Corporate Profile

Republic Financial Holdings Limited
Our history began with a duty, a duty to our customers and our nation. Nearly two centuries later, through local, regional and global economic storms, and evolving governments and societies, that duty still calls to us and we hold to our promise to answer it. As our customer needs have changed, we have tailored our products and services to suit, ever ensuring that we stay in touch with the minds and hopes of those who continue to help us achieve our success – our stakeholders and our staff. As a holding company, we reaffirm our commitment to live by the values that turn the wheels of our organisation.
The Group at a Glance

About Us
Republic Financial Holdings Limited (RFHL) is the registered owner of all of the banks in The Republic Group – Republic Bank Limited, Republic Bank (Guyana) Limited, Republic Bank (Barbados) Limited, Republic Bank (Grenada) Limited, Republic Bank (Suriname) N.V., Republic Bank (Ghana) Limited, Republic Bank (Cayman) Limited, Republic Securities Limited, and other subsidiaries. In keeping with international best practice, this holding company was formed with the aim of offering increased operational efficiencies and optimum management of the Group; ultimately leading to greater value for our shareholders and clients while enabling greater strategic focus and diversification.

Our Vision
Republic Financial Holdings, the Caribbean Financial Services Group of Choice for our Staff, Customers and Shareholders.
We set the Standard of Excellence in Customer Satisfaction, Employee Engagement, Social Responsibility and Shareholder Value, while building successful societies.

Our Mission
Our mission is to provide Personalised, Efficient and Competitively-priced Financial Services and to implement Sound Policies which will redound to the benefit of our Customers, Staff, Shareholders and the Communities we serve.

Core Values
Customer Focus
Integrity
Respect for the Individual
Professionalism
Results Orientation

Operating Countries

Corporate Social Responsibility
Through our US$38 million social investment initiative, the Power to Make a Difference, we have formed powerful connections within the national communities of our territories with the aim of safeguarding the welfare and ensuring the sustainable success of these beautiful nations.

For the past 15 years, through relationships with Non-Governmental Organisations (NGOs) and Community Based Organisations (CBOs), we have worked together to help enhance the quality of lives of the differently able; support healthcare programmes and disability awareness initiatives; provide opportunities for young people to realise their truest potential through sport, education, culture and the arts; and raise the bar for community investment through a wide-reaching, comprehensive staff volunteerism programme.
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Our Company Structure

**OUR STORY**
Originally called Colonial Bank, we were born in 1837 as the first commercial bank in Trinidad and Tobago. Our 180-year history is testimony to a successful growth strategy fuelled by expansion through acquisition, prudent risk management principles, comprehensive and innovative corporate social investment programmes and initiatives, and visionary leadership paired with multitalented and loyal employees.

Through the years, we continuously evolved to match the demands of growing economies and the rapid social changes in the markets where we currently operate. Significant expansion during this period, through the acquisition of several subsidiaries, resulted in Republic Bank performing dual roles of a licensed commercial bank and a holding company for its subsidiaries. While the roles were well managed, the Group needed a more sustainable structure to facilitate even more effective management and good governance, given our current and future strategies.

In December 2015, a decision was taken to form Republic Financial Holdings Limited by a Vesting Order, under the Financial Institutions Act, Chap 79:09, of the Laws of Trinidad and Tobago; successfully bringing the structure of the Republic Group in line with international best practices to facilitate future growth.

**WHO WE ARE TODAY**
Headquartered in Trinidad and Tobago, Republic Financial Holdings Limited (RFHL) is the registered owner of all the banks in The Republic Group – Republic Bank Limited, Republic Bank (Guyana) Limited, Republic Bank (Barbados) Limited, Republic Bank (Grenada) Limited, Republic Bank (Suriname) N.V., and Republic Bank (Ghana) Limited, as well as Republic Securities Limited and other subsidiaries. Across these markets, RFHL offers an extensive range of banking services, including credit and debit card issuance and processing, leasing, trustee services, mutual fund and investment management, and merchant banking.

As at September 30, 2018, the Group’s asset base stood at US$10.5 billion, and declared a net profit after tax and non-controlling interest of US$198 million. The Group currently employs more than 5,770 staff in 16 subsidiaries in Trinidad and Tobago, Grenada, Guyana, the Cayman Islands, Barbados, Ghana, and Suriname.

While the Group continues its journey of financial growth and development, and teamwork with the community to bring about positive change, it is pledged to continually raise the standards of banking locally, regionally, and internationally.

The following are subsidiaries of The Republic Group:
- **Trinidad and Tobago**
  - Republic Bank Limited
  - Republic Bank Limited (Formerly Fincor)
  - Republic Investments Limited
  - Republic Securities Limited
  - Republic Wealth Management Limited
  - London Street Project Company Limited
- **Barbados**
  - Republic Bank Trinidad and Tobago (Barbados) Limited
  - Republic Bank (Barbados) Limited
- **Cayman**
  - Republic Bank (Cayman) Limited
  - Republic Insurance Company (Cayman) Limited
  - Cayman National Corporation Limited
- **Ghana**
  - Republic Bank (Ghana) Limited
- **Grenada**
  - Republic Bank (Grenada) Limited
- **Guyana**
  - Republic Bank (Guyana) Limited
- **Saint Lucia**
  - Republic Caribbean Investments Limited
  - Atlantic Financial Limited
- **Suriname**
  - Republic Bank (Suriname) N.V.
  - Republic Suriname Holdings Limited
- **Republic Financial Holdings Limited** also enjoys financial interests in the following companies:
  - G4S Holdings (Trinidad) Limited
  - Previously Securicor Trinidad Limited, a security company in which a 24.5% interest is held
  - Infalink Services Limited
  - A financial transactions switching company in which a 25% interest is held
  - East Caribbean Financial Holding Limited (ECFH)
  - A financial services company in which 19.3% interest is held
An Introduction to Republic Financial Holdings Limited

### 10 Largest Shareholders

<table>
<thead>
<tr>
<th>Shareholder</th>
<th>Ordinary Shares</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Investment Fund Holding Company</td>
<td>42,475,362</td>
<td>26.13</td>
</tr>
<tr>
<td>Clico Trust Corporation Limited</td>
<td>40,072,299</td>
<td>24.66</td>
</tr>
<tr>
<td>National Insurance Board</td>
<td>29,944,942</td>
<td>18.42</td>
</tr>
<tr>
<td>Trintrust Limited</td>
<td>14,936,298</td>
<td>9.19</td>
</tr>
<tr>
<td>RBC Trust (Trinidad &amp; Tobago) Limited</td>
<td>5,779,927</td>
<td>3.56</td>
</tr>
<tr>
<td>First Citizens Asset Management</td>
<td>3,960,733</td>
<td>2.07</td>
</tr>
<tr>
<td>Guardian Life of the Caribbean</td>
<td>2,830,568</td>
<td>1.62</td>
</tr>
<tr>
<td>Trinidad and Tobago Unit Trust Corporation</td>
<td>2,416,858</td>
<td>1.49</td>
</tr>
<tr>
<td>Central Bank of Trinidad and Tobago</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension Scheme</td>
<td>782,039</td>
<td>0.48</td>
</tr>
<tr>
<td>T Geddes Grant Ltd Pension Fund Plan</td>
<td>575,000</td>
<td>0.35</td>
</tr>
</tbody>
</table>

### Directors

- **Chairman**
  - Ronald F. deC. Harford, CMT, FCA, FIBA, FIBAF, FCABFI, LLD

- **President and Chief Executive Officer**
  - Nigel M. Baptiste, BSc (Econ.) (Hons.), MSc (Econ.), ACIB

- **Directors**
  - Shazan Ali, BSc (Mechanical Eng.) (Hons.)
  - Michal Andrewes, BSc (Hons.), Accounting. ACCA, Diploma in International Tax (ITT), FCCA, Accredited Director (Acc.Dir.)
  - Ian Benjamin, SC, BA, LL.M. (Constab.), LL.M. (Opel.), BA (Law and Land Economy) (Hons.)
  - Dawn Callender, FCCA, CPA, MBA
  - Temenese W. Farrell, PhD, LL.B, LDC
  - Alison Lewis, MSc, LL.B (Econ. and Managerial Economics)
  - William P. Lucie-Smith, MA (Chanc.), FCCA
  - Russell Martinseaux, MSc, SC, LL.M. (Can.)
  - Robert Riley, CMT, RVIF (Ag. Sec.), LL.B (Hons.), LEC, EMMA
  - Waldmill Sooja, MBA (Harvard Business School), BA (Math and Computer Science)
  - Kristine Thompson, BComm., MBA
  - Gregory L. Thomson, BSc (Math and Physics), MBA

### Executive Management

- **Chief Internal Auditor**
  - Ruhi Dass-Mungal, BSc (Account.)

- **Chief Risk Officer**
  - Manisha McLeod-Marshall, FCA, BSc (Hons.)

- **Chief Financial Officer**
  - Parasram Salickram, FCCA, ACA, CGMA, CIA, CPA, FMF

- **Group General Counsel/Corporate Secretary**
  - Kimberly Ennahi AH, LL.A (Hons.), LEC, MBA

### Registered Office
- **Republic House**
  - 4th Floor
  - 9-17 Park Street, Port of Spain
  - Trinidad and Tobago, W.I.

### Group Head Office
- **Republic House**
  - 4th Floor
  - 9-17 Park Street, Port of Spain
  - Trinidad and Tobago, W.I.
  - Tel: (868) 625-4411, 623-1016
  - Fax: (868) 624-1323
  - Swift: RBKNTTPX
  - Email: email@rfhl.com
  - Website: www.rfhl.com

### Registrar
- **Trinidad and Tobago Central Depository Limited**
  - 10th Floor, Nicholas Tower
  - 63-65 Independence Square, Port of Spain
  - Trinidad and Tobago, W.I.

### Attorneys-at-Law
- Pollonais, Blanc, de la Bastide & Jacelon
  - Pembroke Court
  - 17-19 Pembroke Street, Port of Spain
  - Trinidad and Tobago, W.I.

- J.D. Sellier & Company
  - 129-131 Abercromby Street, Port of Spain
  - Trinidad and Tobago, W.I.

- Hobsons
  - Sagicor Centre
  - 21-25 Independence Avenue, San Fernando
  - Trinidad and Tobago, W.I.

### Auditors
- Ernst & Young
  - 5-7 Sweet Briar Road
  - St. Clair, Port of Spain
  - Trinidad and Tobago, W.I.
The Chairman

RONALD F. deC. HARFORD
Chairman, Republic Financial Holdings Limited

Board of Directors

RONALD F. deC. HARFORD
Chairman, Republic Financial Holdings Limited

NIGEL M. BAPTISTE
President and Chief Executive Officer, Republic Financial Holdings Limited
Managing Director, Republic Bank Limited

MICHAL ANDREWS
Director

SHAZAN ALI
Chairman and Chief Executive Officer, TOSL Engineering Limited

IAN BENJAMIN
Senior Counsel, Head of Bethany Chambers

DAWN CALLENDER
Consultant
Board of Directors

TERRENCE W. FARRELL
PhD, LLB, LEC
Consultant

ALISON LEWIS
MSc, BSc (Econ. and Aigret)
Consultant

GREGORY I. THOMSON
BSc (Math and Physics), MBA
Retired Banker

WILLIAM P. LUCIE-SMITH
MA (Oxon), FCA
Retired Chartered Accountant

ROBERT RILEY
CMT, BSc (Agri. Sci.), LHR (Hon.), LEC, MBA
Executive Director, Robert Riley Leadership and Energy Consulting

WALTNEL SOSA
MBA (Harvard Business School), BSc (Math and Computer Science)
Director

KRISTINE THOMPSON
B Com, MBA
Chief Executive Officer, Sunshine Snacks Limited
Director, Yay! Entertainment Limited
RONALD F. deC. HARFORD Age 73
Chairman, Republic Financial Holdings Limited
Ronald F. deC. Harford, Chairman of Republic Financial Holdings Limited, is a career banker with more than 55 years of service to the Bank. He is the current Chairman of Republic Bank Limited. A past President of the Bankers Association of Trinidad and Tobago, the Trinidad and Tobago Red Cross Society, and a former Chairman of The University of the West Indies (UWI) Development and Endowment Fund, having served on the Board for more than two decades, Mr. Harford is also a former founding Director of the Trinidad and Tobago Debates Commission and a former Director of the Grenada Industrial Corporation.

In 2010, Mr. Harford was awarded the Chaconia Medal Gold by the Government of the Republic of Trinidad and Tobago for his meritorious contribution to banking and the business community. He was conferred an Honorary LLD by the University of the West Indies and inducted to the Trinidad and Tobago Chamber of Industry and Commerce’s Business Hall of Fame, both in 2012. He is a Fellow of The UK Chartered Institute of Bankers, the Institute of Banking of Trinidad and Tobago, and the Caribbean Association of Banking and Finance.

External Appointments
Mr. Harford is the Chairman of the Campaign Cabinet for Habitat for Humanity Trinidad and Tobago. He is also the Deputy Chairman of the Arthur Lok Jack Graduate School of Business – UWI and a Director of Caribbean Information and Credit Rating Services Limited.

Michal Andrews was appointed to the Republic Group Board of Directors in 2018. She is a certified accountant with more than 30 years of experience in taxation law and policy, possessing significant expertise in Value Added Tax (VAT) implementation, having served governments and private sector clients nationally, regionally and internationally. Mrs. Andrews is the current Managing Director and co-owner of M & J Returns Limited, a consulting and Real Estate Company that operates STOP IT, the first self-storage facility in Trinidad and Tobago.

During her career, Mrs. Andrews has served as the former Financial Comptroller of Norwood Kitchens in the UK, Commissioner of the Board of Inland Revenue, having been appointed the first Commissioner for the Administration of the VAT Regime in Trinidad and Tobago, a part-time lecturer in VAT Systems at the University of the West Indies, St. Augustine and a former member of Trinidad and Tobago’s Double Taxation Negotiating Team. Mrs. Andrews was also a Partner at Ernst & Young and headed the firm’s tax practice in Trinidad. As a private consultant, she has assisted the Governments of several Caribbean countries, including Barbados and St. Vincent, with the implementation of their VAT regimes.

Mrs. Andrews is an Accredited Director of the Institute of Chartered Secretaries of Canada, a Fellow of the Association of Chartered Certified Accountants (ACCA) UK, and is a member of Association of Chartered Certified Accountants (ACCA). She holds a Diploma from the International Tax Program (ITP) of the Harvard Law School and a BSc. (Hons.) in Accounting from the University of the West Indies, Mona Campus, Jamaica.

External Appointments
Mrs. Andrews serves as a Director on several Boards, including Trinidad and Tobago Insurance Limited (TATIL), TATIL Life Assurance Ltd., Angostura Holdings Limited, Trinidad Distillers Limited, Angostura Ltd. and is the Treasurer of the charitable organisation, Women in Action for the Needy and Distitute (WAND).

IAN BENJAMIN
Senior Counsel, Head of Bethany Chambers
Ian L. Benjamin was appointed to the Republic Group Board of Directors in 2016. He is a career advocate attorney with more than 30 years’ experience in practicing and teaching law in Trinidad and Tobago, the United Kingdom, and Australia and is the current Head of Bethany Chambers, Port of Spain, Trinidad.

A well-regarded practitioner in banking, financial regulation, company, insolvency, insurance, pension, and tax litigation, construction disputes, professional negligence, and constitutional motions, Mr. Benjamin served in the Office of the Attorney General of Trinidad and Tobago and has held several teaching posts at the University of the West Indies, Trinidad and Tobago, the University of Sydney, Australia, and Kingston Polytechnic, England.

A Certified Mediator and a member of Chartered Institute of Arbitrators, Mr. Benjamin holds an LLM. (First Class Hons.) from the University of Sydney, Australia, an LLM (Upper Second Class Hons.), and a BA (First Class Hons in Law; Upper Second class Hons. in Land Economy) from Girton College, University of Cambridge, England. He was admitted to the Bar of England and Wales (1988), Trinidad and Tobago (1989), Dominica (2008), Grenada (2013) and Angola (2016). He was appointed Senior Counsel in June 2010.

Mr. Benjamin has served as a frequent case note contributor to The Lawyer, and has published papers on Professional Negligence (1994); Consumer Protection (1995); Managing the Risk of Fraud: What Now for Caribbean Insurers (2007), and Adversity Possession (2010).

External Appointments
Mr. Benjamin currently serves on the Boards of Amtaf Investments Limited and Dobs Limited. He is the Volunteer Chairman of United Way Trinidad & Tobago and Volunteer Director of the Foundation for Human Development.

DAWN CALLENDER
Consultant
Dawn Callender was appointed to the Republic Group Board of Directors in 2011 and currently works as an independent consultant, providing financial and risk management services in the energy sector. She has worked in the UK, USA, and Zimbabwe in the fields of business management, strategic financial management, and implementation of business systems. With two decades of experience at the executive level, Ms. Callender is also a Fellow of the Association of Chartered Certified Accountants (UK) and a Certified Public Accountant. She holds an MBA from Henley Management College (UK) and has research interest in the fields of strategy and leadership.

External Appointments
Ms. Callender serves on the boards of the Airport Authority of Trinidad and Tobago and The Lydian Singers.
Board of Directors

TERRENCE W. FARRELL
Age 65
PMG, LL.B, LRC
Consultant

Terrence W. Farrell was appointed to the Republic Group Board of Directors in 2008 and is a business development and strategy consultant and an Attorney-at-Law. Dr. Farrell is a former Deputy Governor of the Central Bank of Trinidad and Tobago and has held senior executive positions at Guardian Holdings Limited and One Caribbean Media Limited. He studied Economics at the University of the West Indies and the University of Toronto, where he later obtained his PhD in 1979. He holds an LL.B. (London), as well as an LEC from the Hugh Wooding Law School. Dr. Farrell is a Certified Mediator and a Fellow of the Institute of Banking and Finance of Trinidad and Tobago.

External Appointments
Dr. Farrell is a Director of TATF. (Trinidad And Tobago Insurance Limited) and TATL. Life.

ALISON LEWIS
Age 64
MOM, MA (Econ. and Augry.)
Consultant

Alison Lewis was appointed to the Republic Group Board of Directors in 2014. A former Governor of the Heritage and Stabilisation Fund, Ms. Lewis has served as an Advisor in the office of Executive Director, World Bank, as Permanent Secretary of the Ministry of Finance, and as a former Commissioner on the Securities and Exchange Commission. In August 2015, Ms. Lewis was awarded the Public Service Medal of Merit (Gold) by the Government of the Republic of Trinidad and Tobago for meritorious and outstanding service. Over the last two decades, Ms. Lewis has served on several Boards, including the Central Bank of Trinidad and Tobago, Trinidad Cement Limited, the Sovereign Wealth Funds Group, the Economic Development Advisory Board and she is the former Chairman of the Port Authority of Trinidad and Tobago.

External Appointments
Ms. Lewis is a Director at Niquan Energy (Trinidad) Limited and Niquan Energy LLC.

WILLIAM P. LUCIE-SMITH
Age 67
MBE, FCIA
Retired Chartered Accountant

William P. Lucie-Smith was appointed to the Republic Group Board of Directors in 2005. He is a retired Senior Partner of PricewaterhouseCoopers Trinidad where he headed its Corporate Finance and Recoveries practice. A Chartered Accountant by profession, Mr. Lucie-Smith holds an MA in Philosophy, Politics and Economics from Oxford University and has extensive experience in mergers and acquisitions, valuation, and taxation.

External Appointments
Mr. Lucie-Smith currently serves as a Non-Executive Director on a number of boards, including Massey Holdings Ltd. and Sagicor Financial Corporation.

ROBERT RILEY
Age 61
CMT, BSc (Agri. Sc.), LL.B (Hons), LEC, EMBA
Executive Director,
Robert Riley Leadership and Energy Consulting

Robert Riley was appointed to the Republic Group Board of Directors in 2016. Over a professional career that spans more than three decades, Mr. Riley has served in a variety of executive management and senior legal positions, including Head of Safety and Operations Risk, Safety Risk Leadership and Culture, BP PLC, London, Chairman and Chief Executive Officer, BP Trinidad and Tobago; Vice President, Legal and Government Affairs, Amoco and BP/Amoco; and General Counsel and Corporate Secretary, BWA. He has also served on the Boards of Amoco Trinidad and Tobago LLC and other Amoco entities, Titan Methanol, BP Trinidad and Tobago, Atlantic LNG, The Bank of Nova Scotia, Trinidad and Tobago Limited, the University of Trinidad and Tobago (UTT), Caribbean Airlines Limited, and Sequis LLC (Internet Software Company).

An Attorney-at-Law, admitted to the Supreme Court in 1987, Mr. Riley holds a Consortium Executive MBA from the Thunderbird American Graduate School of International Management; an LL.B. (Hons.) from the University of the West Indies, Barbados; and a BSc (Hons.) in Agricultural Science from the University of the West Indies, St. Augustine, Trinidad. In 2003, he was awarded a Chaconia Medal (Gold) by the Government of the Republic of Trinidad and Tobago for his contribution to National Development. In 2009, he was awarded a Doctor of Laws Honoris Causa by the University of the West Indies, St. Augustine.

WALTNEL SOSA
Age 41
MBA (Harvard Business School), BA (Math and Computer Science)
Director

Waltnel Sosa was appointed to the Republic Group Board of Directors in 2018. An Independent Advisor with close to two decades of experience at the senior level in Financial Analysis, Strategic and Corporate Planning, Business Development, and Investment Banking, Mr. Sosa has served in several positions with financial institutions based in Trinidad and Tobago and the US.

During the course of his career, Mr. Sosa has worked with various regional business development teams, advisory bodies, and public and private sector entities on a number of successful implementations, acquisition, and privatisation projects.

Currently, as an independent advisor, he provides financial guidance on a wide range of topics, including structuring and capital sourcing, real estate development, and the advancement of Caribbean-based energy initiatives.

Mr. Sosa holds an MBA from the Harvard Business School and a BSc. in Math and Computer Science from Hamilton College.

KRISTINE THOMPSON
Age 47
B. Comm., MBA
Chief Executive Officer, Sunshine Snacks Limited
Director, Yay! Entertainment Limited

Kristine Thompson was appointed to the Republic Group Board of Directors in 2011. She is the Chief Executive Officer of Sunshine Snacks Limited, a member of the Associated Brands Industries Limited (ABIL) Group. She is also a founder of the Chuck E. Cheese’s family entertainment restaurant franchise in Trinidad. Prior to this, she was involved in project development, particularly in the energy sector, and has extensive experience in the fields of strategy, finance, private equity, mergers and acquisitions, and general management. The early years of her career were spent in management consulting with the Boston Consulting Group (BCG) where she advised Fortune 500 companies with stints at BCG’s Toronto, New York, Buenos Aires, and Melbourne offices. She later headed the Business Development function at Guardian Holdings for many years. Mrs. Thompson holds a Bachelor of Commerce degree from Queen’s University in Canada and an MBA from the Harvard Business School.

External Appointments
Mrs. Thompson currently serves as the Non-Executive Director on the Boards of Maple Leaf International School, Industrial Rubber Products (IRP) Ltd., and the Arthur Lok Jack Graduate School of Business.

GREGORY I. THOMSON
Age 66
BSc (Math and Physics), MBA
Retired Banker

Gregory I. Thomson was appointed to the Republic Group Board of Directors in 2014. He served as the Deputy Managing Director of Republic Bank Limited for seven years before retiring from this position in 2012. He is currently the Chairman of the Board of Republic Bank (Grenada) Limited. Mr. Thomson has more than 35 years of experience in Banking and Finance and holds a BSc in Mathematics and Physics from the University of the West Indies, St. Augustine and an MBA from the University of Western Ontario, Canada.

External Appointments
Mr. Thomson is currently on the Board of Directors at One Caribbean Media Ltd.
Senior Officers

RIAH DASS-MUNGAL
FCMA, FCIA
Chief Internal Auditor

KIMBERLY EBRIAH ALI
LLB (Hons.), LEC, MBA
Group General Counsel/Corporate Secretary

MARSHA McLEOD-MARSHALL
FCAR, MIAC, BSc
Chief Risk Officer

PARASRAM SALICKRAM
FCA, ACMA, CGMA, CA, CFA, FRM
Chief Financial Officer

Republic Bank (Barbados) Limited
Subsidiaries

REPUBLIC BANK LIMITED
Republic Bank is one of the largest and most successful indigenous banks in Trinidad and Tobago, offering a diverse portfolio of products and services designed to satisfy the growing needs of its retail banking customers, corporate clients, and governments. The Bank has a network of 41 branches - the largest in the nation - and the most extensive ABM network in the island with 134 ABMs in 89 locations. The Bank is also the nation's largest credit card operator.

Registered Office
Republic House, 9-17 Park Street, Port of Spain
Trinidad and Tobago, West Indies
Tel: (868) 625-4411, 623-1056
Fax: (868) 624-1323
Swift: RBNNTTTP
Email: info@republictt.com
Website: www.republictt.com

President and Chief Executive Officer,
Republic Financial Holdings Limited
Managing Director, Republic Bank Limited
Nigel M. Baptiste
BSc (Mgmt. Studies) (Hons.), MBA

REPUBLIC WEALTH MANAGEMENT
Republic Bank’s Trust and Asset Management Division (TRAM), which was established in 1938, was disaggregated on July 1, 2014. The investment advisory services provided to individual investors, to corporate pension and savings plan clients, and to Republic Bank’s suite of proprietary funds are now housed at Republic Wealth Management Limited, which is registered under the Securities Act, 2012 as an Investment Adviser.

