Exposures to any individual member, single entity, or related party or parties	<=25%	>25%	Within Standard
Equity Investment in an individual entity	<=20%	>20%	All investments are within stated limits
Liquid Assets Ratio (liquidity ratio)	>=15%	<15%	2%
Treatment of Interest for delinquent loans: >90 days for Ordinary Loans	Interest shall not be included as income	Interest shall not be included as income	Interest shall not be included as income
Investments/Total Assets	Between 20% - 40%	Outside 20% - 40%	29%
Loans/Total Assets	Between 60% - 80%	Outside 60% - 80%	45%

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

4.2.3 Institutional Capital

Institutional Capital of \$21.5m is down (\$1.7m) or 7% compared to 2022, mainly due to paying dividends.

Graph 1: Comparative Data for Institutional Capital

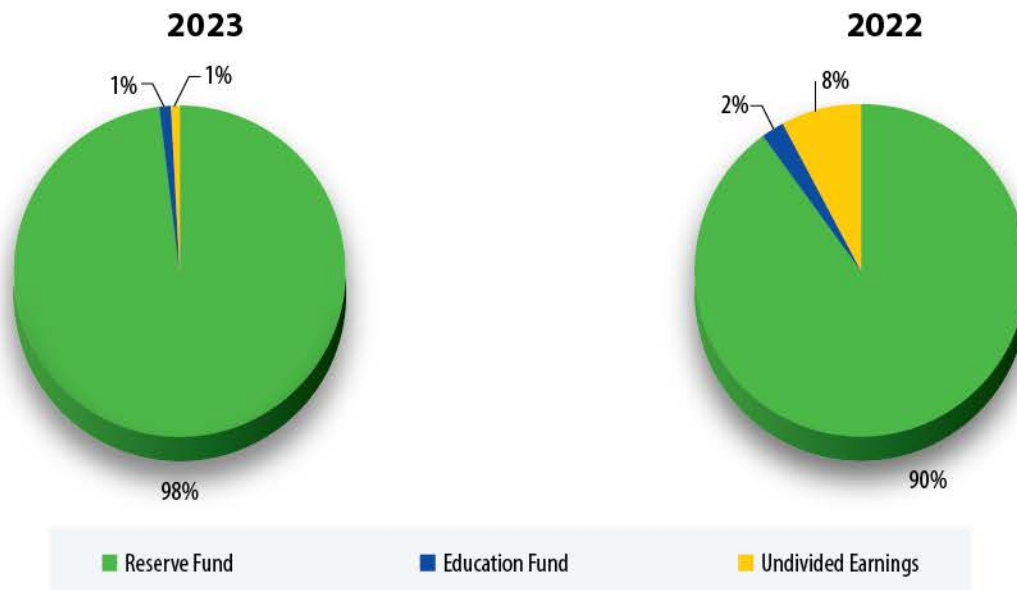


Table 7: Comparative Data for Institutional Capital

Institutional Capital	2023	2022
Reserve Fund	21,075,600	20,869,362
Education Fund	325,127	410,075
Undivided Earnings	146,716	1,941,883
Total Institutional Capital	21,547,443	23,221,319
2023 vs. 2022	(1,673,877)	

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

4.3 KEY ITEMS IN THE 2023 PERIOD

4.3.1 Membership

Membership on December 31, 2023, stood at 11,496.

Table 8: Comparative of Membership Breakdown by Generation Age Category

Category	YEAR 2023		YEAR 2022		YEAR 2021	
	# of Members	%	# of Members	%	# of Members	%
Silent: 73-90	344	2.99%	302	2.73%	257	2.00%
Baby Boomers: 54 - 72	2,418	21.03%	2,277	20.56%	2,178	20.00%
Generation X: 38 - 53	4,658	40.07%	4,409	39.81%	4,219	39.00%
Millennials: 22 - 37	2,762	24.02	2,794	25.23%	2,963	27.00%
Generation Z: 0 - 21	1,312	11.41%	1,288	11.63%	1,302	12.00%
Co-operative(s)	2	0.02%	5	0.05%	2	0.02%
Total	11,496		11,075		10,921	

In 2023, the Board approved 421 new members. This increase, together with 78 resignations and 25 deceased members, resulted in a net growth of 3.8%. Membership stood at 11,496 on December 31, 2023.

4.3.2 Shares

Members' shares balances held with the Credit Union decreased by \$6 million, with shares of approximately \$233 million as at December 31, 2023, compared to \$239 million in 2022. A decrease of 2.4% over the period under review.

4.3.3 Assets

Total assets as of December 31, 2023 were \$269.9 million compared to \$285.3 million as of December 31, 2022, a decrease of \$15.4 million or 5.4%.

4.3.4 Loans

The Credit Union's Loan portfolio increased 8.0% to \$120.6 million compared to \$111.7 million in 2022. The post-pandemic economic climate is reflected in the marginal increase in member loans in 2023.

4.4 REVENUE

Gross Revenue slightly increased by 0.12% in 2023, \$16.2 million in 2023 versus \$16.18m in 2022.

4.4.1 Sources and Use of Revenue

The following charts and table provide a comparative summary of the revenue and expenses for 2023 versus 2022.

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Graph 2: Comparative Data for Source of Revenue

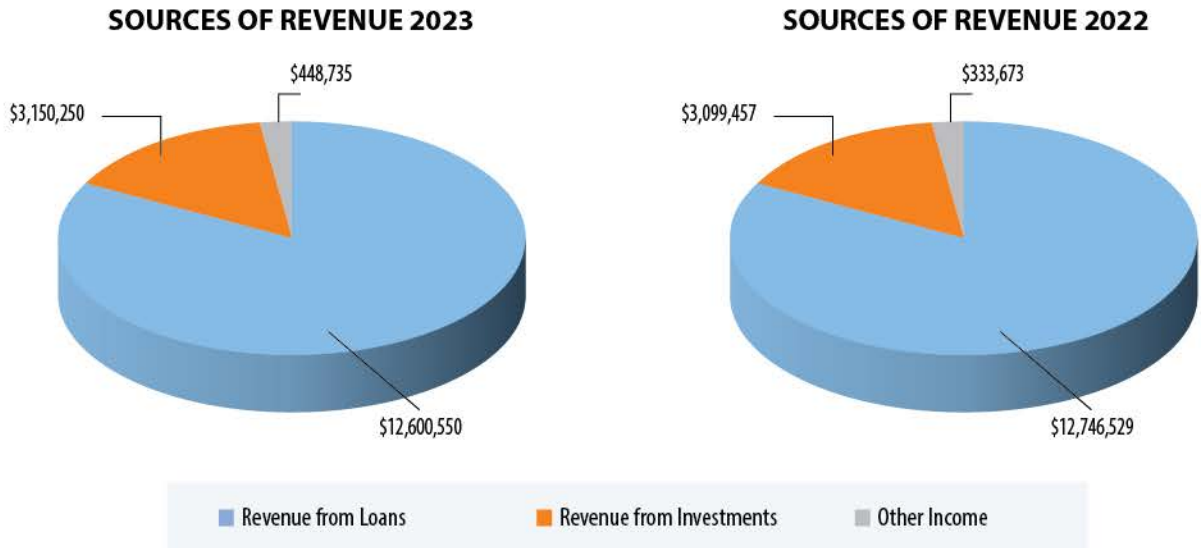
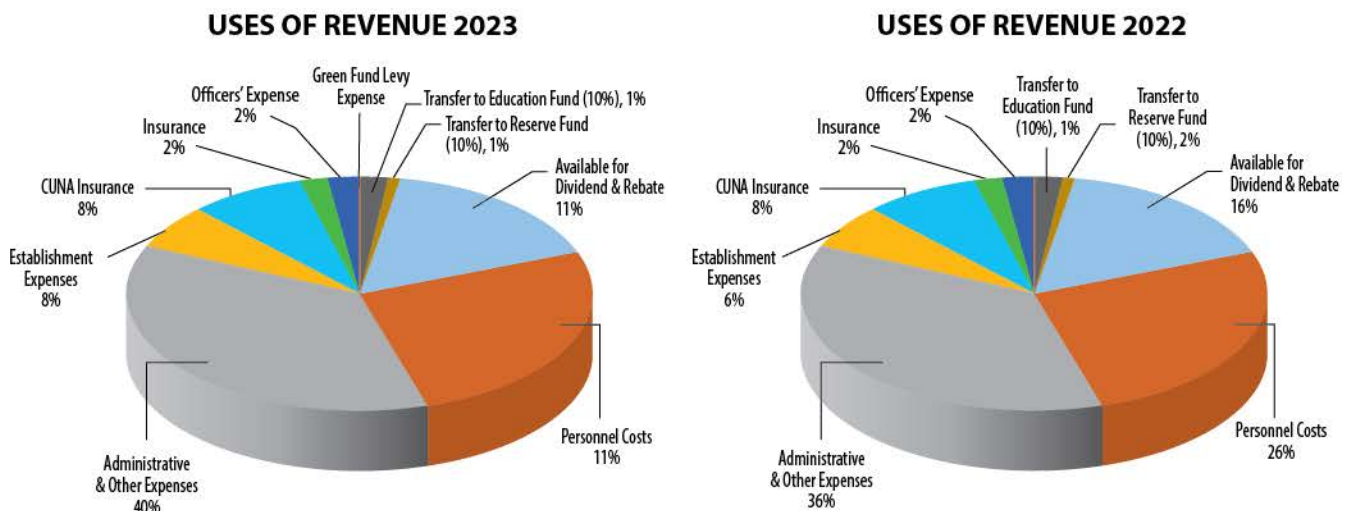


Table 9: Comparative Data for Source of Revenue

Sources of Revenue	2023		2022	
Revenue from Loans	\$12,600,550	82%	\$12,746,529	79%
Revenue from Investments	\$3,150,250	21%	\$3,099,457	19%
Other Income	\$448,735	3%	\$333,673	2%
TOTAL	\$16,199,535	106%	\$16,179,659	100%

Graph 3: Comparative Data for Use of Revenue



REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Table 10: Comparative Data for Use of Revenue

Use of Revenue (Expenditure)	2023		2022	
Available for Dividend and Rebate	\$1,753,025	11%	\$2,536,370	16%
Personnel Costs	\$4,274,284	26%	\$4,272,689	26%
Administrative & Other Expenses	\$6,522,520	40%	\$5,858,446	36%
Establishment Expenses	\$1,267,933	8%	\$1,022,798	6%
CUNA Insurance	\$1,339,241	8%	\$1,333,209	8%
Insurance	\$301,842	2%	\$293,452	2%
Officers' Expense	\$382,734	2%	\$380,085	2%
Green Fund Levy Expense	\$48,598	0%	\$35,015	0%
Transfer to Reserve Fund (10%)	\$206,238	1%	\$298,397	2%
Transfer to Education Fund (10%)	\$103,119	1%	\$149,198	1%
TOTAL	\$16,199,535	100%	\$16,179,659	100%

4.5 INVESTMENT PORTFOLIO

2023 began the year on an optimistic note, with growth projected for both local and regional equity markets. A well-known local investment/brokerage house, in its 2023 market outlook entitled, "Will Equity Markets Recover in 2023?" projected a 4.8% rise in local equities and a 5.6% rise when regional equities were included. The context for the title of the release was to be found in the performance of local and regional equities in the prior year - 2022, which delivered a disappointing negative performance, it was this which informed the cautious tone of the title.

Following double-digit returns of 17.61% in 2021, the markets reversed that trend and cooled somewhat in 2022, ending the year in negative territory at negative 3.69%. However, it is important to note that this was only an average of the performance of all listed equities; in fact, some individual securities declined by more than 40%, while others increased by similar amounts. Now, enter 2023, and the

reversing trend continues. When all was said and done, the local stock market closed 2023 down a further 9.80% from its 2021 highs.

Neal & Massy Credit Union was not immune to these declines. As of the start of 2023, almost 25% of the Credit Union's investment portfolio was allocated to stocks/equities, with the other 75% being allocated to fixed income and short-term securities, which carry less risk and less volatility, which is a more stable and predictable source of income, than its equity counterpart. The Credit Union includes equities as the long-term component of the investment portfolio, while the rest comprises the short to medium-term components. The benefit to including equities in any portfolio in the right allocations is to provide over the medium to long term, returns which exceed those which can be earned on the rest of the portfolio. Equities improve the portfolio's overall return in the medium to long term. During the financial year, the fixed-income and short-term portfolios and dividend income from the equity

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

portfolio contributed approximately \$2.9 million to investment income, a marginal increase over the previous year's \$2.8 million. On the other hand, the portfolio's equity component would have been negatively impacted by the market downturn referenced above. In particular, one of our main equity holdings – TTNGL (an energy sector-based investment), experienced a 52.61% decline in price; this resulted in a significant "unrealised" loss to the portfolio during the financial year. A second equity investment, namely WITCO, also suffered a similar but less impactful fate. The decline in value of these two investments had more to do with company-specific issues rather than the broad underperformance of the local equity market. These unrealised losses have been appropriately transferred to Other Comprehensive Income (OCI). The Credit Union's position at this time is to maintain our existing position in both of these stocks, as our view is that selling these investments at this time would be both premature and untimely. We continue to monitor closely the performance of both companies. Based on the projected outlook over the short to medium term, we are optimistic that a recovery in performance and, by extension, price will be in the offing. This recovery would support our short and medium-term income and growth objectives.

2024 Outlook

Looking ahead to 2024, the local stock market continues its downward trend. As of May 31, the All T&T Index had fallen 5.11% since the start of the year. However, our current asset mix of 81% fixed income/short-term securities and 19% equities is designed to limit any further downside risks to the portfolio. Our focus for 2024 is to manage the portfolio to preserve current investment income levels and seek opportunities for improving returns while focusing on overall portfolio risk.

4.6 CUNA

4.6.1 CUNA Insurance and Claims

The total insurance premium paid to CUNA for 2023 was \$1.33M, representing 10% of the Credit Union's expenses. We can break down CUNA payments by the Credit Union into the following:

1. CUNA Loan Protection (LP) - \$670,389
 - a. Currently, the Credit Union pays the insurance premium, i.e. CUNA Loan Protection (LP), for member loans.
2. CUNA Life Savings (LS) - \$668,853

4.7 NON-PERFORMING LOANS

4.7.1 Delinquency

As at December 31, 2023, delinquent loans were \$15.9M or 13% of net loans. The COVID-19 pandemic has significantly impacted default risk, as reflected in the delinquent loan balance. Efforts continue to bring this delinquency ratio within the acceptable PEARLS ratio of 5%.

4.7.2 Bad Debt Provisioning (Loan Losses)

The provision for loan losses for the year ended December 31, 2023, was \$9.5M, an increase of \$346K or 3.78% over 2022. The Credit Union continues to focus on its loan portfolio management and recovery efforts.

4.7.3 Impact on Undivided Earnings

The undivided earnings at December 31, 2023, is \$147K, down \$1.8M from the balance at the beginning of the year of \$1.9M. This movement resulted mainly from the net surplus after appropriations of \$1.75m offset by the dividend paid in 2023.

4.8 APPROPRIATION

4.8.1 Reserve Fund

In accordance with Bye-Law 19, which requires the Credit Union to set aside at least 10% of the Net Surplus to the Reserve Fund, \$0.21M (10%) was set aside in 2023.

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

4.8.2 Education Fund

In accordance with Bye-Law 19 (a), which requires the Credit Union to set aside at least 5% of the remaining Net Surplus after the Reserve Fund, the Credit Union set aside \$0.10M (5%) for the Education Fund in 2023.

4.8.3 Net Surplus

A Net Surplus of \$1.75M was added to the Society's Undivided Earnings for the year ending December 31, 2023, after allocating provisioning for IFRS 9, statutory and other reserves.

4.9 ENVIRONMENTAL STEWARDSHIP

In keeping with our environmental responsibility, Neal & Massy Credit Union (NMCU) made contributions in the following areas:

4.9.1 Electricity Bill Reduction Project

The Board and Management executed an Electricity Bill Reduction Project to reduce NMCU's reserve capacity with T&TEC, while maintaining NMCU's existing electrical infrastructure, comfort, and functionality within the head office.

A comprehensive energy audit secured an appropriate reserve capacity and rate (change from D2 to D1) tailored to the Credit Union's specific needs. The change in rate resulted in a new electricity bill of approximately \$12,640.00 monthly and a rebate of \$66,657.80 in 2023. As a result of this exercise, NMCU will realise savings of approximately \$20,000 per month on its electricity bill.

The following is an excerpt from the conclusion of the report tabled by our corporate partner in the exercise:

"The light bill reduction project at the Neal & Massy Credit Union has been successful in achieving its objectives. By implementing energy-saving measures, the Credit Union has not only reduced operational costs but also contributed to environmental sustainability, and they can further reduce by implementing energy-saving measures."

4.9.2 Every Bottle Back Project

NMCU established a corporate partnership with a company named "Every Bottle Back". The Secretary of the Supervisory Committee introduced this proposal to the Credit Union to fulfil their Carib DE project. It is a recycling initiative to pick up PET (type 1) bottles, e.g., water, juice, and soft drink bottles, and HDPE (type 2) containers, e.g., cleaning products and detergents. The organisation has placed collection bins on the ground and second floor of the head office.

4.10 NURTURING DREAMS, BUILDING FUTURES ... STRATEGIC FOCUS AND ADDRESSING CHALLENGES

4.10.1 Key Objectives

To navigate current challenges and secure our financial future, we have established the following critical goals:

- Ensure a Stable Dividend of 3.5%
- Achieve 85% Loan Interest Contribution to Dividend by 2027
- Increase Undivided Earnings

4.10.2 Loan Performance Overview

The tables below present the Credit Union's loan performance over the past eleven years, including 2024.

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Table 11: Breakdown of Loan Grants from 2014 to 2019

Month	2019	2018	2017	2016	2015	2014
January	\$2,853,870	\$3,131,578	\$3,886,612	\$3,609,335	\$3,472,805	\$3,822,069
February	\$2,371,370	\$3,132,316	\$4,062,019	\$1,778,750	\$2,107,487	\$3,026,830
March	\$2,228,611	\$4,555,627	\$5,961,555	\$3,617,916	\$4,728,056	\$1,985,150
April	\$2,367,940	\$4,181,193	\$3,996,303	\$3,235,534	\$4,030,736	\$3,867,430
May	\$3,982,392	\$4,120,379	\$4,456,112	\$3,080,566	\$3,461,051	\$3,595,302
June	\$2,737,469	\$4,365,552	\$5,229,411	\$2,836,004	\$3,036,875	\$3,023,998
July	\$6,730,241	\$4,856,232	\$4,901,367	\$3,992,740	\$3,929,703	\$3,074,807
August	\$2,702,225	\$4,052,345	\$4,186,185	\$3,405,245	\$3,973,120	\$2,769,762
September	\$2,517,945	\$2,618,388	\$3,539,631	\$3,703,453	\$2,822,483	\$3,397,254
October	\$3,593,812	\$2,707,687	\$4,770,035	\$3,817,355	\$3,304,375	\$4,624,217
November	\$5,109,342	\$3,200,661	\$6,434,361	\$5,853,363	\$3,327,079	\$4,533,975
December	\$3,906,229	\$2,628,076	\$4,808,773	\$5,861,537	\$4,419,418	\$4,601,917
Total YTD	\$41,101,447	\$43,550,034	\$56,232,364	\$44,791,798	\$42,613,187	\$42,322,712

Table 12: Breakdown of Loan Grants from 2020 to 2024

Month	2024 Budget	2024 Actual	2023	2022	2021	2020
January	\$3,600,000	\$3,002,648	\$3,572,874	\$2,123,497	\$1,967,678	\$3,511,177
February	\$3,600,000	\$3,668,147	\$2,034,196	\$2,274,126	\$1,908,493	\$3,954,577
March	\$3,600,000	\$4,866,917	\$4,564,745	\$2,885,981	\$1,992,074	\$1,915,122
April	\$3,600,000	\$3,096,330	\$3,692,855	\$1,527,060	\$2,360,278	\$604,734
May			\$5,363,294	\$1,737,183	\$1,690,876	\$947,586
June			\$3,979,982	\$1,466,537	\$1,047,254	\$2,163,319
July			\$2,890,639	\$2,826,999	\$1,489,667	\$2,981,259
August			\$3,507,159	\$2,338,848	\$2,121,475	\$2,068,013
September			\$4,086,127	\$2,385,849	\$2,462,819	\$1,663,553
October			\$3,052,550	\$2,475,842	\$2,847,509	\$3,563,277
November			\$3,668,252	\$3,919,546	\$3,158,123	\$3,009,613
December			\$4,323,537	\$4,792,070	\$3,172,754	\$4,645,958
Total YTD	\$14,400,000	\$14,634,041	\$44,736,210	\$30,753,538	\$26,219,000	\$31,028,186

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Post-COVID improvements in loan performance (2022 and 2023) demonstrate our positive trajectory. With a budget of \$53,000,000.00 for 2024, we anticipate sustaining this momentum, enabling consistent dividend payments.

4.10.3 Accounting Policy Update: Investment Re-measurement Reserve

As of the financial year ending December 31, 2023, the Credit Union implemented an Investment Re-measurement Reserve to enhance our financial management and reporting practices. See Section 4.1.3.

