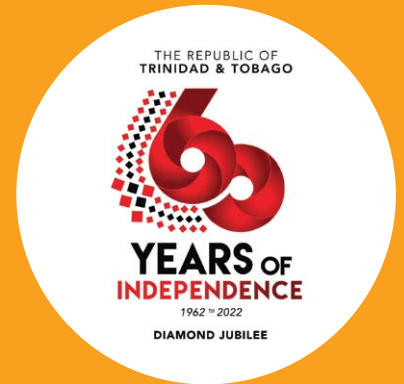




Government of the Republic of Trinidad and Tobago

# STATE ENTERPRISES INVESTMENT PROGRAMME 2023

Tenacity and Stability  
in the Face of Global Challenges



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## Foreword

Economic disruptions induced by the war between Ukraine and Russia and the spillover effects on food and energy prices further wounded the world economy in 2022, still reeling from the effects of the COVID-19 Pandemic.

With added pressure from downside risks such as the property sector crisis in China, the effects of climate change and renewed COVID-19 outbreaks and lockdowns, latest projections for world output in 2022 failed to orbit anywhere near the projection of 4.4 per cent made in the January 2022 edition of the World Economic Outlook (WEO). The July 2022 Update has now revised its projection for 2022 world output downward to **3.2 per cent**, a significant slowdown from the 6.1 percent of 2021. Looking deeper, overall growth in 2022 for Advanced Economies is projected at **2.5 percent**, from 5.2 percent in 2021 and for Emerging and Developing Economies, it is projected to decline to **3.6 percent** from 6.8 percent in 2021.

Against the backdrop of the challenges and uncertainty in the world economy, targeted efforts were made to position State-owned enterprises to face off any imminent risks.

Among measures for tightening Regional food security, **NAMDEVCO** was handed the responsibility for showcasing the avenues through which entrepreneurs could transform agriculture through innovation and vision by building a more technologically advanced agriculture system. The mechanism was the Agri Investment Forum and Expo II, held in August 2022 which catered for some three hundred participants from CARICOM including local regional exhibitors.

Simultaneously, rationalization of state-owned enterprises is being advanced with a view towards maximization of resources and achievement of greater efficiency. Towards that end, a decision for the amalgamation of entities in the non-energy sector was taken in a strategic move for the enablement of Trinidad and Tobago as a premier destination for non-energy business and investment. The entities to be amalgamated into the Trinidad and Tobago Trade and Investment Promotion Agency, will be **ExportTT**, **InvesTT**, **CreativeTT**, and elements of the Trinidad and Tobago Coalition of Service Industries (TTCSI), forming a single trade and investment promotion entity.

Similarly, the project towards the merger of the **Trinidad and Tobago Mortgage Finance Company Limited (TTMF)** and **Home Mortgage Bank (HMB)** has made significant headway, with the shareholding of the new entity, the Trinidad and Tobago Mortgage Bank (TTMB) to be determined in the short term.

Continuing in the financial sector, fiscal year 2022 saw progress in the corporate legal restructure of the First Citizens Group aimed at maintaining performance measurement at its highest scores amidst of the current challenging economic conditions. Notably, this involved the incorporation of a new Company named the **First Citizens Group Financial Holdings Limited (FCGFH)**, a public company listed on the Trinidad and Tobago Stock Exchange (TTSE). The parent company, **First Citizens Holdings Limited** successfully executed an Additional Public Offering, divesting 10,869,565 shares in **FCGFH**, bringing in over \$500 million in revenue for Corporation Sole.

While the July update of the WEO projects a further decline in world output to **2.9** percent in 2023, the 2023 State Enterprises Investment Programme is reflecting optimism, projecting expenditure totaling some **\$4.1 billion** that roughly equates the \$3.9 billion in investment in the 2022 fiscal year.

## Introduction

The State Enterprises Sector comprises 55 companies of which 43 are wholly owned, eight are majority owned and four in which GORTT has a minority shareholding. A complete list of the State Enterprises is detailed in **Appendix I**.

These entities operate in the gas and oil industry, banking and financial services, manufacturing, transport and communication, tourism, agriculture, information technology and the provision of social services.

In 2021, GORTT's equity holding in the State Enterprises Sector totaled \$15,656.5<sup>1</sup> million with a Return on Capital Employed (ROCE) of 10.1 percent. The Sector has demonstrated that it is on the path to full recovery from the impact of the COVID-19 pandemic with profits in the amount of \$3,240.1 million.

The overall performance of the State Enterprises Sector was positive. The energy and energy based sector turnaround from losses in 2020 to profits in 2021. Similarly, the financial services sector continued its growth trajectory with a 31% increase in profitability from 2020. While there were losses in the other sectors, these improved greatly from what was incurred in 2020, suggesting that a breakeven position may be realized in the very near future.

The following table details performance by sector:-

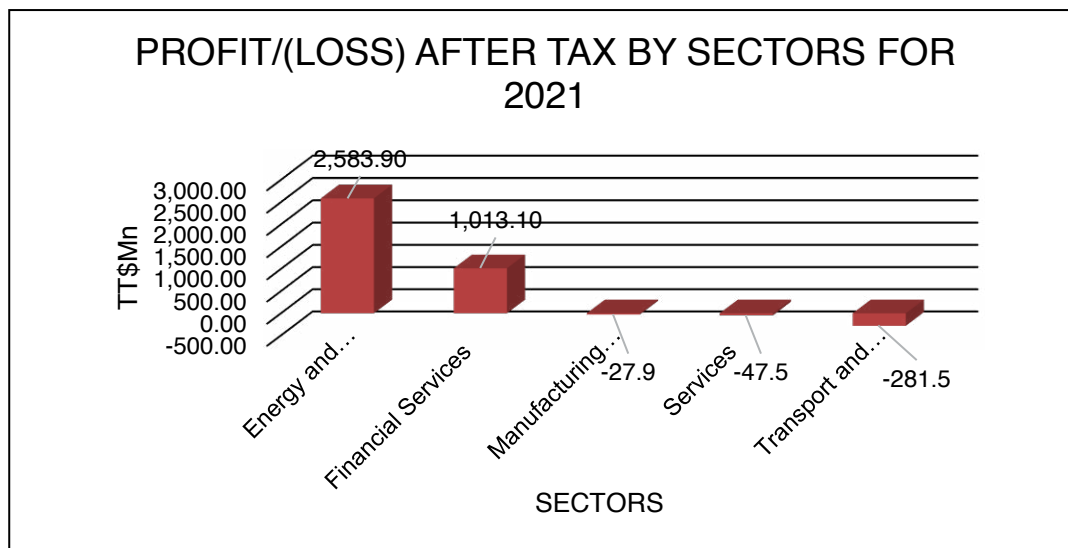
**\*Profit/ (Loss) by Sector:**

Sectors	Profit/(Loss) After Tax 2021 \$ million
Energy and Energy Based	2,583.9
Financial Services	1,013.1
Manufacturing and Agro-Based	(27.9)
Services	(47.5)
Transport and Communication	(281.5)
<b>TOTAL</b>	<b>3,240.1</b>

\*The data provided with respect to the financial performance of State Enterprises is an estimated consolidated position.

<sup>1</sup> Reflects GORTT's Capital Contribution to State Enterprises





The State Enterprises Sector also contributes to the economy through employment, dividend payments, taxes and foreign exchange earnings. Selected Enterprises that contributed to Government's revenue in 2021 are outlined hereunder:-

Enterprises	Profit/ (Loss) Before Tax \$million	Dividends \$million	Corporation Tax \$million	Foreign Exchange \$million
TPHL	1,477.3	0.0	1,399.3	10,669.8
NGC	4,858.9	109.7	(2,290.3)	15,752.9
NPMC	8.5	0.0	18.1	120.9
Clico Trust	391.0	34.6	0.0	0.0
FCHL	900.1	235.3	234.7	0.0
PLIPDECO	47.0	2.2	7.0	78.2

As at March 31, 2022, the State Enterprises Sector expended \$1,066.0 million on various projects and \$2,841.13 million is projected to be utilised for the remainder of fiscal 2022. The projected expenditure for fiscal 2023 is \$4,141.86 million. These projects are detailed at *Appendices II and III*.

## Divestment

### Sale of Assets Programme

The status of the sale of assets programme which commenced in fiscal 2017 is as follows:

- (i) The sale through competitive processes of 50 percent of the industrial estates under the remit of Evolving Technologies and Enterprise Development Company Limited (eTeck). Six estates were selected and four were successfully sold, one is no longer being considered for sale and the sixth is in the process of being demolished instead.

- (ii) The sale of the Rice Mills Operations of National Flour Mills Limited located at Carlsen Field is on hold.
- (iii) The partial divestment of 49 percent of the shareholding of Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT) to an international strategic partner is on hold.
- (iv) The divestment (wholly or partially) of The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) is on hold.

### **Dissolution of Companies**

The following companies have ceased operations and are at various stages of being wound up:

- Education Facilities Company Limited (100%) – a petition is before the High Court of Trinidad and Tobago for the compulsory winding up of EFCL;
- Caroni GREEN Limited (100% State-owned) – a liquidator was appointed;
- Community Improvement Services Limited (100% State-owned) – undergoing pre-liquidation activities;
- Government Information Services Limited (100% State-owned) – undergoing pre-liquidation activities;
- Government Human Resource Services Company Limited (100% State-owned) – a liquidator was appointed;
- Seafood Industry Development Company Limited (100% State-owned) – a liquidator was appointed;
- Tourism Development Company Limited (100% State-owned) – a liquidator was appointed;
- Union Estate Electricity Generation Company Limited (100% State-owned) – undergoing pre-liquidation activities.
- National Health Services Company Limited (100% State-owned) – is in the process of being removed from the Companies Registry.

The liquidation procedure for the undermentioned non-operational State Enterprises was completed and the Ministry of Finance is awaiting Dissolution Certificates from the Registrar of Companies:

- National Broadcasting Network Limited;
- Rum Distillers of Trinidad and Tobago Limited;
- Trinidad and Tobago Entertainment Company Limited;
- Trinidad and Tobago Export Trading Company Limited;
- Trinidad and Tobago Forest Product Company Limited;
- Trinidad and Tobago Revenue Authority Management Company Limited; and
- Human Capital Development Facilitation Company Limited.



## Procurement

When fully proclaimed, State Owned Enterprises, will be subject to the **Public Procurement and Disposal of Public Property Act, No. 1 of 2015** as amended by **Acts No. 5 of 2016, No. 3 of 2017 and No. 27 of 2020 (“the Act”)**. The Act aims to provide for public procurement and disposal of public property in accordance with the principles of accountability, integrity, transparency, and value for money, and seeks to promote local industry development, sustainable procurement, and sustainable development. Section 63 of the Act provides for the Minister of Finance to make Regulations on the advice of the Office of Procurement Regulation (OPR). In accordance with section 63, on July 02, 2021, a package of 10 individual Regulations was laid in Parliament, which were subsequently approved in House of Representatives on January 14, 2022, and in the Senate on the February 08, 2022. The Regulations were gazetted on February 24, 2022, and as a result, are now deemed subsidiary legislation. This notwithstanding, the Act remains partially proclaimed and the sections of the Act which have come into force are outlined in **Legal Notice No. 150 of 2015**. The approved Regulations, itemised below, can be accessed on OPR’s website at [www.oprtt.org](http://www.oprtt.org):

- 1) The Public Procurement and Disposal of Public Property (Challenge Proceedings) Regulations, 2021.
- 2) The Public Procurement and Disposal of Public Property (Ineligibility Proceedings) Regulations, 2021.
- 3) The Public Procurement and Disposal of Public Property (Participation in Procurement) Regulations, 2021.
- 4) The Public Procurement and Disposal of Public Property (Prequalification and Pre-selection) Regulations, 2021.
- 5) The Public Procurement and Disposal of Public Property (Evaluation) Regulations, 2021.
- 6) The Public Procurement and Disposal of Public Property (Procurement Methods and Procedures) Regulations, 2021.
- 7) The Public Procurement and Disposal of Public Property (Procurement of Consultants) Regulations, 2021.
- 8) The Public Procurement and Disposal of Public Property (Record of Procurement Proceedings) Regulations, 2021.
- 9) The Public Procurement and Disposal of Public Property (Retention of Public Property and Disposal of Personal Property) Regulations, 2021.
- 10) The Public Procurement and Disposal of Public Property (Miscellaneous) Regulations, 2021.

## Overview of the State Enterprises Investment Programme – 2023

The State Enterprises Investment Programme (SEIP) highlights capital infrastructure projects financed by State Enterprises and Statutory Authorities, through internally generated funds and loans serviced by either the Agencies or Government. Entities with on-going projects for fiscal 2023 are at **Figure 1** SEIP 2023 Organisational Structure – Projects.

The State Sector will continue to focus on national development in the following priority areas as enlisted below:

- Economic Infrastructure
  - energy
  - agriculture
  - business facilitation
  - communication technologies
  - electricity
  - financial services
  - manufacturing services
  - tourism
  - transport and communication
- Social Infrastructure
  - education and training
  - community
  - housing and settlements
  - health
- Administration
  - public order and safety
  - public administration



SEIP 2023 Organizational Structure - Projects

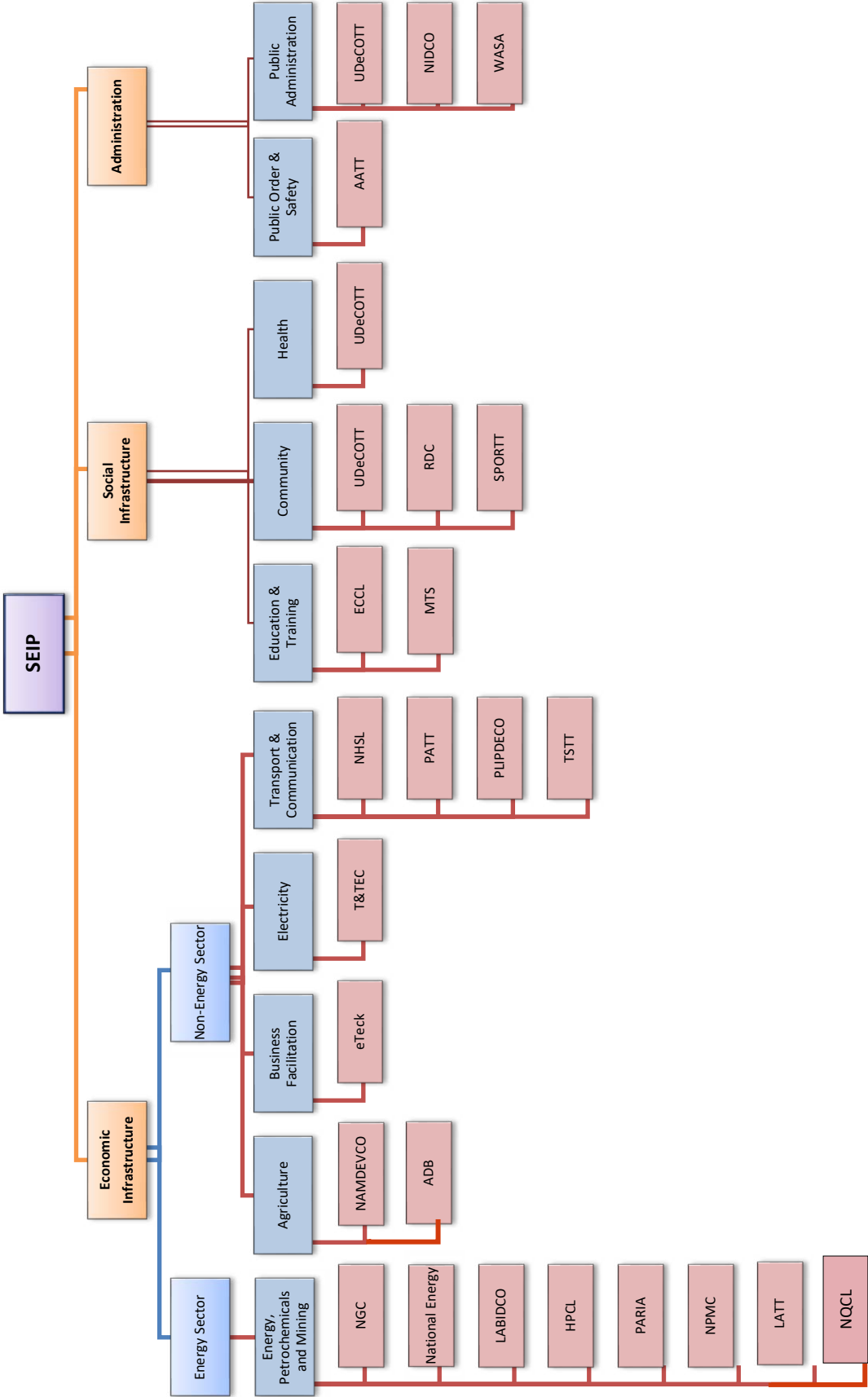


Figure 1 : SEIP 2023 Organizational Structure - Projects  
State Enterprises Investment Programme 2023

## Economic Infrastructure

### Business and Trade Expansion – Energy Sector

#### Energy, Petrochemicals and Mining

#### The National Gas Company of Trinidad and Tobago Limited (NGC)



The National Gas Company of Trinidad and Tobago Limited (NGC) was established in 1975 to purchase, compress, transport and distribute natural gas to industrial users. NGC and its subsidiaries are an integrated group of energy companies operating in Trinidad and Tobago's energy sector with a growing presence in other jurisdictions. The company plays a pivotal role in Trinidad and Tobago's gas-based energy sector and is strategically positioned along the entire natural gas value chain.

#### NGC's Corporate Social Responsibility (CSR)

NGC's CSR portfolio has transitioned to Corporate Sustainability which seeks to embed and ensure sustainability in all its partnerships. CSR initiatives are delivered in alignment with Trinidad and Tobago's National Development Strategy as well as guided by the United Nation's Sustainable Development Goals. Sustainability informs all decisions, strategies and investments. It is also the overarching goal of the CSR portfolio, through which it creates value for country beyond its business. For almost three decades, NGC has invested in groups, causes and communities across Trinidad and Tobago, with a focus on the arts and culture, education, sport, youth empowerment, community development and environmental preservation.

#### Health, Safety, Security and Environment (HSSE)

Managing significant risk forms the foundation of the company's overall HSSE strategy. Having already adopted a Risk Based Process Safety Management (RBPSM) framework, NGC's initiatives are focused on improving its safe systems of work in several areas. Principal among these were streamlining its Occupational Health and Wellness programme, improving the health of crisis management and emergency response barriers, advancing the green agenda and improving digital security management. To this end, the company revised its system for reporting, investigating and learning from incidents, whilst leveraging opportunities for sharing of lessons learnt across the industry.

#### Core Business

The NGC Group is a diversified global conglomerate of over 30 companies that support its mission to create exceptional value from natural gas and related energy businesses through its people and strategic partnerships. NGC operates along the entire energy value chain and includes (non-operated) joint venture oil production; marketing and trading of energy commodities; portfolio investments; technical services; engineering; procurement and construction services and activities in the sustainable energy space, including renewable energy and energy efficiency projects and investments.

During fiscal 2022, NGC continued work on several projects aimed at improving the infrastructure to support the expansion of the natural gas industry and its transformation into liquefied natural gas (LNG), natural gas liquids (NGLs), compressed natural gas (CNG), methanol, ammonia, iron and steel and other gas-based products.

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES

## ECONOMIC INFRASTRUCTURE



The following projects are all internally managed, utilizing local and international service providers:

- **Replacement of 4" Pipeline to Longdenville:** In 2007, NGC commenced works for the replacement of its existing pipeline to Longdenville to supply light industrial users. The project was subsequently put on hold. In fiscal 2022, engineering and design works commenced, but was halted and is due to resume in 2023. The estimated cost of the project is \$36.7 million.
- **Charlieville Diversion Pipeline:** NGC initiated works to re-route sections of its pipeline network through less populated areas, from Point Lisas to Port of Spain to maintain compliance with safety standards. In 2009, NGC commenced works to replace approximately 5.2 km of this pipeline using 24" FBE-coated steel pipes. The project was scheduled to be completed in 2021 however, it was delayed due to the impact of COVID-19.

The estimated cost of the project was revised from \$56.4 million to \$66.6 million. The estimated expenditure for the period April to September 2022 is \$4.6 million. The project was re-scheduled to be completed in fiscal 2022.

- **Odourization Facilities Installation Project:** This project required the installation of four odourization facilities on the 16" diameter mains to Port of Spain and Penal and retrofitting of existing metering facilities with zero-emissions regulators. Construction has been completed on two of the odourization stations, located at Couva and Gasparillo. The proposed station at Springland is no longer required and construction of the remaining odourization station, along with modifications to existing consumer stations were deferred from 2022 and is scheduled to commence in fiscal 2023.

The estimated cost of the project is \$42.1 million and \$10.5 million is projected for fiscal 2023.

- **Dragon to Hibiscus Pipeline:** NGC forms part of the Joint Coordinating Committee (JCC) established to pursue the opportunity of importing gas from Venezuela's Dragon field via a new subsea pipeline from the Dragon Field and ending at the Shell Trinidad and Tobago Limited (Shell) operated Hibiscus Platform.

The estimated cost of the project is \$236.2 million and it remains on hold.

- **TGU Alternative Gas Supply (formerly known as Alternative Gas Supply):** This project entails the construction of a natural gas pipeline connection (with metering station facility) from NGC's domestic 36" diameter pipeline to the 56" Cross Island Pipeline (CIP) at Picton, via an existing 24" future connection valve off the CIP, north of the Mainline Valve Station 2. The project was scheduled to be completed in fiscal 2021, however due to the impact of COVID-19 and the need to undertake remedial works, it is now scheduled to be completed in fiscal 2022.

The estimated cost of the project was revised from \$14.0 million to \$36.0 million. The estimated expenditure for the period April to September 2022 is \$3.9 million.

- **PPVS Main Bypass:** This project involves the installation of a new by-pass at NGCs' existing Phoenix Park Valve Station, which will facilitate an improvement in system reliability to downstream customers during adverse emergency scenarios. The estimated cost of the project is \$65.0 million and it remains on hold.
- **16" Low Pressure Switchover:** The project involves decommissioning the 16" diameter low pressure pipeline that begins at City Gate Valve Station and ends at the Powergen Port of Spain facility. This pipeline was commissioned in 1963 and is now at the end of its useful life.

The estimated cost for the project was \$6.9 million. The estimated expenditure for the period April to September 2022 is \$2.3 million and \$2.5 million for fiscal 2023. The project is now scheduled to be completed in fiscal 2023.



- **Pipeline from Grenada to Point Lisas:** This project comprises the design, procurement and construction of a subsea/onshore 24" diameter pipeline from the planned, offshore development in Grenada to Trinidad and Tobago. The estimated cost of the project is \$3,385.0 million. This project is on hold and is dependent on the successful outcome of the appraisal drilling programme.
- **Union Estate Gas Receiving Facility (UEGRF): Blast Resistant Control Building:** This project was intended to improve the safety and reliability of NGC's Union Gas Receiving Facilities by relocating, designing and constructing a new Control Room Building at the Union Estate Facility. The estimated cost of the project is \$13.0 million and it is on hold.
- **Guaracara Metering Station (formerly known as Guaracara Refinery Gas Supply):** This project is intended to upgrade NGC's gas supply infrastructure at the Guaracara Refinery at Pointe-a-Pierre, with a particular focus on the metering facilities. The project is expected to be completed in fiscal 2023.

The estimated cost of the project was revised from \$15.0 million to \$12.7 million. The estimated expenditure for the period April to September 2022 is \$2.4 million and \$10.3 million for fiscal 2023.

- **Pipeline to Touchstone Ortoire Block:** This project seeks to provide pipeline and related gas gathering infrastructure to deliver natural gas from the Cascadura Field to NGC's domestic network. The estimated cost of the project is \$53.2 million. The estimated expenditure for the period April to September 2022 is \$24.5 million and \$21.9 million for fiscal 2023. The project is scheduled to be completed in fiscal 2023.
- **Small Scale LNG (ssLNG):** This project is expected to become the regional energy hub, in support of the transition to low/zero-carbon energy sources including natural gas. The project is expected to provide the onshore and marine infrastructure to allow for the supply of small LNG cargos, either via ISO Containers or LNG ships of less than 20,000 cubic meters capacity.

The estimated cost of the project is \$1,417.0 million. The estimated expenditure for the period April to September 2022 is \$6.0 million and \$55.0 million for fiscal 2023. The project is scheduled to be completed in fiscal 2025 and is currently in the feasibility stage.

### The NGC CNG Initiative

NGC was mandated to expand and upgrade its current gas distribution network to supply CNG to Filling Stations across Trinidad. NGC was further mandated to accelerate the use of CNG as a major alternative fuel in Trinidad and Tobago. Accordingly, NGC incorporated NGC CNG Company Limited (NGC CNG), a wholly owned subsidiary to implement the CNG Initiative. NGC CNG earns its income from margins from the sale of CNG.

- **Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations:** The scope of the initial project was 22 stations. Construction works commenced in fiscal 2022 on a refilling station located in Syne Village, Penal. Design works is expected to commence on a Fixed Unit Station at Cove Estate and will be undertaken in-house. The estimated cost of the project is \$36.0 million. The estimated expenditure for the period April to September 2022 is \$1.5 million.
- **Implementation of the CNG Initiative:** The original estimated cost of this initiative for Phases I & II was \$2.1 billion for a five-year period. Phase I initially entailed the construction of 22 service stations and the conversion of 17,500 vehicles which was revised to the conversion of 19,000 vehicles. The estimated cost of Phase I of the project is \$271.0 million.



# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES

## ECONOMIC INFRASTRUCTURE



The specific goals of NGC CNG include:

- Increasing the acceptability of CNG as an alternative fuel in Trinidad and Tobago;
- Increasing the availability of CNG nationally via new to industry, upgraded and retrofitted CNG fuel stations;
- Entering into arrangements with existing refuellers and selecting the most appropriate sites;
- Developing and owning CNG stations if and as required;
- Owning and operating a mobile CNG refueling system to improve reach of coverage.
- Providing a reliable CNG service nationally;
- Providing the public with an alternative low-priced fuel;
- Partnering with the public transportation sector to allow conversion of existing fleets of vehicles;
- Facilitating the process of CNG conversion nationally - fleet owners, licensed and qualified converters, private vehicles;
- Minimizing Trinidad and Tobago's carbon footprint; and
- Strengthening national contribution by reducing the subsidy burden as each liter of CNG sold displaces an equivalent one liter of liquid fuel known as the Subsidy Offset (SO) and making the displaced liquid fuel available for sale on the open market, thus generating potential foreign income known as Annual Potential Foreign Income (APFI).

The estimated expenditure for the period April to September 2022 is \$8.6 million and \$19.8 million for fiscal 2023 to meet costs for procurement of fixed station CNG equipment, installation and commissioning; procurement and commissioning of Mobile Refueling Units; incentives for OEM CNG Maxi Taxis; sales and marketing activities to drive CNG demand and the implementation of the CNG Vehicle Management System.

### Modification Works

- **Liquid Contingency Handling at PPVS:** This project involves the provision of additional facilities for the safe and adequate handling, processing and storage of condensate at PPVS. Phase 1 construction is now scheduled to commence in fiscal 2022 and be completed in fiscal 2023. Phase 2 is in the design phase and is scheduled to be completed in fiscal 2024. The project includes additional water treatment facilities and a pipeline from PPVS to Phoenix Park Gas Processing plant. The estimated cost of the project was revised from \$50.0 million to \$67.8 million. The estimated expenditure for the period April to September 2022 is \$10.9 million and \$12.5 million for fiscal 2023.
- **Union Gas Receiving Facility Upgrade (UGRF):** The project involves the upgrade of the UGRF to increase capacity to 400 mmscfd. The second phase of the works is now scheduled to be completed in fiscal 2022. The estimated cost of the project was revised from \$36.6 million to \$19.1 million. The estimated expenditure for the period April to September 2022 is \$0.04 million.
- **LABICO Berth 2 Paving and Drainage Project** - This project is being reported under La Brea Industrial Development Company Limited (LABIDCO).
- **Replacement of Five (5) Metering Stations:** This project involves the refurbishment of the Picton, AUM, Yara and Tringen 1 & 2. The work is being executed in two packages: Package 1 – Picton and AUM and Package 2 – Tringen 1 & 2 and Yara. Works on Package 1 is expected to be completed in the first quarter of fiscal 2023. The estimated cost of the project is \$3.6 million. The estimated expenditure for the period April to September 2022 is \$1.8 million and \$1.8 million for fiscal 2023.

