

Accountants & business advisers

GRENADA DEVELOPMENT BANK

FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31ST DECEMBER, 2014



FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER, 2014

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INDEPENDENT AUDITORS' REPORT TO THE HONOURABLE MINISTER OF FINANCE

We have audited the accompanying financial statements of the Bank which comprise the statement of financial position at 31st December, 2014 and the related statements of comprehensive income, changes in Governments' equity and cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

Responsibility for the Financial Statements

Those charged with governance are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the accompanying financial statements present fairly in all material respects, the financial position of the Bank as of 31st December, 2014 and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

GRENADA:

March 17th, 2015

Accountants & business advisers:



STATEMENT OF FINANCIAL POSITION AT 31ST DECEMBER, 2014

ASSETS	Notes	2014	2013
Non-Current Assets Property, plant and equipment Available-for-sale financial assets Held-to-maturity financial assets	4 5 5	6,134,863 25,001 <u>1,000,000</u> 7,150,864	4,313,858 25,001 <u>1,000,000</u>
Loans receivable - Principal	6	<u>7,159,864</u> 24,727,139	<u>5,338,859</u> 25,362,621
TOTAL NON-CURRENT ASSETS	0	<u>31,887,003</u>	<u>30,701,480</u>
Current Assets Loans receivable – Interest Other assets Loans and receivables financial assets Cash and cash equivalents	6 7 5 8	204,718 170,622 329,428 <u>3,251,125</u> <u>3,955,893</u>	144,750 150,776 980,559 <u>754,637</u> 2,030,722
TOTAL ASSETS		\$ <u>35,842,896</u>	\$ <u>32,732,202</u>
EQUITY AND LIABILITIES			
Government's Equity Capital grants Capital contribution Reserve fund Revaluation reserve Retained earnings	9 10 11 12	$1,040,000 \\15,913,326 \\951,874 \\3,060,353 \\\underline{1,420,500}$	$1,040,000 \\11,931,969 \\892,849 \\2,597,791 \\1,243,425 \\17,796,024$
Non-Current Liabilities Long-term borrowings	13	<u>22,386,053</u> <u>9,954,600</u>	<u>17,706,034</u> <u>8,397,545</u>
Current Liabilities Other liabilities Short-term borrowings Amount due to projects	15 13 16	1,050,617 2,229,591 222,035 3,502,243	4,131,531 2,294,681
TOTAL LIABILITIES		<u>13,456,843</u>	15,026,168
TOTAL EQUITY AND LIABILITIES		\$ <u>35,842,896</u>	\$ <u>32,732,202</u>

The notes on pages 7 to 34 form an integral part of these financial statements

: Director

: Director



STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31ST DECEMBER, 2014

	Notes	2014	2013
INTEREST INCOME			
Interest on loans Interest on investments	19	2,317,189 105,129	2,044,382 101,252
		2,422,318	2,145,634
Interest expense	20	(<u>507,589</u>)	(<u>508,389</u>)
Net interest income Other income	21	1,914,729 	1,637,245 456,299
		<u>2,348,942</u>	<u>2,093,544</u>
EXPENDITURE			
Directors fees and expenses General expenses Pension and gratuities Depreciation Bad debts	24	$(48,129) \\ (1,778,013) \\ (8,166) \\ (118,788) \\ (\underline{159,746})$	$(44,770) \\ (1,530,607) \\ (8,166) \\ (114,140) \\ (\underline{110,034})$
		(<u>2,112,842</u>)	(<u>1,807,717</u>)
Operating surplus for the year		236,100	285,827
Debt forgiveness	22		<u>1,333,081</u>
Surplus for the year		236,100	1,618,908
Transfer to reserve fund		(<u>59,025</u>)	(404,727)
Net surplus for the year		\$ <u>177,075</u>	\$ <u>1,214,181</u>

The notes on pages 7 to 34 form an integral part of these financial statements



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GRENADA DEVELOPMENT BANK

STATEMENT OF CHANGES IN GOVERNMENT'S EQUITY FOR THE YEAR ENDED 31ST DECEMBER, 2014

	Reserve Fund	Capital Grant	Revaluation Reserve	Capital Contribution	Retained Earnings/ (Accumulated Deficit)	Total
Balance at 1 st January, 2013 Net movement in capital contribution	488,122	1,040,000	2,597,791	11,559,315 372,654	29,244	15,714,472 372,654
Surplus for the year Allocation to reserve	404,727			-	1,618,908 (<u>404,727</u>)	1,618,908
Balance at 31 st December, 2013 Revaluation Net movement in capital contribution Surplus for the year Allocation to reserve	892,849 - - - 59,025	1,040,000 - - - -	2,597,791 462,562 - -	11,931,969 3,981,357 - -	1,243,425 236,100 (<u>59,025</u>)	17,706,034 462,562 3,981,357 236,100
Balance at 31 st December, 2014	\$ <u>951,874</u>	\$ <u>1,040,000</u>	\$ <u>3,060,353</u>	\$ <u>15,913,326</u>	\$ <u>1,420,500</u>	\$ <u>22,386,053</u>