4.10.4 Key Focus Areas for Rapid Turnaround

Key focus areas for rapid turnaround are:

- **Expense Management**

The Credit Union has strategically invested in people and systems to enhance outcomes. However, the current financial situation necessitates additional measures to ensure our long-term financial health and sustainability:

- o **Cost Structure Analysis:** Conduct a detailed review of our current cost structure and spending patterns.
- o **Expenditure Monitoring and Containment:** Management has initiated a comprehensive cost-reduction exercise with clear deliverables for the CEO and management team. This exercise prioritises essential spending and considers eliminating or deferring non-essential expenditures.
- o **Performance Monitoring:** The Board of Directors and management will exploit Sharetec's advanced dashboards to continuously monitor the organisation's financial performance. These tools provide daily, weekly, and monthly insights, ensuring strict adherence to financial goals and standards.
- o **Regular Re-Evaluation:** Re-evaluate our financial approach quarterly to maintain financial discipline.

- **Loan Growth Strategies**

- o **Risk-Based Lending:** Transition promptly to a Risk-Based Lending approach.
- o **Attractive Loan Terms:** Offer competitive loan repayment terms and conditions.
- o **Engaging Net Savers:** Focus on Net Savers, who provide the funds utilised by Net Borrowers and invest for returns.
- o **Stimulating Borrowing:** Develop loan products to encourage Net Savers to borrow, considering the high liquidity and low investment returns in current market conditions.
- o **Increased Loan Promotion:** Enhance loan promotion and borrowing activities targeting specific demographics (see Section 13.6).

Although more initiatives are necessary to establish a firm and stable growth path, the Board is confident in our ability to achieve this. The successful and simultaneous implementation of these expense management and loan growth strategies should significantly enhance the Credit Union's financial performance in the shortest possible timeframe.

4.11 EXTERNAL AUDIT

4.11.1 Audit Update and Auditor Independence

On May 20, 2023, the membership at the 70th AGM approved a resolution to contract Messrs. A.R.K. Montgomery & Co., Chartered Accountants of Trinidad and Tobago (ICATT), as our Auditors.

A.R.K. Montgomery & Co. have completed the Independent Auditor's Report and Financial Statements for the financial year ending December 31, 2023.

The Board of Directors and Management will continue to assess the rotation of audit firms to ensure the independence and integrity of our auditing process.

4.12 HONORARIA

The Honoraria paid to each Officer has remained unchanged for over ten (10) years, and the Board of Directors proposes no change to those figures. Accordingly, the Board of Directors recommends Honoraria as follows:

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

BOARD OF DIRECTORS

President	\$11,500.00
Vice President	\$10,500.00
Treasurer	\$10,500.00
Secretary	\$10,000.00
Assistant Secretary	\$9,000.00
Assistant Treasurer	\$9,000.00
Other Directors	\$8,000.00

CREDIT COMMITTEE

Chairman	\$7,500.00
Secretary	\$7,200.00
Other Officers	\$6,800.00

SUPERVISORY COMMITTEE

Chairman	\$4,800.00
Secretary	\$4,500.00
Other Officers	\$4,300.00

5 NURTURING DREAMS, BUILDING FUTURES ... MEMBER CARE COMMITTEE

Neal & Massy Credit Union places great emphasis on our members' welfare and well-being as we continue to chart new pathways for the organisation.

The current members of the NMCU Member Care Committee are:

- John Victor - Chairman
- Raymond Lewis - Member
- Curtis Lee Poy - Member
- Keston James - Member
- Aaron Wilson - Member
- Nigel Irish - Member
- Niall Legerton - CEO
- Safiya Reid is a staff member on the committee.

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

The Member Care Committee is committed to improving customer care and customer engagement. We are cognizant that our customers/ members are always central and integral to the organisation and should always be the focal point of all that we do as a credit union.

Over the past two (2) years, the committee, through discussion and engagement on several levels, has been able to make an impact towards improving some critical areas of service delivery. Some of these include but are not limited to: -

- Improvement in our connectivity issues, making telephone access to your credit union much more accessible through the development of a Contact Centre
- Reducing the approval time for new member applications.
- Hosting regular customer appreciation activities.

- Enhanced efficiency and timeliness in issuing online credit union statements to members.

Finding solutions to challenges that affect our members continues to be a work in progress. We hope to eventually become a very agile and responsive organisation to our members.

The committee meets monthly to discuss and devise solutions to issues affecting our membership. We urge you to contact YOUR Member Care Committee with your concerns or suggestions on how we can improve our service delivery to you and our members. You can reach out to us at: memberservices@nmncu.coop

6 STAFF CHANGES

6.1 STAFF EXITS

Staff members leaving the organisation over the period under review were:

Table 13: Staff Exits

Name	Designation	Effective Date
Ms. Audrey Medford (Joy)	Credit Officer	September 30, 2023
Ms. Shontel Primo Accounts	Clerk	March 15, 2024
Mr. Johann Borde	Chief Operating Officer	March 22, 2024

We wish them all well in their future endeavours and thank them for their contributions.

We must make special mention of Ms. Audrey Medford (Joy), who joined the Credit Union on November 1, 2007, and retired effective September 30, 2023. She spent approximately sixteen (16) years in the organisation and served as a Credit Officer. We thank Joy for her years of devotion to our Credit Union and service to our members.

The Credit Union issues best wishes to Joy as she embarks on this new journey.

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

6.2 HUMAN RESOURCE RECRUITMENT

Individuals continued to cover responsibilities while the Credit Union initiated searches to fill several critical leadership and functional roles.

During the year, the Credit Union welcomed our first Chief Executive Officer (CEO), Mr. Niall Legerton, whose profile is as follows:

- Mr. Niall Legerton holds an MSc in International Finance from the University of Leicester, a BA in Humanities/Sociology from the University of the West Indies, and the Accredited Asset Management Specialist designation from the College for Financial Planning. With over two decades of experience in the financial sector, including over ten years at the executive level, Mr. Niall Legerton has also held executive positions in diverse industries such as Manufacturing, Telecommunications, Retail & Distribution, and Food & Beverage. He has shared his expertise by lecturing to MBA students at the Arthur Lok Jack Global School of Business and the University of the Southern Caribbean. He has presented at various seminars and workshops on finance and entrepreneurship topics.

7 CORPORATE GOVERNANCE

7.1 BOARD OF DIRECTORS

At the 70th Annual General Meeting held on May 20, 2023, the members present elected the persons listed hereunder to serve on the Board of Directors: -

- Mr. Keston James
- Mr. Curtis Lee Poy
- Ms. Shelly Slater
- Mr. Stephen Thomas

At the inaugural meeting of the Board held on May 31, 2023, the following Officers were elected: -

- Mr. Raymond Lewis - President
- Mr. John Victor - Vice President
- Mr. Keston James - Secretary
- Ms. Simone Hilaire - Assistant Secretary
- Mr. Nigel Irish - Treasurer
- Ms. Allison Purcell - Assistant Treasurer

Other Directors of the Board were:

- Mr. Sean Byer
- Ms. Alicia Daniel
- Mr. Curtis Lee Poy
- Ms. Shelly Slater
- Mr. Stephen Thomas
- Mr. Aaron Wilson

7.2 BOARD MEETINGS

During the period under review, the Board fulfilled its statutory obligations through regular monthly meetings and special meetings as required.

The record of attendance of Directors for the period May 01, 2023, through May 20, 2023, i.e. for the prior Term leading up to the 70th AGM on May 20, 2023, is detailed hereunder:

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Table 14: Regular and Special Board Meetings - May 01, 2023, thru May 20, 2023

	Position	Regular and Special Board Meetings			
		Meetings Held	Meetings Attended	Excused	Absent
Raymond Lewis	President	2	2	0	0
John Victor	Vice President	2	2	0	0
Nigel Irish	Treasurer	2	1	1	0
Allison Purcell	Assistant Treasurer	2	2	0	0
Keston James	Secretary	2	2	0	0
Simone Hilaire	Assistant Secretary	2	2	0	0
Shawn Alexander	Director	2	2	0	0
Johnathan Bailey	Director	2	2	0	0
Sean Byer	Director	2	2	0	0
Alicia Daniel	Director	2	2	0	0
Elicia Douglas-Cruikshank	Director	2	2	0	0
Aaron Wilson	Director	2	1	1	0

The record of attendance of each Director for the current Term, i.e. the period May 30, 2023, through May 31, 2024, is detailed hereunder:

Table 15: Regular Board Meetings – May 30, 2023, thru May 31, 2024

	Position	Regular Board Meetings			
		Meetings Held	Meetings Attended	Excused	Absent
Raymond Lewis	President	13	13	0	0
John Victor	Vice President	13	12	1	0
Nigel Irish	Treasurer	13	11	2	0
Allison Purcell	Assistant Treasurer	13	12	1	0
Keston James	Secretary	13	13	0	0
Simone Hilaire	Assistant Secretary	13	13	0	0
Sean Byer	Director	13	11	2	0
Alicia Daniel	Director	13	12	1	0
Curtis Lee Poy	Director	13	12	1	0
Shelly Slater	Director	13	12	1	0
Stephen Thomas	Director	13	11	2	0
Aaron Wilson	Director	13	11	2	0

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Table 16: Special Board Meetings – May 30, 2023, thru May 31, 2024

	Position	Special Board Meetings			
		Meetings Held	Meetings Attended	Excused	Absent
Raymond Lewis	President	7	7	0	0
John Victor	Vice President	7	6	1	0
Nigel Irish	Treasurer	7	6	1	0
Allison Purcell	Assistant Treasurer	7	7	0	0
Keston James	Secretary	7	7	0	0
Simone Hilaire	Assistant Secretary	7	6	1	0
Sean Byer	Director	7	5	2	0
Alicia Daniel	Director	7	6	1	0
Curtis Lee Poy	Director	7	7	0	0
Shelly Slater	Director	7	7	0	0
Stephen Thomas	Director	7	7	0	0
Aaron Wilson	Director	7	7	0	0

7.3 STATUTORY AND AD-HOC COMMITTEES

Consistent with our established practice, the Board appointed Directors to Chair Statutory and ad Hoc Committees, which provided valuable support to the Board during the review period.

The undermentioned is a list of Directors and their portfolio for the 2023/2024 Term:

- Mr. John Victor - Education Committee
- Mr. John Victor - Member Care Committee
- Ms. Allison Purcell - Nominating Committee
- Mr. Nigel Irish - Finance Committee

7.4 OUTGOING DIRECTORS

In accordance with Bye-Law 28(b), Directors Sean Byer, Simone Hilaire, Nigel Irish and Raymond Lewis will retire by rotation.

As outlined in Bye-Law 28, no Director shall serve for more than three (3) consecutive Terms on the Board. As a result, any such member is considered statute barred.

Following these guidelines, Mr. Raymond Lewis has served three (3) consecutive Terms and is now statute barred from the Board of Directors for one (1) year. The Board sincerely thanks Mr. Raymond Lewis for his stellar contribution and service to our Credit Union over the years. We extend best wishes to him.

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

7.5 CODE OF ETHICS

The Board of Directors, Credit Committee and Supervisory Committee members should maintain the confidentiality of information entrusted to them by the Credit Union. Furthermore, any other confidential information about the Credit Union, its operations, members or vendors coming to them from whatever source per Bye-Law 50 of the Credit Union should be treated confidentially except when disclosure is authorised or legally mandated.

The Board has developed and approved a written code of ethics. The Code is a succinct statement of essential principles intended to govern the conduct of the organisation's Board of Directors, Credit Committee, and Supervisory Committee members. At the start of each Term, all the Board of Directors, the Credit Committee, the Supervisory Committee, and the Liaison Officers must read and sign this document.

7.6 DATA WAREHOUSE

The Board of Directors, Credit Committee and The data warehouse provides the Society with an online repository of current and historical data and better control over sensitive documents. The Board and Management can control access at the folder level for different groups or individuals.

7.7 AML/CFT

7.7.1 Appointment of Compliance Officers

To ensure compliance with Section 55A of the Proceeds of Crime Act and Regulation 3 (1) of the Financial Obligations Regulations 2010:

- The Credit Union employed a full-time Compliance Officer effective February 1, 2023.
- NMCU designated an internal resource to become an Alternate Compliance Officer. That person underwent training and was certified in May 2024.

7.7.2 Training Programmes: Compliance Officer(s)

The Compliance Officer attended several training courses. See Section 3.2.1.5.1

7.7.3 The FIUTT Audit

Neal & Massy Credit Union Co-operative Society Limited "NMCU" was subject to an on-site compliance examination by the Financial Intelligence Unit of Trinidad and Tobago "FIUTT" on May 20, 2015.

As a result of follow-up communication and a risk assessment, the FIUTT determined that it had to conduct a second compliance examination to determine improvements made to the Anti-Money Laundering/Counter Financing Terrorism/Counter Financing of Proliferation ("AML/CFT/CP") measures developed by NMCU:

- The FIUTT conducted an on-site compliance examination on March 22, 2023.
- By letter dated February 26, 2024, the FIUTT advised NMCU of the results of the on-site compliance examination conducted to ascertain NMCU's compliance with the AML/CFT/CPF legal regime of Trinidad & Tobago.
- The FIUTT gave NMCU deadlines with stipulated time frames, recommendations, and best practices.

Meeting the necessary steps to ensure full compliance with our obligations is a work in progress.

7.7.4 External Audit

An external audit of the Credit Union's AML/CFT programme is in progress and will complement the FIUTT's audit work.

7.7.5 Training

As part of our compliance programme with the Co-operative Credit Union League of Trinidad & Tobago ("the League") for AML/CFT, the League conducted its annual AML/CFT training for the following:

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

- Staff on June 13, 2023, and
- Board of Directors, Credit and Supervisory Committees on June 13 and July 11, 2023.

8 RECOGNISING MILESTONES AND ACHIEVEMENTS

8.1 AWARDS

The Credit Union will continue to educate and empower its members, elected officers, and staff to maximise their potential and achieve excellence, as per its philosophy.

9 AFFILIATIONS/CO-OPERATION AMONG CO-OPERATIVES

Neal & Massy Credit Union has an affiliation with the following organisations:

1. We maintain our support for the Co-operative Credit Union League of Trinidad and Tobago (CCULTT):
 - a. Paid League Dues
 - b. Attended training courses
 - c. Attend meetings, functions etc.
2. North West Regional Chapter of the League (CCULTT)
 - a. Attend meetings, functions etc.

10 CO-OPERATIVE ACTIVITIES

Neal & Massy Credit Union (NMCU) continues to focus on its Co-operative activities:

- On Saturday, October 14, 2023, NMCU held an online forum for new members.
- Concerning International Credit Union (ICU) Week, NMCU observed the week from October 15, 2023, to October 21, 2023, with several activities:

- o A Sports and Family Day for all Credit Unions was hosted by the Co-operative Credit Union League of Trinidad and Tobago (CCULTT) at Skinner Park, San Fernando, on Sunday, October 15, 2023, marking the opening of ICU Week in Trinidad and Tobago;
- o The Credit Union held "Coin Day" on Tuesday, October 17, 2023;
- o We observed Staff Appreciation on Wednesday, October 18, 2023, and
- o NMCU observed ICU Day on Thursday, October 19, 2023:
 - We hosted a Member Appreciation Day. Two hundred and thirty-three (233) members came to the Credit Union's office during the day and
 - Several Directors attended the CCULTT's Annual Awards and Dinner

11 CONCERN FOR COMMUNITY

In keeping with our social responsibility, Neal & Massy Credit Union made contributions in the areas of:

1. Financial support for several members and organisations in academic, sporting, cultural, and social categories

12 NEAL & MASSY CREDIT UNION OWNED PROPERTIES

12.1 NEAL & MASSY CREDIT UNION: PROPERTY LOCATION PLAN

The Credit Union and, by extension, you are the owner of the following properties:

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

Diagram 2: Location Plan for Neal & Massy
Credit Union Properties at Borde Street, Port of Spain

LOCATION PLAN: PROPERTIES AT BORDE STREET, PORT OF SPAIN



12.2 NEAL & MASSY CREDIT UNION: PROPERTY LISTING

1. **#15-17 Borde Street**
 - a. Situated on the Western side of Borde Street
 - b. New head office building
2. **#24 Borde Street**
 - a. Located on the Eastern side of Borde Street
 - b. Old head office building
3. **#22 Borde Street**
 - a. Situated on the Eastern side of Borde Street
 - b. The property is South of #24 Borde Street

12.3 STATUS OF PROPERTIES

The Board sees it as extremely important for the Credit Union to establish appropriate infrastructure to meet current and future needs. Accordingly, the Credit Union completed work with the architect, K. S. Holder, and the building contractor, Unicom Limited, to complete all outstanding deliverables and officially complete the commissioning and handover of the newly occupied head office building.

The Board's investment in property was not intended to be held as Available-For-Sale Assets (i.e., market speculation to achieve capital gains and profit); it is meant to be long-term investments in the membership's interest.

12.3.1 Short-Term Utilisation of Properties

1. #24 Borde Street

A one (1) year lease for rental of the property ended in April 2024. We are currently seeking a new tenant.

2. #22 Borde Street

The Credit Union demolished the pre-existing dwelling on this property, and the proposed parking lot, which will have the capacity for twenty-one (21) vehicles, will be completed in June 2024. The purpose is two-fold:

- a. To provide sufficient parking for members when transacting business at the Credit Union
- b. To provide adequate parking to support the second (2nd) Floor (Penthouse) event booking at #15-17 Borde Street.

12.3.2 Medium to Long-Term Utilisation of Properties

In the new Term, the Board of NMCU will host presentations from a shortlist of firms willing to offer their analysis to determine the way forward.

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

12.4 SALES- EVENT BOOKING OF PENTHOUSE

While the primary use of the property at #15-17 Borde Street is the head office and conducting the credit union's in-person business, the Board's other objective in investing in the property is to provide another income stream by renting the facilities on the second (2nd) floor (Penthouse) to the membership and the broader public.

- The intent is to rent this space 24/7:
 - o During and after working hours during the weekday; and
 - o Weekends;
- As mentioned in Section 12.3.1, the establishment of the car park will support the second (2nd) Floor (Penthouse) event booking at #15-17 Borde Street. We have had several expressions of interest in hosting events, but the constraint was inadequate parking spots;
- The Board of Directors, management and staff are engaged in an awareness campaign. To date, we have hosted several events and secured one (1) repeat client, with ongoing talks with several others. We also offer discounted rates for NGOs and community groups to use the facility; this supports one of the main pillars of the Credit Union movement: Concern for the Community.

13 WE ENVISION ... NURTURING DREAMS, BUILDING FUTURES

13.1 NURTURING DREAMS, BUILDING FUTURES ... THE WAY FORWARD

True strength emerges in the face of adversity. Today, we find ourselves navigating and recovering from a period of falling profits. At Neal & Massy Credit Union, we can assure you that this is a time for resilience because resilience is the foundation upon which great organisations, such as ours, are built. At NMCU, resilience represents facing adversity head-on, adapting to change, and emerging more robustly.

We have weathered COVID-19's storms and will weather its aftermath, too. It's in our DNA as an organisation to rise to the occasion, innovate, and find creative solutions—which we did by implementing three (3) “Wildly Important Goals (WIGs)” in 2023.

Our ability to adapt, learn from setbacks, and persevere in pursuing our goals is the reason loans issued grew from \$26.2 million in 2021 to \$30.7 million in 2022 and then to \$44.7 million during 2023. NMCU's resilience and innovation led to a 45% increase in loans issued during 2023.

Rebuilding profits necessitates not only resilience but also courage and strategic vision. It entails learning from past mistakes, adjusting to evolving conditions, and forging a new path. To this end, we have initiated numerous strategic endeavours to expand revenue, reduce expenses, and enhance member-centricity as we continue to serve our members across Trinidad & Tobago. However, above all, it demands unwavering commitment and relentless determination.

13.2 NURTURING DREAMS, BUILDING FUTURES ... ENVIRONMENTAL STEWARDSHIP

In keeping with our environmental responsibility, Neal & Massy Credit Union (NMCU) will explore contributions in the following areas:

13.2.1 Energy Efficiency

The following is an excerpt from a report tabled by our corporate partner in the Electricity Bill Reduction Project described in Section 4.9.1:

“Strategic approach to enhancing the Neal & Massy Credit Union's energy efficiency not only aligns with financial prudence but also with environmental stewardship. By reinvesting the savings from the energy project into BREEAM and LEED certifications, the Credit Union can significantly boost its reputation and demonstrate a commitment to sustainability. These certifications can lead to benefits such as a reduction in consumption that can lead to further reductions in electricity bills, higher property value, and operational efficiency. Moreover, they

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

align with global sustainability targets and can help in meeting stringent Environmental, Social and Governance (ESG) commitments. It's a forward-thinking move that positions the Neal & Massy Credit Union as a leader in both fiscal and environmental responsibility."