- **Beachfield Condensate Stabilization Project:** This project involves the provision of a safe, reliable and efficient system to receive, process, measure, store liquids and dispatch condensate to potential buyers to allow for the storage and disposal of Produced Water and is being executed on a phased basis Phase 1 is scheduled to be completed in fiscal 2022 and Phases 2 and 3 are scheduled to be completed in fiscal 2023. The estimated cost of the project is \$246.0 million. The estimated expenditure for the period April to September 2022 is \$16.9 million and \$6.7 million for fiscal 2023.
- **Beachfield Firewater Project:** This project involves new facilities for additional firewater protection to improve the safety and reliability of NGC's New Abyssinia Accumulator Station (NAAS) and a new Blast Resistant Control Room Building which includes 4" and 6" condensate pipelines and other infrastructures. The estimated cost of the project is \$105.0 million. The estimated expenditure for the period April to September 2022 is \$11.2 million and \$17.5 million for fiscal 2023.
- **24" to 56" Interconnect Project:** This project will provide NGC with improved flexibility for the transmission of gas along the transmission network. The estimated cost of the project is \$5.0 million. The estimated expenditure for the period April to September 2022 is \$0.4 million. The project is scheduled to be completed in fiscal 2022.
- **Supply of Domestic and Firewater to PPVS:** The project is geared towards providing a reliable supply of domestic water and improve the firefighting system capability in areas that are not covered by the existing system. The project is currently in the design phase. The estimated cost is \$20.0 million and the estimated expenditure for fiscal 2023 is \$0.5 million.

### Other Projects

- **New Signature Corporate Complex:** The initial concept of a Corporate Complex was revised to a new Signature Corporate Complex at Rivulet Road. The estimated cost of the project is \$75.0 million. This project is on hold.
- **Refurbishment of Warehouse Facility:** This project was completed at a cost of \$16.9 million.
- **Carbon Dioxide Pipeline Project (Provisional):** NGC had partnered with Petrotrin to construct a pipeline to transport 30 million cubic feet of carbon dioxide. This line was intended for processing flue gas effluent on the Point Lisas Industrial Estate to a hub circa a mature aging oil field south east of La Brea. The estimated cost of the project is \$0.8 million. Works on this project remains on hold.
- **UIE Control and Safety System Upgrade:** The project involves the replacement of obsolete infrastructure used to monitor and control the operations at the UIE Gas Receiving Facility to ensure continuous safe and reliable operations as well as cater for additional infrastructural upgrade. The estimated cost of the project is \$2.5 million. The estimated expenditure for the period April to September 2022 is \$1.6 million. The project is scheduled to be completed in fiscal 2022.
- **Implementation of EFM for Custody Transfer:** The project involves the replacement of infrastructure, as the Supervisory Control and Data Acquisition (SCADA) equipment that monitors operating conditions and determines the volume of gas passing through the pipeline, is obsolete. Phase 1 of the project was completed in fiscal 2021 with 16 sites upgraded. The next phase will commence in fiscal 2022. The estimated cost of the project is \$4.8 million. The estimated expenditure for the period April to September 2022 is \$0.3 million. The project is scheduled to be completed by fiscal 2022.

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES

## ECONOMIC INFRASTRUCTURE



- **Corporate Upgrade:** The NGC Corporate Upgrade Project (CUP) is being undertaken at two locations and seeks to upgrade the office spaces at NGC's Orinoco House (Head Office) and Pacific House (Warehouse Complex/Facility & Upgrade of Maintenance Building). These upgrade works incorporate HSSE requirements, replacement of aging infrastructure and enhanced workflows, all focused on the well-being of staff at both locations.
  - **Upgrade at Orinoco House (Head Office):** This involves the upgrade of the interior, exterior, and Heating Ventilation and Cooling (HVAC) components of NGC's Head Office (Orinoco House). The estimated cost of the project is \$68.0 million. The estimated expenditure for the period April to September 2022 is \$1.7 million and \$10.0 million for fiscal 2023. The project is expected to be completed in fiscal 2024.
  - **Upgrade of Pacific House:** This seeks to provide additional workspace for maintenance activities at NGC's warehouse complex. Design activities are scheduled to commence in fiscal 2022. The estimated cost of the project is \$6.0 million. The estimated expenditure for the period April to September 2022 is \$1.2 million and \$4.8 million for fiscal 2023. The project is expected to be completed in fiscal 2024.
- **Cove Control System Replacement:** This project was initiated in 2020 to replace the obsolete infrastructure at Cove facility to ensure continued safe and reliable delivery of gas to the power generation facility in Tobago. The estimated cost of the project is \$3.0 million which is to be fully expended in fiscal 2023.

### National Energy Corporation of Trinidad and Tobago Limited (National Energy)



National Energy Corporation of Trinidad and Tobago Limited (National Energy) is a wholly owned subsidiary of NGC. The company is responsible for developing and managing the marine assets at Point Lisas, Port of Galeota and Port of Brighton (jointly with LABIDCO). National Energy provides marine and infrastructure facilities for new and existing investors. It is charged with the transformation of the Union Estate at La Brea and other selected sites into world-class industrial parks for the location of large-scale energy plants, as well as the promotion and facilitation of associated downstream industries.

Over the period October 2021 to March 2022, National Energy expended \$33.62 million on its ongoing projects. The projected expenditure for the period April to September 2022 is \$9.3 million to be utilised on planned projects. As part of its on-going programme to improve efficiency and customer satisfaction, as well as attracting new investors, the company has a projected \$86.6 million spend for fiscal 2023. The projects are as follows:

- **Upgrade of Savonetta Piers:** This upgrade involves improvement works on the Savonetta Piers (1, 2, 3 & 4) and on the ISCOTT Dock to accommodate vessels and handle cargo safely. It includes major safety equipment/operating systems and the installation of terminal firewater/foam systems, conveyor systems, mooring equipment and platforms, general inspection and maintenance of steel superstructures, gas and fire detection systems and replacement of marine berthing fenders.

The estimated cost of the project is \$79.3 million. The estimated expenditure for the period April to September 2022 is \$4.5 million and \$35.1 million for fiscal 2023.

- **Refurbishment of vessels:** This is an ongoing project which includes dry-docking and overhaul of engines at approximately two and a half years intervals to maintain asset integrity and National Energy Lloyd's classification. The estimated cost of the project was revised from \$97.7 million to \$109.6 million. The estimated expenditure for the period April to September 2022 is \$4.8 million and \$19.3 million for fiscal 2023.
- **Union Industrial Estate Water Reticulation and Firewater System:** This project involves the completion of existing infrastructure on the estate and servicing existing tenants that require potable and fire water. The estimated cost of the project is \$11.2 million. The estimated expenditure for fiscal 2023 is \$3.6 million.
- **Acquisition of Azimuth Stern Drive (ASD) Tugboat:** This project involves the acquisition of a 60 Ton Azimuth Stern Drive (ASD) tugboat to compliment the company's existing fleet of vessels. The estimated cost of the project is \$55.5 million. The estimated expenditure for fiscal 2023 is \$28.7 million.



### National Marine and Maintenance Services Company Limited (NMMSC)

National Marine and Maintenance Services Company Limited (NMMSC) was incorporated on June 17, 2020 as a wholly owned State Enterprise to acquire CL Marine Limited and its subsidiaries.

### La Brea Industrial Development Company Limited (LABIDCO)



La Brea Industrial Development Company Limited (LABIDCO) provides industrial land for leasing, lay-down and fabrication yard facilities, bio-remediation and port and dock services at the La Brea Industrial Estate and the Port of Brighton. The company is 91.55 percent owned by NGC and 8.45 percent by Petrotrin. LABIDCO continues to implement projects to upgrade the infrastructure facilities at the La Brea Industrial Estate. Its capital expenditure programme includes:

- **Upgrade of the Drain Corridors:** This project is to ensure adequate runoff of surface water and to address tenants' concerns on the Estate. The estimated cost of the project is \$6.1 million. The estimated expenditure for fiscal 2023 is \$2.3 million.
- **Well Re-abandonment:** This project involves the installation of safety features to meet Health and Safety standards and includes the construction of access to wells, gas vents, flares and containment sumps. The estimated cost of the project is \$10.0 million. The estimated expenditure for fiscal 2023 is \$3.5 million.
- **Upgrade of the New Port and Security Building:** This project involves the upgrade of the accommodation of Customs, Immigration and Security personnel at the port's entrance inclusive of a CCTV system. The estimated cost of the project is \$5.0 million. The estimated expenditure for the period April to September 2022 is \$1.1 million and \$0.9 million for fiscal 2023.
- **Upgrade of Secondary Access Roads:** This project involves the maintenance of the road infrastructure on the LABIDCO Estate at an estimated cost of \$11.0 million. The estimated expenditure for fiscal 2023 is \$3.0 million.
- **Installation of Fire Water System at Port of Brighton:** This project involves the procurement and installation of a fire water system at Berth 2, La Brea. The estimated cost of the project is \$1.5 million. The project is scheduled to be completed in fiscal 2023.
- **Solar Lighting on Estate:** This project involves the supply and installation of solar lights on eastern, southern and western boundaries of the estate. The estimated cost of this project is \$1.0 million. The project is scheduled to be completed in fiscal 2023.
- **LABIDCO Berth 2 Paving and Drainage Project** - This project involves the upgrade of the key paved areas to allow for flexibility in vessel offloading/cargo storage and drainage infrastructure supporting the operation of Berth 2. The estimated cost of the project was revised from \$34.0 million to \$90.0 million. The estimated expenditure for the period April to September 2022 is \$1.0 million and \$75.0 million for fiscal 2023. The project is scheduled to be completed in fiscal 2024.

### Trinidad Petroleum Holdings Limited (TPHL)



Trinidad Petroleum Holdings Limited (TPHL) was incorporated in October 5, 2018 and is a wholly owned integrated national oil and gas holding company, it has four wholly owned subsidiaries:

- Heritage Petroleum Company Limited (Heritage)
- Paria Fuel Trading Company Limited (Paria)
- Petroleum Company of Trinidad and Tobago Limited (Petrotrin)
- The Guaracara Refining Company Limited (GRC)

### Heritage Petroleum Company Limited (HPCL)



Heritage Petroleum Company Limited (HPCL) operates both on land and offshore with principal activities in the exploration, development, production, purchase and sale of crude oil. Its operations include operated assets onshore and offshore fields primarily located within southern Trinidad. The non-operated or joint venture assets are located onshore in the south-western portion of the island and off the north, east and west coasts of the island.

The main source of revenue for HPCL is the sale of Crude oil and Natural Gas. Sources of crude include:

- (a) Equity crude - produced from various fields including HPCL's share in the joint ventures.
- (b) Local Purchased Crude - indigenous crude purchased from lease operators, incremental production service contracts, farmouts, non-equity share from all Joint Ventures (excluding Teak, Samaan, Poui) and other third-party companies.

HSSE performance is of key importance and priority and HPCL has a focus on compliance with applicable regulatory standards and legislation and ensuring a safe working environment.

The operations of the company are disaggregated as follows:

- Offshore
- Land
- Drilling
- Mid-Stream
- Joint Ventures
- Corporate

**Offshore's** main oil-winning activities include drilling, reactivation of wells, workovers, and conversion of well to Progressive Cavity Pump (PCP). Major investments involve upgrading the marine infrastructure, both to maintain base crude production as well as to support new oil from the oil winning projects.

**On Land**, the main thrust is to ramp up the daily production initially through increased work-over and expense type activity and expansion of the reserves through drilling activities.

**The Drilling** operations manage and execute the identified drilling, workover and well servicing projects.

**The Mid-Stream** operations will focus mainly on the improvement of the accuracy of the fiscalization of the crude and condensate process as well as the maintenance of tank farm facilities and supporting infrastructure.



# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES

## ECONOMIC INFRASTRUCTURE



HPCL has been vested with the **Joint Venture (JV)** contracts previously held by Petrotrin. This programme is viewed as another mechanism to increase reserves and expand its participation in new upstream business opportunities. Planned initiatives include Lease Operatorships (LO), Farmout (FO), Incremental Production Services Contracts (IPSC) programmes as well as drilling and work-over activities in some blocks. As operations continue to increase work in these blocks, increased production is expected.

HPCL has focused on fostering an economically sound model expected for delivery of oil winning activities to positively impact on reserves in a safer and more efficient environment. HPCL intends to explore new and innovative methodologies aimed at cost savings and move the company strategically into the preferred industry quartiles.

To achieve these plans, some of the major projects earmarked for implementation are:

### OFFSHORE

- **Installation of Subsea Electrical Cables:** This project involves the installation of 13.8kV Subsea Electrical Cables between offshore locations to facilitate the distribution of electrical power. The estimated cost of the project was revised from \$5.0 million to \$2.0 million. The estimated expenditure for the period April to September 2022 is \$2.0 million. The project is expected to be completed by September 2022.
- **Southwest Pipelines and Infrastructural Works:** This project involves the installation of pipelines and a small riser platform works for the proposed Southwest work programme. Three pipeline installations and commissioning have been completed, with three wells placed on production to date. Works on 2-inch and 4-inch pipelines, electrical works, topside infrastructural repairs and upgrades are ongoing. The estimated cost of the project is \$256.8Mn. The estimated expenditure for the period April to September 2022 is \$55.3 million and \$80.0 million for fiscal 2023.
- **Repair of Offshore Slop Systems:** This project involves the repair of slop systems for offshore locations to eliminate leaking slop systems and address HSE issues. The estimated cost of the project is \$90.0 million. The project was deferred.
- **Strengthening, Modification and Repair to Platforms:** This programme involves the installation of new jacket sleeves and braces to extend the life of structures by 15 years. The intent is to strengthen, modify and repair platforms 2, 5 and 9, Block Stations 9 and 209, Riser Platform 3. The estimated cost of the project is \$186.0 million and the estimated expenditure for fiscal 2023 is \$30.0 million. The project is being redefined.
- **Project Reporting System:** This project involves the replacement of the current well information system and includes software solution and implementation cost. It is scheduled to commence in June 2022. The estimated cost of the project is \$15.0 million. The estimated expenditure for the period April to September 2022 is \$5.1 million and \$5.0 million for fiscal 2023.
- **2020 - 2021 Workovers (CAPEX):** This project was completed at a cost of \$11.9 million.
- **Drilling East Field:** This project was relocated to "Drilling".
- **Replacement of Boat Landings on PL 21 and BS 209:** This project involves the fabrication and installations of new landings. Alternative access has been identified and the project was rescheduled to fiscal 2023. The estimated cost of the project is \$6.3 million and is estimated for fiscal 2023.
- **Pile & Structure Restoration for Remote Locations (CL#12 and RP#3):** This project involves the repair and replacement of severely corroded pipe sections and structural members in order to maintain asset integrity and ensure a safe working environment. The estimated cost of the project was revised

from \$8.3 million to \$40.0 million as the result of the need for significant restorative works. The estimated expenditure for the period April to September 2022 is \$0.4 million and \$39.1 million for fiscal 2023.

- **Oil Spill and other HSSE Equipment 2021:** This project involves the acquisition of occupational health monitoring equipment, sorbent booms, and flat bottom aluminum boat with diesel driven motors and shoreline sealing booms. The estimated cost of the project is \$1.0 million. This project was deferred.
- **Oil Spill/Emergency Response Equipment:** This project was completed at a cost of \$2.7 million.
- **Generators Purchase:** This project involves the procurement of 13 generator units, thereby moving from rentals to ownership. The estimated cost of the project is \$5.0 million and the estimated expenditure for the period April to September 2022 is \$4.0 million.
- **Purchase of Cargo Boxes, Tools and Equipment:** This project was completed at a cost of \$0.8 million.
- **Refurbishment of Remote Deck 1:** This project involves the upgrade of Remote Deck 1 to function as the main power generating facility and the main hub for personnel operating in South West Soldado. The estimated cost of the project is \$3.3 million. This project was deferred.
- **Platform 14 Boat Landing:** This project involves the stabilization of the platform movement during marine vessel approach and mooring as well as during rough sea conditions. The project is required to satisfy Insurer's requirements. The estimated cost of the project was revised from \$9.5 million to \$9.8 million. The estimated expenditure for the period April to September 2022 is \$3.8 million and \$5.3 million for fiscal 2023. This project was rescheduled to be completed in fiscal 2023.
- **Bulk Oil Trunk Line SWS to Riser Platform 1:** This project involves the Front-End Engineering and Design for the bulk oil trunk line from SWS to Riser Platform 1, including the installation of pipeline and risers. The estimated cost of the project was \$253.0 million. This project is on hold.
- **Marine Base Improvement 1:** This project involves furniture acquisition and major upgrade activities at the Marine Base. This project is being undertaken in Phases and Phase I was rescheduled to be completed in fiscal 2022 at an estimated cost of \$0.5 million.
- **Cathodic Protection Retrofit /Upgrades and Inspection Tools Acquisition:** This project involves the purchase of inspection tools - Niton Apollo LIBS Analyzer and Accessories, MPI Yoke to execute inspection and Cathodic Protection Retrofit/Upgrades for facilities life extension. The estimated cost of the project is \$1.2 million. This project is on hold.
- **Installation of Minimal Landings 10:** This project involves the design, fabrication and installation of landings on various platforms to allow for safe access and egress to and from locations. This project has been reclassified as a non-capital project.
- **Electrical and Instrumentation (Measurements) Upgrades and Acquisitions:** This project is for measurement system upgrade - procurement, installation, commissioning, and other life cycle requirements for key measurement systems for the Offshore Business Unit including: Net Oil Metering systems at RPs, Platforms MPMFs for well testing, Gas Metering systems, and Gas Leak System Detection. The estimated cost of the project is \$40.0 million and the estimated expenditure for fiscal 2023 is \$15.0 million.
- **Terminal Operating System Software and Radar System:** This project involves the purchase and installation of a Terminal Operating System Software within a two-year period. This project is on hold.
- **Scrubber/Slug Catchers Installation and New Technologies:** This project involves the acquisition and installation of four scrubber/slug catchers on Compressor Platform 4, Block Station 16, Riser



# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES

## ECONOMIC INFRASTRUCTURE



Platform 13, Well S-719; one per year over a four-to-five-year period. The estimated cost of the project was revised from \$8.0 million to \$20.0 million. It was rescheduled to commence in 2023 with an estimated expenditure of \$5.0 million.

- **Integrity Portfolio Plan:** This project involves the execution of significant asset integrity upgrades on facilities containing compressors/processing equipment throughout the Soldado Fields. This project is expected to run for multiple years. The estimated cost of the project is \$609.0 million. It is now expected to commence in 2023 with an estimated expenditure of \$5.0 million.
- **Information Technology Work Program:** This project is to facilitate SCADA system and architecture upgrade, implementation of a service desk solution, drone technology implementation, upgrade of the network architecture infrastructure and artificial intelligence and automation on platforms. The estimated cost of the project was revised from \$76.0 million to \$4.4 million. The estimated expenditure for the period April to September 2022 is \$2.3 million and \$2.1 million for fiscal 2023.
- **Fire Pump Upgrade 2022:** This project involves the upgrade of Fire Pumps as the existing pumps are obsolete with maintenance being a challenge. HSSE evaluation is currently being undertaken to support the development a strategy for implementation. The estimated cost of the project is \$4.0 million which is to be fully expended in fiscal 2023.
- **Riser Platform Refurbishment and Upgrades 2022:** This project involves infrastructural upgrades. A Phased program and master service agreement are being developed to support execution. The total estimated cost of the project is \$10.0 million. The estimated expenditure for the period April to September 2022 is \$5.0 million and \$5.0 million for fiscal 2023.
- **Procurement of Pump Packages:** This project involves the replacement of obsolete pumps. Equipment specifications have been developed and the procurement process initiated. The estimated cost of the project is \$1.5 million which is to be fully expended in fiscal 2023.

## LAND

- **Development Drilling:** This project was relocated to “Drilling”.
- **Enhanced Oil Recovery (EOR) Pilot Projects - FY 2020:** This project involves pilot testing of reservoirs for improved oil recovery implementation. The estimated cost of the project was revised from \$12.1 million to \$14.6 million. The estimated expenditure for the period April to September 2022 is \$5.7 million and \$7.6 million is estimated for fiscal 2023. The project is scheduled to be completed 2023.
- **Production Optimization - FY 2020:** This project was completed at a cost of \$17.8 million.
- **Operations Technology - Capital Equipment:** This project involved procurement of specialized testing equipment for two departments:
  - (i) HPCL Laboratory: Equipment for the analysis of HPCL crude oil sale and waste water for regulatory reporting and the analysis of mud for quality control process;
  - (ii) Drilling and Workover: ***This project was relocated to Drilling.***

The estimated cost of the project was revised from \$6.5 million to \$4.4 million. The estimated expenditure for the period April to September 2022 is \$1.1 million and \$2.0 million for fiscal 2023.

- **Capital Equipment – Contingency:** This project involves the procurement of critical capital equipment that may arise from theft/sabotage and/or emergencies within the fiscal year. The estimated cost of the project was revised from \$9.0 million to \$6.3 million. The estimated expenditure for the period April to

September 2022 is \$2.0 million and \$4.0 million for fiscal 2023. The project is scheduled to be completed in 2023.

- **Land Metering System:** This project involves the installation of meters at key transfer points to seven (7) Tank Farms. The estimated cost of the project is \$2.5 million. This project is on hold.
- **Operations & Maintenance Equipment:** This project involves the procurement of long lead/high cost electrical and instrument equipment required for operations & maintenance programmes for remote monitoring systems for critical assets. The estimated cost of the project was revised from \$6.5 million to \$6.9 million. The estimated expenditure for the period April to September 2022 is \$5.4 million. The project is scheduled to be completed in fiscal 2022.
- **Electrical Upgrade – HPCL Lab:** This project involves the electrical rewiring of the HPCL Lab Buildings and installation of an upgraded UPS System. The estimated cost of the project was revised from \$1.8 million to \$1.7 million. The project is deferred.
- **Operations & Maintenance - Field Rationalisation Study:** The focus of this project is on gas capture, reduction of stations and rationalization of the fields. This project was reclassified as non-current - operating expenditure. This has been re-classified as a non-capital project.
- **Operations & Maintenance - New Technology Project FY 2023 (formerly New Technology Project):** This project involves the procurement of equipment inclusive of transfer pumps, piping and instrumentation, PCP drive heads and pumping units to address asset integrity and reliability of field equipment. The estimated cost of the project is \$2.0 million. This project is deferred.
- **Instrumentation Upgrade Project:** This project involves the procurement of Remote Transfer Units (RTUs) and sensors for remote monitoring implementation. The estimated cost of the project is \$1.5 million. This project is deferred pending the outcome of SCADA study.
- **Major Roadworks and Bridge Upgrade Project:** This project involves the construction of Bailey Bridges for critical access points across the Assets. The estimated cost of the project is \$6.0 million. This project is deferred.
- **Asset Integrity Upgrade Project:** The focus of this project is on transfer lines, flowlines, pressure vessels, tanks, pumps, relief valves, quality (fluid composition) and electrical upgrades. This project was reclassified as non-capital project.
- **IOR Project - Fiscal Year 2022:** This IOR project involves FR 756 waterflood, drilling of four wells (28mm), injection facility (5mm), running of lines (3mm), well work (4mm). The estimated cost of the project was revised from \$40.0 million to \$18.5 million. The estimated expenditure for fiscal 2023 is \$0.5 million.
- **CAPEX Reactivations/Recompletions - Fiscal Year 2022 renamed CAPEX Reactivations, NRTs:** This project was relocated to Drilling.
- **IOR Phase 1:** This project involves the refurbishment works on steam generator, steam lines (including insulation), gas scrubbers and water supply network. The estimated cost of the project is \$9.8 million. The estimated expenditure for the period April to September 2022 is \$4.2 million and \$5.2 million for fiscal 2023. It is scheduled to be completed in fiscal 2023.
- **IOR Phase 2:** This project involves the refurbishment works on steam generator, steam lines (including insulation), gas scrubbers and water supply network. The estimated cost of the project is \$16.8 million. The estimated expenditure for the period April to September 2022 is \$6.6 million and \$8.9 million for fiscal 2023. It is scheduled to be completed in fiscal 2023.

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES

## ECONOMIC INFRASTRUCTURE



- **Production Enhancement Project – FY 2022:** This project involves the receipt of Digital Pressure/Temperature Gauges and the procurement of Subsurface Software to support the Steam Generator Portfolio. The estimated cost of the project is \$2.0 million. The estimated expenditure for the period April to September 2022 is \$0.5 million and \$0.5 million for fiscal 2023.
- **Barrackpore Station 6 Relocation:** This project involves the decommissioning of the old Gathering Station and relocation and building of a new Gathering Station. The estimated cost of the project is \$6.5 million. The estimated expenditure for the period April to September 2022 is \$4.0 million and \$2.5 million for fiscal 2023.
- **Land – Production Reporting System:** This project involves the completion of the software installation across the business. The estimated cost of the project is \$14.0 million which is to be fully expended in fiscal 2023.

### Drilling

- **Offshore Drilling:** This project involves the procurement of casing for further well drilling and development in fiscal years 2023 and 2024. The estimated cost of the project is \$91.7 million and \$8.6 million is estimated for fiscal 2023.
- **Drilling East Field:** This project involves the acquisition of long lead items to support drilling for Cluster and Well build within Soldado East Field. The estimated cost of the project was revised from \$72.2 million to \$113.6 million. The estimated expenditure for the period April to September 2022 is \$92.4 million. Drilling is scheduled to be completed in 2022.
- **Drilling East Field II:** This project involves the completion of drilling activities for Well 878 FU4. The estimated cost of the project is \$144.5 million. The estimated expenditure for the period April to September 2022 is \$96.5 million and \$12.8 million is estimated for fiscal 2023.
- **Workover CAPEX (2023):** This project seeks to execute workover operations on two New Reserve Types to aid with production increase fiscal year 2023. The estimated cost of the project is \$15.5 million and \$14.9 million is estimated for fiscal 2023.
- **CAPEX Reactivations, NRTs (formerly CAPEX Reactivations/Recompletions - Fiscal Year 2022):** This project involves New Reserve Type drilling based on the current hopper of candidates. The estimated cost of the project was revised from \$6.7 million to \$36.2 million. The estimated expenditure for the period April to September 2022 is \$19.2 million and \$12.2 million for fiscal 2023.
- **Development Drilling (formerly Development Drilling - Land 2022):** This project involves the drilling and completion of primary wells. The estimated cost of the project was revised from \$122.5 million to \$163.4 million. The estimated expenditure for the period April to September 2022 is \$97.4 million and \$66.0 million for fiscal 2023.
- **Drilling - Capital Equipment (previously under Operations Technology –Capital Equipment):** This project involves the procurement of selected subsurface tools and equipment critical for removal of well debris from low-cost, low BHP and unconsolidated Heritage land reservoirs. The estimated cost of the project is \$21.8 million. The estimated expenditure for the period April to September 2022 is \$0.3 million and \$20.0 million for fiscal 2023.

### MID-STREAM

- **New Tank Farm and Terminal Hub:** This project involves the upgrade of tanks, piping, pumps, water treatment and terminal facilities at the Point Fortin Adventure Tank Farm and Terminal. The estimated cost of the project is \$1.5 million. The project is on hold.

- **Automation:** This project entails the installation of metering and associated piping and connections, including tank level monitoring systems. The estimated cost of this project is \$60.0 million. The estimated expenditure for the period April to September 2022 is \$4.2 million and \$4.9 million for fiscal 2022. This project is scheduled to be completed in fiscal 2024.
- **Tankage, Pipeline, Distribution (formerly Tankage, Pipeline and Distribution Network Assessment):** This programme entails the following:
  - Implementation of Tankage Integrity Management Plan;
  - Scheduled execution of upgrade works on three tanks per year based on prioritized listing;
  - Implementation of Pipeline Integrity Management Plan;
  - Rationalization and prioritization of upgrade works based on inspection data and resourcing;
  - Scheduled execution of fiscal year 2022 upgrade plan; and
  - Implementation of coating upgrades on in-service lines - with associated maintenance contract to be budgeted under operational expenditure.

