



Trinidad and Tobago
Manufacturers' Association

ANNUAL REPORT 2018

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VISION

To be the voice of manufacturers in Trinidad and Tobago, creating value and providing world class service to our membership.

MISSION

Increasing the value and growth of the manufacturing sector in Trinidad and Tobago.



MESSAGE FROM THE PRESIDENT

MR. CHRISTOPHER ALCAZAR

2018 was eventful for manufacturing and our organisation with an unprecedented number of members of almost 500 in our history of over 60 years of championing the needs of our industry. This is undeniably a testament to the optimism engendered within our sector during this period of time in our nation's history.

With the ambitious mandate in 2018 to significantly expand market share of our offerings particularly through export, the Association remained dedicated to assist companies to transform their businesses and achieve sustainable growth.

Our manufacturers have not taken the responsibility of this national directive lightly and continued to challenge ourselves in finding new markets and growing existing ones in a quest to improve our nation's foreign exchange position while building the economy of tomorrow.



Though we recorded moderately impressive sector growth during the last year of 7.3 percent after a negative 2.6 percent in 2017, competing in the global context has had its fair share of difficulty. Our pursuit has not been to simply grow but to grow quickly to become a viable and sustainable source of GDP for our nation long after our energy reserves are exhausted. Unfortunately, faced with a slew of disadvantageous circumstances such as low national productivity and work ethic, governmental agency bureaucracy and a debilitating VAT refund issue, the TTMA is concerned that the speed at which the sector can grow will continue to be impeded by these factors if not mitigated.

Notwithstanding, in 2018 we continued to encourage our members to persevere and to continuously transform ourselves so as to meet the evolving local and international markets. As a body, we have advocated for corporate transformation of individual companies lamenting that even though it is often a slow and painful exercise, it is necessary for survival and growth.

We recognised that we must do all within our control in order to remain ready to compete on the global stage. Without great efforts in ensuring our offerings to international consumers are relevant, high quality and cost effective, it would be impossible to realistically compete on the international market.

In building our strategy to facilitate accelerated growth of our industry, our Proudly T&T campaign became more relevant than ever as it addressed a mindset shift for all parties which is required for success. This campaign has been instrumental in highlighting the tremendously positive impact that the local manufacturing sector has had on the nation's citizenry and economy.

Proudly T&T has managed to leverage a positive tone and productive conversation between manufacturers and the wider national community. In fact, the TTMA sees the campaign as larger than ourselves as it is working to transform not only how the public views the manufacturing sector but how we as a people see ourselves.

“In 2019, we will continue to drive this growth agenda towards the achievement of the diversification goals of our nation, knowing that together as individual manufacturers working towards one goal, the possibilities are endless and we can do it.”

Through Proudly T&T, we are demonstrating that national pride can be channeled in a manner that can transform us into a more productive nation.

Our trade missions to Jamaica and Guyana in the past year were successful. We are pleased to note that we were instrumental in securing the EXIM Bank Forex facility offered by the Government to address the challenges faced in this area. The Trade and Investment Convention (TIC) 2018 was our largest to date recording a visitation of over 15,000 individuals and is on a path to undoubtedly continuing this growth in each successive year. The show sought to bring the right buyers to allow local businesses to expand into new markets, embodying the theme of 2018's convention "New Horizons, New Opportunities".

It would be remiss of me if I do not recognise so many of our members who during our nation's time of need when so many citizens were adversely

affected by flooding, our sector stood out as a leader in humanitarian efforts. The speed at which our sector rallied to reach the victims of flooding and the generosity displayed was nothing short of astounding. It was a testament to what we as a group of citizens in business working for the national interest can do. A heartfelt thank you to our members for rising to this challenge.

As I pen this last message as the President of the TTMA, I would like to encourage all members to get involved in whatever way possible to grow and transform the local manufacturing industry. I am grateful for having had the opportunity to serve our esteemed members and would like to state that we must continue to press on despite deterrents and forge and sustain a meaningful partnership between our manufacturers and the Government. Without this partnership, neither of us would survive and thrive in the long-term.

MESSAGE FROM THE CEO

DR. MAHINDRA RAMDEEN

Throughout 2018, the Trinidad and Tobago Manufacturers' Association continued to be the voice of the manufacturing sector. The Association continues to push forward and provide world class services to our membership whilst increasing value and growth of the Manufacturing Sector. The year commenced with a renewed sense of optimism for prosperity and an even greater impetus for the sector to take the lead on diversification.

The TTMA continues to partner with local organizations to improve the competitiveness of the sector. We endeavour to create new relationships, break into new markets, build more business, earn more forex and increase employment. The TTMA continues its push forward with the Proudly T&T Campaign with the goal remaining the same: inspiring the country to strive for a better T&T.

The TTMA pushes forward in its drive to increase the size of the membership by providing opportunities for its members for market expansion. In 2018 the Association hosted its outward trade mission to Jamaica and Guyana, which was successfully engaged. TTMA continues to lobby on behalf of its members to find solutions to the US currency supply constraints by having regular meetings with the relevant entities.

The year once again saw a successful staging of the Trade and Investment Convention. TIC marked its 19th year and has again proven to be the largest trade show of its kind in the region that is geared towards creating business, trade and investment for local businesses. The Convention saw over thirty countries having a representation with exhibitors and buyers coming in from all over the world.

As we move into 2019, TTMA remains committed to providing its services to the members and we are confident that in the face of unforeseen challenges, the sector is more than equipped to rise above them. The President, CEO and Secretariat of the TTMA are committed to bringing value to our members, lobbying on their behalf and to offering support and guidance to the manufacturing sector. With continued effort and partnering with you, our stakeholders, we are hopeful that our goals of growth and diversification can be actualized.



BOARD OF DIRECTORS



MR. CHRISTOPHER ALCAZAR

PRESIDENT

Christopher Alcazar is currently the CEO of Vemco Limited, a leading manufacturer and distributor of FMCG in the Caribbean. His previous experience at Associated Brands Industries Ltd (ABIL) laid the foundation for his knowledge in the creation of home grown products which would eventually be exported to other territories. His sheer business expertise and meticulous monitoring of global trends and best practices allow him to position Vemco a step ahead of its competitors. As a graduate in Business from the University of Tampa, Florida and a background in business development, product conceptualization, and marketing, Christopher Alcazar has always been an advocate of growing export market share within CARICOM, Latin America and key international markets. Passionate about changing the landscape of the economy of Trinidad and Tobago- its people, its development, its economy, its social aspects- Christopher has diversified his portfolio by serving the last two years as the President of the Trinidad & Tobago Manufacturing Association (TTMA). This allowed him to be a voice for manufacturers trying to get their business going and sees the association as an opportunity to improve the way people serve on a national scale and thus can contribute to nation-wide development.

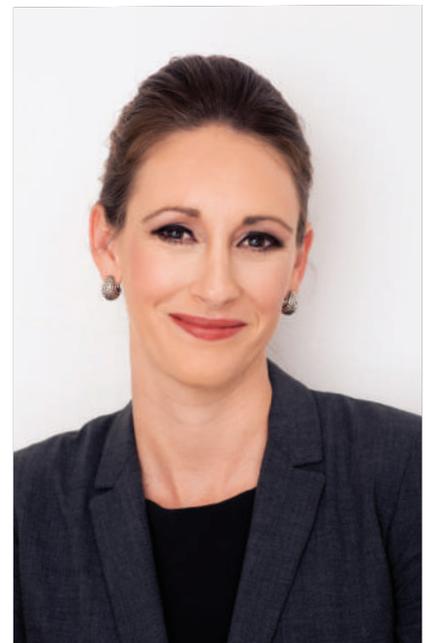
MS. FRANKA COSTELLOE

FIRST VICE PRESIDENT

Ms. Costelloe holds a (MSC) Master's Degree in Building and Construction Management (with distinction), an (MBOS) Associate Degree in Project Management and a (BSC) Bachelor of Science Degree in Business Administration with a Major in Human Resources and Masters Certificate in Corporate Governance.

Franka Costelloe is a Director of Lifetime Roofing Ltd; a manufacturer, distributor and contractor specialized in metal and flat roof waterproofing. She has experience in various departments including; Human Resources, Project Management, Contracts, Budget Planning & Administration, Sales and Marketing.

Ms. Costelloe currently sits on the Trinidad and Tobago Manufacturer's Association Board, First Citizens, First Citizens Investment Services, First Citizens Trustee and Chairs the Human Resource Committee of First Citizens



DR. MIKAEEL MOHAMMED
SECOND VICE PRESIDENT

Dr. Mikaeel Mohammed is a graduate of the Royal College of Surgeons in Ireland, where he attained his M.B., B.Ch, B.A.O. credentials. He holds certifications in executive leadership from various Business schools, most recently, Harvard Business School. At present Dr. Mohammed is Chief Executive Officer of Jaleel Distributors Limited, S.M. Jaleel's Sales and Distribution Companies. Dr. Mohammed also functions as a Director and Corporate Secretary of S.M. Jaleel and is the owner of several independent successful business enterprises.



MR. ROBIN LEWIS
DIRECTOR

Robin Lewis joined First Citizens as the GM Retail and Commercial Banking in April of 2012. He holds a Diploma in Business Management from the University of The West Indies and an MBA from the University of Lincoln in London. Mr. Lewis is a career banker with over 30 years' experience in the financial services industry. The majority of his career was spent with a local financial services provider gaining experience in all aspects of banking operations. His prior appointment was at director level with another major regional financial institution with responsibility for Banking Operations for the Retail Wealth and Small Business groups, including Branch Banking, Electronic Channels and Call Centres. He currently sits on the Board of the Trinidad & Tobago Manufacturers' Association.



