



# **InvesTT Limited**

## **2020 Annual Administrative Report**



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## **1.0 INTRODUCTION**

InvesTT Limited (InvesTT) was incorporated as a subsidiary of e TecK in November 2011 and by Cabinet Minute No. 1893 of July 12, 2012 to be the national Investment Promotion Agency (IPA) of the Republic of Trinidad and Tobago. Cabinet Minute No. 513 of February 28, 2013 rationalized the operations and functions of InvesTT's former parent company, e TecK, which led to InvesTT becoming a wholly owned Government enterprise under the Ministry of Trade and Industry.

The Agency's mandate is to implement policy and investment promotion strategies of the Government and to act as the first point of access for potential non-energy foreign investors. It is tasked with facilitating all the relevant requirements and regulatory approvals required by investors and improving the business environment through strategic stakeholder interventions and policy advocacy.

Furthermore, InvesTT became responsible for the following:

1. Tenanting of the Tamana Intech Park, Wallerfield via correspondence from the Permanent Secretary of the Ministry of Trade and Industry, dated August 17th 2016, referencing a Cabinet decision.
2. The Development of a Marketing Strategy for the Moruga Agro-processing and Light Industrial Park and the Phoenix Park Industrial Estate via correspondence from the Permanent Secretary of the Ministry of Trade and Industry, dated November 30th 2018, referencing a Cabinet decision.

### **1.1 Vision**

Trinidad and Tobago - A Sustainable Diversified Economy.

### **1.2 Mission**

To attract, facilitate and retain investment in Trinidad and Tobago.

### **1.3 Mandate**

InvesTT's mandate is to be the point of access for potential investors, managing the following functions:

- Investor Sourcing
- Investor Facilitation
- Investor Aftercare
- Investment Marketing
- Tenanting and Marketing of Tamana Intech Park, Phoenix Park and Moruga Park

### **1.4 Core Values**

The corporate core values were reviewed and revised in Quarter 1 2018 to better reflect the desired values of InvesTT, as we strive to fulfill our mandate:

### Teamwork

We are supportive of each other's effort and work collaboratively to leverage our collective strengths. We care for each other professionally and work together in a manner which positively impacts staff morale.

### Integrity

We steadfastly adhere to the highest ethical principles and standards. We value truthfulness, fairness, personal responsibility, and adherence to the policies of the company.

### Professionalism

We respect all individuals and value their contributions. We are reliable, courteous, punctual and take ownership of our deliverables. We are accountable for our actions and focused on finding solutions. We represent the InvesTT brand proudly, striving always to enhance it by our interactions and the quality of our work performance.

### Excellence

We endeavor to exceed expectations of every deliverable. We consistently create better, more efficient ways of doing what we do and build on our personal and professional accomplishments to deliver high quality service to our internal and external customers.

## **1.5 Strategic Objectives**

In keeping with InvesTT's mandate, the Agency will continue to focus and build on its expertise in the following functions:

- i. Investment Destination Awareness
- ii. Investor Outreach and Targeting
- iii. Marketing and Tenanting Business Parks

## **1.6 Strategic Plan**

InvesTT's 2017-2020 Strategic Plan was approved by the Ministry of Trade and Industry on April 12, 2017. The new Strategic Plan for 2021-2024 was developed internally and formally submitted to the Ministry of Trade and Industry on October 1<sup>st</sup>, 2020 for consideration and onward submission to the Ministry of Finance for approval.

The core strategic goals of InvesTT remain Identifying and Promoting Investment Opportunities, Increasing Foreign and Local Direct Investment, and Tenanting Tamana InTech Park, Phoenix Park and Moruga Park, all of which are actively being pursued. The methodology used to monitor these goals is multi-layered, at the Individual, Unit, Leadership Team and Company levels:

- Individual Key Performance Indicators, which are signed by respective officers
- Monthly One-on-One meetings with Managers to review individual KPIs
- Bi-Monthly Unit meetings
- Monthly Unit Reports, including dashboards
- Bi-Monthly Leadership Team meetings to update on progress
- Corporate Performance Report on key strategic deliverables, prepared by the President, which is reported to the Board at its monthly meeting
- Monthly reporting on project deliverables to the Line Ministry and Ministry of Finance

#### **1.6.1 Strategic Plan Monitoring & Implementation:**

The Monitoring and Evaluation Unit of the Ministry of Trade and Industry provides quarterly oversight of the deliverables of InvesTT. Monitoring of implementation is the responsibility of the President who reports to the Board on a monthly basis via the Corporate Performance Report. The Corporate Performance Report highlights the strategic deliverables to be accomplished each fiscal and summarizes the actual achievements (Section 3.2). The Vice Presidents and respective Unit Managers are responsible for reporting on the deliverables of their relevant Units on a monthly basis. These Unit Reports are included in the Corporate Performance Report that is reported to the Board.

## **2.0      ORGANIZATIONAL STRUCTURE**

### **2.1      Corporate Structure**

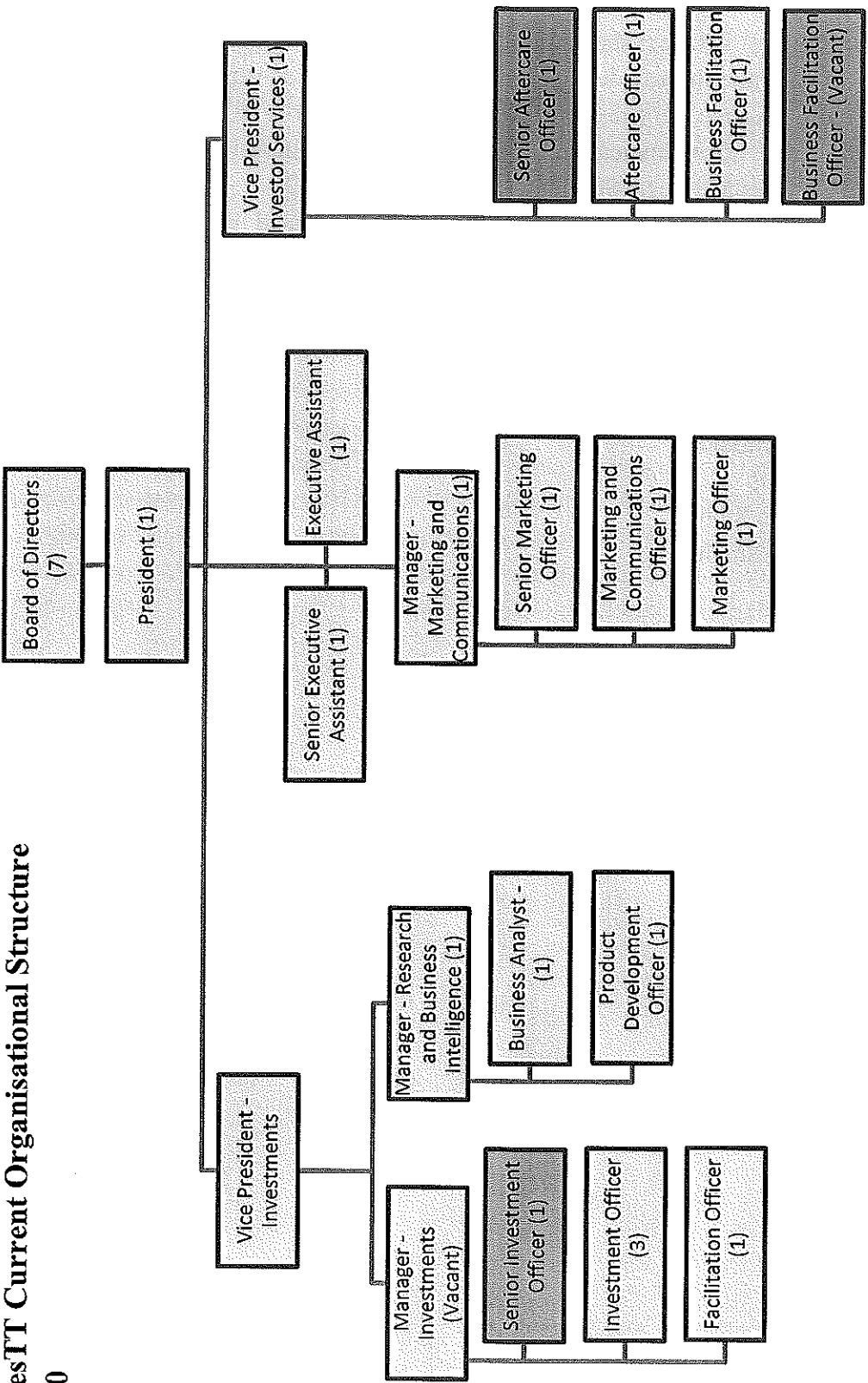
InvesTT's organizational structure is shown on the following page. Of note:

- e TecK will continue to provide support services in terms of Human Resources, Internal Audit, Finance, Procurement, Health, Safety, Security & Environmental, Information and Communication Technology, Administrative, Company Secretarial Services and Legal Services.
- A Shared Services Agreement is currently being negotiated and finalized to formalize the above arrangements.



#### **InvesTT's Directors (2019/2020):**

- Mr. Philip Knaggs (Chairman)
- Ms. Amalia Maharaj
- Ms. Janelle Commissiong
- Ms. Tricia Beckles
- Ms. Nola Drayton Smith
- Mr. Bevan Narinesingh
- Mr. Gerard Noel

**InvesTT Current Organisational Structure  
2020**



**Key**

	Filled Positions
	Vacant Positions



## 2.2 Services /Products provided and Special Projects Embarked Upon

**InvesTT offers a range of services summarized as:**

### Sourcing of Investments

The Investments Division of InvesTT provides “first point of contact” services for all foreign and local investors in Trinidad and Tobago. The division provides best in class performance in the provision of timely and relevant data to investors in all non-oil and gas sectors. Investments also hosts end to end site visits for all potential foreign investors and sets up meetings with key Government and private sector entities. With the advent of the Covid-19 pandemic, the division has focused on “virtual” site tours and online meetings. Another function is the determination of the “Prioritized Investment Opportunities” and the proactive delivery of these investment opportunities to targeted investors in an effort to aid the growth of the sectors earmarked for development by GORTT.

### Investor Services

Investor services provides “first point of contact” Facilitation and Aftercare Services for all locally based investors (foreign affiliates and otherwise), throughout their investment decision-making process until the set-up of their operations in Trinidad and Tobago. InvesTT continues to provide these services even after the entities become operational. Investor Services works intimately with investors to provide reliable, timely facilitation and strategic interventions in an effort to continually reduce transaction times for the successful implementation of investment projects.

### Investment Marketing:

InvesTT’s comprehensive marketing effort promotes awareness of Trinidad and Tobago as a location for investment and highlights current investment opportunities. It also enhances the company’s brand and amplifies InvesTT’s reach through its web presence which creates awareness among newly targeted investors, engages clients of InvesTT in social media and provides marketing support and collateral. The Marketing Department plays a lead role in the generation of requests for information/investment leads for the Investments and Investor Services Divisions.