The project is expected to be completed by fiscal 2026. The estimated cost of the project is \$198.5 million. The estimated expenditure for the period April to September 2022 is \$46.0 million and \$47.5 million for fiscal 2023.

- **License to Operate:** This project involves the implementation of safety and environmental upgrades on tank farms (starting with Bernstein) including Fire Suppression System; Gas Monitoring System; Effluent Monitoring System; and greenhouse gas reduction. The estimated cost of this project is \$85.3 million. The estimated expenditure for the period April to September 2022 is \$9.8 million and \$11.6 million for fiscal 2023. This project is scheduled to be completed in fiscal 2026.
- **Civil Works (formerly Civil Assets):** This project involves civil type works in tank farms including security fencing erection, walkway and driveway upgrades, erection of railings/barriers, redesign of effluent pit and erosion management plan. The estimated cost of this project is \$67.9 million. The estimated expenditure for the period April to September 2022 is \$1.3 million and \$7.1 million for fiscal 2023. The project is expected to be completed in fiscal 2023.
- **Decommissioning:** This project involves the safe decommissioning of out-of-service tanks in Adventure and Los Bajos Tank Farms and includes disposal and treatment of tank contents. This project has been reclassified as a non-capital project.

## JOINT VENTURES AND BUSINESS DEVELOPMENT

- **Teak, Samaan and Poui (TSP) Joint Venture:** This is a joint venture agreement between HPCL, Perenco Trinidad & Tobago Limited and NGC. The main projects are heavy workovers, Power Generation and Geoscience studies, Teak Booster Compressor and Teak Electrification. The estimated cost of the project was revised from \$161.4 million to \$249.4 million. The estimated expenditure for the period April to September 2022 is \$33.8 million and \$78.3 million for fiscal 2023. This project will be ongoing with varying sub-projects each year.
- **Central Block Joint Venture:** This is a joint venture between HPCL and Shell Trinidad Central Block Limited. The estimated expenditure is based on operating and maintenance Capex which includes operations and facilities upgrade and asset reliability maintenance. The estimated cost of the project was revised from \$43.6 million to \$41.8 million. The estimated expenditure for the period April to September 2022 is \$7.8 million and \$8.8 million for fiscal 2023.
- **North Coast Marine Acreage (NCMA) Joint Venture, Block 9:** This is a joint venture between HPCL and Shell Trinidad and Tobago Limited. The estimated cost of the project is \$22.5 million. The assets are expected to be divested by September, 2022.

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES

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- **Galeota Joint Venture:** This is a joint venture between HPCL and Trinity Exploration and Production (Galeota) Limited. This expenditure is for license obligations. The estimated cost is \$7.7 million. This joint venture is to be converted to overriding royalty (CVORR) whereby HPCL will be entitled to royalty and the JV partner will assume full control of the asset.
- **Block 22:** This is a joint venture between HPCL and BG International Limited. Continuing development of the block with first gas expected in fiscal 2022 (Colibri Project). The estimated cost of the project is \$132.5 million. The assets are expected to be divested by September, 2022.
- **NCMA 4:** This is a joint venture between HPCL and BG International Limited. Continuing development of the block with first gas expected in fiscal 2022 (Colibri Project). The estimated cost of the project is \$183.8 million. The assets are expected to be divested by September, 2022.
- **Rio Claro Block (RCB):** This is a joint venture between HPCL and Lease Operators Limited. The estimated cost of the project is \$2.0 million. The project is scheduled to be completed by September 2022.
- **Southeast Coast Consortium (SECC) Joint Venture:** This is a joint venture between HPCL, EOG Resources Trinidad Limited and NGC. The main work programme for fiscal year 2023 involves exploration drilling Parula TP 50 East, site survey and well boring Devil Tower open water well. The estimated cost of the project was revised from \$111.4 million to \$151.7 million. The estimated expenditure for the period April to September 2022 is \$0.2 million and \$43.4 million for fiscal 2023.
- **Block 3A:** The assets were divested for \$305.0 million.
- **St Mary's:** This Block was returned to the State.
- **Pt. Liguore, Guapo Bay, Brighton Marine (PGB):** This is a joint venture between HPCL and Oilbelt Services. The estimated cost of the project was revised from \$2.0 million to \$1.1 million. The estimated expenditure for the period April to September 2022 is \$0.7 million. This project is expected to be converted to overriding royalty in fiscal 2023 whereby HPCL will be entitled to royalty and the JV partner will assume full control of the asset.
- **Ortoire:** This is a joint venture with Primera Oil & Gas. The main activity planned for 2023 is the drilling and completion of Cas 2 & 3 wells. The estimated cost of the project was revised from \$39.1 million to \$42.0 million. The estimated expenditure for the period April to September 2022 is \$11.5 million and \$20.3 million for fiscal 2023.
- **Moruga West Joint Venture:** This is a joint venture between HPCL and Trinidad Energy Limited. The estimated cost of the project was revised from \$5.0 million to \$3.2 million and is estimated for the period April to September 2022. This project is expected to be converted to overriding royalty in fiscal 2023 whereby HPCL will be entitled to royalty and the JV partner will assume full control of the asset.
- **Southern TNA:** This is a joint venture between HPCL and EOG Resources Trinidad Limited. The projected expenditure is associated with the CEC for Soldado Field Development and Facilities which includes Chilaca Gathering & Processing Platform, Chilaca Pipeline to Shore and Chilaca Onshore Receiving & Water Handling Facility. The estimated cost of the project is \$90.5 million which is to be fully expended in fiscal 2023.



### CORPORATE

**IT Software:** This project entails the deployment of IT applications including Enterprise Planning/Analytics Systems, Hydrocarbon Production & Accounting Management, Land Management System, Enterprise Records/Document Management System, Implementation of 10 Cybersecurity Controls, vulnerability assessment, internet (WAN) redundancy, agile workforce, implementation of a Secure Data Management Strategy, PMS Dashboard Solution and SCADA Upgrade. The estimated cost of the project was revised from \$182.5 million to \$174.5 million. The estimated expenditure for the period April to September 2022 is \$42.7 million and \$45.9 million for fiscal 2023.

- **IT Assets & Infrastructure:** This project involves the continuous purchase and upgrade of laptops, servers as well as specialized equipment for Geoscientists and other specialists. The estimated cost was revised from \$11.4 million to \$23.4 million. The estimated expenditure for the period April to September 2022 is \$1.2 million and \$10.5 million for fiscal 2023.
- **Security Infrastructure:** This project involves access control for all buildings, security barriers and other security infrastructure across all sites. The estimated cost of the project was revised from \$7.8 million to \$124.6 million. The estimated expenditure for the period April to September 2022 is \$5.0 million and \$39.0 million for fiscal 2023. This is an ongoing project.
- **Upgrade of Facilities and Fittings:** This project involves the upgrade of Heritage facilities, furniture and fittings. It includes retrofit of office complexes and Penal Sports Club. Upgrade of Pt. Fortin warehouse, Santa Flora pipeyard and incident command post. The estimated cost of the project was revised from \$37.0 million to \$42.1 million. The estimated expenditure for the period April to September 2022 is \$16.1 million and \$21.7 million for fiscal 2023. The project is rescheduled to be completed in fiscal 2024.
- **Technical Services - Land & Offshore (formerly Technical Services - Land & Offshore - FY 2020):** This project involves the upgrade of data handling capabilities within the Land & Offshore Divisions which includes data integration, hardware/software acquisition, seismic reprocessing, geological studies, subsurface digitization, geoscience platform, office accommodation and technical data management (rock record data management and warehousing). The estimated cost of the project is \$146.3 million. The estimated expenditure for the period April to September 2022 is \$27.4 million and \$33.8 million for fiscal 2023. The project is expected to be completed in fiscal 2026.
- **HSSE Project:** This project was revised to the purchase of one fire tender and one ambulance, fire extinguishers for operational facilities and buildings, two Swellpro drones, oil spill response equipment and greenhouse gas inventory. The estimated cost of the project was revised from \$53.2 million to \$30.4 million. The estimated expenditure for the period April to September 2022 is \$7.2 million and \$14.6 million for fiscal 2023. The project is expected to be completed in fiscal 2026.
- **Branding:** This project involves the enhancement of the HPCL brand including agri farm. The estimated cost of the project was revised from \$34.5 million to \$40.6 million. The estimated expenditure for the period April to September 2022 is \$6.6 million and \$10.0 million for fiscal 2023. The project is scheduled to be completed in fiscal 2025.

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### Paria Fuel Trading Company Limited (PARIA)

Paria Fuel Trading Company Limited (PARIA) is a wholly owned subsidiary of TPHL. Its main focus is to ensure that there is a continuous supply of fuel for the nation's use as well as to provide fuel to its clientele in the Caribbean region. The company is also involved in crude storage, bunkering and barge services as well as launch and tugboat hire services.

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The company will continue to implement the following projects to ensure a continued safe supply:

- **Tankage:** The project involves Gas and Oil Tank Storage capability with increasing storage capacity in Tank 68 and BS5, works on Tank 74 Bund and the restoration of another out-of-service crude tank. This project is expected to span multiple years. The revised estimated cost of the project is \$118.3 million.

The estimated expenditure for the period April to September 2022 is \$6.2 million and \$23.6 million for fiscal 2023.

- **Fire Protection:** The project involves ensuring adequate and functional Fire Protection Suppression systems including foam capability and automation, primarily at the Bond facilities. This project is expected to span multiple years. The revised estimated cost of the project is \$104.5 million. The estimated expenditure for the period April to September 2022 is \$3.5 million and \$6.7 million for fiscal 2023.
- **Electrical Upgrades:** The project involves upgrade of the site's obsolete electrical equipment to improve reliability. Works on Power Station B and Concord/La Carriere substations commenced in fiscal 2021 but was put on hold. This project is expected to span multiple years. The revised estimated cost of the project is \$30.5 million. The estimated expenditure for the period April to September 2022 is \$6.2 million and \$13.4 million for fiscal 2023.
- **Environmental Upgrades/Protection:** The project involves satisfying the water pollution rules for the site's effluent. Works on the upgrade of the waste water treatment system commenced in fiscal 2022. In addition, works to address the eroding coastline at the Lube Oil Jetty entrance is being conducted. This project is expected to span multiple years. The revised estimated cost of the project is \$115.9 million. The estimated expenditure for the period April to September 2022 is \$0.5 million and \$14.2 million for fiscal 2023.
- **ICT:** The project is intended to improve efficiency with upgrade of SAP to S/4 Hana, upgrading LIMS and replacing COMMIS. The objective is to improve the network infrastructure and digital radio system. This project is expected to span multiple years. The revised estimated cost of the project is \$13.3 million. The estimated expenditure for the period April to September 2022 is \$1.1 million and \$2.3 million for fiscal 2023.
- **Terminal Operational Upgrades:** The scope of this project was revised and involves infrastructural works to support Paria's product slops business to allow loading at the berths. This project is now expected to span multiple years. The revised estimated cost of the project is \$239.8 million. The estimated expenditure for the period April to September 2022 is \$3.1 million and \$9.6 million for fiscal 2023.
- **Laboratory Upgrade:** The project is in alignment with the laboratory's accreditation status and involves purchase of necessary equipment to replace aging and redundant equipment. This project is expected to span multiple years. The revised estimated cost of the project is \$5.0 million. The estimated expenditure for the period April to September 2022 is \$0.9 million and \$2.2 million for fiscal 2023.
- **RTW Loading Upgrades – Bond:** The project involves the procurement of materials and the installation of piping/loading hoses. The estimated cost of the project is \$31.7 million. The estimated expenditure for the period April to September 2022 is \$0.2 million and \$3.6 million for fiscal 2023.
- **Security:** The project is being implemented to improve general security in and around the premises and the Port/Berths facilities. The estimated cost of the project is \$5.6 million. The estimated expenditure for the period April to September 2022 is \$1.3 million and \$2.2 million for fiscal 2023.

## Trinidad and Tobago National Petroleum Marketing Company Limited (NPMC)



Trinidad and Tobago National Petroleum Marketing Company Limited (NPMC) is a diversified company involved in the marketing of petroleum fuels, LPG and CNG. The company also manufactures its own line of lubricating oils and greases and blends imported oils for foreign brands as well as provides aviation and marine fuels inclusive of bunkering services.

During fiscal 2023, NPMC will focus on its revenue-generating assets as well as support asset maintenance and renewal programme as follows:

- **Service Station Upgrades** – This project included the full upgrade of three sites, namely NPMC O'Meara, NPMC Cross Crossing, Wade Mitchell-Maraval. NPMC O'Meara was completed in August 2020. The upgrade of NP Cross Crossing site was suspended and the Wade Mitchell, Maraval site is on hold. The cost of the project was \$39.6 million.
- **Construction of New to Industry (NTI) Service Stations**– This project involves the construction of a number of service stations. NPMC Mayaro (East) was completed, NPMC Grand Bazaar is on hold, NPMC Sangre Grande is ongoing NP Preysal Couva (NP/NGC-CNG) and PTSC, POS were commissioned. NPMC Cashew Gardens, Longdenville was deferred and preliminary works at NPMC St. Joseph are ongoing. The estimated cost of the project was revised from \$97.4 million to \$92.4 million. The estimated expenditure for the period April to September 2022 is \$2.1 million and \$2.1 million for fiscal 2023.
- **Upgrade of Fire Water Pumps and Fire Suppression System** – This project involves installation of Foam Chambers and Piping to storage tanks, one New Salt Water Fire Pump, one Fire Water Pump (Fresh Water) at the Sea Lots compound and one Fire Suppression System at the terminal in Tobago. These new installations are to ensure an uninterrupted source of water to mitigate the risk of fires and to comply with regulatory requirements. The estimated cost of the project was revised from \$13.4 million to \$11.9 million. The estimated expenditure for the period April to September 2022 is \$2.0 million and \$2.0 million for fiscal 2023.
- **Acquisition of LPG Cylinders and Valves** – This project involves the annual replacement of rejected LPG 20 lbs and 100 lbs Cylinders and Valves testing, in keeping with safety standards. The estimated cost of the project was revised from \$12.0 million to \$19.2 million. The estimated expenditure for the period April to September 2022 is \$9.6 million and \$9.6 million for fiscal 2023.
- **Upgrade of Retail Sales Company and Dealer Operated Networks**: This project involves continuous canopy and pump/dispenser replacements, forecourt paving and outfitting to increase operational efficiency and safety at the service stations, as well as improve brand image. The estimated cost of the project was revised from \$49.8 million to \$53.1 million. The estimated expenditure for the period April to September 2022 is \$1.9 million and \$1.9 million for fiscal 2023.
- **Upgrade of Tobago's Terminal**: This project involves general maintenance and upgrade of the LPG Filling Plant, Administration Building and other facilities. The estimated cost of the project is \$8.0 million. The estimated expenditure for the period April to September 2022 is \$0.5 million and \$0.5 million for fiscal 2023.
- **Refurbishment and Expansion of Delivery Sub-Sea Line**: This project involves the redesign of the line used to discharge product from vessels into terminal storage in Tobago to ensure a sustainable supply of fuel. The project is ongoing. The estimated cost of the project is \$12.2 million. The estimated expenditure for the period April to September 2022 is \$2.0 million and \$2.0 million for fiscal 2023.



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- **Fuel Upgrades at Dealer Sites:** This project involves the upgrade of fuel storage and equipment at three (3) Dealer Sites - Larry Moonan, Rio Claro; Ramballack, Penal and Manbode, Guaico. The estimated cost of the project is \$17.6 million. Works are ongoing at these sites. The estimated expenditure for the period April to September 2022 is \$2.9 million and \$2.9 million for fiscal 2023.
- **Upgrade of the Emergency Notification System:** This project involves the upgrade of the alarm systems at service stations, Sea Lots Complex, Piarco and Tobago. The project is estimated to cost \$1.5 million. The estimated expenditure for the period April to September 2022 is \$0.4 million and \$0.4 million for fiscal 2023.
- **Refurbishing of Tobago Terminal Perimeter Fence:** This project involves the construction of the Tobago terminal perimeter fence. The southern and western portions of the fence were completed in fiscal 2020 and 2021. The next phase is the construction of the northern portion at an estimated cost of \$2.0 million.
- **Sufferance Wharf** – This project involves the refurbishment of all the structural elements and the protection of the shoreline at Sea Lots, Port of Spain, including repair of damage sustained to the immediate left and right of the structure. The estimated cost of the project was revised from \$13.2 million to \$13.0 million. The estimated expenditure for the period April to September 2022 is \$3.0 million and \$3.0 million for fiscal 2023.
- **Export Loading Bay** – This project was completed at a cost of \$3.1 million and is awaiting statutory approvals.
- **Purchase of One Hydrant Dispenser** - This project was revised to the acquisition of one Hydrant Dispenser for optimal efficiency, reliability and safety when refuelling aircraft at Piarco. The estimated cost of the project is \$3.0 million. The estimated expenditure for the period April to September 2022 is \$0.8 million and \$0.7 million for fiscal 2023. The contract has been terminated and is being retendered.
- **Construction of Bunkering Facilities:** This project involves the construction of on-shore bunkering facilities at the Ports of Port of Spain, Chaguaramas, Labidco and Galeota. The estimated cost of the project is \$30.1 million. The estimated expenditure for the period April to September 2022 is \$1.5 million and \$1.5 million for fiscal 2023.
- **Sea Lots Road Paving** – This project was completed at a cost of \$3.5 million.
- **Grease Plant Upgrade:** This project involves the upgrade of the Grease Plant which focuses on modernized equipment including the HTM Mill, Gear Box and Grease Pump. This is necessary to ensure a steady supply of product to the market. The estimated cost of the project is \$12.5 million. The estimated expenditure for the period April to September 2022 is \$0.9 million and \$0.9 million for fiscal 2023.
- **Point of Sales Equipment / Fuel Controllers:** This project involves the upgrade of the current Pay at the Pump system to read the new chip card system, that is, Euro Pay, Master Card and Visa. Seventy-three kits are being procured with 27 stations already upgraded. The estimated cost of the project was revised from \$12.4 million to \$12.0 million. The estimated expenditure for the period April to September 2022 is \$0.4 million and \$0.4 million for fiscal 2023.
- **Refurbishing of White-Oil & LPG Tank in Tobago:** This project involves the refurbishment of nine white oil and 12 LPG bullets. The estimated cost of the project was revised from \$2.9 million to \$1.6 million. The estimated expenditure for April to September 2022 is \$0.2 million and \$0.2 million for fiscal 2023. This project is in progress.

- **Procurement of one Refueller:** This project involves the procurement of a Refueller at Piarco, to ensure 100% reliability for refuelling of aircraft. The estimated cost of the project is \$3.0 million. The estimated expenditure for the period April to September 2022 is \$0.8 million and \$0.7 million for fiscal 2023.
- **Automatic Case Packer Rotary Line:** This project involves the procurement of an Automatic Case Packer for the one Quart oil to increase productivity. The estimated cost of the project is \$1.8 million. This project has been deferred.
- **Installation of an Intrusion Detection System:** This project involves the procurement and installation of alarm sensors along the perimeter fence at the Sea Lots compound, for enhanced surveillance and intrusion detection. The estimated cost of the project is \$1.5 million. The estimated expenditure for April to September 2022 is \$0.7 million and \$0.8 million for fiscal 2023.

### National Quarries Company Limited (NQCL)



National Quarries Company Limited (NQCL) was incorporated in 1979 and is a wholly owned State Enterprise whose mandate is to carry on the business of manufacturing, importing and exporting of aggregate products. The company also operates quarries, mines and sand pits. NQCL contributes to the supply of aggregate at affordable prices which is key to the implementation of the government's housing programme, the development of industrial estates and the physical infrastructure of the Republic of Trinidad and Tobago. NQCL has the following project:

- **Wash Plant #4 upgrade:** This project involves the upgrade of Wash Plant #4. The estimated cost of the project is \$10.0 million. The estimated expenditure for the period April to September 2022 is \$6.0 million and \$4.0 million for fiscal 2023.

### Trinidad Nitrogen Company Limited (TRINGEN)



Trinidad Nitrogen Company Limited (TRINGEN) is a joint venture between YARA Caribbean (2002) Limited and GORTT. National Enterprises Limited (NEL) holds 51 percent shareholding in TRINGEN on behalf of GORTT. The company is engaged in the manufacturing and sale of anhydrous ammonia using two independent production plants known as Tringen I and Tringen II. More than 95 percent of the company's annual production is exported.

### Trinidad and Tobago Upstream Downstream Energy Operations Company Limited (TTUDEOCL)

Trinidad and Tobago Upstream Downstream Energy Operations Company Limited (TTUDEOCL) was incorporated on March 28, 2018 as a wholly owned State Enterprise to spearhead GORTT's investment initiatives in the energy sector.

### Alutrint Limited (Alutrint)

Alutrint Limited was established in April 2005, as the project manager for the development of an aluminium smelter plant. In 2010, a decision was taken to discontinue the Alutrint project.



### Alutech Limited (Alutech)

Alutech Limited was incorporated on April 8, 2005 and is mandated to develop a Technological Development Centre and Wheel Manufacturing Facility at Tamana Industrial Park, Wallerfield. The objective is to produce prototypes of aluminum wheels and parts for the automotive industry using (Sang TM) patented technology owned by Sural.

### Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT)



Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT) is a wholly owned State Enterprise situated in Brighton, La Brea, Trinidad. The company is charged with the commercial development of the La Brea Pitch Lake, the world's largest deposit of natural asphalt. LATT has been involved in the mining, refining, manufacturing and distribution of high-quality road building materials and other asphalt-related products for over 100 years and is a global organization with distributors and alliances several continents of the world.

LATT processes and exports Trinidad Lake Asphalt (TLA), the company's flagship product which is mined from the Pitch Lake. TLA, is widely recognised as the superior modifier for refinery bitumen and has been used over the past century in a number of applications including paving works for roadways, highways, bridge decks, racetracks and airport runways across the globe.

The Company is strategically relooking its operations and has deferred the following projects:

- **Construction of a Cold Mill TLA Plant:** LATT initiated measures to construct a new Cold Mill Trinidad Lake Asphalt Plant (TLA), to introduce a new product in an effort to expand and diversify its operations. The revised estimated cost of the project is \$88.0 million.
- **Acquisition of Computers and IT Equipment:** This project involves the acquisition of Computers and other IT equipment, inclusive of servers and IT storage devices and is designed to improve overall organizational and operational efficiency and safeguarding the company's data. The estimated cost of the project is \$7.3 million.
- **Upgrade to Existing Facilities:** This project involves the upgrade of LATT's existing facilities including the storage yard, loading facilities, warehouse, buildings and drumming and emulsion plants and parking lot. The estimated cost of the project is \$66.1 million.
- **Acquisition of Laboratory Testing Equipment:** LATT initiated measures to acquire laboratory testing equipment to ensure that product quality standards are being upheld. The estimated cost of the project is \$9.2 million.
- **Development of onsite Bitumen Storage Facilities:** This project is for the provision of storage facilities for Bitumen to meet the demands of customers to remain a viable entity in the bitumen business. The estimated cost of the project is \$20.0 million.
- **Bitumen Manufacturing Plant (formerly Bitumen Refinery Plant):** This project involves the construction of a Bitumen Manufacturing Plant to ensure a consistent and reliable supply of Bitumen, remain competitive and reduce the demand for Forex. The estimated cost of the project was revised from \$34.0 million to \$428.4 million.

### Business and Trade Expansion – Non Energy Sector

The GORTT is implementing initiatives to diversify the economy and continues to invest in areas including agriculture, business facilitation, communication technology, electricity distribution, financial services, tourism, manufacturing, transport and communication. Projects and initiatives in these sectors are geared towards increasing their contribution to economic output.

#### Agriculture

### Agricultural Development Bank of Trinidad and Tobago (ADB)



Agricultural Development Bank of Trinidad and Tobago Limited (ADB) was established on January 25, 1968 by the ADB Act Chapter 79:07 to encourage and foster the development of agriculture, commercial fishing, industries connected therewith and to mobilize funds for the purpose of development. The ADB provides financial support to the domestic agricultural sector which is considered high risk and not easily serviced by other financial institutions. In an effort to reduce the food import bill, GORTT agreed that the lending rate to farmers be reduced to 3-5 percent in Trinidad and 2-4 percent in Tobago. This initiative is geared towards attracting more farmers to the industry. ADB has the following projects:

- **Head Office Renovation:** This project involves the renovation of the Bank's head office located at #87 Henry Street, Port of Spain. This is necessary to address Health and Safety issues, improving infrastructure as relates to IT, air conditioning and Ministry of Health Guidelines. The estimated cost of the project is \$10.0 million. The estimated expenditure for the period April to September 2022 is \$9.4 million. The project is scheduled to be completed in fiscal 2022.
- **Computer Equipment:** This project involves the installation of a New Core Banking System and new computer equipment such as servers. The estimated cost of the project is \$4.1 million. The project is scheduled to be completed in fiscal 2022.
- **Core Banking Software:** This project involves the replacement of its Core Banking Software. The estimated cost of the project is \$4.0 million. The estimated expenditure for the period April to September 2022 is \$3.5 million and \$0.5 million for fiscal 2023.

### National Agricultural Marketing and Development Corporation (NAMDEVCO)



National Agricultural Marketing and Development Corporation (NAMDEVCO) was created by Act No. 16 of 1991, to engage in the marketing of agricultural produce and the operation of fish markets. NAMDEVCO also collects retail and wholesale prices from wholesale and retail markets. The Corporation provides training and technology support for Good Agricultural Practices, integrated Pest management techniques and plant doctor clinics. Additional support is provided to the agricultural sector through the provision of market access locally, regionally and internationally for final produce as well as packing house facilities.

- **Southern Wholesale Market Fish and Meat Block:** This project involves the demolition and construction of fish and meat stalls. The estimated cost of the project is \$2.5 million. The project is deferred.



### **Palo Seco Agricultural Enterprises Limited (PSAEL)**



Palo Seco Agricultural Enterprises Limited (PSAEL) was incorporated on October 11, 1956 as a wholly owned subsidiary of Trinidad and Tobago Petroleum Company Limited (Trintopec). In 2005, PSAEL was designated a Special Purpose State Enterprise with a mandate to develop the south-west peninsula of Trinidad. In 2007 the company was made a wholly owned State Enterprise.

### **Cocoa Development Company of Trinidad and Tobago Limited (CDCTT)**



Cocoa Development Company of Trinidad and Tobago Limited (CDCTT) was incorporated on December 23, 2013 as a wholly owned State Enterprise with responsibility to promote and support the sustained development of a financially viable cocoa industry. Its mandate is to facilitate a free market mode of operations within the local fine/flavour cocoa sector, embracing all activities along the value chain and includes:

- encouraging and facilitating increased productivity and production of high-quality cocoa bean;
- promoting total quality management in the subsector from adoption of best practices, appropriate post-harvest technology, food safety, certification and traceability systems;
- Advocating for the provision of an enabling environment for the cocoa sub sector around research, extension, infrastructure, finance and credit, incentives, labour, agro inputs and other resources;
- Guiding and facilitating the expansion of a viable value added sector for cocoa derived products and promote domestic consumption thereof;
- creation and management of a recognisable TT Brand image to assure that our cocoa and its products maintain its high reputation and quality in the global market place;
- facilitating access to new markets locally, regionally and internationally while retaining established ones;
- facilitating trade in cocoa as a revenue earning activity and to intervene as appropriate to stabilize the sector;
- initiating and supporting Intellectual Property protection related to regional/estate brands, Geographic Indicator's and new industry innovation;
- maintaining industry-based records and data to provide financial, statistical and sector information on the cocoa industry; and
- supporting the development legislation as required to support key areas and functions within the local industry.

### Business Facilitation

#### ExporTT Limited (ExporTT)



ExporTT Limited (ExporTT), formerly Business Development Company Limited, was established to create internationally competitive firms in the non-energy, manufacturing and services sectors to grow and diversify trade and generate wealth through export led growth.

The main functions of ExporTT include:

- providing manufacturers and service providers with business-friendly information on market access opportunities;
- equipping firms with the necessary tools to take advantage of market access opportunities abroad;
- identifying opportunities for Trinidad and Tobago's products and services abroad;
- facilitating trade and export missions abroad organised by the private sector;
- creating business linkages and matchmaking between domestic suppliers and foreign distributors;
- building export selling capabilities of firms to bolster and develop their international selling skills; and
- providing business intelligence to firms in the form of country, company, market and sector information.