MR. ANTHONY FARAH
DIRECTOR

Anthony G. Farah is the General Manager of MDC-UM, the largest manufacturer of office furniture in the region. After graduating with a degree in Business Administration from Miami Dade Community College, Mr. Farah gained 17 years of experience from a host of industries in the United States. Anthony returned to Trinidad to help develop MDC-UM's strategic alliances with large furniture manufacturers in North America, China, Europe and India. As a consultant and project manager he has helped ensure that local content is maximized on projects in the Caribbean.





MR. PHILLIP AGOSTINI

DIRECTOR

Mr. Philippe Agostini is the current Executive Chairman of CGA Ltd since assuming the office in 2003. Previously, Mr. Agostini served as a Chairman and Director of CGA Limited from 2003-1995 and 1985-1995 respectively. Mr. Agostini is also the Managing Director of F.A. Agostini Estates Ltd, a family holding company. Mr. Agostini has served on many other associations. He is the Past President of the Agricultural Society of T & T, Past Chairman of Cocoa Research Advisory Committee (aka the cocoa Research Unit at UWI), Founder/ President of the Caribbean Agribusiness Association and the Chairman of the Caribbean Oils & Fats Association and others.



MR. GEORGE NAIME

DIRECTOR

George Naime (GN) a former student of Harrisons College, is a founding partner of the B. E. Naime Group of companies (BEN) that was established in 1980 in Barbados. After the sale of the retail and manufacturing divisions of the BEN group in Barbados, Mr. Naime relocated to Trinidad and Tobago in 1992 and launched the PROTOX Aerosol Insecticide and Angel Liquid Detergent range of products. In 1993, Mr. Naime was also responsible for expanding the BEN group into the Energy Sector of Trinidad and Tobago by the establishment of Aerogas Processors Limited (APL) in 1998. A joint venture with the Rahael Group of companies. In 2012, with his partners, Joseph Naime and Tony Paul formed a company, BEN LNG, which is geared to provide supply chain solutions for applications of Natural Gas Derivatives as power plant displacement Fuels in the Caribbean. He also established Five Star Private Members Club in 2012. In 2016, he was appointed Director of TTMA, currently Chair of Standing Committee on Trade and representative member of PLCC on Energy Sector.



MR. RYAN LEWIS

DIRECTOR

Ryan Lewis is the Executive Director of Label House Group Limited. Mr. Lewis has extensive experience in marketing and finance having worked both locally and abroad. Mr. Lewis holds an MBA Marketing and Finance from University of Miami and a B.Sc. Business Administration from Florida Institute of Technology.

MR. IAN MITCHELL

DIRECTOR

Mr. Ian Mitchell has over nineteen years experience in the manufacturing sector, having held managerial positions at WITCO and Bermudez Biscuit Company Limited where he last served as General Manager. Mr. Mitchell holds an International MBA as well as a B.Sc. Industrial Engineering, and a Post Graduate Diploma in Finance. Mr. Mitchell was a mentor with the Arthur Lok Jack Graduate School of Business and is currently the Managing Director at ANSA Polymer.



MR. RODNEY COWAN

DIRECTOR

Rodney Cowan is the Marketing Manager of Trinidad Cement Limited operations in Trinidad and supports the Commercial activities of the Barbados business unit. He is the holder of a B.Sc. in Management Studies from the University of the West Indies (St Augustine) and earned an MBA from the Herriot-Watt University. Mr. Cowan currently serves as a Director on the Board of the Trinidad and Tobago Contractor's Association.



MR. DALE PARSON

DIRECTOR

Dale Parson is the CEO of KPL Group Ltd, a diversified group in the Manufacturing and Distribution Industry in Paints, Adhesives, and Brewery/ Beverage products. Mr. Parson holds a BSc in Engineering and an MSc in Strategic Leadership and Management from the University of the West Indies. He is currently pursuing his PhD in Business Administration with concentration in Marketing. Mr. Parson is a member of Board of Engineers of Trinidad and Tobago (BOETT) and Association of Professional Engineers of Trinidad and Tobago (APETT). As the Chief Executive Officer of a regionally recognised privately held organisation, Mr. Parson has acquired extensive knowledge and experience in manufacturing, competitiveness, international trade, management, international business operations and strategic planning. His background provides the TTMA board with a broad scope of expertise in the manufacturing industry particularly in strategic planning, trade agreement negotiations and competitiveness.





MS. TRICIA COOSAL

DIRECTOR

Tricia Coosal is a graduate of the University of Miami with an MBA from Nova Southeastern University. Ms. Coosal has over six years experience as an Executive Director of Finance and Administration at Coosal's Group of Companies. Ms. Coosal is also Founder, Managing Director and Corporate Secretary of Top Class Distributors Limited.



MR. PATRICIO TORRES

DIRECTOR

Patricio Torres, was appointed the Head of Market for the Anglo-Dutch Caribbean at Nestlé Trinidad and Tobago Limited in September 2017. Patricio joined Nestlé 23 years ago when he started as a Professional Trainee in Chile. He then worked in several sales areas for Confectionery, Coffee, Ambient Dairy and Culinary. In 2003, he started his international career in Brazil as part of the Global Business Excellence team in generating demand, implementing best practices and commercial processes across Zone Americas. He returned to Nestlé Chile in 2005 joining the Ice Cream Business in Marketing, after which he joined the Ice Cream Strategic Business Unit in 2008, taking responsibility for sales and distribution for Zone Americas, Europe and Africa, Oceania and Asia. He later became Country Manager at Nestlé Paraguay in 2010 before assuming his role as Business Executive Officer, Savory Ice Cream in Nestlé Chile in 2012. Patricio holds a Bachelor's Degree in Business Administration from the University Diego Portales in Chile, an MBA from Pontificie Catholic University in Chile as well as a PED Executive IMD from Switzerland.



MR. GARY AWAI

DIRECTOR

Mr. Awai has a banking career spanning over 30 years, in which he has held several senior management positions at various local banks including most recently, Deputy CEO at Intercommercial Bank Limited (now JMMB Bank). He is a Chartered Professional Accountant and member of the Society of Management Accountants of Nova Scotia, Canada, holds a Masters in Business Administration from Andrews University, Michigan and Bachelors in Business Administration from the University of New Brunswick, Fredericton, Canada. He has an extensive background in Treasury Risk Management, Strategic Management Accounting, Correspondent Banking, Structured Trade Finance, Compliance, Corporate Finance and Marketing and Sales,

with strong emphasis in Treasury Operations, specifically Foreign Exchange and Dealing, where he has spent much of my career to date. Mr. Awai is a founder member of the Caribbean Financial Planning Association and a former director and past Vice President of both the Securities Dealers Association of Trinidad and Tobago and the Institute of Banking and Finance. He has also sat on the Trade Committee of the Bankers' Association of Trinidad and Tobago (BATT). Additionally, He has been a part-time lecturer in the Special Degree in Banking and Finance at the University of the West Indies for the past eleven (12) years.

MR. JOHN DE SILVA

DIRECTOR

John De Silva is an experienced FMCG Executive and was appointed Managing Director of Unilever Caribbean Ltd. in November 2017. Mr. De Silva has over 20 years experience in General Management, Supply Chain, Operations, and Finance, having worked in Trinidad, Jamaica, Switzerland, The Dominican Republic and Mexico. Most of that time was spent with Nestlé, holding senior executive positions including Director at Nestlé Jamaica, General Manager of Nestlé Caribbean Inc., and Nestlé Professional's Head of Supply Chain and Operations for Latin America. He has led the integration of acquired businesses, established Regional Shared Services, developed and executed manufacturing and operations improvement strategies, implemented Customer Service Excellence initiatives and turned around under-performing commercial operations through Consumer and Customer engagement, restructuring and cost-reduction and strengthening of Global Brands. John is a Fellow of the Association of Chartered Certified Accountants of the UK and an alumnus of IMD Business School, Switzerland.



MR. COLIN S. SABGA

CORPORATE SECRETARY

Mr. Colin Sabga holds a Bachelor of Laws degree from the University of Bristol with a specialisation in Private Equity, and a Masters of Law (with distinction) from University College London with a specialisation in International Banking and Finance. He subsequently completed the Bar Vocational Course at the College of Law, London and the Legal

Education Certificate at the Hugh Wooding Law School. He is a member of the Honorary Society of the Inner Temple and the Law Society of Trinidad & Tobago. In 2013, Colin joined the BCL Group of Companies full time as Executive Director responsible for new business development.



BUSINESS DEVELOPMENT

UNIT 2018-2019

INTRODUCTION

2018 – 2019 can be most aptly described as a year of incremental growth for the Business Development Unit, a description that holds true for the rest of the Association. Collectively, this unit has worked consistently to achieve specific performance indicators in the areas of Advocacy & Legislation, Transport and Logistics, employment and database development for export market penetration. This year also saw an increase in the staff complement of the unit, so as to achieve higher levels of productivity and performance for the membership.

ADVOCACY & LEGISLATION

● VALUE ADDED TAX – OUTSTANDING REFUNDS AND RECOMMENDATIONS

Consistent work has been done to achieve tangible gains for members that continue to be owed VAT Refunds for an extended period. Correspondence and meetings have taken place at the highest level within the Ministry of Finance overall and, more specifically, with the Inland Revenue Division. Limited success has been reported by some members who have received refunds for refunds that are smaller in size, in part due to the consistent efforts of the Association.

However, it remains concerning that some of the larger refunds owed to a high percentage of the membership have not yet been paid. In the upcoming



year, more intensive efforts will be undertaken to achieve greater relief for the TTMA's membership in this area.

With reference to recommendations, this year saw the TTMA advocate for an offsetting of future VAT payments against outstanding refunds, as well as the removal of VAT on raw materials. Given the significant magnitude and positive implications of these recommendations for the TTMA's membership, it is hoped that this year will see at least one of them adhered to, by or before the Appropriation Bill for next year.

Our Association also met with the project coordinating committee for the Trinidad and Tobago Revenue Authority (TTRA). At this meeting, the TTMA's position for the proposed TTRA (which is likely to come on stream in the upcoming year) is to address the inherent weaknesses in the tax collection and refund payment system. This was well received and taken strongly into consideration.