The marketing portfolio comprises the following elements:

- Advertising
- Public Relations
- Brand Promotion through Website & Social Media Management
- Development of collateral materials
- Strategic marketing campaigns

## **Special Projects Embarked Upon**

### **➤ *Investor Targeting and Outreach***

Investor targeting and outreach remains a key to achieving InvesTT's mandate and investment goals. The pursuance of these goals necessitates specific investor identification and outreach activities in both the local and foreign market. Investor Targeting and Outreach focused on:

- Identification of Prioritized Investment Opportunities (PIOs) for promotion. The PIOs have been identified as Business Process Outsourcing, Logistics/Distribution, Maritime Services and Manufacturing.
- Use of an international lead generation consultant to develop an investment attraction plan supported by generation of qualified leads within the above PIOs.
- Targeting of key FDI influencers, mainly site selection consultants, through focused communication of investment opportunities in their industry specialties.
- Research studies of relevance to investors including strategic market sector research and labour studies.
- Focused and targeted diaspora engagement to identify investment leads.
- Production of videos and collateral material for the promotion of investment opportunities.
- International advertising/ use digital marketing tools.
- Website development and management.
- Attendance at key conferences as well as set up of focused targeting missions to develop relevant investment leads in targeted sectors. Conferences attended were Customer Contact Week (CCW) January 28- 31, 2020 and August 11-27, 2020, Nearshore Nexus June 2020 – August 2020, 11<sup>th</sup> China Overseas Investment Fair (COIFAIR) November 28-29, 2019 and 13<sup>th</sup> China-LAC Business Summit December 9-11, 2019.
- Hosting of targeted virtual events to promote FDI and LDI.
- Sensitization of the stakeholder network on the expected protocols for interacting with investors.
- Stimulation of Local Reinvestment activity.

### **➤ *Investment Marketing & Website Upgrading***

Studies indicate that for the modern Investment Promotion Agency (IPA), an updated informative website is one of the most cost-effective means of reaching potential investors and providing them with relevant data. This project is designed to ensure InvesTT's website and social media presence add the maximum value to the investor, while being a cost-effective marketing tool for the IPA. In addition, the IPA must market to investors internationally and locally, to ensure consideration of Trinidad and Tobago as a preferred investment destination. The scope of the project is defined below:

- The business parks being marketed by InvesTT provide available land resources at an affordable rental premium to potential investors, with required infrastructure already in place.
- Marketing activities will focus on InvesTT's website and social media presence as the most cost-effective methods of reaching targeted investors internationally.
- Collateral materials and support will also be provided as necessary for local and international events.

## **2.3 Legislative and Regulatory Framework**

InvesTT abides by all legislation, regulations and policies of Trinidad and Tobago in accordance with the activities and transactions according to our mandate e.g. the Companies Act; VAT Regulation Act; Insurance Regulation Act; Finance Act; State Enterprises Performance Monitoring Manual etc.

## **2.4 Reporting Functions**

### **Departmental Reports**

InvesTT currently comprises two (2) Divisions and the Office of the President. These are:

1. Office of the President (The Marketing & Communications Department operates within The Office of the President).
2. Investments (The Business Intelligence Department operates within The Investments Division).
3. Investor Services.

### **Goals**

Each Department's business/goal plan is reflective of its deliverables for the relevant fiscal year and such business/goal plans feed into the overall Divisional goal plan, which in turn feed into the Strategic Plan. Hence, a department's deliverables are aligned to the company's mandates/goals. The departmental goals were set and agreed upon at the beginning of the fiscal year.

### **Reporting**

On a weekly and monthly basis, Departments update the status of their respective deliverables against Divisional/Corporate goals. Departments report to the respective Vice President/President and ultimately the Board via Departmental Monthly Reports. Updates to these Reports correspond with the company's Customer Relationship Management (CRM) system so that the status of deliverables is tracked manually and electronically.

In addition to the above-mentioned Departmental Reports, some Departments are also called upon to prepare other reports for use by the Board and its Subcommittees, when necessary.

## **Reports to Ministries, President/ Parliament**

The State Enterprises Performance Monitoring Manual outlines the framework within which State Enterprises (such as InvesTT) and the Central Government interact. In particular, it highlights the reporting relationships of the State Enterprise vis-à-vis its Line Ministry, the Ministry of Finance (Investments Division/Corporation Sole), and the Cabinet.

As part of these reporting relationships, InvesTT is required to submit on a regular basis the following reports to its Line Ministry (Ministry of Trade and Industry) and Ministry of Finance (Investment Division/Corporation Sole):

1. Strategic Plan
2. Annual Budget
3. Annual Financial Statements
4. Administrative Report
5. Board Minutes
6. Status of Loan and Overdraft Portfolio
7. Award of Tender Reports.

In some cases, Management may also be called upon to prepare and submit specific reports on high-profile projects for consideration by the Line Minister.

## **3.0 POLICIES AND DEVELOPMENT INITIATIVES**

### **3.1 Short, Medium and Long Term Plans**

#### **International Best Practice**

In its thrust to attract foreign direct investment the agency must first attain international best practice. While many of the activities that contribute towards international best practice can be executed in parallel with the initiatives identified to strategically differentiate the country, the benefits of those strategies can only be realized through attainment of best practice to improve competitiveness.

While attaining international best practice, the Agency will differentiate itself by uniquely addressing and executing the following strategies:

#### **Awareness**

Awareness builds on past excellence and establishes the agency and Trinidad and Tobago as a combined world-class brand. This would involve positioning the company nationally by collaborating with stakeholders while presenting a unique value proposition to investors. The agency would seek to differentiate brand T&T and create a more positive image of the country in the minds of stakeholders through consistent messaging and bespoke branding events. Increased awareness will positively influence the investment decision-making activities of key audiences.

### **Access**

The Agency will have access to all levels of government and private sector leaders to facilitate investment. Additionally, the provision of access will best position the Agency to deliver on a value proposition that speaks to first class customer service. This approach will change the paradigm for the way in which the government facilitates investment and will augment the differentiation of the Agency from its regional and international competitors.

### **Information**

The Agency will utilize information technology as a core tool to achieve all of its goals and it will serve as a conduit and clearinghouse for all investment projects in the country by coordinating with the private sector to link investment ready projects with interested investors. Up to date and relevant information is the key to sound business decisions. The agency will exchange critical and accurate information in an easily accessible way through our direct interactions with foreign and local investors, as well as any other relevant stakeholders, including the public at large and the media, via a variety of innovative online and offline methods.

### **New PIO Identification & Product Improvement**

Finally, the Agency's approach to continuous product improvement will have the necessary impact of consistently being competitive. Product Improvement is the sustained activity required to address the developmental areas in each of the priority investment opportunities that the agency will be promoting to potential investors as well as improving the existing PIOs.

By establishing a baseline of best practice and building upon that baseline with four (4) intertwined strategic approaches designed to differentiate the Agency from its competitors, it is possible to deliver maximum value.

### **Policies and Development Initiatives**

<b>Short Term Plans</b>	<b>Medium Term Plans</b>	<b>Long Term Plan</b>
<ul style="list-style-type: none"><li>• Training for Fire Safety Wardens</li><li>• Business Continuity Plans</li></ul>	Capacity Building  Policies to be approved: <ul style="list-style-type: none"><li>• Health, Safety Security &amp; Environment</li><li>• Clear Desk</li><li>• Personal Protective Equipment</li><li>• Substance Abuse</li><li>• Emergency Closing</li></ul>	Policies to be approved: <ul style="list-style-type: none"><li>• Performance Management</li><li>• Employee Initiated Training &amp; Development</li><li>• Training &amp; Development</li><li>• Acting</li><li>• Reward &amp; Recognition</li><li>• Career Path &amp; Succession Planning</li></ul>

		<ul style="list-style-type: none"> <li>• Psychometric Assessment</li> <li>• Onboarding &amp; Orientation of new employees</li> <li>• Staff Movements</li> <li>• Job Evaluation</li> <li>• Salary Administration &amp; Benefits</li> <li>• Cellular Telephones</li> <li>• Corporate Credit Cards</li> <li>• Transportation</li> <li>• Use of Company Assets</li> <li>• Subsistence</li> <li>• Overseas Travel</li> </ul>
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### 3.2 Performance Objectives and Accomplishments

This section focuses on InvesTT's overall performance for the year 2019/2020:

#### Preamble

The COVID-19 pandemic created a major challenge for the continued facilitation of advanced investment leads, the attraction of new investment leads as well as the inward investor travel required to close investment deals. Investors were focused on maintaining their existing operations and implementing business continuity initiatives. As such, investor resources were not allocated to advancing new investment projects. The above is reflected in the fact that:

- According to UNCTAD, in 2020 global Foreign Direct Investment fell by 42% to US\$859billion from US\$1.5 trillion in 2019<sup>1</sup>.
- FDI flows fell in all types of investments with greenfield projects suffering the most with a fall of 35% and cross border Mergers & Acquisitions falling by 10%.
- The Latin American and Caribbean region experienced the greatest decrease in FDI flows of all the developing regions at 37% as compared to 18% for Africa and 4% in developing Asia.
- Trinidad & Tobago's investment performance was significantly affected for FYE 2020. InvesTT's total investment value (LDI and FDI) for FYE 2020 fell from TT\$143.5m for FYE2019 to TT\$1.8m FYE 2020. The table below illustrates investments achieved by InvesTT for the past 4 years.

<sup>1</sup> [https://unctad.org/system/files/official-document/diaeiainf2021d1\\_en.pdf](https://unctad.org/system/files/official-document/diaeiainf2021d1_en.pdf)

## 2016 - 2020 Results vs Targets

Year	2016/2017		2017/18		2018/19		2019/20	
KPI	Target	Result	Target	Result	Target	Result	Target	Result
Tamana Tenants	2	0	2	1	2	0	n/g	0
LDI # (TT\$)	n/a	2	2	5	5	2	280m	1.64m
FDI # (TT\$)	n/a	3	2	3	2	1	14.6m	170k
Investor Satisfaction	80%	80%	80%	Not measured	70%	68.8%	70%	90.4%
Investments (TT\$)	159m		895m		143.5m		1.81m	

InvesTT was able to attract the first tenant to Moruga Industrial Park as well as facilitate the opening of a remote robotic arm outsourcing centre, the first of its kind in Trinidad and Tobago.

## InvesTT's Corporate Performance Report Fiscal 2019/20

InvesTT Corporate Performance Report 2019/20 - September 2020					
Item	Deliverable	Unit	Target	Achievements	Notes
<b>1</b>	<b>Operational - 80%</b>				
30%	Value of new FDI	\$	TT\$14.6Mn	TT\$170,000	Virtana opened 6 employee robotic arm outsourcing operation.
25%	Value of new LDI/Reinvestments	\$	TT\$280Mn	TT\$1,640,000	Redhot Trini peppers signed Letter of Offer for Moruga Park.
15%	Job Creation	No.	210	20	14 jobs would be generated by Red Hot Trini Peppers and 6 have been created by Virtana
10%	Investor Satisfaction with InvesTT (Q1 2020)	%	70%	90%	Average of 4 quarterly surveys conducted to determine Investor Satisfaction with InvesTT services.
<b>2</b>	<b>People 10%</b>				
<b>Item</b>	<b>Deliverable</b>	<b>Unit</b>	<b>Target</b>		
4%	Staff Satisfaction Survey	%	>50%	Survey to be conducted Q1 2021	Not Measured.
4%	Staff Training Programme	%	100%	100%	All-Staff Business Writing training completed February 17th-18th. Enterprise Risk Management training completed February 11th. Leadership Training completed May 4-15th. Internal Controls & Fraud training completed Sep 18th. Procurement Training commenced in Sep 2020
2%	Health, Safety, Security & Environment (HSSE)	%	100%	50%	Two of 4 activities completed. Training for Fire safety Wardens & Fire Drill to be completed. HSSE policies awaiting sign off.
<b>3</b>	<b>Compliance - 10%</b>				
<b>Item</b>	<b>Deliverable</b>	<b>Unit</b>	<b>Target</b>		
1%	Board Reports & Packages	Date	7 days prior to Board meeting	Complete	Completed on time
5%	SEPM reporting requirements	%	> 80%	MTI 86%* MOF 86%*	Target surpassed
2%	2019 Audited Financials completed	31-Jan-20		100%	Completed on time
2%	Procurement	%	100%	100%	Completed within parameters.