#### Evolving TecKnologies and Enterprise Development Company Limited (eTeck)



Evolving TecKnologies and Enterprise Development Company Limited (eTeck) was established in 2004 and has expanded from the development of industrial estates and assets management to include hotel management, sector development and investment promotion. The company has refocused its responsibilities to reflect a new energetic, visionary role in the development of modern economic zones (EZs) in Trinidad and Tobago.

For fiscal 2023, eTeck plans to continue and implement the following projects:

- **Development works of a New World Class Industrial Park at Phoenix Park, California:** This project involves the development of 133 acres of land located at Phoenix Park, California. The estimated cost of the project was revised from \$709.0 million to \$694.6 million. The estimated expenditure for the period April to September 2022 is \$165.0 million and \$51.0 million for fiscal 2023. The project is 75% complete.
- **Refurbishment of the Hilton Trinidad & Conference Centre:** The scope of works includes provision of upgrade works to the Fire Protection System, repairs to slope failure near the tennis courts and car park, repairs to leaks to concrete water tanks, replacement works to chiller, air handling units and completion of the main voltage switch gear and kiosk. The estimated cost of the project was revised from \$3.9 million to \$7.9 million. The estimated expenditure for the period April to September 2022 is \$0.5 million and \$7.3 million for fiscal 2023.
- **Acquisition and Implementation of Information Communication and Technology (ICT):** This project involves the installation of ICT infrastructure as well as Electronic Surveillance for security purposes at the Tamana Intech Park. The estimated cost of the project was revised from \$4.0 million to \$2.7 million. The estimated expenditure for the period April to September 2022 is \$0.1 million and \$0.8 million for fiscal 2023.



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- **Rehabilitation and Infrastructure Works to Flagship Building:** This project involves works to restore and enhance the Flagship Building. The estimated cost of the project was revised from \$4.4 million to \$2.5 million. The estimated expenditure for the period April to September 2022 is \$0.01 million and \$0.03 million in fiscal 2023.
- **Capital Works and Rehabilitation/Upgrade of Existing Industrial Parks:** This project involves the restoration of signage at Industrial Parks, road widening at Diamond Vale Industrial Park, construction of sidewalk at Frederick Settlement among other works. The estimated cost of the project is \$2.3 million. The estimated expenditure for the period April to September 2022 is \$1.1 million and \$2.3 million in fiscal 2023.
- **Refurbishment of Magdalena Grand Beach Resort (formerly Vanguard Hotel):** This project involves the repair of water softener system, replacement of water heater system, installation and commissioning of an electrical transformer and structural repairs to the restaurant. The estimated cost of the project is \$85.0 million. The estimated expenditure for the period April to September 2022 is \$0.2 million and \$3.93 million for fiscal 2023.

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## InvesTT Limited (InvesTT)



InvesTT Limited (InvesTT) was incorporated on November 08, 2011 as a subsidiary of eTeckK. The company was made a wholly owned State Enterprise in 2013. InvesTT's mandate is to:

- Increase Trinidad and Tobago's attractiveness to foreign and local investors via effective branding and promotion of Trinidad and Tobago as the place to invest and do business;
- Stimulate new growth through investor sourcing in targeted sectors;
- Facilitate and provide aftercare of local and foreign investors to retain and grow investment; and
- Stimulate growth through sector ecosystem innovation.

The company promotes investment opportunities within the country's targeted non-energy sectors which are Aviation Services, Creative Industries, Fish and Fish Processing, Maritime Services and Software Design and Applications.

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## Trinidad and Tobago Creative Industries Company Limited (CreativeTT)



The Trinidad and Tobago Creative Industries Company Limited (CreativeTT) was incorporated as a wholly owned State Enterprise on July 29, 2013 and is branded CreativeTT. The company is responsible for stimulating, facilitating and guiding the business development and export activities of the Creative Industries in Trinidad and Tobago. Some of the sub-sectors and niche areas developed in the creative industries include festivals, film, music, fashion, literature and publishing and broadcasting. The company is the parent company of Trinidad and Tobago Film Company Limited (FilmTT), Trinidad and Tobago Music Company Limited (MusicTT) and Trinidad and Tobago Fashion Company Limited (FashionTT).

### Trinidad and Tobago Free Zones Company Limited (TTFZ)



Trinidad and Tobago Free Zones Company Limited (TTFZ) was incorporated on July 6, 1988 as a wholly owned State Enterprise, to administer, control, operate and manage all Free Zones Programme in accordance with the provisions of the Trinidad and Tobago Free Zones Act. The company's revenue was derived from license fees.

In order to modernize and increase the economic and social impact of Trinidad and Tobago's free zone regime, a Special Economic Zones Policy was developed.

In 2022, the Trinidad and Tobago Special Economic Zones Act No. 1 of 2022, was partially proclaimed on January 31, 2022. The Act provides for the designation, development, operation and management of Special Economic Zones, the establishment of the Special Economic Zones Authority, the repeal of the Free Zones Act, Chap. 81:07, the regulation of Special Economic Zones and matters related thereto.

### Trinidad and Tobago International Financial Centre Management Company Limited (TTIFCMCL)



Trinidad and Tobago International Financial Centre Management Company Limited (TTIFCMCL) was incorporated on November 06, 2008 and is a wholly owned State Enterprise. It is a project management company and is responsible for:

- Promoting the development and adoption of 'cashless' and future-ready financial services technologies, applications, and systems in the public and private sectors;
- Facilitating and advancing financial inclusion where needed in key segments of society;
- Executing a targeted, integrated, national public education campaign that would increase awareness, knowledge, understanding and adoption of future-ready financial services; and
- Collaborating and advising on the development of the required enabling ecosystem to foster FinTech-Integration, cashless transformation and future-ready financial services development.

TTIFCMCL is to be the Ministry of Finance lead agency for Government's digitalisation initiatives in the Financial Services Sector, in collaboration with other related agencies including the Line Ministry responsible for Digital Transformation.





### Communication Technologies

#### TTT Limited (TTT)



TTT Limited (TTT) is a wholly owned State Enterprise providing broadcast, production and transmission services for its audiences. On August 20, 2018 the company's name was changed from Caribbean New Media Group Limited to TTT Limited.

TTT owns and operates a broadcast media facility comprising TTT, its flagship free to air television station broadcasting on channels 9, 13 and 20 and three radio stations on the FM frequency – Talk City 91.1MHz, Next 99.1MHz and Sweet 100.1MHz. TTT's production resources encompass two outside broadcast units for live event production, two major television studios, one minor television studio, two television control rooms and three radio studios.

#### National Information and Communication Technology Company Limited (iGovTT)



National Information and Communication Technology Company Limited (iGovTT) was incorporated on July 20, 2009 and is a wholly owned State Enterprise. The company is mandated as the executor and administrator of Government's enterprise-wide Information and Communication Technology (ICT) strategies and programmes including ttconnect, which facilitates Government services provided online.

### Electricity

#### Trinidad and Tobago Electricity Commission (T&TEC)



Trinidad and Tobago Electricity Commission (T&TEC) was established under the Trinidad and Tobago Electricity Commission Act, Chapter 54:70 to provide electricity for industrial, commercial and residential customers throughout Trinidad and Tobago.

The upgrade of T&TEC's electrical transmission system and supporting infrastructure continues to be of paramount importance to T&TEC in carrying out its mandate of maintaining a safe and reliable supply of electricity to all citizens of Trinidad and Tobago.

These annual upgrades are executed through projects funded by retained earnings which are classified as follows:

- **Rehabilitation/Upgrade of Existing Substations-** This programme involves the installation of new larger transformers and upgrade or change out of circuit breakers or switch board to meet the increased demand of electricity at the respective load centres. The estimated cost of this programme was revised from \$153.7 million to \$286.1 million. The projected expenditure for the period April to September 2022 is \$81.6 million and \$68.1 million for fiscal 2023.

- **Construction of Overhead Lines and Underground Cable Circuits:** This programme was completed in fiscal 2022.
- **Construction of Overhead Lines and Underground Cable Circuits - Tobago:** This programme involves the establishment of two Cove/Bacolet 66 kV Circuits and two Bacolet/Studley Park 66 kV Circuits. The estimated cost of the project is \$25.0 million. The projected expenditure for fiscal 2023 is \$2.3 million.
- **Rehabilitation and Upgrade of Existing Overhead Lines & Underground Cables:** This programme involves the re-conducting of existing overhead lines and the replacement of existing underground cables to facilitate change out of aging infrastructure or to bring additional capacity on to the national grid. The estimated cost of the programme was revised from \$68.2 million to \$281.8 million. The projected expenditure for the period April to September 2022 is \$81.6 million and \$68.1 million for fiscal 2023.
- **Upgrade of IT, Communication, Metering, Protection and Security Infrastructure:** This project involves the purchase of new supporting equipment to identify electric faults on the High Voltage Network, voltage stabilization and to improve communication and responsiveness by the crews which will result in improved response times when citizens experience an unplanned outage or requests a connection. The estimated cost of the project was revised from \$10.8 million to \$53.4 million. The projected expenditure for the period April to September 2022 is \$9.8 million and \$5.7 million for fiscal 2023.
- **Upgrade of Office Buildings, Equipment and Facilities:** This project involves the upgrade of office buildings and facilities and procurement of equipment to support administrative, operations and project activities. The estimated cost of the project was revised from \$126.1 million to \$170.3 million. The projected expenditure for the period April to September 2022 is \$22.2 million and \$74.0 million for fiscal 2023.
- **Other Projects:** The project scope includes the acquisition of the Fyzabad/Otaheite Right of Way, acquisition of cable for installation at the Gateway, procurement of vehicles for the Transmission Maintenance Department and corrosion prevention and repair of structures at the Cove Power Station. The estimated cost of the project was revised from \$23.1 million to \$41.2 million. The projected expenditure for the period April to September 2022 is \$5.9 million and \$10.6 million for fiscal 2023.



### FINANCIAL SERVICES

#### Export-Import Bank of Trinidad and Tobago Limited (EXIMBANK)



Trinidad and Tobago Export Credit Insurance Company Limited (EXCICO) was incorporated on December 31, 1973 and was renamed Export-Import Bank of Trinidad and Tobago Limited (EXIMBANK) on November 4, 1997. The company's mandate continues to be facilitating the growth and expansion of the non-energy export and manufacturing sectors in order to enhance the foreign exchange earnings of Trinidad and Tobago, and to create and sustain employment through the provision of short-term trade-financing products, inclusive of term loans, guarantees and export credit insurance coverage to the exporting community.

#### First Citizens Holdings Limited (FCHL)



First Citizens Holdings Limited (FCHL) was incorporated in May 1994 and is a wholly owned State Enterprise with its principal activity being investment holdings. The company is the majority shareholder of the First Citizens Group Financial Holdings Limited, a public company listed on the Trinidad and Tobago Stock Exchange.

#### National Investment Fund Holding Company Limited (NIF)



National Investment Fund Holding Company Limited (NIF) was incorporated on May 28, 2018 as a wholly owned State Enterprise to perform Trustee functions. NIF has oversight of the portfolio of assets within the company which comprise power, finance and manufacturing assets. NIF's portfolio comprise shares in the following companies:

- Republic Finance Holding Limited;
- One Caribbean Media Limited;
- Angostura Holding Limited;
- West Indian Tobacco Company Limited; and
- Trinidad Generation Unlimited.

#### Portfolio Credit Management Limited (PCML)

Portfolio Credit Management Limited (PCML) was acquired on December 1, 2011 and is a wholly owned State Enterprise. Its principal activity is to prudently manage and liquidate a credit portfolio.

### National Enterprises Limited (NEL)



National Enterprises Limited (NEL) was established in August 1999 to hold GORTT's shareholdings in selected State Enterprises and facilitate a public offering on the Trinidad and Tobago Stock Exchange (TTSE). Government holds 66 percent of the shareholding of NEL.

The company's portfolio includes:

- National Flour Mills Limited (51 percent);
- Trinidad Nitrogen Company Limited (51 percent);
- Telecommunications Services of Trinidad and Tobago Limited (51 percent);
- NGC NGL Company Limited (20 percent);
- NGC Trinidad and Tobago LNG Limited (37.84 percent);
- NEL Power Holdings Limited, which holds a 10 percent Class B shareholding in the Power Generation Company of Trinidad and Tobago Limited (PowerGen); and
- Pan West Engineers & Construction Limited (33 per cent), as a member of a consortium, with Trinidad and Tobago Unit Trust Corporation (UTC) and the National Insurance Board of Trinidad and Tobago (NIBTT), which holds 10 percent shareholding in Phoenix Park Gas Processors Limited (PPGPL).

### National Entrepreneurship Development Company Limited (NEDCO)



National Entrepreneurship Development Company Limited (NEDCO) was incorporated on April 25, 2002 and is a wholly owned State Enterprise. The company provides credit to the small and micro enterprise sector including start-up capital at a preferred rate of interest.

### Taurus Services Limited (TAURUS)



Taurus Services Limited (TAURUS) is a wholly owned State Enterprise established for the acquisition and recovery of some of the assets of Workers' Bank (1989) Limited and assets subsequently acquired through collections and sale of securities.

### Trinidad and Tobago Mortgage Finance Company Limited (TTMF)



Trinidad and Tobago Mortgage Finance Company Limited (TTMF) was incorporated on December 3, 1965. It is a specialized housing financial institution. Its mandate is to support the Government's housing policy by the provision of affordable mortgage financing to homeowners.

The company provides mortgages under the affordable financing programme as part of GORTT's thrust to provide affordable housing to middle and low-income first-time homeowners. Financing is provided at 2% where the family income does not exceed \$14,000.00 per month and the property value does not exceed \$1,000,000.00. Financing is also provided for families earning between \$14,000.00 and \$30,000.00 at 5%



for property values up to \$1,500,000.00. TTMF also provides mortgages at its open market rates for land purchases, home construction, investment properties and equity loans for investment, education and other major expenses.

The company is currently implementing a merger with the Home Mortgage Bank (HMB) with a view to forming the Trinidad and Tobago Mortgage Bank (TTMB).

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### **CLICO Trust Corporation Limited (CTC)**

CLICO Trust Corporation Limited (CTC) is a wholly owned State Enterprise incorporated on October 18, 2012 to perform Trustee functions. CTC is responsible for the administration of the CLICO Investment Fund which is a closed ended mutual fund. The Fund comprises shares of Republic Financial Holdings Limited and GORTT's securities which are held in trust in accordance with the provisions of the Trust Deed. The Fund will be terminated on the redemption date of January 02, 2023.

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## MANUFACTURING SERVICES

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### **National Flour Mills Limited (NFM)**



National Flour Mills Limited (NFM) was incorporated in 1972 with the Government holding the majority of the issued share capital. The minority shareholdings of two foreign Investors were purchased by GORTT making it a wholly owned State Enterprise in 1980. In May, 1995 the shares of the company were listed on the TTSE. NEL owns 51 percent of the shares with the remainder being held by private investors. NFM's principal activities are the production and distribution of a range of products including rice, flour, animal and poultry feed and soya products.

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### **Port of Spain Shopping Complex Limited (POSSCL)**

Port of Spain Shopping Complex Limited was incorporated on February 26, 2020 as a wholly owned State Enterprise to facilitate the operation and management of Eastside Plaza, New City Mall and No. 43 Independence Square, Port of Spain.

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## TOURISM

Tourism has been a major source of income for many countries and affects the economy of both the source and host countries. Tourism has potential for generating employment, foreign exchange and diversification of the economy.

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### **Golden Grove-Buccoo Limited (GGB)**

Golden Grove- Buccoo Limited was incorporated on December 2, 2016 and was assigned the responsibility for negotiating an economically viable Agreement with Sandals Resorts International 2000 Inc to facilitate the implementation of the proposal to invest in Sandals Resort Tobago – The Golden Grove-Buccoo Project. This project was discontinued.

### Tourism Trinidad Limited (TTL)

Tourism Trinidad Limited (TTL), formerly known as Tourism Trinidad Destination Management Company Limited, was incorporated on June 29, 2017 and is a wholly owned State Enterprise. On January 30, 2019, the company's name was changed to Tourism Trinidad Limited.

The company is mandated to develop and market the business, conference and meetings product of Port of Spain, the development of niche products, including culture, festivals, sports and the like, and the provision of business advisory services.

### Trinidad and Tobago Tourism Business Development Limited (TTTBDL)



Trinidad and Tobago Tourism Business Development Company Limited (TTTBDL) was incorporated on August 3, 2012 and is a wholly owned State Enterprise. The company is responsible for the administration of the Tobago Tourism Development Fund which provides guarantees to the two major business categories of the tourism sector in Tobago:-

- Debt restructuring for tourism and tourism-related businesses; and
- Upgrade and maintenance of hotels (less than 50 rooms) and ancillary businesses.

In May, 2013, the mandate of TTTBDL was expanded to include the administration of the Government Loan Guarantee Programme (GLG). The GLG is for developing PPPs for tourism-development programmes for hotels with an excess of 50 rooms to a maximum of 1000 rooms.

## Transport and Communication

### National Helicopter Services Limited (NHSL)



National Helicopter Services Limited (NHSL) was incorporated on October 3, 1989, as a majority owned State Enterprise (82.3 percent GORTT and 17.7 percent NGC). It was established to provide essential helicopter services to GORTT, particularly in emergency or disaster situations, the oil and gas sector and other commercial entities, including NGC. The company also provides third party aircraft maintenance and logistic support to the Ministry of National Security.

NHSL will continue the following projects:

- **Expansion of Existing Facilities and Related Infrastructure:** This project involves the expansion of the ramp and runway hard surface for helicopter take off. The estimated cost of the project was revised from \$3.0 million to \$4.0 million. The estimated expenditure for fiscal 2023 is \$4.0 million.
- **Acquisition and refurbishment of the adjacent NGC Hanger and Facilities at Camden, Couva-** This project involves the facilities that are being used by NHSL under a lease/ purchase agreement with NGC until the assignment of the lease is approved by Commissioner of State Lands (COSL). The estimated cost of the project is \$0.3 million. The project is on hold as NHSL pending the assignment of lease by COSL.





- **Establishment of a Passenger Terminal at Camden Airstrip, Couva:** This project involves the construction of a paved runway to provide a take-off strip for NHSL. The estimated cost of the project is \$8.0 million. The estimated expenditure for fiscal 2023 is \$8.0 million.

## Caribbean Airlines Limited (CAL)



Caribbean Airlines Limited (CAL) was incorporated on September 27, 2006 as a wholly owned State Enterprise. It is the national airline of Trinidad and Tobago with its main hub located at the Piarco International Airport, Trinidad. On October 1, 2007, CAL acquired all of the issued share capital of Tobago Express Limited and assumed responsibilities for the operation of the domestic route, previously undertaken by Tobago Express Limited. In 2011, due to the acquisition of specific routes of Air Jamaica, the Government of Jamaica acquired interest in CAL. The ownership of CAL is now 88.1 percent GORTT and 11.9 percent Government of Jamaica.

## Port Authority of Trinidad and Tobago (PATT)



Port Authority of Trinidad and Tobago (PATT) is a Statutory Authority established in accordance with Act No. 39 of 1961. It is responsible for the management and operation of the Ports of Port of Spain and Scarborough, with oversight over all ports and harbours in the country. The PATT is engaged in a range of maritime related activities including, the provision of towage services, dredging operations, heavy equipment fleet management and inter-island ferry operations.

PATT will continue to implement the following projects in fiscal 2023:-

- **Implementation of Human Resource Information System (H.R.I.S):** This project involves the acquisition and implementation of an HRIS system to provide PATT with a significant tool to reduce operational costs, employ best practice policies and procedures and increase productivity to the benefit of its external stakeholders. This investment is expected to change the outputs, both qualitatively and quantitatively and productivity at the PATT. The system is expected to gather, classify, process, record and disaggregate the information required for sufficient and effective management of human resources with a view towards cost reduction and improved efficiency within the organization. The estimated cost of the project was revised from \$12.0 million to \$7.0 million. The commencement date is subject to the availability of funds.
- **Re-sheeting of Shed No.4 Roof:** This project involves the support of the breakbulk operations at the Port of Port of Spain (PPOS) which handles a wide variety of breakbulk cargoes including heavy machinery and offshore oilfield equipment. This opportunity is expected to bring new business to PPOS. The estimated cost of the project is \$1.4 million and it was rescheduled to 2023.
- **Upgrade repairs to Liebherr Ship to Shore Gantry Cranes:** This project involves the upgrade and modifications of two of the Ship to Shore Cranes to increase operational efficiencies, allowing the PATT to continue a reliable service. The estimated cost of the project which commenced in fiscal 2022, is \$2.5 million. The projected expenditure for the period April to September 2022 is \$1.2 million and \$1.2 million for fiscal 2023. The project is scheduled to be completed in 2023.
- **Upgrade to Mechanical Garage Facility:** This project involves converting an existing service shed into a lunch/change room and office space to comply with updated OSHA standards. The estimated cost of the project is \$4.0 million and is expected to commence in fiscal 2022.

## Point Lisas Industrial Port Development Corporation Limited (PLIPDECO)



Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) was incorporated on September 16, 1996 and is a public company of which, 51 percent is owned by the GORTT and 49 percent by private shareholders. PLIPDECO's two core activities are:

- **Industrial Real Estate Management:** PLIPDECO is the owner and landlord of the 860-hectare Point Lisas Industrial Estate. It is located on the west coast of central Trinidad, housing approximately 103 tenants involved in a range of activities of which the petrochemical sector is dominant; and
- **Port Management and Operations, including Cargo Handling Services:** Port Point Lisas, the second major port in Trinidad and Tobago, is a multipurpose cargo facility operating on a 24/7 basis, consisting of six general cargo and container berths. The facility handles a variety of cargo including containerised, break bulk, lumber, paper, consumables dry bulk and steel.

PLIPDECO will continue the following projects in fiscal 2023:

- **RTG Bay Rehabilitation:** The project initially involved the rehabilitation of Berth 5, which was completed in 2021 at a cost of \$18.0 million. The second part of this project, relates to rehabilitation of the RTG Bays and the extension of the Export Bay to address undulating surfaces which poses both operational and safety risks. The estimated cost of this part of the project is \$49.0 million. The projected expenditure for the period April to September 2022 is \$16.3 million and \$32.5 million for fiscal 2023.
- **Construction of Warehousing (Phase 1):** PLIPDECO planned to construct additional warehousing space at an estimated cost of \$40.0 million. This project includes the construction of a building to store and archive the records of the Corporation. The project has been deferred.
- **Gate Automation:** The project will utilize a combination of Optical Character Recognition (OCR) and Radio Frequency Identification (RFID) technology to replace human interaction at the In-and-Out Gates at the Port. The benefits to be derived includes service differentiation, faster processing time and improved security. The estimated cost of the project is \$9.5 million. The estimated expenditure for fiscal 2023 is \$9.5 million.
- **Acquisition of Equipment on a Phased Replaced Programme:** The project was completed at a cost of \$5.7 million.

## Telecommunications Services of Trinidad and Tobago Limited (TSTT)



Telecommunications Services of Trinidad and Tobago Limited (TSTT) is jointly owned by National Enterprises Limited (NEL) and Cable and Wireless West Indies Limited (CWC). NEL owns 51 percent of its issued share capital, while CWC holds 49 percent. TSTT is the national telecommunications provider in Trinidad and Tobago and the only "full services" provider - offering mobile, fixed-line, broadband, entertainment, security, cloud and a host of digital services on a nationwide basis.

In executing its approved Strategic Plan, TSTT continues on a path of expanding both its Wireless Access Network (WTTx) TDD 4G LTE and its Mobile Frequency Division Duplexing (FDD) 4G LTE network from both a coverage and capacity perspective. Simultaneously, TSTT has continued on its Fiber investment connecting additional communities with its high-speed Fiber Optics Network.

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES

## ECONOMIC INFRASTRUCTURE



TSTT will continue to implement the following projects for 2023:

- **Wireless Line of Business:** This Division comprises all wireless services and includes Mobile and Fixed Wireless Access Network services.
  - **Mobile** - responsible for Mobile Voice (prepaid, postpaid, Roaming, SMS) and all Mobile Data; and
  - **Fixed Wireless Service** - responsible for Broadband, Entertainment, and voice services over WTTx.

**Broadband:** TSTT's broadband strategy continues to involve a two-pronged approach, using a combination of wired fiber (FTTx) and WTTx. TSTT continues to make significant capital investment in its wireless Broadband infrastructure, expanding the number of sites, increasing network capacity and coverage throughout Trinidad and Tobago. Through these investments TSTT has migrated its residential customers from its aged legacy copper plant to its WTTx.

**Mobile:** TSTT continued investment in both the expansion in the number of cell sites, as well as capacity improvements to existing sites leading to improvements in its mobile voice and data coverage throughout Trinidad and Tobago. TSTT deployed 30 new FDD 700 sites and completed the capacity expansion of ten FDD LTE 4G 1900 congested sites.

The estimated cost for the Wireless Line of Business (LOB) has been revised from \$1,753.3 million to \$1,927.7 million. The estimated expenditure for the period April to September 2022 is \$80.5 million and \$117.3 million for fiscal 2023.

- **Enterprise Line of Business:** This program is charged with the responsibility for providing communication and ICT solutions for TSTT's Corporate Customers, as well as Government Accounts and those of the Tobago House of Assembly. This portfolio includes a number of hosted solutions such as Private, Public Cloud, Software as a service, IP PABX and data storage for business continuity applications in the business sector.

The estimated cost of the project was revised from \$486.7 million to \$527.1 million. The estimated expenditure for the period April to September 2022 is \$19.4 million and \$26.3 million for fiscal 2023.

- **Shared Services:** The Shared Services function is a business partner eco-system model, supporting the LOB's by enabling them to focus on the execution of their corporate priorities and the specific initiatives that drive the strategic imperatives of the company. The Shared Service group comprises the Financial, Technology, Strategic Analytics, Marketing & Communication, Legal & Regulatory, and HR/IR support services.

The technology support function continued with the implementation of several TSTT's strategic programs:

- Mobile Long-Term Strategy (MLTS) FDD 700 MHz Network Expansion 2020/21;
- WTTx Network Expansion Program;
- Deployment of Additional Wetside Capacity;
- TSTT's Voice Core Evolution Project;
- P2SE Geo-Redundancy;
- IT Replacement of End of Life (EOL) Critical Core Network Equipment; and
- IT systems & Infrastructure along with AC and Power upgrades.

The estimated cost for the Shared Services has been revised from \$1,050.5 million to \$1,151.0 million. The estimated expenditure for the period April to September 2022 is \$58.9 million and \$73.9 million for fiscal 2023.

- **Traditional Services:** This line of Business is responsible for maintaining the steady state of copper services while the company transition customers from its aged legacy copper plant to its Fixed Wireless Access Network (WTTx) or to fibre. To facilitate the migration, TSTT has deployed a total of 378 TDD (WTTx – 2500 MHz) sites throughout the twin island state of Trinidad and Tobago.

The estimated cost of this project has been revised from \$159.3 million to \$155.7 million. The estimated expenditure for the period April to September 2022 is \$1.0 million and \$1.0 million for fiscal 2023.

- **Amplia Communications:** Amplia Communications Limited is the residential fiber arm of TSTT business, offering a suite of products and services marketed under the bMobile brand consisting of High-Speed Internet, Entertainment, Voice & Security, all delivered over a 100% Fibre Optic network.

The estimated cost of this project has been revised from \$291.1 million to \$359.7 million. The estimated expenditure for the period April to September 2022 is \$16.3 million and \$46.1 million for fiscal 2023.

## Social Infrastructure

### Education and Training

#### Export Centres Company Limited (ECCL)



Export Centres Company Limited (ECCL) was incorporated on July 3, 1996 and is a wholly owned State Enterprise. The company is responsible for training persons particularly female heads of households with children, for them to develop the necessary skills for employment or to become micro-entrepreneurs, capable of producing and selling high quality artisan craft.

- **Craft Store:** This project involves construction of a Craft Store for artisans to market and sell their products. The estimated cost of the project is \$2.0 million. The project is in the planning stages.