The notes on pages 7 to 34 form an integral part of these financial statements



STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST DECEMBER, 2014

OPERATING ACTIVITIES Note	2014	2013
Surplus for the year	236,100	1,618,908
Adjustment for: Depreciation	118,788	114,125
Loss on disposal	467	
Change in non-cash items Decrease in loans receivable	355,355 575,514	1,733,033 324,161
Increase in other assets Decrease in deferred loss on exchange	(19,846)	(34,597) 102,131
(Decrease)/increase in other liabilities	(3,080,914)	2,464,502
Increase/(decrease) in amounts due to project	19,624	(235,938)
Net cash (used in)/provided by operating activities	(2,150,267)	4,353,292
INVESTING ACTIVITIES		
Decrease in available-for-sale financial assets Decrease/(increase) in loans and receivable financial assets Purchase of property, plant and equipment	- 651,131 (<u>1,477,698</u>)	1 (27,480) (<u>19,848</u>)
Net cash used in investing activities	(<u>826,567</u>)	(<u>47,327</u>)
FINANCING ACTIVITIES		
Increase in Government Capital Contribution Increase/(decrease) in borrowings	3,981,357 <u>1,491,965</u>	372,654 (<u>4,813,397</u>)
Net cash provided by/(used in) financing activities	<u>5,473,322</u>	(<u>4,440,743</u>)
Net increase/(decrease) in cash and cash equivalents Cash and cash equivalents - at beginning of the year	2,496,488 	(134,778) <u>889,415</u>
- at end of the year 8	\$ <u>3,251,125</u>	\$ <u>754,637</u>

The notes on pages 7 to 34 form an integral part of these financial statements



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014

1. CORPORATE INFORMATION

The Bank was established by the Grenada Agricultural and Industrial Development Act, 1976 for the purpose of granting loans and providing other forms of financial assistance for industrial and tourism development, housing, higher education, agricultural development and other development projects.

The corporate name Grenada Agricultural and Industrial Development Corporation was changed to the Grenada Development Bank by proclamation of People's Law No. 33 of 1980 which became effective on 18th July, 1980.

2. SIGNIFICANT ACCOUNTING POLICIES

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

(a) Basis of Preparation

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and are expressed in Eastern Caribbean Currency Dollars. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of land and building.

The preparation of financial statements in conformity with IFRS's requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the bank's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

(b) New Accounting Standards, Amendments and Interpretations

- (i) There are no new standards, amendments or interpretations that are effective for the first time for the financial year beginning on or after 1st January, 2014 that would be expected to have a material impact on the Bank financial statement.
- (ii) New standards, amendments and interpretations issued but not effective for the financial year beginning 1st January, 2014 and not early adopted. These either do not apply to the activities of the Bank or have no material impact on its financial statements.
 - IAS 1 Presentation of Financial Statements Disclosure Initiative Equity Method Effective for annual periods beginning on or after 1st January, 2016.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(b) New Accounting Standards, Amendments and Interpretations (continued)

IAS 16	Property, plant and equipment – Clarification of Acceptable Methods of Depreciation and Amortization – Effective for annual periods beginning on or after 1 st January, 2016.
IAS 16	Property, plant and equipment – Bearer Plants – Effective for annual periods beginning on or after 1 st January, 2016.
IAS 19	Employee benefits – Effective for annual periods beginning on or after 1 st July, 2014.
IAS 27	Separate financial statements - Investment Entities – Effective for annual periods beginning on or after 1 st January, 2016.
IAS 28	Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and it's Associate or Joint Venture – Effective for annual periods beginning on or after 1 st January, 2016.
IAS 38	Intangible Assets – Clarification of Acceptable Methods of Depreciation and Amortization – Effective for annual periods beginning on or after 1 st January, 2016.
IAS 41	Agriculture – Bearer Plants – Effective for annual periods beginning on or after 1 st January, 2016.
IAS 9	Financial Instruments – Classification, Impairment, Hedge Accounting and De-recognition – Effective for annual periods beginning on or after 1 st January, 2018.
IFRS 10	Consolidated financial statements- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture - Effective for annual periods beginning on or after 1 st January, 2016.
IFRS 10	Consolidated financial statements- Applying the Consolidation Exception - Effective for annual periods beginning on or after 1 st January, 2016.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(b) New Accounting Standards, Amendments and Interpretations (continued)

- IFRS 12 Disclosure of Interest in Other Entities Applying the Consolidation Exception – Effective for annual periods beginning on or after 1st January, 2016.
- IFRS 11 Joint Arrangements Accounting for Acquisition of Interest in Joint Operations Effective for annual periods beginning on or after 1st January, 2016.
- IFRS 14 Regulatory Deferral Accounts Effective for annual periods beginning on or after 1st January, 2016.
- IAS 36 Impairment of assets Recoverable amount disclosures for non-financial assets Effective for annual period beginning on or after 1st January, 2014.
- IFRS 15 Revenue from Contracts with Customers Effective for annual periods beginning on or after 1st January, 2017.

(c) Foreign Currency Transactions

Transactions in foreign currencies are converted at the rates ruling on the dates of the transactions. Liabilities outstanding at the statement of financial position date are translated to Eastern Caribbean Currency Dollars at the rate of exchange ruling at that date. Differences on exchange on current liabilities are reflected in the comprehensive income statement in arriving at net income for the year, while differences on long term loans are deferred until realised.

(d) Provision for Doubtful Loans (Classified debts)

Provision is made based on the specific identification of doubtful receivables. As loans become uncollectible, they are written off against the provision. The total provision at 31st December, 2014 amounted to \$1,704,413 (2013: \$1,721,522).