13.2.2 Sustainable Infrastructure

Your Credit Union has decided to implement the following infrastructure in the soon-to-be-opened car park described in Section 12.3.1:

1. Deploy solar-powered lighting
 - a. Cost Benefit – For security reasons, lighting of the car park is required; however, we will not incur a cost for electricity
2. Engage in a 50/50 partnership with a corporate entity to install, maintain and advertise an Electric Vehicle (EV) charging station:
 - a. Revenue Stream: 50/50 Profit and Expense sharing on the use of EV charging station
 - b. Revenue Stream: Creates opportunities to generate loans - The corporate partner has plans to execute:
 - i. Advertising on a nationwide campaign
 - ii. Advertising across all social media platforms and exposure to digital and print mediaMarketing will make the NMCU brand more visible to the corporate partner's customers and the wider public. This is the kind of marketing and advertising we can hardly afford to miss for our Credit Union.
 - c. Brand Alignment: Aligning with the values of increasingly eco-conscious consumers like Millennials and Gen Z

Items 1 and 2 promote sustainable infrastructure and underscore Neal & Massy Credit Union's commitment to environmental stewardship.

Another thing worth noting is that the Credit Union can increase revenue by creating and executing a marketing and sales campaign for electric vehicles.

13.3 NURTURING DREAMS, BUILDING FUTURES ... CORPORATE GOVERNANCE

- **(IN-PROGRESS)** Proposed Legislation for Credit Unions
 - o Continued review of the Bye-Laws
 - o The latest version of the Bye-Laws is dated August 31, 2022
- **(IN-PROGRESS)** Nominating Committee
 - o Enhanced Fit & Proper determination will be a part of the Nominating process.
- **(IN-PROGRESS)** AML/CFT
 - o Trinidad and Tobago enacted Anti-terrorist and Anti-Money Laundering (AML) legislation and regulations in keeping with international legislation and regulatory requirements. Therefore, Credit Unions like ours must focus even more on "Know Your Customer" processes and procedures.
 - o In that regard, organisations like ours must take every step to ensure the safety and security of members' information and affairs. Therefore, change is required to meet regulatory, privacy and competitive circumstances in which the Credit Union now operates.
- **(IN-PROGRESS)** Credit Risk Management
 - o The Credit Union launched a comprehensive project aimed at strengthening its credit risk management capabilities. Upon its conclusion, this initiative guarantees that every stakeholder, from the Board of Directors to the Member Service Representatives, understands their roles and obligations. Furthermore, it will establish unambiguous operational protocols for all involved parties, promoting uniformity throughout the organisation.
 - o A Standard Operating Procedure (SOP) for the Credit and Member Services Department will be established as an outcome of the credit risk management

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

initiative. Subsequently, the plan is to formulate SOPs for all other departments within the Credit Union.

13.4 NURTURING DREAMS, BUILDING FUTURES ... A DIGITALLY ENABLED ENTERPRISE

13.4.1 Access to Services - Bridging the Digital Divide

The objective is to implement various electronic service channels to facilitate the seamless connection of membership to necessary products and services precisely when required. Ultimately, members will have the convenience of performing the following functions at their discretion:

- Accessing Online Banking
- Utilising Mobile Banking services
- Submitting online loan applications
- Transferring funds to their bank account via a secure messaging portal
- Facilitating merchant payments through a digital wallet platform
- Receive eNotices

13.5 NURTURING DREAMS, BUILDING FUTURES ... BEST IN CLASS MEMBER SERVICES

13.5.1 Group Health and Life Plan

Throughout the previous year, we have engaged in discussions with various insurance brokerages, aiming to provide our membership access to health insurance providers. Our review and selection criteria ensure that the benefit levels meet or exceed the prevailing standards and that we can offer a premium that remains accessible for our members.

13.6 NURTURING DREAMS, BUILDING FUTURES ... BUSINESS TRANSFORMATION - LOAN PORTFOLIO

The Credit Union's loan portfolio indicates that the ratios of Members' Loans to Total Assets and Members'

Loans to Members' Shares are at or below 50%. Additionally, loan income constitutes a significant portion of the credit union's revenue. Since this income primarily derives from the interest paid on loans, a decline in new loans results in reduced interest income.

In response, the Credit Union has initiated several measures as part of a broader business transformation effort aimed at expanding its loan portfolio. These initiatives include:

- Utilising data analytics to develop loan products targeting specific segments of the membership
- Leveraging data analytics to enhance existing loan products
- Reviewing the Credit Policy and implementing a Standard Operating Procedure (SOP)
- Increasing member engagement through outreach activities at strategic locations throughout Trinidad & Tobago

13.7 NURTURING DREAMS, BUILDING FUTURES ... MEMBER ENGAGEMENT AND EMPOWERMENT

NMCU will endeavour to modernise and introduce new educational initiatives for its membership. The organisation will continue to employ innovative delivery methods, including digital channels, to achieve the following objectives:

- Conduct financial planning training sessions throughout the year, targeting staff and members.
- Enhance awareness of NMCU's loan products through informative advertisements.
- Disseminate educational materials via social media platforms and the website to achieve a 25% increase in online engagement.

13.8 NURTURING DREAMS, BUILDING FUTURES ... BUSINESS TRANSFORMATION - MEMBER CARE

The overarching goal of service excellence at the NMCU

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

is to acquire and retain loyalty among members/owners through a consistently fantastic experience that builds lifetime relationships. We intend to “Grow a member-centric culture and develop systems to enrich the member engagement of members/owners as they do business with the organisation.”

Currently, the Credit Union will focus on three (3) areas that impact the member/owner experience and are a vital business priority.

(COMPLETED) First, in 2022, we replaced the telephone system that had served us for many years and was past end-of-life.

(COMPLETED) Second, implementing the Contact Centre in October 2023 has been an overwhelming success. The Credit Union has successfully achieved its objectives of addressing member engagement issues related to “live” and interactive access to the Credit Union.

Table 17: Statistical Breakdown Over an Eight (8) Month Period

Resolution List Call Summary Week Starting	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Total Oct-23 to May-24
Call Received	899	1,291	1,134	1,236	1,114	980	1,284	1,730	9,668
Call Answered	883	1,271	1,122	1,218	1,059	952	1,260	1,709	9,474
% Call Answered	98%	98%	99%	99%	95%	97%	98%	99%	98%

Category of Call	# of Calls (Breakdown)	%
Account Enquiry	975	16%
Fund Transfer	333	6%
Internet Banking Issues/Troubleshooting	110	2%
Loan	1,161	19%
New Application	129	2%
Not Applicable	249	4%
Other	2,382	41%
Transfer	626	10%
Grand Total	5,965	100%

(IN-PROGRESS) Third, upgrading the technology infrastructure by implementing the following:

1. A Customer Relationship Management (CRM) system will drive the new service improvement systems. A CRM is software that will simplify and speed up transaction times, track all omnichannel access, and nurture relationships between staff and members/owners in critical support of the “Business Transformation - Loan Portfolio.”
 - a. The benefit to employees will be simplified workflows and less cumbersome processes.
 - b. The advantage to members would be an improvement in the ease of doing business.
2. A Queue Management system to facilitate 24 | 07 Omnichannel access to members

REPORT OF THE BOARD OF DIRECTORS (CONT'D)

The Credit Union will implement various facets of the CRM and Queue Management systems in phases over the next six (6) months, and we envision the following among the many services, greater efficiency and timeliness that members/owners will become accustomed to:

- Schedule in-person visits for loan applications, member services
- Submit Online loan applications (Online Loan Origination)
- Online requests and issuance of Letters
- Online Processing of ACH requests and disbursements

There is a need for more focused attention on customer care and member engagement at all levels in the organisation. Hence, the Board and Management intend to institute organisational and leadership team accountability for our members/owners to ensure compliance with member experience and service delivery standards across all contact channels. The Credit Union will facilitate accountability to our members/owners by the following:

- Management of complaint resolution process;
- The placing of call returns and transaction update calls to members
- Management of feedback platform to superintend incoming member/owner feedback: complaints, suggestions and commendations;
- Resolution of members' complaints by following Service Level Agreements (SLAs) and service delivery standards; and
- Continuous measurement of member experience via audits and surveys;

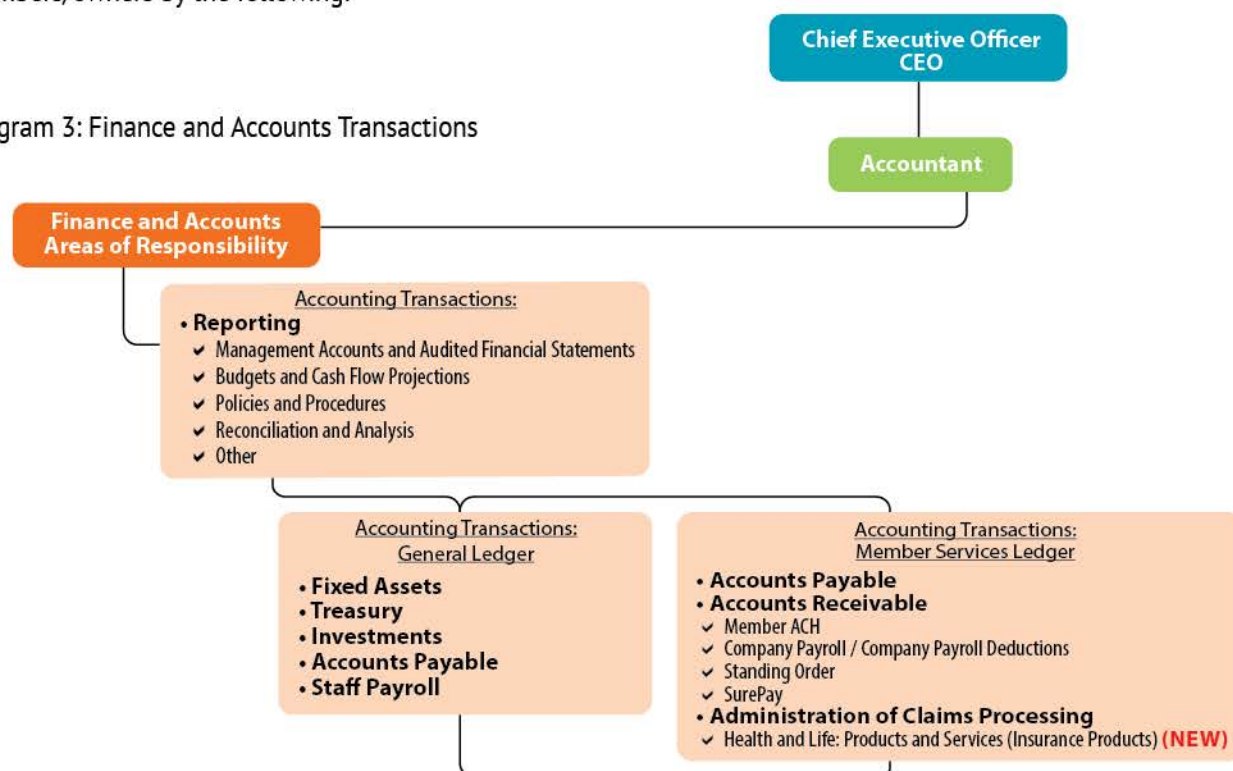
13.9 GROWTH THROUGH EFFECTIVE MARKETING AND SALES

The Marketing and Sales department must develop into a Centre of Excellence.

13.10 NURTURING DREAMS, BUILDING FUTURES ... PRUDENT FINANCIAL MANAGEMENT

The Finance and Accounts department must develop into a Centre of Excellence.

Diagram 3: Finance and Accounts Transactions



REPORT OF THE BOARD OF DIRECTORS (CONT'D)

13.11 NURTURING DREAMS, BUILDING FUTURES ... EMPLOYEE (PEOPLE) ENGAGEMENT AND DEVELOPMENT

13.11.1 Organisational Structure

The Board has comprehensively reviewed the Credit Union's operations to ensure effective member engagement and efficient transaction processing. As such, the Board and management are geared toward implementing further changes to the organisational structure.

13.11.2 Institutional Strengthening

Capacity Building – Training

Staff training will equip employees to adapt to the diverse and dynamic needs of NMCU members by providing the highest-quality member experience and value. Training will prioritise several core areas, including Finance, Credit Risk, and Member Service.

Staff will develop and strengthen essential skills such as Financial Planning and Analysis, Credit Risk Management, and Delinquency Management, as

well as Active Listening, Empathy, Problem-Solving, Communication, and Critical Thinking.

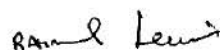
14 ACKNOWLEDGEMENTS

The Board wishes to acknowledge the contributions of our statutory and appointed committees in managing the affairs of our Credit Union during the review period and place our appreciation on record. In addition, the dedication and loyalty of staff members and the commitment of our liaison officers are appreciated and highly valued.

Thanks to you, our owners, for your continued support and patronage. We acknowledge the work and contributions of our service providers during the review period and record our appreciation to all.

Thanks to the Co-operative Credit Union League of Trinidad and Tobago, CUNA Caribbean and the Co-operative Division for your continued support.

We thank the Creator for his continued guidance and blessings.



Mr. Raymond Lewis
President

THE CREDIT COMMITTEE



Natasha Blackman
Chairman



Sheldon Narine
Secretary



Natasha Charles
Officer



Lyn Hinds
Officer



Cindy Rosemin
Officer

REPORT OF THE CREDIT COMMITTEE

Dear Members,

On behalf of the Credit Committee, we extend our heartfelt gratitude for the exceptional opportunity to serve you throughout 2023. We are truly appreciative of your trust and support.

OUTGOING CREDIT COMMITTEE ATTENDANCE:

Credit Committee Attendance from **January 1, 2023 to May 16, 2023** are as follows:

Name	Meetings	Present	Excused	Absent
Natasha Blackman - Chairman	20	19	1	0
Keegan Orosco - Secretary	20	20	0	0
Carla Benjamin-Martin	20	20	0	0
Natasha Charles	20	19	0	0
Sheldon Narine	20	12	8	0

At our 70th Annual General Meeting held on Saturday 20th May 2023 the following members were elected to serve on the Credit Committee: Ms. Natasha Charles, Ms. Lyn Hinds and Ms. Cindy Rosemin.

Mrs. Natasha Blackman and Mr. Sheldon Narine continued to serve the 2nd year of their term.

The first meeting of the Credit Committee was held on Tuesday May 23, 2023 and Mrs. Natasha Blackman and Mr. Sheldon Narine were elected as Chairman and Secretary respectively.

INCOMING CREDIT COMMITTEE ATTENDANCE:

Credit Committee Attendance from **May 23, 2023 to December 19, 2023** are as follows:

Name	Meetings	Present	Excused	Absent
Natasha Blackman - Chairman	31	31	0	0
Sheldon Narine - Secretary	31	31	0	0
Natasha Charles	31	30	1	0
Lyn Hinds	31	27	4	0
Cindy Rosemin	31	30	1	0

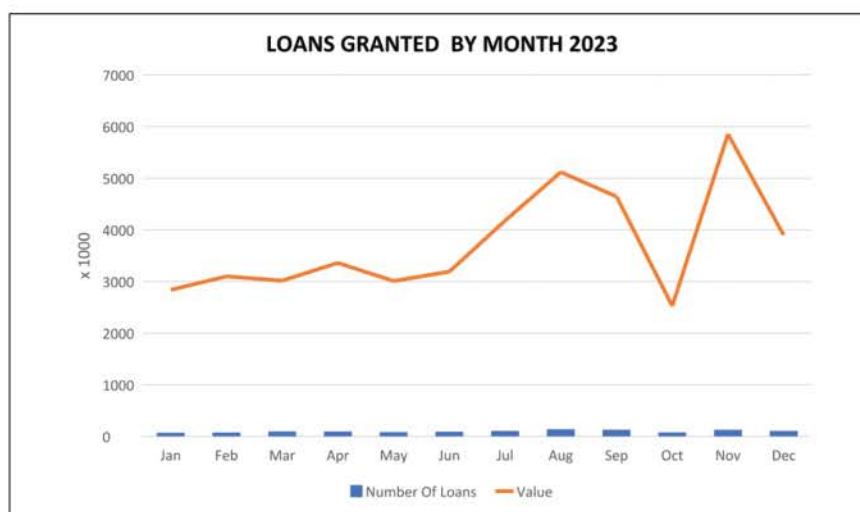
REPORT OF THE CREDIT COMMITTEE (CONT'D)

We are pleased to present our report on the Loan Portfolio for the financial year ended **December 31, 2023**. This report reflects the diligent efforts and prudent decision-making of the Credit Committee in managing the organisation's loan assets.

Our loan portfolio experienced a notable increase over the previous year 2022 in both the number and value of the loans granted, reflecting the confidence of our members in the services and products offered by our organisation. Loans granted for the period **January 1, 2023 to December 31, 2023**, were **1,205** valued at **\$44,736,210.00** an increase of 45%, **\$13,982,223.75** as compared to the year 2022 **\$30,753,986.25**. The number of loans declined in 2023 were five (5).

LOANS DISBURSED IN 2023 BY MONTH:

MONTH	LOANS GRANTED	VALUE OF LOANS GRANTED
JANUARY	71	\$2,837,037.92
FEBRUARY	76	\$3,100,135.38
MARCH	97	\$3,016,866.50
APRIL	96	\$3,359,403.26
MAY	83	\$3,010,044.35
JUNE	91	\$3,191,079.14
JULY	107	\$4,178,006.39
AUGUST	140	\$5,118,486.34
SEPTEMBER	130	\$4,646,250.46
OCTOBER	78	\$2,525,471.82
NOVEMBER	129	\$5,854,507.63
DECEMBER	107	\$3,898,920.81
TOTAL	1205	\$44,736,210.00



REPORT OF THE CREDIT COMMITTEE (CONT'D)

CATEGORY OF LOANS GRANTED in 2023

LOAN TYPE	LOANS GRANTED	AMOUNT
Ceremonial	18	\$500,000.00
Christmas Expenses	139	\$1,854,967.77
Consolidation of Debt	121	\$5,275,954.81
Education	143	\$2,919,337.70
Home Furnishings	55	\$1,120,300.00
Household	116	\$1,601,250.66
Housing	256	\$13,608,207.69
Insurance	0	\$0.00
Investment	37	\$1,294,500.00
Legal Expenses	3	\$170,000.00
Medical Expenses	38	\$923,000.00
Mortgage	6	\$2,480,165.00
Motor Vehicle	161	\$9,677,609.46
Other	1	\$8,000.00
Personal	14	\$160,000.00
Small Business	8	\$689,000.00
Utilities	1	\$7,098.00
Vacation	88	\$2,446,818.91
TOTAL	1205	\$44,736,210.00

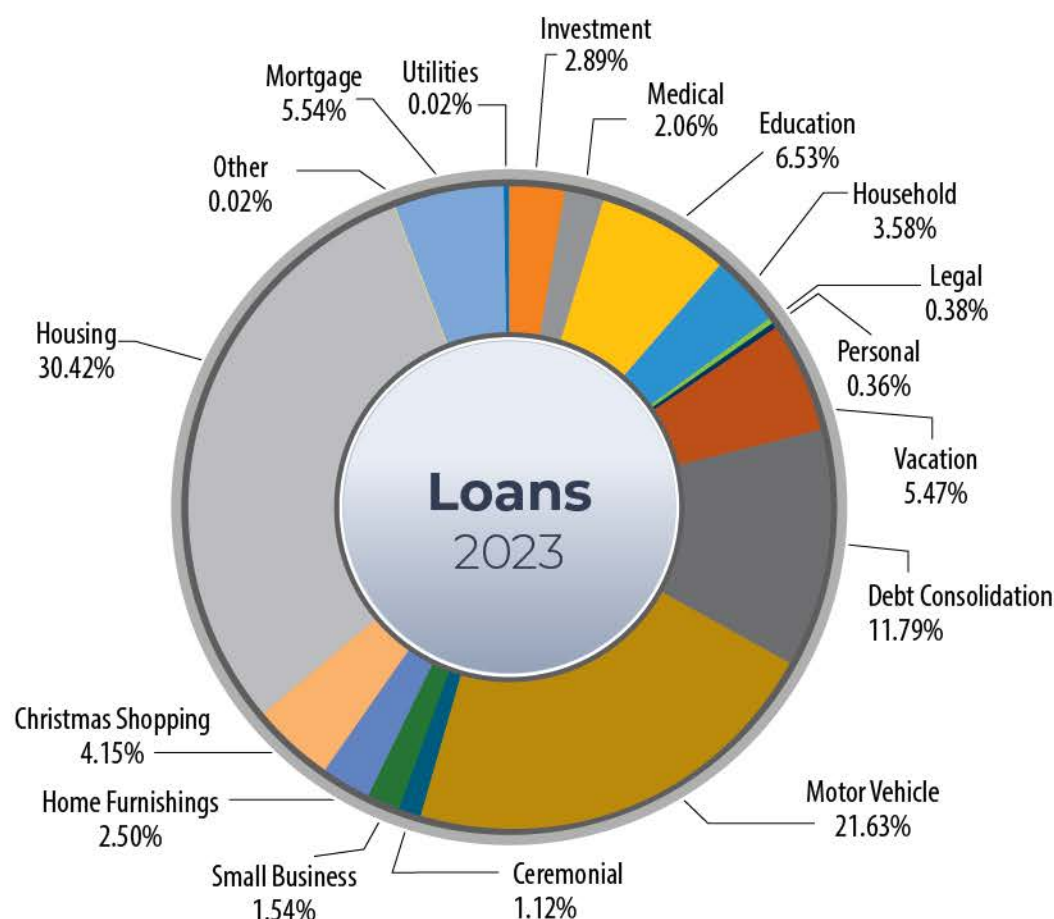
REPORT OF THE CREDIT COMMITTEE (CONT'D)

COMPARISON OF LOAN PORTFOLIO 2021 TO 2023

LOAN TYPE	NO. OF LOANS	VALUE OF LOANS GRANTED	NO. OF LOANS	VALUE OF LOANS GRANTED	NO. OF LOANS	VALUE OF LOANS GRANTED
	2021		2022		2023	
Ceremonial	18	\$350,000.00	16	\$262,500.00	18	\$500,000.00
Christmas Expenses	109	\$1,077,009.21	108	\$1,480,200.00	139	\$1,854,967.77
Consolidation of Debt	155	\$4,216,818.94	136	\$5,228,492.40	121	\$5,275,954.81
Education	99	\$1,584,743.75	127	\$2,208,649.27	143	\$2,919,337.70
Home Furnishings	40	\$746,992.96	58	\$1,395,408.00	55	\$1,120,300.00
Household	146	\$1,463,832.17	94	\$903,000.00	116	\$1,601,250.66
Housing	249	\$8,205,069.92	229	\$8,913,748.23	256	\$13,608,207.69
Insurance	3	\$19,000.00	1	\$6,500.00	0	\$ -
Investment	15	\$421,000.00	32	\$1,311,500.00	37	\$1,294,500.00
Legal Expenses	9	\$131,700.00	3	\$31,500.00	3	\$170,000.00
Medical Expenses	34	\$545,498.42	38	\$884,300.00	38	\$923,000.00
Mortgage	3	\$1,012,500.00	1	\$1,000,000.00	6	\$2,480,165.00
Motor Vehicle	117	\$5,277,739.70	139	\$5,766,425.82	161	\$9,677,609.46
Other	-	\$ -	-	\$ -	1	\$ 8,000.00
Personal	38	\$508,000.00	9	\$59,000.01	4	\$160,000.000
Small Business	13	\$533,209.48	13	\$444,022.83	8	\$689,000.00
Other	-	\$ -	-	\$ -	1	\$ 7,098.00
Vacation	10	\$125,884.50	53	\$858,739.00	88	\$2,446,818.91
TOTALS	1,058	\$26,218,999.05	1,057	\$30,753,985.55	1205	\$44,736,210.00

REPORT OF THE CREDIT COMMITTEE (CONT'D)

LOANS GRANTED BY CATEGORY FOR 2022



The Credit Committee expresses thanks to our members for the confidence placed in us and to the Board of Directors, Supervisory Committee, Management and Staff for their co-operation and assistance extended in 2023.