Registered Office
Republic House
9-17 Park Street, Port of Spain
Trinidad and Tobago, West Indies
Tel: (868) 625-3617
Fax: (868) 625-3617 Ext. 3178
Email: emailexpl@fhl.com
Website: www.republictt.com

Head, Republic Wealth Management
Carla Kelshall
BSc (Mathematics and Econ.) (Hons.), CFA

REPUBLIC SECURITIES LIMITED
Republic Securities is a full-service stockbroking firm that trades on the local stock exchange and has execution capabilities for international stocks on the New York Stock Exchange. The company provides investment advisory services and specialises in financial planning, portfolio management and retirement planning.

Registered Office
#8 Raspay Street, Elnersie Plaza, Maraval
Trinidad and Tobago, West Indies
Tel: (868) 623-0435
Fax: (868) 623-0441
Email: rslinfo@fhl.com
Website: www.rsltt.com

REPUBLIC BANK (BARBADOS) LIMITED
One of the longest-serving banks in Barbados, Republic Bank (Barbados) Limited has been in existence for over 30 years. Formerly Barbados National Bank Inc. (BNB), it boasts one of the largest ABM networks on the island and 10 conveniently located branches. The Bank offers an array of financial services such as Personal and Commercial Lending and Premium, Corporate and Investment Banking. Its wholly owned subsidiaries, Republic Finance & Trust (Barbados) Corporation and Republic Funds (Barbados) Limited, offer Funds Management, Lease Financing and Merchant Banking services.

Registered Office
Independence Square, Bridgetown
Barbados, West Indies
Tel: (246) 331-0000
Fax: (246) 331-0000
Swift: RBBNBBDD
Email: info@republicbarbados.com
Website: www.republicbarbados.com

Managing Director and Chief Executive Officer,
Republic Bank (Barbados) Limited
Ravi Mykoo
BSc (Econ. and Mgmt.) (Hons.), CFA

REPUBLIC BANK (GRENADA) LIMITED
Incorporated on October 12, 1979, Republic Bank (Grenada) Limited is considered as one of the leading banks in Grenada with the widest network of branches (6). The Bank boasts its outstanding corporate social responsibility initiatives, which contribute to the general enhancement of Grenada; having won the prestigious Eastern Caribbean Central Bank’s Best Corporate Citizen Award held among the commercial Banks of Grenada 8 times in the 20-year history of the award.

In 2008, Republic Bank (Grenada) Limited became the first Grenadian corporation to list its shares on the Eastern Caribbean Securities Exchange. As at September 30, 2018, the Bank’s equity base stood at US$42.263 million and asset base at US$352.606 million.

Registered Office
P.O. Box 857, Grand Anse, St. George
Grenada, West Indies
Tel: (473) 444-BANK (2265)
Fax: (473) 444-5501
Swift: NBBCGDDG
E-mail: info@republicgrenada.com
Website: www.republicgrenada.com
Managing Director, Republic Bank (Grenada) Limited
Keith A. Johnson
BSc (Econ. Studies) (Hons.), MBA

REPUBLIC BANK (BARBADOS) LIMITED
Republic Bank’s Trust and Asset Management Division (TRAM), which was established in 1938, was disaggregated on July 1, 2014. The investment advisory services provided to individual investors, to corporate pension and savings plan clients, and to Republic Bank’s suite of proprietary funds are now housed at Republic Wealth Management Limited, which is registered under the Securities Act, 2012 as an Investment Adviser.

Registered Office
Republic House
9-17 Park Street, Port of Spain
Trinidad and Tobago, West Indies
Tel: (868) 625-3617
Fax: (868) 625-3617 Ext. 3178
Email: emailexpl@fhl.com
Website: www.republictt.com

Head, Republic Wealth Management
Carla Kelshall
BSc (Mathematics and Econ.) (Hons.), CFA

REPUBLIC WEALTH MANAGEMENT
Republic Bank’s Trust and Asset Management Division (TRAM), which was established in 1938, was disaggregated on July 1, 2014. The investment advisory services provided to individual investors, to corporate pension and savings plan clients, and to Republic Bank’s suite of proprietary funds are now housed at Republic Wealth Management Limited, which is registered under the Securities Act, 2012 as an Investment Adviser.

Registered Office
Republic House
9-17 Park Street, Port of Spain
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Tel: (868) 625-3617
Fax: (868) 625-3617 Ext. 3178
Email: emailexpl@fhl.com
Website: www.republictt.com

Head, Republic Wealth Management
Carla Kelshall
BSc (Mathematics and Econ.) (Hons.), CFA

REPUBLIC BANK (CAYMAN) LIMITED
Republic Bank (Cayman) Limited is a private bank offering comprehensive wealth management service to clients in the Caribbean region and beyond. This service includes banking in major international currencies, investment management, registered office and company management services, and trustee services. Republic Bank (Cayman) Limited continues to be a strong contributor to the Group’s profits and allows the network to offer a full range of Offshore Wealth Management Services to its clients.

Registered Office
3rd Floor, Citrus Grove,
106 Goring Avenue, P.O. Box 2004
George Town, KY1-1104,
Cayman Islands
Tel: (345) 949-7844
Fax: (345) 949-2795

Country Manager, Republic Bank (Cayman) Limited
Ravi Mykoo
BSc (Econ. and Mgmt.) (Hons.), CFA

REPUBLIC BANK (GUYANA) LIMITED
Established in 1836, Republic Bank (Guyana) Limited is one of Guyana’s longest-serving institutions and is a recognised leader in the provision of financial services. Over the past year, the Bank has concentrated on growing its lending portfolio, with particular emphasis on Small and Medium Enterprises. The Bank remains committed to providing customised, efficient and competitively priced financial services, and to maintaining a philosophy of social investment in Guyana.

Registered Office
Pomeroon Court, 155-156 New Market Street,
North Cummingsburg,
Georgetown, Guyana
Tel: (592) 223-7938-49
Fax: (592) 233-5007
Swift: RBGL GYGG
E-mail: email@republicguyana.com
Website: www.republicguyana.com
Managing Director, Republic Bank (Guyana) Limited
Richard S. Sammy
BSc (Mgmt. Studies) (Hons.), MBA
Subsidiaries

**REPUBLIC BANK (SURINAME) N.V.**

On July 31, 2015, Republic Bank welcomed Republic Bank (Suriname) N.V. into its expanding financial group. Republic Bank acquired RBC Royal Bank (Suriname) N.V. from RBC Financial (Caribbean) Limited through the purchase of Royal Overseas Holdings (St. Lucia) Limited. The Surinamese bank has a network of five branches in the capital of Paramaribo and one in Nickerei, and assets of approximately US$482 million as at 30 September 2018. In terms of asset size, it is the third largest bank in Suriname.

Registered Office
Kerkplein 1, Paramaribo
Suriname
Tel: (597) 471555
Fax: (597) 425709
Swift: RBNSBRPA
Email: email@republicbanksr.com
Website: www.republicbanksr.com

Managing Director, Republic Bank (Suriname) N.V.
Sean Husain
BSc (Econ) (Hons), MSc (Credit)

**REPUBLIC BANK (GHANA) LIMITED**

In May, 2015, following a successful mandatory takeover of HFC Bank (Ghana) Limited, Republic Financial Holdings Limited increased its shareholding in HFC Bank to 66.54%. This gave Republic Financial Holdings Limited majority ownership. HFC Bank (Ghana) was licensed as a commercial bank in 2003 and today operates 43 branches throughout Ghana, providing a wide range of banking services, including mortgages and real estate services, commercial banking, investment banking, microfinance, private equity and venture capital fund management. HFC Bank (Ghana) was successfully rebranded to Republic Bank (Ghana) Limited in April 2018, following approval by the Bank of Ghana and the Security and Exchange Commission (SEC).

Registered Office
‘Ebankese’
435 Sixth Avenue, North Ridge
PO Box CT 4603, Cantonments, Accra
Ghana
Tel: (233) 302 242000-4
Fax: (233) 302 242095
Swift: HFCAGHAC
Email: email@republicghana.com
Website: www.republicghana.com

Managing Director, Republic Bank (Ghana) Limited
Farid Antar
ACIB, ACIS, Dip. (Business Mgmt.), Cert. in Int’l Mktg.
Republic Bank Limited
Board of Directors

NIGEL M. BAPTISTE
BSc (Hons.) (Econ.), MSc (Econ.), ACIB
President and Chief Executive Officer, Republic Financial Holdings Limited
Managing Director, Republic Bank Limited

DERWIN M. HOWELL
BSc (Elec. Eng.) (Hons.), MSc (Sle. Systems), Executive MBA, MIET, MIEEE, C.Eng.
Executive Director, Republic Bank Limited

EDWARD J.J. INCE
BSc (Hons.)
Managing Director, Prism Services and Chairman of Prism subsidiaries

PETER R. INGLEFIELD
CA
Chartered Accountant

ROOPNARINE OUMADE SINGH
BSc (Econ), MSc (Econ), MBA
Executive Director, Republic Bank Limited

KRISTINE THOMPSON
BComm, MBA
Chief Executive Officer, Sunshine Snacks Limited
Director, Yay! Entertainment Limited

ALISON LEWIS
BSc (Math and Physics), MBA
Retired Banker

SHAZAN ALI
BSc (Hons.) (Mechanical Eng.)
Chairman and Chief Executive Officer, TOSL Engineering Limited

EDWARD J.I. INCE
BSc (Hons.)
Managing Director, Prism Services and Chairman of Prism subsidiaries

KRISTINE THOMPSON
BComm, MBA
Chief Executive Officer, Sunshine Snacks Limited
Director, Yay! Entertainment Limited

GREGORY I. THOMSON
BSc (Math and Physics), MBA
Retired Banker

JACQUELINE H.C. QUAMINA
LLB, MA, MBA
Consultant

ROOPNARINE OUMADE SINGH
BSc (Econ), MSc (Econ), MBA
Executive Director, Republic Bank Limited

KRISTINE THOMPSON
BComm, MBA
Chief Executive Officer, Sunshine Snacks Limited
Director, Yay! Entertainment Limited

GREGORY I. THOMSON
BSc (Math and Physics), MBA
Retired Banker

JACQUELINE H.C. QUAMINA
LLB, MA, MBA
Consultant
Republic Bank Limited
Board of Directors

NIGEL M. BAPTISTE
BSc (Econ.) (Hons.), MSc (Econ.), ACIB

Nigel M. Baptisté, Managing Director, Republic Bank Limited and President and Chief Executive Officer, Republic Financial Holdings Limited since 2016, is a banker with more than two decades of experience. Prior to his current position, he has served as Deputy Managing Director and Executive Director of Republic Bank Limited, General Manager Human Resources as well as Managing Director of the Group’s subsidiary in Guyana. Mr. Baptisté currently serves on the Boards of Republic Bank Limited, Republic Bank (Guyana) Limited, Republic Bank (Barbados) Limited, Republic Bank (Ghana) Limited, and other subsidiaries within the Republic Group. He holds a BSc (Hons.) and an MSc in Economics from the University of the West Indies, is a graduate of the Harvard Business School Advanced Management Programme, holds a diploma with distinction from the ABA Stonier Graduate School of Banking (USA), and is a member of the Chartered Institute of Bankers in Trinidad and Tobago. He has extensive experience in the fields of strategy, finance, private equity, and corporate governance, risk and compliance. An Attorney-at-Law with more than two decades of experience, he holds an LL.B from The University of the West Indies, St. Augustine and was called to the Bar of England and Wales where he is a member of Grays Inn. Ms. Quamina holds a MA from the University of London, an Executive MBA from the University of the West Indies, and is a graduate of the American Bankers Association Stonier Graduate School of Banking and the Harvard Business School Advanced Management Programme. She has participated in the Corporate Governance, Executive Education Program, Stanford University, and has completed the Institute of Chartered Secretaries of Canada Director Education and Accreditation Programme and the Certificate in Corporate Governance at the Caribbean Corporate Governance Institute.

In July 2016, Ms Quamina was awarded the “Fellow of the Institute of Banking and Finance of Trinidad and Tobago for Distinguished and Meritorious Service to the Banking and Finance Industry”.

External Appointments
Ms. Quamina is the Chairman of the National Insurance Board of Trinidad and Tobago, she also serves on the board of Republic Bank (Barbados) Limited, Republic Financial Holdings Limited and Republic Wealth Management Limited. She is a member of the International Womens Forum.

ROOPNARINE OUMADE SINGH
BSc (Econ.), MSc (Econ.), MBA

Roopnarine Oumade Singh was appointed Executive Director of Republic Bank Limited in 2016. He currently serves on the Boards of London Street Project Company Limited, Republic Bank (Cayman) Limited, Republic Insurance Company (Cayman) Limited, Republic Bank Trinidad and Tobago (Barbados) Limited, Republic Securities Limited and Republic Wealth Management Limited. Mr. Oumade Singh is a former director of Republic Finance and Merchant Bank Limited and has served as the Trinidad and Tobago User Group Chairperson for the Society of Worldwide Interbank Financial Telecommunications (SWIFT). He holds a BSc and an MSc in Economics from the University of the West Indies, St. Augustine, as well as an MBA, specialising in Finance and Operations research, from Simon Fraser University, Canada.

DERWIN M. HOWELL
BSc (Elect. Eng.) (Hons.), MSc (Elect. Systems), Executive MBA, SMMEE, MIBT, C.Eng

Derwin M. Howell was appointed an Executive Director of Republic Bank Limited in 2012. He also serves as a Director on the Boards of Republic Bank (Barbados) Limited and Republic Bank (Suriname) N.V. Mr. Howell holds a BSc in Electrical Engineering (First Class Honours) and an Executive MBA both from the University of the West Indies. He holds an MSc in Telecommunications Systems from the University of Essex and is a graduate of the Harvard Business School Advanced Management Program (AMP). He is a Senior Member of the Institute of Electrical and Electronic Engineers (SMMEE), a Member of the Engineering Council of the United Kingdom (Chartered Engineer) and a Member of the Institution of Engineering and Technology (MIET).

External Appointments
Mr. Howell is the Chairman of Heritage for Humanity Trinidad and Tobago and a Chancellor’s Representative on the UWI St. Augustine Campus Council.

EDWARD J. L. INCE
BSc (Hons.) (Computer Science)

Edward Ince was appointed to the Republic Group Board of Directors in 2016. Mr. Ince is currently Senior Partner/Co-founder with Frontlight Ventures, a regional investment and consulting firm. He was formerly Managing Director of Prism Services, a payments and operations outsourcing company that he co-founded in 1993, which has subsidiaries throughout the Caribbean and Central America and prior to that General Manager of Fujitsu-ICL Caribbean Eastern Caribbean. Mr. Ince has extensive knowledge of the Caribbean region, coupled with a background in technology, payments and back-office processing. Mr. Ince is a graduate of York University, Canada where he obtained a BSc (Hons) in Computer Science and is a National Aubrey Collymore Scholarship recipient for sciences.

External Appointments
Non-Executive Director of Prism Services Holdings. He also serves as a non-executive director of Foster & Ince Cruise Services, Cave Shepherd & Co Ltd and the Barbados Sugar Industry Ltd.

PETER R. INGFIELD
CA

Peter R. Ingfield was appointed to the Republic Bank Board of Directors in 2015. He has served as a Tax Partner and a Managing Partner at Pricewaterhouse Coopers having joined the Firm in 1976. Mr. Ingfield is a chartered accountant and is a member of the Institute of Chartered Accountants in Trinidad and Tobago. He has extensive experience in the field of taxation and accounting matters, locally and regionally, with special emphasis on Petroleum Taxation, and including advising foreign investors on structuring local operations; issues relating to cross border transactions, tax treaty considerations; and withholding tax matters.

External Appointments
Mr. Ingfield is a Director of the Trinidad and Tobago Stock Exchange, Murphy Clarke Financial Limited, and Industrial Rubber Products Limited.

ALISON LEWIS
MOM, BA (Econ. and Mgmt.)

Alison Lewis was appointed to the Republic Group Board of Directors in 2014. A former Governor of the Heritage and Stabilisation Fund, Ms. Lewis has served as an Advisor in the office of Executive Director, World Bank, as Permanent Secretary of the Ministry of Finance, and as a former Commissioner on the Securities and Exchange Commission. In August 2015, Ms. Lewis was awarded the Public Service Medal of Merit (Gold) by the Government of the Republic of Trinidad and Tobago for meritorious and outstanding service. Over the last two decades, Ms. Lewis has served on several Boards, including the Central Bank of Trinidad and Tobago, Trinidad Cement Limited, the Sovereign Wealth Funds Group, the Economic Development Advisory Board and she is the former Chairman of the Port Authority of Trinidad and Tobago.

External Appointments
Ms. Lewis is a Director at Niquan Energy (Trinidad) Limited and Niquan Energy LLC.

JACQUELINE H.C. QUAMINA
LL.B, MA, MBA - Member of Grey’s Inn, Fellow of the Institute of Banking and Finance Trinidad and Tobago

Jacqueline Quamina is a former Executive Director, of Republic Bank Limited and former Group General Counsel and Corporate Secretary at Republic Bank Limited and Republic Financial Holdings Limited. Ms. Quamina has extensive experience in corporate law as well as banking, finance and mergers and acquisitions in the Caribbean. Her experience in the Group also included responsibility for communications, governance, risk and compliance. An Attorney-at-Law with more than two decades of experience, she holds an LL.B from The University of the West Indies, St. Augustine and was called to the Bar of England and Wales where she is a member of Grays Inn. Ms. Quamina holds a MA from the University of London, an Executive MBA from the University of the West Indies, and is a graduate of the American Bankers Association Stonier Graduate School of Banking and the Harvard Business School Advanced Management Programme. She has participated in the Corporate Governance, Executive Education Program, Stanford University, and has completed the Institute of Chartered Secretaries of Canada Director Education and Accreditation Programme and the Certificate in Corporate Governance at the Caribbean Corporate Governance Institute.

In July 2016, Ms Quamina was awarded the “Fellow of the Institute of Banking and Finance of Trinidad and Tobago for Distinguished and Meritorious Service to the Banking and Finance Industry”.

External Appointments
Ms. Quamina is the Chairman of the National Insurance Board of Trinidad and Tobago, she also serves on the board of Republic Bank (Barbados) Limited, Republic Financial and Trust (Barbados) Corporation and Republic Funds Incorporated. She is a member of the International Womens Forum.

KRISTINE THOMPSON
B.Com., MBA

Kristine Thompson was appointed to the Republic Group Board of Directors in 2011. She is the Chief Executive Officer of Sunshine Snacks Limited, a member of the Associated Brands Industries Limited (ABIL) Group. She is also a founder of the Chuck E. Cheese’s family entertainment restaurant franchise in Trinidad. Prior to this, she was involved in project development, particularly in the energy sector, and has extensive experience in the fields of strategy, finance, private equity,
Republic Bank Limited
Board of Directors

mergers and acquisitions, and general management. The early years of her career were spent in management consulting with the Boston Consulting Group (BCG) where she advised Fortune 500 companies with stints at BCG's Toronto, New York, Buenos Aires, and Melbourne offices. She later headed the Business Development function at Guardian Holdings for many years. Mrs. Thompson holds a Bachelor of Commerce degree from Queen's University in Canada and an MBA from the Harvard Business School.

External Appointments
Mrs. Thompson currently serves as the Non-Executive Director on the Boards of Maple Leaf International School, Industrial Rubber Products (IRP) Ltd, and the Arthur Lok Jack Graduate School of Business.

GREGORY I. THOMSON
BSc (Math and Physics), MBA

Gregory I. Thomson was appointed to the Republic Group Board of Directors in 2014. He served as the Deputy Managing Director of Republic Bank Limited for seven years before retiring from this position in 2012. He is currently the Chairman of the Board of Republic Bank (Grenada) Limited. Mr. Thomson has more than 35 years of experience in Banking and Finance and holds a BSc in Mathematics and Physics from the University of the West Indies, St. Augustine and an MBA from the University of Western Ontario, Canada.

External Appointments
Mr. Thomson is currently on the Board of Directors at One Caribbean Media Ltd.

Republic Bank Limited

AIGEL M. BAPTISTE
BSc (Hons.) (Maths.), MSc (Econ.), ACIB
President and Chief Executive Officer,
Republic Financial Holdings Limited
Managing Director,
Republic Bank Limited

Nigel M. Baptiste, Managing Director, Republic Bank Limited and President and Chief Executive Officer, Republic Financial Holdings Limited since 2016, is a career banker with more than two decades of experience. Prior to his current position, he has served as Deputy Managing Director and Executive Director of Republic Bank Limited, General Manager Human Resources as well as Managing Director of the Group’s subsidiary in Guyana. Mr. Baptiste currently serves on the Boads of Republic Bank Limited, Republic Bank (Guyana) Limited, Republic Bank (Barbados) Limited, Republic Bank (Ghana) Limited, and other subsidiaries within the Republic Group. He holds a BSc (Hons.) and an MSc in Economics from the University of the West Indies, is a graduate of the Harvard Business School Advanced Management Programme, holds a diploma with distinction from the ABA Stonier Graduate School of Banking (USA), and is a member of the Chartered Institute of Bankers (England).
Republic Bank Limited
Executive Management

RIAH DASS-MUNGAL
LLB (Hons.), LEC, MBA
General Manager, Corporate Secretary, Republic Financial Holdings Limited

KIMBERLY EBRIAH-ALI
LLB (Hons.), LEC, MBA
Group General Counsel/Corporate Secretary, Republic Bank Limited

MICHELLE PALMER-KEIZER
Dip. (Business Mgmt.), Adv. Dip. (Marketing Mgmt.), MBA
General Manager, Group Marketing and Communications

MARBLE PERNA
GFC, MBA
General Manager, IT

HILTON HYLAND
Dip. (Business Mgmt.), MBA
General Manager, Commercial and Retail Banking

VIJAI RAGDONANN
CA, BSc (Mech. Eng.), MBA
General Manager, Risk Management

ALDRIN RAMGOOLAM
Dip. (Business Mgmt.), BSc (Computer Science)
General Manager, Information Technology Management

DENYSE RANGNARINE
BSc (Computer Science and Physics), MSc (Telecom.), Dip. (Business Mgmt.), FGrad Info Tech., MBA
General Manager, Electronic Channels and Payments

MARSHA MCLEOD-MARSHALL
FCCA, MSc (Int’l Fin.)
General Manager, Group Enterprise, Risk

CHARLES A. MOUTET
ACIA
General Manager, Treasury

DAVID ROBINSON
BA (Econ), CFA
General Manager, Wealth Management

ANNA-MARÍA GARCÍA-BROOKS
Dip. (Mass Media and Comm.), Dip. (Business Mgmt.), MBA
General Manager, Group Human Resources

DENISE RANGNARINE
BSc (Computer Science and Physics), MSc (Telecom.), Dip. (Business Mgmt.), FGrad Info Tech., MBA
General Manager, Electronic Channels and Payments

VIJAI RAGDONANN
CA, BSc (Mech. Eng.), MBA
General Manager, Risk Management

ALDRIN RAMGOOLAM
Dip. (Business Mgmt.), BSc (Computer Science)
General Manager, Information Technology Management

DENYSE RANGNARINE
BSc (Computer Science and Physics), MSc (Telecom.), Dip. (Business Mgmt.), FGrad Info Tech., MBA
General Manager, Electronic Channels and Payments

MARSHA MCLEOD-MARSHALL
FCCA, MSc (Int’l Fin.)
General Manager, Group Enterprise, Risk

CHARLES A. MOUTET
ACIA
General Manager, Treasury

DAVID ROBINSON
BA (Econ), CFA
General Manager, Wealth Management

ANNA-MARÍA GARCÍA-BROOKS
Dip. (Mass Media and Comm.), Dip. (Business Mgmt.), MBA
General Manager, Group Human Resources
Republic Bank Limited
Executive Management

PARASRAM SALICKRAM
FCCA, CA, CAW, CA, CFA, FRM
General Manager, Planning and Financial Control; Chief Financial Officer, Republic Financial Holdings Limited

SURESH SUPERSAD
Dip. (Business Management)
Shared Services Division, Republic Bank Limited

KAREN YIP CHUCK
Dip. (Business Administration), BSc (Econ.) (Hons.), MBA, CIA
General Manager, Corporate and Investment Banking

HILTON HYLAND
Dip. (Business Management), EMBA
General Manager, Commercial and Retail Banking

ANNA-MARÍA GARCÍA-BROOK
Dip. (Mass Media and Communication), Dip. (Business Management), EMBA
General Manager, Group Human Resources

RIAH DASS-MUNGAL
FCA (Accr.), FCA
Riah Dass-Mungal, General Manager, Internal Audit, Republic Bank Limited and Republic Financial Holdings Limited, has extensive experience in the fields of financial reporting and auditing, management reporting, corporate and strategic planning, and regulatory reporting. A Chartered Accountant with more than 2 decades of financial management experience in the private sector, Mrs. Dass-Mungal is also a member of the Association of Certified Chartered Accountants (ACCA) and has completed the Foster School of Business – Pacific Rim Banker Executive Management Program. She is a graduate of the University of the West Indies with a BSc. (Hons.) in Accounting and a minor in Management.

KIMBERLY ERRIAH-ALI
LLB (Hons.), LEC, MBA
Kimberly Erriah-Ali, Group General Counsel and Corporate Secretary, Republic Bank Limited and Republic Financial Holdings Limited, is an attorney-at-law with 20 years of experience; having received her Bachelor of Laws (LLB) (Hons.) from the University of the West Indies, and her Legal Education Certificate from The Sir Hugh Wooding Law School, Trinidad, Ms. Erriah was admitted to practice as an Attorney-at-Law in the Supreme Court Trinidad and Tobago in 1998. She has served as Corporate Secretary on the Board of Republic Bank (Grenada) Limited and has served as Corporate Secretary to Republic Bank subsidiaries: Republic Finance and Merchant Bank Limited and London Street Project Company Limited. Ms. Erriah holds an MBA from the Heriot-Watt University, with electives in Mergers & Acquisitions and Corporate Governance, is certified under the Association of Certified Anti-Money Laundering Specialists (ACAMS), and is a Certified Practitioner in Anti-Money Laundering from the Florida Institute of Bankers Association via Florida International University. She brings to bear a wide range of expertise in Corporate and Commercial Law, Conveyancing, Trusts, Landlord and Tenant Law, Intellectual Property, Estates, and Litigation.