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Property, Plant and Equipment

Land and building are stated at 2014 valuation less subsequent depreciation on building. However, additions to building thereafter are stated at cost. Depreciation is provided on the straight-line basis at varying rates sufficient to write off the cost or valuation of the assets over the period of their estimated useful lives. No depreciation is charged on land. The rates used are as follows:

Building	2.5%
Furniture, fixtures and equipment	10% to 20%
Motor vehicles	25%
Computers	331/3%

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Bank and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation of land and buildings are credited to revaluation surplus in equity. Decreases that offset previous increases of the same assets are charged against the surplus directly in equity; all other decreases are charged to the statement of income.

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

The cost of property, plant and equipment replaced, retired or otherwise disposed of and the accumulated depreciation thereon are eliminated from the accounts and the resulting gain or loss reflected in current operations.

(f) Cash and Cash Equivalents

For the purpose of the cash flow statement, cash and cash equivalents comprises cash on hand and at bank.

(g) Interest

Accrued interest on loans is recorded in the statement of financial position in the related asset category. No credit is taken for interest due but uncollected after three months.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(h) Financial Assets

The Bank classifies its financial assets into the following categories: held-to-maturity, loans and receivables and available-for-sale. Management determines the appropriate classification of its financial assets at the time of purchase and re-evaluates this designation at every reporting date.

Available-for-sale

Investments are classified as available-for-sale as they are intended to be held for an indefinite period of time. These investments may be sold in response to needs for liquidity or changes in interest rates, exchange rates or equity prices. These investments are stated at cost as fair market values are not available.

Loans and receivables

Loans and receivables are non-derivative financial instruments with fixed or determinable payments that are not quoted in active markets. They are included in financial investments and are classified as assets in the statement of financial position.

Held-to-maturity

Investments classified as held-to-maturity are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Company has both the intent and the ability to held-to-maturity. These investments are stated at cost.

Fair value

Fair value amounts represent the approximate value at which financial instruments could be exchanged in current transactions between willing parties. However, the bank's financial instruments lack an available trading market and therefore it is not possible to determine independently the estimated fair values. The fair values of the financial instruments are therefore considered to the approximate their book value.

(i) Borrowings

Borrowings are recognised at fair value net of transaction cost incurred. Borrowings are subsequently stated at amortized cost: any difference between the proceeds, net of transaction cost, and the redemption value is recognised in the statement of comprehensive income over the period of borrowings. Borrowings are classified as current liabilities unless the Bank has an unconditional right to defer settlement of the liability for at least twelve (12) months after the statement of financial position date.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Financial Instruments

Financial instruments are contracts that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognised on the Bank's statement of financial position when the bank becomes a party to the contractual provision of the instrument.

Recognition and measurement

All regular way purchases and sales of financial assets are recognised or derecognised on the trade date that is the date on which the Bank commits itself to purchase or sell an asset. A regular way purchase and sale of financial assets is a purchase or sale of an asset under a contract whose terms require delivery of the asset within the time frame established generally by regulation or convention in the market place concerned.

When financial assets are recognised initially, they are measured at fair value of the consideration given plus transaction costs directly attributable to the acquisition of the asset. Financial assets are derecognised when the contractual rights to receive the cash flows expire or where the risks and rewards of ownership of the assets have been transferred.

Impairment of financial assets

The Bank assesses at each statement of financial position date whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or group of financial assets is impaired and impairment losses are incurred if and only if, there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a "loss event") and that event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Financial Instruments (continued)

Objective evidence that a financial asset or group of financial assets is impaired includes observable data that comes to the attention of the Bank about the following loss events:

- (i) Significant financial difficulty of the issuer or obligor.
- (ii) A breach of contract, such as default or delinquency in interest or principal payments.
- (iii) It is becoming probable that the borrower will enter into bankruptcy or other financial organization.
- (iv) The disappearance of an active market for that financial asset because of financial difficulties.
- (v) Observable data indicating that there is a measurable decrease in the estimated cash flows from a group of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with individual financial assets in the group, including adverse changes in the payment status of borrowers in the Bank or national or economic conditions that correlate with defaults on assets in the Bank.

The Bank first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant. If the Bank determines that no objective evidence of impairment exists for an individually assessed financial asset, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is or continues to be recognised are not included in a collective assessment of impairment.

Impairment losses are recorded in an allowance account and are measured and recognised in the statement of comprehensive income.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Financial Instruments (continued)

Financial liabilities

When financial liabilities are recognised initially, they are measured at fair value of the consideration given plus transaction costs directly attributable to the acquisition of the liability. Financial liabilities are re-measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when they are extinguished that is when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability extinguished and the consideration paid is recognised in the statement of comprehensive income.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The development of estimates and the exercise of judgment in applying accounting policies may have a material impact on the Bank's reported assets, liabilities, revenues and expenses. The items which may have the most effect on these financial statements, are set out below.

Valuation of property

The Bank utilises professional valuators to determine the fair value of its properties. Valuations are determined through the application of a variety of different valuation methods which are all sensitive to the underlying assumptions chosen.

Property, plant and equipment

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

Impairment of loans receivable

Provision is made for doubtful debts based on specific identification of doubtful balances. As debts become uncollectible they are written off against the provision.

NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

4. **PROPERTY, PLANT AND EQUIPMENT (continued)**

	Land	Building	Furniture, Fixtures and Equipment	Computers	Motor Vehicles	Total
Balance at 1st January, 2014 Cost Valuation	923,780	3,525,000	423,228	677,147	75,000	1,175,375 4,448,780
Accumulated depreciation		(<u>176,250</u>)	(<u>403,958</u>)	(<u>655,089</u>)	(<u>75,000</u>)	(<u>1,310,297</u>)
NET BOOK VALUE	\$ <u>923,780</u>	\$ <u>3,348,750</u>	\$ <u>19,270</u>	\$ <u>22,058</u>	\$ <u> </u>	\$ <u>4,313,858</u>
For the year ended 31 st December, 2014						
Opening book value Cost Valuation	923,780	<u>3,348,750</u>	19,270	22,058		41,328 <u>4,272,530</u>
	923,780	3,348,750	19,270	22,058	-	4,313,858
Additions for the year Disposals during the year Depreciation charge for the year	- -	1,412,699	21,389 (467)	43,610	- -	1,477,698 (467)
-Cost -Valuation - Revaluation adjustments	-	(5,886) (88,125) 462,562	(6,264)	(18,513)	-	(30,663) (88,125) 462,562
NET BOOK VALUE	¢022 790	<u> </u>	¢22.020	¢ <i>4</i> 7 155	¢	
NET BOOK VALUE	\$ <u>923,780</u>	\$ <u>5,130,000</u>	\$ <u>33,928</u>	\$ <u>47,155</u>	Ф <u> </u>	\$ <u>6,134,863</u>
Balance at 31st December, 2014 Cost Valuation Accumulated depreciation	923,780	5,130,000	443,330 (<u>409,402</u>)	710,699 (<u>663,544</u>)	75,000 (<u>75,000</u>)	1,229.029 6,053,780 (<u>1,147,946</u>)
NET BOOK VALUE	\$ <u>923,780</u>	\$ <u>5,130,000</u>	\$ <u>33,928</u>	\$ <u>47,155</u>	\$ <u> </u>	\$ <u>6,134,863</u>



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

4. **PROPERTY, PLANT AND EQUIPMENT (continued)**

	Land	Building	Furniture, Fixtures and Equipment	Computers	Motor Vehicles	Total
Balance at 1 st January, 2013 Cost Valuation Accumulated depreciation	923,780	3,525,000 (<u>88,125</u>)	411,595 (<u>398,668</u>)	668,932 (<u>634,379</u>)	75,000 (<u>75,000</u>)	1,155,527 4,448,780 (<u>1,196,172</u>)
NET BOOK VALUE	\$ <u>923,780</u>	\$ <u>3,436,875</u>	\$ <u>12,927</u>	\$ <u>34,553</u>	\$ <u> </u>	\$ <u>4,408,135</u>
For the year ended 31 st December, 2013 Opening book value Cost Valuation	<u>923,780</u> 923,780	<u>3,436,875</u> 3,436,875	12,927 12,927	34,553 34,553		47,480 <u>4,360,655</u> <u>4,408,135</u>
Additions for the year	-	-	11,633	8,215	-	19,848
Depreciation charge for the year Cost Valuation		(<u>88,125</u>)	(5,290)	(20,710)		(26,000) (<u>88,125</u>)
NET BOOK VALUE	\$ <u>923,780</u>	\$ <u>3,348,750</u>	\$ <u>19,270</u>	\$ <u>22,058</u>	\$ <u> </u>	\$ <u>4,313,858</u>



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

5. FINANCIAL ASSETS

	2014	2013
AVAILABLE-FOR-SALE	-011	2010
Eastern Caribbean Securities Exchange 2,500 class C shares at \$10.00 each - cost	25,000	25,000
Financial Data Systems Limited 60,000 shares of common stock at \$1.00 each - cost	<u>60,000</u>	<u>60,000</u>
Less: Provision for diminution in value of shares	85,000 <u>59,999</u>	85,000 <u>59,999</u>
	\$ <u>25,001</u>	\$ <u>25,001</u>
LOANS AND RECEIVABLES		
Grenada Co-operative Bank Limited – Fixed deposits Grenada Public Service Co-operative Credit Union Limited	-	980,559
- Fixed deposits	329,428	<u> </u>
HELD-TO-MATURITY	\$ <u>329,428</u>	\$ <u>980,559</u>
Government of Grenada - 6% 2016 bond	\$ <u>1,000,000</u>	\$ <u>1,000,000</u>

6. LOANS RECEIVABLE

Loans receivable – principal	26,431,552	27,084,143
Less: Provision for doubtful debts	<u>1,704,413</u>	1,721,522
	\$ <u>24,727,139</u>	\$ <u>25,362,621</u>
Accrued interest (3 months)	\$ <u>204,718</u>	\$ <u>144,750</u>



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

6. LOANS RECEIVABLE (continued)

7.

Movements in provision for loan losses are as follows:

	2014	2013
Balance at the beginning of the year Bad debts recovered Increase in provision	1,721,522 (88,024) <u>70,915</u>	1,716,235 (104,746)
Balance at end of the year	\$ <u>1,704,413</u>	\$ <u>1,721,522</u>
Allowance for impairment losses by sector		
Agriculture Agro processing Education Fishing Housing Industry Micro sector Tourism	490,301 185,085 343,359 125,683 18,022 161,109 87,296 293,558 \$ <u>1,704,413</u>	501,990 183,772 309,303 152,606 30,699 163,967 97,315 <u>281,870</u> \$ <u>1,721,522</u>
OTHER ASSETS		
Matured investment – CLICO investment Interest receivable Accounts receivable Prepayments Less: Impairment provision	810,000 125,289 188,765 <u>131,615</u> 1,255,669 <u>1,085,047</u> \$ <u>170,622</u>	810,000 142,823 188,765 94,235 1,235,823 1,085,047 \$ <u>150,776</u>



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NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

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8. CASH AND CASH EQUIVALENTS

	2014	2013
Cash on hand Cash at bank	1,200 <u>3,249,925</u>	1,200 <u>753,437</u>
	\$ <u>3,251,125</u>	\$ <u>754,637</u>

9. GOVERNMENT CAPITAL GRANTS

(a) \$<u>40,000</u>

This amount represents Government's counterpart contribution under the terms of the Small Industry Credit Loan Agreement dated 30th September, 1974 with the Caribbean Development Bank.