In conclusion, the Credit Committee is proud of the achievements and milestones attained in managing the loan portfolio for the financial year **2023**. We remain committed to upholding the highest standards of integrity, transparency, and service excellence in fulfilling our responsibilities to the membership.

Co-operatively yours

Mrs. Natasha Blackman
CHAIRMAN

THE SUPERVISORY COMMITTEE



Panesa Parag-Felix
Chairman



Kirby Ann Bushell
Secretary



Loren Harrinauth
Officer



Carla Benjamin-Martin
Officer



Josanne Peters
Officer

REPORT OF THE SUPERVISORY COMMITTEE

Introduction

Following the 70th Annual General Meeting held on May 20th, 2023, the Supervisory Committee presents its Annual Report for the financial year ending December 31, 2023. The committee, elected during this AGM, comprises:

Panesa Parag-Felix	- Chairman
Kirby Ann Bushell	- Secretary
Loren Harrinauth	- Member
Carla Benjamin-Martin	- Member
Josanne Peters	- Member
Louanne Loutan	- 1st Alternate
Shari Alexander	- 2nd Alternate

Overview

The 2023 financial year presented both significant challenges and opportunities for our Credit Union. The global economic landscape was marked by uncertainty and volatility, compelling us to navigate unprecedented circumstances while staying committed to our mission of serving our members and community.

The Supervisory Committee convened both in-person and virtually to discuss crucial topics.

This report provides an overview of our activities, assessments, and findings throughout the financial year, including our review of financial statements, evaluation of internal controls, engagement with external auditors, and communication of key recommendations to the Board of Directors and Management.

1. Operations

2023 Developments

In the latter half of 2023, Mr. Niall Legerton was appointed as the new CEO, and we warmly welcomed him to the Neal and Massy Credit Union team.

2. Training

The members of the Supervisory Committee participated in extensive training to enhance our oversight capabilities. This ongoing education allows us to better serve our members. Training included:

- Supervisory Committee Training
- Sharetec Training for the Credit Union
- Understanding Financial Statements Workshop
- AML/CFT Compliance and Supervisory Committee Workshop
- A Guide for Supervisory Committees Workshop

3. Compliance

The primary function of the Supervisory Committee is to oversee the internal audits of the Credit Union. We adhered to best practices to monitor financial and compliance activities concerning the Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT) Act and other relevant legislative requirements. Loan documentation was found to be accurate, with necessary qualifying documents and approval signatures in accordance with FIU regulations, Credit Union by-laws, and the Cooperative Society Act.

From April 2023 to March 2024, the Credit Union has been working on areas of improvement to ensure adherence to the compliance program, balancing our evolving economic environment with maintaining core principles and philosophies.

Additionally, a comprehensive compliance audit was conducted according to AML and CFT regulations. Recommendations for changes have been implemented to ensure ongoing compliance with all relevant regulations and standards.

4. Review of Physical Assets and Fixed Asset Registers

The committee conducted a thorough assessment of the Credit Union's physical and fixed assets. The physical

REPORT OF THE SUPERVISORY COMMITTEE (CONT'D)

were found to be satisfactory and in compliance with OSHA regulations. Prompt actions were taken to address any identified issues to maintain safety and security.

Construction of the Credit Union's new car park commenced in January 2024 at 15-17 Borde Street, Port of Spain, as outlined in our Business Continuity Plan.

The maintenance of the Fixed Asset Register remains an ongoing issue requiring immediate attention. Issues identified include:

- Unlocated assets during random physical verification
- Unclear asset locations
- Unlabeled assets
- Outdated registers
- Unverified asset depreciation

We recommended the purchase of a labelling machine and an immediate update of the Fixed Asset Register. The Board accepted this recommendation and is in the process of implementation.

5. Review of Recoveries, Loan Balances, Share & Deposit Accounts, and Delinquency Audits

Per Bye-laws Pg 28, Section 38(g), the Supervisory Committee, assisted by the Internal Auditor, completed audits of Recoveries, Loan Balances, Share and Deposit Accounts, Petty Cash, Accounts Payable, and Delinquent Loan Accounts.

The audit of Share and Deposit Accounts yielded positive results, reflecting the Credit Union's commitment to security, efficiency, and member satisfaction.

During the audits of Loan Balances, Recoveries, and Delinquencies, the need for retraining and retooling was identified. Updating existing processes to improve management of loan balances and delinquencies is essential. Implementing more stringent recovery processes and clear guidelines will enhance risk management and financial health.

The audit of Petty Cash and Accounts Payable revealed a lack of written policies and procedures, posing risks to financial management and integrity. Prompt implementation of comprehensive guidelines was recommended and accepted by the Credit Union's Management.

6. Conclusion

Throughout the year, the Supervisory Committee actively participated in overseeing the Credit Union's operations. We attended Board of Directors meetings, observed conduct, and reviewed financial statements, balance sheets, and other reports. Our thorough review process ensures transparency and accountability in managing the Credit Union's financial affairs.

We remain committed to transparency, accountability, and excellence. We invite your feedback and input on our operations, as your satisfaction and trust are paramount.

Thank you for your continued commitment to Neal and Massy Credit Union.



Panesa Parag Felix
Chairman Supervisory Committee.

THE EDUCATION COMMITTEE



John Victor
Chairman



Raymond Lewis
President of NMCU



Sean Byer
Director



Simone Hilaire
Director



Keston James
Director



Shelly Slater
Director



Niall Legerton
CEO

REPORT OF THE EDUCATION COMMITTEE

As Chair of the Education Committee, it is my pleasure once again to bring you this report of our stewardship over the past year. The Neal and Massy Credit Union continues to place significant emphasis on not only the financial security of our members, but on their personal development as well.

It is this ideal that continues to drive the investment in the educational and professional advancement of our members, with special focus on our young members. As it has done during the past 71 years of its existence, the education awards has been one of the marquee events each year of your credit union. This past year was no exception.

Our education awards ceremony for 2023 was held on Thursday October 5th, 2023, as part of the activities to mark credit union month. On that occasion our recipients were treated to a highly motivational discourse by Muhammed Muwakil of Freetown Collective, as well as inspirational renditions in song by gospel Minister Jaron Nurse.

The Education Committee for 2023/2024 comprised:

John Victor	- Chairman of the Committee
Raymond Lewis	- President of NMCU
Sean Byer	- Director
Simone Hilaire	- Director
Keston James	- Director
Shelly Slater	- Director
Niall Legerton	- CEO

Awards were distributed in the following categories:

- **Twenty (20) students were eligible for, and received awards in the Secondary Entrance Assessment category**
 - Liam Salandy
 - Jaden Guy
 - Adon Barnwell
 - Amelia Pyle
 - Naliysha Scott

- Matthew Sue
- Nicole Boodram
- Jaden Williams
- Alessandro Babb
- Destinee Lopez
- Soren Shade
- Dee Dee Blake
- Sadiyah Bernard
- Alyssa Sirjoo
- Adam Roberts
- Jedaiah Martin
- Joaquin Armstrong
- Cristian Ramdath
- Tahir Pierre
- Kaysn Murray

- **CSEC - Eight (8) Students received awards in this category**

- Neilicia Robinson
- Anderson Barnwell
- Shaundell Nanton
- Christian Fermin
- Jordan Swift
- Jonathan Lee Fai
- Sorayah Shade
- Emmanuel Wint

- **One (1) Award was granted to pursue studies at the Cipriani College of Labour and Cooperative Studies.**

- Jizelle Glasgow

- **There were two (2) awards for Professional Training and Development.**

- Camille Scott
- Nathan Fortune

- **One (1) Award was granted for undergraduate degree studies.**

- Rebekah Baptiste

REPORT OF THE EDUCATION COMMITTEE (CONT'D)



Students display their awards in the Secondary Entrance Assessment category



Degree Programme Award Recipient



Award Recipient for Professional Training & Development



Photo above and at right:
CSEC Category Awardees



REPORT OF THE EDUCATION COMMITTEE (CONT'D)

COIN DAY

Our annual Coin Day was observed on Tuesday 17th October, 2023, again as another one of our activities to mark the celebration of Credit Union month. The activity encourages our young members to understand the value of saving and investing. The categories covered ranged from new-born to 8 years, 9-14 years and the 15-25 age group.

Newborn to 8 years

- **1st:** Kamron Murray
- **2nd:** Jaedon Baptiste
- **3rd:** Cattleya Peters

9 to 14 years

- **1st:** Sarayah Williams
- **2nd:** Raina Abraham
- **3rd:** Jenessa Campbell

15 to 25 years

- **1st:** Geneva Henry
- **2nd:** Malcolm Beddoe
- **3rd:** Sydney Christopher

Liaison Officers

Special recognition must be paid our liaison officers for their continuing contribution to the Neal and Massy Credit Union. Theirs is an invaluable, voluntary service that could easily go unnoticed. To all our liaison officers, the education committee recognizes and thanks you for your service to the NMCU.

Conclusion

The Education Committee wishes to publicly thank our Chief Executive Officer, his assistant and the members of staff of the Neal and Massy Credit Union for your support over the past year. Your efforts are certainly recognized and applauded.



John Victor
Chairman - Education Committee

REPORT OF THE NOMINATING COMMITTEE

Introduction:

The Neal & Massy Credit Union's Nominating Committee is pleased to present its report on the upcoming election of new members to the Board of Directors, Credit, and Supervisory committees. As a cornerstone of our society, this process ensures that our leadership remains accountable, competent, and representative of the interests of our diverse membership base.

In accordance with Bye-Law 33(a), the Board appointed a Nominating Committee. Bye-Law 33(b) (i) conveys the responsibility to the Nominating Committee to select

qualified members willing to be considered for election to the Board of Directors, Credit, and Supervisory Committee by the Annual General Meeting of the Society.

Outgoing Board and Committee Members:

The Nominating Committee acknowledges the invaluable contributions of our outgoing Directors and members of the Credit and Supervisory Committees. Their dedication, expertise, and leadership have been instrumental in guiding the credit union through challenges and successes.

Outgoing Officers:

Board of Directors	Credit Committee	Supervisory Committee
Sean Byer	Natasha Blackman	Kirby-Ann Bushell
Simone Hilaire	Sheldon Narine	Josanne Peters
Nigel Irish		
Raymond Lewis		

As outlined in Bye-Laws 28, 38, and 39, no member shall serve for more than three (3) consecutive terms on the Board or Statutory Committee to which they belong. As a result, any such member is considered statute barred. Following these guidelines, Mr. Raymond Lewis has served three (3) consecutive terms and is now statute barred from the Board of Directors for one (1) year.

Nomination Process:

The Nominating Committee, comprised of the following members, has carefully reviewed the criteria and qualities necessary for effective leadership within our credit union:

- Allison Purcell, Chairperson
- Juliet Brewster, Secretary
- Keston James
- Rhonda Romany
- Rhonda Simmons-Doyle

With approximately 76% of our membership between the ages of 22 and 55 as nominees, at the close of the first period of nominations on April 5th, 2024, only fourteen (14) had applied. At the end of the second nomination period ending on April 19th, six (6) members submitted applications for consideration.

REPORT OF THE NOMINATING COMMITTEE (CONT'D)

Communication:

For our communication to reach our members both in Trinidad and the sister isle of Tobago, it was essential to utilize a variety of communication methods to ensure broad coverage and engagement:

- Email
- SMS Short Message Service
- Website
- Traditional Media (Newspapers: Trinidad and Tobago Guardian, Trinidad Express, Newsday)
- Radio (including Radio Tambrin in Tobago)
- Printed Material (brochures, posters)
- Telephone (recorded audio messaging)
- Television appearance (CEO guest appearance on TTT)

By employing a combination of these communication methods, the Nominating Committee attempted to engage with members throughout Trinidad and Tobago effectively.

Required Nominees and Substitutes:

At the close of the two (2) nomination periods, the committee felt assured that there were enough candidates to comply with Bye-Law 27 (e) "to elect members to the Board of Directors, the Credit Committee and the Supervisory Committee" and (f), "to elect two (2) substitutes that shall take office on the Board or any Committee in respect of vacancies arising during the year and shall serve until the next annual general meeting.

See the following table:

Board/Committee	Nominees Required	Substitutes Required	Total
Board of Directors	4	2	6
Credit Committee	2	2	4
Supervisory Committee	2	2	4

The final count of fifteen (15) nominees received is sufficient for the proper constitution of the Board, Credit, and Supervisory Committees. As a result, there shall be no nominations from the floor. Reference Bye-Law 33 (c).

Criteria for Evaluation:

As part of our comprehensive nomination process, the Nominating Committee conducted thorough checks on the financial records of the nominees, proposers, and seconders to ensure transparency, integrity, and compliance with established criteria. This evaluation aimed to identify any irregularities or delinquencies that may raise concerns regarding the suitability of candidates for key leadership positions within the organization.

REPORT OF THE NOMINATING COMMITTEE (CONT'D)

1. Financial Standing

The Nominating Committee evaluated each nominee based on their financial standing, including any history of bankruptcy, insolvency, or financial distress that may impact their ability to fulfil fiduciary responsibilities.

2. Compliance with Financial Obligations

The committee assessed whether nominees were in good standing regarding their financial obligations to the organization. Guideline and Criteria 1 states, "Any member offering themselves to serve on the Board of Directors and Statutory Committees MUST:

- a. Purchase at least four (4) shares monthly for twelve (12) consecutive calendar months prior to the date of his/her nomination application. For eligibility to serve, a lump sum deposit to meet this criterion is not permitted; and
- b. Not be a Delinquent Member. *Bye Law # 42*

3. Conflict of Interest

We examined whether there were any potential conflicts of interest arising from financial relationships between nominees and the organization, which could compromise impartiality or integrity in any decision-making process.

Evaluation Process:

1. Documentation Review

The committee obtained and reviewed relevant financial documents, credit reports, and other records to assess the financial standing of nominees.

2. Verification and Validation

Where necessary, the committee conducted verification and validation processes to confirm the accuracy and authenticity of financial information provided by candidates, ensuring the integrity of the evaluation process.

3. Due Diligence

In cases where the Nominating Committee identified discrepancies or concerns during the initial review, the committee conducted further due diligence, including interviews with candidates, to gather additional information and clarify any issues. Compliance did the necessary evaluation, and the Supervisory Committee had the option to review the applicants' financial records provided.

Financial Records Evaluation:

During our meticulous review, the Nominating Committee encountered instances of non-compliance with the required financial criteria among the nominees, their proposers, or seconders. These findings are pivotal to ensuring the integrity and transparency of our organization's leadership selection process.

Nominee 1: After examination of the financial records of Nominee 1, it was discovered that the seconder did not comply with Guideline and Criteria #4 which states, "Each nominee's form must be signed by two (2) members. One member being the Proposer and the other member the Secunder. Both the Proposer and the Secunder **MUST** be in good financial standing i.e., neither a Delinquent Member or an Inactive Member: *Bye Laws #1(a) x, xi and Bye Law #42*. Please note that due to the reopening of nominations, nominee 1 was able to reapply.

REPORT OF THE NOMINATING COMMITTEE (CONT'D)

Nominee 2: Did not comply with Guideline and Criteria 1(a) Purchase at least four (4) shares monthly for twelve (12) consecutive calendar months prior to the date of his/her nomination application. For eligibility to serve, a lump sum deposit to meet this criterion is not permitted.

Nominee 3: It was discovered that the proposer did not comply with Guideline and Criteria #4 which states, "Each nominee's form must be signed by two (2) members. One member is the Proposer, and the other member is the Seconder. Both the Proposer and the Seconder MUST be in good financial standing i.e., neither a Delinquent Member or an Inactive Member: Bye Laws #1(a) x, xi and Bye Law #42.

Nominee 4: Did not comply with Guideline and Criteria 1(a) Purchase at least four (4) shares monthly for twelve (12) consecutive calendar months prior to the date of his/her nomination application. For eligibility to serve, a lump sum deposit to meet this criterion is not permitted.

Nominee 5: Did not comply with the Guideline and Criteria 2. "Nominees shall complete the approved nomination forms and submit them along with a resume indicating your competence to serve on separate 8.5 x 11 paper only".

Considering these findings, the Nominating Committee regrettably cannot endorse the candidacy of the nominees mentioned above. The committee believes that Non-compliance with financial obligations could lead to significant financial instability, which is incompatible with the responsibilities and expectations associated with prospective roles.

Training for Nominees:

The Co-operative Development Division, Training and Development Unit of the Ministry of Youth Development and National Service of the Government of the Republic of Trinidad and Tobago facilitated training for the nominees.

Conclusion:

While discovering non-compliance among certain nominees is unfortunate, it underscores the importance of rigorous due diligence in evaluating candidates for leadership positions. By upholding stringent financial standards, we upheld the organization's values of accountability, transparency, and responsible governance.

Compliant Nominees:

Board of Directors	Credit Committee	Supervisory Committee
Shawn Alexander	Devon Alleyne	Nicki Abraham
Sean Byer	Jewel Leigertwood	Nikeisha Benjamin-Julien
Nigel Irish	Sheldon Narine	Dior Hunte
Andre Marson	Amanda Pereira-Andrew	Michele Isaac-Constantine
Debra Philip-Beard		Quincy Young
Camille Scott		

REPORT OF THE NOMINATING COMMITTEE (CONT'D)

Thank you for your attention to these matters. We remain committed to facilitating a fair and transparent nomination process that upholds the best interests of the organization and its stakeholders.

The following pages include the Nominee Profiles for the Board of Directors, Credit Committee, and Supervisory Committee. The Nominating Committee provided a brief biography highlighting the nominee's qualifications, experience, contribution to the credit union, and relevant information. You are encouraged to review the nominee profiles and participate in the upcoming elections.

The Nominating Committee takes this opportunity to express its heartfelt gratitude to all those who contributed to the nomination process in any way. Your dedication, support, and active participation have been invaluable in ensuring the success and integrity of this crucial aspect of our credit union's governance.

Whether you participated in the nomination process directly, assisted in communication and outreach efforts, or supported the committee in any other capacity, your commitment to the credit union's well-being is deeply appreciated.

Together, we have upheld the principles of transparency and accountability, laying the foundation for a strong and vibrant leadership that genuinely represents the interests of our diverse membership.

Thank you once again for your unwavering support and contributions. We look forward to continuing our journey together to serve the needs of our members and community with excellence and integrity.

Co-operatively yours,



Allison Purcell
Chairperson



Juliet Brewster
Secretary



Keston James
Member



Rhonda Simmons-Doyle
Member



Rhonda Romany
Member

NOMINEES FOR THE BOARD OF DIRECTORS



NAME

PROPOSER

SECONDED BY

EMPLOYER

OCCUPATION

EDUCATION

Shawn Alexander

Natasha Charles

Natasha Blackman

Ferreira Optical Ltd.