● ACCESS TO FOREIGN EXCHANGE – FOREX FACILITY FOR MANUFACTURERS

The BDU has been in regular contact with its membership, along with Eximbank, to ensure that manufacturers receive the highest possible benefit from the ForEx facility. There was some advocacy for a revision of the criteria for

successful application, but this has not been met with positive responses thus far. However, the number of manufacturers accessing the facility has been increasing slowly but steadily.

The ongoing concerns of the membership in terms of access to US currency to meet their supplier obligations remains an issue of active advocacy for our membership; while the financial sector restrictions remain somewhat unabated, the TTMA has been working arduously to improve the export earning capacity of its members. In this regard, the BDU has commenced work with the TTMA's Trade Unit to host a Trade Mission in the first half of 2019, which is geared toward tapping into new business within the region (and ideally, outside of conventional Caricom markets).

● BEVERAGE CONTAINER BILL

2018 – 2019 also saw the Beverage Container Bill being raised again by the government, and was unsurprisingly met with a strong response by the TTMA. The current push for implementation of this legislation resides with the Ministry of Public Utilities, with whom the TTMA met in December 2018 along with a large number of its members in the beverage industry. Subsequent to this, the TTMA has re-convened its Beverage Bill Committee, which was inactive for several years due to the Parliamentary lapse of the legislation.

Given that this renewed focus on the legislation occurred in the latter half of the year, work on formulating new consensus positions amongst the manufacturers is only now underway; notwithstanding this, the TTMA has already signalled its desire for a very lucid, workable and effective legislation to the government.

Advocacy in this area will remain very strong in the upcoming year.

● PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC PROPERTY

The TTMA's work in this area continues to be advanced through its successful partnership with the Private Sector Civil Society Group (PSCSG), which comprises of all the major Chambers of Commerce and various other stakeholders in the construction industry. At this juncture, the legislation continues to be dependent on its associated regulations, the latter of which have not yet been brought into effect.

Our Association (along with the PSCSG) met with the Office for the Procurement Regulator (OPR), and substantively discussed the draft regulations, as well as the timetable for implementation. In particular, the TTMA has upheld its advocacy for enhancement of local content in public procurement, to allow companies that meet the requirements for state contracts to receive fair treatment in the bidding process.

Given the measured pace of the OPR and its work on finalising the regulations, it is anticipated that they may come into effect in the upcoming year; the TTMA will continue to be very targeted and strategic in its approach to ensuring the best interest of our manufacturers, and the country at large regarding fair and transparent public procurement.

● INDUSTRIAL RELATIONS

The reform of the Industrial Relations Act remains high on the agenda of the TTMA. In addition to collaboration with the Ministry of Labour, other state agencies and trade unions, the TTMA held a major membership sensitization forum that focused on Industrial Relations and Labour Productivity (given their clear correlation). This has improved the level of awareness and clarity amongst the membership regarding its role, obligations and responsibilities as employers, but also enhanced knowledge on rights and opportunities to enhanced the productivity of their employees.

In addition, the TTMA established new, strategic data collection efforts in this area, to assess its members experiences and assist in charting a way forward for legislative reform. This takes the form of surveys, analysis and further collaboration with the Joint Chambers of Commerce for Industrial Relations.

TRANSPORT AND LOGISTICS

The TTMA worked closely with the Customs and Excise and the major ports of entry to alleviate various challenges being faced by the membership in 2018 – 2019. Two of the major areas of advocacy and membership support were with respect to challenges at the Customs and Excise Container Examination Station (CES) during the peak (Christmas) season, as well as the ongoing lobby for the implementation of container scanners at both ports. Success was attained on both fronts – TTMA's work assisted in an ease in the bottleneck at the CES, which was much needed for faster delivery of cargo. It has also been reported that both ports have operationalised their container scanners, which should markedly improve the speed of container examinations in the months and years ahead.

EMPLOYMENT

The Business Development Unit significantly increased its support for the membership in terms of employment levels, via its well-established facility – TTMA Careers – which continues to be offered as a free service to the membership.

Over the course of the year, there has been a notable increased in the volume of vacancies being posted (and by extension filled) through the site, making it far more comparable to conventional online recruitment services.

In the upcoming year, promotional efforts, along with dialogue with the membership to meet their

specific employment needs, will be increased to ensure that issues of employment volume and quality are more adequately addressed. This will be facilitated, in part, through collaborative work with the TTMA's Advocacy Committee.

NEW DATABASE DEVELOPMENT

This operational and administrative exercise was designed to improve the expansiveness of internal (TTMA's membership), local, regional and extra regional market information, with a view towards more strategic match making between our members and export markets. The exercise commenced in late 2018, was well underway at the time of this report, and is expected to be completed by mid-2019. The ultimate goal is to strengthen existing business relationships through more effective supply and logistics chains, and also create new business opportunities through untapped distribution networks.

MEMBER VISIT PROGRAMME

The Business Development Unit commenced an in-depth member visit programme during the year, which includes discussion with key personnel on areas for membership support, as well as factory tours to gain a better appreciation for their business operations. This programme has allowed the BDU to be much more targeted and specific in its approach to resolving issues of varying magnitudes, build on existing member relationships, and establish new ones.

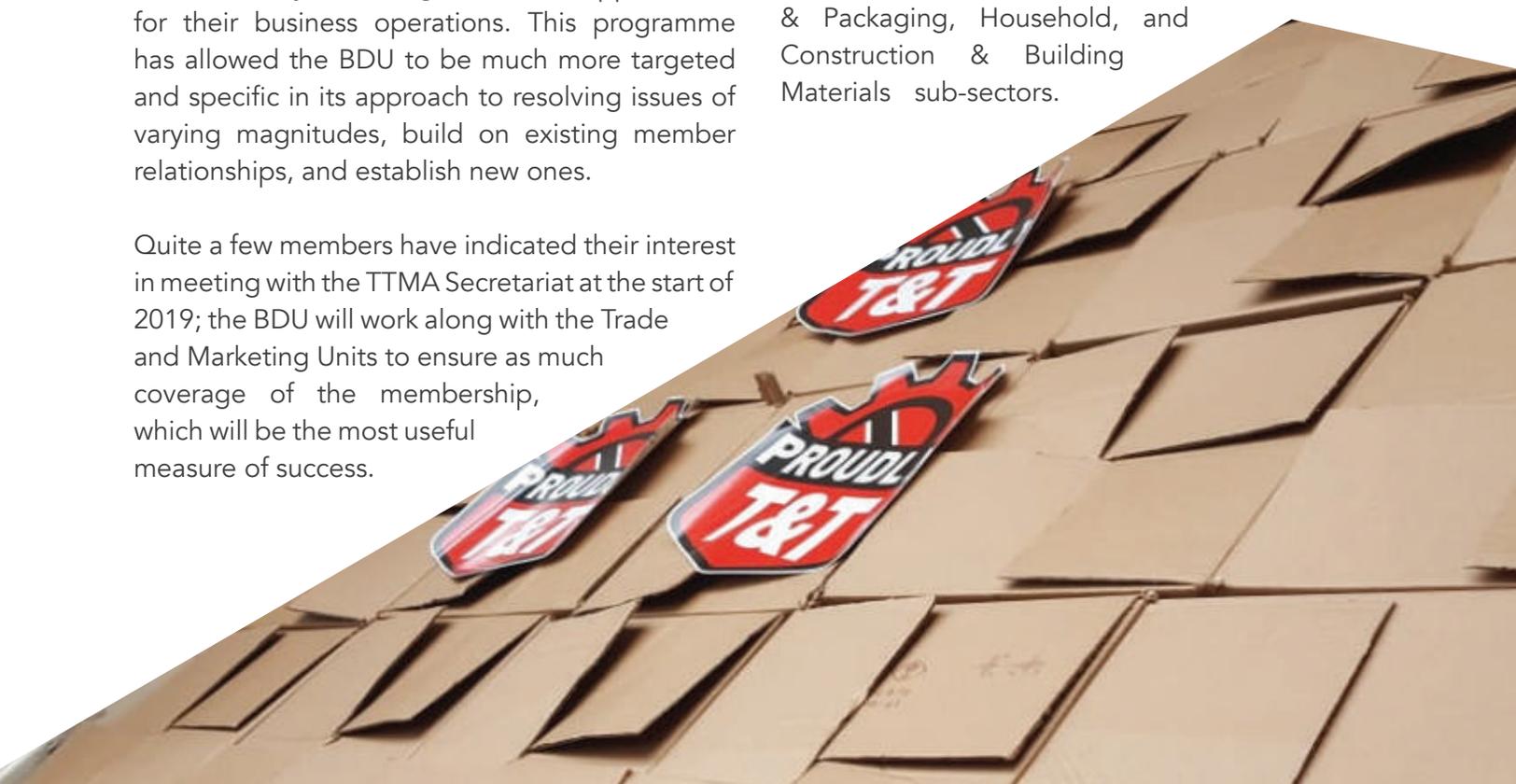
Quite a few members have indicated their interest in meeting with the TTMA Secretariat at the start of 2019; the BDU will work along with the Trade and Marketing Units to ensure as much coverage of the membership, which will be the most useful measure of success.

SUPPORT TO FLOOD VICTIMS IN 2018

The TTMA engaged in a nationwide flood relief effort during the months of October and November 2018, providing support to hundreds of households in various flood affected areas across the country. The TTMA recognized the severity of the flood impact, and immediately responded to the urgent needs of citizens in flood affected areas.

In total, approximately four thousand (4000) hampers were distributed to flood affected citizens, primarily from the areas of Greenvale, La Horquetta; Sangre Grande; Bamboo Village; Kelly Village; Laventille; Pointe-a-Pierre; Rio Claro; Guanapo; San Rafael; Oropune; Mayaro and a number of other districts. Hampers were also delivered to a few regional corporations, as well as directly to several schools nationwide. The TTMA also responded to the call of the Ministry of Trade and Industry, which in turn delivered hampers to other affected areas.