(b) \$<u>1,000,000</u>

This amount represents Government's counterpart contribution under the terms of the "Second Consolidated Line of Credit - AIC/MF/SLS Loan Agreement dated 2nd September, 1988 with the Caribbean Development Bank.

10. GOVERNMENT CAPITAL CONTRIBUTION

Balance at 1 st January, 2014	11,931,969	11,559,315
Contribution during the year	3,981,357	372,654
Balance at 31 st December, 2014	\$ <u>15,913,326</u>	\$ <u>11,931,969</u>

11. **RESERVE FUND**

Pursuant to the Grenada Development Bank Act, the Bank is required to transfer a minimum of 25% of its net surplus to a reserve fund to meet contingencies and for such other purposes as the Bank deems fit.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

12. REVALUATION RESERVE

	2014	2013
Revaluation surplus	\$ <u>3,060,353</u>	\$ <u>2,597,791</u>

The Bank's property was last re-valued in December 2014 by Joseph John and Associates Limited, professional valuators. The valuation was carried out using the open market value method. The excess of the revaluation over the carrying value totalled \$462,562.

13. BORROWINGS

 (a) Caribbean Development Bank (Note 14) (b) National Insurance Board (c) CARICOM Development Fund 	5,817,845 3,705,028 <u>2,661,318</u>	7,621,939 3,070,287
Less: Short-term portion	12,184,191 <u>2,229,591</u>	10,692,226 <u>2,294,681</u>
Long-term portion	\$ <u>9,954,600</u>	\$ <u>8,397,545</u>

- (a) These loans are secured by guarantees from the Government of Grenada except for National Insurance Board which is secured by a mortgage on the Bank's property at Melville Street.
- (b) There are two (2) National Insurance Board loans as follows:
 - (i) Loan 4 Renovation loan

The sum of \$1,000,000 was authorised and withdrawn. It is repayable over twenty-five (25) years by equal monthly instalments of \$7,067.79 inclusive of interest, which began December 31st, 1999. Interest is charged at the rate of 7% per annum.

(ii) <u>Loan 2</u>

This loan was refinanced during the year. It is to be repaid over seven (7) years at a rate of interest of 7%. The monthly repayment is \$49,121.75 inclusive of interest and is to begin in January 2015. Interest only is being paid.

(c) The sum of \$8,064,000 was made available and \$2,661,318 withdrawn as at the yearend. Interest only is payable at the rate of 3% per annum, with principal payments commencing in March 2016 over forty (40) equal quarterly instalments.

NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

14. CARIBBEAN DEVELOPMENT BANK - LOANS

			Foreign Currency	2014 EC\$	2013 EC\$
(a) OCR-SFR-GR (b) 11/SFR - GR	Loan/mortgage/micro sector Sixth student loan (see note below)	US\$ US\$	643,604 1,604,470	1,743,138 <u>4,074,707</u>	2,537,933 <u>5,084,006</u>
				\$ <u>5,817,845</u>	\$ <u>7,621,939</u>

Note: This Loan is in the name of the Government of Grenada with the Bank as the executing Agency.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

14. CARIBBEAN DEVELOPMENT BANK LOANS (continued)

	Principal	Intere	st
(a)	SFR portion – 60 equal quarterly instalments. OCR portion – 44 equal quarterly instalments. Repayments commenced January 2005 for the SFR portion and July 2009 for the OCR portion	2.5%/3.95% Payable qua	-
(b)	SFR portion – 40 equal quarterly instalments. OCR portion – 40 equal quarterly instalments. Repayments started December 2008. SF	2.5%/3.95% Payable qua	1
ОТН	IER LIABILITIES	2014	2012
		2014	2013
Acc	oount due to Government of Grenada crued interest counts payable	500,000 52,287 <u>498,330</u>	3,981,356 72,834 <u>77,331</u>
		\$ <u>1,050,617</u>	\$ <u>4,131,521</u>
	OUNT DUE TO PROJECTS		
AMC	JUNI DUE IU PROJECIS		
	h enterprise initiative cultural diversification	176,231 <u>45,804</u>	162,737 39,674

These funds are disbursed for on-lending to the respective micro-businesses.

17. COMMITMENTS

15.

16.

At the statement of financial position date un-disbursed loans committed amounted to \$2,024,440 (2013: \$1,007,554).

\$222,035

\$202,411



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

18. FINANCIAL RISK MANAGEMENT

The Bank's activities expose it to the following risks from the use of financial instruments:

- Credit risk
- Liquidity risk
- Currency risk
- Interest rate risk
- Operational risk

Risk is inherent to the Bank's activities but it is managed through a process of ongoing identification, measurement and monitoring, subject to risk limits and other controls. This process of risk management is critical to the Bank's continuing profitability and each individual within the Bank is accountable for risk exposures relating to their responsibilities.