## Further notes to the Corporate Performance Report included below:

- **Reinvestments:** Redhot Trini Peppers signed the letter of offer with eTecK on September 29, 2020. The reinvestment consisted of one year's rent for land lot #9, survey fees, legal fees, one-time premium payment to eTecK and equipment (automatic fruit and vegetable washing, drying and cutting machines, preparation tables, equipment for processing of cocoa nibs and packaging machines).
- **Value of New FDI** is an investment made by a foreign firm entering Trinidad and Tobago. It is considered closed when the investment letter is received from the investor and there is firm evidence of investment intent, such as a copy of the signed lease. The investment value is calculated as the initial capital costs + Year 1 operating expenses.
- **A reinvestment** is an additional investment made by a tenured investor in Trinidad and Tobago thus titled "Re-investment." Re-investment is the ultimate goal of the provision of "Aftercare Services." Aftercare is defined as the range of activities from post-establishment facilitation services through to developmental support to retain investment, encourage follow-on investment and achieve greater local economic impact. It is the range of activities required to ensure the seamless implementation of investment projects. A re-investment is considered closed when the re-investment letter is received from the investor and at least three auditable services were provided to the investor. The investment value is calculated as the incremental capital costs of the re-investment.

## 4.0 FINANCIAL OPERATIONS

### 4.1 **Budget Formulation**

- Budgets are based on the Company's mandate, priorities and policy.
- Budgets are prepared by Executives/Managers after careful study of their departmental mission/objectives/priorities for the upcoming year on a zero basis.
- Department budgets are then scrutinized by the respective Vice Presidents, the Finance Services Department and the President, with a view to establishing their soundness and compatibility with each other so that they may be meaningfully combined into divisional plans and ultimately a single financial plan for the entire Company. This is then forwarded to the Board of Directors (BOD).
- Budgets are used to assess the performance of the Company.
- Budgets require approval by the Board of Directors.
- A system is used to monitor revenue and expenditure throughout the Company.
- Each department is expected to operate within its budget.
- The ongoing implementation of projects is assessed by the comparison of planned vs. actual expenditure.
- The Finance Services Department of e TecK, through the Shared Services Agreement, prepares and circulates Monthly Management Accounts to the President for the ongoing monitoring of their actual results against planned/budgeted results for both operations and projects.



## 4.2 Expenditure versus Income

### InvesTT Limited

#### Audited Statement of financial position

As at 30 September 2020

(Expressed in Trinidad and Tobago dollars)

	2020	2019
	\$	\$
<b>Assets</b>		
<b>Non-current assets</b>		
Office furniture and equipment	207,248	88,838
<b>Non-current assets</b>	<u>207,248</u>	<u>88,838</u>
<b>Current assets</b>		
Government grants receivable	54,013	-
Due from related parties	36,813	37,033
Other receivables & prepayments	22,096	7,293
Cash and cash equivalents	1,108,835	1,356,745
<b>Total current assets</b>	<u>1,221,757</u>	<u>1,401,071</u>
<b>Total assets</b>	<u><u>1,429,005</u></u>	<u><u>1,489,909</u></u>
<b>Equity and liabilities</b>		
<b>Capital and reserves:</b>		
Share capital	10	10
Accumulated deficit	(5,373,365)	(10,989,496)
<b>Total equity</b>	<u>(5,373,355)</u>	<u>(10,989,486)</u>
<b>Current liabilities</b>		
Trade and other payables	763,059	358,451
Due to related party	-	5,389,331
Deferred Government grants	6,039,301	6,731,613
<b>Total current liabilities</b>	<u>6,802,360</u>	<u>12,479,395</u>
<b>Total equity and liabilities</b>	<u><u>1,429,005</u></u>	<u><u>1,489,909</u></u>

**InvesTT Limited****Audited Statement of profit or loss and other comprehensive income****Year ended 30 September 2020***(Expressed in Trinidad and Tobago dollars)*

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
<b>Income</b>		
Government subvention	8,044,527	9,344,480
Other income	5,616,131	-
	<u>13,660,658</u>	<u>9,344,480</u>
<b>Expenses</b>		
Operating	(1,297,822)	(1,547,800)
Administrative	(6,741,211)	(7,363,857)
	<u></u>	<u></u>
<b>Operating income</b>	5,621,625	432,823
Finance costs	(5,500)	(7,799)
Interest income	6	29
	<u></u>	<u></u>
Income before taxation	5,616,131	425,053
Taxation expense	-	256,948
	<u></u>	<u></u>
<b>Income after taxation expense</b>	<u>5,616,131</u>	<u>682,001</u>
<b>Total profit and comprehensive income for the year</b>	<u><u>5,616,131</u></u>	<u><u>682,001</u></u>

#### 4.3 **Debt Policy**

As per Section 1.3.9 of State Enterprise Performance Monitoring Manual “The approval of the Minister of Finance **must** be obtained before any State Enterprise or their subsidiary enters into new debt obligations.”

#### 4.4 **Investment Policy**

InvesTT as a former subsidiary of e TecK adopted the following investment policy from e TecK:

Policy Statement	<p>It is the Policy of InvesTT to invest temporarily idle funds.</p> <p>Such investment shall be done prudently so as to preserve capital and to ensure adequate levels of liquidity, whilst maximizing returns.</p> <p>The policy establishes the methodology for control of funds invested by the Company and applies to all such investments.</p>
Corporate Guidelines	<p>InvesTT's funding sources comprise subventions from the Government of Trinidad and Tobago. Investments shall be restricted to cash &amp; near cash securities.</p> <p>All investments shall be denominated in TT\$ or US\$.</p> <p>Acceptable investing instruments include Fixed Deposits, Money Market Funds, Investment Note Certificates, Treasury Bills or any other approved by the Board of Directors.</p> <p>Investment shall be restricted to Financial Institutions that have been rated by an internationally recognized rating agency, and at the time of placing the investment have an <u>Investment Grade Rating</u> or Financial Institutions which are approved by the Ministry of Finance.</p> <p>No more than ten percent (10%) of InvesTT's portfolio is to be invested in any one financial institution and/or its subsidiaries.</p>
Procedure	<p>The Manager Finance Services, as part of the Shared Services Agreement, at the start of each quarter will forecast the temporarily idle funds for the quarter and make recommendations to Board of Directors after taking into consideration the following factors:</p> <ul style="list-style-type: none"><li>• Current yields &amp; maturities; and</li></ul>

	<ul style="list-style-type: none"> <li>• The extent of the diversification of Investment Portfolio.</li> </ul> <p>On the basis of this information the Board of Directors will approve the placement of and indicate when investments are to be redeemed.</p>
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#### 4.5 **Internal Audit Functions**

The audit function is a shared service from e Teck.

##### ***Audit Committee Charter***

Committee Charter outlines the provisions regarding the Committee's mission, duties, responsibilities and membership requirements.

The Audit Committee assists InvesTT in fulfilling the oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the Company's process for monitoring compliance with laws and regulations and the code of conduct.

##### ***Responsibilities***

The committee executes the following responsibilities:

##### **Financial Statements**

- A. Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- B. Review with management and the external auditors the results of the audit, including any difficulties encountered.
- C. Review the annual financial statements, and consider whether they are complete, consistent with information known to Committee members, and reflect appropriate accounting principles.
- D. Review other sections of the annual report and regulatory filings before release and consider the accuracy and completeness of the information.
- E. Review with management and the external auditors all matters required to be communicated to the Committee under generally accepted auditing standards.
- F. Understand how management develops interim financial documentation, and the nature and extent of internal and external auditor involvement.

- G. Review interim financial reports with management and the external auditors before filing with regulators, and consider whether they are complete and consistent with the information known to the Committee members.

#### Internal Control

- A. Consider the effectiveness of the company's internal control system, including information technology, security and control.
- B. Understand the scope of internal and external auditors' review of the internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management responses.

#### Internal Audit

- A. Review with Management and the Internal Auditor the charter, activities, staffing and organizational structure of the internal audit function.
- B. Have final authority to review and approve the annual Audit Plan and all major changes to the plan.
- C. Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, replacement or dismissal of the Internal Auditor.
- D. At least once per year, review the performance of the Chief Audit Executive and concur with the annual compensation and salary adjustment.
- E. Review the effectiveness of the internal audit function, including compliance with The Institute of Internal Auditors' *International Standards for Professional Practice of Internal Auditing*.
- F. On a regular basis, meet separately with the Internal Auditor to discuss any matters that the Committee or internal audit believes should be discussed privately.

#### External Audit

- A. Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.
- B. Review the performance of the external auditors and recommend the appointment and discharge of the auditors to the Board of Directors.
- C. The Committee shall have responsibility for setting the compensation of the independent auditor, with the ratification by the Board.

- D. Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the Company, including non-audit services, and discussing the relationships with the auditors.
- E. On a regular basis, meet separately with the external auditors to discuss any matters that the Committee or auditors believe should be discussed privately.

#### Compliance

- A. Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance.
- B. Review the findings of any examination by regulatory agencies, and any auditor observations.
- C. Review the process for communicating the Code of Conduct to company personnel, and for monitoring compliance therewith.
- D. Obtain regular updates from Management and company legal counsel regarding compliance matters

#### Reporting Responsibilities

- A. Regularly report to the Board of Directors about Committee activities, issues, and related recommendations.
- B. Provide an open avenue of communication between Internal Audit, the external auditors and the Board of Directors.
- C. Report annually to the shareholders, describing the Committee's composition, responsibilities and how they were discharged, and any other information required by rule, including approval of non-audit services.
- D. Review any other reports the Company issues that relate to Committee responsibilities.

#### Other Responsibilities

- A. Perform other activities related to this Charter as requested by the Board of Directors.
- B. Institute and oversee special investigations as needed.

- C. Review and assess the adequacy of the Committee charter annually, requesting board approval for proposed changes and ensure appropriate disclosure as may be required by law or regulation.
- D. Confirm annually that all responsibilities outlined have been carried out.
- E. Evaluate the Committee's and individual members' performance on a regular basis.

#### ***The Internal Audit Charter***

The Internal Audit Charter outlines the purposes, authorities and responsibilities of the Internal Audit Function.

The purpose of Internal Audit is to assist the Board of Directors of InvesTT in fulfilling oversight responsibilities with respect to:

- InvesTT's compliance with legal and regulatory requirements;
- Assessment of the External Audit entity's qualifications and independence;
- Performance of InvesTT's internal audit function.

The internal audit function is a value added service aimed at evaluating the effectiveness of controls for which Management is responsible for establishing and maintaining. The process of internal auditing aims to provide an independent, objective assurance on the integrity of InvesTT's fiscal and operating systems.

On the whole, the objective of the programme of internal audit is to assist all levels of management in the effective discharge/performance of their obligations and responsibilities by providing independent analysis, appraisal, advice and recommendations concerning the activities reviewed.

Accomplishing the overall internal audit objective will require:

1. Reviewing and evaluating the adequacy and effectiveness of the system of internal controls;
2. Appraising the timeliness, reliability, usefulness and integrity of management, finance and operating data and reports;
3. Reviewing the systems established to determine the level of compliance with internal policies and procedures and government regulations, statutory requirements and other pertinent regulatory standards;
4. Evaluating the economy, efficiency and effectiveness with which InvesTT's resources are employed.
5. Recommending improvements to controls, operations and risk mitigation resolutions;

6. Coordinating work with the External Audit entity;
7. Reviewing with the President and the External Audit entity the results of external audit, including any difficulties encountered. This review will include any restrictions on the scope of the External Audit entity's activities or on access to requested information and any significant disagreements with the audit report.

## **5.0 HUMAN RESOURCE DEVELOPMENT PLAN**

### **5.1 Organizational Establishment**

InvesTT is in the process of revising our HR Systems to better support our developmental needs.