ANNA-MARÍA GARCÍA-BROOK
Dip. (Mass Media and Communication), Dip. (Business Management), MBA
Anna-María García-Brooks, General Manager, Group Human Resources, has been a member of the Republic Bank team for more than 25 years. A graduate of the University of the West Indies (UWI) (Mass Communications) and winner of the Pro Vice Chancellor’s Prize for General Proficiency, First Place, Mrs. García-Brooks holds an MBA from the Arthur Lok Jack Graduate School of Business (UWI), a post-graduate Diploma in Business Management from the UWI, and has successfully completed several Executive Management programmes at Stanford Graduate Business School, the University of Michigan Ross School of Business, the Wharton Business School at the University of Pennsylvania and Harvard Business School. In 2014, Mrs. García-Brooks was named as one the UWI’s Distinguished Alumni. She also serves as a Director of Republic Bank (Guyana) Limited.

Hilton Hyland, General Manager, Commercial and Retail Banking, has been a member of the Bank’s management team for more than 20 years, serving in several managerial roles, including, most recently, Senior Manager, Human Resources. Mr. Hyland has extensive expertise in branch banking and operations, having successfully managed small, medium and large branches of varying portfolios and complexities. Mr. Hyland holds an Executive MBA from the Arthur Lok Jack Graduate School of Business.

Marsha McLeod-Marshall, General Manager, Group Enterprise, Risk, Republic Bank Limited; Chief Risk Officer, Republic Financial Holdings Limited, is a certified chartered accountant with more than a decade of financial analytical experience at the senior level within the Group. She has served the Group in a range of different capacities, including Senior Financial Analyst, Group Finance Manager, and Senior Manager – Finance before being appointed to her current position in March 2019. During the course of her career, Mrs. McLeod-Marshall was responsible for overseeing the integrity of the financial, management, and regulatory reporting functions of the Bank and its subsidiaries, including preparation of the Group’s financial statements and Budget, management of all financial and regulatory audits of the Bank and Group, financial analysis, and Group adherence to all accounting standards and regulatory requirements as outlined in the International Financial Reporting Standards(IFRS), The Financial Institutions Act, The Central Bank Regulations, and The Corporation Tax Act. She has also contributed to the preparation of the Group’s Annual Strategic Plans and has been a key member of the teams charged with the Group’s recent acquisition exploits.

Marsha McLeod-Marshall
FCCA, MSc (Int’l Fin.)

The Group Subsidiaries
Republic Bank Limited
Executive Management

CHARLES A. MOUTTET
ACB

Charles A. Mouttet, General Manager, Treasury, is a career banker with 4 decades of service to the Bank. A Director on several Boards within Republic Financial Holdings Limited, he is also the Chairman of the Immortelle Children’s Centre for Special Education. Mr. Mouttet is an Associate of the Chartered Institute of Bankers of the UK (IFS School of Finance), and has successfully completed several courses on investment and risk management, including the New York Institute of Finance and the United States Money and Capital Markets Programme.

MICHELLE PALMER-KEIZER
Dip. (Business Mgmt.), Adv. Dip. (Marketing Mgmt.), AMAR

Michelle Palmer-Keizer, General Manager, Group Marketing and Communications, is a marketing professional with extensive experience in Credit Card business, Product and Research Development, Financial Product Management, Operational Management, and Strategic Management. A past President of the Trinidad Hotels, Restaurant and Tourism Association (THRTA), Ms. Palmer-Keizer is a current member of the Board of Directors of the Trinidad and Tobago Financial Services Economic Development Co. (TTFSED), and President of the Trinidad chapter of the Chartered Institute of Bankers, London (CIBA).

VIJAI RAGOONAN
CA, BSc (Mgmt. Stuves), MSc (Econ.)

Vijai Ragoonan, General Manager, Risk Management, has a wide range of experience, having served as a Branch Manager, Area Credit Manager, and Corporate Manager in previous appointments, before his assignment to Risk Management, where he has served for more than a decade. Mr. Ragoonan was seconded to the International Finance Corporation (IFC), Washington, D.C. in 2007, as has served as a Senior Investment Officer attached to the Global Manufacturing and Services Department. He is a graduate of the University of the West Indies, is a member of the Institute of Chartered Accountants of Trinidad and Tobago, and is a past Chairman of the Credit Risk Committee of the Bank’s Association of Trinidad and Tobago.

ALDRIN RAMGOOLAM
Dip. (Business Mgmt.), BSc (Computer Science)

Aldrin Ramgoolam, General Manager, Information Technology Management, has been a banker for more than 29 years, 25 of which have been in the field of Information Technology. Mr. Ramgoolam has a wide range of experience in Information Technology having served in managerial positions of Technical Support, IT Infrastructure and Application Development as well as Senior Management positions in IT Service Delivery and IT Project Management. He is a graduate of the Lord Ashcroft Business School, Anglia Ruskin University, the University of the West Indies (UWI) and the Arthur Lok Jack Graduate School of Business.

DENYSE RAMNARINE
BSc (Computer Science and Physics), MSc (Telecom.), Dip. (Business Mgmt.), PGdip (Info Tech.), MBA

Denyse Ramnarine, General Manager, Electronic Channels and Payments, brings to bear extensive experience in Information Technology (IT) Management, Systems Engineering, Systems Administration, and Project Management, having worked in the IT industry for more than 25 years. An accomplished professional, Ms. Ramnarine has served across a range of managerial posts within the Bank, including Assistant Manager, Communications; Manager, Desktop and Decision Support Services; Manager, Networking; Business Transformation; Senior Manager, Technology Advancement; Senior Manager, Application and Technology Delivery; and her most recent post as Assistant General Manager, IT. Ms. Ramnarine holds an MBA from Edinburgh Business School, Heriot Watt University, an MSc in Telecommunications and Information Systems from the University of Essex, a Post Graduate Diploma in Strategic Business IT from NCC Education, a Diploma in Business Management from the Arthur Lok Jack Graduate School of Business, a CIM degree in Project Management from ROYTEC, and a BSc. from the University of the West Indies, St. Augustine as a double major in Computer Science and Physics.

Suresh Supersad, General Manager, Shared Services Division, Republic Bank Limited, is an inveterate banker who, for close to 4 decades, has served the Bank in a variety of roles. Over the course of his career, Mr. Supersad has built up significant expertise in Retail Credit Management, Corporate and Commercial Credit Management, Bank Branch Operations Management, and Delinquency Control and Approvals Management.

DAVID ROBINSON
BA (Econ.), CPA, CMA

David Robinson, General Manager, Wealth Management, has been a banker for the past 20 years, serving in several key managerial roles, including Senior Manager, Treasury and Senior Manager, Credit Protection Support Unit. Mr. Robinson holds a BA in Economics from the University of Waterloo, Canada, a Master’s Degree in Business Administration (Executive) from the University of the West Indies, Arthur Lok Jack Global School of Business and is a Chartered Financial Analyst (CFA) charter holder. He also holds a Certificate in Business Excellence – Advanced Management Program from the Columbia Business School N.Y.

PARASRAM SALICKRAM
FCCA, ACMA, CMA, CA, CFA, FRM

Parasram Salickram, General Manager, Planning and Financial Control, Republic Bank Limited and Chief Financial Officer, Republic Financial Holdings Limited, has been with the Republic Bank Group for the past 14 years. Prior to his current position, Mr. Salickram worked as an External Auditor in Guyana for seven years. In the past, he also performed the role of Chief Financial Officer in the Group’s subsidiaries in the Dominican Republic and Barbados. He is a Fellow of the Association of Chartered Certified Accountants and a member of the Chartered Institute of Management Accountants and the Chartered Global Management Accountants. Mr. Salickram is a CFA charterholder and holds the Financial Risk Manager (FRM) designation from the Global Association of Risk Professionals (GARP). He is also a graduate of the Harvard Business School Advanced Management Program (AMP).

MARLON PERSAD
BSc (Computer Studies), Msc (Computer Science), Executive MBA (Dist), GICB, AMAC

Marlon Persad, General Manager, IT Consultation, Republic Bank Limited, is an accomplished professional with more than two decades of combined experience in Information Technology Management, IT Governance, Business Process Re-engineering, Project Management, Operational Risk, IT Security, Corporate Security, Business Continuity Management and AML Compliance in the Banking, Insurance, and Consulting industry. Mr. Persad has successfully served in a range of senior leadership positions including Senior Manager, Technology Advancement; Senior Manager, Corporate Operations and Process Improvement; Manager, Project Execution & IT Governance; and Manager, Project Execution. He has chaired various sub-committees under the Bankers Association of Trinidad and Tobago, is an Anti-Money Laundering Certified Associate (AMCA) from Florida International Bankers Association (FIBA) in partnership with Florida International University, and is certified in the Governance of Enterprise IT (GI(GIT) from the Information Systems Audit and Control Association (ISACA). Mr. Persad holds an Executive MBA (Distinction) in Business from the Arthur Lok Jack Graduate School of Business, an MSc in Computer Science and a BSc in Computer Studies both from the University of the West Indies, St. Augustine.

KAREN YIP CHUCK
Dip. (Business Admn.), ACB, BSc (Econ.) (Hons.), MBA, CA

Karen Yip Chuck, General Manager, Corporate Investment Banking, has been a banker for 28 years and has served in a number of senior management positions within the Bank. She currently serves on the Boards of Stonehaven Villas Limited, Republic Bank (Grenada) Limited, Trintthur Limited, London Street Project Company Limited and Trinidad and Tobago Chamber of Industry and Commerce. She is a graduate of The University of the West Indies (UWI), The Heriot Watt University of Edinburgh, is a Certified Internal Auditor, and an Associate of the Chartered Institute of Banking (ACB).

Karen Yip Chuck, General Manager, Corporate Investment Banking, has been a banker for 28 years and has served in a number of senior management positions within the Bank. She currently serves on the Boards of Stonehaven Villas Limited, Republic Bank (Grenada) Limited, Trintthur Limited, London Street Project Company Limited and Trinidad and Tobago Chamber of Industry and Commerce. She is a graduate of The University of the West Indies (UWI), The Heriot Watt University of Edinburgh, is a Certified Internal Auditor, and an Associate of the Chartered Institute of Banking (ACB).
CARLA KELSHALL  
Carla Kelshall, Head, Republic Wealth Management, is a CFA® charterholder (2012) with more than 17 years’ investment management and actuarial experience in the Banking and Insurance sectors of Trinidad and Tobago. Ms. Kelshall has represented the Bank in various roles, including Project Lead and Primary Brokerage Liaison, Investment Manager, Republic Wealth Management Limited, and Investment Manager, Republic Trust Services Division. A graduate of the University of Hull, United Kingdom with a BSc (First Class Hons.) in Economics and Mathematics, Ms. Kelshall holds a Diploma in Actuarial Techniques (DAT) from the Institute of Actuaries and is an Associate of the Society of Actuaries (ASA) from the Society of Actuaries.
Republic Bank Limited Profile

Manager, Head Office
Erinn John Albert, Dip. (Business Mgmt.)

Manager
Omarwater Lackhan, FCAC, ACCA

Manager
Charlotte Sahadeo-Bellmarin, BA (French and Spanish), Dip. (Business Mgmt.), Dip. (Marketing), Dip. (Bkg.), Dip. (Business Mgmt.), CAMS AMLCA, CPAML

Manager, Customer Care and Support Centre
Gabrielle Dindayal, Manager, Customer Care and Support Centre

Manager
Karen Ann Sturge-Crichlow, Manager, HELP Loans Unit

Manager
Mathew Cabralis, Assistant Manager, Commercial and Retail Banking

Manager
Shedley Branche, Regional Sales Manager

Manager
Farook Hosein, Regional Sales Manager

Manager
Rhonda Howell, Manager, Head Office

Manager, Head Office
Brendon Howell, BSc (Acct.) (Hons.), CPA, MBA

Manager, Head Office
Sharon Lucky-Durbar, BSc (Info. Sys. and Mgmt.), MBA

COMMERCIAL AND RETAIL BANKING

Regional Sales Manager
Rhonda Joseph-Walters, Dip. (Mgmt.), Dip. (Business Mgmt.)

Regional Sales Manager
Farooq Hussain, Dip. (Business Mgmt.)

Regional Sales Manager
Shelley Brancha, BSc (Mgmt.) (Hons.), MBA

Assistant Manager, Commercial and Retail Banking
Matthew Cabrall, MSc Higher Diploma in Business Mgmt

Manager, HELP Loans Unit
Karen Ann Sturge-Crichlow, BSc (Mgmt.), MSc (Strategic Leadership and Mgmt.), Dip. (Marketer)

Manager, Customer Care and Support Centre
Gabrielle Dindayal, Dip. (Business Mgmt.)

ECONOMIC INTELLIGENCE UNIT

Economist
Garvin Joefield, BSc (Econ. and Mgmt.), MBA

GROUP ENTERPRISE RISK MANAGEMENT

Manager, Group Enterprise Risk Management
Anita King, M.M., BSc

Manager
Enterprise Risk Management, Quality Assurance, Kurt Delparine, MBA, Dip. (Mgmt. and Fin.), CIA

Manager, Enterprise Risk Management Analysis
Sharron Miller, BSc Animal Science, ACA CIRA

GROUP MARKETING AND COMMUNICATIONS

Senior Manager
Karwan Blanchfield, BA (History and Govt.), MBA

Manager, Brand Management
Tisha Lee, A Comm. (Management)

Marketing Manager, Business Segments
Karien Mc Seawin, BSc (Bus. and Fin.), Dip. (Fin. Mgmt.), MBA

Marketing Manager, Personal Segments
Damian Cooplar, BSc (Business Admin.), CBI Cert. (Strategic Brand Mgmt.)

Manager, Analytics and Marketing Technology
Sharna Beharry, BSc Hons. (Computer Science and Mathematics), M.Phil (Computer Science), MPhil

HUMAN RESOURCES

Senior Manager, Group Employee and Industrial Relations
Premchin George, BSc (Sociology), LLB, MBA

Senior Manager, Group Human Resources
André St Clair, ACCA, BSc (Mgmt.), FCA, MSc

Joint Project Manager, HRIS Project
Emerson Daniel, Dip. (Mgmt)

Industrial Relations Manager
Giselle Estrada, MBA

Manager, Manpower Planning
Paula Mottingy-Emmanuel, MBA, IBAT, Post Grad. (Bus. Admin.)

Manager, Learning and Talent Development
Camille-Moseley-Joefield, BSc (Mgmt.), CBP, IBAT, MBA

Manager, Compensation and Benefits
Gillian Arrambides, Dip. (Business Mgmt.)

Manager, HRIS
Addison Wayne Mitchell, BSc (Computer Science and Mgmt.), NND (Computer Studies)

Manager, Employee Engagement
Summers Julien, BSc (Gov’t and Fin.), MBA (HR)

INTERNAL AUDIT

Manager, IT Audits
Joyce Ramkumar, BSc (Info. Sys.), ADMIS, CISA

Manager, Professional Practices
Wendy Anice Bossis, BSc (Mgmt. Studies) (Hons.), AKCA

Manager, Finance Audits
Naaimee Ali-Lopez, FCAC

Manager, Commercial and Retail Banking Audits

Manager, Internal Audit
Elizabeth Deen, Dip. (Mgmt), ACCA, Cert. Accounting (Tech A), CIA

Manager, Internal Audit, Corporate Audits
Eugenie Lees, Dip. (Bus. Mgmt.)

Manager, Internal Audit, Group Audits
Manisha Oliviera, ACCA, CIA

LEGAL SERVICES

Head, Legal Services
Joel Chudina, Dip. (Law), MSc (Bus. Fin.), MBA

Manager, Legal Services
Dayan Wellington, BA (Law), LLB (Law), LSC

Manager, Legal Services
Melissa Jankie, BSc (Economics), LLB (Hons.), LSC

Manager, Legal Services (Compliance)
Andrea De Matas, LLB, LSC

LOAN DELIVERY CENTRE

Manager
Wilma Williams, Dip. (Marketing), Dip. (Mgmt.), Dip. (Business Mgmt.), ACCA

Assistant Manager
Gregory Jones, BSc (Accounting and Fin.)

OPERATIONAL RISK

Senior Manager
Michael Wallisoff, MBA (Accounting)

Manager, Business Continuity
Joelle Bannflyme, BSc (Mgmt.), MBA, CRTC, CIIRCA, CBCS

Manager, Corporate Security
Teresa M.A. Butcher, Dip. (COBIT), Dip. (Business Mgmt.)

Assistant Manager, Corporate Security
Shereen Forte, Dip. (Caribbean Forensics and Fin. Fraud Inst.), Arts Foundation Degree

Manager, IT Security
Adesh Rampatt, BSc (Electrical Eng.), Pg.D. (MIS), Pg.D. (Mgmt.)

Manager, IT Security
Capil Boodram, ACCA, BA (Bus Admin.), MSc (Fin. Mgmt.), CISA, Adv. Dip. (Business Mgmt.)

Manager, Internal Audit
Terrance Worrall, ACCA, BA (Bus Admin.), MSc (Fin. Mgmt.), CISA, Adv. Dip. (Business Mgmt.)

Manager, Card Fraud Management
Terrance Worrall, ACCA, BA (Bus Admin.), MSc (Fin. Mgmt.), CISA, Adv. Dip. (Business Mgmt.)

PLANNING AND FINANCIAL CONTROL

Senior Manager
Joy Inniss, FCAC, ACCA, MSc

Manager, Finance
Suriname Vashisht, BSc (Accounting), FCAC, ACCA

Manager, Finance - Group
Nicole McFarlane-Lucas, COP, ACCA, ACCA

Manager, Compliance and Regulatory Reporting
Nyron Mahadeo, FCAC, ACCA

Manager, Business Performance Management
Brian Kishnaw, BSc (Computing and Info. Sys.), EMBA, CSIA, CISM, ARMS
Republic Bank Limited
Profile

PORTFOLIO MANAGEMENT
Project Manager
Nathasha Shakira Smith-Cedeno, BSc (Computer Sc. and Mgmt.)

PREMISES
Senior Manager
Mark Bishop, Dip. (Business Mgmt.), BSc (Civil Eng.), BSc (Hydraulics Eng.)
Project Manager
Valerie Kellick, BSc (Civil Eng.), MBA (Fin. and Inf. Business), PMI, MAPETT (Eng. Eng.)
Project Manager
Marvin Sinanan, BSc (Civil Eng.), MBA (Fin. and Inf. Business), PMI
Mark Bishop, BSc (Civil Eng.), MBA (Fin. and Inf. Business), PMI

RISK MANAGEMENT
Senior Manager
Helen Gonsalves, BSc (Civil Eng.)

SPECIAL PROJECTS
CALL CENTRE UPGRADE
Project Manager
Valni Rabalais, ACB

SPECIAL OFFICES
CREDIT CARD CENTRE
Senior Manager
Shazard Mohammed, BSc (Econ.), Dip. (Business Mgmt.), MPS, MGP Marketing, MPS
Manager, Operations and Finance
Judith Punch-Wafo, Dip. (Business Mgmt.), Dip. (Mgmt. Mgmt.), ACCA
Manager, Sales and Service
Fabian Kubalalsingh, Dip. (Business Mgmt.)

CREDITOR PROTECTION SUPPORT UNIT
Manager
Jo-Anne Raggo-Khalawoon, MBA, BSc (Mgmt. Mgmt.); Ad. Dip. (Business Admin.), PMI, IWS
Manager, Electronic Channels and Payments
Marsha O’Neal, BSc (Sociology and Mgmt. Studies), MBA, Cert. Prog. Mgmt.

FOREIGN EXCHANGE CENTRE (FOREX)/GROUP TREASURY
Senior Manager, Treasury
Baldath Ramkisson, BSc (Mgmt.), MSc (Int./Fin.), MBA

MANAGEMENT INFORMATION DIVISION
Senior Manager, Technology Advancement
Neil Mortial, Tech. Dip. (Telecom. Eng.), MBA

MANAGEMENT INFORMATION AND DOCUMENTS DIVISION
Senior Manager, Technology Delivery
Darryl Headley, BSc (Computing), Acc. Mgmt. Computer Science
Manager, Production Support
Johnathon Naloth, WIS, BSc (Computing and Inf. Sys.), MBA, PGrad (Business Admin.)
Manager, Data Centre Services
Ron McRoulas, Dip. (Project Mgmt.)
Manager, End User Services
Sabry Ramnath, BSc (Computing), MSc.
Manager, Information Reporting and Data Management
Kiran Ramlakhan, BSc (Computer Science and Mgmt.), MSc (Computer Science)
Manager, Technology Deployment
Rahian Mohammad, BSc (Inf. Sys. Mgmt.), BSc (Computer and Inf. Sys.)
Manager, Technology Infrastructure
John Corbin, Dip. (Business Mgmt.)
Manager, Application Support
Adrian Lee, BSc (Computer Science), Assoc. Applied Science (Inf. Tech.)
Manager, Project Execution/IT Governance
Kiran Ramlakhan, BSc (Computer Science and Mgmt.), MSc (Computer Science)

INFORMATION TECHNOLOGY CONSOLIDATION DIVISION
Senior Manager, Technology Consolidation
Brent Cabrera, Dip. (Computer Systems Design), MSc (Strategic Business IT), MBA, PGGrad (Strategic Business IT)
Senior Manager, Business Consolidation
Vissiamuthu Dwiarika, MBA (West-University); BSc (Computing and Inf. Sys.) (Honors)
Manager, Change Management
Jacqueline Saliba, Dip. (Fin. Mgmt.), BSc (Mgmt. with Psychology), MBA
Manager, Application Support
Lisa Norris Ville, BSc (Computer Science and Mgmt. Studies)
Manager, Process Operations
Wendy Ann Frechews, Dip. (Business Mgmt.)
Manager, Project Execution
Laurel Phillips, BSc (Hons. and Fin.), MSc (Project Mgmt.), PMI
Manager, Technology Deployment
Isa Mohammed, BSc (Inf. Sys. Mgmt.), MBA
Manager, Technology Infrastructure
Regina Radia, BSc (Inf. Tech.)
Manager, Business Conversion
Marsha Sanatan-Murray, BSc (Mgmt.)

SHARED SERVICES
Project Manager
Robert Sharpe, Dip. (Business Mgmt.)
Manager
Clearwater Lamins, BSc (Computer and Inf. Sys.)
Republic Bank Limited

Profile

Credit Manager
Claudia Gonzales, MBA, BSc (Bkg. and Fin.)

Credit Manager
Chandradath Sookdeo, BSc (Bkg. and Fin.)

Credit Manager
Garvin Ahye, Dip (Business Mgmt.)

CORPORATE BUSINESS CENTRE - NORTH
Regional Corporate Manager
Karen Tom Yew-Jardine, BSc (Mgmt.), MBA (Yn.), LLB

Corporate Manager
Roopmee Ramkisson-Ramdeo, ACIB

Corporate Manager
Giselle Busby, BSc (Mgmt. Studies), MBA

Corporate Manager
Shawn Moses, BSc (Econs.), BSc (Econs. Fin.)

Corporate Manager
Derek Mohammed, Dip. (Business Mgmt.), ACIB

Corporate Manager
Jimmy Cedeno, BSc (Mgmt. Studies), MMBA

Corporate Manager
Andre Crosby, MBA

Corporate Manager
Adrian Riley, BSc (Acct.), MBA (Yn.)

Corporate Manager
Lisa Maria Morris, BSc (Acct. with Acct.), MBA

Corporate Manager
Charmaine Khan, Dip (Bkg.)

CORPORATE BUSINESS CENTRE – SOUTH
Regional Corporate Manager
Brian Alleyne, BA (Econs.), BSc (Marketing), MBA

Corporate Manager
Ian Leonard, BSc (Mgmt. Studies) (Yn.), Dip. (Bkg.), Dip. (Business Mgmt.)

Corporate Manager
Rawlston Singh, Dip. (Bkg.), MM

Corporate Manager
Veena Supersad, ACIA (Fin. Mgmt.)

INVESTMENT BANKING
Head, Investment Banking
Ray Klein, BSc (Yn.), MM

BRANCH SALES NETWORK
BRANCH SALES MANAGER
Arima, Shops of Arima
Ann Marie Phillips, AAS, MBA, Dip. (Business Mgmt.)

Centre City, Chaguanas
Marsha Lee-Wing-Gopaal, Cert (Bkg) (Yn), MBA, Dip. (Business Mgmt.)

Cipero Street
Verlene Brown, ACA, BSc (Mgmt.), BSc

Couva, Atlantic Plaza
Robert Seetaram, Dip. (Bkg.) (IBAF)

Diego Martin/Glouce
Ingrid Mackenzie, Dip. (Business Mgmt.)

Elasserie Court
Rhonda Joseph-Waller, Dip. (Bkg.), Dip. (Business Mgmt.)

Fyzabad
Sandia Hossain

Gulf View
Keithin Weston, ABM, Dip. (Business Mgmt.)

Harris Promenade
Fazenda Salamat, Dip. (Business Mgmt.)

High Street
Davi Samueloo-Singh, BSc (Econs.)

Independence Square
John Peter Clarke, BA (Yn.), MM

Long Circular Mall (Acting BSM)
Michelle Dindal

Marabella
Rajdh Ramgconian, MBA, AC (Business Mgmt.), Dip. (Bkg.)

Mayaro
Sharon Bertrand-Dwaria, BSc Mgmt. Studies (Upper 2nd Class Hon.)

Park Street/Hilton
Geeta Haricharan, Dip. (Bkg.), BSc (Bkg. and Fin.), AWS

Penal
Cheryl Harrilal, Dip. (Bkg.), MBA

Point Fortin
Damiens Richards, Adv. Dip. (Business Admin.), BA (Business Mgmt.)