While the coordination of the exercise was done by the TTMA Secretariat, the hampers provided would not have been possible without the tremendous contributions of our members in the Food & Beverage, Printing & Packaging, Household, and Construction & Building Materials sub-sectors.



The TTMA applauds the efficiency and generosity of the members that responded to our call to assist in a time of significant need.

In total, the TTMA received contributions from its members in both cash and kind; with respect to cash donations, just under \$100,000.00 was received from the membership. Additionally, \$136,650.00 in contributions were made by the general public from the Fund Me initiative for this drive, an initiative that the TTMA was instrumental in establishing.

The TTMA stands ready and willing to extend its support to citizens in future cases of national emergency needs, as the Association considers it an important aspect of its Corporate Social Responsibility.





MARKETING

UNIT 2018-2019

The Trinidad & Tobago Manufacturers' Association (TTMA) held its 62nd Annual General Meeting (AGM) and AGM Business Breakfast at Hilton Trinidad & Conference Centre on Wednesday 11th April, 2018. The meeting was well attended by TTMA's members of the manufacturing and non-manufacturing business community.

ANNUAL GENERAL MEETING (2018)

The President's Annual Report (2017) was delivered, which focused on the many successes of the Association in Trade Promotion, Business Development, Tax Incentives and Seminars. With regard to the constitution of the Board of Directors, two (2) members of the Board stepped down as follow:

- Mr. Ashmeer Mohamed
- Mr. Colin Sabga

Both persons did not stand for re-election, however Mr. Sabga was elected as the Corporate Secretary. Mr. Robin Lewis, Ms. Franka Costelloe and Mr. Anthony Farah were constitutionally due to resign but stood for re-election. Mr. Gary Awai and Mr. John De Silva came on as new Directors. By consensus, Mr. Christopher Alcazar was nominated as President of the TTMA for his second term in office

PROUDLY T&T INITIATIVE

The Marketing Unit continued the roll out of the Proudly T&T initiative that was launched late in 2017. In 2018, 5 Proudly T&T videos were completed which highlighted the inner workings of the participating companies in an edited 1minute and 30 second video. A Proudly T&T jingle was also produced and played on the radio during the last five (5) months of 2018. A Proudly T&T 15 second advertisement for television was also produced and was played on CNC3 during the last five (5) months of the year.





The positive response from companies to the initiative was a good indicator of its success, with over 60 companies using the logo in various forms: on their packaging, delivery vehicles, company websites, in their advertisements and on their stationery. Proudly T&T also had a significant presence at TIC2018 with more than 50% of the local companies using the Proudly T&T logo in their booth designs.

MEMBERSHIP COMMITTEE

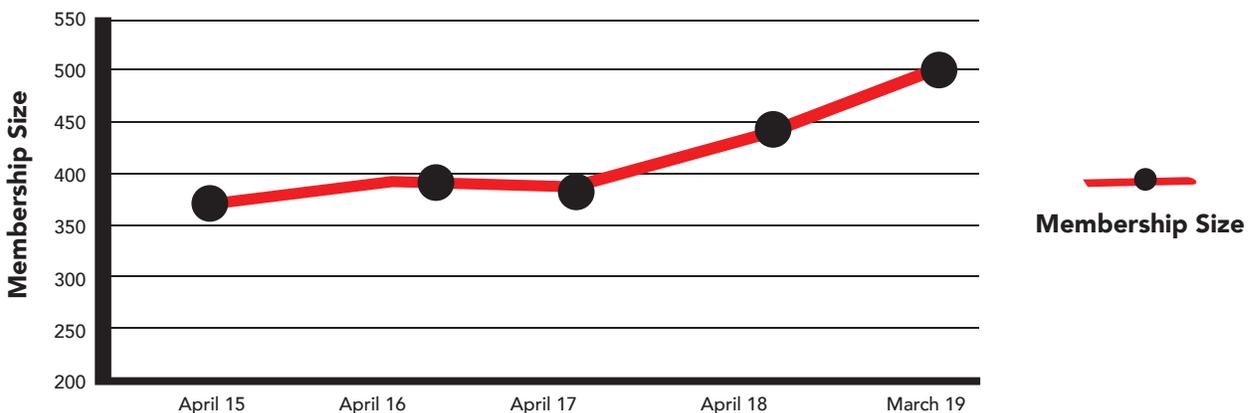
The Marketing Unit also embarked on an aggressive membership drive. The member prospectus brochure was redesigned to highlight the benefits joining the TTMA to the membership, while making it more visually appealing. The results of this drive were encouraging, with a recognition of the value of being a member of the TTMA, which allowed the membership to grow from 429 in January 2018 to 500 by April 2019.

The need for quarterly, informal networking sessions for the membership committee and as such, quarterly sessions called “Business After Hours” were introduced. The concept considered

was for TTMA members to host the free event and in so doing, use the opportunity to showcase their brand. In 2018, the venues for the Business After Hours were: the House of Angostura with an attendance of 53 persons; the Petrea Hall, Centre of Excellence with an attendance of 43 persons; MDC-UM with an attendance of 36 persons and the CEO’s luncheons at Jaffa at the Oval and Krave.

The membership committee also sought to begin promoting TTMA members on various TTMA platforms- Facebook, TTMA Website and Instagram. For the year 2018, 48 TTMA members were promoted across the various platforms.

TTMA MEMBERSHIP GROWTH 2015-2019



GRAPH SHOWING THE GROWTH OF THE TTMA MEMBERSHIP FROM APRIL 2015 TO THE END OF MARCH 2019

TRADE

UNIT 2018-2019

In 2018, the Trade Unit continued its main goal to support members of the Trinidad and Tobago Manufacturers' Association (TTMA) through trade facilitation initiatives. TTMA's trade facilitation efforts encompass representation of its members at various domestic, regional, hemispheric and international trade negotiation meetings. The Trade Unit is seen as the main advocate for trade facilitation and market access efforts between Government and the Private sector. Notwithstanding the difficulties in the trading environment, in 2018, the Trade Unit of the Trinidad and Tobago Manufacturers' Association (TTMA) continued to assist the trade facilitation efforts.

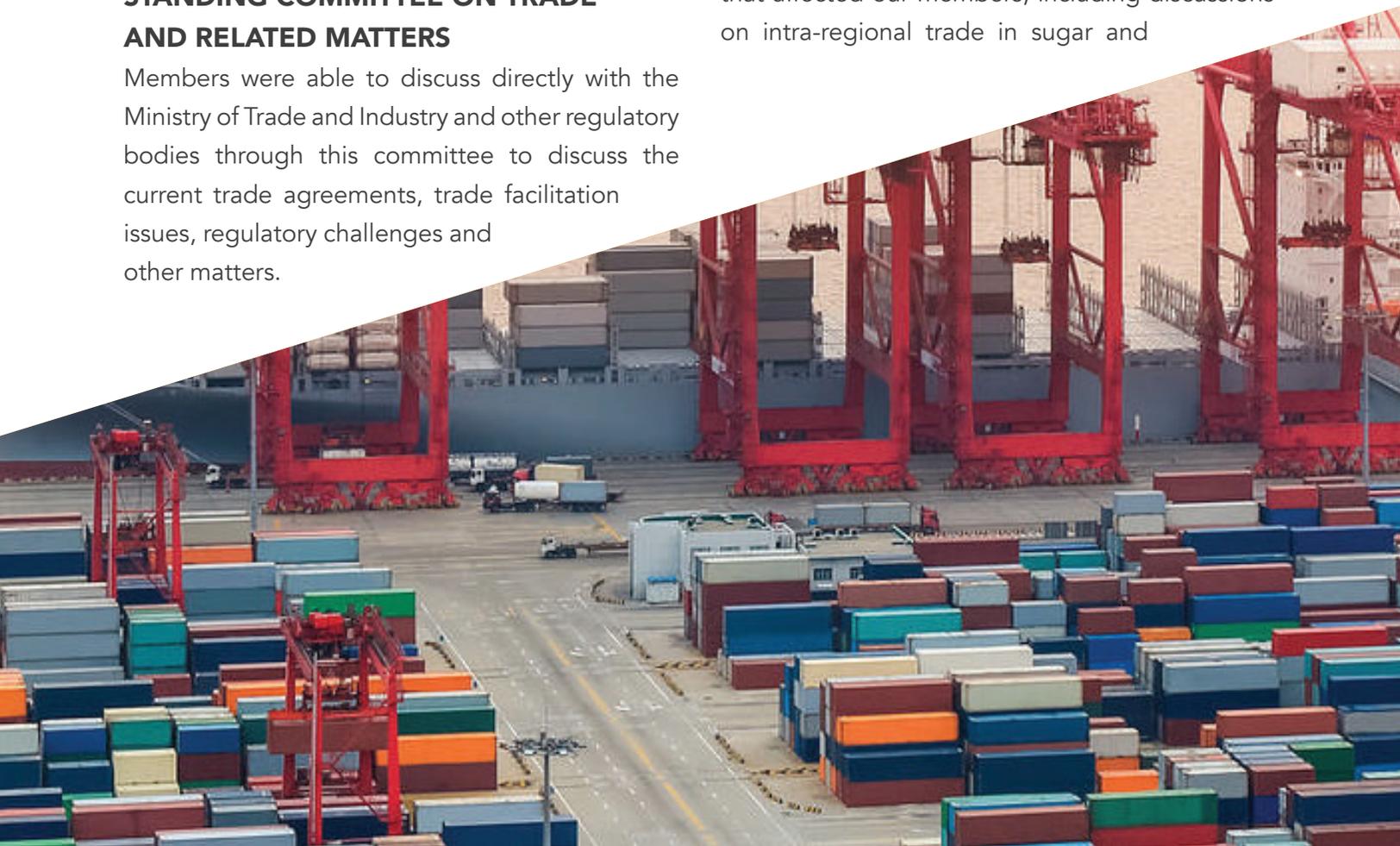
COMMITTEE MEETINGS

During 2018, the Trade Unit conducted several committee meetings in an effort to develop an enabling trade and business environment for the membership.