### **5.2 Category of Employees**

#### **Types of Engagement:**

1. *Permanent employment*  
Appointed to the approved establishment to carry out the continuous day-to-day functions of the position;
2. *Contract employment*  
Appointed to fulfill the specific needs of a project over a specific time period;
3. *Temporary employment*  
Appointed to fill a position temporarily while the substantive holder is away on leave, or as a stop gap measure in a vacant position that is critically needed while the recruitment process is being pursued.
4. *Probation*  
Three (3) months for all staff. Confirmation in the position only on successful completion of probation.

#### **Termination Notice:**

Three (3) months for Senior Professional to Executive and one (1) month for Office Support to Professional. Payment in lieu of notice may be applied.

### **5.3 Performance Assessment/Management Strategies**

InvesTT operates a relational computerized web based Performance and Talent Management tool. The main features of the tool are as follows:



- Performance Planning and Goal Management to assure SMART goals/ Key Performance Indicators (KPIs) which are aligned with the Company's strategic intent inclusive of its Mandate and Vision
- Performance Monitoring and Goal Progress which require Bi-annual / yearly KPIs updates and review;
- Performance Reviews which are completed bi-annually and which target (a) Core and Role Specific Competencies and (b) Goal Attainment. The employee self-appraises followed by his direct supervisor as the first appraiser and then by the Divisional Head as the second appraiser. Discussions are held at each stage of the process.
- Analytical Reporting in respect of the competencies (competency matrix) and by extension the organizational capabilities or goal achievement and the identification of blockages in the deliverable system. These are generated by employee, department, division and Company.

Benefits associated with the system are:

- Accessibility of performance data across the Company;
- Real Time performance information to take appropriate corrective action;
- Performance visibility at the executive and management levels;
- Performance spotlighting by employee, department, division and Company;
- Valid data to support staff movement initiatives, i.e. succession planning, promotions, etc.

#### 5.4 **Promotion – Selection Procedures**

InvesTT's promotion policy is subsumed under the Staff Movements Policy. Its guiding principles are predicated on retention, morale and motivation, staff development and organizational capacity building and are in accordance with the following: -

- That there is an approved vacant position;
- Promotion from within the department will be made on the basis only of the most suitably qualified person for the job re: (a) academic qualification; (b) training and experience; (c) skills and competencies and (d) superior performance over a two-year period;
- Seniority will apply where there is more than one suitably qualified candidate;
- Divisional Head authorizes the promotion.

### **Recruitment and Selection Procedures**

This process is conducted in accordance with the HR Policy and is predicated on the selection of the highest caliber staff for all positions viz clerical; customer service; technical and skilled; professional and managerial and who demonstrate potential to fill higher positions and on the basis of the following:

- An approved vacancy;
- The posting of vacancy notices in the Company and in the media;
- Recruitment Agencies may be engaged in the process to pre-screen and shortlist and or head hunt;
- Internal applicant screening and short-listing is conducted by the HR Department and the Line Manager;
- Applicant selection is accomplished through the interview and testing methods by a panel consisting of the Line Manager, the Human Resource Manager or the Senior Human Resource Officer (depending on the level of the position) and a suitably qualified independent official all of whom are competent in interviewing using the prescribed interview appraisal form;
- Background checks are also carried out to ascertain validity of information tendered and other data as required;
- The preferred candidate must also pass a pre-employment medical;
- The recruitment and selection process does not consider sex, colour, creed or religion nor physical or age impediments once within the Company's minimum limit and retirement age regulation and as long as the factors do not affect the person's ability to perform the service requirements of the job;
- Terms and conditions of employment are detailed in the engagement letter;
- Employment and employment practices are subject to and governed by the labour legislation of Trinidad and Tobago and that of the wider geographical community serviced.

### **5.5 Employee Support Services**

The Employee Assistance Programme (EAP) is facilitated by a recognized provider. The service assists all employees and their immediate family to manage their life challenges that may warrant professional insight and expertise to direct them to better cope on the job and in their personal lives. The programme also assists Management in dealing with conflict and troubled employees. InvesTT has not been able to avail of EAP services due to limited funding.

## **6.0 PROCUREMENT POLICIES**

“InvesTT is committed to ensuring an equitable, transparent and accountable process in the purchasing of goods and the provision of works and services and in the disposal of its assets”.

Generally, the tendering process is utilized for the procurement of goods, works and services for InvesTT. The process begins with an Invitation to Bid/Request for Proposal/Request for Quotation and ends with a Contract.

The tendering process is governed by Tenders Rules and Procedures approved by e TecK’s Board of Directors on 17<sup>th</sup> February 2004 and amended from time to time.

### **6.1 Open Tender**

General Outline of the Standard Tender Process for Open/Public Tendering:

Open or Public Tendering is the process whereby invitations to tender are issued through advertisements or other forms of public notice. All interested contractors and suppliers are free to submit tenders. Invitations to Bid are published in the local and international press, the internet or in selected journals, as may be necessary.

Open tendering may be used when the Company’s list of approved Contractors does not cater or adequately cater for particular types of Goods, Works and/or Services, where it is competitively more advantageous and/or where the terms and conditions of Company borrowings so require.

The following three (3) methods of procurement may be employed for open/public tendering:

#### **i) The One Stage Two Envelope Process**

This process is conducted by issuing a tender requesting post-qualification information separate from technical and price information. The tender invitation will specify that tenders are to be submitted in two sealed envelopes - Envelope I containing the post-qualification information and Envelope II containing the technical and price proposals.

Envelope I shall be opened first and the post-qualification information shall be evaluated, while Envelope II remains sealed. Envelope II of only those bidders who have met the specified post-qualification criteria would be opened for evaluation. Envelope II of the bidders who failed to meet the specified post-qualification criteria will be returned unopened.

ii) The Two Stage Process

This process is conducted by issuing two separate procurement documents; the first document being an Invitation to Pre-qualify for Works and/or Services or, alternatively, an Invitation for Expressions of Interest for consultancy services in the first stage, and the second document being a Request for Proposal/ Invitation to Tender in the second stage.

The first stage is the stage at which pre-qualification information is requested to assess the applicant's ability to deliver the subject Works and/or Services. Only those responsive applicants substantially meeting the specified pre-qualification criteria shall proceed to the second stage, where they would be invited to bid.

In the case of Works and/or Services the Tender submitted in stage two contains the whole Bid comprising the technical information and price proposals in one or two sealed envelope/s as may be required. The lowest evaluated responsive bidder is deemed to be the preferred bidder.

This process is best used for large high value contracts or regardless of value when Works and/or Services including consultancy services are major or complex or of critical importance and/or where the contract duration is long. This process ensures that tender invitations are only extended to bidders who have the adequate experience, capabilities and financial resources to perform the subject Works and/or Services.

- iii) Bidders are asked to submit technical and commercial bids in separate sealed envelopes. Upon the closing of the tender the technical envelope is opened and evaluated. Only those tenderers who have passed the technical threshold have their commercial bid opened. Those who have failed to pass the technical criteria have their commercial bid returned to them unopened.

**Approvals for Open/Public Tendering**

Arranging for the placement of all advertisements or public notices in the relevant newspaper/journal shall be the responsibility of the User Department in conjunction with the Marketing & Communications Department.

**The processes outlined under Selective Tendering will apply as far as applicable.**

**Central Tenders Board Procedure to be Supplemental to Rules**

With respect to any matter not expressly provided for in the Tender Rules and Procedures, the Tenders Committee may be guided by the provisions of the Central Tenders Board Ordinance 1961 (No. 22 of 1961) and the Central Tenders Board Regulations 1965 (GN. 127/1965), as amended, in so far as those provisions are not inconsistent with the directives and policies expressed or implied in these Rules.

## **6.2 Selective Tender**

General Outline of the Standard Tender Process for Selective Tendering:

Selective Tendering is the process whereby tenderers are selected for invitation from the Company's list of approved Contractors and/or where justified, Contractors are specifically approved by the President or the Chairman of the Board Tenders Committee.

The standard process leading to an award of contract via selective tendering is as follows:

1. A user department may wish to have particular works or services executed or goods procured for a designated/approved InvesTT project.
2. The Terms of Reference (TOR) /Scope of Works (SOW) / Scope of Services is therefore completed by the user department; in some cases, in conjunction with Independent Consultants.
3. An in-house estimate of what it may cost is prepared.
4. The Pre-Qualification Register is checked to see if such category of works/services exists and if so, which contractors are already pre-qualified with InvesTT to provide such goods, works or services.
5. If there are sufficient pre-qualified contractors on the Register, these are the firms/persons to be invited to tender.
6. If the list is inadequate or there is no such category or works/services in the Pre-Qualification Register, then inquiries are made (in conjunction with Independent Consultants and other state companies) to create a short list of contractors who can provide such works or services.
7. Such listing is submitted to the President for approval to invite (this is allowed for under the Tender Rules).

8. Meanwhile, complete technical documents are prepared by the user department (usually in conjunction with Consultants) including a Bill of Quantities (if applicable), Technical Specifications, Appendices, Drawings etc. and the TOR/ SOW listed in 2 above.
9. The technical documents along with the list of contractors to be invited (whether approved by the President or derived from the Pre-Qualification Register) are forwarded to the Procurement Department to issue the tender invitation. Tenders estimated to be > \$5,000 are issued by the Procurement Department.
10. Letters of invitation together with full tender packages (including the technical documents listed at 8 above and the Procedure for Bidding, Draft Contract and/or general conditions of contract, particular conditions of contract, Form of Tender, Security documents etc.) are prepared and issued to tenderers in exchange for a tender fee where applicable.
11. In some cases, mandatory/non-mandatory pre-tender meetings/site visits are held prior to tender closing dates.
12. Tenders are opened on the stipulated closing date (set out in the invitation letter) by the Secretary Tenders Committee or his/her delegate and a Vice President/Manager.
13. Tender details (price and bidders' names) are announced and recorded at public openings, unless otherwise specified.
14. Bids received are submitted to the user department for evaluation. When the evaluation is completed (pursuant to an approved evaluation criteria and by an appropriate evaluation team), an appropriate tender evaluation report is prepared and submitted to the Secretary, Tenders Committee for onward distribution to the relevant committee or person for approval. This is dependent on the value of the recommended award, details of which are set out under "Financial Approval Limits".
15. If and once approved, the appropriate "Letter of Award" is issued by the Secretary, Tenders Committee via the Procurement Department and the Contract is prepared by the Legal Department for acceptance and execution by the contracting parties.
16. Once executed, copies of the executed contract are forwarded to the user department (to commence the works/services or procure the goods) and the Finance Department (for payment purposes). The original contract is lodged within the Legal Department's records.

17. The user department then becomes responsible for administration of the contract and execution of the works/services or procurement of the goods.

### 6.3 Sole Tender

#### General Outline of the Standard Tender Process for Sole Tendering

Sole or Direct Tendering refers to procurement from a selected supplier without inviting competing tenders from any other suppliers. The procedures to be applied for sole or direct tendering are set out in the Tender Rules and Procedures.