Senior Customer Service Representative

- Cipriani College Labour & Co-operative Studies
- Institute Training & Development (Intad)
- Chaguanas Senior Secondary School
- Chaguanas Junior Secondary School
- Caribbean Credit Union Development Education Programme

CREDIT UNION SERVICE

- Past Board Member - Neal & Massy Credit Union
- He served on many committees

CO-OPERATIVE ACTIVITIES

- The Caribbean Development Education Program (CaribDE)
- AML/CFT Training
- Customer Service Training
- Industrial Relations Training

MEMBERSHIP

Malvern Sports Club - Hockey

With years of dedicated service, Shawn is confident that his experience, expertise, and passion will contribute to the growth of the Credit Union.



NAME

PROPOSER

SECONDER

EMPLOYER

OCCUPATION

EDUCATION

Sean Byer

Robin Ragoonath

Matthew Quamina

CIC Insurance Brokers Ltd.

Internal Account Executive

- Diploma in Insurance Studies
Academy of Insurance, Trinidad and Tobago
- Business English, Contract Law, Motor Insurance
- Diploma in Business Management
John S. Donaldson Technical Institute
- Business Management - Business English, Business Law, Statistics
- CXC/GCE
Trinity College, Moka
- Contractor's All Risk Workshop
Insurance Brokers Association of T&T (Ibatt)
- Debunking the Mythology & Folklore About Customer Service
Trinidad and Tobago Chamber of Industry & Commerce
- Effective Communication Skills
Yvonne Watkins & Associates
- Principles of Marine Insurance
Liability and Workmen's Compensation
Marine Cargo Insurance
Risk Management Services Ltd. – Facilitator: Tarran Dookie

PROFESSIONAL TRAINING

(Continued on next page)

NOMINEES FOR THE BOARD OF DIRECTORS (CONT'D)

PROFESSIONAL TRAINING *(continued)*

- Marine Insurance Claims
Risk Management services Ltd. - Facilitator: Yvonne Halfhide

- Business Interruption Insurance
Academy of Insurance

CREDIT UNION SERVICE

- Current outgoing Board Member - Neal & Massy Credit Union
- Past Chairperson of the Events Committee Neal & Massy Credit Union
- Member of the Education Committee Neal & Massy Credit Union

ACTIVITIES

Mathematics Tutor - S.E.A. Students

HOBBIES

Active Golf and Soccer player

Sean has dedicated over fifteen years of service to the Neal & Massy Credit Union by volunteering to serve. Stemming from Sean's vast work experience, his contributions have contributed to NMCU's continued growth and development.



NAME

Nigel Irish

PROPOSER

Alicia Daniel

SECONDER

David James

EMPLOYER

Massy Gas Products

OCCUPATION

Senior Vice President Finance / Director

EDUCATION

- Executive Masters in Business Administration (EMBA) with distinction
Arthur Lok Jack Graduate School of Business
- Association of Chartered Certified Accountants (ACCA)
- 'A' Levels
St. Augustine Senior Comprehensive
- 'O' Levels
St. Anthonys College

PROFESSIONAL TRAINING

- **JMW Emerging Program**
HSSE Training in Accident Investigation & Job Hazard Analysis
Listen Like A Leader (Barry-Wehmiller)
Change Management and Execution
- **JMW Leadership Training**
Mergers & Acquisition the Streets
- **HSE Training** - OSH Act
- **Executive Security Management**
- **Introductory Project Management, IOB - UWI**
- **Dale Carnegie - Leadership Management Course**

COMMITTEES

- Trustee Neal & Massy Pension Fund
- Treasurer/Board Member Neal & Massy Credit Union
- ICATT - Chairperson Investigations Tribunal - 2018 to Present
- ICATT - Investigations Committee - 2013 - 2018
- NOVA Committee - T&T Chamber of Commerce - 1999-2000

CREDIT UNION SERVICE

- Past Secretary - Supervisory Committee Neal & Massy Credit Union
- Outgoing - Board member and Treasurer Neal & Massy Credit Union
- Outgoing - Chairperson - Finance Committee Neal & Massy Credit Union

(Continued on next page)

NOMINEES FOR THE BOARD OF DIRECTORS (CONT'D)

Initiative-taking: Nigel is a purposeful individual with a bias toward action. An energetic self-starter with initiative and drive. A versatile team player, flexible, committed to creative problem solving and continuous learning and growth. Endowed with good moral and interpersonal skills and excellent oral and written communication skills.

Over the last six (6) years, Nigel has served as a member of the Board and is currently the Treasurer. He has provided strategic direction and long-term planning suggestions to ensure the credit union stays competitive and achieves its goals. NMCU has benefitted from his vast work experience.

He believes that enhancing the member experience will increase loyalty and member retention.



NAME

Andre Marson

PROPOSER

Edward King

SECONDER

Nigel A. Baptiste

EMPLOYER

YTEPP Ltd.

OCCUPATION

Tutor, Plumbing

EDUCATION

- John S. Donaldson Technical Institute

- Queens Royal College

- CXC

- Craftsman Diploma (Plumbing)

- Diploma in Projects Management

- Diploma in Health & Safety Management

The Institute of Commercial Management ICM (UK)

QUALIFICATIONS

WORK EXPERIENCE

- Registered Teacher - Ministry of Education

- Plumbing Instructor - Servol Ltd.

- Building Superintendent - Bank of Commerce

- Premises Technician - Republic Bank Ltd.

- Plumbing Contractor - WCM General Maintenance & Supplies
WCM Wastewater & Plumbing Services

MEMBERSHIP

Trinidad and Tobago Cadet Force

Andre hopes to apply his knowledge, skills and experience to benefit the credit union.



NAME

Debra Philip-Beard

PROPOSER

Kim James

SECONDER

Shezraê James

EMPLOYER

Fouraime Enterprises Ltd. (Five Islands Water & Amusement Park)

OCCUPATION

Guest Services Manager

OTHER

- The Children's Authority of Trinidad & Tobago
House Mother

- Golden Beginning Pre-School & Golden Beginning Centre of Learning
Comprises Students of both Pre-School and Primary School Ages
Owner/Principal

EDUCATION

- Trinidad and Tobago Childcare Training Academy

- Certificate: CPR/ First Aid/AED

(Continued on next page)

NOMINEES FOR THE BOARD OF DIRECTORS (CONT'D)

EDUCATION *(continued)*

- U.W.I. Open Campus
Certificate: Introduction to Counselling
- U.W.I., ROYTEC
Associate of Science: Management
- U.W.I. School of Education
Early Childhood Care and Education (ECCE)
- CXC
Private Candidate

MEMBERSHIP

- Chin-Chin Seventh-Day Adventist Church
First Elder
- Choir Director & Manager
- Children Division Director
- Officiate at church Services.
- Plan and organize all extra-curricular activities,
e.g., Vacation Bible School (VBS), Camps, etc.
- Youth counsellor

Debra has exceptional public speaking skills, team leadership skills, and proficient time management capabilities. Her current position as a Guest Services Manager at Fourtime Enterprises Ltd. and Owner/Principal of Golden Beginning Pre-school and Centre of Learning, has given her an understanding of how good businesses run effectively and a comprehension of fundamental principles of accounting and finance, management, customer service and event organization. Also, as a past House Mother at the Children's Authority, she has ensured that she is effective at problem-solving.



NAME

Camille Scott

PROPOSER

Chivonne Neaves

SECONDER

Shelly-Ann Parris

EMPLOYER

Ministry of National Security (TTPS)

OCCUPATION

Special Reserve Police Constable (Office of Parliament)

EDUCATION

- International Certificate in First Aid (CPR/AED)
American Heart Association
- Certificate, Early Childhood care and Education (ECCE)
Trinidad and Tobago Childcare Training Academy
- Certificate in Supervisory Management 1
U.W.I. Open Campus
- BSC Sociology with Minor in Criminology (Upper Second-Class Honors)
U.W.I.
- Associate Degree - Foreign Languages for Business - Spanish
The College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)
- Certificate in Psychology
U.W.I. Open Campus
- CXC
Malick Senior Comprehensive School

Camille is a dynamic and result-driven professional with over five (5) years experience in policing & security services. Camille is highly proficient in both oral and written communication, stakeholder relations, a great listener with superb time management and leadership skills.

NOMINEES FOR THE SUPERVISORY COMMITTEE



NAME

PROPOSER
SECONDER
EMPLOYER
OCCUPATION
EDUCATION

Nicki Abraham

Eulyn Marshall
Shelly-Ann Marshall
Angostura Limited
Accounts Payable Assistant
• Masters in Logistics & Supply Chain Management - 2023- Ongoing
• Graduate Diploma - Level - 6 in Strategic Leadership. Oxford
• Graduate College 2023 - Ongoing
• BSc. Accounting - University of the West-Indies, St. Augustine

PROFESSIONAL CERTIFICATIONS

Arthur Lok Jack Graduate School of Business
• Effective Negotiation Strategies
• Professional Certificate in Industrial Relations
• Data Analysis & Management Reporting Using MS Excel

CREDIT UNION SERVICE/EXPERIENCE

School of Business & Computer Science
• The Profession Certificate in Supervisory Management
• Payroll Budgeting & Finance
• Served on the Credit and Education Committees of AGECU Co-operative Society.
• AML/CFT Workshop - Co-operative Credi Union League of T&T.

Nicki considers herself highly organized, analytical, and team-oriented, and she has a proven track record of optimizing processes.



NAME

PROPOSER
SECONDER
EMPLOYER
OCCUPATION
QUALIFICATIONS

Nikeisha Benjamin-Julien

Stephen Thomas
Shadelle Edwards
Massy Motors
Service Supervisor
• CXC
• Certificate in Computer Literacy Windows XP
• Certificate for Leading Shift Team Training
• Certificate for Getting Ready to Lead Management Training
• Diploma in Business and Industrial Administration
• Certificate in Human Resource Management
• Certificate in Advanced Human Resource Management
• Diploma in Human Resource Management
• Associate Degree in Human Resource Management
• Bachelor of Arts Degree Human Resource Management
• Global Nissan Service Advisor Training
• N-Step Training
• Change Management Employee Orientation
• School of Business and Computer Science 2015
• Cipriani College of Labour & Co-operative Studies 2009-2014
• CXC (Private) 2005-2008
• Computer Studies 2004
• Secretarial & Office Assistant
• Tranquility Government Secondary School
• Diego Martin Junior Secondary School
Industrial Relations Practitioner - Managers and Supervisors Association Trinidad & Tobago

EDUCATION

OTHER ACTIVITIES

Nikeisha is dedicated to maintaining transparency and integrity if elected to serve.

NOMINEES FOR THE SUPERVISORY COMMITTEE (CONT'D)



NAME

PROPOSER

SECONDER

EMPLOYER

OCCUPATION

EDUCATION

Dior Hunte

Juliet Brewster

Inger Lauren-Gibson

Massy Motors Limited

Warranty Clerk

- Master of Business Administration - General Ongoing

CTS College

- Certificate in Practical Accounting

School of Practical Accounting

- Certificate - Event Management Level I & II

UWI - Open Campus

- Certificate in Windows and Word Complete

Border Com International

- CXC

Tranquility Government Secondary School

Certificate in Sprint Wireless Customer Service Training

Certificate in Genuine Leadership Training

Stepping into supervisory Management

Customer Service Training

Accident and Incident Investigation

ISO Audit Training

Fire Fighting Training

SPECIAL TRAINING

Having a background in finance, Dior is committed to ensuring the Credit Union's sound operations and safeguarding the members' interest.



Name

PROPOSER

SECONDER

EMPLOYER

OCCUPATION

EDUCATION

Michele Isaac-Constantine

Cheryl Ann Mc Donald

Leemore Layne

NICHOLAS TOWER LIMITED

Facilities Manager

- Certificate in Project Management

Institute of Training and Development

- Dealing with Difficult People in the Workplace

The Dispute Resolution Centre Trinidad & Tobago

- Managing Risk in A Turbulent Environment, Credit Analysis and Loan Management in Credit Unions

- Corporate Governance

Arthur Lok Jack Graduate School of Business

- Professional Institute Conference, Caribbean Confederation of Credit Unions

- IOSH Managing Safely Certificate, CHESS (Trinidad Limited)

- Mediation Skills

Conflict Management Skills Workshop for the Workplace

The Dispute Resolution Center of Trinidad and Tobago

- Diploma Part 1 Business Management

The Association of Business Executives (ABE)

- Investment management for directors, Officers & Senior Staff

Trinidad and Tobago Credit Union Stabilization Fund

(Continued on next page)

NOMINEES FOR THE SUPERVISORY COMMITTEE (CONT'D)

OTHER ACTIVITIES

CREDIT UNION ACTIVITIES

HOBBIES

- Business Etiquette & Protocol
Rennie & Associates INC.
 - Certificate in Public Relations, Protocol and Events Management
Certificate in Business Communication
Institute of Training and Development
 - Past Committee Member/President - Lucia's Private School
 - Past Lady Vice President & Past Asst. Secretary - WITCO Sports Club
 - Past PRO and Treasurer - El Dorado West Secondary School
 - Past Member of the School Board - El Dorado West Secondary School
 - President - Pine Ridge Heights Residents' Association
 - Interim Committee Member - Co-operative Credit Union
Manager's Association of T&T
 - Past Board Member/Treasurer - Northwest Regional Chapter
 - Past Board Member/Treasurer - Guardian Credit Union
 - Past Supervisory Committee Member - Neal & Massy Credit Union
 - General Manager - AERO Services Credit Union 2005-2010
 - Operations Officer - AERO Services Credit Union 2003-2005
 - Manager - WITCO Credit Union 2000-2003
 - Manager - Guardian Credit Union 1993-1999
 - Customer Service Representative - CUNA Caribbean Insurance
Society Ltd. 1991-1992
 - Manager - County Council Credit Union 1982-1990
- Listening to Music (R&B and Jazz), Socializing, Cooking, Meeting people

With over 30 years of experience in the Credit Union movement, Michele is offering herself to become part of the organization's supervisory team, where her leadership skills, professionalism, and work experience accomplished over the years can be utilized to realize the short- and long-term objectives of Neal & Massy Credit Union.



Name

PROPOSER

SECONDER

Employer

Occupation

EDUCATION

Quincy Young

Kim Henry

Sandra Best-Cardinez

Massy Motors

Parts Operations Supervisor

- Introduction to Electrical Installation

UWI - Open Campus

- Office Management

UWI - Open Campus

- Supervisory Management

School of Business and Computer Services

- Advance Supervisory Management

Proximity Works

- CXC

Success Laventille Composite School

Johnson's Finishing School

Electrical Installation, Riding, Fire Warden, First Aider

OTHER ACTIVITIES

Quincy is a highly motivated and organized individual who is ready and willing to use his time management and highly effective interpersonal skills in service to Neal & Massy Credit Union once elected.

NOMINEES FOR THE CREDIT COMMITTEE



NAME

PROPOSER

SECONDER

EMPLOYER

OCCUPATION

EDUCATION

Devon W. Alleyne

Juliet Brewster

Dale Campbell

Massy Motors

Supervisor

- Master's in Business Administration

- Logistics and Supply Chain Management
CTS College

Certificate

- Supervisory Management

School of Business and Computer Science (SBCS)

Other Certification

- Emotional Intelligence - Customer Service

- Management Training - Brand Identity and Operational Excellence

- First Aid

OTHER ACTIVITIES

Certified Coach Trinidad and Tobago Football Association (TTFA)

Assistant Coach - Queen's Park Women's Football Team

Devon is a gifted team leader with impeccable communication and people skills. He is committed to upholding a standard of excellence for himself and any organisation he represents. He takes pride in his history of achieving results and delivering outstanding service at all levels.



NAME

PROPOSER

SECONDER

EMPLOYER

OCCUPATION

EDUCATION

Jewel Leigertwood

Amanda Pereira-Andrews

Ian Cumberbatch

Massy Motors - Automotive Components Limited

Warehousing & Inventory Control

- Certified Accounting Technicians (CAT)

Omardeen's School of Accountancy

- Diploma in Information Management

School of Business and Computer Science (SBCS)

- Certificate in Information Management (IMIS)

School of Accounting and Management

- CXC & GCE

St. Francois Girls College

CREDIT UNION/ ACTIVITIES

A Liaison Officer for over twelve (12) years and has participated in AML/CFT training offered by the Credit Union. Over the years, Jewel has been an enthusiastic participant in all credit union activities.

INTERESTS

Enjoys Aerobics, hiking and swimming.

Jewel is enthusiastic and eager to contribute her skills and knowledge by offering herself to serve. She is dedicated to ensuring responsible lending practices and supporting the financial well-being of the members.

NOMINEES FOR THE CREDIT COMMITTEE (CONT'D)



NAME

PROPOSER

SECONDER

EMPLOYER

OCCUPATION

EDUCATION

Sheldon Narine

Natasha Blackman

Lyn Hinds

Ministry of National Security (TTPS)

Police Officer

Certificate

- Legal Practice LPC Course
University of Staffordshire
Masters of Law: LLM Course
Bachelors of Law: LLB Course
- Induction Training
Ministry of National Security
Police Training Academy
- GCE Advance Level - Queen's Royal College (QRC)
- CXC - Tranquility Government Secondary School

Pentagon Security Services

A recent past member of the Credit Committee of Neal & Massy Credit Union. He has served on the committee for the past two (2) years, with one (1) as the committee's Secretary.

PRIOR OCCUPATION

CREDIT UNION SERVICE

A qualified detective with over twenty-two (22) years of service and experience, Sheldon has demonstrated excellent record management, leadership, and decision-making abilities. He is skilled at relating to and with team members, administrators, and the public and has good interpersonal and communication capabilities. He has also exhibited these attributes as a "team member" of the credit committee, from which all have benefited.



NAME

PROPOSER

SECONDER

EMPLOYER

OCCUPATION

Amanda Pereira-Andrew

Jewel Leigertwood

Ryan Didier

Massy Motors - Automotive Components Limited

Customs Co-Ordinator (CC Grade 3)

Qualifications Certificate in Supervisory Management

Certificate in Logistics & Supply Chain Management

Diploma in Supply Chain Management

Diploma in Human Resources

Certificate in Supply Chain Management & Capacity Planning

Certificate in Criminal & Civil Procedures

Certificate in Inventory Management

Certificate in Practical Accounting Service

Certificate in Geriatric Nursing

CXC

Certified Customs Clerk Grade I, II & III

Customs Clerk Grade I - Langston Roach Industries

Customs Clerk, Apprentice - Piarco Air Services Ltd.

Served as a member of the Nominating Committee

Member of Heart to Hand Committee

Recording Secretary for Customs Clerks & Customs Brokers

Association of T&T

Certified Lean Six Sigma (White, Yellow & Green belt)

PRIOR OCCUPATION

CREDIT UNION ACTIVITIES

INTEREST

With over twenty (20) years of experience in corporate administrative duties, Amanda's strengths include effectively prioritising objectives, collaboration, time management, and creative problem-solving. She excels in collaborative environments with a focus on team building. I take pride in aligning with the mission and vision of the organisation to accomplish goals and continue to add value through innovation and productivity.

LIAISON OFFICERS 2024

Air Liquide	-	KAMIE JAGDEO
Ferreira Optical	-	NATASHA CHARLES
G4S Secure Solutions (Trinidad) Limited	-	WAYNE JOSEPH
G4S Secure Solutions (Trinidad) Limited	-	CARLA BENJAMIN-MARTIN
Massy Machinery	-	MARIE AUDAIN
Massy Machinery	-	AARON WILSON
Massy Gas Products	-	AVRIL DE SILVA
Massy Gas Products	-	DENYSE ALEXANDER
Massy Holdings	-	MARSHA ALI
Massy Motors - Automotive Components (Arima)	-	JEWEL LEIGERTWOOD
Massy Motors - Automotive Components (Arima)	-	TRISTA SAMMY
Massy Motors (Morvant)	-	ALICIA DANIEL
Massy Motors (Morvant)	-	SIMONE HILAIRE
Massy Motors (San Fernando)	-	RHONDA DILLON
Massy Motors (Tobago)	-	WINSTON TRIM
Massy Motors (Tobago)	-	SHERMONA BECKLES
Massy PRES-T-CON	-	THOMAS ADOLPHE
Massy Stores	-	ANN-MARIE WEEKES LOCTOR
Massy Stores	-	DEBBIE-LYN DE-GALE MOORE
Massy Stores	-	JULIA VILLAROEL
Massy Stores	-	GINELLE BORNEO
PBS GROUP Trinidad & Tobago (Curepe)	-	NATASHA BLACKMAN
PBS GROUP Trinidad & Tobago (Tobago)	-	TERRY-JO CASSIM-GRUNY
Massy Wood Group (Port of Spain)	-	DARREN LENNARD
Gallagher Insurance Brokers Trinidad & Tobago Ltd.	-	JIZELLE GLASGOW

STAFF MEMBERS



Janelle Giroux-Wong
Accounts Clerk



Chantal Louis
Recoveries Officer



Jonelle Allick
Loans Officer



Cynthia Kennedy
Credit Officer



Josanne Julien-Robinson
Credit Officer



Kevaune Seedarnee
*Member Relations Officer/
Marketing Assistant*



Jamilia Collingwood
Data Processing Officer



Emily Reid
Recoveries Officer (Ag.)