STANDING COMMITTEE ON TRADE AND RELATED MATTERS

Members were able to discuss directly with the Ministry of Trade and Industry and other regulatory bodies through this committee to discuss the current trade agreements, trade facilitation issues, regulatory challenges and other matters.

The objective of the committee is to continuously provide dialogue among affected stakeholders on the opportunities and the challenges encountered in trading environment. The committee facilitated presentations in 2018 with different Regulatory bodies. Further, the committee hosted sessions that affected our members, including discussions on intra-regional trade in sugar and



CROSQ's Regional Standard Labelling of Foods – Pre-packaged Foods – Specification. Details of these sessions are provided below:

1. The committee hosted a meeting between sugar producers in CARICOM and local manufacturers to discuss intra-CARICOM trade of sugar. The session allowed both parties to discuss the supply of sugar currently available and the requirements of manufacturers. Subsequent to the meeting, manufacturers were provided with contact information so that dialogue with the producers would continue. TTMA continues to monitor the development of the sugar industry.

2. The committee also facilitated meetings on Labelling of Foods – Pre-packaged Foods – Specification. Emphasis was placed on the requirements for front of pack labelling, as CROSQ's proposals bore concerns for local manufacturers. Feedback from the manufacturers has been provided to various national stakeholders (such as the Ministry of Health) and also Regional stakeholders (such as the various

manufacturers associations in CARICOM). TTMA will continue to participate in the development of this standard.

EXPORT MARKETING COMMITTEE

In 2018, the meetings under this committee sought to increase market intelligence and advance the export potential of firms. The committee also kept abreast of trade negotiations, provided guidance on markets of interest for trade missions and discussed problems faced by manufacturers trading with other countries. The committee continued to monitor its framework of commissioning of agents in various markets; whose role is to assist in the exposure of TT goods. The agents were expected to provide market intelligence, identify distributors and even assist in the registration of products. Additionally, in November 2018, the Committee participated in CARICOM Secretariat's inaugural Consultations with the Private Sector (via videoconference), which consisted of CARICOM Secretariat and various private sector organizations throughout the region.



TRADE MISSIONS

In 2018, TTMA conducted two (2) trade missions. They were to Jamaica in April 2018 and Guyana in October 2018.

JAMAICA

With regards to the trade mission to Jamaica, a total of twenty-six (26) participants from seventeen (17) companies attended the trade mission. The delegation was led by the President of TTMA and the Permanent Secretary of the Ministry of Trade and Industry. The mission also had the participation of exporTT. The mission was successful in that the majority of participants stated that they were very pleased with the outcome of the trade mission. The overall purpose of the Trade Mission was to promote, increase and improve the bilateral relations between Trinidad and Tobago and Jamaica. The trade mission coincided with Expo Jamaica and thus participants were able to attend the show as part of the trade mission.

GUYANA

The Trinidad and Tobago Manufacturers' Association (TTMA) embarked on a trade mission to Guyana from October 16th to 20th, 2018. The delegation was led by the CEO of TTMA and the CEO of exporTT. The mission was successful in that the majority of participants stated that they were very pleased with the outcome of the trade mission. It should be noted that there were signing of MOUs by some Trinidad and Tobago participants with business counterparts in Guyana. The overall purpose of the Trade Mission was to promote increase and improve the bilateral relations between Trinidad and Tobago and Guyana. As a direct result of the trade mission, participants reported of meeting new customers and strengthening existing customers. Strong relationships are vital to successfully doing business in Guyana and the trade mission was a timely opportunity to reinforce existing business connections and create new links.



ILLCIT TRADE

In 2018, the officer on illicit tradedesk continued its work on investigating cases and increasing awareness of this area among its membership. Establish in 2017, the officer is tasked with the function to assist in building capacity, strengthen partnerships with key agencies and implement strategies to combat the illicit trade in the Manufacturing Sector. The officer in charge was able to conduct several activities to increase the awareness of illicit trade in 2018. These include:

- Hosted a seminar in the first half of 2018 on illicit trade during the Trade and Investment Convention (TIC). A total of 25 persons from a wide spectrum of sectors were in attendance.
- Held meetings with strategic agencies such as Intellectual Property Office and Chemistry, Food and Drug Division of the Ministry of Health.
- Held meetings with several affected members to build case studies
- Wrote on several media such as the Business Guardian and other noted Business magazines in order to increase the awareness of illicit trade in Trinidad and Tobago.

One of the major accomplishments in 2018 was the establishment of the Illicit Trade working group. The group that comprises of TTMA's members met in the last quarter of 2018 and was able to discuss core concerns and develop strategies to address illicit trade.

TRADE NEGOTIATIONS

- In terms of the TT- Guatemala, there has been continued work to move closer to ratification. Trinidad and Tobago has been corresponding with the Government of Guatemala on the treatment of goods under the agreement.
- In terms of existing TT- Panama partial scope agreement, the Trade Unit continued awareness of this agreement through a 'Doing Business Seminar" where members were provided information on the agreement, registration of products into the market and also investment opportunities. It should be noted that the date for the joint administration meeting is yet to be convened. It was reported that the National co-ordinators from both countries have been established for the agreement in order to convene the meeting.
- In terms of CARICOM-Bilateral trade agreements, there were no Joint council meetings to discuss these bilateral agreements however, there were hosting of preparatory meetings with the CARICOM Secretariat on different CARICOM-Bilateral Trade Agreements. TTMA expects the hosting of meetings in 2019.

Meetings – National, Regional and International
The Trade Unit attended several committee meetings chaired by the MTI including the Market Access Sub-Committee meetings, the Trade Co-ordinating Committee meeting, the National Trade Facilitation Committee meetings and also special meetings. Also, the Unit attended meetings hosted by other Ministries (including the Ministry of Health's Food Advisory Committee) and government agencies.

WORLD TRADE ORGANIZATION AGREEMENT ON TRADE FACILITATION

The World Trade Organization (WTO) Trade Facilitation Agreement (TFA) entered into force on February 22, 2017. The agreement requires WTO members to implement measures to expedite the movement, release and clearance of goods, such as measures on transparency and governance, customs and other agencies' border procedures, and fees and formalities. Trinidad and Tobago as a member of WTO established a National Trade Facilitation Committee to oversee the domestic co-ordination of the agreement. In 2018, the National Trade Facilitation Committee was able to identify its Category B and C projects and present to Cabinet for approval.

COUNCIL ON TRADE AND ECONOMIC DEVELOPMENT MEETING (COTED)

TTMA attended the COTED meetings in April 2018 and November 2018 respectively. The meeting examined the trade and economic landscape of the CARICOM region. Member issues were addressed at the meeting such as convening of CARICOM/Costa Rica Joint Council, status of intra-regional trade in sugar, change in the rule of origin in the Revised Treaty of Chaguaramas, review of the CARICOM Common External Tariff and the rules of origin, and review of the US- Caribbean relations in order to lobby for the renewal of the Caribbean Basin Initiative.

CARIBBEAN EXPORT'S ADVANCED MARKET INTELLIGENCE TRAINING FOR BUSINESS SUPPORT ORGANIZATIONS

In November 2018 TTMA participated in Caribbean Export's Advanced Market Intelligence Training for Business Support Organizations. The session was facilitated by experts from the International Trade Centre (ITC), and focused on the use of ITC's web tools (Market Access Map, TradeMap). This training enhanced the capacity of conducting secondary research that can aid manufacturers in determining the feasibility when choosing export markets.

CARIFORUM-EU CONSULTATIVE COMMITTEE MEETING

The Trade Unit attended the annual CARIFORUM-EU Consultative Committee Meeting in December 2018. The meeting promoted dialogue and co-operation between representatives of organizations of civil society including the academic community, and the social and economic partners. At this meeting, the status of the ACP relations was provided. It was also reiterated at the meeting that by both EU and the CARIFORUM parties of the need for better monitoring of the Economic Partnership Agreement (EPA) implementation and for the inclusion of the civil society organizations to be part of the monitoring of the agreement. The committee discussed the lack of information on the trade in services in CARIFORUM and the need for social and economic indicators in the monitoring of the EPA. The group also discussed the dock dues imposed by the Overseas French Territories and how this area can be addressed.

STRENGTHENING TIES WITH DIPLOMATIC CORPS AND STAKEHOLDERS

In 2018, the Trade Unit conducted seminars with several diplomatic corps in order to increase the knowledge and information on Latin American markets. These seminars were highly attended by many companies from different sectors. The seminars discussed understanding the market characteristics, import requirements, business culture and trade agreements (if any) with these Latin American countries.

TTMA held a session with the Ministry of Trade and Industry and Ernst and Young on incentives offered to local manufacturers. The Association contributed to the development of Trinidad and Tobago's trade policy via consultations with the Economic Commission for Latin America and the Caribbean (ECLAC). Also, TTMA met with the Inter-American Development Bank (IDB) to discuss opportunities for trade financing. Furthermore, the Association participated in IICA's Accountability Seminar and its national consultation in support of the Preparation of the IICA Medium Term Plan 2018-2022.

WHAT TO EXPECT IN 2019?

The Trade Unit plans to keep well-informed of all trade and economic issues. The Unit will ensure that members are kept abreast of trade negotiations and advocate on the members' behalf. This would be achieved by actively participating in the various national and regional trade-related meetings that would be held. Furthermore, the Unit would continue to strengthen ties with the Diplomatic Corps and other stakeholders.

Two trade missions will be held in 2019. This is part of TTMA's effort to assist companies in expanding their markets. Trade missions are seen as one of the many ways to explore and succeed in foreign markets. Trade missions are about opening doors and developing long-term trade and investment opportunities. Participants will learn about doing business in the host market(s).