The Tender Rules and Procedures provides that:

The Company may without inviting Tenders, purchase Goods or secure the performance of Works and Services under the following circumstances:

- (a) Where there is a limitation of source of supply of Goods or performance of a Service, or where the Goods comprise part of a system already in use by the Company, or where the Goods are spare or replacement parts for Goods already in use;
- (b) Where the Company, after diligent efforts, is unable to secure a contract because all the bid prices that have been received are significantly in excess of the in-house estimate or exceed the funds available for the supply of Goods or the undertaking of Works or Services, as the case may be;
- (c) Where the Company, after diligent efforts, is unable to secure a contract because no substantially responsive bids have been received; and
- (d) Where only one Contractor is capable or available or identified as having the qualifications or special proficiency, experience and skill of exceptional worth, expertise and/or equipment to do the stated Works and Services;
- (e) Where a Consultancy Service is a special assignment, provided that, the Consultant is the best qualified one selected from a short-list of consultants established on the basis of qualification, experience and competence relevant to the assignment and the selected consultant is approved by the Chairman or the Management Tenders Committee;
- (f) Up to a value of One Hundred Thousand Dollars (\$100,000) where the Works and Services are of an urgent and critical nature, i.e., there is some measure of risk to people or property and the profitability of the Company's operations so demand;

In cases of emergency such that a situation requires immediate action, a Vice President, if unable to contact the person or persons with the appropriate authority may award contracts for Works and Services necessary to bring the situation under control. Within two (2) working days of the termination of the emergency, a written application should be made to the relevant Committee for ratification of the action taken. This application shall include a statement of the emergency nature of the circumstances that prompted the action;

- (g) Where in the discretion of the Company it is advantageous and expedient to the Company's operations to conclude an arrangement with a preferred supplier of Goods, Works and Services.

PROVIDED, ALWAYS that, the approval of the Chairman of The Board Tenders Committee (BTC) must first be obtained prior to giving effect to (b), (c) and (g) above.

Note: Having regard to the nature, timelines and estimate of the value of the sole bid, the President has also been delegated by the Board to approve the issuance of sole bids.

**Once the request to issue a sole bid is approved, the processes outlined under Selective Tendering will apply as appropriate.**

## **7.0 PUBLIC AND COMMUNITY RELATIONS**

### **7.1 Client and Public Access to Services/Service Delivery Systems**

All of InvesTT's services are available through our website as well as via telephone or meetings in person.

### **7.2 Community and Stakeholder Relations/Outreach**

InvesTT regularly engages our stakeholders either through one on one sessions or through stakeholder engagements that take place on an ongoing basis.

### **7.3 Strategic Partnerships**

A critical component for InvesTT's facilitation role is the effective ongoing management of all critical external stakeholders. These stakeholders have been identified as the regulatory agencies and government ministries who provide critical regulatory approvals, funding, referrals and incentives. In this regard, external stakeholders hold the key to satisfying our investors' needs. As such, an effective network and partnership strategy is a

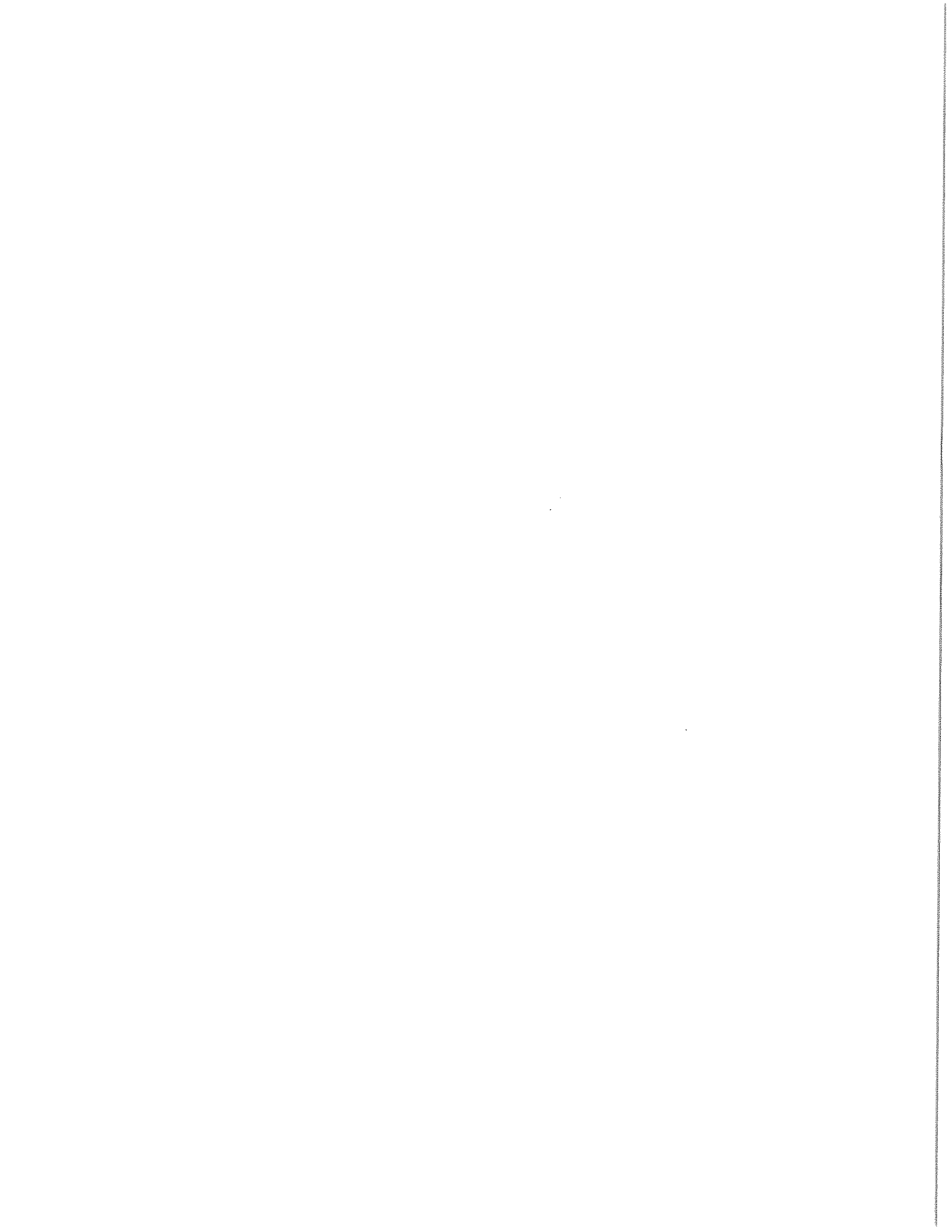


prerequisite for InvesTT's positive impact on investors, customer service and reputation as an Investment Promotion Agency that brings value to the investor.

InvesTT continues to adopt a proactive and open approach to building and sustaining its stakeholder network. This approach advocates the use of personal relationships with key stakeholders, the development and maintenance of an open database of contact information and the requirement to hold periodic purposeful meetings. These tasks have become integrated into InvesTT's standard operating practice for all personnel that facilitate the administration of existing and new investors and the development of new commercial and industrial facilities.

Some of the key entities that InvesTT partners with to execute our Mandate are:

- Ministry of Finance
- Ministry of Trade and Industry
- Inter-Ministerial Committee on Investment Facilitation and Approvals
- Ministry of Planning and Development
- Ministry of Works and Transport
- Ministry of Foreign and CARICOM Affairs
- Ministry of Tourism and Tourism companies
- Tobago House of Assembly
- Statutory Agencies and Utilities (Town & Country, WASA, T&TEC etc.)
- Evolving TecKnologies and Enterprise Development Company Limited (e Teck)
- Economic Development Advisory Board
- CreativeTT
- exporTT
- Commissioner of State Lands (CoSL)
- Chaguaramas Development Authority (CDA)
- Maritime Services Division
- Trinidad and Tobago International Financial Centre (TTIFC)
- Trinidad and Tobago Free Zones (TTFZ)
- Immigration Division
- Customs and Excise Division
- Seafood Industry Development Company (SIDC)
- Airports Authority of Trinidad and Tobago (AATT)
- University of Trinidad & Tobago
- COSTAATT
- The University of the West Indies



**InvesTT Limited**

**Financial statements**

**30 September 2020**

*(Expressed in Trinidad and Tobago dollars)*



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**Statement of management's responsibilities<sup>1</sup>**

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Management is responsible for the following:

- Preparing and fairly presenting the accompanying financial statements of InvesTT Limited, ('the Company') which comprise the statement of financial position as at 30 September 2020, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information;
- Ensuring that the Company 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 Company's assets, detection/prevention of fraud, and the achievement of the Company's operational efficiencies;
- Ensuring that the system of internal control operated effectively during the reporting period;
- Producing reliable financial reporting that comply with laws and regulations; and
- Using reasonable and prudent judgement in the determination of estimates.

In preparing these 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 Company 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.



Signed: Mr. Sekou Alleyne  
Title: President

28 September, 2021

<sup>1</sup> The above Statement of Management Responsibilities is not considered a part of the financial statements under IFRS. It is however recommended by the Institute of Chartered Accountants of Trinidad and Tobago for insertion into the financial statements immediately before the independent auditor's report and essentially represents Management's acknowledgement and acceptance of its duties, roles and responsibilities for the preparation and fair presentation of the financial statements it accompanies.

## **Independent auditor's report to the members of InvesTT Limited**

### **Report on the audit of the financial statements**

#### **Opinion**

We have audited the financial statements of InvesTT Limited (the 'Company'), which comprise the statement of financial position as at 30 September 2020, and the statement of profit or loss and other comprehensive income, the statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as at 30 September 2020, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards ('IFRSs').

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing ('ISA's'). 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 Company 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 these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Responsibilities of Management and those charged with governance for the financial statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, 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 Company'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 Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company'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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Continued...

**Independent auditor's report (continued)  
to the members of InvesTT Limited**

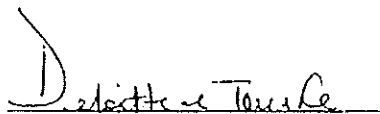
**Auditor's responsibilities for the audit of the financial statements (continued)**

As part of an audit in accordance with ISAs, we exercise professional judgement 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 Company'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 Company'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 Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

The engagement partner on the audit resulting in this independent auditor's report is Derek Mohammed (ICATT#864).



Deloitte & Touche  
Port of Spain  
Trinidad

28 September 2021



# InvesTT Limited

## Statement of financial position

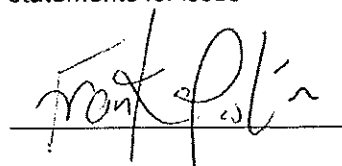
As at 30 September 2020

(Expressed in Trinidad and Tobago dollars)

	Notes	2020 \$	2019 \$
<b>Assets</b>			
<b>Non-current assets</b>			
Office furniture and equipment	5	207,248	88,838
<b>Non-current assets</b>		<u>207,248</u>	<u>88,838</u>
<b>Current assets</b>			
Government grants receivable	6,9	54,013	-
Due from related parties	6	36,813	37,033
Other receivables & prepayments		22,096	7,293
Cash and cash equivalents	7	1,108,835	1,356,745
<b>Total current assets</b>		<u>1,221,757</u>	<u>1,401,071</u>
<b>Total assets</b>		<u>1,429,005</u>	<u>1,489,909</u>
<b>Equity and liabilities</b>			
<b>Capital and reserves:</b>			
Share capital	8	10	10
Accumulated deficit		(5,373,365)	(10,989,496)
<b>Total equity</b>		<u>(5,373,355)</u>	<u>(10,989,486)</u>
<b>Current liabilities</b>			
Trade and other payables	10	763,059	358,451
Due to related party	6	-	5,389,331
Deferred Government grants	9	6,039,301	6,731,613
<b>Total current liabilities</b>		<u>6,802,360</u>	<u>12,479,395</u>
<b>Total equity and liabilities</b>		<u>1,429,005</u>	<u>1,489,909</u>

The notes on pages 8 to 26 are an integral part of these financial statements.