Lisette Sheppard-Cuffy
Administrative Assistant



Chanel George
Clerk



Hodia De Freitas
Clerk



Sarah Cordner
*Business Temp
Special Project*



Lata Mangroo
Credit Officer



Safiya Reid
Member Services Team Lead



Nicole Fisher
Executive Assistant



Yolande Arthur
Executive Assistant

MANAGEMENT



Niall Legerton
Chief Executive Officer



Leslie-Ann Raymond-Walters
*Credit and Member Relations
Manager*



Jiselle Renaud De Silva
Internal Auditor



Neal & Massy Credit Union
Co-operative Society Limited

FINANCIAL STATEMENTS

31st December 2023

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED
STATEMENT OF MANAGEMENT'S RESPONSIBILITIES

Management is responsible for the following:

Preparing and fairly presenting the accompanying Financial Statements of Neal & Massy Credit Union Co-operative Society Limited which comprise the Statement of Financial Position as at 31 December, 2023, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Statement of Receipts and Payments for the year then ended, including a summary of Significant Accounting Policies and other explanatory 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 security of the Credit Union's assets, detection/prevention of fraud, and the achievement of Credit Union 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, including the Co-operative Societies Act; and
- Using reasonable and prudent judgement in the determination of estimates.

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

Nothing has come to the attention of Management to indicate that the 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 authorised for issue, if later.

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



President



Assistant Treasurer



Member of Supervisory
Committee

Date: 13th June 2024

Date: 13th June 2024

Date: 13 June 2024

INDEPENDENT AUDITOR'S REPORT

To The Members of Neal & Massy Credit Union Co-operative Society Limited

Opinion

We have audited the Financial Statements of Neal & Massy Credit Union Co-operative Society Limited, which comprise the Statement of Financial Position as at 31st December, 2023, the Statement of Comprehensive Income, the Statement of Changes in Equity, the Statement of Cash Flows and the Statement of Receipts and Payments for the year then ended, and the Notes to the Financial Statements, including a Summary of Significant Accounting Policies.

In our opinion, the accompanying Financial Statements present fairly, in all material respects, the financial position of the Credit Union as at 31st December 2023, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs) and the Co-operative Societies Act of Trinidad and Tobago.

Basis for Opinion

We conducted our audit in accordance with the 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 other ethical responsibilities in accordance with the IESBA Code.

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

Emphasis of Matter

We draw attention to Note 3 Page 14 in the Notes to the Financial Statements which describes the effect of the Society's practice of recording loan interest on a cash basis, which is a departure from IAS 1. Our opinion is not modified in respect of this matter.

Other Information included in the Credit Union's 2023 Annual Report

Management is responsible for the other information. The other information consists of the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Annual Report was made available to us before the date of this Auditor's Report.

In connection with our audit of the Financial Statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Having read the Annual Report, we have concluded that there is no material misstatement thereon.

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 IFRSs, and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of Management and those charged with Governance for the Financial Statements (continued)

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards of Auditing (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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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



A.R.K. MONTGOMERY & CO

13th June, 2024

118 Abercromby Street

Port of Spain

Trinidad & Tobago

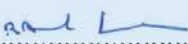
NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

STATEMENT OF FINANCIAL POSITION

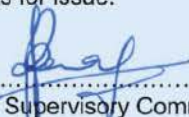
31ST DECEMBER 2023

	<u>Notes</u>	2023	Restated 2022
		\$	\$
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	10	66,534,689	67,086,367
Capital Work in Progress		-	57,060
Members' Loans	11	120,635,368	111,687,089
Long-Term Investments	12(a)	78,330,999	90,473,620
Total Non-Current Assets		265,501,056	269,304,137
Current Assets			
Short-Term Investments	12(b)	500,860	2,233,059
Receivables and Prepayments	13	1,667,850	1,799,168
Cash at Bank and in Hand	14	2,257,401	12,004,905
Total Current Assets		4,426,111	16,037,131
TOTAL ASSETS		269,927,167	285,341,268
MEMBERS' EQUITY & LIABILITIES			
Members' Equity			
Asset Re-valuation Reserve	26	1,643,810	2,348,810
Reserve Fund	27	21,075,600	20,869,362
Education Fund		325,127	410,075
Investment Revaluation		(7,824,028)	(870,818)
Undivided Earnings		146,715	1,941,883
Total Members' Surplus		15,367,224	24,699,312
Non-Current Liabilities			
Members' Share Balances	15	233,331,001	239,022,002
Current Liabilities			
Members' Savings and Deposits		15,598,930	15,756,804
Payables and Accruals	16	5,630,012	5,863,150
Taxation		-	-
Total Current Liabilities		21,228,942	21,619,954
Total Members' Equity & Liabilities		269,927,167	285,341,268

The accompanying Significant Accounting Policies and Notes on pages 11 to 24 form an integral part of these Financial Statements. On the 13th June 2024, the Board of Directors authorized these Financial Statements for issue.


.....
President


.....
Assistant Treasurer


.....
Member of Supervisory Committee

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31ST DECEMBER 2023

INCOME	Notes	Restated	
		2023	2022
		\$	\$
Interest on Members' Loans		12,600,550	12,746,529
Investment Income	20	3,150,250	3,099,457
Other Income	21	448,735	333,673
		<u>16,199,535</u>	<u>16,179,659</u>
OPERATING EXPENDITURE			
Administrative expenses	23	6,458,022	5,775,582
Personnel Costs	22	4,274,284	4,272,689
Cuna Insurance		1,339,241	1,333,209
Establishment Expenses	24	1,267,933	1,022,798
Officers' Expenses	25	382,734	380,085
Insurance		301,842	293,452
Interest on Members' Deposits		40,260	47,049
Finance Charges		24,139	23,251
Rental		-	12,373
Other Fees and Charges		100	190
		<u>14,088,555</u>	<u>13,160,679</u>
Green Fund Levy		<u>(48,598)</u>	<u>(35,015)</u>
NET PROFIT AFTER TAX		2,062,382	2,983,965
APPROPRIATIONS			
Transfer to Reserve Fund (10%)	27	206,238	298,397
Transfer to Education Fund (5%)	26	103,119	149,198
TOTAL APPROPRIATIONS		<u>309,357</u>	<u>447,595</u>
NET SURPLUS AFTER APPROPRIATIONS		1,753,025	2,536,370
OTHER COMPREHENSIVE INCOME		-	-
Total Comprehensive Income for the Year		<u>1,753,025</u>	<u>2,536,370</u>

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31ST DECEMBER 2023

Particulars	Revaluation Reserve Fund	Investment Re- measurement Reserve	Reserve Fund	Education Fund	Dividend Equalization	Undivided Earnings	Total
	\$	\$	\$	\$	\$	\$	\$
Year Ended December 31, 2023							
Restated Balance at January 1, 2023	2,348,810	(870,818)	20,869,362	410,075	-	1,941,883	24,699,312
Net Surplus for the Year	-		-	-	-	2,062,382	2,062,382
Transfer to the Undivided Earnings	-		-	-	-	-	-
Transfer to the Reserve Fund	-		206,238	-	-	(206,238)	-
Transfer to Education Fund	-		-	103,119	-	(103,119)	-
Education Expenses	-		-	(188,067)	-	-	(188,067)
Dividends Paid	-		-	-	-	(3,548,193)	(3,548,193)
Revaluation	(705,000)		-	-	-	-	(705,000)
Depreciation in Market Value of Securities	-	(6,953,210)	-	-	-	-	(6,953,210)
Balance as at 31, December 2023	1,643,810	(7,824,028)	21,075,600	325,127	-	146,714	15,367,224

Particulars	Revaluation Reserve Fund	Investment Re- measurement Reserve	Reserve Fund	Education Fund	Dividend Equalization Fund	Undivided Earnings	Total
	\$	\$	\$	\$	\$	\$	\$
Year Ended December 31, 2022							
Balance at January 1, 2022	2,348,810		20,570,965	515,855	1,712,745	3,269,172	28,417,547
Net Surplus for the Year	-		-	-	-	2,983,965	2,983,965
Transfer to Undivided Earnings	-		-	-	(1,712,745)	1,712,745	-
Transfer to the Reserve Fund	-		298,397	-	-	(298,397)	-
Transfer to Education Fund	-		-	149,198	-	(149,198)	-
Prior Period Adjustments	-		-	-	-	994,205	994,205
Education Expenses	-		-	(254,978)	-	-	(254,978)
Dividends Paid 2019 & 2020	-		-	-	-	(6,570,609)	(6,570,609)
Depreciation in Market Value of Securities		(870,818)					(870,818)
Restated Balance as at 31, December 2022	2,348,810	(870,818)	20,869,362	410,075	-	1,941,883	24,699,312

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31ST DECEMBER 2023

	2023	Restated 2022
	\$	\$
OPERATING ACTIVITIES		
Net Surplus Before Appropriations	2,062,382	2,983,965
Adjustment for:		
Depreciation	1,787,506	1,962,990
Increase in Provision	346,180	262,571
Prior Year Write off	-	994,205
Amortization of Investments	-	17,577
Green Fund Levy Provision	-	-
Unrealized Loss on Investments	6,953,210	-
Operating Surplus before Changes in Working Capital and Reserve components	11,149,278	6,221,308
CHANGES IN WORKING CAPITAL		
Increase in Members loans	(8,602,098)	1,926,678
Decrease/(increase) in Receivable & Prepayments	131,319	(43,237)
(Decrease)/increase in Members Savings and Deposit Accounts	(157,873)	4,557,337
Decrease in Payable & Accruals	(233,138)	(1,231,446)
	2,287,487	11,430,640
Taxation Paid	(37,847)	(9,588)
Net Cash Generated From Operating Activities	2,249,640	11,421,052
INVESTING ACTIVITIES		
Decrease in Long Term Investments	(2,479,167)	(3,539,820)
Decrease/(Increase) in Capital Work in Progress	-	(57,060)
Additions to Property, Plant and Equipment	(1,951,906)	(41,879)
Net Cash Generated Used in Investing Activities	(4,431,073)	(3,638,759)
FINANCING ACTIVITIES		
(Decrease)/Increase in Members Shares	(5,691,000)	1,244,688
Dividends Paid	(3,419,203)	(6,570,609)
Education expense	(188,067)	(254,978)
Net Cash Generated from Financing Activities	(9,298,270)	(5,580,899)
Net Change for the Year	(11,479,704)	2,201,393
Cash and Cash Equivalents at the Beginning of the Year	14,237,963	12,036,571
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	2,758,261	14,237,964
REPRESENTED BY		
Cash at Bank and in Hand	2,257,401	12,004,905
Short Term Investments	500,860	2,233,059
ASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	2,758,261	14,237,964

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

RECEIPTS AND PAYMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2023

<u>RECEIPTS</u>	<u>2023</u>	<u>2022</u>
	\$	\$
Annual General Meeting	6,026	369,486
Audit Fees	100	61,857
Commission Income	296,823	308,716
Communications Expense	17,129	-
Co-Op Activities	435	-
Debt Collection	11,300	-
Donations	-	120
Education Expenses	16,365	1,401
Family Indemnity Plan/Payment Protector Plan Deposits	119,551	-
Finance Charges	3,286	706
GBS Software Maintenance	-	20,448
Fixed Asset	1,371	-
Gain on Foreign Exchange	4,968	1,481
Green Fund Levy	18,367	-
Honorarium	-	392,400
Insurance Claims	3,288,263	3,812,528
Interest on Investment	160	1,326,855
Interest on Members' Deposits	7,300	2
Interest on Members' Loans	11,659,265	3,414,306
Investments	512,984	260,885
League Dues	2,250	-
Legal and Professional Fees	144,596	173,846
Loan Application Fees	20,485	21,525
Marketing/Advertising and Promotion	50	-
Members' Deposits	3,799,089	4,392,324
Members' Loans	14,165,822	21,422,570
Members' Shares	35,091,337	19,294,546
Miscellaneous Expenses	193,066	16,919
Miscellaneous Income	9,043	15,045
National Insurance	18,166	-
New Member Applications	158	-
Office Maintenance	8,493	1,116
Other Employee Benefit	4,040	12,425
Payables and Accruals	37,667,648	28,753,129
Payroll Clearing	-	15,015,790
RBC Royal Bank Credit Card A/c	-	25,887
Property, Plant and Equipment	5,777	-
Receivables and Prepayments	332,276	1,454,287
Refreshments/Meetings Expense	4,650	4,725
Rental Income	47,150	-
Retained Earnings	129,102	79,576
RISP	100,184	91,660
Salaries and Wages	29,122	-
Shortages and Overages	29,429	-
Staff Payroll Clearing	-	20,111,777
Stationery	4,501	-
Sundry Creditors	-	695,488
Sundry Debtors	5,987,179	5,476,098
Suspense	44,526	29,180
Transfer Account	-	507,616
Training and Development	1,950	-
Total	<u>113,803,782</u>	<u>127,566,720</u>

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

RECEIPTS AND PAYMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2023

<u>PAYMENTS</u>	<u>2023</u>	<u>2022</u>
	\$	\$
Annual General Meeting	258,023	598,892
Audit Fees	-	123,732
Capital Work in Progress	16,500	57,061
Commission Income	1,995	14,849
Computer Hardware and Software		31,960
Communications Expense	327,787	476,364
Co-Op Activities	21,950	94,193
Data Processing	54,521	36,628
Debt Collection	14,600	29,100
Donations	6,163	1,950
Education Expenses	168,825	119,581
Electricity	337,924	376,495
Family Indemnity Plan/Payment Protector Plan Deposits	156,994	-
Finance Charges	27,148	23,451
Fixed Asset	191,008	7,150
Loss on Foreign Exchange	4,905	3,824
Green Fund Levy	47,060	-
Honorarium	380,100	545,900
Income	-	-
Income - Bond Investments	-	-
Insurance Claims	1,248,651	227,964
Interest on Investment	-	-
Interest on Investments	-	260,898
Interest on Members' Deposits	5	1
Interest on Members' Loans	49,173	63,809
Investments	-	7,464,158
Janitorial	16,549	22,275
League Dues	44,473	48,516
Legal and Professional Fees	888,348	1,205,104
Liability		
Loan Application Fees	200	740
Long Term Investment	-	-
Marketing/Advertising and Promotion	75,215	64,045
Meals and Entertainment	722	-
Member Relations	22,752	114,636
Members' Deposits	15,699,396	13,335,558
Members' Loans	28,093,383	26,411,047
Members' Shares	37,491,357	23,440,380
Miscellaneous Expenses	256,249	244,115
Miscellaneous Income	8,520	675
National Insurance	127,033	-
New Member Applications	-	-
Office Maintenance	63,306	77,146
Other Employee Benefit	14,938	20,842
Other Insurance	31,937	59,315
Pantry	4,865	19,218
Payables and Accruals	32,054,097	41,030,122

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

RECEIPTS AND PAYMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2023

PAYMENTS CONTINUED

	<u>2023</u>	<u>2022</u>
	\$	\$
Payroll Clearing	-	102,430
Prepaid Expenses	269,991	272,177
Printing	-	1,181
Property, Plant and Equipment	60,138	-
RBC Royal Bank Credit Card A/c	-	446,703
Receivables and Prepayments	155,886	299,718
Refreshments/Meetings Expense	81,449	97,015
Rental Income	4,000	
Retained Earnings	610,476	184,447
RISP	342,441	430,686
Salaries and Wages	332,838	-
Security Services	-	246,959
Shortages and Overages	30,460	190
Staff Payroll Clearing	-	3,602,220
Stationery	38,148	30,133
Subsistence	4,899	1,910
Sundry Creditors	-	2,056,178
Sundry Debtors	3,148,951	1,628,491
Suspense	131,364	58,311
Green Fund Levy	-	48,603
Teller Account	90	-
Training and Development	110,068	37,914
Transfer Account	-	899,310
Travelling/Courier Expenses	20,912	7,855
Water Rates and Taxes	2,504	
Total	<u>123,551,286</u>	<u>127,104,125</u>
Opening Balance	12,004,905	11,542,310
Total Receipts	113,803,782	127,566,720
Total Payments	<u>(123,551,287)</u>	<u>(127,104,125)</u>
Closing Balance	<u>2,257,400</u>	<u>12,004,905</u>
Represented By:		
Cash at Bank	<u>2,257,400</u>	<u>12,004,905</u>

1. INCORPORATION AND PRINCIPAL ACTIVITY

The Credit Union was registered under the Co-operative Societies Act Ch: 81:03 of Trinidad and Tobago on April 25, 1953. Its objectives are to promote the economic welfare of its members, self-help and co-operation and to promote the development of co-operative ideas.

2. ACCOUNTING POLICIES

(a) Basis of Accounting

These statements have been prepared on the historical cost basis and in accordance with International Financial Reporting Standards and the requirements of the Co-operative Societies Act.

(b) New Accounting Standards and Interpretations

- (i) Standards, Amendments and Interpretations to existing Standards that have been early adopted by the Credit Union.
- On 23rd January, 2020 the IAS issued "Classification of Liabilities as Current or Non-Current (Amendments to IAS1)" providing a more general approach to the classification of liabilities under IAS 1 based on the contractual arrangements in place at the reporting date. The amendments were originally effective for annual reporting periods beginning on or after 1 January, 2022, however their effective date has been delayed to 1 January, 2023.
 - On 12th February, 2021 the IASB issued "Definition of Accounting Estimates (Amendments to IAS 8)" to help entities to distinguish between policies and accounting estimates. The amendments are effective for annual periods beginning on or after 1st January, 2023.

(c) Use of Estimates

The preparation of Financial Statements in conformity with IFRS requires the use of certain critical accounting estimates. It also 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 amount of assets and liabilities and disclosure of contingent assets and liabilities of these Financial Statements and the reported amounts of income and expenditure during the period. Although these estimates are based on Management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

(d) Property, Plant and Equipment

Property, Plant and Equipment are recorded at cost and depreciation is computed on the reducing balance basis at rates which are considered sufficient to write off the cost of the assets over their estimated useful lives.

Upon disposal or retirement of assets, the cost and related depreciation are removed from the Asset Account and the gain or loss, if any, is reflected on the Statement of Comprehensive Income. In accordance with the IAS 16 – Property, Plant and Equipment, the property held should be revalued regularly, so that the carrying amount of an asset does not differ materially from its fair value at the Statement of Financial Position date.

The Depreciation rates are as follows:

Building and Improvements Office	-	2%
Furniture and Equipment - Computer	-	12.5% - 20%
Fixtures and Fittings	-	12.5%
Hardware and Software	-	33.33%

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(e) Financial Assets

The Credit Union classifies its investment in financial assets as Amortised Cost, Fair Value through Other Comprehensive Income or Fair Value Through Profit or Loss. The classification depends on the purpose for which financial assets were acquired or originated.

Amortized Cost

Financial Assets measured at amortized cost include Corporate Bonds, Notes, Re-purchase Agreements and Fixed Deposits.

These are financial assets with fixed or determinable payments and fixed maturity that the Credit Union has the intent and ability to hold to maturity. They are initially measured at cost, being the fair value plus the transaction costs that are directly attributable to the acquisition of the instrument.

All non-trading financial liabilities and financial assets measured at amortized cost are subsequently measured at amortized cost less impairment losses. Amortized cost is calculated on the effective interest rate method. Premiums and discounts, including initial transaction costs, are included in the carrying amount of the related instrument and amortized based on the effective interest rate of the instrument. The amortization of premiums and discounts is taken to the Statement of Comprehensive Income.

Fair Value through Profit & Loss (FVTPL)

Certain equity instruments and receivables (for example trade receivables) are classified as Fair Value Through Profit or Loss.

The equity instruments are either acquired for generating a profit from short term fluctuations in price, or are securities included in a portfolio in which a pattern of short-term profit taking exists. These instruments are initially measured at fair value plus transaction costs that are directly attributable to their acquisition.

Subsequent to initial recognition, all financial assets at fair value through Profit or Loss are measured at fair value, based on their quoted market price at the reporting date without any deduction for transaction costs or their recoverable value. Gains and losses both realized and unrealized, arising from the change in the fair value of equity instruments at Fair Value Through Profit or Loss are recognized in Surplus for the year.

Fair Value through Other Comprehensive Income (FVTOCI)

Financial Assets measured at Fair Value Through Other Comprehensive Income includes certain Equity Instruments, Corporate Bonds, Notes, Re-purchase Agreements.

These financial assets are investments that are intended to be held for an indefinite period of time, which may be sold in response to needs for liquidity or changes in interest rates, exchange rates or equity prices or that are not classified as loans and receivables.

These financial assets are initially recognized at fair value plus transaction cost that are directly attributable to their acquisition.

After initial recognition, investments which are classified as "Fair Value Through Other Comprehensive Income" are measured at fair value with unrealized gains or losses on revaluation recognized as a separate component of equity until the investment is sold, collected or otherwise disposed of, or until the investment is determined to be impaired, at which time the cumulative loss or gain previously reported in the Capital Reserve is included in the Statement of Income.

(f) Impairment**Financial Assets**

At the reporting date, the Credit Union assesses on a forward- looking basis, the credit losses associated with its financial assets measured at amortised cost and Fair Value Through Other Comprehensive Income (excluding equity instruments). The Credit Union measures loss allowances on its debt instruments at an amount equal to lifetime credit losses, except in the following cases, for which the amount recognized is 12 months' credit losses.