#### MIC Institute of Technology Limited (MIC-IT)



MIC Institute of Technology Limited (MIC-IT) was incorporated on December 11, 1974 and is 46.7 percent owned by GoRTT. Its principal activities are the training of personnel in the manufacturing of tools, dies, moulds, precision parts, and the provision of product design, manufacturing and industrial engineering services.

#### National Commission for Self Help Limited (NCSHL)



National Commission for Self Help Limited (NCSHL) was incorporated on April 14, 1997 and is a wholly owned State Enterprise. The Commission is a non-profit organization engaged in mobilizing physical, financial and human resources to facilitate self-help activities in communities.



## National Schools Dietary Services Limited (NSDSL)



National Schools Dietary Services Limited (NSDSL) was incorporated on July 3, 2002 and is a wholly owned State Enterprise. The primary responsibility is managing the School Nutrition Programme which includes the establishment of criteria for the selection of caterers and the development of quality control mechanisms.

The main objectives of the Programme are to:

- provide approximately one-quarter and one-third of the Recommended Dietary Allowance (RDAs) of nutrients for the child through breakfast and lunch respectively as weekly averages;
- contribute to the improvement of the nutritional status of the child and to enhance learning ability; and
- further stimulate the agricultural sector by utilizing local produce wherever possible in the meal plan.

## National Maintenance Training and Security Company Limited (MTS)



National Maintenance Training and Security Company Limited (MTS) is a wholly-owned State Enterprise incorporated on November 27, 1979 to provide security and maintenance services to schools and learning institutions in Trinidad and Tobago. The company's mandate was expanded to include grounds maintenance, technical maintenance, horticultural and landscaping services and project management to the wider public.

### Twenty-Seven Priority Schools

MTS is providing project management services for the completion of construction and outfitting of 27 priority schools. The first phase involves the assessment of works undertaken to complete the 27 schools and an evaluation of the existing contracts to determine whether the scope of works needed to be re-scoped or re-negotiated. The second phase involves the sourcing of funds and the agreed scope of works to commence remedial works/construction.

Subsequently, the number of priority schools was reduced from 27 to 24, five schools were completed, with one school still to be costed. The following are the status of 18 schools:

- **St. Augustine Girls High School:** This project involves the construction of a Science Laboratory and Cultural Centre. The estimated cost of the project was revised from \$51.7 million to \$49.4 million. The estimated expenditure for April to September 2022 is \$5.22 million and \$2.59 million for 2023. Construction is complete and procurement of furniture, fittings and equipment is ongoing.
- **Santa Flora Government Primary School:** This project involves the construction of a new primary school to replace the existing facility. The estimated cost of the project is \$44.3 million and the estimated expenditure for the period April to September 2022 is \$4.1 million and \$8.7 million for fiscal 2023.
- **Siparia Union Presbyterian Primary School:** This project involves the construction of a new primary school to replace the existing facility. The estimated cost of the project was revised from \$43.4 million to \$43.8 million and the estimated expenditure for the period April to September 2022 is \$8.5 million and \$4.4 million for fiscal 2023. Construction is complete and procurement of furniture, fittings and equipment is ongoing.



- **Holy Cross College:** This project involves the construction of a new multi-level block to house science laboratories and classrooms and a new auditorium building. The estimated cost of the project was revised from \$44.5 million to \$43.8 million and the estimated expenditure for the period April to September 2022 is \$5.8 million and \$1.0 million for fiscal 2023. The project is 99% complete.
- **Marabella Anglican Primary School:** This project involves the construction of a new primary school. The estimated cost of the project was revised from \$39.2 million to \$38.7 million. The estimated expenditure for the period April to September 2022 is \$7.2 million and \$4.1 million for fiscal 2023. The project is 92% complete.
- **Malabar Government Primary School:** This project involves the construction of a new primary school. The estimated cost of the project was revised from \$38.6 million to \$37.6 million. The estimated expenditure for the period April to September 2022 is \$3.7 million and \$1.7 million for fiscal 2023. Construction is complete and procurement of furniture, fittings and equipment is ongoing.
- **Fanny Village Government Primary School:** This project involves the construction of a new primary school. The estimated cost of the project is \$48.9 million and the estimated expenditure for the period April to September 2022 is \$5.8 million and \$3.9 million for fiscal 2023. The project is 90% complete.
- **Egypt Oasis ECCE:** This project involves the construction of a new Early Childhood Care and Education Centre (ECCE). The estimated cost of the project is \$7.6 million. The estimated expenditure for the period April to September 2022 is \$0.3 million. Construction is complete and procurement of furniture, fittings and equipment is ongoing.
- **Arima Central Secondary School:** This project involves the construction of a new two storey building to house science laboratories and a music room as well as the refurbishment of three existing buildings and the washrooms. The estimated cost of the project was revised from \$30.3 million to \$62.5 million. The estimated expenditure for April to September 2022 is \$24.1 million and \$35.0 million for fiscal 2023. Construction is scheduled to commence in fiscal 2022.
- **Belle Vue ECCE:** This project involves the construction of a new school. The estimated cost of the project is \$10.0 million. The estimated expenditure for the period April to September 2022 is \$3.5 million and \$0.6 million for fiscal 2023. Furniture, fittings and equipment are being procured for the facility.
- **La Horquetta North ECCE:** This project involves construction of an ECCE. The estimated cost of the project was revised from \$6.8 million to \$7.3 million. The estimated expenditure for April to September 2022 is \$6.7 million and \$0.4 million for fiscal 2023. Construction is scheduled to commence in fiscal 2023.
- **Barataria North Secondary School:** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project was revised from \$173.7 million to \$248.0 million. The estimated expenditure for the period April to September 2022 is \$109.5 million and \$130.1 million is projected for fiscal 2023. Construction is scheduled to commence in fiscal 2023.
- **Lower Morvant Government Primary School:** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project was revised from \$52.1 million to \$64.3 million. The estimated expenditure for the period April to September 2022 is \$25.7 million and \$36.6 million is projected for fiscal 2023.





- **St. Joseph Secondary School:** This project involves structural, remedial and outfitting works. The estimated cost of the project was revised from \$146.6 million to \$166.0 million. The estimated expenditure for the period April to September 2022 is \$66.4 million and \$93.0 million is projected for fiscal 2023. Construction is scheduled to commence in fiscal 2023.
- **Holy Name Convent:** This project involves the construction of an additional block to house various extra-curricular school activities. The estimated cost of the project was revised from \$26.7 million to \$32.9 million. The estimated expenditure for the period April to September 2022 is \$14.1 million and \$16.5 million is projected for fiscal 2023.
- **Picadilly Government Primary School:** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project was revised from \$40.9 million to \$47.8 million. The estimated expenditure for April to September 2022 is \$12.5 million and \$33.5 million for fiscal 2023. Construction is scheduled to commence in fiscal 2023.
- **Ramai Trace SDMS Primary School:** This project involves structural and remedial works. The estimated cost of the project was revised from \$39.7 million to \$38.7 million. The estimated expenditure for April to September 2022 is \$21.0 million and \$15.5 million for fiscal 2023. Construction is scheduled to commence in fiscal 2023.
- **Mt. Hope Secondary School:** This project involves significant structural retrofitting and remedial works. The estimated cost of the project was revised from \$258.2 million to \$219.5 million. The estimated expenditure for April to September 2022 is \$75.1 million and \$131.7 million for fiscal 2023. Remedial works are scheduled to commence in fiscal 2023.

## Youth Training and Employment Partnership Programme (YTEPP) Limited (YTEPP)



Youth Training and Employment Partnership Programme (YTEPP) Limited (YTEPP) is a wholly-owned Stated Enterprise incorporated on October 10, 1990 to provide skills training and retraining opportunities to young persons to support business development. The main objective of the company is to promote skills-based training at different levels in order to enhance the employability of individuals.

The company offers a wide range of courses in both the production and service at full-time Training Centres, part-time Centres, Contracted Training Providers, and through its Community Based Projects.

## Community

## Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) was established in 1995 as a wholly owned State Enterprise to oversee urban development throughout Trinidad and Tobago. The company has a diverse portfolio developing projects in areas of commercial office buildings, hotel and conference centres, culture and art, historical restoration, sporting facilities, car parks and road rehabilitation.

Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) was established in 1995 as a wholly owned State Enterprise to oversee urban development throughout Trinidad and Tobago. The company has a diverse portfolio developing projects in areas of commercial office buildings, hotel and conference centres, culture and art, historical restoration, sporting facilities, car parks and road rehabilitation.

UDeCOTT will continue the implementation of the following projects:

- **Diego Martin Sporting Complex:** The Diego Martin Sporting Complex – Phase II will see the development of a new community playing field, hard courts and washroom facilities including landscaping and external works. It is intended to serve the surrounding communities, clubs and Associations for training, recreational activities and sporting events. The estimated cost of the project is \$13.3 million. The estimated expenditure for the period April to September 2022 is \$6.0 million and \$4.1 million for fiscal 2023.

### The CEPEP Company Limited (CEPEP)



The CEPEP Company Limited was incorporated on April 02, 2008 as a wholly owned State Enterprise with responsibility to manage and execute the Community-Based Environmental Protection and Enhancement Programme in Trinidad and Tobago.

### East Port of Spain Development Company Limited (EPOS)



East Port of Spain Development Company Limited (EPOS) was incorporated on September 28, 2005 and is a wholly owned State Enterprise. Its principal activity is to develop and redevelop a zone in East Port of Spain, bounded by Charlotte Street, Lady Young Road and the Eastern Main Road including Morvant, Never Dirty, Caledonia, Beetham Estates, Sea Lots and Katanga. This development aims to transform East Port of Spain through economic, social and physical regeneration.

### Rural Development Company of Trinidad and Tobago Limited (RDC)



Rural Development Company of Trinidad and Tobago Limited (RDC) was incorporated on May 2, 2005 and is a wholly owned State Enterprise. The company is responsible for identifying and implementing developmental projects in rural communities in Trinidad. The company also provides project management services for the implementation of approved development projects on behalf of GORTT. RDC expedites the implementation of projects to provide physical infrastructure, utilities and social facilities in the rural areas to improve the quality of life of the residents in those communities. Its capital expenditure programme for 2023 includes:

- **Construction of Bridges:** This programme involves the construction of bridges in several areas of Trinidad. The estimated cost of the programme was revised from \$36.4 million to \$136.9 million. The estimated expenditure for the period April to September 2022 is \$18.9 million and \$105.0 million for fiscal year 2023.
- **Road and Drainage Works:** This programme involves the construction of drainage and road and/or upgrade of works to be done in various areas of Trinidad. Works include construction of open box drains, clearing of waterways, construction of culvert crossing and driveway entrances, widening of box drains,



removing debris and de-silting of existing earthen drains. The estimated cost of the programme was revised from \$116.8 million to \$138.2 million. The estimated expenditure for the period April to September 2022 is \$73.7 million and \$27.0 million for fiscal year 2023.

- **Construction of Retaining Walls:** The estimated cost of the project was revised from \$58.0 million to \$157.9 million. The estimated expenditure for the period April to September 2022 is \$83.4 million and \$60.5 million for fiscal year 2023.
- **Refurbishment Works at Recreation Grounds, Basketball Courts, Multipurpose Complex:** This project involves refurbishment works at recreation grounds and sporting arenas includes refurbishment of the existing pavilions/basketball courts, bleachers, washroom facilities, the construction of car parks or jogging tracks and installation of chain-link fences. The estimated cost of the project was revised from \$35.6 million to \$36.7 million. The estimated expenditure for the period April to September 2022 is \$3.6 million and \$19.5 million for fiscal year 2023.

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## The Sports Company of Trinidad and Tobago Limited (SPORTT)



The Sports Company of Trinidad and Tobago Limited (SPORTT) was incorporated on September 27 2004 as a wholly owned State Enterprise with the responsibility to:

- Provide advice and make recommendations to the Ministry of Sport and Community Development on matters relating to Sport and Physical Recreation;
  - Collaborate with the Ministry of Sport, the Ministry of Education, the University of the West Indies and other relevant agencies for the establishment of an Institute of Sport at the University of the West Indies, St. Augustine, the University of Trinidad and Tobago and other designated agencies;
  - Implement suitable programs for total participation in high performance sport;
  - Administer sports as agreed to by the Ministry responsible for Sport;
  - Manage and maintain sport facilities; and
  - Design and set standards for National Coaching Programmes and for coaching certification.
- **Development and Upgrade of Grounds, Parks and Spaces:** This project consists of six regional grounds and three sub-regional grounds throughout Trinidad. The construction of each of these grounds is inclusive of, but not limited to the planting of grass, outfield works, cricket pitch, football field, basketball court, multipurpose hard court, pavilion, bleachers, fencing, gates, gymnastics hall, 25m swimming pool, lighting, electrical works, play park and practice nets. Three grounds were completed and six were halted. The estimated cost of the project is \$495.9 million. The estimated expenditure for the period April to September 2022 is \$19.5 million and \$40.2 million for fiscal 2023.

### The Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL)



Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL) was incorporated on November 12, 1980 as a wholly owned State Enterprise to provide technical, managerial and supervisory assistance to public and private institutions in the collection, handling, treatment and disposal of solid waste in Trinidad and Tobago. In 1989, the mandate was expanded to include the actual collection and disposal of solid waste. Currently, it manages three major landfills which account for 85% of the total landfill waste. The company is also involved in composting and recycling recoverable waste, mainly glass, paper, metal and plastic.

SWMCOL has undertaken several strategic initiatives to reposition itself and its commercial lines of business in the waste industry. The services offered include:

- General solid waste collection and disposal;
- Special waste management;
- Liquid waste management;
- Waste paper recovery; and
- Portable sanitation rentals.

## Housing and Settlements

### Estate Management and Business Development Company Limited (EMBD)



Estate Management and Business Development Company Limited (EMBD) was incorporated on August 8, 2002 as a wholly owned State Enterprise to manage lands previously owned by Caroni (1975) Limited (Caroni) and to stimulate and facilitate new business activities through the establishment of light industrial, agricultural and housing estates and commercial complexes.

EMBD is responsible for the development of 22 residential estate sites with appropriate infrastructure to meet GORTT's commitment to the former employees of Caroni in accordance with the Caroni (1975) Limited and Orange Grove National Company Limited (Divestment) Act, Chapter 64:08.



## Trinidad and Tobago Housing Development Corporation (HDC)



Trinidad and Tobago Housing Development Corporation (HDC) was established by Act No. 24 of 2005. The principal activities of the Corporation include:

- Provision of secured and unsecured housing loans;
- Development of low-cost housing both for sale and rental; and
- Maintenance of low-cost housing retained for rental.

## Health

The Ministry of Health developed a Hospital Physical Infrastructure Development Strategy to be implemented over a ten-year period in order to address hospital infrastructure issues. Based on an integrated hospital sector delivery model, basic primary and secondary healthcare services would be brought within reach of communities across Trinidad and Tobago. The proposed strategy provides an opportunity to increase the efficacy and efficiency of the health services by:

- Maximising the use of specialist services, both clinical and support between hospitals to increase efficiency;
- Treating with chronic over-crowding at public hospitals;
- Providing capacity both in terms of infrastructure and organizational development at all public hospitals with a view to having them accredited to operate as Teaching Hospitals; and
- Developing alternative solutions to inpatient hospitalization, such as increase same day surgery, home care services and introduction of new technology for diagnostics.

## Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



UDeCOTT has been tasked with the responsibility of ensuring the availability of the best medical care to the citizens of Trinidad and Tobago through the construction and upgrade of a number of health care facilities across the twin isle Republic. These projects will enhance the public's access to health care and advance the Government's overall goal of achieving the highest standards in medical care.

UDeCOTT will continue the following projects in fiscal 2023:

- **Multi-Storey Car Park in San Fernando (formerly San Fernando General Hospital Car Park):** This project involves the design and construction of the multi-storey car park in the City of San Fernando. The city serves as the major commercial and economic hub for much of Southern Trinidad and continued growth and development of the City has resulted in mounting pressure on the existing services and physical infrastructure of the City, to adequately meet the needs of citizens.

The estimated cost of the project was revised to \$141.4 million. The estimated expenditure for the period April to September 2022 is \$33.3 million and \$22.9 million for fiscal 2023.

- **Construction of the Arima Hospital:** The project was completed and the hospital is operational.
- **Construction of the Point Fortin Hospital:** The project was completed and the hospital is operational.
- **Port of Spain General Hospital:** This project is being implemented in four phases and includes design, construction and equipping including the supply of furniture, fixtures, equipment (non-medical) and signage internal, external and directional. The new facility will accommodate central stores, engineering and biomedical departments and comprise of a two-storey structure with storage rooms and workshops at ground level and office spaces on the first floor with a total nominal floor area of approximately 2,030 square metres inclusive of circulation area.
  - Phase I – Enabling Works – Construction of new structure/s to house the central stores, engineering and biomedical departments as well as demolition of the existing building currently utilized by the departments.
  - Phase II – The Design, Build and Equipping of the new central block procured through a Build, Own, Lease, Transfer (BOLT) arrangement.
  - Phase III – The Design, Build Services for the relocation of medical wards to COSTATT Building.
  - Phase IV – The Design, Build Services for the relocation of surgical wards and operating theatre to first floor of A&E at the St James Medical Complex.

The estimated cost of the project is \$1,269.5 million. The estimated expenditure for the period April to September 2022 is \$198.7 million and \$456.4 million for fiscal 2023. The project is expected to be completed in fiscal 2024.

- **Construction of the Sangre Grande Hospital:** The project involves the design and construction of a 106 Bed Hospital including surgical services, imaging services, outpatient services, emergency services and inclusive of all major medical equipment. The estimated cost of the project is \$1,059.9 million. The estimated expenditure for the period April to September 2022 is \$206.8 million and \$105.3 million for fiscal 2023.

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## The Couva Medical and Multi-Training Facility (CMMF) Limited (CMMF)

The Couva Medical and Multi-Training Facility (CMMF) Limited (CMMF) was incorporated on July 3, 2018 as a wholly owned State Enterprise to facilitate the operationalization of the Couva Medical and Multi-Training Facility. The company is to be jointly owned by GORTT and the University of the West Indies.





## Administration

### Public Order and Safety

#### Airports Authority of Trinidad and Tobago (AATT)



Airports Authority of Trinidad and Tobago (AATT) was established by Act No. 49 of 1979 to develop and manage the business of the Piarco International Airport (PIA) and ANR Robinson International Airport (ANRRIA). The Authority is mandated to provide safe, secure and efficient aviation services at the country's airports and continues to focus on the delivery of high-quality services and facilities. In this context, the upgrade of existing systems and infrastructure to meet international standards is ongoing and the projects are summarized as follows:

- **Upgrade of Building Management System (BMS):** The project was completed at a cost of \$10.5 million.
- **Replacement and Upgrade of Security Screening Equipment Carry-on/ Walk Thru Metal Detectors** – This involves the replacement and upgrade of X Rays Scanners for carryon luggage and full body scanners at both Piarco and ANR Robinson International Airports to meet International Civil Aviation Organisation (ICAO) standards and T&T Civil Aviation requirements. The estimated cost of the project is \$20.0 million and \$9.3 million is expected for fiscal 2023.
- **The Upgrade of Oracle E-business Suite Application:** The project was completed at a cost of \$6.1 million.

#### The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT)



The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) was incorporated on August 4, 2000 and is a wholly owned State Enterprise. In April 2005, the mandate was changed from being a fleet maintenance company to a central controlling agency to provide fleet management services to the public sector as a whole and to private sector interests. The company provides a wide range of fleet (vehicle) management functions including vehicle maintenance, vehicle telematics (tracking and diagnostics), driver management, fuel management and health & safety management. The services are now offered to the general public.

### PUBLIC ADMINISTRATION

#### Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



UDeCOTT will continue the following projects in fiscal 2023:

- **Heritage Library Phase 11:** This project involved the restoration and rehabilitation of Heritage Library for the Eric Williams Memorial Collection. The estimated cost of the project is \$15.0 million. The estimated expenditure for the period April to September 2022 is \$0.9 million and \$0.7 million for fiscal 2023 which represents payment for the release of the final retention.
- **Repairs to Assembly Hall at Queen's Royal College:** The project was completed at a cost of \$4.1 million. The estimated expenditure for April to September 2022 is \$0.4 million and \$0.2 million for fiscal 2023 which represents payment for the release of the final retention.
- **Ministry of Health Headquarters:** The project involves the construction and fit-out of a high rise, office building to house the Ministry of Health (MOH) headquarters and ancillary departments at Queens Park East using a Build, Own, Lease, Transfer (BOLT) arrangement. The estimated cost of the project is \$280.7 million. The estimated expenditure for the period April to September 2022 is \$114.1 million and \$49.8 million for fiscal 2023. The project is 15% complete.
- **Judiciary – Relocation of the Civil High Court and Civil Division:** This project involves relocation of the Civil High Court and the Civil Division of the Court of Appeal from the Hall of Justice to Tower D of the International Waterfront Centre with the design and fit-out of 13 storeys at Tower D which is being undertaken in two phases:
  - Phase I – Architectural, structural, mechanical, electrical, plumbing works
  - Phase II – Specialist Information and Communications Technology, Specialist Security Systems, Furniture Fit-Out, Acoustic Treatments, Signage

The estimated cost of the project is \$103.5 million. The estimated expenditure for the period April to September 2022 is \$8.4 million and \$0.8 million for fiscal 2023. The facility was operationalised and final release of retention is to be paid in 2023.

- **Penal/Debe Regional Corporation – Administrative Building:** The project involves the construction of a two storey structure consisting of mainly office space with centralised services designed to meet the expanded responsibilities of the Corporation. The building will also provide a multi-functional meeting room space. The estimated cost of the project is \$36.8 million. The project is on hold.
- **Restoration of Sisters of St Joseph of Cluny's Convent Building:** This project involves the restoration and retrofitting of the existing building at San Fernando to be used as a Family Court. Restoration, renovation and retrofitting for housing of the police, prison cells and maintenance personnel. The estimated cost of the project is \$36.6 million. The estimated expenditure for the period April to September 2022 is \$11.9 million and \$19.1 million for fiscal 2023.
- **Piccadilly Street Urban Regeneration:** The Piccadilly Street Urban Regeneration Project Phase 1 is a development comprised of 61 Apartment Units for Low to Middle Income Households, at Piccadilly Street, Port of Spain, and is comprised of the following:



- a. One 5-storey building (15 units)
- b. Five 4-storey building (inclusive of 30 parking spaces at ground level – 30 units)
- c. One 6-storey building (Commercial / Community – 16 units)

Phase 1.1 is a part of Phase 1, and comprises the 6-storey building on the portion of the site previously occupied by the Old Besson Street Police Station. Phase 1.1 construction works commenced in July, 2022.

The estimated cost of Phase 1.1 is \$29.9 million. The estimated expenditure for April to September 2022 is \$6.3 million and \$22.1 million for fiscal 2023.

## National Infrastructure Development Company Limited (NIDCO)



National Infrastructure Development Company Limited (NIDCO) was incorporated on January 11, 2005 as a wholly owned State Enterprise to execute infrastructure and transportation projects on behalf of the Ministry of Works and Transport, its main client. NIDCO is providing project management services for the San Fernando to Point Fortin Highway Extension Project.

- **Construction of the Sir Solomon Hochoy Highway – from San Fernando to Point Fortin (SHHEPF – Project):** - The main objectives of the project are to provide highway network improvements to the South and West of San Fernando and to improve the road accessibility to Debe, Penal, Fyzabad, La Brea, Point Fortin and Siparia.

NIDCO is pursuing the completion of the following packages and associated activities:

- Dumfries Road to Point Fortin - (29.5 Km of Highway);
- Four packages consisting of approximately 6 km of the South Truck Road;
- Four bridges are completed; and
- Eight packages are ongoing.

The ongoing packages comprise construction of four river bridges, five interchanges located at Oropouce Junction, Mon Desir, Grants Road, La Brea and Guapo, two overpass bridges located at Delhi Road and Southern Main Road - Vance River and 30 km of four lanes rural arterial highway that would connect San Fernando to Point Fortin and also Fyzabad Road to Mon Desir.

It is estimated that all ongoing work packages will be completed and 30km of highway between Dumfries Road, La Romaine and Dunlop roundabout, Point Fortin will be opened to traffic by the first quarter of 2023. The entire project is approximately 85% complete.

The estimated cost of the project is \$7,500.0 million. Funding for fiscal 2023 would be sourced from the Infrastructural Development Fund (IDF).

- **ANR International Airport (ANRRIA):** The scope of the project is disaggregated as follows:
  - a) **Main Works:** Development of a state-of-the-art passenger terminal area, including a new terminal building, at the site provided, with capacity to serve a minimum of three million passengers in its first phase of development.
  - b) **Upgrade Works:** Development of provisional facilities in the existing terminal area to allow improving the existing service level of the domestic and cargo operations in the current airport; and

- c) **Consultancy Services:** Engagement of Construction Supervisor; Technical Advisory Services; Land Acquisition Consultancy Services.

The estimated cost of the project is \$1,277.0 million and is being funded via a mixture of IDF and loan financing. The estimated expenditure for the period April to September 2022 is \$119.4 million and \$605.1 million for fiscal 2023.

- **Construction of San Fernando Magistrate Court:** This project entails the construction of the San Fernando Magistrate Courts as initiated by the Judiciary of the Republic of Trinidad and Tobago. It consists of a seven-storey building including a basement. This building is to be constructed for the use of Magistrates' Courts, office for Judiciary staff and personnel, prison cells for men, women and children and other judicial functions. The estimated cost of the project was revised from \$75.0 million to \$142.0 million. The estimated expenditure for the period April to September 2022 is \$0.5 million.

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## Secondary Road Rehabilitation and Improvement Company Limited (SRRICL)

The Secondary Road Rehabilitation and Improvement Company Limited (SRRICL) was incorporated on June 17, 2022 as a wholly-owned State Enterprise. The mandate of the Company is to develop the existing infrastructure of secondary roads, focusing on road repair, rehabilitation and upgrade works throughout Trinidad, to enhance road capacity, improve existing road infrastructure and ensure consistent road accessibility and connectivity throughout the country.

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## National Lotteries Control Board (NLCB)



The National Lotteries Control Board (NLCB) was established on August 12, 1968 in accordance with Act No. 22 of 1968 to promote, organise and conduct national lotteries in the Republic of Trinidad and Tobago. In March 1994, the National Lotteries Regulations were amended to include the operation of On-line games. In July 1994, the On-line games Lotto Plus and Play Whe were launched. These were followed by Pick 2 and Donsai, which were launched in June 1996 and August 1997, respectively. The Instant Money Game was launched in accordance with Act No. 32 of 1998, the surplus from which is paid into the Sports and Culture Fund. CashPot was launched in October 1999 and Pick 4 was launched in November 2012. The surplus from the On-line games and after allowing for all expenses and the amount reserved for prizes, the balance standing to the credit of the National Lotteries Account is paid into the Consolidated Fund.

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## Trinidad and Tobago Postal Corporation (TTPost)



Trinidad and Tobago Postal Corporation (TTPost) was established in accordance with Act No. 1 of 1999 as amended by Act No 13 of 2004 to provide postal, financial, electronic and telecommunication services both locally and internationally.



## Water and Sewerage Authority (WASA)



Water and Sewerage Authority (WASA) was established under the Water and Sewerage Act, Chapter 54:40. The Authority is responsible for the provision of an adequate and reliable water supply and the treatment and disposal of wastewater. WASA is also responsible for the development and control of water supply, sewerage facilities and the conservation and proper use of water resources throughout Trinidad and Tobago. WASA is continuing the following:

- **National Social Development Programme (Water Component):** This programme, which commenced in 2002, is aimed at improving water supply to the population where the water supply was less than 84 hours per week and in areas that were without a water supply. This programme involves the implementation of 513 projects, of which 502 have been completed, eight are on hold and three are no longer required because of system reconfigurations. This programme is financed by a bond issue in the sum of \$304.0 million. The estimated cost of the project is \$304.0 million. The estimated expenditure for the period April to September 2022 is \$1.9 million and \$21.0 million for fiscal 2023. The project is in administrative closure and benefitted 82,000 persons.
- **12 Month Water Development Programme (formally named Water and Wastewater Construction/Refurbishment Programme)** – This programme involves the construction/refurbishment of water storage facilities, new booster stations, the implementation of a network management system, a pressure management system, the replacement of leaking mains and the expansion of the Trinity Reservoir. This includes the implementation of 99 projects, of which 72 were completed, one is in progress, one was terminated, one was cancelled, three transferred to other funding programmes, 21 projects have been deferred. This programme is financed by a bond issue in the amount of \$1,335.9 million. The estimated cost of the project is \$1,335.9 million. The estimated expenditure for the period April to September 2022 is \$0.9 million and \$11.0 million for fiscal 2023. The programme is 99% complete.
- **Multi-Phase Wastewater Rehabilitation Programme:** This programme comprises two components:
  - Construction of the two wastewater treatment plants and collection systems for the San Fernando and Malabar catchment areas; and
  - Institutional strengthening of the corporate governance structure within the Authority.