On 28 September 2021, the Board of Directors of InvesTT Limited authorised these financial statements for issue

 Director

 Director

## InvesTT Limited

### Statement of profit or loss and other comprehensive income

Year ended 30 September 2020

(Expressed in Trinidad and Tobago dollars)

	Notes	2020 \$	2019 \$
<b>Income</b>			
Government subvention	9	8,044,527	9,344,480
Other income	6	5,616,131	-
		<u>13,660,658</u>	<u>9,344,480</u>
<b>Expenses</b>			
Operating	11	(1,297,822)	(1,547,800)
Administrative	11	(6,741,211)	(7,363,857)
		<u>5,621,625</u>	<u>432,823</u>
<b>Operating income</b>			
		5,621,625	432,823
Finance costs		(5,500)	(7,799)
Interest income		6	29
		<u>5,616,131</u>	<u>425,053</u>
Income before taxation		5,616,131	425,053
Taxation expense	12	-	256,948
		<u>5,616,131</u>	<u>682,001</u>
<b>Income after taxation expense</b>			
		5,616,131	682,001
<b>Total profit and comprehensive income for the year</b>		<u>5,616,131</u>	<u>682,001</u>

The notes on pages 8 to 26 form an integral part of these financial statements.

## InvesTT Limited

### Statement of changes in equity For the year ended 30 September 2020 (Expressed in Trinidad and Tobago dollars)

	Share capital	Accumulated deficit	Total
	\$	\$	\$
Balance at 1 October 2019	10	(10,989,496)	(10,989,486)
Total comprehensive income for the year	-	5,616,131	5,616,131
<b>Balance at 30 September 2020</b>	<b>10</b>	<b>(5,373,365)</b>	<b>(5,373,355)</b>
Balance at 1 October 2018	10	(11,671,497)	(11,671,487)
Total comprehensive income for the year	-	682,001	682,001
<b>Balance at 30 September 2019</b>	<b>10</b>	<b>(10,989,496)</b>	<b>(10,989,486)</b>

The notes on pages 8 to 26 form an integral part of these financial statements.

# InvesTT Limited

## Statement of cash flows

Year ended 30 September 2020

(Expressed in Trinidad and Tobago dollars)

	Notes	2020 \$	2019 \$
<b>Cash flows from operating activities</b>			
Income before taxation expense		5,616,131	425,053
Adjustments for:			
Depreciation	5	52,582	15,681
Government subvention released to the statement of profit or loss	9	(8,044,527)	(9,344,480)
Government grant received	9	7,298,202	9,151,754
Other income		(5,616,131)	-
<b>Operating cash flows before working capital changes</b>		<u>(693,743)</u>	<u>248,008</u>
Changes in operating assets and liabilities:			
Decrease in amounts due from related party		220	482
Increase/(decrease) in trade and other payables		404,608	(699,655)
Increase in trade, other receivables and prepayments		(14,803)	(7,293)
Decrease in amount due to related party		226,800	-
<b>Cash generated from/(used in) operations</b>		<u>616,825</u>	<u>(706,466)</u>
<b>Net cash used in operating activities</b>		<u>(76,918)</u>	<u>(458,458)</u>
<b>Cash flows from investing activities</b>			
Purchase of office furniture and equipment	5	<u>(170,992)</u>	<u>(83,719)</u>
<b>Net cash used in investing activities</b>		<u>(170,992)</u>	<u>(83,719)</u>
<b>Net decrease in cash and cash equivalents</b>		<u>(247,910)</u>	<u>(542,177)</u>
Cash and cash equivalents at beginning of period		<u>1,356,745</u>	<u>1,898,922</u>
Cash and cash equivalents at end of period	7	<u><b>1,108,835</b></u>	<u><b>1,356,745</b></u>

The notes on pages 8 to 26 form an integral part of these financial statements.

# **InvesTT Limited**

## **Notes to the financial statements**

**For the year ended 30 September 2020**

*(Expressed in Trinidad and Tobago dollars)*

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### **1. Incorporation and principal activity**

InvesTT Limited ('the Company') was incorporated in the Republic of Trinidad and Tobago on 11 November 2011. The Ultimate parent company of this Company is the Government of the Republic of Trinidad & Tobago.

InvesTT Limited is an Investment Promotion Agency under the Ministry of Trade and Industry whose entire operations are funded by grants from the Government of the Republic of Trinidad and Tobago ('GORTT'). The Company has no independent source of revenue.

As a special purpose state enterprise under the Ministry of Trade and Industry the principal activities of the Company include:

- Implementing the Investment Policy and Investment Promotion Strategy of the Government
- Acting as the National 'One Stop Shop' and point of access for potential (international) investors in all sectors of the economy' facilitating all the relevant requirements and regulatory approvals required by investors
- Investor sourcing
- Investor facilitation
- Investor aftercare
- Investment policy advocacy
- Country branding
- Country marketing

InvesTT Limited's registered address Level 18 Tower D Waterfront Complex.

### **2. Summary of significant accounting policies**

#### **2.1 Statement of compliance**

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

#### **2.2 Basis of preparation**

These financial statements have been prepared under the historical cost convention.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

The preparation of financial statements in conformity with the IFRS 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. Areas involving a higher degree of judgement of complexity or areas where assumptions and estimations are significant to the financial statements are disclosed in note 3.

# InvesTT Limited

## Notes to the financial statements

For the year ended 30 September 2020

(Expressed in Trinidad and Tobago dollars)

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### 2. Summary of significant accounting policies (continued)

#### 2.2 Basis of preparation (continued)

##### a) Office furniture and equipment

Office furniture and equipment is recorded at cost less accumulated depreciation at rates which are expected to apportion the cost of the assets on a systematic basis over their estimated useful lives.

Office furniture and equipment are depreciated on the straight-line method of depreciation over the estimated useful lives of the assets as follows:

Building Improvements	20% per annum
Furniture & Fixtures	10% per annum
Office Equipment	10% per annum
Computers	33.33% per annum

Repairs and renovations are normally expensed as they are incurred. Expenses are reported as assets only if the amounts involved are substantial and one or more of the following conditions is satisfied: the original useful life is prolonged, the production capacity is increased, the quality of the products is enhanced materially or production costs are reduced considerably.

The gain or loss arising on the disposal or retirement of an item of office furniture and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of profit or loss and other comprehensive income.

The carrying amount of office furniture and equipment is reviewed whenever events or changes in circumstances indicate that impairment may have occurred.

##### b) Government grants

InvesTT Limited's operations are funded by grants provided by the Government of the Republic of Trinidad and Tobago ('GORTT'). Government subventions are recognised where there is reasonable assurance that the subvention will be received, and all attached conditions will be complied with. When the subvention relates to an expense item, it is recognised as income over the period necessary to match the subvention on a systematic basis to the cost that it is intended to compensate. Where the subvention relates to an asset it is recognised as deferred income and released to income in equal amounts over the useful life of the related asset.

Management has adopted IFRS 15 from October 1, 2018. However, given that InvesTT's funding is entirely comprised of GORTT grants, the question of revenue recognition does not arise at this time; accordingly, Management is of the view that this change has had no impact on the Company's accounting records and has not restated comparative figures as a result of the adoption of IFRS 15.

**2. Summary of significant accounting policies (continued)**

**2.2 Basis of preparation (continued)**

**c) Foreign currency transactions**

Items included in the financial statements of the Company are measured using the currency that best reflects the economic substance of the underlying events and the circumstances relevant to the Company ('the functional currency'). The functional and presentation currency of the Company is the Trinidad and Tobago dollar. Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the date of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of profit or loss.

**d) Financial assets & liabilities**

IFRS 9, 'Financial Instruments', addresses the classification, measurement and recognition of financial assets and financial liabilities. It replaces the guidance in IAS 39 that relates to the classification and measurement of financial instruments. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets:

- amortized cost,
- fair value through other comprehensive income and
- fair value through profit or loss.

The basis of classification depends on InvesTT's business model and the contractual cash flow characteristics of the financial asset being considered.

For financial assets, IFRS 9 requires the implementation of a new expected credit losses model that replaces the incurred loss impairment model used in IAS 39.

For financial liabilities, IFRS requires no changes to classification and measurement except for the recognition of changes in own credit risk in other comprehensive income.

For both assets and liabilities designated at fair value through profit or loss, Management has assessed the effect of IFRS 9 and determined that current recognition policies meet the guidance provided in the standard. Therefore, IFRS 9 does not have a material impact on the Company's financial statements.

# InvesTT Limited

## Notes to the financial statements For the year ended 30 September 2020 (Expressed in Trinidad and Tobago dollars)

### 2. Summary of significant accounting policies (continued)

#### 2.2 Basis of preparation (continued)

##### d) Financial assets & liabilities (continued)

The following table indicates the original measurement categories under IAS 39 and the new measurement categories under IFRS 9 for each class of the Company's financial assets and liabilities as at 1 October 2019

	Original Classification – IAS 39	New Classification – IFRS 9	Carrying Amount – IAS 39	Carrying Amount – IFRS 9
<b>Financial assets</b>				
Government grants receivable	Loans and receivables	Amortised cost	54,013	54,013
Due from related parties	Loans and receivables	Amortised cost	36,813	36,813
Cash and cash equivalents	Loans and receivables	Amortised cost	1,108,835	1,108,835
<b>Financial liabilities</b>				
Trade and other payables	Other financial liabilities	Amortised cost	763,059	763,059

##### Business model assessment

IFRS 9 also requires the application of a business model test, to facilitate the classification of InvesTT's business model. This classification is based on the actual applicable facts.

Notably InvesTT's business model does not depend on Management's intentions, but on its actual practice as evidenced by its actions, undertaken to achieve its business objective.

The business model assessment determines whether financial assets are held to collect, for sale, or for trading.

InvesTT's business model has been assessed to be held to collect and hence the financial assets included within this category are initially recognized at fair value and subsequently measured at amortized cost.

##### e) Derecognition of financial assets and liabilities

###### *Financial Liabilities*

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the statement of profit or loss and other comprehensive income.



# **InvesTT Limited**

## **Notes to the financial statements** **For the year ended 30 September 2020** *(Expressed in Trinidad and Tobago dollars)*

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### **2. Summary of significant accounting policies (continued)**

#### **2.2 Basis of preparation (continued)**

##### **f) Provisions**

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, if it is probable that the Company will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, 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.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that the reimbursement will be received, and the amount of the receivable can be measured reliably.

##### **g) Share capital**

Ordinary shares are classified as equity.

Equity instruments are measured at the fair value of the cash or other resources received or receivable, net of the direct costs of issuing the equity instruments. If payment is deferred and the time value of money is material, the initial measurement is on a present value basis.

**2. Summary of significant accounting policies (continued)**

**2.3 New IFRS and amendments to IFRS that are mandatorily effective for the current year**

In the current year, the Company has applied a number of amendments to IFRS and new Interpretations issued by the International Accounting Standards Board ('IASB') that are mandatorily effective for the Company for the year commencing 1 October 2019.

- **IFRS 16 Leases**

IFRS 16 specifies how an IFRS reporter will recognize, measure, present and disclose leases. The standard provides a single lessee accounting model, requiring lessees to recognize assets and liabilities for all leases unless the lease term is 12 months or less or the underlying asset has a low value. Lessors continue to classify leases as operating or finance, with IFRS 16's approach to lessor accounting substantially unchanged from its predecessor, IAS 17.

The Company has issued no new leases and is party to one lease which has been assessed to be of low value, hence no asset or liability has been recorded relative to the lease.

- **Annual Improvements to IFRS Standards 2015–2017 Cycle**

**IFRS 3 and IFRS 11** - The amendments to IFRS 3 clarify that when an entity obtains control of a business that is a joint operation, it remeasures previously held interests in that business. The amendments to IFRS 11 clarify that when an entity obtains joint control of a business that is a joint operation, the entity does not remeasure previously held interests in that business.