Prince Town
Wayden Ann Joseph, Dip. (Business Mgmt.), ACIB, MBA

Promenade Centre
Latisha De Gannes, MBA, BSc (Mgmt.) (Hons.), Dip. (Bkg.)

Rio Claro
Petra Ramdass, BSc (Info. Sys. and Mgmt.)

Sangre Grande
Darnlene Harrilal, Dip. (Business Mgmt.)

San Juan Lending Centre, San Juan
Vydanand Singh, Dip. (Business Mgmt.)

Siparia
Mukesh Ramkisson, Dip. (Business Mgmt.), Dip. (In Law, Certificate in Bkg.)

South Park
Nirmala Seetaram-Harrilal, Dip. (Bkg.), BSc (Mgmt.)

Tragarete Road
Ammarane Frederick-Phillips, Cert. (HR Mgmt.), Dip. (Business Mgmt.)

Trinity
Nycisha Belgrave, CIPPA, BSc (Mgmt.), MBA

Tunapuna West/East
Fazenda Salamat, Dip. (Business Mgmt.)

U.W.I.
Charmaine Ramsubhag-Bahall, Dip. (Business Mgmt.)

Valpar/Grand Bazaar
Nadine Riley, BSc (Bkg. and Fin.)

Westmull
Isha Ghassie

Woodbrook
Simone Anthony, Dip (Business Mgmt.)

Tobago
Auchenskeoch / Main Street
Area Manager
Shedley Branche, BSc (Mgmt.) (Hons.), MBA

Operations Manager
Aaurio Small, BA (Business Mgmt.)
Republic Bank (Barbados) Limited
Board of Directors

NIGEL M. BAPTISTE
BSc (Hons.) (Econ.), MSc (Econ.), ACIB
President and Chief Executive Officer, Republic Financial Holdings Limited
Managing Director, Republic Bank Limited,
Chairman, Republic Bank (Barbados) Limited
Chairman, Republic Bank (Guyana) Limited

ROBERT A. CARTER
B.Math, CFA, CA
Business and Financial Consultant

ANTHONY CLERK
Dip. (Business Admin.), ARAC, DIPM
Managing Director and Chief Executive Officer

MR. JAMES S.Y. EDGHELL
BSc. (Hons.)
Managing Director, One Warrens Limited

DERWIN M. HOWELL
BSc (Elec. Eng.) (Hons.), MSc (Tele. Systems), Executive MBA, MIET, MIEEE, C.Eng.
Executive Director, Republic Bank Limited

G. ANTHONY KING
BSc. (Hons.), CITP
Director, Massy Barbados

DEBBIE A.P. FRASER
LL.B. (Hons.)
Attorney-at-Law

WILLIAM deC. LAYNE
BSc. (Eng.), ACIS, FCA
Consultant

ANDREW P. HUTCHINSON
BSc. (Hons.)/Eng.), MIEEE, FIEE
Managing Director and Chief Executive Officer

MR. JAMES S.Y. EDGHELL
BSc. (Hons.)
Managing Director, One Warrens Limited

WILLIAM deC. LAYNE
BSc. (Eng.), ACIS, FCA
Consultant

JACQUELINE H.C. QUAMINA
LL.B, MA, MM
Consultant

G. ANTHONY KING
BSc. (Hons.), CITP
Director, Massy Barbados

DEBBIE A.P. FRASER
LL.B. (Hons.)
Attorney-at-Law

ANDREW P. HUTCHINSON
BSc. (Hons.)/Eng.), MIEEE, FIEE
Managing Director and Chief Executive Officer

JACQUELINE H.C. QUAMINA
LL.B, MA, MM
Consultant

G. ANTHONY KING
BSc. (Hons.), CITP
Director, Massy Barbados

DEBBIE A.P. FRASER
LL.B. (Hons.)
Attorney-at-Law

ANDREW P. HUTCHINSON
BSc. (Hons.)/Eng.), MIEEE, FIEE
Managing Director and Chief Executive Officer

JACQUELINE H.C. QUAMINA
LL.B, MA, MM
Consultant
Republic Bank (Barbados) Limited
Board of Directors

NIGEL M. BAPTISTE
MBE (Econ.) | (Hons.) | MSc (Econ.) | ACB

Nigel M. Baptiste, Managing Director, Republic Bank Limited and President and Chief Executive Officer, Republic Financial Holdings Limited since 2016, is a career banker with more than two decades of experience. Prior to his current position, he has served as Deputy Managing Director and Executive Director of Republic Bank Limited, General Manager Human Resources as well as Managing Director of the Group’s subsidiary in Guyana. Mr. Baptiste currently serves on the Boards of Republic Bank Limited, Republic Bank (Guyana) Limited, Republic Bank (Barbados) Limited, Republic Bank (Ghana) Limited, and other subsidiaries within the Republic Group. He holds a BSc (Hons.) and an MSc in Economics from the University of the West Indies, is a graduate of the Harvard Business School Advanced Management Programme, holds a diploma with distinction from the ABA Stonier Graduate School of Banking (USA), and is a member of the Chartered Institute of Bankers (England).

ROBERT A. CARTER
B. Math, CTA, CA

Robert Carter was appointed to the Board of Republic Bank (Barbados) Limited in 2012. Mr. Carter has extensive experience in business and finance in the Caribbean, with a career spanning more than 30 years in financial management and the provision of financial and business advisory services. He has served as a Partner within the Eastern Caribbean practice of Coopers & Lybrand. He has also served as the Chief Financial Officer of a number of leading companies in Barbados including Sagicor Life Insurance and CIBC West Indies Holdings Limited, which was responsible for the operations of CIBC in the Caribbean (now known as CIBC FirstCaribbean International Bank). Mr. Carter holds a BMath from the University of Waterloo, Canada, is a Chartered Accountant of Ontario, and is a member of the Institutes of Chartered Accountants of Barbados and Ontario.

External Appointments
Mr. Carter is the Principal of Robert A. Carter Associates, a financial consulting firm, and is a member of the Board of Trustees of the Arnott Cato Foundation; a Director of Chancery Reinsurance Limited; and Sun General Insurance, Inc.

ANTHONY CLERK
BSc (Business Management), MBA, SMBA

Anthony Clerk, Managing Director and Chief Executive Officer, Republic Bank (Barbados) Limited, was appointed to the Board of Republic Bank (Barbados) Limited in 2017. Mr. Clerk is a career banker with decades of experience at the senior management level and has served as Regional Corporate Manager, Corporate Business Centre East/Central, Republic Bank Limited; General Manager, Credit, Republic Bank (Grenada) Limited; Corporate Manager, Corporate Business Centre North, Republic Bank Limited; and Branch Sales Manager, Ellerslie Court, Republic Bank Limited.

Mr. Clerk holds an Executive MBA and a Diploma in Business Management, both from the Arthur Lok Jack Graduate School of Business, and a Diploma in Banking from the Institute of Banking and Finance of Trinidad and Tobago. He has served as a Non-Executive Director on the Board of National Enterprises Limited.

JAMES S.Y. EDGHILL
MSc (Hons.)

Mr. James S.Y. Edghill joined the Board of Directors of Republic Bank (Barbados) Limited in 2018. Mr. Edghill is a graduate of the University of Bristol – UK and holds a Master’s degree in Civil Engineering. He is the founder and principal of ITB Associates, Vision Development Inc (VDI) and Airline Services Inc, Barbados. He is also the Managing Director of One Warrens Limited, a subsidiary of Caribbean Consultants Limited, the leading commercial real estate developer in Barbados. He has spearheaded commercial development projects such as One Welches and One Barbados Place and the Hyatt Centric Hotel.

Mr. Edghill holds a BMath from the University of Waterloo, Canada, is a Chartered Accountant of Ontario, and is a member of the Institutes of Chartered Accountants of Barbados and Ontario.

External Appointments
Mr. Edghill is founder and principal of ITB Associates; Chair of Vision Development Inc (VDI) and Airline Services Inc, Barbados; and a member of the Institutes of Chartered Accountants of Barbados and Ontario.

DEBBIE A.P. FRASER
LLB (Hons.), LEC (MBI)

Debbie Fraser was appointed to the Board of Republic Bank (Barbados) Limited in 2017. Ms. Fraser is a partner at Clarke, Gittens, Farmer, Attorneys-at-Law, a former Chairman of the Copyright Tribunal of Barbados, and has lectured in various aspects of law at the University of the West Indies (Mona Campus, Jamaica) and the Mona Institute of Business. Ms. Fraser is a graduate of the University of the West Indies and the Norman Manley Law School, Jamaica where she received her LEC (Ment).

External Appointments
Ms. Fraser serves on the Board of Directors of the Financial Services Commission of Barbados.

DERWIN M. HOWELL
BSc (Elec. Eng.) | (Hons.), MSc (Tele. Systems), Executive MBA, SMIEEE, MICE, P.Eng.

Derwin M. Howell was appointed an Executive Director of Republic Bank Limited in 2012. He also serves as a Director on the Boards of Republic Bank (Barbados) Limited and Republic Bank (Suriname) N.V. Mr. Howell holds a BSc in Electrical Engineering (First Class Honours) and an Executive MBA from the University of the West Indies. He holds an MSc in Telecommunications Systems from the University of Essex and is a graduate of the Harvard Business School Advanced Management Program (AMP). He has served as the Institute of the Institute of Electrical and Electronic Engineers (SMIEEE), a Member of the Engineering Council of the United Kingdom (Chartered Engineer) and a Member of the Institution of Engineering and Technology (IET).

External Appointments
Mr. Howell is the Chairman of Habitat for Humanity Trinidad and Tobago and a Chancellor’s Representative on the UWI St. Augustine Campus Council.

ANDREW P. HUTCHINSON
BSc (Hons.) | IC Eng., MICE, P.Eng.

Andrew Hutchinson was appointed to the Board of Republic Bank (Barbados) Limited in November 2012 and is the Senior Principal of Stantec Consulting for the Caribbean. A Barbadian registered Professional Engineer and a Chartered Engineer, Mr. Hutchinson has served as President of the Barbados Association of Professional Engineers, Chairman of the Engineers Registration Board, Barbados, President of the Caribbean Water & Wastewater Association (CWWA), and Commodore of the Barbados Yacht Club (2012-2015). He holds a BSc (Hons.) in Civil Engineering from the University of the West Indies, St. Augustine and a Post Graduate Diploma in Sanitary Engineering from the International Institute for Hydraulic and Environmental Engineering, Delft, Netherlands.

External Appointments
Mr. Hutchinson is a Trustee of the Caribbean Water and Wastewater Association (CWWA) has been the "Honorary Foreign Port Representative" of the Royal Cruising Club, United Kingdom since 1991.

G. ANTHONY KING
BSc (Hons.)

G. Anthony King was appointed to the Board of Republic Bank (Barbados) Limited in 2004. Prior to his appointment, Mr. King served as Chairman of Neal & Massy’s Eastern Caribbean Division and subsequently as the Chief Executive Officer of the Barbados Shipping and Trading Group (BS&T) until 2012. Following his retirement from BS&T, he served as Chairman of Banks Holdings Ltd and of Barbados Dairy Industries Limited. Mr. King has over the years also been active in the wider community being President of the Barbados Chamber of Commerce & Industry during 1996-1998, and more recently he served for ten years until 2014 as a Director of the Barbados Private Sector Association and as Chairman of the Tourism Development Corporation (TDC). He holds a B.Sc. (Hons.) degree in Computer Science from the University of Essex, England.

External Appointments
Mr. King is currently a Director of the West India Biscuit Company (WIBISCO), of Massy United Insurance Co Ltd and of Massy Holdings Ltd, Trinidad.

The Group Subsidiaries
Republic Bank (Barbados) Limited

Board of Directors

WILLIAM deC. LAYNE
ACCA, CIA, CMA, AIC, FCA

William Layne was appointed to the Board of Republic Bank (Barbados) Limited in 2000. A Chartered Accountant and Financial Consultant with a distinguished Public Sector record, Mr. Layne has served as Permanent Secretary in the Ministry of Finance & Economic Affairs, Director of Social Security, Financial Controller of Social Security, and Supervisor of Insurance. He is a former Council Member of the Inter-American Center for Tax Administrators (IATA), and Chairman of the Tax Committee appointed by the Minister of Finance & Economic Affairs to review IMF Tax recommendations. Mr. Layne has authored several articles, including Financing of Social Security, published in the Journal of International Social Security Association (ISSA), 1990; Reform of Barbados Tax System, presented at the 2003 National Consultation on the Economy; Investment of Social Security Funds, presented at the ISSA Inter-American Centre for Social Security Studies Conference (ISSI) 1997 in Montevideo; and ‘Financing Pension Plans in Small Countries’, presented at the 40th Anniversary Conference of the Curaçao Social Security Board in 2000.

Educated at the University of the West Indies, the University of Connecticut and Harvard University, Mr. Layne holds a BA in Economics and Sociology, is a Chartered Professional Accountant (Canada), a Fellow of the Association of Chartered Accountants of Barbados, and is an Associate of the Institute of Chartered Secretaries and Administrators of Canada.

External Appointments
Mr. Layne is Chairman of the Barbados Revenue Authority and the Caribbean Corporate Governance Institute.

JACQUELINE H.C. QUAMINA
LL.B, MA, MBA

Jacqueline Quamina was appointed Executive Director of Republic Bank Limited in 2016. A former Executive Director, Group General Counsel and Corporate Secretary at Republic Bank Limited and Republic Financial Holdings Limited, Ms. Quamina has wide experience in banking and finance and corporate law in the Caribbean as well as in communications, governance, and compliance. An Attorney-at-Law with more than two decades of experience, she holds an LL.B from The University of the West Indies, St. Augustine and was called to the Bar of England and Wales where she is a member of Grays Inn. Ms. Quamina holds a MA from the University of London, an Executive MBA from the University of the West Indies, and is a graduate of the American Bankers Association Stonier Graduate School of Banking and the Harvard Business School Advanced Management Programme. She has participated in the Corporate Governance, Executive Education Program, Stanford University, and has completed the Institute of Chartered Secretaries of Canada Director Education and Accreditation Programme and the Certificate in Corporate Governance at the Caribbean Corporate Governance Institute.

External Appointments
Ms. Quamina is the chairman of the National Insurance Board, serves on the board of Republic Bank (Barbados) Limited, Republic Finance and Trust (Barbados) Corporation and Republic Funds Incorporated. She also is a Director of Unilever Caribbean Limited.

RALPH S. deC. WILLIAMS
GCM, BSc. (Elec. Eng.), AMAMPE

Ralph S. deC. Williams was appointed to the Board of Republic Bank (Barbados) Limited in 2005. He is the founder and Chairman of Williams Industries Inc., a pan-Caribbean conglomerate operating in manufacturing, electrical contracting, real estate development, water desalination, sewage treatment, tools and equipment rental, well drilling, garbage recycling, metals merchandising, hardware and lumber distribution, renewable energy generation and development, buildings rental, and shopping malls development and management. Williams Industries, through its company, Williams Solar, is the largest producer of renewable energy in the Caribbean, south of Puerto Rico. Mr. Williams was named Ernst & Young Caribbean Entrepreneur of the Year in 2000, and received the award for multiple enterprise creation and management at the Ernst & Young World Entrepreneur of the Year ceremony in Monte Carlo in 2001. He was awarded the Barbados Gold Crown of Merit in 2002 in recognition of his contribution to business and industry in Barbados. Mr. Williams holds an Honours degree in Electrical Engineering from the University of the West Indies. In 2015, he was awarded an honorary DSc by the University of the West Indies.

ANTHONY CLERK
Managing Director and Chief Executive Officer, Republic Bank (Barbados) Limited

Anthony Clerk, Managing Director and Chief Executive Officer, Republic Bank (Barbados) Limited, was appointed to the Board of Republic Bank (Barbados) Limited in 2017. Mr. Clerk is a career banker with decade of experience at the senior management level and has served as Regional Corporate Manager, Corporate Business Centre East/Central, Republic Bank Limited; General Manager, Credit, Republic Bank (Grenada) Limited; Corporate Manager, Corporate Business Centre North, Republic Bank Limited; and Branch Sales Manager, Ellerslie Court, Republic Bank Limited.

Mr. Clerk holds an Executive MBA and a Diploma in Business Management, both from the Arthur Lok Jack Graduate School of Business, and a Diploma in Banking from the Institute of Banking and Finance of Trinidad and Tobago. He has served as a Non-Executive Director on the Board of National Enterprises Limited.
Republic Bank (Barbados) Limited
Executive Management

NAOMI DE ALLIE
BSc (Fin. Ser. Mgmt.), MSc (Fin. Sect. Mgmt.), ACIB
General Manager, Corporate and Commercial Credit

HAMANT LALLA
FCCA, MBA, Cert IFRS
Corporate Controller

SUSAN TORRY
Dip. (Business Mgmt.), BSc (Industrial Studies) (Hons.), ACIB, LLB
General Manager, Operations

SHARON ZEPHIRIN
BSc (Acct), EMBA
General Manager, Retail Banking

NAOMI DE ALLIE
BSc (Fin. Ser. Mgmt.), MSc (Fin. Sect. Mgmt.), ACIB

Naomi De Allie, General Manager, Corporate and Commercial Credit, has 20 years of banking experience, holds a BSc and an MSc in Financial Services Management both from the University of Manchester, and is an Associate of the Chartered Institute of Bankers, UK.

HAMANT LALLA
FCCA, MBA, Cert IFRS

Hamant Lalla, Corporate Controller, has significant accounting and finance experience, serving as the Chief Accountant for Republic Bank Limited before adopting his current position. Mr. Lalla is a Fellow of the Association of Chartered Certified Accountants, holds an MBA from the Heriot-Watt University, and holds an ACCA Certificate in International Financial Reporting.

SUSAN TORRY
Dip. (Business Mgmt.), BSc (Industrial Studies) (Hons.), ACIB, LLB

Susan Torry, General Manager, Operations, is a career banker with more than 35 years of experience in Retail and Corporate and Commercial banking and has led teams across the Group’s operations in Trinidad and Tobago and Ghana. She is a graduate of the University of the West Indies with a BSc in Business Management. She holds an LLB from the University of London, United Kingdom and is an Associate of the Chartered Institute of Bankers.

SHARON ZEPHIRIN
BSc (Acct), EMBA

Sharon Zephirin, General Manager, Retail Banking, has more than two decades of experience in operations and retail banking, taking on progressively senior roles over the past 10 years. Ms. Zephirin is a graduate of the University of the West Indies, Cave Hill Campus, with a first class Honours degree in Accounting and holds an EMBA from the Cave Hill School of Business, University of the West Indies, Cave Hill Campus.
Republic Bank (Barbados) Limited
Profile

EXECUTIVE MANAGEMENT
Managing Director and Chief Executive Officer
Anthony Clerk, Dip. (Business Mgmt.), ABM, MBA

General Manager, Credit
Naomi E. De Allie, BSc (Fin. Ser. Mgmt.), MBA, Cert. FRS

Corporate Controller
Hamant Lal, FCAC, MBA, Cert. FRM

General Manager, Operations
Susan Totty, Dip. (Business Mgmt./Bus. Indusstries) (Hons.)

General Manager, Retail Banking
Sharon Zephirin, BSc (Acct) EMBA

Corporate Secretary/General Counsel
Sasha Shillingford, LLB, MBA

MANAGEMENT
Senior Manager, Administration and Operations
Michelle Ponder, BSc (Acc) (Hons.), ACCA

Senior Manager, Retail Risk and Special Credit Unit
Carlos Brathwaite, BSc (Econ.) (Hons.)

Senior Manager, Human Resources
Trinome Hall, BSc (Econ. and Mgmt.) (Hons.), MBA (Stud/ Mgmt and DB), COP, (CB) GAP

Senior Manager, Retail Banking
Steven Jordan, BSc (Acc) (Hons.)

Human Resources Manager, Compensation and Benefits
Pedro Scantlebury, BSc (Hons.), MSc, CCP

Human Resources Manager, Administration
Rachel Re Nil, BSc (Econ.) (Hons.), BSc (Human Resources Mgmt and DB), COP

Human Resources Manager, Industrial Relations
Rhonda Walcott-Hackett, BA, Post Grad Dip. (Employment Law and HR, Certificate ADR, LLM (International Business)

Manager, Customer Care
Brian Charles, MA (Econ.), Dip. (Business Admin.)

Manager, Centralised Credit
Beverley Skeete, BSc (Mgmt Culture)

Manager, Retail Risk and Collections
Harriet Cadogan, BSc (Econ. and Acct.) (Hons.), MBA (Finance)

Manager, Banking Operations

Manager, Business Systems and Process Improvement
Ryan Rogers, BSc (Econ. and Acct.) (Hons.)

Manager, Legal Services
Kyesha Appliance, LLB (Hons.), LFC

Manager, Compliance
Michelle Williams-Bopita, BSc (Stud/ Mgmt, and DB) (Hons.), Qualified Solicitor in the UK, FIIB, AMCA, CIMA, CIA, CIPA, Dip. in Governance, Risk and Compliance (HR)

Manager, Operational Risk
Juliet Marshall, BSc (Mgmt. Studies) (Hons.), CISA, COP

Manager, Card Services
Trudy Howard, Exec. Dip. Mgmt. (Gen. Mgmt.)

Manager, Republic Finance and Trust
Richard Rollack, BSc (Mgmt.), MSc (Int. Mgmt.)

Manager, Information Technology
Anderson Waddy, BSc (OM, MSc), DNS, AdD, Cs Mxm, Dip C5, Dip Cs

Manager, Centralised Securities Unit
Willy Bouma, Exec. Dip. Mgmt. (Gen. Mgmt.)

Manager, Corporate Credit
Stacey Hem Lee, BSc (Mgmt. Studies) (Hons.), CPA, CMA, CA

Manager, Corporate Credit
Corey Knight, BSc (Econ. and Mgmt.)

Manager, Corporate Credit
Shaine Hewitt, Bachelor of Business Admin. (Accounting and Finance)

Manager, Commercial Credit
Kelin Roberts, BSc (Maths and Econ.) (Hons.)
RAVI MYKOO
Country Manager of Republic Bank (Cayman) Limited, has served the Bank in various leadership roles as both an analyst and manager for more than a decade. He is a Chartered Financial Analyst and a graduate of the University of the West Indies with a BSc (First Class Hons.) in Economics and Management. Mr. Mykoo holds several professional certificates in Treasury Risk Management, Basel: Understand and Transit, and Corporate Tax Training.

Country Manager
RAVI MYKOO
BSc (Econ. and Mgmt.) (Hons.), CFA
Country Manager, Republic Bank (Cayman) Limited

Republic Bank (Cayman) Limited

Republic Bank (Grenada) Limited

Board of Directors

GREGORY I. THOMSON
BSc (Math and Physics), MBA
Chairman

KEITH A. JOHNSON
BSc (Accountancy), CIMA, ACB
Managing Director, Republic Bank (Grenada) Limited

LEON D. CHARLES
BSc (Hons.), MBA, Acc. Dir.
Chief Executive Officer, Charles and Associates Inc.

CHRISTOPHER HUSBANDS
BSc (Hons.) (Civil and Env. Eng.), MSc (Proj. Mgmt.), MBA (Finance), Acc. Dir.
General Manager, National Water and Sewerage Authority

RICHARD M. LEWIS
MBA
General Manager, Charles and Associates Inc.

PARASRAM SALICKRAM
FCCA, ACMA, CGMA, CA, CFA
Chief Financial Officer, Republic Financial Holdings Limited
General Manager, Planning and Financial Control, Republic Bank Limited
Republic Bank (Grenada) Limited
Board of Directors

GREGORY I. THOMSON
BSc (Math and Physics), MBA

Gregory I. Thomson was appointed to the Board of Republic Bank (Grenada) Limited in 2017. He served as the Deputy Managing Director of Republic Bank Limited for seven years before retiring from this position in 2012. He has more than 35 years of experience in Banking and Finance, and holds an MBA from the University of Western Ontario, Canada and a BSc in Mathematics and Physics from the University of the West Indies (St. Augustine).

External Appointment
Mr. Thomson is currently a member of the Board of Directors at One Caribbean Media Ltd.

KEITH A. JOHNSON
BSc (Accountancy), EMBA, AICB

Keith A. Johnson was appointed Managing Director of Republic Bank (Grenada) Limited in 2009. He started his banking career in Guyana in 1976 and has served in various leadership roles in the Bank’s Guyana operations. Mr. Johnson holds an EMBA in Business Management from the University of the West Indies (UWI) (Cave Hill), a BSc in Accountancy from the University of Guyana, and is an Associate of the Institute of Canadian Bankers.

External Appointments
Mr. Johnson is the Vice Chairperson of the Caribbean Association of Banks Inc., the Vice-President of the Eastern Caribbean Currency Union Bankers Association, and is also the current President of the Grenada Bankers Association.

LEON D. CHARLES
BSc (Agric. Econ.), MBA, ACCA

Leon D. Charles was appointed to the Board of Republic Bank (Grenada) Limited in 1990. Mr. Charles is the owner and manager of the consulting firm, Charles and Associates (CAR) Inc., with professional training including an MBA from the University of Western Ontario, a BSc (First Class Honours) in Agriculture Management from the University of the West Indies, and additional training in International Environmental Law, Overcoming Negotiation Deadlocks and Climate Finance Readiness. He is active in a wide range of business and sustainable development fields at the local, regional and international levels. His core activities in business include strategic planning, project development and evaluation, management training, and facilitation, while activities in sustainable development include climate change advisory services, high level national representation at the United Nations climate change negotiations, poverty reduction, and early childhood development programming.

CHRISTOPHER HUSBANDS
BSc (Hons) Civil and Env. Eng., MSc (Proj. Mgmt.), MBA (Finance), Acc. Dir.