The construction of the waste water treatment plant in Malabar has been completed and is now operational. The San Fernando project is at commissioning stage. The project is approximately 98.2% complete.

The institutional strengthening component involves the engagement of a consultant for the provision of corporate governance services and is 100% complete. The financial system and Geographic Information System database are being used to update the customer billing system, which is 100% complete. The estimated cost of the project was revised from \$1,651.50 million to \$1,577.6 million. The estimated expenditure for the period April to September 2022 is \$117.1 million and \$72.2 million for fiscal 2023.

- **Modernisation and Wastewater Infrastructure Rehabilitation Improvement Programme:** This programme involves improvement works in the areas of environmental conditions within the country, personnel/staff efficiency and wastewater management operations and maintenance performance. The objectives of the programme are:

## SOCIAL INFRASTRUCTURE

- Takeover, refurbishment, upgrade, integration or decommissioning of malfunctioning wastewater treatment facilities;
- Personnel/Staff Efficiency;
- The improvement of wastewater management operational and maintenance performance; and
- The improvement of the environmental conditions of Trinidad and Tobago, by increasing the amount of waste water treated.

The estimated cost of the project was revised from \$335.0 million to \$320.0 million. The estimated expenditure for the period April to September 2022 is \$14.6 million and no funds projected for fiscal 2023. The project is 93% complete.





## Appendix I

Ministry of Finance, Investments Division

# Companies Shareholding List

## Wholly owned

Company Name	Ownership
<b>Energy and Energy Based</b>	
1. Lake Asphalt of Trinidad and Tobago (1978) Limited	100% GORTT
2. National Marine and Maintenance Services Company Limited	100% GORTT
3. National Quarries Company Limited	100% GORTT
4. The National Gas Company of Trinidad and Tobago Limited	100% GORTT
5. Trinidad and Tobago National Petroleum Marketing Company Limited	100% GORTT
6. Trinidad and Tobago Upstream Downstream Energy Operations Company Limited	100% GORTT
7. Trinidad Petroleum Holdings Limited	100% GORTT
<b>Financial Services</b>	
1. Clico Trust Corporation Limited	100% GORTT
2. Export-Import Bank of Trinidad and Tobago Limited	100% GORTT
3. First Citizens Holdings Limited	100% GORTT
4. InvesTT Limited	100% GORTT
5. National Investment Fund Holding Company Limited	100% GORTT
6. Portfolio Credit Management Limited	100% GORTT
7. Taurus Services Limited	100% GORTT
8. Trinidad and Tobago International Financial Centre Management Company Limited	100% GORTT
<b>Manufacturing and Agro-Based</b>	
1. Cocoa Development Company of Trinidad and Tobago Limited	100% GORTT
2. Palo Seco Agricultural Enterprises Limited	100% GORTT
<b>Service</b>	
1. East Port of Spain Development Company Limited	100% GORTT
2. Estate Management and Business Development Company Limited	100% GORTT
3. Evolving TecKnologies and Enterprise Development Company Limited	100% GORTT
4. Export Centres Company Limited	100% GORTT
5. Golden Grove – Buccoo Limited	100% GORTT
6. National Commission for Self-Help Limited	100% GORTT
7. National Entrepreneurship Development Company Limited	100% GORTT
8. National Information and Communication Technology Company Limited	100% GORTT
9. National Infrastructure Development Company Limited	100% GORTT

10.	National Maintenance Training and Security Company Limited	100% GORTT
11.	National Schools Dietary Services Limited	100% GORTT
12.	Port of Spain Shopping Complex Limited	100% GORTT
13.	Rural Development Company of Trinidad and Tobago Limited	100% GORTT
14.	Secondary Road Rehabilitation and Improvement Company Limited	100% GORTT
15.	The CEPEP Company Limited	100% GORTT
16.	The Couva Medical and Multi-Training Facility (CMMF) Limited	100% GORTT
17.	The Sports Company of Trinidad and Tobago Limited	100% GORTT
18.	The Trinidad and Tobago Solid Waste Management Company Limited	100% GORTT
19.	The Vehicle Management Corporation of Trinidad and Tobago Limited	100% GORTT
20.	Tourism Trinidad Limited	100% GORTT
21.	Trinidad and Tobago Creative Industries Company Limited	100% GORTT
22.	Trinidad and Tobago Free Zones Company Limited	100% GORTT
23.	Trinidad and Tobago Tourism Business Development Limited	100% GORTT
24.	Urban Development Corporation of Trinidad and Tobago Limited	100% GORTT
25.	Youth Training and Employment Partnership Programme (YTEPP) Limited	100% GORTT

### Transport and Communication

1.	TTT Limited	100% GORTT
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**Total: 43**

## MAJORITY OWNED

### Company Name

### Ownership

#### Energy and Energy Based

1.	Alutech Limited	60% GORTT, 40% Sural Barbados
2.	Alutrint Limited	60% GORTT, 40% Sural Barbados

#### Financial Services

1.	Agricultural Development Bank of Trinidad and Tobago	97.2% GORTT, 2.8% Others
2.	ExporTT Limited (formerly Business Development Company Limited)	64.4% GORTT, 34.3% Financial Institutions, 1.3% Other
3.	National Enterprises Limited	66% GORTT, 17% NGC, 17% others

#### Service

1.	Point Lisas Industrial Port Development Corporation Limited	51% GORTT, 49% Others
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#### Transport and Communication

1.	Caribbean Airlines Limited	88.1% GORTT; 11.9% GOJ
2.	National Helicopter Services Limited	82.3% GORTT, 17.7 % NGC

**Total: 8**



## Less than 50% Ownership

Company Name	Ownership
<b>Financial Services</b>	
1. Development Finance Limited	49.75% GORTT, Maritime 49.75%, DFL Caribbean 0.5%
2. Trinidad and Tobago Mortgage Finance Company Limited	49% GORTT, 51% NIB
<b>Manufacturing and Agro-Based</b>	
1. MIC Institute of Technology Limited	46.7% GORTT, 14.9% DFL, 38.4% Others
<b>Transport and Communication</b>	
1. LIAT (1974) Limited	0.2% GORTT, 1.7% BWIA, 95.8% Reg. Gov't 2.3% Others
<b>Total: 4</b>	

## Indirectly Owned

Company Name	Ownership
<b>Energy and Energy Based</b>	
1. Atlantic 1 Holdings LLC	10.0% NGC TT LNG Ltd 90% Others
2. Atlantic LNG 4 Holdings Limited	11.11% TTLNG Co. Ltd. 88.89% Others
3. Atlantic LNG Company of Trinidad and Tobago Ltd	100 % Atlantic 1 Holdings LLC
4. Base Energy Services and Transportation Co. Ltd	100% C'bean Dockyard & Engineering Services
5. Block 1 (a) (T&T)	25% NGC E&P Investments Ltd 75% Others
6. Caribbean Dockyard and Engineering Services	100% CL Marine Limited
7. Caribbean Engineering Marine Services Limited	100% CL Marine Limited
8. Caribbean Gas Chemical Limited	20% NGC Petrochemicals Ltd 80% Others
9. CL Marine Limited	100 % NMMSC
10. Downstream Petrochemicals Research and Development Limited	100% NGC Petrochemicals Ltd
11. Eastern Caribbean Gas Pipeline Company Limited	10% NGC 90% Others
12. Heritage Petroleum Company Limited	100% TPHL
13. La Brea Industrial Development Company Limited	91.55% NGC & 8.45% Petrotrin
14. Liquid Fuels Company of Trinidad and Tobago Limited	100% NPMC
15. National Energy Corporation of Trinidad and Tobago Limited	100% NGC
16. NATPET Investments Company Limited	100% NPMC
17. NE (Guyana) Incorporated	100% National Energy
18. NEL Power Holdings Limited	100% NEL
19. NGC Caribbean Investments Limited	100 % NGC

20.	NGC CNG Company Limited	100% NGC
21.	NGC E&P (Barbados) Limited	100% NGC
22.	NGC E&P (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A
23.	NGC E&P Investments (Barbados) Limited	100% NGC
24.	NGC E&P Investments (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A
25.	NGC E&P Investments Limited	100% NGC
26.	NGC E&P Netherlands Cooperatief U.A	99.99% NGC E&P Investments (Barbados) Limited 0.01% NGC E&P (Barbados) Limited
27.	NGC Group Captive Insurance (Barbados) Limited	100% NGC
28.	NGC NGL Company Limited	80% NGC & 20% NEL
29.	NGC Petrochemicals Limited	100% NGC
30.	NGC Pipeline Company Limited (NPL)	100% NGC
31.	NGC Trinidad and Tobago LNG Limited (formerly NGC LNG (Train 4) Ltd.)	62.16% NGC, 37.84% NEL
32.	Pan West Engineers and Constructors LLC	33.33 % NEL, 33.3% TTUTC, 33.3% NIB
33.	Paria Fuel Trading Company Limited	100% TPHL
34.	Petroleum Company of Trinidad and Tobago Limited	100% TPHL
35.	Petrotrin Panama Incorporated	100% Petrotrin
36.	Phoenix Park Gas Processors Limited	51%NGC NGL 39% TTNGL 10% Others
37.	Point Fortin LNG Exports Limited (PFLE)	19.5% Petrotrin 80.5% Others
38.	Rene Investments Limited	100% CL Marine Limited
39.	South East Coast Consortium	4% NGC 96% Others
40.	Teri Services Limited	100% CL Marine Limited
41.	The Guaracara Refining Company Limited	100% TPHL
42.	Trinidad and Tobago LNG Limited	100% NGC
43.	Trinidad and Tobago Marine Petroleum Company Limited	80% HPCL, 20% NGC
44.	Trinidad and Tobago NGL Limited	25% NGC & 75% Others
45.	Trinidad Generation Unlimited	100% NIF
46.	Trinidad Nitrogen Company Limited	51% NEL & 49% YARA
47.	TSP Assets (Teak, Samaan, Poui)	15% NGC 85% Others
48.	World GTL Trinidad Limited	100% Petrotrin

### Financial Services

1.	Caribbean Leasing Company Limited	100% ExporTT
2.	First Citizens Bank Limited	100% FCGFHL
3.	First Citizens Bank (Barbados) Limited	100% FCB
4.	First Citizens Brokerage & Advisory Services	100% FCISL
5.	F.C.C.R First Citizens Costa Rica SA	100% FCB
6.	First Citizens Depository Services Limited (formerly First Citizens Asset Management Limited)	100% FCB
7.	First Citizens Financial Services (St. Lucia) Limited	100% FCB
8.	First Citizens Group Financial Holdings Limited (FCGFHL)	61.1% FCHL
9.	First Citizens Investment Services Limited (FCISL)	100% FCB
10.	First Citizens Portfolio & Investment Management Services Limited (formerly First Citizens Securities Trading Limited)	100% FCISL
11.	First Citizens Trustee Services Limited	100% FCB
12.	Republic Financial Holding Limited	26.1 % NIF, 24.6% CIF, 18.4 % NIB, 30.9% Others



### Manufacturing and Agro-Based

- |  |  |
|--|--|
| 1. Angostura Holding Limited           | 29.9% NIF, 44.9% Rumpro Co. Ltd, 25.2% Others            |
| 2. National Flour Mills Limited        | 51% NEL 49% Others                                       |
| 3. West Indian Tobacco Company Limited | 5.4 % NIF, 50 % BA Tobacco Investments Ltd, 44.6% Others |

### Service

- |   |                        |
|---|------------------------|
| 1. International Waterfront Resources Limited         | 2 Individuals 50% each |
| 2. Petrotrin EAP Services Limited                     | 100% Petrotrin         |
| 3. Point Lisas Terminals Limited                      | 100% PLIPDECO          |
| 4. Port of Spain Waterfront Development Limited       | 100% UDECOTT           |
| 5. Rincon Development Limited                         | 100% UDECOTT           |
| 6. San Fernando Development Limited                   | 100% UDECOTT           |
| 7. Trinidad and Tobago Film Company Limited           | 100% CreativeTT        |
| 8. Trinidad and Tobago Fashion Company Limited        | 100% CreativeTT        |
| 9. Trinidad and Tobago Music Company Limited          | 100% CreativeTT        |
| 10. Urban Development Company of San Fernando Limited | 100% UDECOTT           |

### Transport and Communication

- |   |                     |
|---|---------------------|
| 1. One Caribbean Media Limited                                | 23 % NIF 77% Others |
| 2. Telecommunications Services of Trinidad and Tobago Limited | 51% NEL 49% Others  |

**Total: 75**

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## Statutory Corporation

### Statutory Authority

1. Airports Authority of Trinidad and Tobago
2. Port Authority of Trinidad and Tobago
3. Public Transport Service Corporation
4. Trinidad and Tobago Electricity Commission
5. Trinidad and Tobago Housing Development Corporation
6. Trinidad and Tobago Postal Corporation
7. Water and Sewerage Authority
8. National Agricultural Marketing and Development Corporation

**Total: 8**

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

## Appendix II Details of Expenditure

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	ECONOMIC INFRASTRUCTURE							
	Business and Trade Expansion - Energy Sector							
	THE NATIONAL GAS COMPANY OF TRINIDAD AND TOBAGO LIMITED (NGC)							
	Funded by Retained Earnings							
	Distribution Pipelines and Related Facilities							
1.01	Replacement of the 4" Pipeline to Longdenville	36.70	6.42	0.00	0.00	0.00	0.00	Engineering and design works commenced, but was halted and is due to resume in 2023.
1.02	Charleville Diversion Pipeline	66.60	45.32	10.78	5.40	4.55	0.00	The estimated cost was revised from \$56.36 million to \$66.60 million. The project is now schedule to be completed in fiscal 2022.
1.03	Odourization Facilities Installation	42.10	28.49	0.00	0.00	0.00	10.50	This project involves the construction of odorization station, along with modifications to existing consumer stations. The remaining stations are expected to commence in fiscal 2023.
1.04	Dragon to Hibiscus Pipeline	236.20	0.00	0.00	0.00	0.00	0.00	This project is on hold.
1.05	TCU Alternative Gas Supply (formerly known as Alternative Gas Supply)	35.96	12.25	15.79	8.72	3.86	0.00	The estimated cost of the project was revised from \$14.0 million to \$36.0 million. The project was rescheduled to be completed in fiscal 2022.
1.06	PPVS Main Bypass	65.00	0.00	0.00	0.00	0.00	0.00	This project is on hold.
1.07	16" Low Pressure Switch Over	6.92	0.66	0.20	0.81	2.34	2.51	The project is now scheduled to be completed in fiscal 2022.
1.08	Pipeline from Grenada to Point Lisas	3,385.00	0.00	0.00	0.00	0.00	0.00	This project is on hold.
1.09	Union Estate Gas Receiving Facility (UEGRF): Blast Resistant Control Building	13.00	0.00	0.00	0.00	0.00	0.00	This project is on hold.
1.10	Guaracara Metering Stations (formerly known as Guaracara Refinery Gas Supply)	12.70	0.00	0.00	0.00	2.44	10.26	The project was revised from \$15.00 million to \$12.70 million. The project is scheduled to bbe completed in fiscal 2023.
1.11	Pipeline to Touchstone Ortoire Block	53.23	0.00	1.28	5.47	24.53	21.94	The project is scheduled to be completed in fiscal 2023.
1.12	Small Scale LNG (ssLNG)	1,417.00	0.00	0.00	0.00	6.00	55.00	The project is in the feasibility stage and is scheduled to be completed in fiscal 2025.
	Sub Total	5,370.41	93.14	28.05	20.40	43.72	100.21	
	Natural Gas to (CNG) Stations - The CNG Initiative							
1.13	Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations	36.00	5.24	5.08	0.00	1.50	0.00	Construction on a refilling station in Syne Village, Penal commenced in fiscal 2022 and design works on a Fixed Unit Station at Cove Estate will be done in-house.
1.14	Implementation of the CNG Initiative	271.00	143.67	28.12	7.17	8.58	19.82	It is expected that 3 CNG supply points will be added to the network in 2023. At the end of 2023, there will be a total of 26 supply points.
	Sub Total	307.00	148.91	33.20	7.17	10.08	19.82	



# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES



SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	Modification Works							
1.15	Liquid Contingency Handling at PPVS	67.82	34.64	1.28	9.31	10.92	12.50	The estimated cost of the project was revised from \$50.00 million to \$67.82 million. This project is being done in phases. Phase 1 is expected to be completed in fiscal 2023 and Phase 2 in fiscal 2024.
1.16	Union Gas Receiving Facility Upgrade	19.12	14.00	4.23	0.85	0.04	0.00	The estimated cost of the project was revised from \$36.62 million to \$19.12 million. The second phase is now scheduled to be completed in fiscal 2022.
1.17	Replacement of five (5) Metering Stations	3.60	0.00	0.00	0.43	1.77	1.83	This project involves the refurbishment of the Picton, AUM, Yara and Tringen 1&2 Metering Stations.
	Sub Total	90.54	48.64	5.51	10.59	12.73	14.33	
	Beachfield Facilities							
1.18	Beachfield Condensate Stabilization Project	246.00	125.69	20.43	21.13	16.87	6.72	This project is being done in phases. Phase 1 is scheduled to be completed in fiscal 2022 and phases 2 and 3 are expected to be completed in fiscal 2023.
1.19	Beachfield Firewater Project	105.00	18.73	31.33	1.18	11.23	17.45	The project is scheduled to be completed in fiscal 2023.
1.20	24" to 56" Interconnect Project (formerly known as Domestic Interconnect to Beachfield)	5.00	0.00	0.00	0.70	0.36	0.00	The project is scheduled to be completed in fiscal 2022.
1.21	Supply of Domestic and Firewater to PPVS	20.00	0.00	0.00	0.00	0.00	0.49	The project is in the design phase.
	Sub Total	376.00	144.42	51.76	23.01	28.46	24.66	
	Other Projects							
1.22	New Signature Corporate Complex	75.00	0.00	0.00	0.00	0.00	0.00	This project is on hold.
1.23	Refurbishment of Warehouse Facility	15.00	16.93	0.00	0.00	0.00	0.00	The project was completed in fiscal 2021.
1.24	Carbon Dioxide Pipeline Project (Provisional)	0.80	0.00	0.00	0.00	0.00	0.00	This project is on hold.
1.25	UIE Control and Safety System Upgrade	2.50	0.59	0.93	0.63	1.60	0.00	The project is scheduled to be completed in fiscal 2022.
1.26	Implementation of EFM for Custody Transfer	4.76	2.35	1.12	0.00	0.34	0.00	Phase 1 was completed in fiscal 2021 with 16 sites upgraded and the next phase is expected to be completed in fiscal 2022.
1.27	Corporate Upgrade - Upgrade at Orinoco House (Head Office)	68.04	0.00	0.00	6.67	1.67	10.00	This project involves the upgrade of the interior, exterior and heating ventilation and cooling (HVAC) components of NGC's head office. The project is scheduled to be completed in fiscal 2024.
1.28	Corporate Upgrade - Upgrade at Pacific Place	6.00	0.00	0.00	0.00	1.20	4.80	This project is geared to provide additional workspace for maintenance activities at NGC's warehouse complex. Design works are expected to commence in fiscal 2022.
1.29	Cove Control System Replacement	3.00	0.00	0.00	0.00	0.00	3.00	The objective is to develop and issue the tender in 2022 and execute work onsite in 2023
	Sub Total	175.10	19.87	2.05	7.30	4.81	17.80	
	Retained Earnings	6,319.05	454.98	120.57	68.47	99.80	176.82	
	Total - NGC	6,319.05	454.98	120.57	68.47	99.80	176.82	

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$Mn			TT\$Mn		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	NATIONAL ENERGY CORPORATION OF TRINIDAD AND TOBAGO LIMITED (National Energy)							
	Funded by Retained Earnings							
2.01	Upgrade of Savonetta Pier (1,2,3 and 4)	79.25	28.91	8.51	2.26	4.49	35.08	This project involves the upgrade to equipment and infrastructure at SP1, SP2, SP3 & SP4.
2.02	Refurbishment of vessels	109.58	72.77	8.26	4.50	4.80	19.25	This project involves the overhaul of engines and transmission to maintain asset integrity and National Energy Lloyd's classification. The estimated cost was revised from \$97.66 million to \$109.58 million.
2.03	Union Industrial Estate Water Reticulation and Firewater System	11.20	6.61	0.89	0.09	0.00	3.61	This project was re-scheduled to be completed in fiscal 2023.
2.04	Acquisition of Azimuth Stern Drive (ASD) Tugboat	55.47	0.00	0.00	26.77	0.00	28.70	This project entails the acquisition of a 60 Ton Azimuth Stern Drive (ASD) tugboat to compliment the company's existing fleet of vessels.
	Retained Earnings	255.50	108.29	17.66	33.62	9.29	86.64	
	Total - NEC	255.50	108.29	17.66	33.62	9.29	86.64	
	LA BREA INDUSTRIAL DEVELOPMENT COMPANY LIMITED (LABIDCO)							
	Funded by Retained Earnings							
3.01	Upgrade of the Drain Corridor	6.07	3.78	0.00	0.00	0.00	2.29	This work is necessary to facilitate proper water run off on LABIDCO Estate.
3.02	Well Re-abandonment	10.00	0.00	0.00	0.00	0.00	3.50	This project involves the capping of hydrocarbon wells on the LABIDCO Estate. The project is now expected to commence in fiscal 2023.
3.03	Upgrade of the New Port & Security Building	5.00	0.00	0.34	2.64	1.10	0.92	This project involves the upgrade of accommodation to house Customs, Immigration and Security at port entrance inclusive of CCTV system.
3.04	Upgrade of Secondary Access Roads	11.00	4.20	0.00	0.00	0.00	3.00	This project involves the maintenance of the road infrastructure on the LABIDCO Estate.
3.05	Installation of Fire Water System at Port of Brighton	1.50	0.00	0.00	0.00	0.00	1.50	This project involves the procurement and installation of a fire water system at Berth 2, La Brea. The project was rescheduled to be completed in fiscal 2023.
3.06	Solar Lighting on Estate	1.00	0.00	0.00	0.00	0.00	1.00	This project involves the supply and installation of solar lights on eastern, southern and western boundaries of the estate. The project is scheduled to be completed in fiscal 2023.
3.07	LABIDCO Berth 2 Paving and Drainage Project	90.00	0.00	0.00	0.00	1.00	75.00	The estimated cost of the project was revised from \$34.00 million to \$90.00 million.This project involves the upgrade of the key paved areas and drainage infrastructure supporting the operation of Berth 2.
	Retained Earnings	124.57	7.98	0.34	2.64	2.10	87.21	
	Total - LABIDCO	124.57	7.98	0.34	2.64	2.10	87.21	

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES



SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$Mn			TT\$Mn		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
HERITAGE PETROLEUM COMPANY LIMITED (HPCL)								
Funded by Retained Earnings								
Offshore								
4.01	Installation of Subsea Electrical Cables	2.00	0.00	0.00	0.00	2.00	0.00	The estimated cost was revised from \$5.00 million to \$2.00 million. The project is scheduled to be completed in September 2022.
4.02	Southwest Pipelines and Infrastructural Works	256.83	27.80	19.58	5.11	55.30	80.00	This project is scheduled to be completed by fiscal 2026.
4.03	Repair of Offshore Slops Systems	90.00	0.00	0.00	0.00	0.00	0.00	This project was deferred.
4.04	Strengthening, Modification and Repair to Platforms	186.00	0.00	0.00	0.00	0.00	30.00	The project is currently being redefined and is expected to be ongoing for multiple years.
4.05	Project Reporting System	15.00	0.00	0.00	0.00	5.10	5.00	The project is scheduled to commence in 2022.
4.06	2020 -2021 Workovers (CAPEX)	11.80	0.00	0.00	0.00	11.87	0.00	This project was completed.
4.07	Replacement of Boat Landings on PL 21 and BS 209	6.26	0.00	0.00	0.00	0.00	6.26	This project was rescheduled for completion in fiscal 2023.
4.08	Pile & Structure Restoration for Remote Locations (CL#12 and RP#3)	40.00	0.00	0.00	0.49	0.41	39.11	The estimated cost of the project was revised from \$8.26 million to \$40.00 million due to restorative works. The project commenced in fiscal 2022.
4.09	Oil Spill and other HSSE Equipment 2021	1.00	0.00	0.00	0.00	0.00	0.00	This project was deferred.
4.10	Oil Spill / Emergency Response Equipment	3.00	0.00	0.00	2.67	0.00	0.00	The project was completed.
4.11	Generators Purchase	4.99	0.00	0.99	0.00	4.00	0.00	The generators are to be delivered by September 2022.
4.12	Purchase of Cargo boxes and Tools and Equipment	1.62	0.00	0.76	0.00	0.00	0.00	The project was completed in fiscal 2021. Final cost was \$0.76 million.
4.13	Refurbishment of Remote Deck 1	3.30	0.00	0.00	0.00	0.00	0.00	This project was deferred.
4.14	Platform 14 Boat Landing	9.77	0.00	0.54	0.13	3.78	5.32	The estimated cost of the project was revised from \$9.52 million to \$9.77 million. This project is rescheduled to be completed in fiscal 2023.
4.15	Bulk Oil Trunk Line from SWS to Riser Platform 1	253.00	0.00	0.00	0.00	0.00	15.00	This project is on hold.
4.16	Marine Base Improvement 1	0.50	0.00	0.00	0.00	0.50	0.00	This project is scheduled to be completed in fiscal 2022 at an estimated cost of \$0.5 million.
4.17	Cathodic Protection Retrofit/Upgrades and Inspection Tools Acquisition	1.20	0.00	0.00	0.00	0.00	0.00	This project is on hold.
4.18	Installation of Minimal Landings - Ten (10)	6.00	0.00	0.00	0.00	0.00	0.00	This project has been re-classified as a non-capital project.
4.19	Electrical and Instrumentation (measurements) Upgrades and Acquisitions	40.00	0.00	0.00	0.00	0.00	15.00	The project was rescheduled and is due to commence in fiscal 2023.
4.20	Terminal Operating System Software and Radar System	1.50	0.00	0.00	0.00	0.00	0.00	This project is on hold.
4.21	Scrubber/Slug Catcher Installation and New Technologies	20.00	0.00	0.00	0.00	0.00	5.00	The estimated cost of the project was revised from \$8.00 million to \$20.00 million and it was rescheduled to commence in fiscal 2023.
4.22	Integrity Portfolio Plan	609.00	0.00	0.00	0.00	0.00	5.00	This project was rescheduled to commence in fiscal 2023.
4.23	Information Technology Work Program	4.39	0.00	0.00	0.00	2.33	2.06	The cost of this project was revised from \$76.00 million to \$4.39 million.
4.24	Fire Pump Upgrade 2022	4.00	0.00	0.00	0.00	0.00	4.00	The project is expected to be completed in fiscal 2023.
4.25	Riser Platform Refurbishment and Upgrades 2022	10.00	0.00	0.00	0.00	5.00	5.00	Topsides of Riser Platform 3 is in the planning phase , works are scheduled to be completed in fiscal 2023.
4.26	Procurement of Pump Packages	1.50	0.00	0.00	0.00	0.00	1.50	This project is expected to be completed in fiscal 2023.
	Sub Total	1,582.65	27.80	21.87	8.40	90.29	218.25	