**IAS 12** - The amendments clarify that the requirements in the former paragraph 52B (to recognise the income tax consequences of dividends where the transactions or events that generated distributable profits are recognised) apply to all income tax consequences of dividends by moving the paragraph away from paragraph 52A that only deals with situations where there are different tax rates for distributed and undistributed profits.

**IAS 23** - The amendments clarify that if any specific borrowing remains outstanding after the related asset is ready for its intended use or sale, that borrowing becomes part of the funds that an entity borrows generally when calculating the capitalization rate on general borrowings.

The Company has never experienced any of the events contemplated by these annual improvements. In Management's assessment these changes to the IFRS 23 are not expected to have any impact on the Company's Financial Statement.

**2. Summary of significant accounting policies (continued)**

**2.3 New IFRS and amendments to IFRS that are mandatorily effective for the current year (continued)**

• ***Amendments to IAS 19, Plan Amendment, Curtailment or Settlement***

The amendments in *Plan Amendment, Curtailment or Settlement (Amendments to IAS 19)* are:

- If a plan amendment, curtailment or settlement occurs, it is now mandatory that the current service cost and the net interest for the period after the remeasurement are determined using the assumptions used for the remeasurement.
- In addition, amendments have been included to clarify the effect of a plan amendment, curtailment or settlement on the requirements regarding the asset ceiling.

This standard relates to the operation of a defined benefit Pension Plan. The Company operates a defined contribution pension plan. The IFRS amendments are therefore assessed by Management to have no impact on the Company's financial statements.

• ***IFRIC 23 Uncertainty over Income Tax Treatments***

The interpretation addresses the determination of taxable profit (tax loss), tax bases, unused tax losses, unused tax credits and tax rates, when there is uncertainty over income tax treatments under IAS 12. It specifically considers:

- Whether tax treatments should be considered collectively;
- Assumptions for taxation authorities' examinations;
- The determination of taxable profit (tax loss), tax bases, unused tax losses, unused tax credits and tax rates; and
- The effect of changes in facts and circumstance

In Management's view the Company currently has no contentious Tax treatment issues and has therefore assessed that these updated interpretation of IAS12 is not likely to have any impact on the Company's Financial Statements

• ***Prepayment Features with Negative Compensation (Amendments to IFRS 9)***

Amends the existing requirements in IFRS 9 regarding termination rights in order to allow measurement at amortized cost (or, depending on the business model, at fair value through other comprehensive income) even in the case of negative compensation payments.

The Company has assessed the amendments to the existing requirements of IFRS 9 regarding the termination rights to allow measurements of amortized cost and as such deem that these amendments have no impact on the Company's financial statements

• ***Long-term Interests in Associates and Joint Ventures (Amendments to IAS 28)***

Clarifies that an entity applies IFRS 9 Financial Instruments to long term interests in an associate or joint venture that form part of the net investment in the associate or joint venture but to which the equity method is not applied.

The Company has never had any interest in Associates or Joint Ventures, Management has therefore assessed that the changes will have no impact on the Company's financial statements.

**2. Summary of significant accounting policies (continued)**

**2.4 New and revised IFRS in issue but not yet effective**

The Company has not applied the following new and revised IFRS that have been issued but are not yet effective:

Amendments to References to the Conceptual Framework in IFRS Standards<sup>1</sup>

Amendments to IFRS 3 Definition of a Business<sup>1</sup>

Amendments to IAS 1 and IAS 8 Definition of Material<sup>1</sup>

Amendments to IFRS 9, IAS 39 and IFRS 7 Interest Rate Benchmark Reform<sup>1</sup>

Amendments to IFRS 16 Covid-19-Related Rent Concessions<sup>1</sup>

Amendments to IFRS 3 Reference to the Conceptual Framework<sup>3</sup>

Amendments to IAS 16 Property, Plant and Equipment-Proceeds before Intended use<sup>3</sup>

Amendments to IAS 37 Onerous Contracts-Cost of fulfilling a Contract<sup>3</sup>

Amendments to IFRS Annual Improvements to IFRS 2018-2020<sup>3</sup>

(Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16) Interest Rate Benchmark Reform — Phase 2<sup>2</sup>

<sup>1</sup> Effective for annual periods beginning on or after 1 January 2020, with earlier application permitted.

<sup>2</sup> Effective for annual periods beginning on or after 1 January 2021, with earlier application permitted.

<sup>3</sup> Effective for annual periods beginning on or after 1 January 2022, with earlier application permitted.

• **Amendments to References to the Conceptual Framework in IFRS Standards**

Together with the revised Conceptual Framework published in March 2018, the IASB also issued Amendments to References to the Conceptual Framework in IFRS Standards. The document contains amendments to IFRS 2, IFRS 3, IFRS 6, IFRS 14, IAS 1, IAS 8, IAS 34, IAS 37, IAS 38, IFRIC 12, IFRIC 19, IFRIC 20, IFRIC 22, and SIC-32. Not all amendments, however, update those pronouncements with regard to references to and quotes from the framework so that they refer to the revised Conceptual Framework. Some pronouncements are only updated to indicate which version of the framework they are referencing to (the IASB framework adopted by the IASB in 2001, the IASB framework of 2010, or the new revised framework of 2018) or to indicate that definitions in the standard have not been updated with the new definitions developed in the revised Conceptual Framework.

**2. Summary of significant accounting policies (continued)**

**2.4 New and revised IFRS in issue but not yet effective (continued)**

• ***Amendments to IFRS 3, Definition of a Business***

The amendments in *Definition of a Business (Amendments to IFRS 3)* are changes to Appendix A *Defined terms*, the application guidance, and the illustrative examples of IFRS 3 only. They:

- clarify that to be considered a business, an acquired set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create outputs;
- narrow the definitions of a business and of outputs by focusing on goods and services provided to customers and by removing the reference to an ability to reduce costs;
- add guidance and illustrative examples to help entities assess whether a substantive process has been acquired;
- remove the assessment of whether market participants are capable of replacing any missing inputs or processes and continuing to produce outputs; and
- add an optional concentration test that permits a simplified assessment of whether an acquired set of activities and assets is not a business.

• ***Amendments to IAS 1 and IAS 8, Definition of Material***

The amendments in *Definition of Material (Amendments to IAS 1 and IAS 8)* clarify the definition of 'material' and align the definition used in the Conceptual Framework and the standards.

• ***Amendments to IFRS 9, IAS 39 and IFRS 7, Interest Rate Benchmark Reform***

The amendments in Interest Rate Benchmark Reform (Amendments to IFRS 9, IAS 39 and IFRS 7) clarify that entities would continue to apply certain hedge accounting requirements assuming that the interest rate benchmark on which the hedged cash flows and cash flows from the hedging instrument are based will not be altered as a result of interest rate benchmark reform.

• ***Amendments to IFRS 16 – Covid-19-Related Rent Concessions***

The amendment provides lessees with an exemption from assessing whether a COVID-19-related rent concession is a lease modification.

This amendment did not impact the Company's financial statements for 2020.

**2. Summary of significant accounting policies (continued)**

**2.4 New and revised IFRS in issue but not yet effective (continued)**

- ***Amendments to IFRS 3, References to the Conceptual Framework***

The amendments update an outdated reference to the Conceptual Framework in IFRS 3 without significantly changing the requirements in the standard.

- ***Amendments to IAS 16, Property, Plant and Equipment – Proceeds before Intended Use***

The amendments prohibit deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by Management. Instead, an entity recognises the proceeds from selling such items, and the cost of producing those items, in profit or loss.

- ***Amendments to IAS 37, Onerous Contracts- Cost of Fulfilling a Contract***

The amendments specify that the 'cost of fulfilling' a contract comprises the 'cost that relate directly to the contract'. Costs that relate directly to a contract can either be incremental costs of fulfilling that contract (examples would be direct labour, materials) or an allocation of other costs that relate directly to fulfilling contracts (an example would be the allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract).

- ***Annual Improvements to IFRS Standards 2018-2020***

IFRS 1 – The amendments permit a subsidiary that applies paragraph D16(a) of IFRS 1 to measure cumulative translation differences using the amounts reported by its parent, based on the parent's date of transition to IFRSs.

IFRS 9 – The amendment clarifies which fees an entity includes when it applies the '10 percent' test in paragraph B3.3.6 of IFRS 9 in assessing whether to derecognise a financial liability. An entity includes only fees paid or received between the entity (the Borrower) and the lender, including fees paid or received by either the entity or the lender on the other's behalf.

IFRS 16 - The amendment to Illustrative Example 13 accompanying IFRS 16 removes from the example the illustration of the reimbursement of leasehold improvements by the lessor in order to resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives are illustrated in that example.

IAS 41 – The amendment removes the requirement in paragraph 22 of IAS 41 for entities to exclude taxation cash flows when measuring the fair value of a biological asset using a present value technique.

- ***Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16) Interest Rate Benchmark Reform — Phase 2***

The amendments introduces a practical expedient for modifications required by the reform, clarify that hedge accounting is not discontinued solely because of the IBOR reform, and introduce disclosures that allow users to understand the nature and extent of risks arising from the IBOR reform to which the entity is exposed to and how the entity manages those risks as well as the entity's progress in transitioning from IBORs to alternative benchmark rates, and how the entity is managing this transition.

The Company has carefully considered the likely impact of the above-mentioned improvements and amendments and has concluded that there is no likely material impact of these changes on the financial statements of the Company.

**3. Critical judgements and use of estimates**

The preparation of financial statements in conformity with IFRS requires management to make critical judgements and use estimates and assumptions that affect the amounts reported in the financial statements and related notes to the financial statements. Actual results may differ from the estimates and assumptions used. Key sources of uncertainty which requires the use of estimates include:

*Contingent liabilities*

Management applies its judgement to the facts and advice it receives from its attorneys, advocates and other advisors in assessing if an obligation is probable, more likely than not or remote. Such judgement is used to determine if the obligation is recognised as a liability or disclosed as a contingent liability.

**4. Financial performance and liquidity**

At the 30 September 2020, the Company had \$5,373,355 (2019: \$10,989,486) in accumulated deficit. The continued existence of the Company as a going concern is dependent upon the continued support from the Government of the Republic of Trinidad and Tobago through the Company's line ministry, the Ministry of Trade and Industry through Government subvention. The Government has allocated to the Company \$7.5 million for recurrent expenditure and \$2m for the Public Sector Investment Programme for fiscal 2021 to enable continued operations.

It is to be noted that included in the Company's current liabilities are amounts due to related party; Evolving Technologies and Enterprise Development Company Limited ('e TecK'); these amounts total \$0.00 (2019: \$5,389,331). The Directors have considered the implications of these amounts on the liquidity of the Company. The Directors of the Company were granted approval from Cabinet on 2 December 2019 for the amount due to e TecK of \$5,389,331 to be written off. Subsequent to the write off of this debt, the liquidity position of the Company is considered to be healthy.

# InvesTT Limited

## Notes to the financial statements For the year ended 30 September 2020 (Expressed in Trinidad and Tobago dollars)

### 5. Office furniture and equipment

	Computers	Building improvements	Total
	\$	\$	\$
At 1 October 2018	81,743	-	81,743
Additions	48,923	34,796	83,719
At 30 September 2019	130,666	34,796	165,462
Additions	170,992	-	170,992
At 30 September 2020	301,658	34,796	336,454
<b>Depreciation</b>			
At 1 October 2018	(60,943)	-	(60,943)
Depreciation expense for the year	(12,723)	(2,958)	(15,681)
At 30 September 2019	(73,666)	(2,958)	(76,624)
Depreciation expense for the year	(45,623)	(6,959)	(52,582)
At 30 September 2020	(119,283)	(9,917)	(129,206)
<b>Carrying amount</b>			
At 30 September 2019	<b>57,000</b>	<b>31,838</b>	<b>88,838</b>
At 30 September 2020	<b>182,369</b>	<b>24,879</b>	<b>207,248</b>

### 6. Related party transactions and balances

The following represents transactions with related parties.