TRADE AND INVESTMENT CONVENTION

NEW HORIZONS NEW OPPORTUNITIES

The 19th Anniversary of the Trade and Investment Convention (TIC 2018) took place from Thursday 5th July – Sunday 8th July, 2018 at the Centre of Excellence, Macoya, Trinidad and Tobago.

As we recognized this milestone, TIC has undergone significant rebranding in an effort to create and foster business locally, regionally and internationally. As such, the theme of TIC 2018 was “New Horizons, New Opportunities!”. This year’s theme



signified the core purpose of the Trade and Investment Convention, which is the expansion of Business Opportunities for manufacturers and service providers across the region. It serves as an impetus for regional and international trade and the possibilities for finding new markets for both macro and micro enterprises.

TIC 2018 was deemed a resounding success across the board, as it attracted over 15,200 attendees/participants; the highest recorded participation of the convention's history. The Exhibitor population consisted of 212 registered companies occupying 253 booths, 3 pavilions and 6 sponsor pavilions, representing local, regional and international markets. A significant remainder of companies exhibited under other business and/or chambers and agencies from across the region.

There were over 23 business sectors showcased and represented in TIC 2018 with Food & Beverage and Construction having the largest number of participants. However, significant numbers were also noted from the Printing, Publishing, Packaging & Paper Convertors sector, the Information and Communication Sector and the Automotive Sector. The number of exhibitors, attendees and diverse sectors represented, indicates the continued interest in local companies (manufacturers and service providers) as well as regional and international companies wanting to take advantage of the exposure to new customers and markets that TIC facilitates. TIC 2018 saw participants from over 30 countries including Anguilla, Antigua and Barbuda, Barbados, Bahamas, Cuba, Dominican

Republic, Grenada, Guyana, Jamaica, Guatemala, Guadeloupe, Suriname, Canada and the United States to name a few.

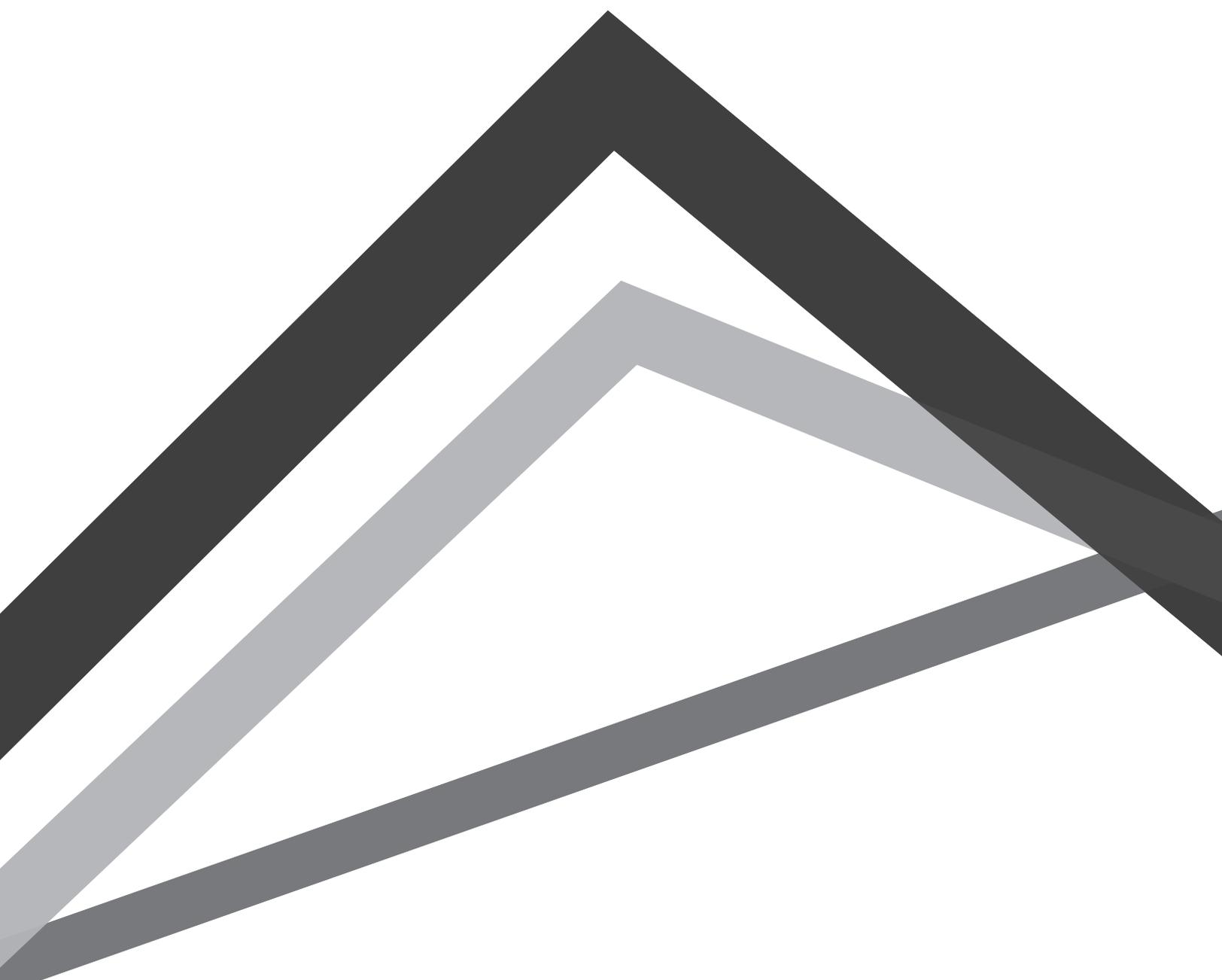
TIC 2018 continued the promotion of Business Networking by hosting Business to Business areas during the convention with a total of eight meeting rooms and a meeting lounge; further a collaboration with exporTT saw a meeting engagement with 11 specialized buyers in a dedicated "dating" business lounge. It was in these areas that participants were able to conduct private one on one meetings, which were pre-set before the convention days or were convened as the convention progressed. This will always be the key aspect of TIC as it ensures that substantial business deals will take place. Further to this set meetings, numerous meeting encounters took place in the booth space of respective exhibitors, who found this more conducive to their needs.

The TIC 2018, Marketing Campaign entailed the utilization of several mediums for convention promotion; this included traditional forms of media such as, magazines, newspaper advertising, radio and television during primetime hours. Other mediums such as digital billboards and social media promotions were used to ensure that the business and consumer public were aware of the TIC 2018.

TIC 2018 was sponsored by the Ministry of Trade and Industry, First Citizens, TSTT/Blink-Bmobile, Balroop's and S.M. Jaleel Company Limited, which significantly contributed to the overall success of the event.

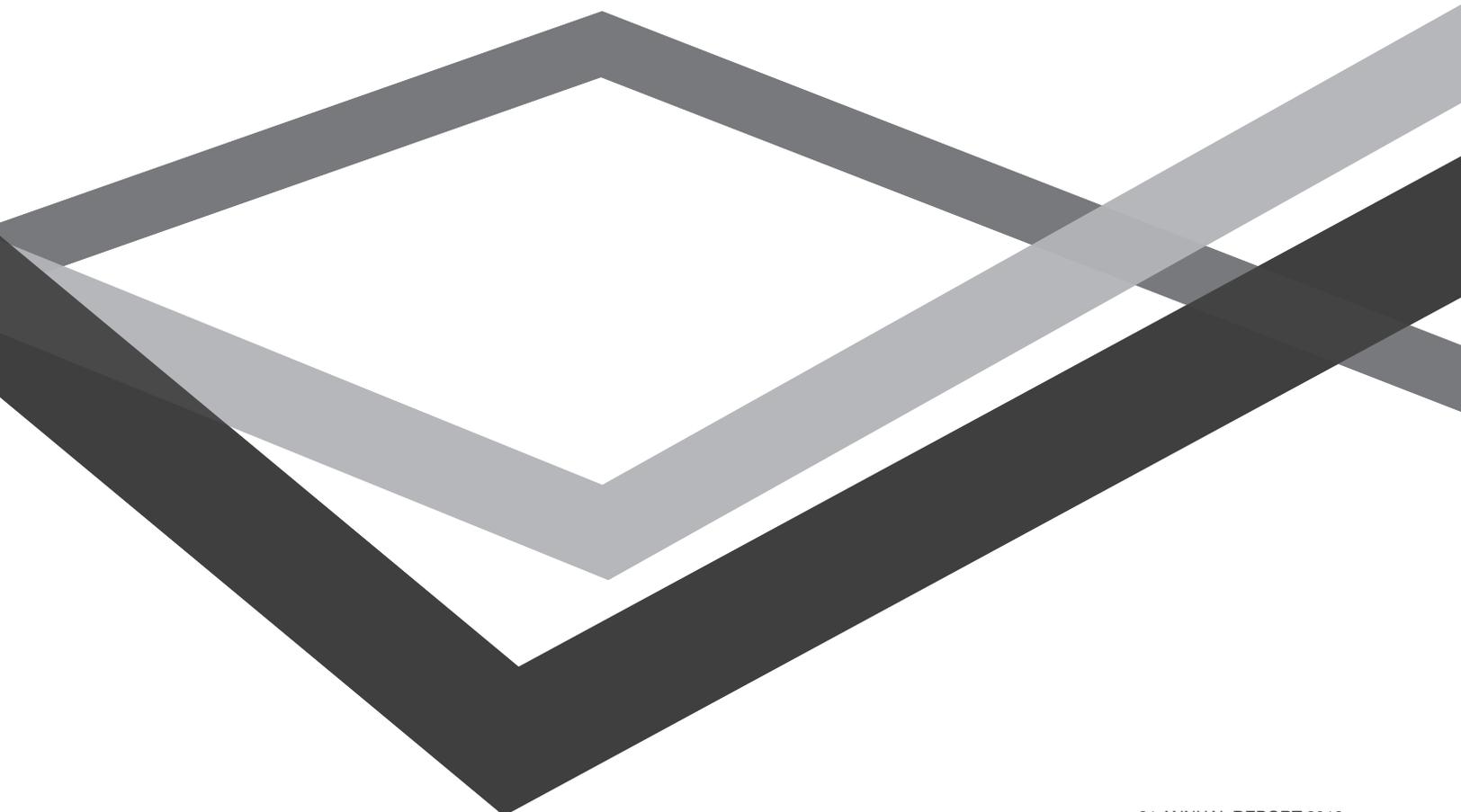


FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2018



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INDEPENDENT AUDITOR'S REPORT

To the members of
Trinidad and Tobago Manufacturers' Association

OPINION

We have audited the accompanying financial statements of Trinidad and Tobago Manufacturers' Association, which comprise the statement of financial position as at 31 December, 2018, the statements of comprehensive income, changes in equity and cash flows, and related notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Trinidad and Tobago Manufacturers' Association as at 31 December, 2018, of its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with 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.