For receivables, the Credit Union applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables. See note 2(h) for details of Credit Losses recognition on Loans to Members.

All impairment losses are recognized in the Statement of Comprehensive Income. Any cumulative loss in respect of investments measured at Fair Value Through Other Comprehensive Income recognized previously in equity is transferred to the Profit or Loss.

An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognized. For financial assets measured at amortised cost and at Fair Value Through Other Comprehensive Income that are debt securities, the reversal is recognized in the Statement of Comprehensive Income that are equity securities, the reversal is recognized directly in equity.

Non-Financial Assets

The carrying amount of the Credit Union's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is adjusted to reflect the revised estimate.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments at the time, value of money and the risks specific to the asset.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit").

An impairment loss is recognized if the carrying amount of an asset or its cash-generating unit exceeds its estimated recoverable amount. Impairment losses recognized in respect of cash-generating units are allocated to reduce the carrying amount of the assets in the unit (group of units) on a pro rata basis.

(g) 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 which are payable on demand and deposits with maturities of Three (3) months or less from the date of acquisition. Bank overdrafts are disclosed as current liabilities.

(h) Loans to Members

Members' loans are initially measured at cost, net of loan origination fees and inclusive of transaction costs incurred. They are subsequently measured at amortised cost, using the effective interest rate method, less any impairment losses. Loans to members are reported at their recoverable amount representing the aggregate amount of principal, less any allowance or provision for impaired loss.

Impairment provisions for loans are recognized based on the three-stage approach within IFRS 9 as follows:

Stage 1 represents 12 month expected credit losses (Gross Interest)

- Applicable when there is no significant increase in credit risk
- Entities continue to recognize 12 month expected losses that are updated at each reporting date
- Presentation of Interest on a gross basis

Stage 2 represents lifetime expected credit losses (Gross Interest)

- Applicable in case of significant increase in credit risk
- Recognition of lifetime expected losses
- Presentation of interest on gross basis

Stage 3 represents lifetime expected credit losses (Net Interest)

- Applicable in case of credit impairment
- Recognition of lifetime expected losses
- Presentation of interest on net basis

(i) **Members' Deposits**

Members' Deposits are measured at fair value, net of any transaction costs directly attributable to the issuance of the instrument.

(j) **Members' Shares**

Upon opening an account at the Credit Union, new members are required to subscribe for a minimum of one (1) share. Subsequently, every member subscribes to at least one (1) share per month 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 financial liabilities under the International Accounting Standard (IAS). 32 Financial Instruments: Disclosure and Presentation and are measured at par value.

Dividends are paid on an annual basis at rates that are determined at the Annual General Meeting of members of the Credit Union. Dividends are calculated on the monthly minimum share balance of each active member of the Credit Union and distributed via additional shares and credits to members' deposits.

ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS.

2.1 NEW STANDARDS AND AMENDMENTS EFFECTIVE IN THE PERIOD ON OR AFTER 01 JANUARY 2023

The following standards and amendments have become effective for the annual periods commencing on or after 01 January 2023 however have no significant impact on the Credit Union.

➤ **Amendments to IFRS 16 - Covid-19-Related Rent Concessions beyond 30 June 2022**

This amendment updates IFRS 16 to extend by one year the application period of the practical expedient added to IFRS 16 by Amendments to IFRS 16 Leases Covid-19 Related Rent Concessions. The practical expedient permits lessees not to assess whether rent concessions that occur as a direct consequence of the Covid-19 pandemic and meet specified conditions are lease modifications and, instead, to account for those rent concessions as if they were not lease modifications. This amendment extends the practical expedient to rent concessions that reduce only lease payments originally due on or before 30 June 2023, provided the other conditions for applying the practical expedient are met.

This amendment is applicable for financial periods beginning on or after 01 April 2022.

➤ **Amendments to IAS 37 – Cost of Fulfilling a Contract**

IAS 37 is amended to specify what costs are included as costs to fulfil a contract when assessing whether a contract will be loss-making. These costs now include both incremental costs and an allocation of overhead costs relating to that contract.

This amendment is applicable for financial periods beginning on or after 01 January 2023.

NEW STANDARDS AND AMENDMENTS EFFECTIVE IN THE PERIOD ON OR AFTER 01 JANUARY 2023 (CONTINUED)

The following standards and amendments have become effective for the annual periods commencing on or after 01 January 2023 however have no significant impact on the Credit Union.

➤ **Annual Improvements – Annual Improvements 2018 – 2020**

This amendment makes minor improvements to the following standards:

- IFRS 9 to clarify that an organisation only includes fees paid between itself and the lender in the assessment of whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability and not fees paid to other third parties,
- IFRS 16 to remove illustrative example 13 regarding payments by lessors in relation to leasehold improvements to reduced confusion,
- IAS 41 to remove the requirement to exclude cash flows from taxation when measuring fair value, thereby aligning the fair value measurement requirements in IAS 41 with those in other IFRSs.

The amendments will be applied prospectively and is applicable for financial periods beginning on or after 01 January 2023.

➤ **Amendments to IAS 16**

IAS 16 is amended to require an entity to recognise the sales proceeds from selling items produced while preparing property, plant and equipment for its intended use and the related cost in profit or loss, instead of deducting the amounts received from the cost of the asset.

This amendment is applicable for financial periods beginning on or after 1 January 2023.

The following standards and amendments have become effective for the annual periods commencing on or after 1 January 2023 however have no significant impact on the Credit Union.

➤ **IFRS 17 – Insurance Contracts**

IFRS 17 Insurance Contracts supersedes IFRS 4 Insurance Contracts and establishes a comprehensive model for accounting for all types of insurance contracts.

The scope of IFRS 17 includes some contracts that appear to provide fixed fee services. However, organizations may be able to elect to apply IFRS 15 Revenue from Contracts with Customers to these contracts if specific requirements are met.

IFRS 17 contains the principles for the recognition, measurement, presentation, and disclosure of insurance contracts issued. It also requires similar principles to be applied to reinsurance contracts held and investment contracts with discretionary participation features issued. The objective is to ensure that entities provide relevant information in a way that faithfully represents those contracts. This information gives a basis for users of financial statements to assess the effect that insurance contracts have on the financial position, and performance of the organization.

In addition to the full measurement model, the standard also contains a simplified approach for insurance contracts that are shorter than 12 months from date of issuance.

Early adoption is permitted if IFRS 9 and IFRS 15 have been adopted on or before the initial date of application for IFRS 17. IFRS 17 contains detailed transition guidance. This amendment is applicable for financial periods beginning on or after 1 January 2023.

➤ **Amendment to IFRS 17 – Initial Application of IFRS 17 and IFRS 9 Comparative Information**

This amendment updates IFRS 17 and is relevant when an organisation adopts IFRS 17 and IFRS 9 for the first time on the same date. It adds a transition option referred to as 'a classification overlay' relating to comparative information about financial assets. This is relevant where an organisation has elected not to restate comparative information for IFRS 9 transition.

Applying this transition option permits organisations to present comparative information about such financial assets as if the classification and measurement requirements of IFRS 9 had been applied. This enables insurers to reduce potentially significant accounting mismatches between financial assets and insurance contract liabilities in the comparative period. This amendment is applicable for financial periods beginning on or after 01 January 2023.

ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (CONTINUED)NEW STANDARDS AND AMENDMENTS ISSUED BUT NOT EFFECTIVE FOR YEARS ENDING 31 DECEMBER 2023➤ Amendment to IAS 1 and Practice Statement 2 – Disclosure of Accounting Policies

This amendment makes minor changes to the references to accounting policies, such that disclosures should be of material accounting policies rather than significant accounting policies and further clarifies what an accounting estimate is. Specifically, it amends:

- IFRS 7, to clarify that information about measurement bases for financial instruments is expected to be material to an entity's financial statements,
- IAS 1, to require entities to disclose their material accounting policy information rather than their significant accounting policies,
- IAS 34, to identify material accounting policy information as a component of a complete set of financial statements rather than significant accounting policies; and
- Practice Statement 2, to provide guidance on how to apply the concept of materiality to accounting policy disclosures.

This amendment is to be applied prospectively and is applicable for financial periods beginning on or after 01 January 2023.

➤ Amendment to IAS 8 – Definition of Accounting Estimate

This amends IAS 8, to clarify that accounting estimates are monetary amounts in financial statements that are subject to measurement uncertainty and also clarifies how entities should distinguish changes in accounting policies and changes in accounting estimates.

This amendment is to be applied prospectively and is applicable for financial periods beginning on or after 01 January 2023.

➤ Amendment to IAS 12 – Deferred Tax related to Assets and Liabilities arising from a Single Transaction

This amendment updates IAS 12 *Income Taxes* to clarify the accounting for deferred tax on transactions that, at the time of the transaction, give rise to equal taxable and deductible temporary differences. The amendments clarify that where organizations recognize both an asset and a liability and that gives rise to equal taxable and deductible temporary differences the related deferred tax assets and deferred tax liabilities must both be recognized. This may arise with transactions such as leases and decommissioning, restoration, and similar obligations.

These amendments are to be applied retrospectively to leases and decommissioning liabilities, and prospectively for all other transactions.

This is applicable for financial periods beginning on or after 1 January 2023.

➤ Amendment to IAS 1 – Classification of Liabilities as Current or Non-current

This amendment changes IAS 1 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. The amendments clarify that if a liability is subject to covenants, the organization may only classify a liability as non-current if it meets the covenant tests as at the reporting date, even if the lender does not test compliance until a later date. The meaning of settlement of a liability is also clarified. This amendment has been further amended by Non-current Liabilities with Covenants and should be considered together.

The mandatory application date of this amendment has been deferred to 1 January 2024. If an entity early adopts this amendment after October 2023, it must also early adopt the amendment Non-current Liabilities with Covenants at the same time.

This is applicable for financial periods beginning on or after 01 January 2024.

➤ Amendment to IFRS 16 – Lease Liability in a Sale and Leaseback

This amendment updates IFRS 16 to clarify that the requirements for Right of Use assets and lease liabilities in IFRS 16 apply to a sale-and-lease back after initial recognition. It also clarifies that the 'lease payments' shall be determined in such a way that the seller-lessee would not recognize any gain or loss that relates to the Right-of-Use asset retained by the seller-lessee.

This amendment is to be applied prospectively and is applicable for financial periods beginning on or after 01 January 2023.

NEW STANDARDS AND AMENDMENTS ISSUED BUT NOT EFFECTIVE FOR YEARS ENDING 31 DECEMBER 2023 (CONTINUED)

➤ **Amendments to IAS 1 – Non-current Liabilities with Covenants**

This amendment changes IAS 1 to clarify the presentation of liabilities in the statement of financial position as current or non-current. It further amends the Classification of Liabilities as Current or Non-current amendments as discussed above.

Under these amendments, covenants that are to be complied with after the reporting date do not affect the classification of the debt as current or non-current. Instead, the amendments require the organisation to disclose information about these covenants in the notes.

This amendment can be early adopted and if early adopted the amendment relating to Classification of Liabilities as Current or Non-current, must be early adopted on or before this amendment.

This is applicable for financial periods beginning on or after 1 January 2024.

3. REVENUE RECOGNITION

Loan Interest

Interest charged on all loans to members is calculated at 1% per month on the outstanding balance for Ordinary Loans and 7% per annum amortised for Mortgage Loans, Instrument of Charge and Bridging Loans.

Loan interest is accounted for on the cash basis, which is the acceptable standard price for this industry and acceptable under the Co-operative Societies Act. This basis is a departure from IAS 1 which requires that an entity prepare its Financial Statements, except for the Cash Flow information, using the accrual basis of accounting.

Interest on non-performing loans is not accrued or 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 specific provisions for losses have been made.

For non-performing loans, specific provisions are made for the unsecured portion of the loan. The amount of the provision is dependent on the extent of the delinquency.

Investment Income

Income from investments is accounted for on the accruals basis except for dividends, which are accounted for on a cash basis, consistent with International Financial Reporting Standards (IFRS 15).

4. DIVIDENDS PAYABLE TO MEMBERS

Dividends are computed on the basis of the average value of shares held throughout the year, the average being determined on the basis of the balance of shares held at the end of each month. Dividends that are proposed and declared after the Statement of Financial Position date are not shown as a liability in accordance with IAS #10.

5. FOREIGN CURRENCY

Monetary assets and liabilities denominated in foreign currencies are expressed in Trinidad and Tobago Dollars at a rate of exchange ruling at the Statement of Financial Position 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.

6. 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 Statement of Financial Position 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.

7. COMPARATIVE FIGURES

Where necessary, comparative amounts have been adjusted to conform with changes in presentation in the current year.

8. FINANCIAL RISK MANAGEMENT

The Credit Union's activities expose it to a variety of financial risks and those activities involve the analysis, evaluation, acceptance and management of some degree of risk or combination of risks. Taking risk is core to the financial business and the operational risks are an inevitable consequence of being in business. The Credit Union's aim is therefore to achieve an appropriate balance between risk and return and minimize adverse effects on the financial performance.

The Credit Union's risk management policies are designed to identify and analyze these risks, to set appropriate risk limits and controls and to monitor the risks and adherence to limits by means of reliable and up to date information systems. The Credit Union periodically reviews its risk management policies and systems to reflect changes in products and emerging best practice.

Risk Management is carried out by the Finance Committee under policies approved by the Board of Directors.

The Finance Committee identifies and evaluates financial risks in close co-operation with the Credit Union's operating units. The Board provides written principles for overall risk management as well as written policies covering specific areas, such as interest rate risk and credit risk. In addition, the Supervisory Committee is responsible for the independent review of risk management and the control environment. The most important types of risk are credit risk and other operational risk.

(i) Credit Risk

The Credit Union takes on exposure to credit risk, which is the risk that a member(s) will cause a financial loss for the Credit Union by failing to discharge an obligation.

Management of Risk

Credit risk is the most important risk for the Credit Union's business which principally arises in lending activities that lead to loans and other financing. The credit risk management and control are reported to the Board of Directors regularly. In order to effectively manage credit risk, the following is considered:

- (i) Proper judgment of the creditworthiness of the member when analyzing the loan application;
- (ii) Adequate collateral held as security for funds advanced;
- (iii) Maintenance of strict and aggressive collection policy;
- (iv) Monthly review of the risk ratios for the Management of credit risk
- (v) Maintenance of a prudent loan provisioning policy;
- (vi) Monitor exposure against limits to any one member;
- (vii) The Credit Committee to be informed of any large exposure to any one borrower or borrower group in default
- (viii) The information technology system for reporting, monitoring and controlling risks is properly maintained and updated
- (ix) Regular reporting to the Board of Directors on the performance of the loan portfolio.

8. FINANCIAL RISK MANAGEMENT (continued)

(ii) Interest Rate Risk

Interest rate risk arises from the possibility that changes in market rates will affect future cash flows or the fair values of financial instruments externally and held internally by its members. The Credit Union is exposed to interest rate risks on annuity, fixed deposits and money market investments that can experience fluctuations in interest rates currently or upon reinvestment after maturity.

(iii) Liquidity Risk

Liquidity risk is the risk where the Credit Union will be unable to meet its payment obligations when they fall due under normal and stressed situations.

(iv) Market Risk

The Credit Union is exposed to market risk, which is the risk that the fair values or future cash flows of invested financial instruments will fluctuate because of changes in market prices. Market risks arise from open positions in interest rates, equity prices, currency exchange rates and other market factors.

Management of Risk

Management is entrusted with the responsibility to monitor this risk, there is a formal system in place to effectively and specifically report on market changes and do sensitivity analysis on investments, considering future impact on cash flows on a systematic basis.

(v) Foreign Currency Exchange Risk

The Credit Union is exposed to foreign exchange risks as a result of fluctuations in exchange rates, since it has financial assets that are denominated in the US Dollar Currency.

Management of Risk

Management is responsible to monitor and report on changes that impact on the financial assets.

(vi) Operational Risk

Operational risk is derived 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. Supervisory controls are installed to minimize human error. Additionally, staff are trained on an on-going basis.

(vii) 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 Central Bank of Trinidad and Tobago, as well as by the monitoring controls applied by the Credit Union.

(viii) Reputation Risk

The risk of loss of reputation arising from 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 engages in public social engender trust to minimise this risk.

(9) 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. See Note 2 (c).

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events, that are believed to be reasonable under the circumstances. The Credit Union makes estimates and assumptions concerning the future. However, 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 held-to-maturity investments, available-for-sale or loans and receivables.
- (ii) Whether leases are classified as operating leases or finance leases.
- (iii) Which depreciation method for plant and equipment is used.

The key assumptions concerning the future and other key sources of estimation uncertainty at the Statement of Financial Position date (requiring management's most difficult, subjective or complex judgement(s) 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 Statement of Financial Position 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. The recoverable amount is the present value of the future cash flows. Provisions are made of the excess of the carrying value over its recoverable amount.

(ii) Plant and Equipment

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

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

31ST DECEMBER 2023

10. PROPERTY PLANT AND EQUIPMENT

	Land	Building & Site Improvements	Computer Hardware & Software	Office Furniture and Equipment	Total
Cost	\$	\$	\$	\$	\$
Balance as at January 1 2023	13,370,000	53,304,956	3,799,396	5,428,881	75,903,233
Additions	-	1,700,647	197,128	54,131	1,951,906
Disposal	-	-	-	(53,311)	(53,311)
Revaluation	(705,000)	-	-	-	(705,000)
Balance as at December 31 2023	12,665,000	55,005,603	3,996,524	5,429,702	77,096,828

Accumulated Depreciation

Balance as at January 1 2023	-	2,516,748	2,960,860	3,339,258	8,816,866
Charge for the Year	-	1,045,676	316,850	425,255	1,787,513
Disposal	-	-	-	(42,240)	(42,240)
Balance as at December 31 2023	-	3,562,424	3,277,440	3,722,273	10,562,139
Net Book Value as at December 31 2023	12,665,000	51,443,177	719,084	1,707,428	66,534,689

	Land	Building & Site Improvements	Computer Hardware & Software	Office Furniture and Equipment	Total
Cost	\$	\$	\$	\$	\$
Balance as at January 1 2022	13,370,000	53,304,956	3,758,896	5,427,502	75,861,354
Additions	-	-	40,500	1,379	41,879
Balance as at December 31 2022	13,370,000	53,304,956	3,799,396	5,428,881	75,903,233

Accumulated Depreciation

Balance as at January 1 2022	-	1,480,255	2,555,961	2,817,660	6,853,876
Charge for the Year	-	1,036,493	404,899	521,598	1,962,990
Balance as at December 31 2022	-	2,516,748	2,960,860	3,339,258	8,816,866
Net Book Value as at December 31 2022	13,370,000	50,788,208	838,536	2,089,623	67,086,367

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

31ST DECEMBER 2023

11. MEMBER LOANS

The Sum of \$120,635,368 is made up as follows:

Loans Granted	2023	2022
	\$	\$
Loans to Members	130,142,556	120,848,097
Provision for Loan Losses	(9,507,188)	(9,161,008)
	120,635,368	111,687,089

Provision for loan losses:

Balance at Beginning of the Year	9,161,008	8,898,437
Charge for the year	346,180	262,571
Balance at End of Year	9,507,188	9,161,008

12(a). LONG TERM INVESTMENTS

The Sum of \$78,330,999 is made up as follows:

Financial Institutions	2023	2022
	\$	\$
Savinvest Structured Investment Fund	22,245,163	29,000,768
TTMF 4.91% 2027	15,757,500	-
NIF 2030 Series B12 Year Corporate Bond	7,708,301	7,457,000
Government of Trinidad and Tobago - NIPDEC Bonds	6,127,866	6,139,964
Firstline Securities Limited	5,000,000	5,000,000
Trinidad and Tobago NGL Limited	4,955,291	10,455,664
Tringen 2027 Bond	2,665,954	2,688,157
First Citizens Bank Limited - Shares	2,455,500	2,600,000
Republic Financial Holding Limited	2,198,954	-
Massy I-Holdings Limited - Shares	2,007,959	2,053,802
Savinvest US\$ Investment Income Fund	1,742,367	1,568,491
West Indian Tobacco Company Limited	1,457,277	3,440,156
TTMF 2024 Series D 7 Year Bond	1,156,042	2,320,833
Scotiabank (T&T) Limited - Shares	754,805	847,002
Massy Holdings 2024 4% Bond	670,000	670,000
Savinvest India Asia House (IAH) Fund	393,840	366,411
Guardian Holdings Limited - Shares	343,409	489,626
Government of Trinidad and Tobago Bond 2037	271,610	-
Guardian Asset Management - TT Monthly Income	270,509	12,748,271
National Enterprises Limited	142,913	117,086
Republic Bank Limited - Caribbean Equity Fund	2,290	2,436
Roytrin (TTD) Income and Growth Fund	1,695	1,470
Guardian Asset Management	1,125	1,117
Unit Trust Corporation - Growth Fund	615	614
Guardian Asset Management	14	14
CLICO Investment Fund	-	2,504,736
	78,330,999	90,473,620

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

31ST DECEMBER 2023

12(b). SHORT TERM INVESTMENTS

	2023	2022
	\$	\$
Unit Trust Corporation - US Income Fund	35,483	35,483
TTMF 2023 Series C 6 Year Bond	-	1,733,667
Unit Trust Corporation - TT Income Fund	354,117	353,037
Unit Trust Corporation - Money Market Fund	108,230	107,899
Roytrin (TTD) Money Market Fund	3,030	2,973
	<u>500,860</u>	<u>2,233,059</u>

13. RECEIVABLES AND PREPAYMENTS

The Sum of \$1,667,850 is made up as follows:-

	2023	2022
	\$	\$
Other Receivables	783,359	565,327
Sundry Debtors	573,976	140,065
SPMC	143,978	170,115
Prepayments	166,537	154,528
Payroll Deductions Receivable	-	769,133
	<u>1,667,850</u>	<u>1,799,168</u>

14. Cash in Hand and at Bank

The Sum of \$2,257,401 is made up as follows:

	2023	2022
	\$	\$
Cash in Hand	229,714	173,874
RBC Royal Bank (T&T) Limited - Current Account	1,292,677	4,039,255
- Dividend Accounts	15,108	1,442,508
- Linx Account	239,916	1,883,738
- US Account	37,362	64,539
- Current Account	233,459	4,192,108
- US Account	209,165	208,884
	<u>2,257,401</u>	<u>12,004,905</u>

15. MEMBERS' SHARE

The Sum of \$233,331,001 is made up as follows:-

	2023	2022
	\$	\$
Ordinary Shares @ \$5.00 each	<u>233,331,001</u>	<u>239,022,002</u>

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

31ST DECEMBER 2023

16. PAYABLES AND ACCRUALS

The Sum of \$5,630,012 is made up as follows:

	2023	2022
	\$	\$
Other Payables	2,174,298	2,081,830
Payroll Deductions Receivable	1,360,385	1,868,068
Accrued Charges	298,928	859,812
Other Liabilities	977,132	315,292
Accounts Payable	390,925	515,650
Sundry Creditors	297,266	146,579
Accrual for Audit Fees	62,375	61,875
RBC Royal Bank Credit Card	59,017	4,494
Proposed Dividends Payable	9,686	9,550
	<u>5,630,012</u>	<u>5,863,150</u>

17. RELATED PARTY TRANSACTIONS

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

Key Personnel Management are those people who have 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.