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	Land							
4.27	Enhanced Oil Recovery (EOR) Pilot Projects - Land - FY 2020	14.57	1.06	0.00	0.23	5.65	7.63	The estimated cost of the project was revised from \$12.06 million to \$14.57 million. The project is expected to be completed in fiscal 2023.
4.28	Production Optimization - Land - FY 2020	19.46	6.93	9.57	0.77	0.54	0.00	This project was completed.
4.29	Operations Technology - Capital Equipment	4.41	0.19	0.57	0.58	1.07	2.00	The estimated cost of the project was revised from \$6.47 million to \$4.41 million.
4.30	Capital Equipment - Contingency	6.25	0.00	0.62	0.00	2.00	4.00	The estimated cost of the project was revised from \$9.02 million to \$6.25 million. The project is expected to be completed in fiscal 2023.
4.31	Land Metering System	2.50	0.00	0.00	0.00	0.00	0.00	This project is on hold.
4.32	Operations & Maintenance Equipment	6.87	0.00	1.34	0.18	5.35	0.00	The estimated cost of the project was revised from \$6.50 million to \$6.87 million. The project is scheduled to be completed in the fourth quarter of fiscal 2022.
4.33	Electrical Upgrade - HPCL Lab	1.70	0.00	0.00	0.00	0.00	0.00	The project is deferred.
4.34	Operations & Maintenance - Field Rationalisation Study	2.00	0.00	0.00	0.00	0.00	0.00	This project was reclassified as a non-capital project.
4.35	Operations & Maintenance - New Technology Project	2.00	0.00	0.00	0.00	0.00	0.00	The project is deferred.
4.36	Instrumentation Upgrade Project	1.50	0.00	0.00	0.00	0.00	0.00	This project is deferred pending the outcome of SCADA study.
4.37	Major Roadworks and Bridge Upgrade Project	6.00	0.00	0.00	0.00	0.00	0.00	This project is deferred.
4.38	Asset Integrity Upgrade Project	13.50	0.00	0.00	0.00	0.00	0.00	This project was re-classified as non-capital project.
4.39	IOR Project - Fiscal Year 2022	18.50	0.00	0.00	0.00	0.00	0.50	The estimated cost of the project was revised from \$40.40 million to \$18.50 million.
4.40	IOR Phase 1	9.77	0.00	0.00	0.32	4.22	5.23	This project is scheduled to be completed in fiscal 2023.
4.41	IOR Phase 2	16.80	0.00	0.00	0.38	6.59	8.92	This project is scheduled to be completed in fiscal 2023.
4.42	Production Enhancement Project - FY 2022	2.00	0.00	0.00	0.00	0.53	0.53	The project is ongoing.
4.43	Barrackpore Station 6 Relocation	6.50	0.00	0.00	0.00	4.00	2.50	The project is scheduled to be completed in fiscal 2023.
4.44	LAND - Production Reporting System	14.00	0.00	0.00	0.00	0.00	14.00	This project is scheduled to be completed in fiscal 2023.
	Sub Total	148.33	8.18	12.10	2.46	29.95	45.31	
	Drilling							
4.45	Offshore Drilling	91.71	0.00	0.00	0.00	0.00	8.58	The project is scheduled to commence in fiscal 2023.
4.46	Drilling East Field	113.60	0.00	7.89	8.98	92.40	0.00	The estimated cost of the project was revised from \$72.15 million to \$113.60 million. The project is scheduled to be completed in fiscal 2022.
4.47	Drilling East Field II	144.45	0.00	0.00	0.00	96.53	12.75	The estimated cost of the project is \$144.45 million.
4.48	Workover Capex (2023)	15.49	0.00	0.00	0.00	0.00	14.85	The estimated cost of the project is \$15.49 million.
4.49	CAPEX Reactivations, NRTs (previously CAPEX Reactivations/Recompletions - Fiscal Year 2022)	36.21	0	2.94	1.87	19.20	12.20	The estimated cost of the project was revised from \$6.74 million to \$36.21 million
4.50	Development Drilling - Land (Development Drilling)	163.40	0.00	0.00	0.00	97.40	66.00	The estimated cost of the project was revised from \$122.50 million to \$163.40 million. This project is expected to be completed in fiscal 2023.
4.51	Drilling - Capital Equipment (previously OperationsTechnology - Capital Equipment)	21.83	0.43	1.10	0.58	0.30	20.00	The estimated cost of the project is \$21.83 million.
	Sub Total	586.69	0.43	11.93	11.43	305.83	134.38	

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES



SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	Mid-Stream							
4.52	New Tank Farm and Terminal Hub	1.50	0.00	0.00	0.00	0.00	0.00	The project is on hold.
4.53	Automation	60.00	0.33	1.35	0.01	4.24	4.88	The project is scheduled to be completed in fiscal 2024.
4.54	Tankage, Pipeline and Distribution (formerly Tankage, Pipeline and Distribution Network Assessment)	198.49	8.90	16.80	3.98	46.03	47.50	The project is scheduled to be completed in fiscal 2026.
4.55	License to Operate	85.33	0.03	1.66	0.68	9.83	11.55	The project is scheduled to be completed in fiscal 2026.
4.56	Civil Works (formerly Civil Assets)	67.87	0.00	0.00	0.00	1.33	7.10	The project is scheduled to be completed in fiscal 2023.
4.57	Decommissioning	26.96	0.00	0.00	0.00	0.00	0.00	The project was reclassified as non-capital project.
	Sub Total	440.15	9.26	19.81	4.67	61.43	71.03	
	Joint Ventures							
4.58	Teak, Samaan and Poui (TSP) Joint Venture	249.41	51.80	48.61	38.89	33.81	78.31	The estimated cost of the project was revised from \$161.37 million to \$249.41 million. This project will be ongoing each year with varying sub-projects.
4.59	Central Block Joint Venture	41.80	14.81	8.09	2.31	7.82	8.78	The estimated cost of the project was revised from \$43.57 million to \$41.80 million. This project will be ongoing each year.
4.60	North Coast Marine Acreage (NCMA) Joint Venture, Block 9	22.46	8.83	15.79	0.00	0.00	0.00	The assets are scheduled to be divested by September 2022.
4.61	Galeota Joint Venture	7.70	4.91	0.00	0.00	0.00	0.00	This Joint Venture to be converted to overriding royalty.
4.62	Block 22	132.53	67.80	45.91	0.00	0.00	0.00	The assets are scheduled to be divested in September 2022.
4.63	NCMA 4	183.76	76.17	112.63	0.00	0.00	0.00	The assets are scheduled to be divested in September 2022.
4.64	Rio Claro Block (RCB)	1.97	0.97	0.00	0.00	0.97	0.00	The project is scheduled to be completed in September 2022.
4.65	Southeast Coast Consortium (SECC) Joint Venture	151.70	81.83	25.82	0.47	0.15	43.43	The estimated cost of the project was revised from \$111.38 million to \$151.7 million. This project will be on-going each year with varying sub-projects.
4.66	Block 3A	304.90	199.86	105.03	0.00	0.00	0.00	The assets were divested.
4.67	St Mary's	0.00	0.00	0.00	0.00	0.00	0.00	This block was returned to the State.
4.68	Pt. Liguore, Guapo Bay, Brighton Marine (PGB)	1.09	0.08	0.22	0.08	0.74	0.00	The estimated cost of the project was revised from \$1.98 million to \$1.09 million. This project is ongoing until the joint venture is converted to overriding royalty.
4.69	Ortoire	41.99	0.00	1.96	8.32	11.46	20.25	The estimated cost of the project was revised from \$39.10 million to \$41.99 million.
4.70	Moruga West Joint Venture	3.15	0.00	0.00	0.00	3.15	0.00	The estimated cost of the project was revised from \$4.95 million to \$3.15 million. This project is ongoing until the joint venture is converted to overriding royalty.
4.71	Southern TNA	90.45	0.00	0.00	0.00	0.00	90.45	This project is ongoing each year with varying sub-projects.
	Sub Total	1 232.91	507.06	364.06	50.07	58.10	241.22	

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$Mn			TT\$Mn		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	Corporate							
4.72	IT Software	174.50	14.75	47.34	6.53	42.67	45.93	The estimated cost of the project was revised from \$182.50 million to \$174.50 million. Projects are expected to run for multiple years until fiscal 2025.
4.73	IT Assets & Infrastructure	23.42	9.33	1.53	0.60	1.22	10.48	The estimated cost was revised from \$11.44 million to \$23.42 million. This is an ongoing project.
4.74	Security Infrastructure	124.62	3.39	3.02	0.00	4.95	38.98	The estimated cost of the project was revised from \$7.82 million to \$124.62 million. This project is ongoing.
4.75	Upgrade of Facilities and Fittings	42.09	0.00	1.49	2.75	16.14	21.72	The estimated cost of the project was revised from \$36.94 million to \$42.09 million. Projects are scheduled to be completed in fiscal 2024.
4.76	Technical Services - Land & Offshore - (formerly Technical Services - Land & Offshore - FY 2020)	146.26	0.00	0.40	4.70	27.40	33.80	The project is expected to be completed in fiscal 2026.
4.77	HSSE Project	30.43	0.00	0.00	0.00	7.19	14.64	The estimated cost of the project was revised from \$53.20 million to \$30.43 million. The project is scheduled to be completed in fiscal 2026.
4.78	Branding	40.61	0.00	0.00	0.02	6.58	10.01	The estimated cost of the project was revised from \$34.48 million to \$40.61 million. The projects are expected to be completed in fiscal 2025.
	Sub Total	581.93	27.47	53.78	14.60	106.15	175.56	
	Retained Earnings	4,572.66	580.20	482.79	91.76	653.24	886.95	
	Total HPCL	4,572.66	580.20	482.79	91.76	653.24	886.95	
PARIA FUEL TRADING COMPANY LIMITED (Paria)								
Funded by Retained Earnings								
5.01	Tankage	118.28	35.75	6.43	1.57	6.19	23.63	The estimated cost of the project was revised from \$20.00 million to \$118.28 million.
5.02	Fire Protection	104.52	4.47	4.90	0.05	3.45	6.73	The estimated cost of the project was revised from \$7.13 million to \$104.52 million.
5.03	Electrical Upgrades	30.50	0.00	2.08	1.00	6.16	13.40	The estimated cost of the project was revised from \$12.20 million to \$30.50 million.
5.04	Environmental Upgrades/Protection	115.40	0.00	0.00	0.13	0.54	14.16	The estimated cost of the project was revised from \$11.40 million to \$115.40 million.
5.05	ICT	13.31	0.00	0.00	0.00	1.05	2.26	The estimated cost of the project was revised from \$3.26 million to \$13.31 million.
5.06	Terminal Operational Upgrades	239.81	3.00	0.99	2.55	3.13	9.55	The estimated cost of the project was revised from \$15.95 million to \$239.81 million.
5.07	Laboratory Upgrade	5.00	0.00	2.02	0.00	0.85	2.20	The estimated cost of the project was revised from \$0.75 million to \$5.00 million.
5.08	RTW Loading Upgrades - Bond	31.68	0.01	2.44	0.00	0.20	3.62	The estimated cost of the project is \$31.68 million.
5.09	Security	5.55	0.30	0.36	0.18	1.25	2.15	The estimated cost of the project \$5.55 million.
	Retained Earnings	664.05	43.53	19.22	5.48	22.82	77.70	
	Total - Paria	664.05	43.53	19.22	5.48	22.82	77.70	



# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES



SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE			PROJECTED EXPENDITURE		DETAILS OF PROGRAMMES FOR 2023
			TT\$Mn			TT\$Mn		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	TRINIDAD & TOBAGO NATIONAL PETROLEUM MARKETING COMPANY LIMITED (NPMC)							
	Funded by Retained Earnings							
6.01	Service Station Upgrades	39.56	21.50	2.08	0.00	0.00	0.00	NPMC O'Meara was completed, NP Cross Crossing was suspended and the Wade Mitchell, Maraval site is on hold.
6.02	Construction of New to Industry (NTI) Service Stations (formerly five New to Industry (NTI) Service Stations)	92.38	16.69	25.58	9.32	2.05	2.05	The estimated cost of the project was revised from \$97.44 million to \$92.4 million.
6.03	Upgrade of the Fire Water Pumps and Fire Suppression System	11.92	7.61	0.06	0.24	2.00	2.00	The estimated cost of the project was revised from \$13.42 million to \$11.92 million. The project includes 1 New Salt Water Fire Pump at Sea Lots (Tender to be finalised), 1 Fresh Water Fire Water Pump Sea Lots (Tender being evaluated) and 1 Fire Suppression System Tobago (Fire water tank completed, fire fighting pumps installed and electrical upgrades in progress).
6.04	Acquisition of LPG Cylinders and Valves	19.24	111.93	11.61	19.60	9.62	9.62	The estimated cost of the project was revised from \$12.00 million to \$19.24 million. Annual additions/replacements for rejected cylinders and the introduction of Composite Cylinders.
6.05	Upgrade of the Retail Sales Company and Dealer Operated Networks	53.07	41.92	5.91	1.47	1.89	1.89	The estimated cost of the project was revised from \$49.76 million to \$53.07 million. This project involves continuous canopy and pump/dispenser replacements, forecourt paving and outfitting to increase operational efficiency and safety at the service stations, as well as improve brand image.
6.06	Upgrade of Tobago's Terminal	8.00	1.31	0.00	0.41	0.52	0.52	The project is in progress.
6.07	Refurbishment & Expansion of Delivery Sub-Sea Line in Tobago	12.18	3.58	0.00	0.00	2.00	2.00	This project involves the redesign of the line which is used to discharge product from vessel into terminal storage, and is critical to ensure a sustainable supply of fuel to Tobago. Designs are being reviewed.
6.08	Fuel Upgrades at Dealer Sites	17.59	2.75	1.88	0.85	2.85	2.85	This project involves the upgrade of fuel storage and equipment at Larry Moonan, Rio Claro (mechanical, electrical and civil works have been awarded); Radica Persad Princes Town (re-opened in January, 2021), Ramballack, Penal (works in progress) and Manbode Guaico (project in the initial stage).
6.09	Upgrade of the Emergency Notification System	1.50	0.09	0.00	0.01	0.35	0.35	To upgrade the fire alarm systems at service stations, NP Compound Sea Lots, Piarco and Tobago.
6.10	Refurbishing of Tobago Terminal Perimeter fence	2.00	0.66	0.39	0.00	0.00	0.00	The next phase is the construction of the Northern side of the fence.
6.11	Sufferance Wharf	13.00	0.01	0.00	0.00	3.00	3.00	The estimated cost of the project was revised from \$13.19 million to \$13.00 million. Jetty Restoration to be retendered. CEC application submitted and other statutory approvals are in progress. Shoreline Reclamation tender has been evaluated.
6.12	Cover Export Loading Bay	3.24	0.04	0.77	2.31	0.00	0.00	The project was completed.
6.13	Purchase of One Hydrant Dispenser 1000 gpm	3.00	1.14	0.00	0.00	0.75	0.75	The contract was terminated and is to be retendered.

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL EXPENDITURE			PROJECTED EXPENDITURE		DETAILS OF PROGRAMMES FOR 2023
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
6.14	Construction of Bunkering Facilities	30.12	0.00	0.00	0.02	1.50	1.50	This project involves the construction of on-shore bunkering facilities at the Ports of Port of Spain, Chagaramas, Labidco and Galeota. The Port Authority has identified land for the port of Port of Spain and risk assessment is ongoing. The Labidco port is awaiting CEC and EMA approvals. Provisional Ex- Wharf Bunkering License (EWBL) was received from the MEEI for the Port of Galeota. Preliminary discussions are ongoing for the Chagaramas facilities.
6.15	Road Paving and Car Parks Repair/Pedestrian Walkway Sea Lots	3.49	0.00	1.69	1.80	0.00	0.00	The project was completed.
6.16	Grease Plant Upgrade	12.50	0.00	0.00	0.00	0.92	0.92	Tender for pipework has been issued.
6.17	Point of Sales Equipment (EMV) units)	11.98	4.01	7.06	0.10	0.40	0.40	The estimated cost of the project was revised from \$12.39 million to \$11.98 million. 27 stations were upgraded and 3 sites in Tobago were completed.
6.18	Refurbishing of White-Oil & LPG Tanks in Tobago	1.60	0.66	0.62	0.01	0.16	0.16	The estimated cost of the project was revised from \$2.87 million to \$1.60 million.The refurbishment of tanks # 1 and # 8 was completed. Tenders were completed for tanks # 2, 5 and 7 for internal blasting.
6.19	Procurement of One Refueller	3.00	0.00	0.00	0.00	0.75	0.75	The procurement of a Refueller at Piarco to ensure 100% reliability for refuelling of aircraft. Tender is being reviewed.
6.20	Automatic Case Packer Rotary Line	1.80	0.00	0.00	0.00	0.00	0.00	This project has been deferred.
6.21	Installation of an Intrusion Detection System	1.50	0.00	0.00	0.00	0.75	0.75	This project involves the procurement and installation of alarm sensors along the perimeter fence at Sea Lots compound which interact with the CCTV Surveillance to identify points of intrusion.
	Retained Earnings	65.99	4.67	9.37	1.93	4.48	4.48	
	Total - NPMC	65.99	4.67	9.37	1.93	4.48	4.48	
	NATIONAL QUARRIES COMPANY LIMITED (NQCL)							
	Funded by Retained Earnings							
7.01	Wash Plant # 4 upgrade	10.00	0.00	0.00	0.00	6.00	4.00	This project involves upgrade of Wash Plant # 4.
	Retained Earnings	10.00	0.00	0.00	0.00	6.00	4.00	
	Total - NQCL	10.00	0.00	0.00	0.00	6.00	4.00	

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES



SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE			PROJECTED EXPENDITURE		DETAILS OF PROGRAMMES FOR 2023
			TT\$Mn			TT\$Mn		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
LAKE ASPHALT OF TRINIDAD AND TOBAGO (1978) LIMITED (LATT)								
Funded by Company Debt								
8.01	Construction of a Cold Mill TLA Plant	60.00	0.00	0.00	0.00	0.00	0.00	The Company is strategically relooking at its operations and has deferred this project
Funded by Retained Earnings								
8.02	Construction of a Cold Mill TLA Plant	28.00	7.20	0.00	0.22	0.00	0.00	The Company is strategically relooking at its operations and has deferred this project
8.03	Acquisition of Computers and IT Equipment	7.26	5.40	0.00	0.00	0.00	0.00	The Company is strategically relooking at its operations and has deferred this project
8.04	Upgrade to Existing Facilities	66.14	20.81	0.00	0.00	0.00	0.00	The Company is strategically relooking at its operations and has deferred this project
8.05	Acquisition of Laboratory Testing Equipment	9.20	0.00	0.00	0.00	0.00	0.00	The Company is strategically relooking at its operations and has deferred this project
8.06	Development of onsite Bitumen storage facilities	20.00	0.00	0.00	0.00	0.00	0.00	The Company is strategically relooking at its operations and has deferred this project
8.07	Bitumen Manufacturing Plant	428.40	0.00	0.00	0.00	0.00	0.00	The Company is strategically relooking at its operations and has deferred this project
	Company Debt	60.00	0.00	0.00	0.00	0.00	0.00	
	Retained Earnings	559.00	33.41	0.00	0.22	0.00	0.00	
	Total - LATT	619.00	33.41	0.00	0.22	0.00	0.00	
	Total - Business & Trade Expansion Energy Sector	12,907.50	1,442.30	698.23	238.33	822.76	1,348.83	
	Agriculture							
	AGRICULTURAL DEVELOPMENT BANK OF TRINIDAD AND TOBAGO (ADB)							
	Funded by Retained Earnings							
9.01	Head Office Renovation	10.00	0.00	1.50	0.58	9.42	0.00	This project involves the renovation of Head Office located at # 87 Henry Street,Port of Spain and is scheduled to be completed in 2022.
9.02	Computer Equipment	4.08	1.08	0.30	0.15	1.85	2.00	This project involves the installation of a New Core Banking System. New computer equipment such as servers, have to be procured.
9.03	Core Banking Software	4.00	0.00	0.00	0.00	3.50	0.50	This project involves the replacement of its Core Banking Software.
	Retained Earnings	18.08	1.08	1.80	0.73	14.77	2.50	
	TOTAL - ADB	18.08	1.08	1.80	0.73	14.77	2.50	
	NATIONAL AGRICULTURAL MARKETING AND DEVELOPMENT CORPORATION (NAMDEVCO)							
	Funded by Retained Earnings							
10.01	Southern Wholesale Market - Fish and Meat Block	2.50	0.00	0.00	0.00	0.00	0.00	The project is deferred.
	Retained Earnings	2.50	0.00	0.00	0.00	0.00	0.00	
	Total - NAMDEVCO	2.50	0.00	0.00	0.00	0.00	0.00	
	Total - Agriculture	20.58	1.08	1.80	0.73	14.77	2.50	

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$Mn			TT\$Mn		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	Business Facilitation							
	EVOLVING TECKNOLOGIES AND ENTERPRISE DEVELOPMENT COMPANY LIMITED (eTeck)							
	Funded by GoRTT Serviced Loan							
11.01	Development works of a New World Class Industrial Park at Phoenix Park, California	694.54	215.40	153.84	109.32	165.00	50.98	This project involves the development of land at Phoenix Park. The estimated cost was revised from \$709.00 million to \$694.54 million. The project is 75% complete.
	Funded by Retained Earnings							
11.02	Refurbishment of Hilton Trinidad & Conference Centre	7.86	0.56	0.20	0.00	0.50	7.30	This project involves major upgrade and repair works. The estimated cost of the project was revised from \$3.90 million to \$7.86 million.
11.03	Acquisition and Implementation of Information Communication and Technology	2.70	0.84	0.35	0.00	0.12	0.79	This project involves the installation ICT infrastructure and the Electronic Surveillance at the Tamana Intech Park. The estimated cost of the project was revised from \$4.01 million to \$2.70 million.
11.04	Rehabilitation and Infrastructure Works to Flagship Building	2.49	2.32	0.14	0.00	0.01	0.03	This project involves works to restore and enhance the Flagship Building. The estimated cost of the project was revised from \$4.38 million to \$2.49 million.
11.05	Refurbishment of Magdalena Grand Beach Resort (MGBR) (formerly Vanguard Hotel)	84.97	74.53	18.38	7.76	0.20	3.93	This project involves the repair of water softener system, replacement of water heater system, installation and commissioning of an electrical transformer and structural repairs to the restaurant. The estimated cost of the project is \$84.97 million.
11.06	Capital Works and Rehabilitation/Upgrade of Existing Industrial Parks	2.34	0.00	0.00	0.00	1.06	2.33	This project involves the restoration of signage at Industrial Parks, road widening at Diamond Vale Industrial Park, construction of sidewalk at Frederick Settlement. The estimated cost of the project is \$2.34 million.
	GORTT Serviced Loan	694.54	215.40	153.84	109.32	165.00	50.98	
	Retained Earnings	100.36	78.25	19.07	7.76	1.89	14.38	
	Total - eTeckK	794.90	293.65	172.91	117.08	166.89	65.36	
	Total - Business Facilitation	794.90	293.65	172.91	117.08	166.89	65.36	

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES



SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	Electricity							
	TRINIDAD AND TOBAGO ELECTRICITY COMMISSION (T&TEC)							
	Funded by Retained Earnings							
12.01	Rehabilitation/Upgrade of existing substations	286.14	35.02	37.22	13.34	81.62	68.10	This project involves the installation of new larger transformers to meet the increased demand of electricity at the respective load centres. The estimated cost of this project was revised from \$153.73 million to \$286.14 million.
12.02	Construction of Overhead Lines and Underground Cable Circuits	59.59	21.55	24.70	0.31	1.66	0.00	This project was completed.
12.03	Construction of Overhead Lines and Underground Cable Circuits - Tobago	25.00	0.00	0.00	0.00	0.00	2.30	This project involves the establishment of two Cove/Bacolet 66kV circuits and two Backiolet/Studley Park 66kV ciurcuts.
12.04	Rehabilitation and Upgrade of existing Overhead Lines and Underground Cables	281.80	32.93	37.22	13.34	81.62	68.10	This project involves the re-conducting of existing overhead lines and the replacement of existing underground cables. The estimated cost of the project was revised from \$68.16 million to \$281.80 million.
12.05	Upgrade of IT, Communication, Metering, Protection and Security Infrastructure	53.36	2.89	8.11	5.24	9.77	5.69	This project involves the purchase of new supporting equipment to identify electric faults on the High Voltage Network, voltage stabilization and to improve the communication and responsiveness by the crews . The estimated cost was revised from \$10.81 million to \$53.36 million.
12.06	Upgrade of Office Buildings, Equipment and Facilities	170.31	0.15	19.62	15.59	22.22	74.00	This project involves upgrade of office buildings, procurement of equipment to support administrative, operations and project activities. The estimated cost was revised from \$126.10 million to \$170.31 million.
12.07	Other Projects	41.23	0.25	0.00	0.04	5.85	10.62	This project involves the acquisition of the Fyzabad/Otaheite Right of Way, acquisition of cable for installation at the Gateway, procurement of vehicles for the Transmission Maintenance Department and corrosion prevention and repair of structures at the Cove Power Station. The estimated cost was revised from \$23.05 million to \$41.23 million.
	Retained Earnings	917.43	92.79	126.87	47.86	202.74	228.81	
	Total - T&TEC	917.43	92.79	126.87	47.86	202.74	228.81	
	Total - Electricity	917.43	92.79	126.87	47.86	202.74	228.81	

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$Mn			TT\$Mn		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
<b>Transport &amp; Communication</b>								
<b>NATIONAL HELICOPTER SERVICES LIMITED (NHSL)</b>								
<b>Funded by Retained Earnings</b>								
13.01	Expansion of Existing Facilities and Related Infrastructure	4.00	0.00	0.00	0.00	0.60	4.00	The estimated cost of the project was revised from \$3.00 million to \$4.00 million. The project is expected to be completed in fiscal 2023.
13.02	Acquisition and Refurbishment of the adjacent NGC Hanger and Facilities at Camden, Couva	0.25	0.00	0.00	0.00	0.00	0.00	The project is on hold.
13.03	Establishment of a Passenger Terminal at Camden Airstrip, Couva	8.00	0.00	0.00	0.00	0.00	8.00	This project involves the construction of a paved runway to provide a take-off strip for NHSL. The estimated cost of the project is \$8.0 million.
<b>Retained Earnings</b>		<b>12.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.60</b>	<b>12.00</b>	
<b>Total - NHSL</b>		<b>12.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.60</b>	<b>12.00</b>	
<b>PORT AUTHORITY OF TRINIDAD AND TOBAGO (PATT)</b>								
<b>Funded By Retained Earnings</b>								
14.01	HRIS	7.00	0.00	0.00	0.00	0.00	0.00	The estimated cost of the project was revised from \$12.00 million to \$7.00 million.
14.02	Resheeting of Shed No.4 Roof	1.40	0.00	0.00	0.00	0.00	1.40	This project involves the support of the breakbulk operations at PPOS due to increased demand. The project is expected to commence in fiscal 2022 .
14.03	Upgrade repairs to Liebherr Ship to Shore Gantry Cranes	2.50	0.00	0.00	0.00	1.22	1.23	The project is scheduled to be completed in fiscal 2023.¶
14.04	Upgrade to Mechanical Garage Facility	4.00	0.00	0.00	0.00	0.00	4.00	The estimated cost of the project is \$4.0 million and is scheduled to commence in fiscal 2022.
<b>Retained Earnings</b>		<b>14.90</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.22</b>	<b>6.63</b>	
<b>Total - PATT</b>		<b>14.90</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.22</b>	<b>6.63</b>	
<b>POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED (PLIPDECO)</b>								
<b>Funded by Company Debt</b>								
15.01	Upgrade of RTG Bays (Rehabilitation of Berth 5)	49.00	0.00	0.00	0.20	16.26	32.53	The estimated cost of the project was revised from \$72.50 million to \$49.00 million.This part of the project relates to rehabilitation of the RTG Bays and the extension of the Export Bay.
15.02	Construction of Warehousing (Phase 1)	40.00	0.00	0.00	0.00	0.00	0.00	The project has been deferred.
15.03	Gate Automation	9.50	0.00	0.00	0.00	0.00	9.50	This project involves a combination of OCR and RFID technology to replace human interaction at the In-and-Out Gates at the Port. The project is scheduled for completion in fiscal 2023.



# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES



SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE			PROJECTED EXPENDITURE		DETAILS OF PROGRAMMES FOR 2023
			TT\$Mn			TT\$Mn		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	Funded by Retained Earnings							
15.04	Acquisition of Equipment on a Phased Replacement Programme:							
15.05	One Empty Container Handler	2.50	0.00	0.00	2.50	0.00	0.00	This project was completed.
15.06	One Manlift	3.20	0.00	0.00	3.20	0.00	0.00	This project was completed.
	Company Debt	98.50	0.00	0.00	0.20	16.26	42.03	
	Retained Earnings	5.70	0.00	0.00	5.70	0.00	0.00	
	Total - PLIPDECO	104.20	0.00	0.00	5.90	16.26	42.03	
TELECOMMUNICATIONS SERVICES OF TRINIDAD AND TOBAGO LIMITED (TSTT)								
Funded by Retained Earnings								
16.01	Wireless Line of Business	1,927.69	1,520.35	167.32	62.70	80.49	117.26	The estimated cost was revised from \$1,753.30 million to \$1,927.69 million. The project involves the upgrade of all wireless services and includes Mobile, Fixed Wireless Access, Broadband and Mobile services.
16.02	Enterprise Line of Business	527.12	478.61	2.57	0.28	19.40	26.25	The estimated cost was revised from \$486.74 million to \$527.12 million and includes a number of hosted solutions such as Private, Public Cloud, Software as a service, IP PABX and data storage for business continuity applications in the business sector.
16.03	Shared Services	1,151.02	956.72	45.96	15.59	58.88	73.87	The estimated cost was revised from \$1,050.45 million to \$1,151.02 million. The project involves the efficient deployment of new technology and network wide services, as well as, maintaining the existing IT infrastructure and network elements.
16.04	Traditional Services	155.72	151.86	1.36	0.44	1.01	1.04	The cost of this project was revised from \$159.25 million to \$155.72 million. This project allows for the migration of customers from aged legacy copper plant to Fixed Wireless Access (FWA) network infrastructure.
16.05	Amplia Communications	359.72	228.96	44.22	24.07	16.34	46.13	The estimated cost of this project was revised from \$291.11 million to \$359.72 million. The Project involves the expansion of Fiber Network Footprint and connecting new fiber customers.
	Retained Earnings	4,121.27	3,336.50	261.43	103.08	176.12	264.55	
	Total- TSTT	4,121.27	3,336.50	261.43	103.08	176.12	264.55	
	Total - Transport & Communication	4,252.62	3,336.50	261.43	108.98	194.20	325.21	

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
SOCIAL INFRASTRUCTURE								
Education & Training								
EXPORT CENTRES COMPANY LIMITED (ECCL)								
Funded by GoRTT Serviced Loan								
17.01	Craft Store	2.00	0.00	0.00	0.00	0.00	0.00	The project is in the planning stages.
	GoRTT Serviced Loan	2.00	0.00	0.00	0.00	0.00	0.00	
	Total ECCL	2.00	0.00	0.00	0.00	0.00	0.00	
NATIONAL MAINTENANCE TRAINING AND SECURITY COMPANY LIMITED (MTS)								
Funded by GORTT Serviced Loan								
18.01	St. Augustine Girls High School	49.40	37.14	3.83	0.58	5.22	2.59	The estimated cost of the project was revised from \$51.73 million to \$49.04 million. Procurement of furniture, fittings and equipment is ongoing.
18.02	Santa Flora GPS	44.26	26.30	2.70	2.50	4.06	8.70	The school is 68% complete. Procurement of furniture, fittings and equipment is ongoing.
18.03	Siparia Union Presbyterian Primary School	43.77	26.52	2.24	2.20	8.47	4.35	The estimated cost of the project was revised from \$43.40 million to \$43.77 million. Procurement of furniture, fittings and equipment is ongoing.
18.04	Holy Cross College	43.82	32.89	3.51	0.66	5.76	1.00	The estimated cost of the project was revised from \$44.46 million to \$43.82 million. The project is 99% complete. Procurement of furniture, fittings and equipment is ongoing.
18.05	Marabella Anglician Primary School	38.67	23.39	3.26	0.66	7.22	4.14	The estimated cost of the project was revised from \$39.18 million to \$38.67 million.The project is 92% complete. Procurement of furniture, fittings and equipment to be undertaken in 2023.
18.06	Malabar GPS	37.57	31.51	0.62	0.00	3.70	1.74	The estimated cost of the project was revised from \$38.57 million to \$37.57 million. The school was handed over and commissioned. Procurement of furniture, fittings and equipment is ongoing.
18.07	Fanny Village GPS	48.90	18.64	9.02	11.56	5.80	3.88	The project is 90% complete.
18.08	Egypt Oasis ECCE	7.47	6.07	0.03	1.21	0.39	0.00	Procurement of furniture, fittings and equipment is ongoing.
18.09	Arima Central Secondary School	62.50	3.18	0.00	0.00	24.11	35.00	The estimated cost of the project was revised from \$30.26 million to \$62.50 million.
18.10	Belle Vue ECCE	10.02	2.60	1.71	1.40	3.52	0.59	Furniture, fittings and equipment are being procured for the facility.
18.11	La Horquetta North ECCE	7.33	0.29	0.00	0.00	6.68	0.37	The estimated cost of the project was revised from \$6.79 million to \$7.33 million. Construction is scheduled to commence in fiscal 2023.
18.12	Barataria North Secondary School	248.00	8.42	0.00	0.00	109.50	130.09	The estimated cost of the project was revised from \$173.68 million to \$248.00 million. Construction is scheduled to commence in fiscal 2023.
18.13	Lower Morvant GPS	64.25	2.19	0.00	0.00	25.70	36.55	The estimated cost of the project was revised from \$52.12 million to \$64.25 million.

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES



SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL EXPENDITURE			PROJECTED EXPENDITURE		DETAILS OF PROGRAMMES FOR 2023
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
18.14	St. Joseph Secondary	166.00	6.33	0.00	0.00	66.43	93.00	The estimated cost of the project was revised from \$146.60 million to \$166.00 million due to the extensive remedial works required to be done due to severe vandalism.
18.15	Holy Name Convent	32.90	2.31	0.00	0.00	14.14	16.45	The estimated cost of the project was revised from \$26.67 million to \$32.90 million. Tender was issued for this project.
18.16	Picadilly GPS	47.84	1.82	0.00	0.00	12.53	33.49	The estimated cost of the project was revised from \$40.88 million to \$47.84 million. Construction is scheduled to commence in fiscal 2023.
18.17	Ramai Trace SDMS Primary School	38.67	2.22	0.00	0.00	20.98	15.47	The estimated cost of the project was revised from \$39.70 million to \$38.67 million. Construction is scheduled to commence in fiscal 2023.
18.18	Mt Hope Secondary School	219.50	12.71	0.00	0.00	75.07	131.68	The estimated cost of the project was revised from \$258.17 million to \$219.50 million. This project has a lot of remedial works to be done due to severe vandalism. Remedial works are scheduled to commence in fiscal 2023..
	GORTT Serviced Loan	1,210.87	244.53	26.92	20.77	399.28	519.09	
	Total - MTS	1,210.87	244.53	26.92	20.77	399.28	519.09	
	Total - Education & Training	1,212.87	244.53	26.92	20.77	399.28	519.09	
	Community							
	URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
	Funded by GORTT Serviced Loan							
19.01	Diego Martin Sporting Complex Phase 2	13.25	0.00	0.00	1.13	5.99	4.06	The project is scheduled to be completed in 2023.
	GORTT Serviced Loan	13.25	0.00	0.00	1.13	5.99	4.06	
	Total - UDeCOTT	13.25	0.00	0.00	1.13	5.99	4.06	
	RURAL DEVELOPMENT COMPANY OF TRINIDAD AND TOBAGO LIMITED (RDC)							
	Funded by GORTT Serviced Loan							
20.01	Construction of Bridges	136.93	7.37	5.30	0.32	18.94	105.00	This programme involves the construction of bridges. The estimated cost of the programme was revised from \$36.42 million to \$136.93 million.
20.02	Road and Drainage Works	138.15	21.02	16.06	0.32	73.73	27.00	This programme involves Road and Drainage Works.The estimated cost of the programme was revised from \$116.84 million to \$138.15 million.
20.03	Construction of Retaining Wall	157.86	2.50	10.18	1.27	83.41	60.50	This programme involves the construction of Retaining Walls. The estimated cost of the project was revised from \$57.96 million to \$157.86 million.
20.04	Refurbishment Works at Recreation Grounds, Basketball Courts and Multi-purpose Complex	36.69	4.53	8.61	0.50	3.55	19.50	This programme involves the construction of Pavilions and Refurbishment Works of Recreation Grounds and Sporting Arenas. The estimated cost of the project was revised from \$35.56 million to \$36.69 million. .
	GORTT Serviced Loan	469.63	35.42	40.15	2.41	179.63	212.00	
	Total - RDC	469.63	35.42	40.15	2.41	179.63	212.00	

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL EXPENDITURE			PROJECTED EXPENDITURE		DETAILS OF PROGRAMMES FOR 2023
			TT\$m			TT\$m		
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	THE SPORTS COMPANY OF TRINIDAD AND TOBAGO LIMITED (SPORTT)							
	Funded by GORTT Serviced Loan							
21.01	Development and upgrade of grounds, parks and spaces	495.94	425.90	6.44	3.89	19.53	40.18	Three Regional Grounds were completed and the funds were reprioritized to complete four National Facilities.
	GORTT Serviced Loan	495.94	425.90	6.44	3.89	19.53	40.18	
	Total - SPORTT	495.94	425.90	6.44	3.89	19.53	40.18	
	Total - Community	978.82	461.32	46.59	7.43	205.15	256.24	
	Health							
	URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
	Funded by GORTT Serviced Loan							
22.01	Multi Storey Car Park in San Fernando	141.36	11.84	32.07	22.93	33.30	22.85	The estimated cost of the project was revised from \$139.00 to \$141.36 million. The project is scheduled to be completed in 2023.
22.02	Construction of the Arima Hospital	1,601.28	1,173.96	26.85	96.13	0	0.00	The project was completed.
22.03	Construction of the Point Fortin Hospital	1,369.09	464.31	13.72	87.06	0.18	0.00	The project was completed.
22.04	Redevelopment of Port of Spain General Hospital	1,269.49	182.85	156.85	69.31	198.73	456.43	Steel Works and refurbishment of the Medical Library, external civil works, ICT equipment and furniture ongoing. Completion is scheduled for May 2024.
22.05	Sangre Grande Hospital	1,059.88	147.09	10.73	1.24	206.76	105.34	Completion of all works with retention money for this fiscal year.
	GORTT Serviced Loan	5,441.10	1,980.05	240.22	276.67	438.97	584.62	
	Total - UDeCOTT	5,441.10	1,980.05	240.22	276.67	438.97	584.62	
	Total - Health	5,441.10	1,980.05	240.22	276.67	438.97	584.62	

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES



SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$Mn			TT\$Mn		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	ADMINISTRATION							
	Public Order & Safety							
	AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO (AATT)							
	Funded by Retained Earnings							
23.01	Upgrade of Building Management System (BMS)	12.00	10.40	0.10	0.00	0.00	0.00	The project was completed.
23.02	Replacement and Upgrade of Security Screening Equipment-Carry on/ Walk Thru Metal Detectors Replacement and ungrade of X Rays Scanners for carry-on luggage and full body scanners	20.00	10.70	5.30	0.00	0.00	9.30	This project involves the replacement of the X Ray and full body scanners at both PIA and ANRRRIA.
23.03	The Upgrade of Oracle E-Business Suite Application	6.10	4.30	0.50	1.30	0.00	0.00	The project was completed.
	Retained Earnings	38.10	25.40	5.90	1.30	0.00	9.30	
	Total - AATT	38.10	25.40	5.90	1.30	0.00	9.30	
	Total - Public Order & Safety	38.10	25.40	5.90	1.30	0.00	9.30	
	Public Administration							
	URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
	Funded by GORTT Serviced Loan							
24.01	Heritage Library Phase 11	14.95	7.70	3.87	0.56	0.92	0.68	The payment in fiscal 2023 represents the release of the final retention.
24.02	Repairs to Assembly Hall at the Queen's Royal College	4.12	3.20	0.00	0.00	0.41	0.20	The project was completed.
24.03	Ministry of Health Headquarters	280.65	24.82	70.63	0.00	114.09	49.78	The project is 15% complete.
24.04	Judiciary- Relocation of the Civil High Court and Civil Division of the Court of Appeal from the Hall of Justice to Tower D at International Waterfront Centre Project	103.46	24.22	31.81	17.11	8.35	0.75	The facility was operationalised and final release of retention is to be paid in 2023.
24.05	Penal/ Debe Regional Corporation- Administration Building	36.78	0.02	0.00	0.00	0.00	0.00	The project is on hold.
24.06	Restoration of Sisters of St. Joseph of Cluny's Convent Building	36.57	0.00	0.15	3.47	11.91	19.08	Works are ongoing.
24.07	Picadilly Street Urban Regeneration	29.91	0.00	0.00	0.02	6.26	22.11	The project is scheduled to be completed in fiscal 2024.
	GORTT Serviced Loan	506.44	59.96	106.46	21.16	141.94	92.60	
	Total - UDeCOTT	506.44	59.96	106.46	21.16	141.94	92.60	

# 2023 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2023								
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL			PROJECTED		DETAILS OF PROGRAMMES FOR 2023
			EXPENDITURE			EXPENDITURE		
			TT\$m			TT\$m		
			FROM START OF PROG.TO SEPT 2020	OCT. 2020 TO SEPT. 2021	OCT 2021 TO MARCH 2022	APRIL 2022 TO SEPT 2022	OCT 2022 TO SEPT 2023	
	NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED (NIDCO)							
	Funded by GORTT Serviced Loan							
25.01	Construction of the San Fernando to Point Fortin Highway	7,500.00	6,665.16	416.57	162.09	0.00	0.00	The project will be funded via IDF for fiscal 2023.
25.02	ANR Robinson International Airport	1,277.00	211.50	187.01	28.82	119.40	605.11	This project involves the upgrade of the existing terminal facilities and design and construction of a new terminal building.
25.03	Construction of San Fernando Magistrates Court	142.00	7.98	20.22	4.49	0.50	0.00	This project involved the construction of a 7-storey building including furnishings and fixtures to house the new San Fernando Magistrates Court. The estimated cost was revised from \$75.00 million to \$142.00 million.
	GORTT Serviced Loan	8,919.00	6,884.64	623.80	195.40	119.90	605.11	
	Total - NIDCO	8,919.00	6,884.64	623.80	195.40	119.90	605.11	
	WATER AND SEWERAGE AUTHORITY (WASA)							
	Funded by GORTT Serviced Loan							
26.01	National Social Development Programme (Water Component)	304.00	230.66	0.04	0.00	1.93	20.98	This programme involves the implementation of 513 projects of which 502 were completed, 8 are on hold and 3 are no longer required because of system reconfiguration.
26.02	12 Month Water Development Programme (formerly named Water and Wastewater Construction/ Refurbishment Programme)	1,335.90	942.70	5.33	1.00	0.92	10.98	This programme involves the implementation of 99 projects of which 72 were completed, 1 is in progress, 1 was terminated, 1 was cancelled, 21 projects have been deferred, one is being funded under the PSIP-IDF whilst two are being funded under the IDB programme. The programme is 99% complete.
26.03	Multi-Phase Wastewater Rehabilitation Programme	1,577.60	1,359.49	88.77	23.85	117.05	72.23	The San Fernando programme is 98.2% complete and the Malabar programme was completed and operable. The Institutional Strengthening programme is 100% complete. The estimated cost was revised from \$1,651.50 million to \$1,577.60 million.
26.04	Modernisation and Wastewater Infrastructure Rehabilitation Programme	320.00	274.31	37.26	5.46	14.63	0.00	The programme is 93% complete.The estimated cost was revised from \$335.00 million to \$320.00 million.
	GORTT Serviced Loan	3,537.50	2,807.16	131.40	30.31	134.53	104.19	
	Total - WASA	3,537.50	2,807.16	131.40	30.31	134.53	104.19	
	Total - Public Administration	12,962.94	9,751.76	861.66	246.87	396.37	801.90	
	TOTAL - GORTT SERVICED LOAN	21,290.27	12,653.06	1,329.23	661.06	1,604.77	2,212.83	
	TOTAL - RETAINED EARNINGS	18,078.09	4,976.32	1,113.30	404.76	1,220.10	1,887.00	
	TOTAL - COMPANY DEBT SERVICED	158.50	0.00	0.00	0.20	16.26	42.03	
	TOTAL SEIP	39,526.86	17,629.38	2,442.53	1,066.02	2,841.13	4,141.86	





## Appendix III

### Summary of Details of Expenditure in Bar/Pie Charts

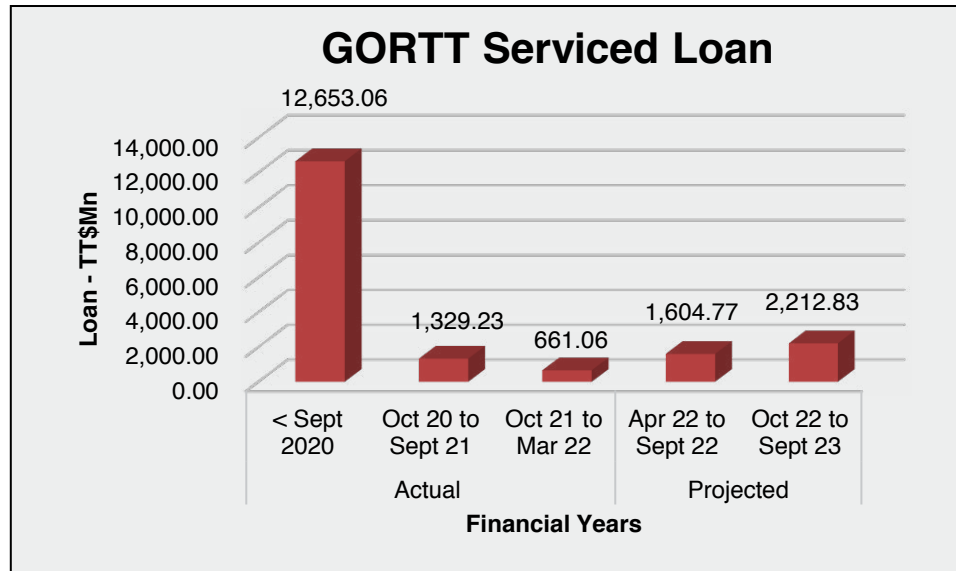


Figure 2 GORTT Serviced Loan

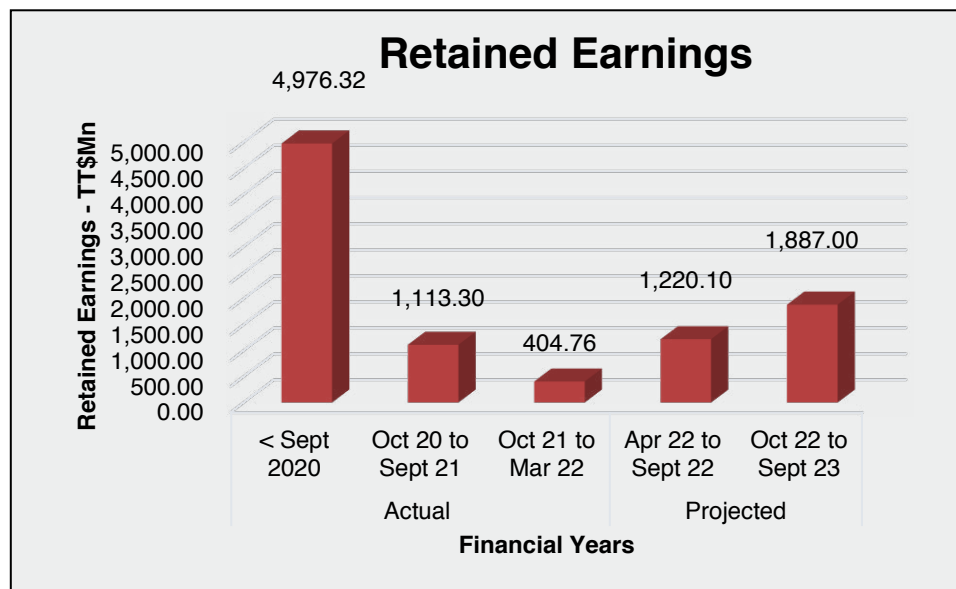


Figure 3 Retained Earnings

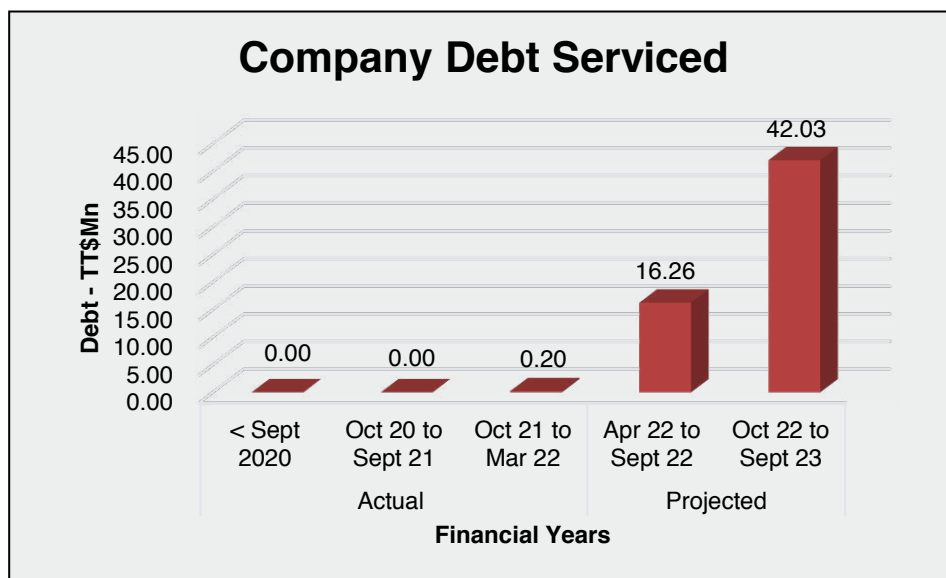


Figure 4 Company Debt Serviced

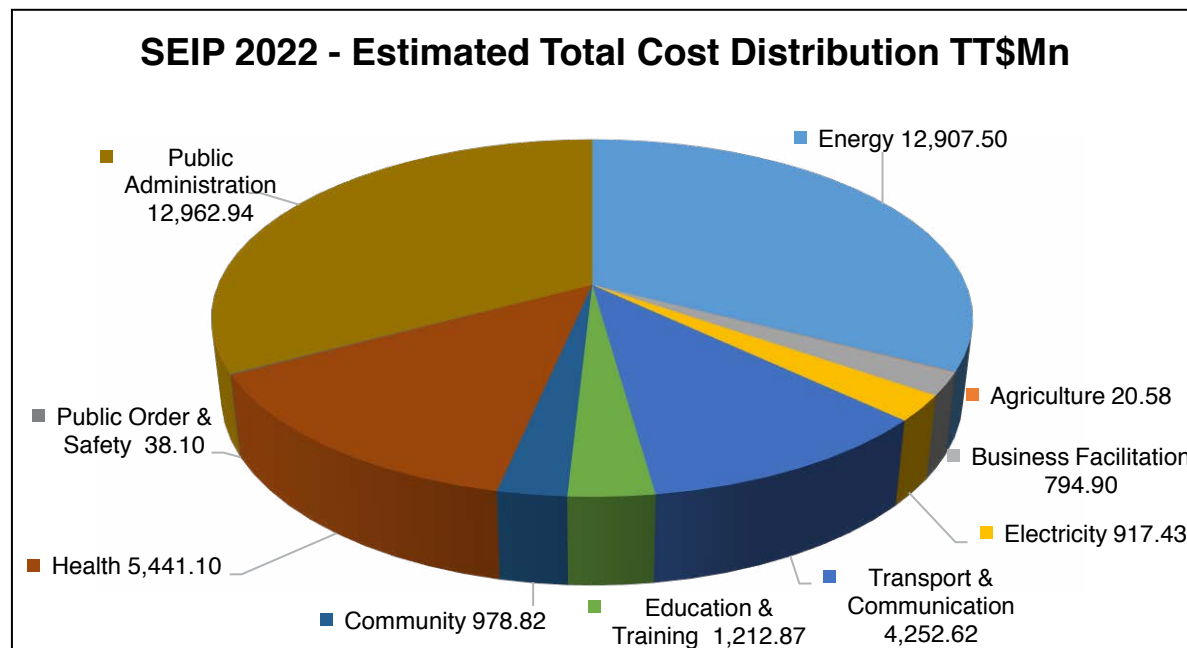


Figure 5 Total Cost Distribution



## Glossary

ANRRRIA	A.N.R. Robinson International Airport
APFI	Annual Potential Foreign Income
ASD	Azimuth Stern Drive
BOLT	Build, Own, Lease, Transfer
CBTT	Central Bank of Trinidad and Tobago
CEC	Certificate of Environmental Clearance
CIP	Cross Island Pipeline
CNG	Compressed Natural Gas
COSL	Commissioner of State Lands
CSR	Corporate Social Responsibility
CWC	Cable & Wireless (West Indies) Limited
CUP	Corporate Upgrade Project
ECCE	Early Childhood Care and Education Centre
EOR	Enhanced Oil Recovery
ETWs	Expense Type Workovers
EXCICO	Export Credit Insurance Company Limited
EZ	Economic Zones
FashionTT	Trinidad and Tobago Fashion Company Limited
FDD	Frequency Division Duplexing
FilmTT	Trinidad & Tobago Film Company Limited
FO	Farmout
FTTx	Fiber To The X
GISL	Government Information Services Limited
GLG	Government Loan Guarantee Programme
GORTT	Government of the Republic of Trinidad and Tobago
HMB	Home Mortgage Bank
HRIS	Human Resource Information System
HSSE	Health, Safety, Security and Environment
HVAC	Heating, Ventilation and Cooling
IDF	Infrastructure Development Fund
ICAO	International Civil Aviation Organisation
ICT	Information Communication and Technology
IMF	International Monetary Fund
IT	Information Technology
IPSC	Incremental Production Services Contract
JCC	Joint Coordinating Committee
JV	Joint Venture

LNG	Liquefied Natural Gas
LO	Lease Operatorship
LPG	Liquid Petroleum Gas
LOB	Line of Business
mmscfd	million standard cubic feet per day
MEEI	Ministry of Energy and Energy Industries
MOH	Ministry of Health
MusicTT	Trinidad and Tobago Music Company Limited
NAAS	New Abyssinia Accumulator Station
NCMA	North Coast Marine Acreage
NGC CNG	NGC CNG Company Limited
NGL	Natural Gas Liquids
NIBTT	National Insurance Board of Trinidad and Tobago
NIPDEC	National Insurance Property Development Company Limited
NRT	New Reserve Type
NTA	National Training Agency
NTI	New to Industry
OEM	Original Equipment Manufactured
PCP	Progressive Cavity Pump
PIA	Piarco International Airport
PPOS	Port of Port of Spain
PowerGen	The Power Generation Company of Trinidad And Tobago Limited
PPGPL	Phoenix Park Gas Processors Company Limited
PPVS	Phoenix Park Valve Station
PSIP	Public Sector Investment Programme
PTSC	Public Transport Service Corporation
RBPSM	Risk Based Process Safety Management
RCB	Rio Claro Block
ROCE	Return on Capital Employed
RTUs	Remote Transfer Units
RTW	Road Tank Wagon
RDA	Recommended Dietary Allowance
SIDCL	Seafood Industry Development Company Limited
SCADA	Supervisory Control and Data Acquisition
SHHEPF	Sir Solomon Hochoy Highway – from San Fernando to Point Fortin
SECC	Southeast Coast Consortium
SEIP	State Enterprises Investment Programme
SO	Subsidy Offset
ssLNG	Small Scale Liquefied Natural Gas
TDD	Time Division Duplex

# TENACITY AND STABILITY IN THE FACE OF GLOBAL CHALLENGES

## GLOSSARY



TLA	Trinidad Lake Asphalt
TTSE	Trinidad and Tobago Stock Exchange
TSP	Teak, Samaan & Poui
UEGRF	Union Estate Gas Receiving Facility
UGRF	Union Gas Receiving Facility
UTC	Trinidad and Tobago Unit Trust Corporation
WTTx	Wireless Broadband Network