Christopher Husbands was appointed to the Board of Republic Bank (Grenada) Limited in 2015. He has been the General Manager of the National Water and Sewerage Authority since 2008. Mr. Husbands holds an MBA in Finance from the University of Toronto, an MSc in Project Management from the Florida International University, and a BSc with Honours in Civil and Environmental Engineering from the University of the West Indies. He has participated in a wide variety of short term courses, conferences and workshops, and was awarded the designation of ‘Accredited Director’ after completing the Eastern Caribbean Securities Exchange Directors Education and Accreditation Programme.

RICHARD M. LEWIS
HBA

Richard M. Lewis was appointed to the Board of Republic Bank (Grenada) Limited in 2015 and is the General Manager/Director of Label House Group Limited; the largest specialist label and packaging printer in the Caribbean. Mr. Lewis holds an HBA with Honours from the University of Western Ontario Richard Ivey School of Business, and is a graduate of the Newcastle Institute of Technology. He is also a Director of Republic Bank (Guyana) Limited and a Director of Republic Securities Limited.

External Appointments
Mr. Lewis is the Chairman of Prestige Business Publications and the Beacon Insurance Company Ltd.

PARASRAM SALICKRAM
FCCA, ACMA, CGMA, CA, CFA, FRM

Parasram Salickram was appointed to the Board of Republic Bank (Grenada) Limited in 2016. He is the Chief Financial Officer, Republic Financial Holdings Limited and General Manager, Planning and Financial Control, Republic Bank Limited. Prior to his current position,
Republic Bank (Grenada) Limited
Board of Directors

Mr. Salickram worked as an External Auditor in Guyana for 7 years, and has served as Chief Financial Officer of the Group’s subsidiaries in the Dominican Republic and Barbados. Mr. Salickram is a Fellow of the Association of Chartered Certified Accountants, a member of the Chartered Institute of Management Accountants, and a member of the Chartered Global Management Accountants. He is a CFA® charterholder and holds the Financial Risk Manager (FRM) designation from the Global Association of Risk Professionals (GARP). He is also a graduate of the Harvard Business School Advanced Management Program (AMP).

LESLIE-ANN SEON
BA (Hons.), LLB (Hons.), LEC
Leslie-Ann Seon was appointed to the Board of Republic Bank (Grenada) Limited in 2015. Admitted to practice at the Bars of Grenada, Barbados, and the British Virgin Islands since 1993, Ms. Seon has extensive experience in the fields of corporate and commercial law, insolvency, real estate, and cross-border transactional advisory work. She holds a BA with Honours and an LL.B. with Honours from the University of the West Indies, and the LEC from the Hugh Wooding Law School.

External Appointments
Ms. Seon is the Principal of the law firm of Seon & Associates, currently serves as Chairman of the Grenada Investment Development Corporation, and is the Honorary Consul in Grenada for Chile.

ISABELLE S.V. SLINGER
BSc (Mr. Systems and Computers), CA
Isabelle S.V. Slinger was appointed to the Board of Republic Bank (Grenada) Limited in 2009. She is the Principal of Comserv Ltd; a company that has been active in the Financial and Information Technology sectors for more than 25 years, providing advisory services to companies both locally and internationally. An Honours graduate of London Metropolitan University and holder of a BSc in Computers and Information Systems, Ms. Slinger is a practicing member and secretary of the Institute of Chartered Accountants of the Eastern Caribbean (ICACE), and also operates various companies in the local agro-tourism sector.

External Appointments
Ms. Slinger currently serves on several boards including the Grenada Investment Development Corporation, T. A. Marryshow Community College, and David Slinger and Co. Ltd.

Managing Director
KEITH A. JOHNSON
BSc (Accountancy), EMBA, AICB
Managing Director, Republic Bank (Grenada) Limited

KEITH A. JOHNSON was appointed Managing Director of Republic Bank (Grenada) Limited in 2009. He started his banking career in Guyana in 1976 and has served in various leadership roles in the Bank’s Guyana operations. Mr. Johnson holds an EMBA in Business Management from the University of the West Indies (UWI) (Cave Hill), a BSc in Accountancy from the University of Guyana, and is an Associate of the Institute of Canadian Bankers.
Republic Bank (Grenada) Limited

Executive Management

CLIFFORD D. BAILEY
BSc (Computing and Info Systems), MSc (IT and Mgmt.)
General Manager, Operations

SHAEEN GHOURALAL
Dip. (Fin. Mgmt.), MBA
General Manager, Credit

Republic Bank (Grenada) Limited

Profile

EXECUTIVE MANAGEMENT
Managing Director
Keith A. Johnson, BSc (Accountancy), EMBA, AICB

General Manager, Credit
Shaeen Ghouralal, MBA

General Manager, Operations
Clifford D. Bailey, BSc (Computing and Info Systems), MSc (IT and Mgmt.),
Cert (Corp. Gov.)

MANAGEMENT
Manager, Commercial Credit
Devon M. Thornhill, BSc (Hons.) Bkg. and Fin.

Manager, Head Office
Mavis H. Mc Burnie, CAMS, AMCA, Exec Dip. Mgmt Studies (Dist.), AICB, MBA

Manager, Business Support Services
Hermelyn E.M. Charles

Manager, Finance
Elizabeth M. Richards-Daniel, FCCA, MBA (Fin. Services)

Manager, Information Technology
Dorian L. Mc Phail

Manager, Human Resources, Training and Development
Ansea B. Worrie, BSc (Hons.) Social Sciences, EMMA (Distinction), CAMS,
Dip. Proj Mgmt

HEAD OFFICE
Republic House
Maurice Bishop Highway
Grand Anse, St. George
Telephone: (473) 444-BANK (2265)
Fax: (473) 444-5500

OTHER BANKING OFFICES
REPUBLIC HOUSE CLUSTER
Republic House Branch
Maurice Bishop Highway,
Grand Anse, St. George
Telephone: (473) 444-BANK (2265)
Fax: (473) 444-5500

Manager, Retail Services
Althea R. Roberts, AICB

Carriacou Branch
Main Street, Hillsborough
Telephone: (473) 443-7289
Fax: (473) 444-7860

Officer-in-Charge
Roger J. Patrice

ST. GEORGE’S CLUSTER
St. George’s Branch
Melville Street, St. George’s
Telephone: (473) 440-3566
Fax: (473) 440-6698
Fax – Credit: (473) 440-6697

Manager, Retail Services
Gernet K. Ross

Gouyave Branch
Depradine Street
Gouyave, St. John
Telephone: (473) 444-8888
Fax: (473) 444-8899

Officer-in-Charge
Hesta Mc Leish-Cox, BSc (Bkg. and Fin.) (Acting)

SAUTEURS CLUSTER
Sauteurs Branch
Main Street
Sauteurs, St. Patrick
Telephone: (473) 442-1045
Fax: (473) 442-1042

Officer-in-Charge
Tara A. Francois, BSc (Hons.) Mgmt. Studies

Republic Bank (Grenada) Limited

CLIFFORD D. BAILEY
Clifford Bailey, General Manager, Operations, has 15 years of banking and information technology experience; serving most recently as Manager, Head Office at Republic Bank (Grenada) Limited and Regional IT Manager, Republic Bank Barbados. Mr. Bailey holds an MSc in Information Technology and Management from Aspen University and a BSc in Computing and Information Systems from the University of London. Additionally, he holds certificates in Risk and Project Management, Business Management, and various industry certifications in the IT field.

SHAEEN GHOURALAL
Shaeen Ghouralal, General Manager, Credit, is a career banker with more than 35 years of Credit and Corporate Banking experience within the Republic Bank Group. Ms. Ghouralal holds an MBA from Australian Institute of Business and a Diploma in Financial Management from ACCA.

Republic Bank (Grenada) Limited

Profile

EXECUTIVE MANAGEMENT
Managing Director
Keith A. Johnson, BSc (Accountancy), EMBA, AICB

General Manager, Credit
Shaeen Ghouralal, MBA

General Manager, Operations
Clifford D. Bailey, BSc (Computing and Info Systems), MSc (IT and Mgmt.),
Cert (Corp. Gov.)

MANAGEMENT
Manager, Commercial Credit
Devon M. Thornhill, BSc (Hons.) Bkg. and Fin.

Manager, Head Office
Mavis H. Mc Burnie, CAMS, AMCA, Exec Dip. Mgmt Studies (Dist.), AICB, MBA

Manager, Business Support Services
Hermelyn E.M. Charles

Manager, Finance
Elizabeth M. Richards-Daniel, FCCA, MBA (Fin. Services)

Manager, Information Technology
Dorian L. Mc Phail

Manager, Human Resources, Training and Development
Ansea B. Worrie, BSc (Hons.) Social Sciences, EMMA (Distinction), CAMS,
Dip. Proj Mgmt

HEAD OFFICE
Republic House
Maurice Bishop Highway
Grand Anse, St. George
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Fax: (473) 444-5501

OTHER BANKING OFFICES
REPUBLIC HOUSE CLUSTER
Republic House Branch
Maurice Bishop Highway,
Grand Anse, St. George
Telephone: (473) 444-BANK (2265)
Fax: (473) 444-5500

Manager, Retail Services
Althea R. Roberts, AICB

Carriacou Branch
Main Street, Hillsborough
Telephone: (473) 443-7289
Fax: (473) 444-7860

Officer-in-Charge
Roger J. Patrice

ST. GEORGE’S CLUSTER
Branch
Melville Street, St. George’s
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Fax: (473) 440-6698
Fax – Credit: (473) 440-6697

Manager, Retail Services
Gernet K. Ross

Gouyave Branch
Depradine Street
Gouyave, St. John
Telephone: (473) 444-8888
Fax: (473) 444-8899

Officer-in-Charge
Hesta Mc Leish-Cox, BSc (Bkg. and Fin.) (Acting)

SAUTEURS CLUSTER
Sauteurs Branch
Main Street
Sauteurs, St. Patrick
Telephone: (473) 442-1045
Fax: (473) 442-1042

Officer-in-Charge
Tara A. Francois, BSc (Hons.) Mgmt. Studies
Republic Bank (Guyana) Limited
Board of Directors

NIKEL M. BAPTISTE
BSc (Hons.) (Econ.), MSc (Econ.), ACIB
President and Chief Executive Officer, Republic Financial Holdings Limited
Managing Director, Republic Bank Limited
Chairman, Republic Bank (Guyana) Limited
Chairman, Republic Bank (Barbados) Limited

RICHARD S. SAMMY
BSc (Military Studies), Honours MBA
Managing Director, Republic Bank (Guyana) Limited

YOLANDE M. FOO
AICB
Retired Senior Banking Executive, Republic Bank (Guyana) Limited

RICHARD M. LEWIS
HFA
Executive Chairman, Label House Group Limited

SHAMEER HOOSEIN
FCCA
Chief Executive Officer, Massy Gas Products (Guyana) Limited

ANNA-MARÍA GARCÍA-BROOKS
Dip. (Mass Media and Comm.), Dip. (Business Mgmt.), EMBA
General Manager, Group Human Resources, Republic Bank Limited

RICHARD I. VASCONCELOS
Chairman, A.N.K. Enterprises Inc.

JOHNG. CARPENTER
AA, BSc (Food Sciences)
Chairman, Hand-in-Hand Group of Companies

ROY E. CHEONG
AA, FCSI, FCA, CLU
Chartered Insurer

RICHARD S. SAMMY
BSc (Military Studies), Honours MBA
Managing Director, Republic Bank (Guyana) Limited

Republic Bank (Guyana) Limited
Board of Directors

NIGEL M. BAPTISTE
BSc (Econ.) (Hons.), MSc (Econ.) – ACIB

Nigel M. Baptiste was appointed Chairman of Republic Bank (Guyana) Limited in 2013. He is the President of Republic Financial Holdings Limited and Managing Director of Republic Bank Limited. Mr. Baptiste previously served as Managing Director of Republic Bank (Guyana) Limited. He holds an MSc in Economics and has successfully completed the Harvard Business School’s Advanced Management Programme. He is a graduate of the Stonier Graduate School of Banking and an Associate of the Chartered Institute of Banking in England.

External Appointments
Mr. Baptiste is also Chairman of the Board of Republic Bank (Barbados) Limited and a Director of HFC Bank, Ghana.

RICHARD S. SAMMY
BA (Mgmt. Studies)/Hons./MBA

Richard S. Sammy was appointed Managing Director, Republic Bank (Guyana) Limited in 2015. A distinguished banker with significant regional experience in risk management, corporate and investment banking, Mr. Sammy previously served as the Regional Manager, Corporate Business Centre-South, and as Regional Manager, Investment Banking Division at Republic Bank Limited, Trinidad. Mr. Sammy holds an MBA from the Warwick Business School in the United Kingdom and a BSc (Hons.) in Management Studies from the University of the West Indies, St. Augustine.

External Appointments
Mr. Sammy is a Director of the Caribbean Association of Banks Inc., the American Chamber of Commerce - Guyana and is the immediate past Chairman of the Guyana Association of Bankers.

JOHN G. CARPENTER
BA, BSc (Food Sciences)

John G. Carpenter was appointed to the Board of Republic Bank (Guyana) Limited in 2005. He has extensive leadership experience and knowledge of the local and regional commercial industry having been involved in the management and directorship of several successful businesses. He holds a BSc in Food Sciences from Cornell University and has a keen interest in the sustainable development of business in Guyana. Mr. Carpenter is a recipient of the Golden Arrow of Achievement.

External Appointments
Mr. Carpenter is the Chairman of Hand-in-Hand Fire and Life Insurance Group of Companies and a Director of Republic Bank (Suriname) NV, Wicking and Richter Limited, Industrial Safety Equipment Inc., and Cellsmart Inc.

ROY E. CHEONG
AA, FCII, FLMI, CLU

Roy E. Cheong is a Chartered Insurer with vast management and financial matters expertise. Mr. Cheong has worked for many years in the Insurance Industry, serving as President of the Insurance Association of the Caribbean and the Insurance Association of Guyana before retiring as Managing Director of the GTM Group of Companies in Guyana. He is a Fellow of the Life Management Institute, a Chartered Life Underwriter, and a recipient of the Golden Arrow of Achievement.

External Appointments
Mr. Cheong serves on a number of boards, including the GTM Group of Companies and Banks DH Limited.

YOLande FOO
MBA

Yolande Foo was appointed to the Board of Republic Bank (Guyana) Limited as a non-Executive Director in 2008. Mrs. Foo is a retired career banker with 45 years’ experience in the fields of banking, human resource management, training, and governance. She is a former Director of the St. Joseph Mercy Hospital, a past President of the Rotary Club of Demerara, former member of the National Tripartite Committee’s sub-committee on HIV/AIDS - Workplace Education Programme, and a former Trustee of the Guyana Girl Guides Association. Mrs. Foo served as a councillor of the Consultative Association of Guyanese Industry. She continues to be actively involved in a number of humanitarian efforts and charitable ventures.

External Appointments
Mr. Foo is a Fellow of the Association of Chartered Certified Accountants.

ANNA-MARÍA GARCÍA-BROOKs
Dip. (Mass Media and Comm.), Dip. (Business Mgmt.), EMBA

Anna-Maria García-Brooks was appointed to the Board of Republic Bank (Guyana) Limited in 2016 and is the General Manager, Group Human Resources, Republic Bank Limited. Mrs. García-Brooks is a graduate of the University of the West Indies (UWI) (Mass Communications) and winner of the Pro Vice Chancellor’s Prize for General Proficiency, First Place. She holds an MBA from the Arthur Lok Jack Graduate School of Business (UWI), a post-graduate Diploma in Business Management from the UWI, and has completed executive management programmes at the University of Michigan Business School, the Wharton Business School at the University of Pennsylvania, Harvard Business School and Stanford University. In 2014, Mrs. García-Brooks was named as one of the UWI’s Distinguished Alumni.

External Appointments
Mrs. García-Brooks serves as Chairman of the Board of Catholic Media Services Limited.

SHAMEER HOOSEIN
FCIA

Shameer Hoosein was appointed to the Board of Republic Bank (Guyana) Limited in 2015 and is an accomplished business leader with more than 20 years’ experience in management. Mr. Hoosein is the Chief Executive Officer of Massy Gas Products (Guyana) Ltd (formerly Demerara Oxygen Company Limited), a position he has held since 1995 having previously served as the Finance Director of Associated Industries Limited. He is a graduate of the Richard Ivey School of Business, completing the Executive Development Program in 2005, and a Fellow of the Association of Chartered Certified Accountants.

External Appointments
Mr. Hoosein is the Chairman of Massy Security (Guyana) Incorporated and the Chairman of the Management Committee of Massy Pension Fund Plan for Guyana. He also holds several directorships in the Massy Group of Companies in Guyana and Jamaica.

RICHARD M. LEWIS
DBA

Richard M. Lewis was appointed to the Board of Republic Bank (Guyana) Limited in 2014 and is also the Executive Chairman of Label House Group Limited, the largest specialist label and packaging printer in the Caribbean. Mr. Lewis holds a BA with Honours from the University of Western Ontario Richard Ivey School of Business and is a graduate of the Newcastle Institute of Technology. He is also a Director of Republic Bank (Grenada) Limited and Republic Securities Limited.

External Appointments
Mr. Lewis is the Chairman of Prestige Business Publications, Ceramic Trinidad Limited and The Beacon Insurance Company Limited.

RICHARD I. VASCONCELLOS

Richard Vasconcellos has significant expertise in banking, having been involved in international banking for more than 15 years, during which he held many senior management positions including that of Senior Vice President of Commerce Bank NA.

External Appointments
Mr. Vasconcellos is the President of A.N.K. Enterprises, incorporated in Miami, Florida, and a shareholder and Managing Partner of Carb Híbricas Development (USA). Locally, he serves on the Board of Cellsmart Inc. and Santa Fe (Guyana) Limited.
Republic Bank (Guyana) Limited

RICHARD S. SAMMY
Managing Director

Richard S. Sammy was appointed Managing Director, Republic Bank (Guyana) Limited in 2015. A distinguished banker with significant regional experience in risk management, corporate and investment banking, Mr. Sammy previously served as the Regional Manager, Corporate Business Centre-South, and as Regional Manager, Investment Banking Division at Republic Bank Limited, Trinidad. Mr. Sammy holds an MBA from the Warwick Business School in the United Kingdom and a BSc. (Hons.) in Management Studies from the University of the West Indies, St. Augustine.

Republic Bank (Guyana) Limited Executive Management

DENISE HOBBs
Dip. (Bus. Mgmt.)
General Manager, Operations

DENISE HOBBs

Denise Hobbs, General Manager, Operations, is a career banker with extensive Branch Network, Branch Operations and Internal Audit experience, and has served the Republic Bank Group for more than 35 years. Well-qualified in Business Management and Administration, Ms. Hobbs was appointed to her current position in 2010 and holds an International Diploma in Business Management / Administration (High Merit) from Cambridge International College.

DENISE HOBBs
Parbatie Khan, General Manager, Credit, has more than 35 years of experience in the banking industry; the greater part of which have been spent in the Credit stream with exposure to retail, commercial and corporate credit. Of these years, 20 were in the area of Corporate Financing. Mrs. Khan holds an MBA from Heriot-Watt University and a Diploma in Business Management from the University of the West Indies. She is also an Associate of the Chartered Institute of Bankers.

PARBATIE KHAN
Dip. (Bus. Mgmt.), MBA, ACIB
General Manager, Credit

PARBATIE KHAN

Denise Hobbs, General Manager, Operations, is a career banker with extensive Branch Network, Branch Operations and Internal Audit experience, and has served the Republic Bank Group for more than 35 years. Well-qualified in Business Management and Administration, Ms. Hobbs was appointed to her current position in 2010 and holds an International Diploma in Business Management / Administration (High Merit) from Cambridge International College.
Republic Bank (Guyana) Limited
Profile

SENIOR MANAGEMENT
Managing Director
Richard S. Sammy, BSc Mgmt. Studies (Hons.), MBA

General Manager, Credit
Parbatie Khan, Dip. (Business Mgmt.), AICB, MM

General Manager, Operations
Denise Hobbs, Dip. (Business Mgmt.)

MANAGERS
Senior Manager, Corporate and Commercial Credit
Sasenarin Jagannan, AICB, Dip. (Bkg. and Fin.)

Manager, Branch Operations
Jadonoozath Periasu, Dip. (Bkg. and Fin.), MBA

Assistant Manager, Branch Operations
Gail Harding, AICB

Corporate Manager, Corporate and Commercial Credit
Carla Roberts, BSc (Accountancy)

Credit Manager, Corporate and Commercial Credit
Diane Young

Manager, Finance and Planning
Verniesha Thompson, BSc (Mgmt.) (Dist.), FCFA, MBA

Manager, Human Resources
Shirminne Mendonca, BSc (Biology), PGDip. (Evaluations), MBA

Assistant Manager, Human Resources
Joann Williams, B.A (English)

Manager, Corporate Operations
Denys Benjamin, AICB

Manager, Legal Services
Christine McGowan, LL.B (Merr), LL.B (Chtr.), LEC (Norm.), AICB, CYMWE

Senior Manager, Head Office
Nidhi Jomes, Dip. (Ecology), LEC, L.M. (Merr), CYMWE

Manager, Marketing and Communications
Michelle Johnson, AICD, MKC (Dist.), PG Dip. COPR, BSc (Mgmt.) (Credit)

Manager, Branch Support Services
Erika Jeffrey, BSc - Letter of Accomplishment

Manager, Information Technology
Yonniette Greaves, Dip. (Mgmt. Info. Systems) LIMIS

Assistant Manager, Information Technology
Yugirath Mohabir, AICB

Manager, Internal Audit,
Seconded to Republic Bank (Suriname) N.V.
Stanton Grant, BSc (Econ.), AICB

Manager, Internal Audit
Oral Rose, Dip. (Marketing), BSc (Mgmt.) (Dist.), AICB

Manager, Enterprise Risk Management
Michael Ram, AICB

Manager, Special Unit
Kareem Assainah, AICB, AICB, BSc (Mgmt.) (Dist.), BSc (Fin. Mgmt.)

BANKING OFFICES
ANNA REGINA BRANCH
Manager
Guitree Ramsamooj, CAT, Certified Credit Professional

CAMP STREET BRANCH
Manager
Harry Chase Ghani, AICB - Letter of Accomplishment, Certified Credit Professional

CORRIVERTON BRANCH
Manager
Sasenarine Bindranath, Dip. (Business Law) (ICM), AICB

D'EDWARD BRANCH
Manager
Joel Singh, AICB

DIAMOND BRANCH
Manager
Allison McLean-King, AICB, Certified Credit Professional

VREED-EN-HOOP BRANCH
Manager
Eon Grant, BComm., AICB

WATER STREET BRANCH
Manager
Randolph Seals, Business Group Cert. (ICM), Dip. (Marketing), Certified Credit Professional, Wharton Leadership Programme Certificate, MBA Stonier Graduate School of Banking Diploma, AICM, MBA

LETHEM BRANCH
Manager
Nadia Khedaroo, AICB, Dip. (Public Mgmt.), BSc (Public Mgmt.)

LINDEN BRANCH
Manager
Nadia Khedaroo, AICB, Dip. (Public Mgmt.), BSc (Public Mgmt.)

NEW AMSTERDAM BRANCH
Manager
Imran Saccoor, Dip. (Marketing), MBA

ROSE HALL BRANCH
Manager
Doodmattee Bhussararam, AICB, Certified Credit Professional

TRIUMPH BRANCH
Manager
Bibi Shaliza Seeperarasu, AICB, Certified Credit Professional, MBA

VREED-EN-HOOP BRANCH
Manager
Eon Grant, BComm., AICB

WATER STREET BRANCH
Manager
Randolph Seals, Business Group Cert. (ICM), Dip. (Marketing), Certified Credit Professional, Wharton Leadership Programme Certificate, MBA Stonier Graduate School of Banking Diploma, AICM, MBA

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Randolph Seals, Business Group Cert. (ICM), Dip. (Marketing), Certified Credit Professional, Wharton Leadership Programme Certificate, MBA Stonier Graduate School of Banking Diploma, AICM, MBA
Republic Bank (Suriname) N.V.
Supervisory Board of Directors

SHAZAN ALI
BSc (Hons.) (Mechanical Eng.)
Chairman and Chief Executive Officer, TOSI Engineering Limited

JOHN G. CARPENTER
BSc (Food Sciences)
Chairman, Hand-in-Hand Group of Companies

HANS RUDOLF LIM A PO
LLB (Master of Laws)
Director FHR Lim A Po Institute for Social Studies

JOSEPH NASROT
BSc (Econ) (Hons.), MSc (Credit)
Managing Director, Republic Bank (Suriname) N.V.

DERWIN M. HOWELL
BSc (Elect. Eng.) (Hons.), MSc (Tele. Systems), Executive MBA, WIT, MIEEE, C.Eng.
Executive Director, Republic Bank Limited

RAJENDRA PAHLADSINGH
RA (Registered Accountant)
Financial and Management Consultant UN/Pahladsingh Consultancy

MICHELLE PALMER-KEIZER
Dip. (Business Mgmt.), Adv. Dip. (Marketing Mgmt.), MBA
General Manager, Group Marketing and Communications, Republic Bank Limited
Republic Bank (Suriname) N.V.
Supervisory Board of Directors

SHAZAN ALI
BSc (Mechanical Eng.) (Hons.)

Shazan Ali was appointed to the Republic Group Board of Directors in 2010. He is the Chief Executive Officer of TOSL Engineering Limited and has a wealth of experience in the energy industry, having spent more than 3 decades developing TOSL, Engineering into a world-class operation with interests in the wider Caribbean, the Guianas and Sub-Saharan Africa.

External Appointments
Mr. Ali is a Council Member of the Energy Chamber of Trinidad and Tobago (ECTT). In this role, he aims to fashion a more proactive energy services sector that will redound more financial benefits to Trinidad and Tobago’s economy. He is also a Director of Republic Bank Limited and Republic Bank (Suriname) N.V.

SEAN HUSAIN
BSc (Econ) (Hons.); MSc (Credit)

Sean Husain, Managing Director, Republic Bank (Suriname) N.V., brings significant experience in the area of corporate banking, having served most recently as General Manager, Corporate and Commercial Credit, Republic Bank (Barbados) Limited for the past 14 years. Mr. Husain is a graduate of the University of Guyana with a BSc (Hons.) in Economics and holds an MSc in International Financial Management from the University of London, United Kingdom.

JOHN G. CARPENTER
BSc (Food Sciences)

John G. Carpenter was appointed to the Board of Republic Bank (Suriname) N.V. in August 2015. He has extensive leadership experience and knowledge of the local and regional commercial industry having been involved in the management and directorship of several successful businesses over the years. He holds a BSc Food Sciences and has a keen interest in the sustainable development of business in Guyana.

External Appointments
Mr. Carpenter is the Chairman of Hand in Hand Fire and Life Insurance Group of Companies and is also a Director of Republic Bank (Guyana) Limited, Wieting and Richter Limited, Industrial Safety Equipment Inc., and Cellomart Inc.

DERWIN M. HOWELL
BSc (Elec. Eng.) (Hons.); MSc (Tele. Systems); Executive MBA, SAEIDE, MCT C.Eng.

Derwin M. Howell was appointed an Executive Director of Republic Bank Limited in 2012. He also serves as a Director on the Boards of Republic Bank (Barbados) Limited and Republic Bank (Suriname) N.V. Mr. Howell holds a BSc in Electrical Engineering (First Class Honours) and an Executive MBA both from the University of the West Indies. He holds an MSc in Telecommunications Systems from the University of Essex and is a graduate of the Harvard Business School Advanced Management Program (AMP). He is a Senior Member of the Institute of Electrical and Electronic Engineers (SWEIEEE), a Member of the Engineering Council of the United Kingdom (Chartered Engineer) and a Member of the Institution of Engineering and Technology (MIET).

External Appointments
Mr. Howell is the Chairman of Habitat for Humanity Trinidad and Tobago and a Chancellor’s Representative on the UWI St. Augustine Campus Council.

HANS RUDOLF LIM A PO
LLM (Master of Laws)

Hans Rudolf Lim A Po was appointed to the Board of Republic Bank (Suriname) N.V. in 2015. He studied law at the University of Leiden in the Netherlands from 1958 to 1963, and has practiced law privately in Suriname from 1963 to 1981. During that period, he held various public and private positions, including Member of the Bar Association, President of the National Labour Mediation Board, Member of the First (1975) and President of the Second Constitutional Committee (1980), Member (1965) and President of the National Boundary Dispute Settlement Committee (1970-1980), as well as Member and President of a number of non-executive corporate boards. From 2004 to 2007, Mr. Lim A Po served as co-agent for the Republic of Suriname in the maritime boundary arbitration between Suriname and Guyana. Mr. Lim A Po represented Suriname in various matters before the Inter-American Human Rights Commission and Court from 2006 to 2011 and served as Chairman of the Social Economic Council of Suriname from 2009-2011.

External Appointments
Mr. Lim A Po is a member of the CARICOM Competition Commission and also serves as Chairman or Member on a number of Executive Corporate Boards. In 2000, he established the FHR Lim A Po Institute for Social Studies (FHR), of which he is a Director, as a not-for-profit private institution that serves the community as an academic and professional training ground and platform for debate on societal issues.

RAJENDRA PAHLADSINGH
BA (Registered Accountant)

Rajendra Pahladsingh was appointed to the Board of Republic Bank (Suriname) N.V. in 2015. Mr. Pahladsingh is a career accountant with more than 35 years of experience in the field of Accountancy and Business Economics and is currently a Management Consultant at L.N.P Consultancy in Paramaribo. He has been a qualified member of the Dutch Institute of Registered Accountants since 1982, and has been a member of the Dutch Professional Organization of Accountants (NBA) since 2012. Mr. Pahladsingh is a graduate of the State University of Groningen, in the Netherlands, with a BSc in Business Economics.

MICHELLE PALMER-KEIZER
Dip. (Business Mgmt.), Adv. Dip. (Marketing Mgmt.), MABE

Michelle Palmer-Keizer was appointed to the Board of Republic Bank (Suriname) N.V in 2018. She is the General Manager, Group Marketing and Communications, is a marketing professional with extensive experience in Credit Card business, Product and Research Development, Financial Product Management, Operational Management, and Strategic Management. A past President of the Trinidad Hotels, Restaurant and Tourism Association (THRTA), Ms. Palmer-Keizer is a current member of the Association of Business Executives, from which she was awarded the World Prize for Quantitative Methods.
Republic Bank (Suriname) N.V. Executive Management

MONTAGUE D. MCLEOD
Director, Corporate Banking

MONTAGUE MCLEOD
Montague McLeod, Director, Corporate Banking, is a career banker with significant expertise in the retail, wholesale, medical, transportation, and mining sectors. Mr. McLeod has lived and worked in the USA and Venezuela. He is also a member of the Board of Banking Network Suriname N.V. (BNETS).

LILIAN LEEFLANG
LL.M.
Director, Retail Banking

LILIAN LEEFLANG
LL.M.
Lilian Leeflang, Director, Retail Banking, has more than two decades of experience in Commercial Banking, Sales and Corporate Lending, and Relationship Management at the senior level, and has successfully managed the investment portfolios of several multi-corporations, the Government of Suriname, and Government-affiliated companies. Ms. Leeflang holds an LL.M. from Anton de Kom University of Suriname.

Managing Director

SEAN HUSAIN
BSc (Econ) (Hons), MSc (Credit)
Managing Director,
Republic Bank (Suriname) N.V.

SEAN HUSAIN
Sean Husain, Managing Director, Republic Bank (Suriname) N.V., brings significant experience in the area of corporate banking, having served most recently as General Manager, Corporate and Commercial Credit, Republic Bank (Barbados) Limited for the past 14 years. Mr. Husain is a graduate of the University of Guyana with a BSc (Hons.) in Economics and holds an MSc in International Financial Management from the University of London, United Kingdom.
**Republic Bank (Suriname) N.V.**

**Profile**

**EXECUTIVE MANAGEMENT**
- **Managing Director**
  - Sean Hulain, BSc (Econ) (Hons), MSc (Credit)

**Director, Business Banking**
- Montague Mc Leod

**Director, Retail Banking**
- Lillian Leeflang, Cs.M

**SENIOR MANAGEMENT**
- **Senior Relationship Manager**
  - Malti Ramsunderingh, MSc (Econ.)
  - Tanya Kartokromo, MSc (Econ.)

**Manager, Service Delivery and IT**
- Faziel Ilahibaks

**Manager, Financial Accounting**
- Soerinder Bharosa

**Manager, Change Management**
- Shantie Ramoutar, MIM

**Manager, Compliance**
- Kafi Grey

**Manager, Branch Operations, Retail Banking**
- Suresh Bahadoersingh, MSc (Econ.)

**Manager, Treasury (Ag.)**
- Clint Fazal-Alikan, M.A

**Manager, Regulatory Compliance and Legal Services**
- Linda Linger, Cs.M

**Manager, Internal Audit (On Assignment)**
- Stanton Grant

**Manager Reliefs**
- Winiska Sewnarain

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<tr>
<th>BRANCH MANAGER</th>
<th>BUSINESS BANKING</th>
<th>OTHER</th>
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<tbody>
<tr>
<td>Branch Manager, Kernkampweg</td>
<td>Relationship Manager, Business Banking</td>
<td>Manager, Premises Service and Delivery</td>
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<tr>
<td>Julia Libretto</td>
<td>Dominique Flemming</td>
<td>Romeo Tjong A Hung</td>
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<tr>
<td>Branch Manager, Van ‘t Hogehuysstraat</td>
<td>Manager, Special Loans, Business Banking</td>
<td>Manager IT Infrastructure</td>
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<tr>
<td>Fares Ragunath, MSc (Econ.), CAT 2</td>
<td>Ethel Dunker</td>
<td>Aniel Ramdoel</td>
</tr>
<tr>
<td>Branch Manager, Nickeriestraat</td>
<td>Relationship Manager, Business Banking</td>
<td>Manager IT Technical System Analyst</td>
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<tr>
<td>Harold Wong Fat</td>
<td>Randall Wip</td>
<td>Marlon Karpedjo</td>
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<tr>
<td>Branch Manager, Jozef Israelstraat</td>
<td>Relationship Manager, Business Banking</td>
<td>Manager Relief</td>
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<tr>
<td>Lil Kalloe</td>
<td>Shakita Kali</td>
<td>Astrid Sheikariem</td>
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<tr>
<td>Branch Manager, Kerkplein, Head Office (Assistant)</td>
<td>Relationship Manager, Business Banking</td>
<td>Manager Admin and BPSI (on Assignment)</td>
</tr>
<tr>
<td>Paul Zuidveen, MSc (Econ.)</td>
<td>Vyaija Mohan, B.Ec</td>
<td>Reeda Femeke</td>
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</table>

**RETAIL BANKING**
- Manager, ECPD, Retail Banking
- Seema Mahasingh

**Manager Internal Audit (On Assignment)**
- Stanton Grant

**Manager Reliefs**
- Winiska Sewnarain

**Manager, Managing Customer Service, Retail Banking**
- Sandjae Manurat
Republic Bank (Ghana) Limited
Board of Directors

CHARLES W. ZWENNES
LL.B., LL.M. (Corporate and Commercial Law)
Chairman

NIGEL M. BAPTISTE
BSc (Econ.) (Hons.), MSc (Econ.), ACIB
Director, Republic Bank (Ghana) Limited
Managing Director, Republic Bank Limited

MICHAEL ADDO
MBA (Finance), MSAT (Insurance), BA (Econ.)
Non-Executive Director

DAVID DULAL-WHITEWAY
BSc (Mgmt. Studies) MBA
Non-Executive Director

PAUL KING ARYENE
BA (Modern History), Dip. (Diplomacy), Dip. (Investment Analysis)
Non-Executive Director

EBENEZER TETTEH TAGOE
BSc (Administrative Accounting) (ACCA), (FCOA)
Non-Executive Director

CHARLES W. ZWENNES
LL.B., LL.M. (Corporate and Commercial Law)
Charles William Zwennes was appointed Chairman of the Board of Republic Bank (Ghana) Limited in April 2017. He is a Barrister-at-Law of England & Wales, a Barrister & Solicitor of the Superior Courts of Ghana, and is currently a partner at Gaise Zwennes Hughes & Co., Private Practitioners.

Mr. Zwennes is a member of the American Society of International Law (ASIL), Institute of Advanced Legal Studies (IALS), Chartered Institute of Arbitrators, Commonwealth Law Bulletin, Honourable Society of Gray’s Inn and the Ghana Bar Association.

ANTHONY JORDAN
EMBA, BSc (Mgmt.), ACIB
Anthony Jordan, Managing Director of Republic Bank (Ghana) Limited (RBGH) is a career banking professional with more than 30 years of experience in Corporate Finance, Trade Finance, Investment Banking and Risk Management. Mr. Jordan holds an MBA and a BSc Management Studies from the University of the West Indies, St. Augustine, and is also an Associate of the Chartered Institute of Bankers, London (ACIB).

External Appointments
Mr. Jordan serves as a Director for Republic Investments Limited, HFC Venture Capital Fund, Republic Boafo Limited, HFC Realty Company Limited, RBGH and UG - HFC.

MICHAEL ADDO
MBA (Finance), MSAT (Insurance), BA (Econ.)
Non-Executive Director

Mr. Addo holds an MBA Finance from the Johnson Graduate School of Management, Cornell University; an MSAT (Insurance) from Barney School of Business, University of Hartford, and a BA Economics from the Bates College.

DAVID ADDO-ASHONG
BSc (Mgmt. Studies)/MBA
Non-Executive Director

Mr. Addo-Ashong was appointed to the Board of Republic Bank (Ghana) Limited Board in June 2018. A Senior Partner at Ashong Benjamin & Associates, he is a Member of Ghana Bar Association and holds an LLB from the University of Ghana, Legon and a BSc from the Ghana Law School.

He has held several key positions at various organizations including the Office of the Ombudsman, First Atlantic Merchant Bank, Merchant Bank (Ghana) Limited (now UNIB), and Home Finance Company Limited (now Republic Bank Ghana).

External Appointments
Mr. Addo-Ashong serves as a Director at Afina Asset Management Limited, Econet Ghana Limited, AGM Petroleum Ghana Limited, and Republic Investment Services Limited. He also serves on the Ghana Olympic Committee and is the President of the Ghana Basketball Association.

DAVID DULAL-WHITEWAY
BSc (Mgmt. Studies)/MBA
Non-Executive Director

Mr. Dulal-Whiteway retired as Managing Director of the Republic Bank Group in February, 2016. He was a Director on several boards of the Republic Bank Group and is Chairman of The Foundation for the Enhancement and Enrichment of Life (FEEL), a non-profit organization. He is a seasoned banker with over 25 years’ experience in banking.

Mr. Dulal-Whiteway holds a BSc in Management Studies from the University of the West Indies (UWI) and an MBA from the University of Western Ontario. Mr. Dulal-Whitey was appointed to the HFC Bank (Ghana) Limited Board in April, 2013 as a representative of Republic Financial Holdings Limited.
Republic Bank (Ghana) Limited
Board of Directors

PAUL KING ARYENE
BA (Modern History), Dip. (Diplomacy), Dip. (Investment Analysis)

Paul King Aryene was appointed to the Board of Republic Bank (Ghana) Limited in April 2015. A diplomat of high repute, Mr. Aryene has served in various positions at both the Ministry of Foreign Affairs and Overseas Missions. He has served as the Ambassador to the Federal Republic of Germany with concurrent accreditation to Estonia, Latvia and Lithuania.

Mr. Aryene holds a Degree from the University of Ghana, Diploma in Diplomacy from the University of Nairobi, and a Diploma in Investment Analysis from the Research Institute of Investment Analyses, Malaysia.

EBENEZER TETTEH TAGOE
BSc Administration (Accounting) (ACCA) (FCCA)

Ebenezer Tetteh Tagoe was appointed to the Board of Republic Bank (Ghana) Limited in April 2015. He has significant experience in Accounting and Administration, has served in various management positions with the United Nations World Food Programme, Peat Marwick Mitchell (London) and Mobil Oil Ghana Ltd, and was the Board Chairman of the State Enterprises Audit Corporation, a corporation established to audit state organisations.

Mr. Tagoe holds a BSc Administration (Accounting) from the University of Ghana and is a Fellow (of ) Chartered Association of Certified Accountants (FCCA).

External Appointments
Mr. Tagoe is also a Board Member of Adisadel College and Council Member of Accra Ridge Church.

Managing Director

FARID ANTAR
Managing Director, Republic Bank (Ghana) Limited

FARID ANTAR
Farid Antar, Managing Director of Republic Bank (Ghana) Limited (RBBG), is a career banker with more than 39 years service to the Bank. He is the current Chairman of Republic Caribbean Investments Limited, Atlantic Financial Limited, and Republic Bank (Suriname) Holdings Limited. Mr. Antar is also a Director of G4S Holdings (Trinidad) Limited, London Street Project Company Limited and is a Trustee of the Caribbean Court of Justice Trust Fund. Mr. Antar is an Associate of the Chartered Institute of Bankers of the UK ( ifs School of Finance) and a Fellow of the Institute of Chartered Secretaries and Administrators, UK.

He attained a Certificate in Business Excellence from the Columbia Business School and a Diploma from the School of Bank Marketing and Management from the American Bankers Association.
Republic Bank (Ghana) Limited

Executive Management

BEATRIX AMA AMOAH
L.L.B., B.L., MBA
Company Secretary

Charles Agyeman Bonsu, General Manager, Technology and Business Systems Support, has more than 30 years of experience in Banking, Information and Communication Technology, Housing and Real Estate Financing, and Management, including 15 years exclusively spent within the housing finance industry at Fannie Mae in the United States, serving in various roles in Mortgage Backed Securities (MBS) Acquisitions, Management Information Systems (MIS), MBS Operations, and MBS Settlement System (GATES) for the Ghana Stock Exchange. Mr. Bonsu holds a BBA in Accounting from Howard University, Washington DC and an MBA in Management Information Systems from the University of Maryland, USA.

Paula Baldwin, General Manager, Retail Banking, is a career banker with extensive Retail banking experience. Ms. Baldwin holds a Diploma in Business Management from the University of the West Indies and a Diploma in Project Management from the University of the West Indies.

Benjamin Dzoboku, General Manager, Finance and Strategy, has significant financial services experience, serving at various times in his career as a Senior Internal Auditor; Head, Risk Management; Group Head – Internal Audit; Financial Controller; Treasurer, and General Manager, Banking Operations. Mr. Dzoboku holds an MBA in Financial Management from St. Clements University, UK, and an MBA from the Ghana Institute of Management and Public Administration (GIMPA). He is a Chartered Accountant (ICA, Ghana), a Fellow of the Institute of Financial Accountants (UK), and a member of the Chartered Institute of Taxation (ICT, Ghana) and Certified Fraud Examiners (CFE, USA).

Beatrice Ama Amoah, Company Secretary, has significant legal expertise as the former Head of Mortgage Department and Legal Department of HFC Bank Ghana Ltd before assuming her current role in 2015. A member of the Ghana Bar Association, Ms. Ama Amoah holds an LL.B. (Hons) at University of Ghana, a B.L. from the Ghana School of Law and an MBA from Aston Business School at UK. She has worked with the Regeneration Team of the Legal Department of the London Borough of Hackney where she served as a member of various economic regeneration project teams providing legal representation and advising on a broad spectrum of issues ranging from property matters to the selection of development partners.

Kalawatee Bickramsingh, General Manager, Risk Management, has more than 35 years of banking experience, 15 of which have been in Corporate Banking. She was a member of the Credit Risk Management team at Republic Bank Trinidad for four years prior to her joining Republic Bank (Ghana) Limited in 2018. During her tenure at Credit Risk Management she facilitated several Credit Analysis Techniques programmes across the Group. Ms. Bickramsingh is a member of the Chartered Professional Accountants (CPA) Nova Scotia, Canada and the Institute of Chartered Accountants of Trinidad and Tobago (ICATT). She holds an MBA from the Heriot Watt University and a Diploma in Financial Management from ACCA. She also holds a Diploma (Honours) in the Business Program for Bankers from the Institute of Canadian Bankers.

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Peter Larbi-Yeboa, General Manager, Republic Investment Services, has a depth of experience in the debt and capital markets, having been involved in, and led, several bond issuance programmes for Republic Bank (Ghana) Bank, and has successfully managed risk with swap transactions under ISDA agreements. He has served in a number of key roles in Treasury and Investments and holds a BA in Economics (Hons) from the University of Lincoln and an MBA (Fin.) from the University of Nottingham (UK). Mr. Larbi-Yeboa is a Non-Executive Director of Republic Securities Ltd and is currently the Chairman of the Board of Trustees for Republic Bank’s Occupational Pension Scheme and the Tier 3 Pension Scheme.

Beatrix Ama Amoah, Company Secretary, has significant legal expertise as the former Head of Mortgage Department and Legal Department of HFC Bank Ghana Ltd before assuming her current role in 2015. A member of the Ghana Bar Association, Ms. Ama Amoah holds an LL.B. (Hons) at University of Ghana, a B.L. from the Ghana School of Law and an MBA from Aston Business School at UK. She has worked with the Regeneration Team of the Legal Department of the London Borough of Hackney where she served as a member of various economic regeneration project teams providing legal representation and advising on a broad spectrum of issues ranging from property matters to the selection of development partners.

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### Republic Bank (Ghana) Limited Profile

#### EXECUTIVE MANAGEMENT
- **Managing Director**
  - Anthony Jordan, EMBA, BSc (Mgmt.), ACIB
- **Company Secretary**
  - Beatrice Anna Ama Anoah, LIL, BL, MBA
- **General Manager, Finance and Strategy**
  - Benjamin Dzoboku, MBA (Fin. and Mgmt.), Master’s (Public Admin), ICA, AIM, CFE
- **General Manager, Risk Management**
  - Kalawatee Bickramsingh, MA (Bus. Admin), Dip (Financial Management), Dip (Business Programs), CFA, ICATT
- **General Manager, Technology and Business System Support**
  - Charles Bonsu, MBA (Accounting), MBA
- **General Manager, Retail Banking and Marketing and Communications**
  - Paula Baldwin, Dip. (Business Mgmt.), Cert. (Project Mgmt.)
- **Senior Manager, Human Resources**
  - Francois Salah Brown, Dip. (Journelists), BA Hon. (HRM), MSc, APMP
- **Senior Manager, Corporate Banking**
  - Rodney N. A. Saint Acquaye, BSc (Agric.), EMBA, ACIB
- **General Manager, Republic Investments Services**
  - Peter Larbi Yeboah, BA (Econ. and Business), MBA (Fin.)
- **General Manager, Republic Boafo Microfinance**
  - Kofi Aygevemi Boaitey, LIL, BL, ACIB

#### HEAD OFFICE DEPARTMENTS
- **Internal Auditor**
  - Joseph Larvia Akwasi, MBA (Fin.), ICAG, ACIV
- **Senior Manager, Compliance**
  - Amiel Codjo, BA (Law and Linguistics), LIL, BL
- **Senior Manager, Treasury & Institutional Banking**
  - Nana Yaa Kutora Faaikal, BSc (Banking and Finance), MBA (HR., Bkg. and Fin.), ACIB

#### EXECUTIVE MANAGEMENT (continued)
- **General Manager, Legal**
  - Hans Abboud Awute, BA (Political Science and Religions), LIL, BL
- **Senior Manager, Finance**
  - Ferguson Ofosu-Atta, BSc (Accounting), ICAG, ACIB
- **Senior Manager, Technology**
  - Samuel Diakra, BSc (Computer Science), BSc (Engineering & Project Mgmt.), PGCE, ITIL
- **Senior Manager, Recreations & Collections**
  - Douglas Sarkodie Ayegyemang, BSc (Accounting), ACCA
- **Manager, Credit Risk**
  - Emmanuel Fobri, BSc (Econ.), PGCE, MBA (Fin.), ACCA
- **Manager, Credit Administration**
  - George Tseleka Leigh, BSc (Social Sciences), EMBA (Marketing)
- **Manager, International Trade Services**
  - Philip Louis Abadision, Dip. (Accounting), BSc (HRM), MBA (HRM)
- **Manager, Operational Risk**
  - Randy Osei-Pipim, BSc (Electrical and Electronic Engineering), CSBA, ISACA, CIMA
- **Manager, Strategic Planning and Research**
  - Elvis Agyei Boakye, BSc (Economics), MA (Economics Policy Mgmt.)
- **Manager, Administration**
  - Alfred Ntonno, BSc (Building Technology), MBA (Project Management)

#### ZONAL MANAGERS (RETAIL BANKING)
- **Accra Zone**
  - Jessica Banson Dziarm, BSc (Business Administration), MBA (Project Mgmt.)
- **Tema Zone**
  - Daniel Obeng, BSc (Business Administration), MBA (Marketing)
- **Central Zone**
  - Festus Tornam Habada, BSc (Marketing), MBA (Marketing), MM (Finance)
- **Western Zone and Northern Zone**
  - Kwabena Sarfo Mamee, BSc (Banking and Finance), ACIB

#### REPUBLIC INVESTMENTS SERVICES LIMITED
- **Deputy General Manager, Republic Investments**
  - Divine Stanley Agbala, BSc (Accounting), MA (Finance)
- **Company Secretary, Republic Investments**
  - Patience Enyiniam Akosu, BSc (French and Spanish), LL.B., QCL
- **Head, Accounts**
  - Martin Akente, BSc (Accounting), BSc (Accounting with Finance), ACCA
- **Head, Asset Management**
  - Edwin Gyamfi, BSc (Accounting), BSc (Accounting)
- **Head, Managed Funds**
  - Lydia Mirem, BSc (Accounting), MBA (Finance)

#### REPUBLIC SECURITIES BROKERAGE
- **Chief Executive Officer**
  - Madeline Nettley, BSc (Mathematics), MBA (Finance)

#### REPUBLIC BOAFO LIMITED
- **General Manager, Savings, Marketing and Administration**
  - Ewuline Osei Tutu, BSc (Business Administration), MA (Marketing Strategy)
- **Company Secretary, Republic Boafo**
  - Jacqueline Borko, LL.B., LL.L.
**Statement of Corporate Governance Practices**

**INTRODUCTION**
On December 16, 2015, Republic Financial Holdings Limited was established in order to facilitate the restructurings of the Republic Group. This restructurings was effectuated by a Vesting Order under the Financial Institutions Act, Chap 7906, of the Laws of Trinidad and Tobago, successfully bringing the structure of the Republic Group in line with international best practices to facilitate future growth.

Republic Financial Holdings Limited is the financial holding company and parent of all the banks in the Group i.e Republic Bank Limited, Republic Bank (Guyana) Limited, Republic Bank (Barbados) Limited, Republic Bank (Grenada) Limited, Republic Bank (Ghana) Limited (formerly HFC Bank (Ghana), Republic Bank (Suriname) N.V, and Republic Bank (Cayman) Limited.

The Board of Directors of Republic Financial Holdings Limited (the “Board”) continues to be committed to maintaining the highest standards of corporate governance. To this end, we continuously monitor and update as necessary our internal systems in order to ensure standards reflect best international practice tailored to the specific needs of the members of the Group. In this regard, Republic Financial Holdings Limited has adopted the Trinidad and Tobago Corporate Governance Code on the ‘apply or explain’ basis.

**OBJECTIVES**
The role of the Board is to provide leadership, enterprise, integrity and good judgement in guiding the Group to achieve growth and deliver long term sustainable shareholder value. The Board sets the strategic objectives for the Group and provides oversight and control. Implementation of the strategy is delegated to management under the leadership of the President of Republic Financial Holdings Limited.