	2023	2022
	\$	\$
Loans due from Directors, Committee Members and Key Management Personnel	3,161,977	2,004,978
Shareholding and Deposits due to Directors, Committee Members and Key Management Personnel	3,346,202	2,938,570
	<u>6,508,179</u>	<u>4,943,548</u>

18. 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 flows 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 provisions 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 the Financial Statement amounts.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

31ST DECEMBER 2023

18. FAIR VALUES (continued)

(c) Investments

The fair values of investments are determined on the basis of market prices available at December 31, 2023.

INVESTMENT REVALUATION RESERVE

Our Financial Statements for the fiscal year ending December 2022 were restated. This adjustment was necessary due to the modification in the classification of unrealized profits earned. The reason for this change stems from the recognition that fluctuations in the share price of these investments were driven by market forces rather than the operations of the Credit Union itself. As a result, these fluctuations could potentially distort our reported profitability, which is primarily grounded in the Credit Union's operational performance.

This reclassification in the Statement of Comprehensive Income, under the other Comprehensive Income section presents a distinct line item labelled as "Unrealized Gain/Loss on Investment – FVOCI" which also forms part of the equity section of the Statement of Financial Position under the heading "Investment Revaluation Reserve".

Regarding this situation, it's essential to acknowledge that restating financial statements due to the reclassification of unrealized profits is a prudent step. This adjustment is necessary because the fluctuations in the share prices of our investments were primarily influenced by market dynamics rather than reflecting the Credit Union's operational performance.

This reclassification has been undertaken to ensure that our financial reporting offers a more accurate and impartial representation of the Credit Union's operational profitability.

19. 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, whilst providing value to its members by offering loan and savings facilities. The Credit Union's overall strategy is unchanged from previous years.

20. **Investment Income**

The sum of \$3,150,250 is made up as follows:

	2023	2022
	\$	\$
Interest on Investments	3,150,077	3,099,264
Interest on Savings Accounts	173	193
	<u>3,150,250</u>	<u>3,099,457</u>

21. **OTHER INCOME**

	2023	2022
	\$	\$
Loan Applications	41,770	20,825
Commissions	294,917	293,866
Miscellaneous	20,148	21,390
Rental Income	97,950	-
(Loss) on Disposal of Property, Plant and Equipment	(8,027)	-
Gain on Foreign Exchange	1,977	(2,408)
	<u>448,735</u>	<u>333,673</u>

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

31ST DECEMBER 2023

22. Personnel Cost

The sum of \$4,274,284 is made up as follows:

	2023	2022
	\$	\$
Salaries and Employee Benefits	3,903,688	4,036,373
Retirement - Income Security Plan	209,687	194,291
Training and Development	160,909	42,025
	<u>4,274,284</u>	<u>4,272,689</u>

23. ADMINISTRATIVE EXPENSES

The sum of \$6,458,022 is made up as follows:

	2023	2022
	\$	\$
Legal and Professional Fees	2,191,992	1,306,728
Depreciation — Property, Plant and Equipment	1,787,506	1,962,996
Utilities	695,439	945,583
Information Technology	347,754	513,862
Office Maintenance	413,063	331,723
Donations	-	6,030
Bad Debts	346,180	262,571
Security	280,687	-
Janitorial Services	174,387	230,291
Printing and Stationery	105,735	103,275
Audit Fees	62,975	61,750
Travelling and Courier	44,114	47,954
Entertainment	3,549	2,820
Rental	4,641	-
	<u>6,458,022</u>	<u>5,775,582</u>

24. ESTABLISHMENT EXPENSES

	2023	2022
	\$	\$
Annual General Meeting	853,024	400,575
Marketing / Advertising Promotions	234,045	152,181
Member Relations	65,109	56,391
Security	-	220,489
Co-operative Activities	56,243	128,716
Credit Union League Dues	49,084	64,446
Donations	10,428	-
	<u>1,267,933</u>	<u>1,022,798</u>

25. OFFICERS' EXPENSE

The sum of \$382,734 is made up as follow:

	2023	2022
	\$	\$
Honorarium	165,800	165,800
Meetings and Conferences	216,934	214,285
	<u>382,734</u>	<u>380,085</u>

NEAL & MASSY CREDIT UNION CO-OPERATIVE SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

31ST DECEMBER 2023

26. **EDUCATION FUND**

The sum of \$325,127 is made up as follow:

	2023	2022
	\$	\$
Opening Balance	410,075	515,855
Education Expenses	(188,067)	(254,978)
Transfer from Net Surplus for the Year	103,119	149,198
	<u>325,127</u>	<u>410,075</u>

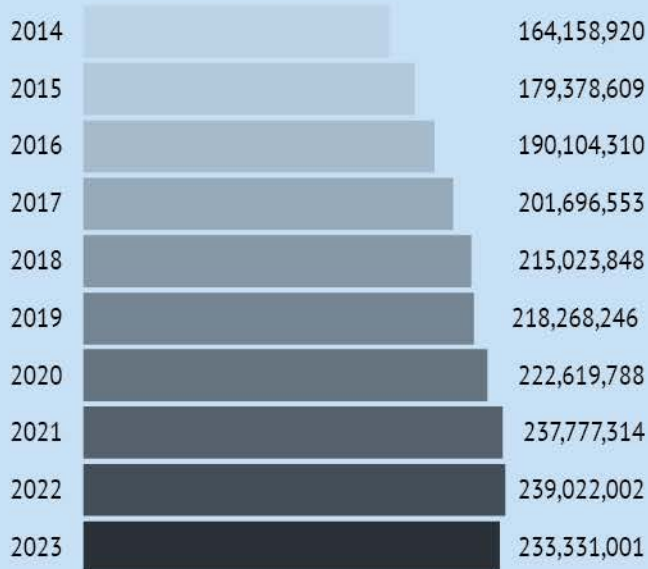
27. **Reserve Fund**

The sum of \$21,075,600 is made up as follow:

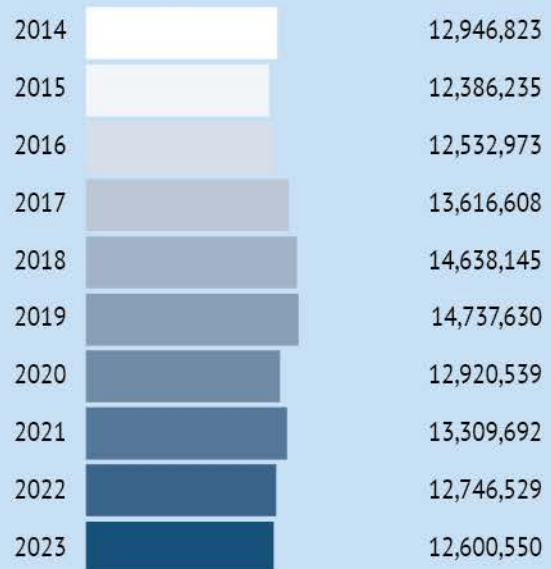
	2023	2022
	\$	\$
Opening Balance	20,869,362	20,570,965
Transfer from Net Surplus for the Year	206,238	298,397
	<u>21,075,600</u>	<u>20,869,362</u>

TEN (10) YEAR REVIEW

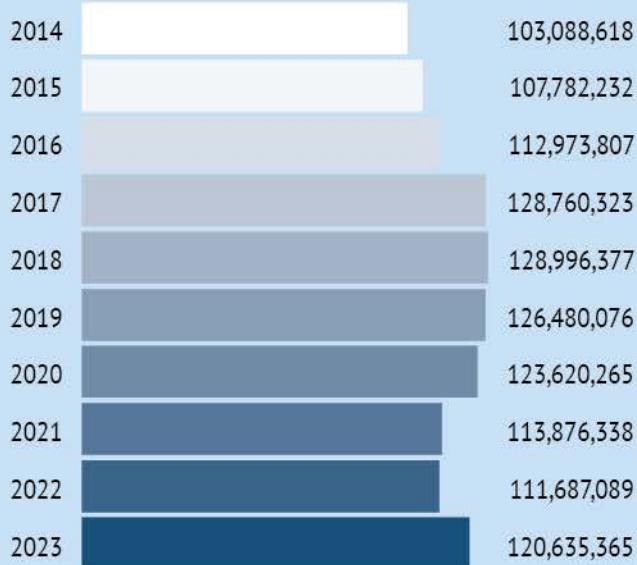
SHARES



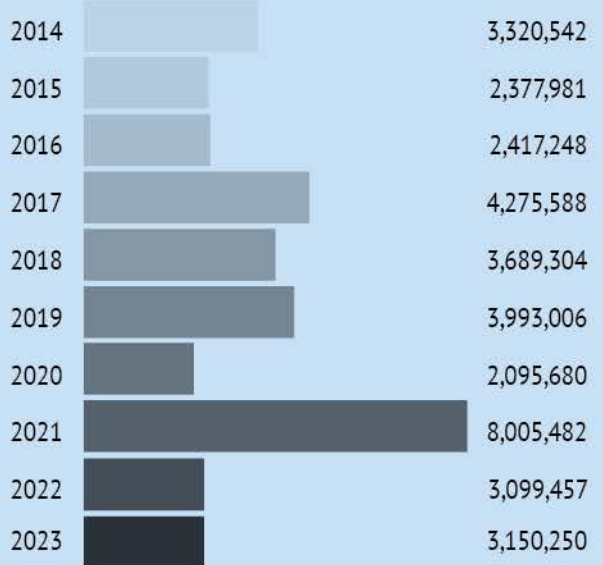
INTEREST (ON MEMBERS' LOANS)



MEMBERS' LOANS

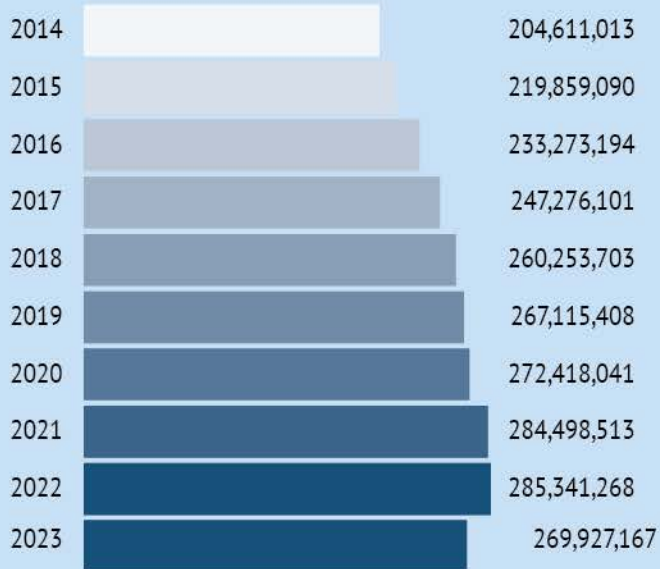


INVESTMENT INCOME

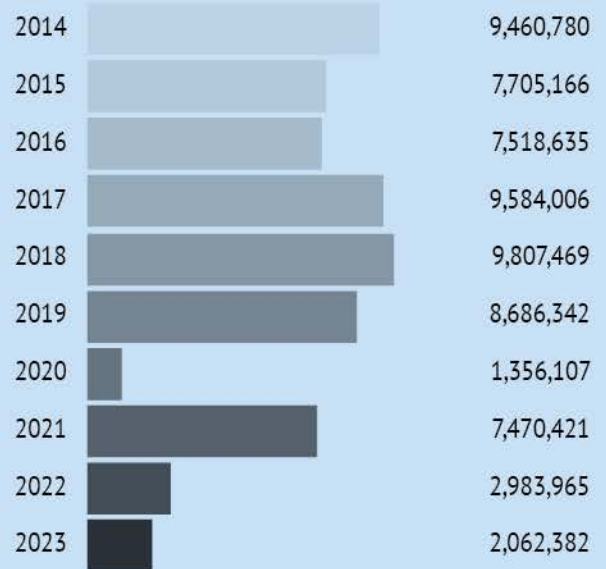


TEN (10) YEAR REVIEW

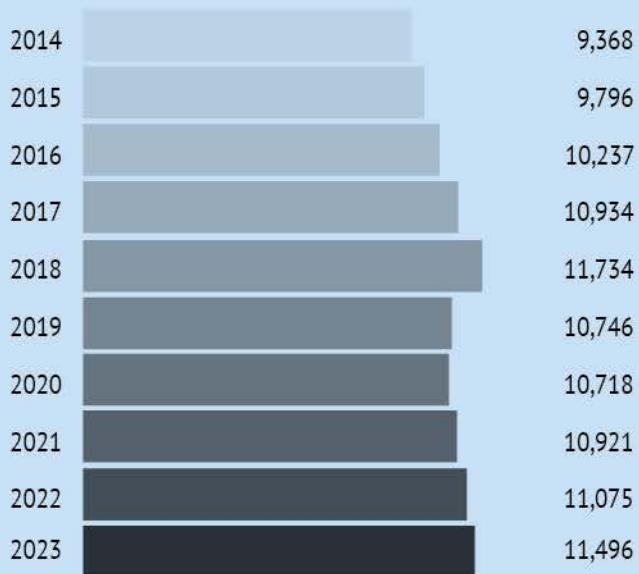
TOTAL ASSETS



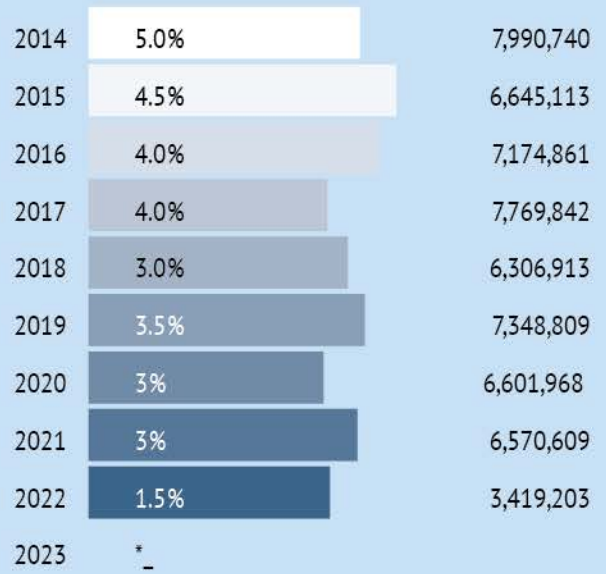
SURPLUS (OF INCOME MINUS EXPENDITURE)



MEMBERSHIP



DIVIDEND AMOUNT PAID



* to be approved at the AGM

STAFF

2023 20





Neal & Massy Credit Union
Co-operative Society Limited

Education Awards Assessment Form

MEMBER'S NAME: _____

ADDRESS: HOME: _____

POSTAL: _____

TELEPHONE NO: _____ DATE OF BIRTH: _____

NMCU ACCOUNT NO: _____

PARENTS/GUARDIAN INFORMATION: _____

MOTHER'S NAME: _____

FATHER'S NAME: _____

COMPANY/DEPT: _____

LOCATION: _____

TELEPHONE: Home # _____ Work # _____ Cell # _____

EMAIL: _____

Which grant do you wish to apply for:

1: Secondary Entrance Assessment Grant (SEA) ☐

PRIMARY SCHOOL ATTENDED: _____ EXAMINATION #: _____
(Please submit copies of S.E.A and Students Performance Report slips)

2: Advanced Level Grant ☐

SECONDARY SCHOOL ATTENDED: _____

C.X.C./G.C.E RESULTS: _____
(Please provide a copy of results slip)

SCHOOL ACCEPTED INTO: (Proof of acceptance) _____

3: Tertiary Level Grant ☐

SECONDARY SCHOOL ATTENDED: _____

C.X.C./G.C.E/CAPE RESULTS: _____
(Please provide a copy of results slip)

SCHOOL ACCEPTED INTO: (Proof of acceptance) _____

CERTIFICATION

I _____ hereby certify that the information contained in
this application is true and correct.

Dated this _____ day of _____ 2024.

APPLICANT'S SIGNATURE

PARENT'S SIGNATURE

Rules for the Education Grant 2024

Members in good standing at Neal & Massy Credit Union (NMCU) can apply for the following education grants:

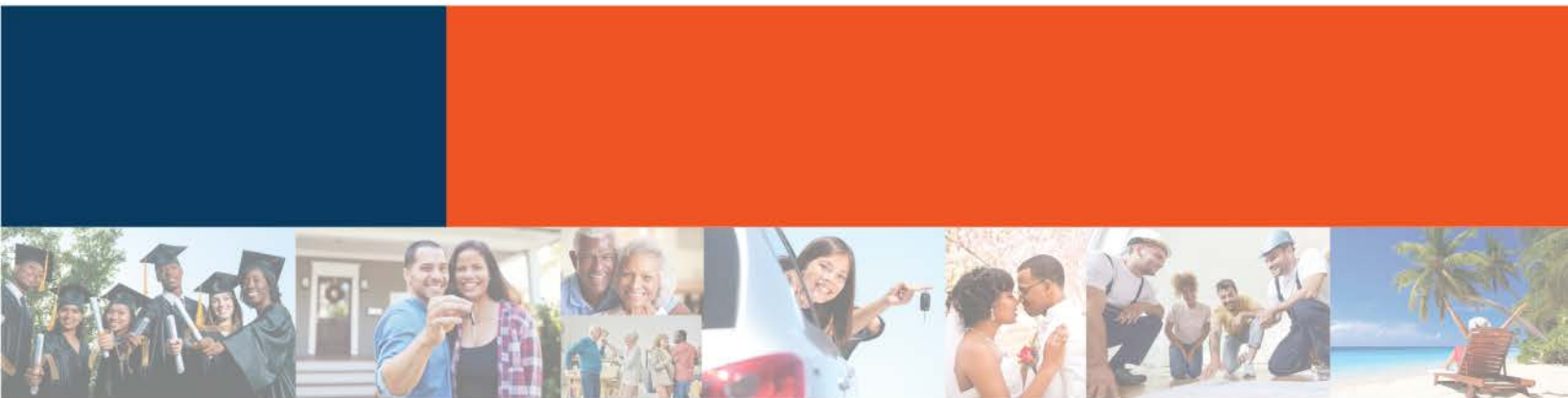
- 1. SEA Grant**
- 2. Advanced Level Grant**
- 3. Tertiary Level Grant.**

Please refer to the rules and guidelines below and ensure that you have saved copies of the following documents so that your application can be completed and submitted via our online portal:

- **S.E.A students Performance Report or CXC/GCE Results or CAPE Results**
- **Copy of Birth Certificate or National ID or Passport**
- **Completed Education Grant Form**
- **Acceptance letter from School for those applying for Advanced and Tertiary Grant**

Please note that only forms and documents that are uploaded via our portal will be valid for the Education Grant Award 2024.

More information and guidelines to apply for these grants will be advertised to the membership at a later date.



Neal & Massy Credit Union
Co-operative Society Limited

#15-17 Borde Street, Port of Spain
Telephone: (868) 624-6428/ 625-9455
Website: www.nealandmassycu.coop

FIND US ON:

