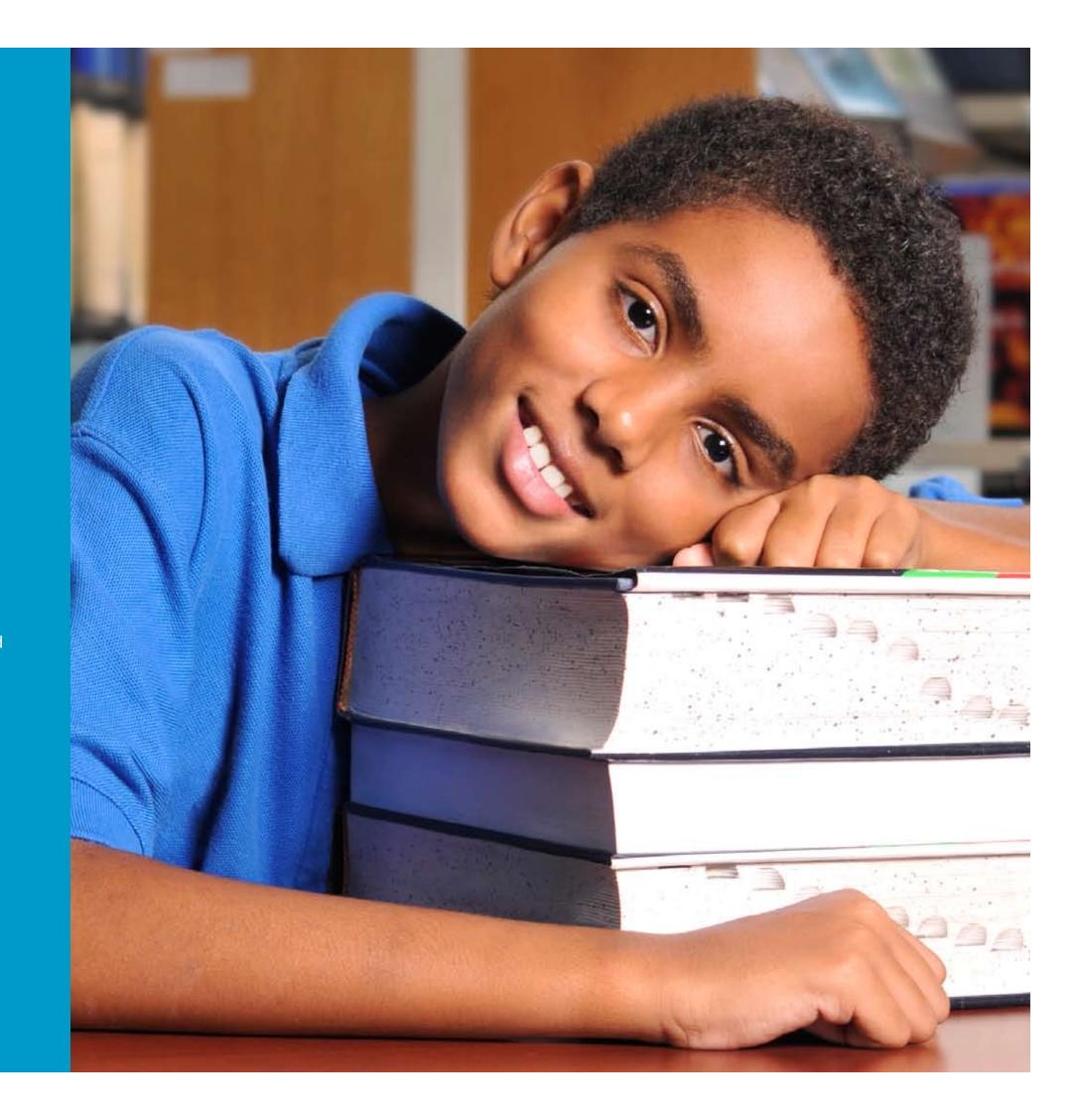
At Republic Bank, the needs of our customers, staff, shareholders and communities are of paramount importance. Wherever and whenever we are called to do so, we give our best in service to the people that have made us the Financial Institution of Choice in the Caribbean.

As we strive to satisfy their individual financial and aspirational needs, we are always aware of our connection with the larger community and our commitment to sustainable social development.

With this in mind, we have once again championed another era of our Power to Make a Difference programme thus giving our unyielding assurance to the socially marginalised, the elderly, the youth and the differently able.

Making a positive difference in the lives of others: as a Group, this is our purpose; as our brothers' and sisters' keepers, it is our privilege.



### Vision

Republic Bank, the Financial Institution of Choice in the Caribbean for Customers, Staff and Shareholders.

We set the Standard of Excellence in Customer Satisfaction,

Employee Satisfaction and Shareholder Value.

### Mission

Our mission is to provide Personalised,

Efficient and Competitively-priced Financial Services

and to implement Sound Policies

which will redound to the benefit

of our Customers, Staff and Shareholders.

## Values

Customer Focus,

Respect for the Individual,

Integrity,

Professionalism and

Results Orientation.

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### Notice of Meeting

### **Corporate Information**

#### ANNUAL MEETING

NOTICE is hereby given that the Thirty-ninth Annual Meeting of Republic Bank Limited will be held at the Ballroom of the Hilton Trinidad and Conference Centre, Lady Young Road, Port of Spain, on Wednesday December 16, 2009, at 9:30 a.m. for the following purposes:-

- 1. To receive the Audited Financial Statements of the Company for the year ended September 30, 2009 and the Reports of the Directors and Auditors thereon.
- 2. To take note of the Dividends paid for the twelvemonth period ended September 30, 2009.
- To elect Directors.
- 4. To re-appoint the Auditors, Ernst & Young and to authorise the Directors to fix their remuneration.
- 5. Any other business.

BY ORDER OF THE BOARD

JACQUELINE H.C. QUAMINA Corporate Secretary

November 6, 2009

#### NOTES:

#### PERSONS ENTITLED TO NOTICE

In accordance with Section 110(2) of the Companies Act Chap. 81:01, the Directors of the Company have fixed November 18, 2009, as the Record Date for the determination of shareholders who are entitled to receive notice of the Annual Meeting. A list of such shareholders will be available for examination by shareholders at the Office of the Registrar during usual business hours.

#### **PROXIES**

Shareholders of the Company entitled to attend and vote at the Meeting are entitled to appoint one or more proxies to attend and, in a poll, vote instead of them. A proxy need not be a shareholder. Any instrument appointing a proxy must be received at the Registrar's Office, not less than forty-eight (48) hours before the Meeting. Shareholders who return completed proxy forms are not precluded, if subsequently they so wish, from attending the Meeting instead of their proxies and voting in person. In the event of a poll, their proxy votes lodged with the Registrar, will be excluded.

#### **DIVIDEND**

A final dividend \$2.23 cents declared for the financial year ended September 30, 2009, will be payable on November 30, 2009, to shareholders on record at the close of business on November 18, 2009.

#### DOCUMENTS AVAILABLE FOR INSPECTION

No service contracts were granted by the Company or Subsidiary Companies, to any Director or Proposed Director of the Company.

#### **DIRECTORS**

Chairman

RONALD F. DEC. HARFORD, F.C.I.B., F.I.B.A.F., F.C.A.B.F.I.

Managing Director

DAVID J. DULAL-WHITEWAY, BSc (Mgmt. Studies), MBA, CGA

**Deputy Managing Director** 

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

**Executive Director** 

NIGEL M. BAPTISTE, BSc (Hons.), (Econ.), MSc (Econ.), A.C.I.B.

BERNARD S. DULAL-WHITEWAY, F.C.C.A., CA, Chaconia (Gold)

TERRENCE W. FARRELL, LLB, BSc (Econ.), MSc (Econ.), PhD

GEORGE L. LEWIS, BSc, MS (Petroleum Eng.)

WILLIAM P. LUCIE-SMITH, M.A., F.C.A.

RUSSELL MARTINEAU, s.c., LLM

CHRISTIAN E. MOUTTET, BA (Business Admin. & Political Science)

STEPHEN POLLARD, CA, BSc

WILLIAM H. PIERPONT SCOTT, F.C.C.A., C.A.

CHANDRABHAN SHARMA, BSc (Eng.), MSc, PhD

MARJORIE THORPE, PhD

#### **CORPORATE SECRETARY**

**Corporate Secretary** 

JACQUELINE H.C. QUAMINA, LLB, M.A., MBA

**Assistant Secretary** 

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

#### REGISTERED OFFICE

Republic House 9-17 Park Street Port of Spain

Trinidad and Tobago, West Indies

#### **GROUP HEAD OFFICE**

Republic House

9-17 Park Street

Port of Spain

Trinidad and Tobago, West Indies

Swift: RBNKTTPX

Email:email@republictt.com

Internet: http://www.republictt.com

#### **REGISTRAR**

TRINIDAD AND TOBAGO CENTRAL DEPOSITORY LIMITED

10th Floor, Nicholas Tower

63-65 Independence Square

Port of Spain

Trinidad and Tobago, West Indies

#### ATTORNEYS-AT-LAW

POLLONAIS, BLANC, DE LA BASTIDE & JACELON

Pembroke Court

17-19 Pembroke Street

Port of Spain

Trinidad and Tobago, West Indies

J.D. SELLIER & COMPANY

129-131 Abercromby Street

Port of Spain

Trinidad and Tobago, West Indies

**HOBSONS** 

**Hobsons Court** 

13-17 Keate Street

San Fernando

Trinidad and Tobago, West Indies

#### **AUDITORS**

**ERNST & YOUNG** 5-7 Sweet Briar Road

St. Clair, Port of Spain

Trinidad and Tobago, West Indies



## **Consolidated Financial Summary**

## Group Financial Highlights & Calendar

_					
	2009	2008	2007	2006	2005
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Total assets (Note 1)	42,446,355	41,566,700	37,362,145	35,060,648	31,629,603
Customers' deposits	28,053,713	27,483,709	24,245,419	22,228,552	19,542,126
	, ,		, ,	, ,	. ,
Advances	21,916,562	23,607,144	20,374,659	17,680,897	15,485,469
Stated capital	583,911	568,747	552,486	537,104	504,141
Shareholders' equity (Note 2)	6,204,007	5,558,603	4,861,873	4,390,158	4,175,135
	<u> </u>	<u> </u>	, , , , , , , , , , , , , , , , , , ,	, , , , , , , , , , , , , , , , , , ,	<u> </u>
					. = 0 0 0 4
Actual number of shares	160,595	160,407	160,172	159,994	159,394
Weighted average number of shares	161,211	160,295	160,090	159,736	159,291
Profit after taxation					
and minority interest	948,445	1,203,890	1,335,689	637,054	803,500
Dividends based on the results					
of the financial year	542,811	542,176	470,906	399,985	358,405
Dividends paid during the year	542,149	504,708	427,305	359,168	329,476
Dividends baid duting the year	342,149	JU4,/U0 ————————————————————————————————————	427,303	99,100	J29,470 
Earnings per share	\$5.91	\$7.51	\$8.34	\$3.99	\$5.04
Lamings per snare	φ 3.31	Ψ1.J1	<b>₽</b> 0.5 <del>†</del>	Ψ.2.23	¥J.U4

<sup>(1)</sup> Total assets and liabilities exclude AGIC

RESULTS FOR THE YEAR	2009	2008	Change
ENDED SEPTEMBER 30, 2009	\$'000	\$'000	%
Profit before taxation	1,313,701	1,658,488	-20.8
Profit after taxation	1,038,836	1,304,136	-20.3
Profit attributable to shareholders	948,445	1,203,890	-21.2
Return on average assets	2.47%	3.30%	-25.2
Return on average shareholders' equity	16.13%	23.11%	-30.2
AT YEAR END			
Assets	42,446,355	41,566,700	2.1
Advances	21,916,562	23,607,144	-7.2
Deposits	28,053,713	27,483,709	2.1
Stated capital	583,911	568,747	2.7
Total shareholders' equity	6,204,007	5,558,603	11.6
INFORMATION PER SHARE			
Earnings	\$5.91	\$7.51	-21.3
Dividends based on the results of the financial year	\$3.38	\$3.38	0.0
Dividends paid during the year	\$3.38	\$3.15	7.3
Actual number of shares	160,595	160,407	0.1
OTHER STATISTICS AT YEAR END			
Number of shareholders	10,022	10,335	
Number of branches -	-		
Republic Bank Limited	40	40	
Number of employees -			
Republic Bank Limited (Parent Only)	2,906	2,935	

#### FINANCIAL CALENDAR

#### DIVIDEND PAYMENTS

- Final dividend for year ended September 30, 2009	November 2009
- Interim dividend for year ending September 30, 2010	June 2010

#### RESULTS

Publication of results for first quarter to December 31, 2009	January 20
Publication of results for half year to March 31, 2010	April 20

- Publication of results for third quarter to June 30, 2010

- Publication of results for year ending September 30, 2010

- Report and accounts mailing

- Annual meeting

	\$7.51	-21.3
3	\$3.38	0.0
3	\$3.15	7.3
;	160,407	0.1
<u>}</u>	10,335	
)	40	
;	2,935	
		l
		November 2009
		June 2010
		January 2010
		April 2010
		July 2010
		November 2010
		November 2010
		December 2010

<sup>(2)</sup> Shareholders' equity includes dividends paid only



### The Board of Directors

#### RONALD F. DEC. HARFORD

F.C.I.B., F.I.B.A.F., F.C.A.B.F.I.

Ronald F. deC. Harford, Chairman of Republic Bank Limited, is a career banker, who has celebrated over fortysix years of service with Republic Bank Limited.

Mr. Harford is a Fellow of the UK Chartered Institute of Bankers, the Institute of Banking of Trinidad and Tobago and the Caribbean Association of Banking and Finance. He is the Chairman of The University of the West Indies Development and Endowment Fund and serves on the Advisory Committee for Habitat for Humanity Trinidad and Tobago. Mr. Harford is a member of the Board of Directors of the Arthur Lok Jack Graduate School of Business – The University of the West Indies, Caribbean Information & Credit Rating Services Limited and the Grenada Industrial Development Corporation. He is a past President of the Bankers Association of Trinidad and Tobago.

#### DAVID J. DULAL-WHITEWAY

BSc (Mgmt. Studies), MBA, CGA

David J. Dulal-Whiteway, Managing Director of Republic Bank Limited has been a banker for the past twenty-one years. He is a graduate of The University of the West Indies and the University of Western Ontario and sits on several Boards within the Republic Bank Group. He is also the Chairman of The Foundation for the Enhancement and Enrichment of Life (FEEL), a non-profit organisation. Mr. Dulal-Whiteway was honoured in 2009 by the Institute of Banking and Finance of Trinidad and Tobago for his contribution to the development of banking in Trinidad and Tobago.

#### NIGEL M. BAPTISTE

BSc (Hons.) (Econ.), MSc (Econ.), A.C.I.B.

Nigel M. Baptiste is an Executive Director of Republic Bank Limited. He is a First Class Honours Graduate of The University of the West Indies, an Associate of the Chartered Institute of Banking in England and a graduate of the Stonier Graduate School of Banking in the United States of America.

#### BERNARD S. DULAL-WHITEWAY

F.C.C.A., CA, CMT

Bernard S. Dulal-Whiteway is the Chief Executive Officer of the Neal and Massy Group of Companies. He is a member of the Institute of Chartered Accountants of Trinidad and Tobago and a Fellow of the Association of Certified Accountants of the United Kingdom.

Mr. Dulal-Whiteway is the Chairman of Yara Trinidad Limited and is also a member of the Boards of Directors of: United Way of Trinidad and Tobago, Telecommunications Services of Trinidad and Tobago Limited and Tringen Limited.

In August 2008, Mr. Dulal-Whiteway was a recipient of the Chaconia Medal (Gold) national award for his contribution to business in Trinidad and Tobago.

#### TERRENCE W. FARRELL

LLB, BSc (Econ.), MSc (Econ.), PhD

Terrence W. Farrell is Group Chief Executive Officer of One Caribbean Media Limited, the largest media group in the Caribbean. A former Deputy Governor of the Central Bank of Trinidad and Tobago (1992-1995) he was central to key policy initiatives including the debt restructurings and IMF programmes in the 1987-1991 period, exchange control liberalisation and the flotation of the Trinidad and Tobago dollar in 1993 and the Central Bank's intervention of troubled financial institutions in the period 1986-1993. He has published several scholarly articles in Economics, written a book on Central Banking in Trinidad and Tobago, and co-edited a book on Caribbean Monetary Integration. He has served on several government-appointed committees addressing a variety of public policy issues including the Vision 2020 Core Group and the Task Force on the Future

of BWIA. Within the private sector, he was Regional Manager for a regional IT Services Company from 1995-1997 and Group Executive Director at Guardian Holdings Limited from 1998-2006. He was President of Business Insight Limited from 2006-2008. He studied Economics at The University of the West Indies and at the University of Toronto where he obtained his PhD in 1979, and holds an LLB (London) degree. He is a Fellow of the Institute of Banking and Finance of Trinidad and Tobago.

#### GEORGE LEONARD LEWIS

BSc, MS (Petroleum Eng.)

George Leonard Lewis has been active in the petroleum industry for over thirty years. He continues to retain close ties to the energy-based industries and is also involved in other areas of business. Mr. Lewis is a member of the Board of Directors of East Caribbean Financial Holdings Company Limited and Bank of St. Lucia International Limited.

#### WILLIAM P. LUCIE-SMITH

MA (Oxon), F.C.A.

William P. Lucie-Smith is a retired Senior Partner of PricewaterhouseCoopers Trinidad, where he headed its Corporate Finance and Recoveries practice. He is a Chartered Accountant and holds an MA from Oxford University in Philosophy, Politics and Economics. He has extensive experience in mergers and acquisitions, valuation and taxation.

He currently serves as a non-executive Director on a number of Boards including Neal and Massy Holdings Limited and Sagicor Financial Corporation.

#### RUSSELL MARTINEAU

S.C., LLM

Russell Martineau has been a Senior Counsel since 1993 and is a member of the Bar in England, Wales, Barbados,

Antigua, St. Lucia, St. Vincent, Grenada, Dominica and Trinidad and Tobago. He is Chairman of the A.N.R. Robinson Library, Museum and Ethics Centre, a former Attorney General of Trinidad and Tobago and a former President of the Law Association of Trinidad and Tobago.

#### CHRISTIAN E. MOUTTET

BA (Business Admin. & Political Science)

Christian Mouttet is the Chief Executive Officer of the Victor E. Mouttet Limited Group and is a Director of Prestige Holdings Limited. Mr. Mouttet has extensive experience at an executive level in the areas of finance and marketing. He also holds a Bachelor of Arts Degree with a double major in Business Administration and Political Science from Wagner College, New York.

#### WILLIAM H. PIERPONT SCOTT

F.C.C.A., CA

William H. Pierpont Scott is the Financial Director of William H. Scott Limited of Trinidad and Tobago, a Director of Republic Bank Limited, Republic Bank (Guyana) Limited, Republic Finance and Merchant Bank Limited (FINCOR) and Republic Securities Limited. He is also a Fellow of the Association of Chartered Certified Accountants.

#### STEPHEN POLLARD

CA, BSc (Business Admin.)

Stephen Pollard is the President and Chief Executive Officer of Caribbean Nitrogen Company Limited, which owns and operates two world-scale ammonia plants in Point Lisas, Trinidad. He has twenty-six years experience in the energy sector and has held several board appointments in both the private and state sectors in Trinidad and Tobago. He holds a BSc degree in Business Administration from Babson College in Massachusetts, U.S.A. where he was named on the Dean's List on several occasions. He is a member of the

### The Board of Directors

**Directors' Report** 

American Institute of Certified Public Accountants and is a past President of the Institute of Chartered Accountants of Trinidad and Tobago.

#### PROF. CHANDRABHAN SHARMA

BSc (Eng.), MSc, PhD

Prof. Chandrabhan Sharma is Professor (Electrical and Computer Engineering) and Deputy Dean, Faculty of Engineering, at the University of the West Indies, St. Augustine. He is the Leader of the Energy Systems group in the Faculty of Engineering and the Head of the Centre for Energy Studies at the Engineering Institute. Professor Sharma is a member of the Boards of Directors of Tricon, the Trinidad and Tobago Electricity Commission, the Barbados Mortgage and Finance Company, BNB Finance and Trust Corporation and the BNB Funds Incorporated. He is the Chairman of the National Infrastructure Development Company Limited (Nidco).

#### GREGORY I. THOMSON

BSc (Math & Physics), MBA

Gregory I. Thomson is the Deputy Managing Director of Republic Bank Limited and sits on the Boards of several subsidiaries within the Republic Bank Group. He is a career banker with over thirty years experience in banking and finance. Mr. Thomson holds a Bachelor of Science Degree in Mathematics and Physics from The University of the West Indies and a Master of Business Administration (MBA) degree from the University of Western Ontario, Canada.

#### MARJORIE THORPE

PhD

A former Dean of the Faculty of Arts and General Studies at the University of the West Indies, Dr Marjorie Thorpe has served as Trinidad and Tobago's Ambassador to the United Nations, New York (1989-1992), Deputy Director of UNIFEM (1992-1995) and UNDP Representative to Barbados and the Eastern Caribbean (1995-1999). Dr Thorpe is a member of the Strategic Planning Committee of the University of the West Indies and sits on the Salaries Review Commission. She is the current Chair of the Fulbright 2000 Academic Screening Committee.

Your Directors have pleasure in submitting their Report for the year ended September 30, 2009.

#### FINANCIAL RESULTS & DIVIDENDS

The Directors report that the Group's profit after taxation and minority interest for the year ended September 30, 2009, amounted to \$948.4 million.

The Directors have declared a dividend of \$2.23 per share for the year ended September 30, 2009. A half-year dividend of \$1.15 per share was paid on May 29, 2009 making a total dividend on each share of \$3.38 (2008: \$3.38).

#### SUBSTANTIAL INTEREST IN SHARE CAPITAL AS AT SEPTEMBER 30, 2009

	ORDINARY SHARES
Colonial Life Insurance Company Limited	51,858,299
National Insurance Board	28,271,766
CLICO Investment Bank Limited	17,616,134
Trintrust Limited	13,768,778
First Company Limited	13,191,640

A substantial interest is a holding of 1/20th or more of the issued Share Capital of the Bank.

#### **DIRECTORS' INTEREST**

Set out below are the names of the Directors with an interest in the Company at September 30, 2009, together with particulars of their holdings.

DIRECTOR	BENEFICIAL INTEREST	NON-BENEFICIAL INTEREST
Nigel M. Baptiste	7,406	Nil
Bernard S. Dulal-Whiteway	5,000	Nil
David J. Dulal-Whiteway	40,562	Nil
Terrence W. Farrell	Nil	Nil
Ronald F. deC. Harford	4,574	Nil
George L. Lewis	3,573	Nil
William P. Lucie-Smith	6,000	Nil
Russell Martineau	1,000	Nil
Christian E. Mouttet	Nil	Nil
Stephen Pollard	Nil	Nil
William H. Pierpont Scott	Nil	Nil
Chandrabhan Sharma	1,000	Nil
Gregory I. Thomson	10,873	Nil
Marjorie Thorpe	1,000	Nil

### Directors' Report

#### **DIRECTORS' REPORT**

There has been no change in these interests occurring between the end of the Company's year and one month prior to the date convening the Annual Meeting.

#### **DIRECTORS**

In accordance with by-law No. I, Paragraph 4.4, George Leonard Lewis, Russell Martineau, Gregory Thomson and Marjorie Thorpe retire from the Board by rotation and being eligible offer themselves for re-election for a term expiring at the close of the third annual meeting following this appointment.

Christian E. Mouttet and William H. Pierpont Scott were appointed Directors on January 2, 2009 and October 15, 2009 respectively to fill the casual vacancies created by the retirement of William Aguiton and the resignation of Dr. Bhoendradatt Tewarie. In accordance with By-law No. 1, Paragraph 4.4.5, Messrs. Mouttet and Scott, having been appointed since the last meeting retire from the Board and being eligible, offer themselves for re-election for a term expiring at the close of the third annual meeting following this appointment.

#### COMMUNITY INVOLVEMENT

Focused on unlocking the potential of the communities we serve, Republic Bank's social investment programme, the Power to Make a Difference entered its second five-year phase (2009-2013) with a \$100 million commitment to continue our development of young people through the avenues of sport, education and the arts; the alleviation of poverty and care for the elderly and the differently able.

We were honored this year to receive the Stevie Award from the International Business Awards organisation, which adjudged the Power to Make a Difference Programme the best Corporate Social Responsibility programme in South America for 2009. We are humbled by this international accolade and have committed to continuing the work that we set out to do through our ongoing partnerships with non-governmental and community-based organisations, which work towards the enrichment of diverse communities and groups in Trinidad and Tobago.

From music literacy and sport clinics to facilities and training for the differently able and palliative care for terminally ill cancer patients, the Power to Make a Difference programme continues to embrace, bolster and empower those among us who need a helping hand.

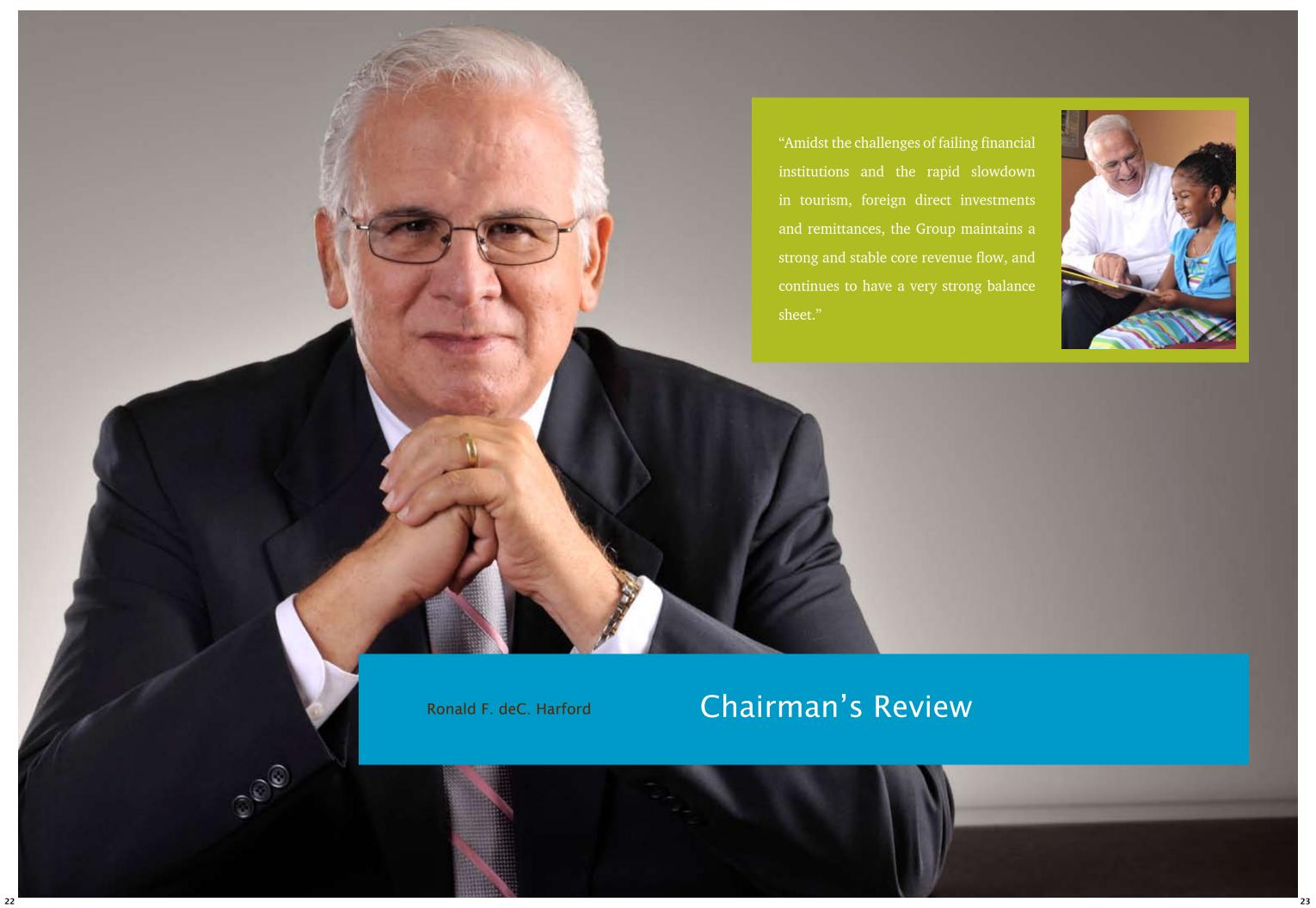
Today the programme reaches out to diverse communities in other Caribbean territories, which we have the honour of serving, specifically Grenada, Guyana and Barbados, giving life to the affirmation that we are our brothers' keeper.

The retiring Auditors, Ernst & Young have expressed their willingness to be re-appointed and a resolution to that effect will be proposed at the Annual Meeting.

BY ORDER OF THE BOARD

JACQUELINE H.C. QUAMINA

Corporate Secretary



### Chairman's Review

Last year in reporting to shareholders, we highlighted the tumultuous global economic environment and indicated that the region and its financial institutions had not yet felt the full impact of the global turmoil. As envisaged, the region did not escape unscathed and in 2009 had its share of financial institution failures. The CL Financial Group failed and Stanford Financial Group collapsed. These failures, concomitant with the rapid slowdown in tourism, foreign direct investment and remittances, have negatively impacted the Caribbean region.

Notwithstanding these circumstances, the Group recorded a profit attributable to shareholders of \$948.4 million, a decline of \$255.4 million (21.2%) compared to 2008. Core operating profit before provisioning and taxation turned in a strong performance of \$1.76 billion, 11.3% higher than the prior year. The reduction in profit can be attributed mainly to provisions of \$446.4 million for non-performing loans occasioned by the changed circumstances of some of our customers. Although these provisions are substantially higher than prior years, we consider them to be prudent. The Group maintains a strong and stable core revenue flow and continues to have a very strong balance sheet with a Tier II capital adequacy ratio of 24.2%, well above the required minimum of 8%.

The Board has declared a final dividend of \$2.23 per share payable on November 30, 2009. This brings the total dividend for the year to \$3.38 per share (\$3.38 - 2008).

#### **GLOBAL**

There has been a gradual stabilisation of the world's economies as government stimulus packages and the low interest rate environment have begun to take effect. Forecasters however, caution that threats still exist and that the recovery is likely to be characterised by modest economic growth.

In the US, although the deterioration of key economic indicators has moderated, rising unemployment continues

to be a cause of concern. While analysts expect an improvement in global GDP in the last quarter of 2009, there is concern in some quarters that the rising unemployment and stagnating consumption could delay a full recovery. The US economy is projected to contract 2.6% in 2009 and to achieve modest growth of 0.8% in 2010. The Euro area is expected to fare worse, with contractions of 4.8% and 0.3% expected for 2009 and 2010 respectively.

Asia, driven in part by the largest fiscal stimulus package, relative to GDP, of any region in the world, has rebounded from the crisis at a faster rate than its Western counterparts. China is expected to grow by 7.5% in 2009 and 8.5% in 2010 and India by 5.4% and 6.5%, respectively. The other economies of the region are being pulled along by these strong growth rates.