	2020	2019
	\$	\$
Government subventions received during the year (Note 9)	<b>7,298,202</b>	<b>9,151,754</b>
Key management remuneration include salary to executives and the directors' fees	<b>1,755,964</b>	<b>2,210,897</b>



# InvesTT Limited

## Notes to the financial statements For the year ended 30 September 2020 (Expressed in Trinidad and Tobago dollars)

### 6. Related party transactions and balances (continued)

#### Related party balances

The following table provides the total amount of material transactions, which have been entered into with related parties as at 30 September 2020

	Amount owed by related parties	Amount owed to related parties
	\$	\$
Evolving TecKnologies & Enterprise Development Company Limited	36,813	-
Grants Receivable from Ministry of Trade & Industry	54,013	-

The Directors of the Company were granted approval from Cabinet on 2 December 2019 for Evolving TecKnologies & Enterprise Development Company (e Teck) to write off the sum of \$5,389,331 owed by InvesTT Limited.

The following table provides the total amount of material transactions, which have been entered into with related parties as at 30 September 2019.

	Amount owed by related parties	Amount owed to related parties
	\$	\$
Evolving TecKnologies & Enterprise Development Company Limited	37,033	5,389,331

### 7. Cash and cash equivalents

For the purposes of the statement of cash flows, the cash and cash equivalents comprise of the following:

	2020	2019
	\$	\$
Cash at bank	1,108,835	1,356,745

### 8. Share capital

The Company is authorised to issue an unlimited amount of ordinary shares.

	2020	2019
	\$	\$
Issued share capital – 10 ordinary shares of no-par value	10	10

# InvesTT Limited

## Notes to the financial statements

For the year ended 30 September 2020

(Expressed in Trinidad and Tobago dollars)

### 9. Deferred Government grant

	<u>2020</u>	<u>2019</u>
	\$	\$
Balance at 1 October	6,731,613	7221,151
Grants received relating to the current period (Note 6)	7,298,202	9,151,754
Grants received relating to the prior period	-	(296,812)
Amounts released to statement of profit or loss	(8,044,527)	(9,344,480)
Government Grant receivable	54,013	-
<b>Balance as at 30 September</b>	<b><u>6,039,301</u></b>	<b><u>6,731,613</u></b>

### 10. Trade and other payables

	<u>2020</u>	<u>2019</u>
	\$	\$
Trade payables	677,733	42,507
Accrued expenses	85,326	315,944
	<b><u>763,059</u></b>	<b><u>358,451</u></b>

# InvesTT Limited

## Notes to the financial statements For the year ended 30 September 2020 (Expressed in Trinidad and Tobago dollars)

### 11. Administrative, operating and general expenses

	2020	2019
	\$	\$
<b>Operating expenses</b>		
PSIP expense -001	<u>1,297,822</u>	<u>1,547,800</u>
<b>Administrative expenses</b>		
Staff cost and related expenses	5,475,451	6,049,437
Directors fees and allowances	356,400	317,169
Janitorial services	133,135	135,356
Telephone	121,827	88,598
Motor vehicle oil & gas	94,778	130,399
Training- Local	63,799	-
Audit fees	56,891	57,600
Insurance	55,620	50,197
Professional consultancy	54,847	63,974
Corporate expenses	53,880	36,108
Depreciation	52,582	15,681
Motor vehicle maintenance	48,946	56,530
Office equipment rental	44,786	53,864
Training - Overseas	20,250	-
Cell phones and private lines	17,628	25,209
Office stationery and printing	17,393	20,487
Office supplies	16,134	5,057
Pantry items	10,288	12,792
Subscriptions	9,099	7,859
Internet	8,130	8,194
Directors – board meeting expenses	7,919	17,809
Meetings and functions	7,044	8,406
Office ICT services	4,901	3,011
Office maintenance	4,669	3,600
Foreign exchange loss	3,138	19,663
Legal fees	1,510	3,466
Settlement / claim fees	166	-
Motor vehicle rental	-	165,938
Overseas Travel	-	7,603
Security services	-	(150)
	<u>6,741,211</u>	<u>7,363,857</u>

# InvesTT Limited

## Notes to the financial statements

For the year ended 30 September 2020

(Expressed in Trinidad and Tobago dollars)

### 12. Taxation

	2020	2019
	\$	\$
a) Taxation expense		
Current tax (reversals)/expense in respect of the current year:		
Business levy	-	(122,177)
Green fund levy	-	(134,771)
	<u>-</u>	<u>(256,948)</u>

The Company is an Investment Promotion Agency under the Ministry of Trade and Industry whose entire operations are funded by GORTT grants; consequently, their operations do not involve the sale of commercial supplies. As a result, no taxation in the form of Corporation Tax and Value Added Tax has been incurred.

The Company was initially uncertain of its obligation with respect to Green Fund Levy from financial years 2013 to 2018 and Business Levy from financial years 2016 to 2018. In light of this uncertainty, the Company has made enquires to the Board of Inland Revenue so as to determine its obligation and in the interim resolved to accrue in its books of accounts the amounts which may be due in respect of Green Fund Levy and Business Levy.

In Fiscal 2019, the Company received formal correspondence from the Board of Inland Revenue noting the stance that Green Fund Levy cannot be charged if there are no gross receipts/income. In May 2019, the Company would have also contracted professional Tax consultants for the preparation of its Corporation Tax returns for the period 2014 - 2018 which was completed and filed in June 2019 with the Board of Inland Revenue.

In filing of its corporation tax returns the Company requested further clarification from Tax consultants on its obligation with respect to the payment of Green Fund and Business Levy. The consultants undertook additional research and corroborated the stance taken by the Board of Inland Revenue and later advised that given the nature of the activities conducted by the Company, as "an Investment Promotion Agency" under the Ministry of Trade and Industry whose entire operations are funded by grants from GORTT via government subventions, could not be considered gross receipts or funds generated in the operation of its business activities. Thus, the Company is not liable for Business Levy or Green Fund Levy. All accruals were reversed in the Fiscal year 2019.

# InvesTT Limited

## Notes to the financial statements For the year ended 30 September 2020 (Expressed in Trinidad and Tobago dollars)

### 13. Financial risk management

#### 13.1 Categorization

	2020	2019
	\$	\$
<b>Financial assets</b>		
<b>Amortised cost</b>		
Government Grant Receivables	54,013	-
Due from related parties	36,813	37,033
Cash and cash equivalents	1,108,835	1,356,745
<b>Total assets</b>	<b>1,199,661</b>	<b>1,393,778</b>
<b>Other financial liabilities</b>		
<b>Amortised cost</b>		
Trade and other payables	763,059	358,451
Due to related party	-	5,389,331
<b>Total liabilities</b>	<b>763,059</b>	<b>5,747,782</b>

#### 13.2 Management of insurance and financial risks

Risk is inherent in the Company's activities, but it is managed through a process of on-going identification, measurement and monitoring subject to risk limits and other controls. This process of risk management is critical to the Company's continuing as a going concern.

The Board of Directors is responsible for the overall risk management approach and for providing the risk strategies and principles to identify and control risks.

The Company's risks are measured using methods which reflect the expected loss likely to arise in normal circumstances. The models make use of probabilities derived from historical experience, adjusted to reflect the current economic environment.

Monitoring and controlling risks is primarily performed based on limits established by its Board of Directors. These limits reflect the business strategy and market environment of the Company as well as the level of risk that the Company is willing to accept.

#### 13.3 Financial risks

The components of financial risk are liquidity risk and credit risk. All the Company's assets and liabilities are non-interest bearing, denominated in Trinidad and Tobago dollars and are due within one year and therefore the Company is not exposed to interest rate, currency risk or price risk.

# InvesTT Limited

## Notes to the financial statements For the year ended 30 September 2020 (Expressed in Trinidad and Tobago dollars)

### 13. Financial risk management (continued)

#### 13.4 Liquidity risk

Liquidity risk is the risk that cash may not be available to pay obligations when due at a reasonable cost.

	On demand \$	Up to 1 year \$	1 – 5 years \$	Over 5 years \$	Total \$
<b>As at 30 September 2020</b>					
<b>Assets</b>					
Government Grants					
Receivables	54,013	-	-	-	54,013
Due from related parties	36,813	-	-	-	36,813
Cash and cash equivalents	1,108,835	-	-	-	1,108,835
<b>Total assets</b>	<b>1,199,661</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,199,661</b>
<b>Liabilities</b>					
Trade payables	677,733	-	-	-	677,733
Accrued expenses	-	85,326	-	-	85,326
<b>Total liabilities</b>	<b>677,733</b>	<b>85,326</b>	<b>-</b>	<b>-</b>	<b>763,059</b>
<b>Net liquidity gap</b>	<b>521,928</b>	<b>(85,326)</b>	<b>-</b>	<b>-</b>	<b>436,602</b>

	On demand \$	Up to 1 year \$	1 – 5 years \$	Over 5 years \$	Total \$
<b>As at 30 September 2019</b>					
<b>Assets</b>					
Due from related parties	37,033	-	-	-	37,033
Cash and cash equivalents	1,356,745	-	-	-	1,356,745
<b>Total assets</b>	<b>1,393,778</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,393,778</b>
<b>Liabilities</b>					
Trade payables	42,507	-	-	-	42,507
Due to related party	5,389,331	-	-	-	5,389,331
Accrued expenses	-	315,943	-	-	315,944
<b>Total liabilities</b>	<b>5,431,838</b>	<b>315,943</b>	<b>-</b>	<b>-</b>	<b>5,747,782</b>
<b>Net liquidity gap</b>	<b>(4,038,060)</b>	<b>(315,943)</b>	<b>-</b>	<b>-</b>	<b>(4,354,004)</b>

# InvesTT Limited

## Notes to the financial statements For the year ended 30 September 2020 (Expressed in Trinidad and Tobago dollars)

### 13. Financial risk management (continued)

#### 13.5 Credit risk

The Company has exposure to credit risk which is the risk that a counterparty will be unable to pay amounts in full when due. Key areas where the Company is exposed to credit risk are:

- Cash at bank
- Receivables

The Company manages its credit risk by transacting with entities that are of investment grade credit quality. Credit ratings are supplied by independent rating agencies where available and, if not available, the Company uses other publicly available financial information to rate its major customers. The Company's exposure and the credit ratings of its counterparties are continuously monitored, and the aggregate value of transactions concluded is spread amongst approved counterparties.

The Company categorises all cash on hand and at bank as high-grade financial assets.

### 14. Commitments

#### *Leasing arrangements*

Operating leases relate to leases of office equipment with lease terms of between 6 months and 5 years.

	2020	2019
	\$	\$
No later than 1 year	-	159,300
Later than 1 year and no later than 5 years	19,913	19,913
	<u>19,913</u>	<u>179,213</u>

The Company has decided not to apply the new guidance to leases whose term will end within twelve (12) Months or less or where the underlying asset has a low value. In such cases the leases are accounted for as short-term leases and the lease payments associated with them are recognized as an expense from short term leases.

### 15. Contingent liabilities

There are no contingent liabilities.

### 16. Subsequent events

The Company has determined, at the time of issue of these financial statements, that there are no subsequent events, which require recognition or disclosure in these financial statements.

### 17. Impact of COVID-19 on operations

In March 2020, the World Health Organisation declared a global pandemic because of the worldwide spread of the novel coronavirus disease, Covid-19. To prevent a national crisis, the government of Trinidad and Tobago mandated a country-wide shut down. However, at present, the Company does not have an estimate of the potential impact and as such no provision has been made in the 2020 financial statements.