Risk management structure

The Board of Directors is responsible for the overall risk management approach and for approving the risk strategies, principles, policies and procedures. Day to day adherence to risk principles is carried out by the management of the Bank in compliance with the policies approved by the Board of Directors.

The Bank's risk management policies are established to identify and analyse the risks faced by the Bank, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions, products and services offered. The Bank through its training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations.

The Board has established two (2) committees, the Audit Committee and the Internal Loan Committee, which are responsible for developing and monitoring the Bank's risk management policies in their specified areas. These committees report to the Board of Directors.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

18. FINANCIAL RISK MANAGEMENT (continued)

Audit Committee

The Audit Committee has oversight for the integrity of the financial statements and reviews the adequacy and effectiveness of internal controls and risk management procedures.

Internal Loan Committee

This committee reviews applications for loans up to \$300,000. The Board of Directors approves loans over \$300,000 on recommendation from the Internal Loan Committee. Loans under \$100,000 are approved by the Manager.

Credit Risk

Credit risk is the risk of financial loss to the Bank if a borrower or counter party to a financial instrument fails to meet its contractual obligations in accordance with agreed terms. The objective of the Bank's credit risk management function is to maintain credit risk exposure within acceptable parameters as the effective management of credit risk is a key comprehensive approach to risk management and is considered essential to the long-term success of the Bank. The Bank's exposure to credit risk arises primarily from the Bank's loans receivable which are given for national developmental purposes in all areas of industrial development. The priority areas for industrial development are identified by the Government of Grenada each year.

Significant changes in the economy or in the state of a particular industry segment that represents a concentration in the Bank's portfolio could result in losses that are different from those provided at the statement of financial position date.

Concentration of credit risk exists if a number of customers are engaged in similar activities or are located in the same industry sector or have similar economic characteristics such that their ability to meet contractual obligations would be similarly affected by changes in economic, political or other conditions. Concentration of credit risk indicates the relative sensitivity of the bank's performance to developments affecting a particular industry or geographical location.

Management of credit risk

Loans

The management and oversight of credit risk of loans is executed by the management of the Bank, the Internal Loan Committee and the Board of Directors. There is a documented credit policy in place, which guides the bank's credit processes.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

18. FINANCIAL RISK MANAGEMENT (continued)

Management of credit risk (continued)

Loans (continued)

The Bank structures the level of credit risk it undertakes by placing limits on the amount of risk accepted in relation to one borrower, or group of borrowers and to industry segments. Such risk is monitored on a revolving basis and is subject to an annual or more frequent review. The level of risk is set against economic factors and government priority areas.

Exposure to credit risk is managed through regular analysis of the ability of the borrower to meet interest and capital repayment obligations, obtaining collateral and corporate and personal guarantees, and by changing lending limits and adjusting interest rates within approved ranges where appropriate.

Other financial assets

With respect to credit risk arising from the other financial assets of the bank, which comprise accounts receivable and prepayments, cash and cash equivalents and investments, the Bank's exposure to credit risk arises from default of the counter-party with regards to cash and cash equivalents and investments. The Bank seeks to hold its funds with financial institutions which management regards as sound and the market for investments are monitored regularly to ensure that returns are realized.

Exposure to credit risk

The following table shows the maximum exposure to credit risk for the components of the statement of financial position, without taking account of any collateral held or other credit enhancements.

	Maximum exposure		
	2014 20		
Held-to-maturity financial assets	1,000,000	1,000,000	
Available-for-sale financial assets	25,001	25,001	
Loans and receivable financial assets	329,428	980,559	
Loans receivable – Principal	24,727,139	25,362,621	
Loans receivable - Interest	204,718	144,751	
Other assets	170,622	150,776	
Cash and cash equivalents	3,251,125	754,637	
	\$ <u>29,708,033</u>	\$ <u>28,418,345</u>	

NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

18. FINANCIAL RISK MANAGEMENT (continued)

Concentration of credit risk at 31st December, 2014

	Held-to- Maturity Financial Assets	Available-for- Sale Financial Assets	Loans and Receivables Financial Assets	Loan Receivable Principal	Loan Receivable Interest	Accounts Receivables and Prepayment	Cash and Cash Equivalents	Total
Education	-	-	-	11,451,439	108,259	-	-	11,559,698
Agriculture	-	-	-	1,388,507	2,219	-	-	1,390,726
Fishing	-	-	-	356,090	162	-	-	356,252
Tourism	-	-	-	3,796,738	53,758	-	-	3,850,496
Housing	-	-	-	3,584,037	20,365	-	-	3,604,402
Micro- sector	-	-	-	56,256	473	-	-	56,729
Agro-processing	-	-	-	221,094	-	-	-	221,094
Industry	-	-	-	3,720,392	19,086	-	-	3,739,478
Personal	-	-	-	152,586	396	-	-	152,982
Other	<u>1,000,000</u>	25,001	329,428	<u> </u>		<u>170,622</u>	<u>3,251,125</u>	4,776,176
	\$ <u>1,000,000</u>	\$ <u>25,001</u>	\$ <u>329,428</u>	\$ <u>24,727,139</u>	\$ <u>204,718</u>	\$ <u>170,622</u>	\$ <u>3,251,125</u>	\$ <u>29,708,033</u>

NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

18. FINANCIAL RISK MANAGEMENT

Concentration of credit risk at 31st December, 2013

		Available-for-	Loans and	Loans	Loans		Cash and	
	Held-to-	sale Financial	Receivable	Receivable	Receivable	Other	Cash	
	Maturity	Assets	Financial Assets	Principal	Interest	Assets	Equivalents	Total
Education				11 652 702	71 501			11 775 277
Education	-	-	-	11,653,793	71,584	-	-	11,725,377
Agriculture	-	-	-	1,016,593	1,977	-	-	1,018,570
Fishing	-	-	-	142,122	155	-	-	142,277
Tourism	-	-	-	4,016,376	30,775	-	-	4,047,151
Housing	-	-	-	3,803,538	17,562	-	-	3,821,100
Micro-sector	-	-	-	123,113	720	-	-	123,833
Agro-processing	-	-	-	221,094	-	-	-	221,094
Industry	-	-	-	4,203,426	20,842	-	-	4,224,268
Personal	-	-	-	182,566	1,136	-	-	183,702
Other	1,000,000	<u>25,001</u>	<u>980,559</u>			<u>150,776</u>	754,636	2,910,972
	\$ <u>1,000,000</u>	\$ <u>25,001</u>	\$ <u>980,559</u>	\$ <u>25,362,621</u>	\$ <u>144,751</u>	\$ <u>150,776</u>	\$ <u>754,636</u>	\$ <u>28,418,344</u>



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

18. FINANCIAL RISK MANAGEMENT (continued)

Analysis of loans past due but not impaired before provision for loan losses:

			Past due but not impaired						
	Neither past due nor impaired \$	1-3 months \$	3-6 months	6-12 months \$	Over 12 months \$	Total \$			
2014	<u>19,863,228</u>	<u>2,987,906</u>	<u>207,270</u>	<u>51,967</u>	<u>3,570,317</u>	<u>27,084,143</u>			
2013	20,619,718	<u>2 ,634,871</u>	<u>169,035</u>	<u>687,600</u>	<u>2,723,783</u>	<u>26,431,552</u>			

Individually impaired financial assets at 31st December, 2013:

	Carrying Value	Provision for Impairment		ok value
			2014	2013
Loans	\$ <u>2,513,762</u>	\$ <u>1,704,413</u>	\$ <u>809,349</u>	\$ <u>720,294</u>
Available-for-sale financial assets	\$ <u>85,000</u>	\$ <u>59,999</u>	\$ <u>25,001</u>	\$ <u>25,001</u>
Matured financial assets	\$ <u>810,000</u>	\$ <u>810,000</u>	\$ <u> </u>	\$ <u> </u>
Interest receivable	\$ <u>86,282</u>	\$ <u>86,282</u>	\$ <u> </u>	\$ <u> </u>
Other receivable	\$ <u>188,765</u>	\$ <u>188,765</u>	\$ <u> </u>	\$

Collateral

The amount and type of collateral required depends on an assessment of the credit risk of the counterparty. The Bank has guidelines that set out the acceptability of different types of collateral and valuation parameters. The types of collateral held by the Bank are mortgage over properties, bill of sales over motor vehicles and other assets, liens over cash, bonds and shares, covenants over assets, and personal guarantees.

Estimates of fair values are based on value of collateral assessed at the time of borrowing and are generally not updated except when a loan is individually assessed as impaired.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

18. FINANCIAL RISK MANAGEMENT (continued)

Collateral (continued)

Management monitors the market value of collateral, request additional collateral in accordance with the underlying agreement, and monitors the market value of collateral obtained during its review of the adequacy of the allowance for impairment losses.

It is the Bank's policy to dispose of repossessed properties of which the proceeds are used to repay outstanding balances on loans.

Impairment

Impaired financial assets are assets for which the Bank determines that it is probable that it will be unable to collect all principal and interest due according to the contractual terms. The main consideration for impairment assessment for loans receivable is known difficulties in the cash flows of the counterparty, or infringement of the original terms of the loan agreement.

Impairment allowances on individually assessed accounts are determined by an evaluation at the statement of financial position date on a case-by-case basis. The assessment normally encompasses collateral held and the anticipated receipts for the individual account.

Past due and not impaired

These are loans where the contractual interest or principal payments are past due but the Bank believes that impairment is not appropriate based on the quality and value of security available or the stage of collection of amounts owed to the Bank.

Write off policy

The Bank writes off a loan when it determines that the loan is uncollectible after considering information such as the occurrence of significant changes in the borrower's statement of financial position such that the borrower can no longer pay the obligation, and that proceeds from collateral will not be sufficient to recover the entire exposure.

Liquidity risk

Liquidity risk is the risk that the Bank will have difficulty in meeting its obligations from its financial liabilities.



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

18. FINANCIAL RISK MANAGEMENT (continued)

Management of liquidity risk

The Bank's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Bank's reputation.

The Bank monitors its risks of a shortage of funds by considering the maturity of both its investments and the projected cash flow from operations to ensure that it is able to honour all its commitments when they fall due.