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 International Financial Reporting Standard for Small and Medium-sized Entities, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association'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 Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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



Chartered Accountants
Port of Spain
Trinidad, West Indies
29th March 2019

STATEMENT OF FINANCIAL POSITION

| | NOTES | AS AT 31 ST DECEMBER | |
|--|-------|---------------------------------|-------------------|
| | | 2018 \$ | 2017 \$ |
| ASSETS | | | |
| Non-current assets | | | |
| Property, plant and equipment | 2 | 9,140,931 | 9,374,615 |
| CURRENT ASSETS | | | |
| Cash and cash equivalents | 3 | 2,600,540 | 2,044,048 |
| Receivables and prepayments | 4 | 1,503,829 | 1,352,617 |
| Amounts due from related parties | 5 | 229,947 | 15,100 |
| | | 4,334,316 | 3,411,765 |
| TOTAL ASSETS | | 13,475,247 | 12,786,380 |
| EQUITY AND LIABILITIES | | | |
| Capital and reserves | | | |
| Operational fund | | 12,396,377 | 11,792,204 |
| Non-current liabilities | | | |
| Borrowings | | | |
| CURRENT LIABILITIES | | | |
| Taxation payable | | 27,111 | |
| Subscriptions and deposits received in advance | 6 | 513,008 | 455,728 |
| Trade and other payables | 7 | 538,751 | 538,448 |
| TOTAL LIABILITIES | | 1,078,870 | 994,176 |
| TOTAL EQUITY AND LIABILITIES | | 13,475,247 | 12,786,380 |

The accounting policies on pages 38 to 40 and the notes on pages 41 to 44 are an integral part of these financial statements.

On 29th March 2019 the Board of Directors of Trinidad & Tobago Manufacturers' Association authorised these financial statements for issue.



President



Director

STATEMENT OF COMPREHENSIVE INCOME

| | NOTES | AS AT 31 ST DECEMBER | |
|------------------------------------|-------|---------------------------------|------------------|
| | | 2018 \$ | 2017 \$ |
| REVENUE | | | |
| Special events | | 5,768,384 | 4,777,947 |
| Rental of building | | 1,576,921 | 1,592,280 |
| Subscriptions from members | 5 | 1,681,626 | 1,555,905 |
| | | 9,026,931 | 7,926,132 |
| DIRECT COSTS | | | |
| Special events | | (4,702,919) | (4,017,691) |
| GROSS SURPLUS | | | |
| Interest Income | | 4,466 | 12,111 |
| | | 4,328,478 | 3,920,552 |
| EXPENSES | | | |
| Administrative | | (3,638,289) | (3,091,082) |
| OPERATING SURPLUS | | | |
| Finance costs | 8 | 690,189 | 829,470 |
| | 9 | - | (21,902) |
| NET SURPLUS BEFORE TAXATION | | | |
| Taxation | 10 | (86,016) | (34,858) |
| | | 604,273 | 772,710 |

The accounting policies on pages 38 to 40 and the notes on pages 41 to 44 are an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

| | OPERATIONAL FUND \$ |
|------------------------------------|------------------------|
| YEAR ENDED 31 DECEMBER 2017 | |
| Balance at 1 January 2017 | 11,019,494 |
| Net surplus for 2017 | 772,710 |
| Balance at 31 December 2017 | 11,792,204 |
| YEAR ENDED 31 DECEMBER 2018 | |
| Balance at 1 January 2018 | 11,792,204 |
| Net surplus for 2018 | 604,173 |
| Balance at 31 December 2018 | 12,396,377 |

The accounting policies on pages 38 to 40 and the notes on pages 41 to 44 are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

AS AT 31ST DECEMBER

| | 2018 \$ | 2017 \$ |
|---|------------------|--------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Operating surplus | 690,189 | 829,470 |
| Adjustments for items not requiring an outlay of funds: | | |
| Depreciation | 443,615 | 399,574 |
| Interest income | (4,466) | (12,111) |
| Operating surplus before changes in working capital | 1,129,338 | 1,216,933 |
| Increase/(decrease) in subscriptions and deposits received in advance | 57,280 | 276,059 |
| Increase/ (decrease) in trade and other payables | 303 | 324,896 |
| Increase in receivables and prepayments | (151,212) | (452,099) |
| (Increase)/decrease in amounts due from related parties | (214,874) | 71,870 |
| Cash generated from operations | 820,862 | 1,437,659 |
| Interest paid | - | (21,902) |
| Interest received | 4,466 | 12,111 |
| Taxation paid | (58,905) | (55,367) |
| NET CASH FROM OPERATING ACTIVITIES | 766,423 | 1,372,501 |
| INVESTING ACTIVITIES | | |
| Purchase of plant and equipment | (209,931) | (355,083) |
| NET CASH USED IN INVESTING ACTIVITIES | (209,931) | (355,083) |
| FINANCING ACTIVITIES | | |
| Repayment of borrowings | - | (1,819,618) |
| NET CASH USED IN FINANCING ACTIVITIES | - | (1,819,618) |
| INCREASE/ (DECREASE) IN CASH AND CASH EQUIVALENTS | (556,492) | (802,200) |
| CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR | 2,044,048 | 2,846,248 |
| CASH AND CASH EQUIVALENTS AT END OF YEAR (NOTE 3) | 2,600,540 | 2,044,048 |

The accounting policies on pages 38 to 40 and the notes on pages 41 to 44 are an integral part of these financial statements.

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 DECEMBER 2018

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented.

a) Basis of preparation

These financial statements have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities under the historical cost convention, as modified by the revaluation of available-for-sale investments. The preparation of financial statements in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies.

b) Financial instruments

Financial instruments carried on the statement of financial position include cash and cash equivalents, receivables, accounts payables and borrowings, and are stated at their approximate fair values determined in accordance with the policy statements disclosed.

c) Use of estimates

The preparation of financial statements in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

d) Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation. Depreciation is calculated on the straight-line basis at rates estimated to write off the cost of each asset to their residual values over their estimated useful lives, as follows:

| | |
|-----------------------------------|---------------|
| Building | - 2% |
| Furniture, fittings and equipment | - 10% - 33.3% |
| Land | - 0% |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each statement of financial position date.

Interest costs on borrowings to finance the construction of property are capitalised during the period of time that is required to complete and prepare the asset for its intended use. Other borrowing costs are expensed to the statement of comprehensive income.

d) Property, plant and equipment (continued)

Profits or losses on disposals of property, plant and equipment are determined by comparing proceeds with the carrying amount and are included in administrative expenses in the statement of comprehensive income.

Property, plant and equipment are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the carrying amount of the asset exceeds its recoverable amount, which is the higher of an asset's net selling price and value in use.

e) Revenue recognition

Members' subscription income is recognised in the year to which it relates, with payments in advance being deferred to the period to which they relate. Special events income is recognized at the time that the event is held. Interest income is recognised on an effective yield basis.

f) Foreign currencies

Foreign currency transactions are translated using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions are recognized in the statement of comprehensive income. Monetary assets and liabilities denominated in foreign currencies are translated into Trinidad and Tobago dollars at the exchange rates prevailing at the yearend date. All exchange gains and losses are included in the statement of comprehensive income when incurred.

g) Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost and comprise cash in hand, cash at bank and funds held in Money Market Funds. Bank overdrafts are included within borrowings in current liabilities on the statement of financial position. For the purposes of the cash flow statement, cash and cash equivalents also include bank overdrafts.

h) Trade receivables

Trade receivables are carried at original invoice amount less provision made for impairment of these receivables. A provision for impairment of trade receivables is established when there is objective evidence that the Association will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the carrying amount and the recoverable amount. Provisions for impairment of receivables are included in the statement of comprehensive income.

i) Pensions

The Association pays contributions to privately administered defined contribution pension schemes. A defined contribution pension scheme is a plan which the Association pays fixed contributions into a separate fund. Once the contributions have been paid, the Association has no further payment obligations. The regular pension contributions are included in staff costs in the period in which they are due.

j) Leases

Leases of property, plant and equipment where the company has substantially transferred all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the inception of the leases at the lower of the fair value of the leased property or the present value of the minimum lease payments. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in other long-term payables.

The interest element of the finance cost is charged to the statement of comprehensive income over the lease period. The property, plant and equipment acquired under finance leases are depreciated over the shorter of the useful life of the asset or the lease term.

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases (e.g. property leases). Payments made under operating leases are charged to the statement of comprehensive income on a straight-line basis over the period of the lease.

k) Borrowings

Borrowings are recognized initially at the proceeds received, net of transaction costs incurred. Borrowings are subsequently stated at amortized cost using the effective yield method; any difference between proceeds (net of transaction costs) and the redemption value is recognized in the statement of comprehensive income over the period of the borrowings.

l) Provisions

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

m) Grants

Grants are recognized at their fair value where there is a reasonable assurance that the grant will be received and the company will comply with all attached conditions.