Globally, economic activity is forecast to contract by 1.4% in 2009 but return to growth of 2.5% in 2010. On the other hand, global inflation has fallen to just 1.7%, down from around 6% one year earlier. Despite renewed pressure from rising commodity prices and rebounding stock markets, significant excess capacity is expected to keep global inflation subdued through 2010.

#### REGIONAL

The Caribbean is now experiencing the full effects of the global financial crisis. There has been a marked decline in tourist arrivals, a decline in remittances and a steep fall in new investment. Additionally, the Caribbean has witnessed its own financial institutions crisis with the failures of the CL Financial Group and the Stanford Financial Group. Reduced revenue streams have also caused the private sector to restructure its operations, resulting in rising unemployment rates. These adverse conditions have prompted several islands to approach the International Monetary Fund (IMF) for assistance.

Economic growth in Barbados has stalled. The tourism sector, the economy's backbone, has experienced a decline

and the construction sector has shed numerous jobs. It is likely that the tourism season will improve for the winter months but not sufficient to stave off a recession in 2009. The Governor of the Central Bank of Barbados has warned that the economy will contract by 4%, while unemployment figures may reach double-digit levels. No growth is expected in 2010.

Grenada is also experiencing challenging economic circumstances. There has been contraction in tourism, construction and remittances. GDP is expected to decline by 6% in 2009 and unemployment is projected to approach 30%. Guyana's economy grew by 3% in 2008. In 2009, Guyana benefited from weak fuel prices thus reducing inflation to below 6%. While the tight credit conditions have caused most of the major development projects planned for Guyana to be delayed, the upsurge of prices for agricultural commodities has benefited the country's economy. A growth in GDP for 2009 of 4% is projected.

#### TRINIDAD AND TOBAGO

After sixteen consecutive years of solid growth, the Trinidad and Tobago economy is expected to contract by up to 2% in 2009 as the energy sector, the main driver of growth, has been negatively affected by reduced exploration activity locally and the recession internationally. This, together with the decline of prices for all energy-based commodities, has adversely impacted Government's fiscal position. A deficit of TT\$7.7 billion, to be funded by debt, is budgeted for 2009/10 fiscal. However, total government debt is expected to be 42% of GDP in 2009 and rise further to a manageable 45% in 2010. The country continues to have strong reserves with import cover at eleven months and with the Heritage & Stabilisation Fund currently standing at US\$2.9 billion.

Headline inflation decreased from 15.4% in September 2008 to 4.3% in August, 2009. Bearing in mind reduced inflationary pressures, the Central Bank has reduced the "Repo" rate by 225 basis points over the course of 2009 to 6.25% as at the end of September. Commercial banks'

prime lending rate has fallen to 9.90% in October, 2009, down from 13% in September, 2008. The Treasury-bill rate has also fallen substantially from 7.35% to 1.49%. Notwithstanding this low interest rate environment, there has been a decline in the demand for credit.

The country's economic fundamentals remain strong and the Trinidad and Tobago economy is expected to grow, all be it slowly, in 2010.

#### **OUTLOOK**

The year ahead will be another challenging one for the economies in which we operate. But, even as times are challenging, there will be opportunities for those who are prepared. The Group is well positioned to seek out and to take advantage of any opportunities that may arise. We have a well-capitalised balance sheet, a strong revenue flow and a staff and management that are focused on our core business of banking. We will continue to concentrate on excellent customer service, risk assessment and asset management.

Mr. William Aguiton retired from the Board in December 2008 and Dr. Bhoendradatt Tewarie resigned as a member of the Board in June this year. Both Mr. Aguiton and Dr. Tewarie made sterling contributions to the Board and will be missed. In their place, I am pleased to welcome Mr. Christian E. Mouttet whose significant business experience is already of value to our deliberations. Mr. William H. Pierpont Scott joined us in October and we are confident that the main Board will benefit from the astute contributions he has been making for years on our Republic Finance and Merchant Bank Limited, Republic Bank (Guyana) Limited and Republic Securities Limited Boards.

I wish to thank the management and staff for their commitment which enabled us to produce satisfactory results in these challenging times and to express appreciation to our customers, shareholders and fellow Directors for their ongoing loyalty and support.

Republic Bank Limited your needs are our purpose 25



The worldwide economic crisis, which started two years ago, is still here with us and the prognosis for recovery is sometime late in 2010. Governments across the globe have implemented measures aimed at stimulating their economies, but the results have been slow to materialise. Economic regions like ours in the Caribbean, which are heavily dependent on the fortunes of the developed and industrialised countries, are feeling the impact of the slowdown in travel, trade and foreign direct investment.

Republic Bank Limited has always employed a sensible, conservative approach in doing business, focusing on prudent risk management whilst being cognisant of the security of our customers' funds. This is the approach we continue to take as we guide the Bank and our customers through these turbulent times. In recognition of the Bank's exemplary stewardship of its portfolio during these uncertain times, Global Finance, the New York-based international banking and finance publication, has named Republic Bank Limited the Best Emerging Market Bank in Trinidad and Tobago for 2009.