Entrepreneurial leadership is encouraged within a framework of prudent and effective controls that enable risk to be assessed and managed. Short term objectives are balanced carefully against the need for long term growth.

The Board acts in the best interests of the Group and its stakeholders, guided by a philosophy that is based on good governance, transparency, accountability and responsibility. The Group’s Core Values of Customer Focus, Integrity, Respect for the Individual, Professionalism, and Results Orientation are set by the Board to ensure that the Group’s obligations to its shareholders, employees, customers and the societies it serves, are met. Integrity and trust are the cornerstones of the business of banking and finance and the Board manages the Group and makes decisions that uphold these ideals at all times.

The Board recognises that it is the quality of its staff that differentiates it from its competitors, and creates value for its customers and investors. The Board is responsible for ensuring that its management and staff do things in the right way by setting the required tone from the top, by living the Republic culture and upholding the Core Values in everything it does and ensuring they are reflected in the decisions the Board makes. The Board holds the Group Executive Management to account for and uphold these Core Values thereby creating a culture in which doing the right thing is integral to the way Republic Financial Holdings Limited operates globally. The Group’s Ethics and Operating Principles confirm the commitment of the Board to strive for the highest standards of conduct within the Group.

**RESPONSIBILITIES**
The Group has 10 principles of corporate governance that summarise the objectives of the Board and provide a framework for the manner in which it functions and discharges its responsibilities:

- **Principles**
  1. Lay solid foundation for management and oversight
  2. Structure the Board to add value
  3. Promote ethical and responsible decision making
  4. Safeguard integrity in financial reporting
  5. Make timely and balanced disclosure
  6. Respect the rights of shareholders
  7. Recognise and manage risk
  8. Encourage enhanced performance
  9. Remunerate fairly and responsibly
  10. Recognise the legitimate interests of stakeholders

Within the scope of these Principles the responsibility of the Board of Directors is further refined to include the following duties:-

- Setting the strategic aims and reviewing and approving corporate strategy
- Selecting, compensating and monitoring, and where necessary, replacing key executives and overseeing succession planning
- Ensuring the Group has the appropriate organisational structure in place to achieve its objectives
- Approval of an overall risk appetite framework for the Group
- Reviewing and approving systems of risk management and internal compliance and control and legal compliance
- Monitoring the effectiveness of corporate governance practices and updating organisational rules and policies in step with industry changes
- Approving and monitoring the progress of major capital expenditure, capital management and acquisitions and divestitures
- Ensuring the integrity of accounting, financial and non-financial reporting
- Establishing Values for the Group and approving of Codes of Conduct and Ethics

The Board is committed to facilitating the ownership rights of all shareholders, including minority shareholders and institutional investors. Provision is made for shareholders to have the opportunity to engage with the Group and participate effectively in Annual and Special Meetings through the provision of proxies. External Auditors and members of Senior Management and the Board are available at meetings with shareholders to respond to shareholder questions.

The Group’s strategies, policies, agreed management performance criteria, and business plans are defined and measurable in a manner which is precise and tangible both to the Board and Management. In turn, these performance expectations and business plans are disseminated to each subsidiary. The Group’s affairs are subject to comprehensive assessment against accurate and relevant information, both financial and non-financial as appropriate, obtainable not only from the Group’s internal reporting systems but from external sources as well so that informed assessment can be made of issues facing the Board.

The Board of Directors complies with the Model Code for Securities Transaction by Insiders of Listed Companies issued by the Trinidad and Tobago Stock Exchange Limited. Strict guidelines are provided by the Group for the occasions when it may be perceived that Directors and Officers have special knowledge, and dealing in the entity’s shares during those occasions is prohibited. The purchase or sale of shares by an insider requires the prior consent of the Corporate Secretary, and transactions are tabulated for the information of the Board of Directors. All Directors are routinely reminded of their obligations under the Code for Dealing in The Republic Financial Holdings Limited Group securities.

The Board also has a disclosure policy designed to provide for accurate, timely and balanced disclosure of all material matters concerning the Group.

**COMPOSITION**
The Board shall comprise a maximum of 15 Directors, of which no more than 2 shall be Executive Directors. The Chairman shall be a Non-Executive Director. There shall be a Senior Non-Executive Director to be known as the Senior Independent Director.

The majority of the Directors shall be independent. It shall be for the Board to review the criteria to be considered in determining whether a Director is independent, both in character and judgment. The Board may take into account any direct or indirect relationship that a Director has with the Group that may be likely to interfere with the exercise of independent, unbiased judgement.

This balance between independent Non-Executive Directors and Executive Directors throughout the Group ensures that the Board as well as other subsidiary boards are able to exercise independent judgement with sufficient management information to enable proper and objective assessment of issues facing the Group.

The Board considers certain core characteristics important in any nominee for Director. They must: (i) be individuals of the highest character and integrity, (ii) demonstrate a breadth and depth of management and/or leadership experience, preferably in a senior leadership role in a large or recognised organisation or governmental entity; (iii) possess financial literacy or other professional or business experience relevant to an understanding of the Group and its business; and (iv) have a demonstrated ability to think and act independently as well as the ability to work constructively in a collegial environment. In identifying nominees for the position of Director, the Governance and Nomination Committee shall determine whether an individual meets the characteristics approved by the Board, assess any gaps identified in a skills matrix and also consider the current composition of the Board in light of the diverse communities and geographies served by the Group.

The Board considers that the quality, skills and experience of its Directors enhances the Board’s effectiveness, and the core set of skills and experience identified effectively provide the Group with appropriate leadership and guidance necessary to tackle the risks and opportunities facing the Group.

The Non-Executive Directors on this Board as well as on the subsidiary boards reflect a diverse cross-section of the professional and business community and are highly respected, independent individuals with significant experience in their respective fields. It is also critical that all Directors have sufficient time available to devote to the performance of their duties.

Non-Executive Directors, including the Chairman, shall not participate in performance-based incentive plans; their remuneration consists solely of cash. Committee Chairmen and Members are paid an additional fee for each Committee on which they serve. Executive Directors are not paid fees in respect of their Board or Committee membership.
Statement of Corporate Governance Practices

The Board of Directors shall meet at least quarterly, while Special Board Meetings shall be called as the need arises.

INDEPENDENT ADVICE
The Board shall have access to the best possible banking, management and financial advice during its deliberations and, in that regard, the Board has access to the advice of the Group General Counsel/Corporate Secretary, as well as External Counsel. In addition, the Board of Directors may appoint or retain any other professional advisors it considers appropriate.

DELEGATED AUTHORITY
The Board is the principal decision-making forum for decisions that impact the Group. The Board of Directors has delegated the responsibility for the operational and day-to-day activities in relation to the Group’s business to the President of Republic Financial Holdings Limited. Explicit authorities and responsibilities of the President are documented and approved by the Board of Directors. Further, formal structures of delegated authority exist for all the operating subsidiary Boards and their Managing Directors. Matters not specifically delegated are reserved to the Board.

The Board of Directors has also delegated authority to the following Board Committees:
- Audit Committee
- Enterprise Risk Committee
- Governance and Nomination Committee

DIRECTOR TENURE
A Non-Executive Director shall retire from the Board after serving for a maximum of 15 years or on becoming 70 years of age whichever first occurs. However, the Board may, in its discretion consider the exigencies of a particular situation. An Executive Director shall retire in accordance with the Bank’s usual retirement policy.

AUDIT COMMITTEE
This Committee meets quarterly to review the Group’s financial statements, the system of internal control throughout the Group, management of financial risks, the Group audit process, the Group’s process for monitoring compliance with laws and regulations, and its own code of business.

ENTERPRISE RISK COMMITTEE
This Committee is responsible for providing oversight and advice to the Board on risk management in Republic Financial Holdings Limited and its subsidiaries and affiliates. This sub-committee considers and recommends for approval by the Board the Group’s enterprise risk management policy, risk appetite statement, tolerance, limits and mandates taking into account the Group’s capital adequacy and the external risk environment. It has oversight of strategic or material transactions including acquisitions or disposals, focussing on risk and implications for the risk appetite and tolerance of the Group.

GOVERNANCE AND NOMINATION COMMITTEE
This Committee is responsible for establishing formal and transparent procedures for the selection of Executive and Non-Executive Directors, reviewing the Group’s Management Succession Plan, developing and implementing processes to assess and improve Board and Committee effectiveness, and addressing issues which from time to time may emerge, having implications for the good governance within the Group and meets as the need arises. This Committee is also responsible for reviewing the remuneration, performance and incentive rewards of Senior Executives to ensure that the remuneration framework is relevant and balanced.

DIRECTOR TRAINING AND EVALUATION
The international environment and legislative and regulatory demands are becoming increasingly complex and challenging causing us to constantly review our systems and make use of technology to ensure that compliance is robust with minimal negative impact on our legitimate customers. In this context, the Group recognises its responsibility to continue to source training programmes for Directors that will enhance Directors’ knowledge and improve effectiveness.

Each new Director participates in an orientation of the Group. This orientation includes presentations by Senior Management on the Group’s strategic plans, its significant financial, accounting and risk management policies and issues, its compliance programs, and other matters of importance to the Group.

In early May 2018, the Board participated in a retreat at which they were exposed to various seminars conducted by world renowned experts on topics including Corporate Governance, Information Technology Disruption, Anti-Money Laundering and Financial Regulation.

Following the director self-evaluation completed in early 2017, the Board proposes to conduct an independent evaluation of the Board and subsidiary Boards during the course of the next fiscal year. This independent evaluation shall include reviews of the various terms of reference, charters and guides, as well as independent interviews with each director and a director self-evaluation.

Entreprise Risk Management
Republic Financial Holdings Limited is committed to maintaining a robust enterprise risk management framework to ensure that it understands and monitors its risk environment and takes proactive measures to manage risk within acceptable levels consistent with its risk appetite. To this end, Republic Financial Holdings Limited has defined its risk management goals and objectives and supporting principles to effectively embed risk management throughout the Group into its strategic decisions and day-to-day business activities.

The Board has overall accountability for the Group’s enterprise risk profile. They approve and enforce the risk management framework, inclusive of the overall risk appetite and the Group’s philosophy on risk taking.

The Group Chief Risk Officer (CRO) has been appointed with responsibility for ensuring consistent application of the risk management framework across the Group and monitoring how effectively risk is being managed. The CRO reports to the Enterprise Risk Committee of the Board.

Internal Audit
The Chief Internal Auditor provides an independent review of the Group’s operations and validates that controls are working effectively. Under the leadership of the Chief Internal Auditor, a professional cadre of Internal Auditors conducts periodic audits of all aspects of the Group’s operations. External Auditors have full and free access to the Chairman of the Audit Committee, and meet periodically with the Audit Committee to discuss the audit and findings as to the integrity of the Group’s accounting and financial reporting. Internal Audit provides the Board/Audit Committee with independent assurance on the adequacy of the system of internal controls within the Group.

Financial Reporting Requirements
The Board of Directors of Republic Financial Holdings Limited is responsible for the preparation and fair presentation of the financial statements and other financial information contained in this Annual Report. The accompanying financial statements have been prepared in conformity with International Financial Reporting Standards and present a true and fair view of the financial affairs of Republic Financial Holdings Limited and the subsidiaries within the Group on a consolidated and individual basis. Where amounts are based on estimates and judgements, these represent the best estimate and judgement of the Directors.

Responsibilities include:
- establishing and maintaining effective internal controls and procedures for financial reporting;
- safeguarding of assets; and
- prevention and detection of fraud and other irregularities.

The financial information appearing throughout this Annual Report is consistent with that in the financial statements. Directors have a responsibility for ensuring that the Group keeps accounting records which disclose with reasonable accuracy the financial position of the Group.

The Directors have always recognised the importance of the Group maintaining and reinforcing the highest possible standards of conduct in all of its actions, including the preparation and dissemination of statements presenting fairly the financial condition of the Group. In this regard, the Directors have developed and maintained a system of accounting and reporting which provides the necessary internal controls to ensure that transactions are properly authorised and recorded, assets are safeguarded against unauthorised use or disposition and liabilities are recognised. The system is augmented by written policies and procedures, the careful selection and training of qualified staff, the establishment of an organisational structure that provides an appropriate and well-defined division of responsibility, and the communication of policies and guidelines of business conduct throughout the Group.

Signed on behalf of the Board

Ronald F. deC. Harford
Chairman

September 30, 2018
Credit Risk Management Strategy

The effective management of risk is considered critical to the long-term success of Republic Financial Holdings Limited. The Group considers risk to be the potential that a borrower will fail to meet its obligations in accordance with agreed terms. The objective of its risk management function is therefore to maximise the risk-adjusted rate of return by maintaining credit risk exposure within acceptable parameters.

HIERARCHY OF DISCRETIONARY AUTHORITIES

The Group’s credit risk management process is based on a hierarchy of discretionary authorities and its risk management function operates independently from the business development aspect of the operations. A Board Credit Committee, led by the Chairman of the Board and including Executive and non-Executive Directors, has the authority to exercise the powers of the Board on all risk management decisions.

The Risk Management department is responsible for the general administration of the Group’s credit portfolio, ensuring that lendings are made in accordance with current legislation, sound banking practice and in accordance with the applicable general policy as outlined by the Board of Directors.

RISK EVALUATION

Use of a risk-rating system that groups commercial/corporate accounts into various risk categories facilitates risk evaluation on an individual account and portfolio basis. On the retail side of the business, a computerised Credit Scoring system with preset risk management criteria is in place at all branches to facilitate decision making in the lending process. Trend indicators are used to evaluate risk as improving, static or deteriorating. The evaluation of the risk and trend together informs the credit decision and determines the intensity of the monitoring process.

EARLY DETECTION AND ACTION

The Group’s credit control process is one of early detection of deterioration and prompt implementation of remedial action. If recovery of an outstanding liability appears to be doubtful or unduly delayed, the account is moved from performing to non-performing.

Loan loss provisions are set aside to cover any potential loss in respect of debts that are not performing satisfactorily and these are reviewed quarterly, according to established guidelines. Additional provisions recommended outside of these are submitted to the Board for approval. Non-performing debts recommended for write-off are reviewed annually and action taken in accordance with prescribed guidelines.

REDUCING LEVELS OF EXPOSURE TO RISK

The Group reduces its exposure by placing limits on the level of risk it can accept from borrowers engaged in similar business activities, or activities in the same geographic region or with similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. These levels of risk are controlled and monitored regularly and are subject to annual or more frequent reviews. The Board of Directors approves the limits on the level of credit risk by product, industry, sector, client and geography.

Human Resource Development

As an Equal Opportunity Employer, Republic Financial Holdings Limited (RFHL) strives to be the employer of choice in all its markets by offering competitive reward packages, fair and attractive conditions of employment and opportunities for personal and professional development. As at September 30, 2018, the Group employs over 5,500 members of staff across the CARICOM Region and Ghana. This staff complement is supported by a fully-integrated Human Resource Department, comprising the areas of Manpower Planning, Compensation and Benefits, Human Resource Projects, Learning and Talent Development, Human Resource Information Systems and Employee and Industrial Relations.

CULTURAL INTEGRATION

The melting pot of the CARICOM region and Ghana is mirrored in the Group’s philosophy of celebrating cultural diversity and leveraging it to create a positive work environment. The following five core values are the pillars of that environment:

- Respect for the Individual
- Professionalism
- Integrity
- Customer Focus
- Results Orientation

As RFHL continues to expand, it provides opportunities for talented employees to move across borders as a means of honing their skills to assume greater responsibilities within the Republic Bank Group.
Republic Bank (Ghana) Limited
The Power to Make A Difference

5 YEARS OF TEAMWORK BUILDING STRONGER COMMUNITIES

The promise of the Power to Make A Difference is its time-tested ability to unite many across boundaries of space and cultures in the pursuit of building stronger, more sustainable communities.

Since its inception in 2003, that promise has consistently gained momentum as a growing social investment movement, taking the shape of a significant investment of resources in a diverse array of development programmes that challenge young minds and bodies, give hope to and empower thousands of special needs people, preserve and promote cultural traditions, and embolden hundreds of staff volunteers to add immeasurable value through personal sacrifice.

This is the narrative of the Power to Make A Difference. It is an ongoing journey to unlock the potential of the people we serve. For 15 years, it has brought the Republic Group closer with dedicated advocates and leaders to protect and develop diverse communities and markets that we proudly call home. It is a journey as storied as Republic’s 181 years of service. And it is an extension of the Bank’s commitment to do good by doing better – doing better in the service of others; doing good by pledging our support to noble causes.

Working with the community, a way forward has been charted, a road less travelled. A path defined by unforgettable experiences, challenges, and triumphs, it serves well as a reminder of the past and hope for the future.

We believe that the way forward is as clear and as bright as the path already travelled. Through one partnership, one commitment, and one goal at a time, the Power to Make A Difference grows stronger, building momentum and giving hope in the defense of one of our most basic human promises to be each other’s keepers.

THE FOUNDATION (Phase I)

“The Republic Group believes that all of our Caribbean citizens deserve a better quality of life and we owe it to them to harness the power that we possess to make a positive difference in their lives. The voicesless should not silenced behind statistics. The helpless must not be abandoned due to poverty alleviation, social development, and youth development through education, sport, culture and the arts. For a period of 5 years at a time, several partnerships were formed with a diverse array of NGOs and CBGs whose projects and initiatives showed the most promise in building successful societies.

Centred on four pillars – The Power to Care, The Power to Help, The Power to Learn, and The Power to Succeed – the Bank welcomed new and familiar partners to the fold.

Starting out from the Make a Difference Fund that began in 1998 in Trinidad and Tobago, the Power to Make A Difference would quickly set out on its own. The momentum built up with the ambition to engage up to 15 years at a time, several partnerships were formed with a diverse array of NGOs and CBGs whose projects and initiatives showed the most promise in building successful societies.

The promise of the Power to Make A Difference is its time-tested ability to unite many across boundaries of space and cultures in the pursuit of building stronger, more sustainable communities.

The foundation having been firmly set, the focus then turned outward as the Group continued its evolution as a truly Caribbean organisation, one intent on making good on the promise of building successful, sustainable societies, not just locally but across borders.

BUILDING A FOLLOWING (Phase II)

“We are privileged to be able to make a difference in the lives of the people we serve and the communities in which they live. We have entered an age that supersedes corporate social responsibility. We have to be conscious in our strategy, planning, and overall effect on society. But this is not a one person or one corporate entity task. We must come together to achieve the maximum effect.”
– David Dulal-Whiteway

In the second phase of the Power to Make A Difference, the momentum built up over the first five years carried over to drive this next chapter. As the Group grew, its identity changed. With the official rebranding of Republic Bank (Grenada) Limited, Republic Bank (Guyana) Limited and Republic Bank (Barbados) Limited, the focus on social development broadened to include ways of engaging and empowering those various diverse communities, particularly the more vulnerable and those on the fringes of society.

Across the region, those team members had already been doing their part in the pursuit of sustainable development. Not surprisingly, as the Group’s footprint spread, so too did its heart in reaching out to even more members of society and the Power to Make A Difference quickly took root in the fertile soil already being cultivated for years.

Flagship youth development programmes the Republic Bank RightStart Football Tournament and the Republic Bank RightStart Pan Minors Music Literacy Scholarship Programme were well-received in Grenada and Guyana respectively; giving thousands of young achievers alternative means for self-development and the impetus to realise their tremendous athletic and musical potential that abounds within.

However, the thrust was always on doing more, on finding ways in which to leverage local knowledge with regional reach.

During the second phase, the Group honed in on doing more in the fields of healthcare and championing the rights of the differently able. It was then that strategic partnerships brought even greater alignment between what the Group had sought to accomplish. Collaborations with allies like the Trinidad and Tobago Cancer Society and their youth awareness programme, Edufest, the Diabetes Association of Barbados and their mobile unit’s ongoing work to screen thousands of primary school children, and Hope of a Miracle and the

The differently able child who now has a wheelchair, the dyelossic student who can learn alongside his or her peers, the young footballer who has received a football scholarship, the senior citizen who now has a comfortable place to sleep – their smiles, their well-being, their successes – these are the reasons the Power to Make A Difference exists.

The Republic Group believes that all of our Caribbean citizens deserve a better quality of life and we owe it to them to harness the power that we possess to make a positive difference in their lives. The voicesless should not be silenced behind statistics. The helpless must not be abandoned due to poverty alleviation, social development, and youth development through education, sport, culture and the arts. For a period of 5 years at a time, several partnerships were formed with a diverse array of NGOs and CBGs whose projects and initiatives showed the most promise in building successful societies.

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The Power to Make A Difference

Transplant Links Community in affording several children access to life-saving kidney transplants added significant momentum to the cause.

In advocating the rights of those with special needs, the Group realised that, far too often, people with physical and learning disabilities had less access to education, personal and professional development and a better quality of life. In seeking to mitigate the stigma attached to persons with disabilities, an all-out effort was made to empower those with special needs through close collaboration with their biggest advocates. Guided by the belief in drawing closer in solidarity, the drive to promote a culture of fellowship and inclusion quickly led to finding new allies and new pursuits.

Key to that belief was the commitment to promote a message of respect and equality and to become more vocal in adding the Group’s part to the discourse of raising awareness, understanding, tolerance and acceptance, not just within society but also within our Republic family.

The Group focussed on the provision of physical facilities for differently able persons, as well as training opportunities for them to assist in their adaptation and in raising the general education and awareness of their special needs. Some of the projects under this phase included collaboration with the National Centre for Persons with Disabilities (NCPD); Persons Associated with Visual Impairment (PAVI); Eshe’s Learning Centre; DRETCHI Speech and Language Training; Immortelle Children’s Centre for Special Education; the Autistic Society of Trinidad and Tobago, the L.I.F.E Centre (School for Autistic Children), and the Dyslexia Association.

The relationships forged along this leg of the journey would prove instrumental in future collaborations with similar advocacy groups like the Rapidlife Kids Foundation, Horsemaking Helping Humans, the UN World Down Syndrome Family Network, National Foundation for Blind and Visually Impaired Persons in Suriname (NBS), the Step by Step Foundation and the School for Autistic Children (Guyana), the Dorothy Hopkin Centre for the Disabled, the Rotary Club of Grenada East - Vosh Eye Care Programme, and the Grenada National Council for Disabled.

Bit by bit, each partnership during this phase signalled the Group’s resolve to engage diverse communities in the pursuit of sustainable development through inclusion across various levels, further adding to the narrative of responsible social investment through a dynamic mix of investment, advocacy and teamwork.

A FOUNDATION OF ENTERPRISE (Phase III)

“...there is no quick fix, no amount of money invested, no one NGO, Government or corporate partner working in tandem that can solve our societal issues. But that doesn’t mean that we shouldn’t try. And this is what drives the Power to Make A Difference – the understanding that while circumstances may not be favourable, nor may they ever truly be, that shouldn’t stop one from trying. Because THAT is the power to make a difference. Making the effort despite the challenge.”

– Nigel M. Baptiste

The journey that started more than a decade ago continued to define the Group as a responsible corporate citizen in every market called home. In the third phase, the Group’s identity was one that extended to comprise neighbours in the Caribbean, South America, and Africa. The Republic Bank Group was now Republic Financial Holdings Limited, the Power to Make A Difference, a household name across many borders.

Youth empowerment continued to be one of the main areas of focus; occupying much Group-wide attention as one of the most sustainable means of building successful societies. With literacy and education at the forefront of youth empowerment, partnerships with several organisations in this shared pursuit presented opportunities to align efforts in the hopes of challenging future leaders to succeed.

During this phase, work began with the Trinidad and Tobago Commission for UNESCO on their Leading for Literacy Now! programme, the Camp Phoenix Motivational Tour, the Loveuntil Foundation Power of One, the Dev Cropper Residential Team Writers Workshop and the YMCA-led Read to Lead Project, to name a few.

In Barbados, the Republic Bank RightStart Speech contest continued to show tremendous promise in using the power of debate as a means of empowering young achievers; and in Suriname, the BILLIONER, a book-providing agency, provided 7,500 new books to thousands of school children in the pursuit of encouraging them to read more and discover worlds of imagination.

Strategic investments with four organisations in Ghana – the Ridge Church School, the National Partnership for Children’s Trust (NPTC), the SOS Children’s Village Ghana and the University of Ghana Needy Students Fund – helped empower hundreds of young achievers along the road to success.

New markets also meant new ways of combining the pillars; of teasing out new and effective platforms through which young achievers could be challenged to push and develop their bodies, minds and spirits even further.

So while the spotlight shone on development through literacy, the Group never steered away from the fundamentals of its youth empowerment mission, leading to new collaborations with the swimming club, Neptunes through their Lean to Swim Programme, which afforded 250 underprivileged children in coastal Suriname an opportunity to learn how to swim and about water safety instruction.

In Grenada, collaboration with the Anglican High School Past Pupils Association in Grenada led to the construction of a sports and recreational facility that young achievers could use.

In Suriname, support of the Foundation Postgraduate Education for Medicine in Suriname (SPAOGS) and their project “Sabi Akku Sjik.” (Be Aware Of Diseases) helped improve health literacy for more than 6,000 young achievers and their parents in various communities. This innovative programme quickly became a cornerstone of the national community in fostering healthier lifestyles in the fight against obesity among young achievers.

The Group’s ongoing drive to give many a greater sense of agency in shaping their destinies created unique opportunities to encourage socially marginalised people to become more self-reliant and, in turn, to pass this knowledge to others.

In Grenada, the Proactive Nation Builders (PNB), challenged more than 200 young achievers in the parish of St. David to lead more purpose-driven lifestyles as part of their groundbreaking “NINNY” (“Not In My Back Yard”) programme. Similarly, more than 100 parents and teachers learned how to better communicate with their children through the Franciscan Institute and their Common Sense Parenting Programme.