The aggregate value of the Bank's financial assets and liabilities by currency is as follows:

	EC\$	US\$	Total
Balance at 31 st December, 2013			
Assets			
Held-to-maturity financial assets	1,000,000	-	1,000,000
Available-for-sale financial assets	25,001	-	25,001
Loans and receivable financial assets	980,559	-	980,559
Loans receivable-principal	25,362,621	-	25,362,621
Loans receivable-interest	144,751	-	144,751
Other assets	150,796	-	150,796
Cash and cash equivalents	740,035	<u>14,601</u>	754,636
	28,403,743	<u>14,601</u>	28,418,344
Liabilities			
Long-term borrowings	2,579,700	5,817,845	8,397,545
Other liabilities	4,062,543	68,988	4,131,531
Short-term borrowings	490,587	1,804,094	2,294,681
Amount due to projects	202,411		202,411
	7,335,241	7,690,927	<u>15,026,168</u>
Net currency exposure	\$ <u>21,068,502</u>	\$(<u>7,676,326</u>)	\$ <u>13,392,176</u>



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014

(continued)

18. FINANCIAL RISK MANAGEMENT (continued)

Management of liquidity risk (continued)

	EC\$	US\$	Total
Balance at 31 st December, 2014			
Assets			
Heldto-maturity financial assets	1,000,000	-	1,000,000
Available-for-sale financial assets	25,001	-	25,001
Loans and receivable financial assets	329,428	-	329,428
Loans receivable-principal	24,727,139	-	24,727,139
Loans receivable-interest	204,718	-	204,718
Other assets	170,622	-	170,622
Cash and cash equivalents	3,249,578	<u>1,547</u>	3,251,125
	<u>29,706,486</u>	<u>1,547</u>	<u>29,708,033</u>
Liabilities			
Long-term borrowings	3,276,531	6,678,069	9,954,600
Other liabilities	998,330	52,287	1,050,617
Short-term borrowings	428,497	1,801,094	2,229,591
Amount due to projects	222,035		222,035
	<u>4,925,393</u>	<u>8,531,450</u>	<u>13,456,843</u>
Net currency exposure	\$ <u>24,781,093</u>	\$(<u>8,529,903</u>)	\$ <u>16,251,190</u>

Interest rate risk

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

The Bank is exposed to interest rate risk through the effect of fluctuations in the prevailing levels of interest rates on interest bearing financial assets and liabilities, including loans.

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



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

18. FINANCIAL RISK MANAGEMENT (continued)

Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Bank's processes, personnel, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those rising from legal and regulatory requirements and generally accepted standards of good corporate behaviour. Operational risks arise from all the Bank's operations. The Bank's objective to manage operational risk is assigned to senior management so as to balance the avoidance of financial losses and damage to the Bank's reputation with overall cost effectiveness and for development and implementation of controls to address operational risk. This responsibility is supported by the development of overall Bank standards for the management of operational risk in the following areas:

- Requirements for appropriate segregation of duties, including the independent authorization of transactions.
- Requirements for the reconciliation and monitoring of transactions.
- Compliance with regulatory and other legal requirements.
- Documentation of controls and procedures.
- Requirements for the periodic assessment of operational risks faced, as the adequacy of controls and procedures to address the risks identified.
- Training and professional development
- Risk mitigation, including insurance where this is effective.

19. INTEREST INCOME

20.

	2014	2013
CARICOM Development Fund loan	22,836	
Caribbean Development Bank loans	583,474	657,981
Local loans	998,726	1,003,166
Business reactivation loans	699,026	368,315
National Insurance Scheme loans	13,127	14,920
	\$ <u>2,317,189</u>	\$ <u>2,044,382</u>
INTEREST EXPENSE		
Caribbean Development Bank	314,168	298,107
National Insurance Scheme	<u>193,421</u>	<u>210,282</u>
	\$ <u>507,589</u>	\$ <u>508,389</u>



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

21. OTHER INCOME

	2014	2013
Rental income Sundry income Bad debts recoveries	78,000 138,298 <u>217,915</u>	84,641 <u>371,658</u>
	\$ <u>434,213</u>	\$ <u>456,299</u>

22. DEBT FORGIVENESS

This amount relates to the balance of the loan from The European Investment Bank which was forgiven during 2013.

23. RELATED PARTY TRANSACTIONS

i) Compensation of key management personnel of the Bank.

	Salaries and staff benefits	\$ <u>527,813</u>	<u>472,564</u>
ii)	Loans receivable from key management personnel and directors	\$ <u>15,739</u>	\$ <u>36,414</u>
iii)	Interest income from key management personnel and directors	\$ <u>1,338</u>	\$ <u>1,899</u>



NOTES TO THE FINANCIAL STATEMENTS AT 31ST DECEMBER, 2014 (continued)

24. GENERAL EXPENSES

	2014	2013
Salaries, wages and allowances	875,209	784,398
National Insurance contributions	38,547	33,393
Security	34,734	33,839
Computer expenses	80,564	55,551
Subscription and donations	14,229	19,579
Postage	1,726	1,846
Office expenses	29,464	30,148
Advertising	8,516	17,849
Audit fees	23,500	23,500
Professional services	77,650	72,533
Bank charges	8,633	11,895
Entertainment	8,327	3,595
Motor vehicle expenses	12,056	7,323
Legal fees	44,698	29,607
Stationery and printing	46,095	50,045
Telephone and cables	56,760	46,099
Miscellaneous	3,632	4,440
Repairs and maintenance	5,018	15,948
Staff uniforms	24,635	15,758
Travelling and subsistence	64,243	59,667
Electricity	111,929	145,023
Water and sewerage	6,572	1,964
Staff training	7,828	10,995
Insurance	33,957	40,262
Recruitment cost	10,307	1,206
Library expenses	-	100
Consultancy cost	-	3,951
Cash shortage	575	395
Corporate image and product development	526	9,698
Relocation expenses	147,616	-
Loss on disposal	467	
	\$ <u>1,778,013</u>	\$ <u>1,530,607</u>