Grants relating to costs are deferred and are included in liabilities. They are recognized in the statement of comprehensive income over the period necessary to match them with the net expenditure for the year, which they are intended to compensate.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2018

1 Incorporation and activities

The Association, limited by guarantee, is incorporated and domiciled in the Republic of Trinidad and Tobago with its registered office located at #42 Tenth Avenue, Barataria. The Association's activities are to promote and encourage the development of local manufacturing operations and to assist in problems relating to manufacturing industries in Trinidad and Tobago.

2 Property, plant and equipment

| | Land | Building & Car Park | Office Equipment | Total |
|------------------------------------|------------------|------------------------|---------------------|------------------|
| | \$ | \$ | \$ | \$ |
| Year ended 31 December 2018 | | | | |
| Opening net book amount | 2,437,352 | 6,421,544 | 515,719 | 9,374,615 |
| Additions | - | 134,110 | 75,821 | 209,931 |
| Depreciation charge | - | (315,738) | (127,877) | (443,615) |
| Closing net book amount | 2,437,352 | 6,239,916 | 463,663 | 9,140,931 |

At 31 December 2018

| | | | | |
|--------------------------|------------------|------------------|----------------|------------------|
| Cost | 2,437,352 | 9,618,463 | 2,221,800 | 14,277,615 |
| Accumulated depreciation | - | (3,378,547) | (1,758,137) | (5,136,684) |
| Net book amount | 2,437,352 | 6,239,916 | 463,663 | 9,140,931 |

Year ended 31 December 2017

| | | | | |
|--------------------------------|------------------|------------------|----------------|------------------|
| Opening net book amount | 2,437,352 | 6,730,208 | 251,546 | 9,419,106 |
| Additions | - | - | 355,083 | 355,083 |
| Depreciation charge | - | (308,664) | (90,910) | (399,574) |
| Closing net book amount | 2,437,352 | 6,421,544 | 515,719 | 9,374,615 |

At 31 December 2017

| | | | | |
|--------------------------|------------------|------------------|----------------|------------------|
| Cost | 2,437,352 | 9,484,353 | 2,145,979 | 14,067,684 |
| Accumulated depreciation | - | (3,062,809) | (1,630,260) | (4,693,069) |
| Net book amount | 2,437,352 | 6,421,544 | 515,719 | 9,374,615 |

3 Cash and cash equivalents

| | 2018 \$ | 2017 \$ |
|--------------------|------------------|------------------|
| Cash at bank | 2,582,713 | 2,028,014 |
| Cash in hand | 7,842 | 6,000 |
| Money market funds | 3,433 | 3,482 |
| Undeposited funds | 6,552 | 6,552 |
| | 2,600,540 | 2,044,048 |

The Money Market Funds have been classified as a cash equivalent because management will be using the accounts for working capital requirements within the next year. The interest rate at the year-end was 1.00%.

| | 2018 \$ | 2017 \$ |
|--------------------------------------|------------------|------------------|
| 4 Receivables and prepayments | | |
| Receivables | 1,362,059 | 1,161,619 |
| Less: Provision for bad debts | (60,000) | - |
| | 1,302,059 | 1,161,619 |
| Prepayments | 154,414 | 150,509 |
| VAT refund | 47,356 | 40,489 |
| | 1,503,829 | 1,352,617 |

As at 31 December 2018, Trade Receivables of \$1,302,059 (2017: \$1,161,619) were fully performing.

Trade receivables are non interest bearing and due upon receipt or on 30 days term.

The ageing analysis of Receivables is as follows:

| | TOTAL | NEITHER PAST DUE NOR IMPAIRED | PAST DUE BUT NOT IMPAIRED 30-60 DAYS | 60-90 DAYS | >90 DAYS |
|------|-----------|----------------------------------|---|------------|----------|
| 2018 | 1,362,059 | 281,681 | 306,591 | 162,281 | 611,506 |
| 2017 | 1,161,619 | 159,121 | 99,689 | 67,546 | 835,263 |

5 Related Parties

Transactions which included related parties related parties totalled \$229,947 in 2018. This would have comprised of subscriptions and special events participation paid by the organisations affiliated with our current Board of Directors.

1.The value of transactions carried out during the year with related parties is as follows:

| | SALES \$ | PURCHASES \$ |
|----------------------------------|------------------|-----------------|
| Aerogas Processors | 9,177 | - |
| Ansa Polymer Limited | 28,098 | - |
| CGA Limited | 34,620 | - |
| Coosal Group of Companies | 34,524 | - |
| Development Finance Limited | 21,883 | - |
| First Citizens Bank Limited | 594,194 | - |
| Kaleidoscope Paints Limited | 57,464 | - |
| Label House Group | 37,381 | 32,237 |
| Lifetime Roofing Solutions | 39,834 | - |
| MDCUM Limited | 8,646 | 2,700 |
| Nestle Trinidad & Tobago Limited | 49,668 | - |
| S M Jaleel & Company Limited | 45,779 | - |
| Trinidad Cement Limited | 42,679 | - |
| Unilever Caribbean Limited | 105,602 | - |
| Vemco Limited | 104,237 | 6,451 |
| | 1,213,787 | 41,388 |

2. The amounts due from related parties as at year end are as follows:

| | 2018 \$ | 2017 \$ |
|------------------------------|----------------|---------------|
| CGA Limited | 13,620 | - |
| First Citizens Bank Limited | 150,000 | - |
| K.C. Confectionery Limited | - | 400 |
| Kaleidoscope Paints Limited | 13,154 | - |
| Label House Group | 15,720 | - |
| MDCUM Limited | 2,100 | |
| S M Jaleel & Company Limited | - | 13,050 |
| Trinidad Cement Limited | 1,688 | 1,650 |
| Unilever Caribbean Limited | 1,650 | - |
| Vemco Limited | 32,015 | - |
| | 229,947 | 15,100 |

At as 31 December 2018, the amounts due from related parties shall be subsequently received.

Key management compensation

Key management compensation amounted to \$587,928 (2017 -\$525,360)

| | 2018 \$ | 2017 \$ |
|------------------------------|------------------|------------------|
| Subscriptions revenue | | |
| Ordinary members | 1,208,950 | 1,225,368 |
| Associate members | 472,675 | 330,537 |
| | 1,681,625 | 1,555,905 |

6 Subscriptions and deposits received in advance

| | | |
|---|----------------|----------------|
| Members' subscriptions received in advance | 30,299 | 21,865 |
| Deposits received in advance for TIC exhibits | 482,709 | 433,863 |
| | 513,008 | 455,728 |

7 Trade and other payables

| | | |
|---------------------|----------------|----------------|
| Trade payables | 395,938 | 498,932 |
| Accrued liabilities | 142,813 | 39,516 |
| | 538,751 | 538,448 |

8 Operating surplus

The Association's operating surplus includes the following items:

| | | |
|--------------------------------------|-----------|-----------|
| Staff costs (note 11) | 2,398,642 | 2,122,335 |
| Depreciation | 443,615 | 399,574 |
| Telephone, electricity and utilities | 181,565 | 174,279 |
| Insurance | 160,600 | 139,484 |

| | 2018 \$ | 2017 \$ |
|---|---------------|---------------|
| 9 Finance costs | | |
| Interest expense | - | 21,902 |
| 10 Taxation | | |
| Business levy – prior year adjustment | 8,946 | -- |
| Green fund levy – prior year adjustment | 12,195 | -- |
| Business levy – current year | 37,781 | 23,239 |
| Green fund levy – current year | 27,094 | 11,619 |
| Total tax charge for the year | 86,016 | 34,858 |

The company's effective tax rate differs from the statutory rate as a result of the differences shown below:

| | | |
|---|----------------|----------------|
| Profit before taxation | 690,189 | 807,568 |
| Corporation tax calculated at 30% / 25% | 207,057 | 202,886 |
| Effects of: | | |
| Tax exempt income | (820,388) | -- |
| Effects of other charges and allowances | 613,331 | -- |
| Business levy – prior year adjustment | 8,946 | -- |
| Green fund levy – prior year adjustment | 12,195 | -- |
| Business levy – current year | 37,781 | -- |
| Green fund levy – current year | 27,094 | -- |
| | 86,016 | 34,858 |

11 Staff costs

The total staff costs for the year were as follows:

| | | |
|-----------------------|------------------|------------------|
| Wages and salaries | 2,203,025 | 1,953,027 |
| Social security costs | 158,857 | 134,748 |
| Pension costs | 36,760 | 34,560 |
| | 2,398,642 | 2,122,335 |

At 31 December 2018, the Association had 21 employees (2017: 19).

SCHEDULE TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2018

| | 2018 \$ | 2017 \$ |
|---|------------|------------|
| Administrative expenses | | |
| Salaries and other staff costs | 2,398,642 | 2,122,335 |
| Travelling and subsistence | 244,396 | 173,726 |
| Legal and professional fees | 205,176 | 157,484 |
| Marketing | 142,604 | 115,353 |
| Depreciation | 127,877 | 90,910 |
| Telephone and postage | 125,381 | 100,592 |
| Insurance | 121,701 | 99,876 |
| Bad debts | 60,000 | 29,635 |
| Medical and staff welfare | 45,925 | 39,563 |
| Audit fees & accounting fees | 43,760 | 44,400 |
| Printing, stationery and general office | 42,675 | 42,470 |
| Computer expenses | 24,708 | 18,488 |
| Bank charges | 14,645 | 20,815 |
| Other | 12,633 | - |
| Entertainment | 11,129 | 18,934 |
| Security | 7,080 | 7,080 |
| Subscriptions | 4,174 | 5,524 |
| Rental of equipment | 2,922 | 2,922 |
| Duties, freight and clearing | 1,531 | 375 |
| Donations | 1,330 | 600 |

| | |
|------------------|------------------|
| 3,638,289 | 3,091,082 |
|------------------|------------------|



TRADE AND INVESTMENT CONVENTION
2019

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20 YEARS STRONG



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