In Guyana, the ongoing partnership with Women Across Differences brought greater awareness and humanity to the many struggles that more than 200 teenage mothers face in their personal, educational, and professional development.

LENDING A HAND, GIVING HOPE

“We always knew that we could not support every cause that came to us – but we could and would support those that addressed urgent needs and were consistent with the guidelines that we identified. And we would not just support them financially. Rather, we would throw our energies and our full weight behind them so that they could have the impact that they sought, so that could help the people whom they need to.”

– Anna-Maria García-Brooks
Staff volunteerism, a hallmark of the Group’s sustained social investment drive, continued to play a pivotal role in ensuring the ongoing success of the Power to Make A Difference from the programme’s inception.

Staying the course of earnest social partnership, underscored by a basic commitment to serve, throughout the entire Group, staff members turned out in their numbers, answering the call to become involved with a signature style that can only be described as the “True Blue Spirit”.

Encouraged to give of their time and energy to assist individuals and groups in need, staff volunteers added invaluable sweat equity to causes like the United Way Day of Caring, flood relief efforts of the Trinidad and Tobago Red Cross Society, construction of homes with Habitat for Humanity Trinidad and Tobago, creating the Lady Hochoy Home mural depicting the Rights of the Child, repainting of the Joshua Home for Boys, mentoring of teenaged girls from Sophia House, and supplying monthly groceries and other items to needy families.

Across the region, volunteerism drives varied from partnerships with the National Blood Bank, the Seventh Day Adventist Hospital in Tamale (Ghana) and the Nsawam Female Prison in Ghana to the St. Ann’s Orphanage and the Diamond Special School in Guyana; and the River Sallee Government School and the St. Patrick’s Pre-School, in Grenada, to name a few.

THE POWER OF ONE SERVING MANY;
THE POWER OF MANY SERVING OTHERS

“It is a movement that defines who we are as an organisation and draws us closer to organisations like yours; ready, willing, and able to work with the community, not just for our sakes, but for the sake of the entire nation. Ultimately, it is a challenge to everyone, man, woman, and child in our beautiful nation to fight apathy and dare to be inspired and not mired. In time, what we all are doing may become a legacy. And as building legacies go, the only thing left to it, is to do it. So, by God’s Grace, let’s continue to keep doing it.” – Michelle Palmer-Kaiser

In celebrating 15 years of the Power to Make A Difference, we are grateful for being part of a remarkable journey of sacrifice, accomplishment, and discovery. As we look back, we look ahead; humbled by the successes, yet encouraged by opportunities to achieve even more. Above all, we are continually inspired by the alliances we have made and the stories of the people whose lives have been changed for the better. Without question, the next phase promises even greater chances to build on the foundation we have set together.

Our path forward, much like the path behind, has been met with challenges and victories, each making us stronger in its own way. In looking toward the future, we stand fast and true to our belief that each individual has the ability to make a lasting contribution to the overall good of the nation.

Guided by this belief, we recommit to the Power to Make A Difference, even more focussed on those we serve locally and regionally, and excited by the possibilities that abound whereby we can demonstrate the Power of One serving Many and the Power of Many serving Others.
# Consolidated Statement of Financial Position

**As at September 30, 2018. Expressed in thousands of United States dollars (US$’000)**

## ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>122,238</td>
<td>120,301</td>
</tr>
<tr>
<td>Statutory deposits with Central Banks</td>
<td>1,001,191</td>
<td>825,915</td>
</tr>
<tr>
<td>Due from banks</td>
<td>679,321</td>
<td>773,315</td>
</tr>
<tr>
<td>Treasury Bills</td>
<td>664,349</td>
<td>782,089</td>
</tr>
<tr>
<td>Advances</td>
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<td>5,287,345</td>
</tr>
<tr>
<td>Investment securities</td>
<td>1,867,880</td>
<td>1,804,758</td>
</tr>
<tr>
<td>Investment interest receivable</td>
<td>23,267</td>
<td>16,289</td>
</tr>
<tr>
<td>Investment in associated companies</td>
<td>12,475</td>
<td>11,846</td>
</tr>
<tr>
<td>Premises and equipment</td>
<td>371,437</td>
<td>331,813</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>58,972</td>
<td>60,490</td>
</tr>
<tr>
<td>Pension assets</td>
<td>122,994</td>
<td>145,010</td>
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<tr>
<td>Deferred tax assets</td>
<td>88,496</td>
<td>43,674</td>
</tr>
<tr>
<td>Taxation recoverable</td>
<td>7,814</td>
<td>11,017</td>
</tr>
<tr>
<td>Other assets</td>
<td>55,080</td>
<td>57,691</td>
</tr>
</tbody>
</table>

**TOTAL ASSETS**

<table>
<thead>
<tr>
<th>2018</th>
<th>10,547,798</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>10,291,153</td>
</tr>
</tbody>
</table>

## LIABILITIES AND EQUITY

### EQUITY

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stated capital</td>
<td>118,268</td>
<td>116,898</td>
</tr>
<tr>
<td>Statutory reserves</td>
<td>191,206</td>
<td>186,084</td>
</tr>
<tr>
<td>Other reserves</td>
<td>(6,826)</td>
<td>(6,838)</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>1,137,613</td>
<td>1,014,796</td>
</tr>
</tbody>
</table>

Attributable to equity holders of the parent

<table>
<thead>
<tr>
<th>2018</th>
<th>1,420,261</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,449,777</td>
</tr>
</tbody>
</table>

Non-controlling interest

<table>
<thead>
<tr>
<th>2018</th>
<th>91,247</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>68,950</td>
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</tbody>
</table>

**TOTAL EQUITY**

<table>
<thead>
<tr>
<th>2018</th>
<th>1,511,508</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,518,727</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES AND EQUITY**

<table>
<thead>
<tr>
<th>2018</th>
<th>10,547,798</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>10,291,153</td>
</tr>
</tbody>
</table>

These consolidated financial statements were approved by the Board of Directors on November 8, 2018 and signed on its behalf by:

- **RONALD F. DE. HARFORD**
  Chairman
- **NIGEL M. BAPTISTE**
  President
- **WILLIAM P. LUCIE-SMITH**
  Director
- **KIMBERLY ERRIAH-ALI**
  Corporate Secretary
### Consolidated Statement of Income
For the year ended September 30, 2018. Expressed in thousands of United States dollars (US$’000) except where otherwise stated.

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest income</td>
<td>580,862</td>
<td>568,359</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(69,077)</td>
<td>(85,148)</td>
</tr>
<tr>
<td>Net interest income</td>
<td>511,185</td>
<td>483,211</td>
</tr>
<tr>
<td>Other income</td>
<td>229,860</td>
<td>218,749</td>
</tr>
<tr>
<td></td>
<td>741,045</td>
<td>701,960</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(409,345)</td>
<td>(409,609)</td>
</tr>
<tr>
<td>Share of profits of associated companies</td>
<td>1,133</td>
<td>965</td>
</tr>
<tr>
<td>Operating profit</td>
<td>332,833</td>
<td>293,316</td>
</tr>
<tr>
<td>Credit loss expense on financial assets</td>
<td>(45,136)</td>
<td>(23,755)</td>
</tr>
<tr>
<td>Net profit before taxation</td>
<td>287,697</td>
<td>269,561</td>
</tr>
<tr>
<td>Taxation expense</td>
<td>(78,896)</td>
<td>(72,410)</td>
</tr>
<tr>
<td>Net profit after taxation</td>
<td>208,801</td>
<td>197,151</td>
</tr>
<tr>
<td>Attributable to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity holders of the parent</td>
<td>198,014</td>
<td>187,427</td>
</tr>
<tr>
<td>Non-controlling interest</td>
<td>10,787</td>
<td>9,724</td>
</tr>
<tr>
<td></td>
<td>208,801</td>
<td>197,151</td>
</tr>
<tr>
<td>Earnings per share (expressed in $ per share)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic</td>
<td>$1.22</td>
<td>$1.16</td>
</tr>
<tr>
<td>Diluted</td>
<td>$1.22</td>
<td>$1.16</td>
</tr>
<tr>
<td>Weighted average number of shares ('000)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic</td>
<td>161,980</td>
<td>161,540</td>
</tr>
<tr>
<td>Diluted</td>
<td>162,076</td>
<td>161,679</td>
</tr>
</tbody>
</table>

### Consolidated Statement of Comprehensive Income
For the year ended September 30, 2018. Expressed in thousands of United States dollars (US$’000).

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net profit after taxation</td>
<td>208,801</td>
<td>197,151</td>
</tr>
<tr>
<td>Other comprehensive income:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other comprehensive income that will be reclassified to the income statement in subsequent periods:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net loss on available-for-sale investments</td>
<td>–</td>
<td>1,952</td>
</tr>
<tr>
<td>Income tax related to above</td>
<td>–</td>
<td>(1,587)</td>
</tr>
<tr>
<td>Translation adjustments</td>
<td>(8,696)</td>
<td>1,609</td>
</tr>
<tr>
<td>Total items that will be reclassified to the income statement in subsequent periods</td>
<td>(8,696)</td>
<td>1,975</td>
</tr>
<tr>
<td>Other comprehensive income that will not be reclassified to the income statement in subsequent periods:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-measurement losses on defined benefit plans</td>
<td>(16,050)</td>
<td>(6,764)</td>
</tr>
<tr>
<td>Income tax related to above</td>
<td>6,092</td>
<td>(509)</td>
</tr>
<tr>
<td>Total items that will not be reclassified to the income statement in subsequent periods</td>
<td>(9,958)</td>
<td>(7,273)</td>
</tr>
<tr>
<td>Other comprehensive loss for the year, net of tax</td>
<td>(16,654)</td>
<td>(5,298)</td>
</tr>
<tr>
<td>Total comprehensive income for the year, net of tax</td>
<td>190,147</td>
<td>191,853</td>
</tr>
<tr>
<td>Attributable to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity holders of the parent</td>
<td>181,624</td>
<td>182,826</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>8,523</td>
<td>9,027</td>
</tr>
<tr>
<td></td>
<td>190,147</td>
<td>191,853</td>
</tr>
</tbody>
</table>
### Financial Statements

#### Consolidated Statement of Changes in Equity

For the year ended September 30, 2018. Expressed in thousands of United States dollars (US$’000)

<table>
<thead>
<tr>
<th></th>
<th>Stated capital</th>
<th>Statutory reserves</th>
<th>Other reserves</th>
<th>Retained earnings</th>
<th>Non-controlling interest</th>
<th>Total equity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at September 30, 2016</strong></td>
<td>114,653</td>
<td>181,518</td>
<td>142,492</td>
<td>927,174</td>
<td>1,365,837</td>
<td>1,428,419</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>–</td>
<td>–</td>
<td>2,632</td>
<td>180,194</td>
<td>182,826</td>
<td>9,027</td>
</tr>
<tr>
<td>Issue of shares</td>
<td>2,137</td>
<td>–</td>
<td>–</td>
<td>2,137</td>
<td>–</td>
<td>2,137</td>
</tr>
<tr>
<td>Share-based payment</td>
<td>108</td>
<td>–</td>
<td>–</td>
<td>108</td>
<td>108</td>
<td>108</td>
</tr>
<tr>
<td>Shares purchased for profit sharing scheme</td>
<td>–</td>
<td>–</td>
<td>(2,670)</td>
<td>–</td>
<td>(2,670)</td>
<td>–</td>
</tr>
<tr>
<td>Allocation of shares</td>
<td>–</td>
<td>6,835</td>
<td>–</td>
<td>6,835</td>
<td>–</td>
<td>6,835</td>
</tr>
<tr>
<td>Transfer from general contingency reserve</td>
<td>–</td>
<td>–</td>
<td>(17,290)</td>
<td>17,290</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Transfer to statutory reserves</td>
<td>–</td>
<td>4,566</td>
<td>–</td>
<td>(4,566)</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Acquisition of non-controlling interests</td>
<td>–</td>
<td>–</td>
<td>40</td>
<td>40</td>
<td>112</td>
<td>152</td>
</tr>
<tr>
<td>Dividends</td>
<td>–</td>
<td>–</td>
<td>(105,677)</td>
<td>(105,677)</td>
<td>–</td>
<td>(105,677)</td>
</tr>
<tr>
<td>Dividends paid to non-controlling interests</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(2,886)</td>
<td>(2,886)</td>
<td>–</td>
</tr>
<tr>
<td>Other</td>
<td>–</td>
<td>–</td>
<td>341</td>
<td>341</td>
<td>115</td>
<td>456</td>
</tr>
<tr>
<td><strong>Balance at September 30, 2017</strong></td>
<td>116,898</td>
<td>186,084</td>
<td>131,999</td>
<td>1,014,796</td>
<td>1,449,777</td>
<td>1,518,727</td>
</tr>
</tbody>
</table>

#### Consolidated Statement of Changes in Equity

For the year ended September 30, 2018. Expressed in thousands of United States dollars (US$’000)

<table>
<thead>
<tr>
<th></th>
<th>Stated capital</th>
<th>Statutory reserves</th>
<th>Other reserves</th>
<th>Retained earnings</th>
<th>Non-controlling interest</th>
<th>Total equity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at October 1, 2017</strong> as previously reported</td>
<td>116,898</td>
<td>186,084</td>
<td>131,999</td>
<td>1,014,796</td>
<td>1,449,777</td>
<td>1,518,727</td>
</tr>
<tr>
<td>Net impact of adopting IFRS 9</td>
<td>–</td>
<td>–</td>
<td>(136,446)</td>
<td>27,359</td>
<td>(109,087)</td>
<td>(1,610)</td>
</tr>
<tr>
<td><strong>Restated opening balance under IFRS 9</strong></td>
<td>116,898</td>
<td>186,084</td>
<td>(4,447)</td>
<td>1,042,155</td>
<td>1,340,690</td>
<td>1,408,030</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>–</td>
<td>–</td>
<td>(6,429)</td>
<td>188,053</td>
<td>181,624</td>
<td>8,523</td>
</tr>
<tr>
<td>Issue of shares</td>
<td>1,162</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1,162</td>
<td>–</td>
</tr>
<tr>
<td>Share-based payment</td>
<td>208</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>208</td>
<td>–</td>
</tr>
<tr>
<td>Shares purchased for profit sharing scheme</td>
<td>–</td>
<td>–</td>
<td>(4,811)</td>
<td>(4,811)</td>
<td>–</td>
<td>(4,811)</td>
</tr>
<tr>
<td>Allocation of shares</td>
<td>–</td>
<td>8,861</td>
<td>–</td>
<td>8,861</td>
<td>–</td>
<td>8,861</td>
</tr>
<tr>
<td>Transfer to statutory reserves</td>
<td>–</td>
<td>5,122</td>
<td>–</td>
<td>(5,122)</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Non-controlling interests’ share of rights issue</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(199)</td>
<td>(199)</td>
<td>(18,171)</td>
</tr>
<tr>
<td>Dividends</td>
<td>–</td>
<td>–</td>
<td>(107,006)</td>
<td>(107,006)</td>
<td>–</td>
<td>(107,006)</td>
</tr>
<tr>
<td>Dividends paid to non-controlling interests</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(2,871)</td>
<td>(2,871)</td>
<td>–</td>
</tr>
<tr>
<td>Share issuance costs</td>
<td>–</td>
<td>–</td>
<td>(1,271)</td>
<td>(1,271)</td>
<td>–</td>
<td>(1,271)</td>
</tr>
<tr>
<td>Other</td>
<td>–</td>
<td>–</td>
<td>1,003</td>
<td>1,003</td>
<td>84</td>
<td>1,087</td>
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<tr>
<td><strong>Balance at September 30, 2018</strong></td>
<td>118,268</td>
<td>191,206</td>
<td>131,999</td>
<td>1,117,613</td>
<td>1,420,261</td>
<td>1,511,508</td>
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</tbody>
</table>
# Consolidated Statement of Cash Flows

For the year ended September 30, 2018. Expressed in thousands of United States dollars (US$’000)

<table>
<thead>
<tr>
<th>Operating activities</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net profit before taxation</td>
<td>287,697</td>
<td>269,561</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>29,821</td>
<td>28,285</td>
</tr>
<tr>
<td>Credit loss expense on financial assets</td>
<td>45,136</td>
<td>23,755</td>
</tr>
<tr>
<td>Investment securities impairment expense</td>
<td>252</td>
<td>1,834</td>
</tr>
<tr>
<td>Amortisation of intangibles</td>
<td>1,718</td>
<td>1,718</td>
</tr>
<tr>
<td>Translation difference</td>
<td>6,944</td>
<td>(2,864)</td>
</tr>
<tr>
<td>(Gain)/loss on sale of premises and equipment</td>
<td>(1,117)</td>
<td>643</td>
</tr>
<tr>
<td>Realised (gain)/loss on investment securities</td>
<td>(202)</td>
<td>61</td>
</tr>
<tr>
<td>Share of net profit of associated companies</td>
<td>(1,133)</td>
<td>(965)</td>
</tr>
<tr>
<td>Stock option expense</td>
<td>208</td>
<td>108</td>
</tr>
<tr>
<td>Increase in employee benefits</td>
<td>11,638</td>
<td>8,741</td>
</tr>
<tr>
<td>Increase in advances</td>
<td>(231,621)</td>
<td>(199,154)</td>
</tr>
<tr>
<td>Increase in customers’ deposits and other fund raising instruments</td>
<td>411,805</td>
<td>172,000</td>
</tr>
<tr>
<td>(Increase)/decrease in statutory deposits with Central Banks</td>
<td>(175,276)</td>
<td>40,431</td>
</tr>
<tr>
<td>(Increase)/decrease in other assets and investment interest receivable</td>
<td>(3,722)</td>
<td>7,289</td>
</tr>
<tr>
<td>Decrease in other liabilities and accrued interest payable</td>
<td>(7,447)</td>
<td>(1,832)</td>
</tr>
<tr>
<td>Taxes paid, net of refund</td>
<td>(99,335)</td>
<td>(70,166)</td>
</tr>
<tr>
<td><strong>Cash provided by operating activities</strong></td>
<td><strong>275,366</strong></td>
<td><strong>279,425</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investing activities</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of investment securities</td>
<td>(2,242,230)</td>
<td>(1,187,007)</td>
</tr>
<tr>
<td>Redemption of investment securities</td>
<td>1,896,234</td>
<td>955,349</td>
</tr>
<tr>
<td>Non-controlling interests’ share of rights issue</td>
<td>18,373</td>
<td>–</td>
</tr>
<tr>
<td>Acquisition of additional interest in a subsidiary</td>
<td>(402)</td>
<td>(108)</td>
</tr>
<tr>
<td>Dividends from associated companies</td>
<td>502</td>
<td>423</td>
</tr>
<tr>
<td>Additions to premises and equipment</td>
<td>52,964</td>
<td>(62,509)</td>
</tr>
<tr>
<td>Proceeds from sale of premises and equipment</td>
<td>2,009</td>
<td>3,113</td>
</tr>
<tr>
<td><strong>Cash used in investing activities</strong></td>
<td><strong>(378,478)</strong></td>
<td><strong>(290,539)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financing activities</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Decrease)/increase in balances due to other banks</td>
<td>(24,381)</td>
<td>26,378</td>
</tr>
<tr>
<td>Repayment of debt securities</td>
<td>(121,485)</td>
<td>(6,484)</td>
</tr>
<tr>
<td>Proceeds from share issue</td>
<td>1,163</td>
<td>2,137</td>
</tr>
<tr>
<td>Shares purchased for profit sharing scheme</td>
<td>(4,811)</td>
<td>(2,670)</td>
</tr>
<tr>
<td>Allocation of shares to profit sharing plan</td>
<td>8,861</td>
<td>6,835</td>
</tr>
<tr>
<td>Dividends paid to shareholders of the parent</td>
<td>(107,006)</td>
<td>(105,677)</td>
</tr>
<tr>
<td>Dividends paid to non-controlling shareholders of the subsidiaries</td>
<td>(2,871)</td>
<td>(2,886)</td>
</tr>
<tr>
<td><strong>Cash used in financing activities</strong></td>
<td><strong>(250,531)</strong></td>
<td><strong>(82,367)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net decrease in cash and cash equivalents</td>
<td>(353,643)</td>
<td>(93,481)</td>
</tr>
<tr>
<td>Net foreign exchange difference</td>
<td>(5,421)</td>
<td>6,254</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of year</td>
<td>1,528,965</td>
<td>1,616,192</td>
</tr>
</tbody>
</table>

| Cash and cash equivalents at end of year | 1,171,901  | 1,528,965  |

<table>
<thead>
<tr>
<th>Cash and cash equivalents at end of year are represented by:</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash on hand</td>
<td>122,238</td>
</tr>
<tr>
<td>Due from banks</td>
<td>679,321</td>
</tr>
<tr>
<td>Treasury Bills - original maturities of three months or less</td>
<td>319,496</td>
</tr>
<tr>
<td>Bankers’ acceptances - original maturities of three months or less</td>
<td>50,846</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,171,901</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supplemental information:</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest received during the year</td>
<td>575,691</td>
<td>559,878</td>
</tr>
<tr>
<td>Interest paid during the year</td>
<td>(72,376)</td>
<td>(85,092)</td>
</tr>
<tr>
<td>Dividends received</td>
<td>103</td>
<td>253</td>
</tr>
</tbody>
</table>
## Consolidated Financial Summary

All figures are in millions of United States dollars (US$ Millions) except where otherwise stated.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>6,749</td>
<td>7,275</td>
<td>7,425</td>
<td>8,179</td>
<td>9,128</td>
<td>9,431</td>
<td>9,935</td>
<td>10,008</td>
<td>10,291</td>
<td>10,548</td>
</tr>
<tr>
<td>Deposits</td>
<td>4,461</td>
<td>4,992</td>
<td>5,208</td>
<td>5,876</td>
<td>6,670</td>
<td>6,953</td>
<td>7,483</td>
<td>7,429</td>
<td>7,545</td>
<td>7,882</td>
</tr>
<tr>
<td>Advances</td>
<td>3,485</td>
<td>3,463</td>
<td>3,444</td>
<td>3,694</td>
<td>3,998</td>
<td>4,304</td>
<td>4,969</td>
<td>5,133</td>
<td>5,287</td>
<td>5,472</td>
</tr>
<tr>
<td>Equity</td>
<td>1,074</td>
<td>1,172</td>
<td>1,213</td>
<td>1,348</td>
<td>1,349</td>
<td>1,389</td>
<td>1,417</td>
<td>1,428</td>
<td>1,519</td>
<td>1,512</td>
</tr>
<tr>
<td>Profit After Taxation</td>
<td>165</td>
<td>170</td>
<td>177</td>
<td>184</td>
<td>187</td>
<td>195</td>
<td>186</td>
<td>141</td>
<td>197</td>
<td>209</td>
</tr>
<tr>
<td>Dividends based on results</td>
<td>86</td>
<td>90</td>
<td>101</td>
<td>108</td>
<td>108</td>
<td>109</td>
<td>106</td>
<td>106</td>
<td>107</td>
<td>107</td>
</tr>
<tr>
<td>Earnings per share (TT$)</td>
<td>55.91</td>
<td>56.19</td>
<td>57.06</td>
<td>57.27</td>
<td>57.18</td>
<td>57.42</td>
<td>57.59</td>
<td>55.87</td>
<td>57.75</td>
<td>58.17</td>
</tr>
<tr>
<td>Efficiency</td>
<td>44.2%</td>
<td>49.2%</td>
<td>46.7%</td>
<td>49.7%</td>
<td>53.7%</td>
<td>55.0%</td>
<td>54.5%</td>
<td>58.4%</td>
<td>58.4%</td>
<td>55.2%</td>
</tr>
<tr>
<td>Return on equity</td>
<td>16.13%</td>
<td>15.30%</td>
<td>16.17%</td>
<td>15.48%</td>
<td>14.33%</td>
<td>14.33%</td>
<td>14.09%</td>
<td>10.49%</td>
<td>13.31%</td>
<td>13.80%</td>
</tr>
<tr>
<td>Return on assets</td>
<td>2.47%</td>
<td>2.43%</td>
<td>2.52%</td>
<td>2.48%</td>
<td>2.16%</td>
<td>2.10%</td>
<td>1.97%</td>
<td>1.42%</td>
<td>1.94%</td>
<td>2.00%</td>
</tr>
<tr>
<td>Capital Adequacy Ratio</td>
<td>28.31%</td>
<td>29.95%</td>
<td>30.63%</td>
<td>30.69%</td>
<td>27.60%</td>
<td>25.77%</td>
<td>21.72%</td>
<td>21.18%</td>
<td>20.13%</td>
<td>18.06%</td>
</tr>
</tbody>
</table>

### Graphs

**Assets (US$Million)**

- 2009: 6,749
- 2010: 7,275
- 2011: 7,425
- 2012: 8,179
- 2013: 9,128
- 2014: 9,431
- 2015: 9,935
- 2016: 10,008
- 2017: 10,291
- 2018: 10,548

**Return on Assets (%)**

- 2009: 2.47%
- 2010: 1.94%
- 2011: 1.42%
- 2012: 1.97%
- 2013: 2.10%
- 2014: 2.46%
- 2015: 2.52%
- 2016: 2.43%
- 2017: 2.47%
Graphs

Profit After Tax (US$Million)

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>250</td>
<td>200</td>
<td>150</td>
<td>100</td>
<td>50</td>
<td>0</td>
<td>10</td>
<td>15</td>
<td>20</td>
<td>25</td>
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</table>

Earnings Per Share (TT$)

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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>9.00</td>
<td>6.00</td>
<td>3.00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

Efficiency Ratio (%)

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>58.35</td>
<td>55.24</td>
<td>58.45</td>
<td>53.73</td>
<td>46.65</td>
<td>54.52</td>
<td>56.45</td>
<td>59.24</td>
<td>54.30</td>
<td>51.24</td>
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Return on Equity (%)

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</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
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