Our primary focus has been on our customers so as to ensure that they survive the crisis with a minimal fall-out. To that end, we have led the market in the reduction of interest rates, ensuring our customers have the lowest cost of financing. We have stayed in close contact with our customers, guaranteeing that we understand their We launched a Small and Medium Enterprise Toolkit to help our customers make prudent choices in these difficult and uncertain times. We also executed several service initiatives. We introduced our new teller platform, implemented 'straight through processing' to enable a faster more efficient transfer of foreign currency worldwide, upgraded several of our automated banking machines and opened two new 'state of the art' branches in Trinidad. These measures bore fruit as we saw continued improvement in our customer service delivery as measured by our semi-annual surveys.

Whilst supporting our customers through this critical time, the Bank never lost sight of the importance of maintaining a healthy balance sheet. Close attention was paid to maintaining liquidity, reinforcing our prudent lending criteria and preserving the quality of our assets. Despite the uncertainty of the times, our balance sheet has exhibited a small overall growth. Our loans and advances portfolio has seen a decline year-on-year of 7.2%. Provisioning for non-performing loans at \$ 446 million, is much higher than in previous years, but necessary as we adjust for the decline in credit quality of some of our customers.

With the uncertainty of these economic times, we reconfirm our commitment to the communities in which we operate. The Bank has not reduced its level of support, through the Power to Make a Difference programme. We are holding to our commitment to fund \$100 million in relevant projects over a five-year period to aid the development of programmes for the youth, elderly and the differently able.

Profit attributable to shareholders for 2009 is \$948.4 million, down 21.2% on 2008. However, core operating profit before provisioning and taxation is \$1.76 billion, 11.3% higher than the previous year. Despite the level of provisioning taken this year, the Bank still turned out a satisfactory performance in what can only be described as challenging times.

Dividends for 2009 of \$3.38 have been held constant at the 2008 levels. The Bank's capital adequacy ratio is strong and improving. The combined Group Tier II ratio is 24.2%, well in excess of the minimum requirement of 8%, and more than sufficient to meet the needs of the organisation in 2010.

Following is the detailed analysis of our results. I recommend that this be read in conjunction with the audited financial statements contained on pages 1 to 89 of this report.

#### SUMMARY RESULTS OF OPERATIONS

Republic Bank Limited is a financial services Group encompassing fifteen subsidiaries and three associated companies. Total assets as at September 30, 2009, stood at \$42.4 billion. The Group is engaged in a wide range of banking, financial and related activities in the Caribbean.

#### SUMMARY OF REPUBLIC BANK LIMITED OPERATIONS

All figures are in TT\$M	2009	2008	Change	% Change
Profitability				
Core profit before taxation and provisioning	1,760.1	1,580.8	179.3	11.3
Allocation of Visa Inc. shares	-	112.0	(112.0)	-100.0
Provision for loan losses	(446.4)	(34.4)	(412.0)	-1,197.7
Profit before taxation	1,313.7	1,658.4	(344.7)	-20.8
Profit after taxation	1,038.8	1,304.1	(265.3)	-20.3
Profit attributable to shareholders	948.4	1,203.9	(255.5)	-21.2
Balance Sheet				
Total assets	42,446.4	41,566.7	879.7	2.1
Total advances	21,916.6	23,607.1	(1,690.5)	-7.2
Total deposits	28,053.7	27,483.7	570.0	2.1
Shareholders' equity	6,755.7	6,051.3	704.4	11.6

Core profit before provisioning and taxation at \$1.8 billion is up 11.3% over 2008. This improvement in core performance resulted primarily from the management of funding cost and operating expenses. Overall cost of funding was down 16% on prior year. The reduction in interest expense reflects declining interest rates as well as the change in the mix of funding products, with customer deposits and retained earnings replacing higher costing

funding instruments. Tight control of operating expenses yielded a 3% reduction of cost compared to prior year.

The main influencer on final performance however was the level of provisioning. The fall-out from the global financial crisis brought a general deceleration in business as confidence waned. Investments by customers, profitable prior to the fall-out, now proved less attractive,

resulting in some customers being unable to service their facilities.

The tightening of our lending criteria as well as customers' prudent response to the economic crisis led to a reduction in the loans and advances portfolio. Despite this reduction of 7.2%, the balance sheet grew by 2.1%, with a resulting improvement in liquid assets of 20%.

Let us now review this performance across the territories in which we operate.

#### ANALYSIS OF PERFORMANCE BY TERRITORY

Trinidad and Tobago is home to the head office of Republic Bank Limited. It is our main market and, fueled by oil and gas production, it is also the strongest economy of the region. In these uncertain economic times however, the response from our customers was immediate and we saw a significant contraction in the need for credit. Net interest income grew by 7.9% compared to 23% in 2008. This was driven by falling interest rates and a reduction in funding costs.

Barbados' increase in net interest income of 3.1% was also achieved by a reduction in their cost of funding. While the Barbadian economy is negatively impacted by the falling-off in tourist arrivals, BNB had a good year, delivering a steady performance. The Cayman, Guyana and Eastern Caribbean grouping has seen net interest income stay relatively flat year-on-year.

#### **NET INTEREST INCOME (\$'000)**

2009	2008	Change	% Change
1,466,858	1,359,943	106,915	7.9
359,994	349,189	10,805	3.1
273,592	274,703	(1,111)	-0.4
2,100,444	1,983,835	116,609	5.9
	1,466,858 359,994 273,592	1,466,858 1,359,943 359,994 349,189 273,592 274,703	1,466,858 1,359,943 106,915 359,994 349,189 10,805 273,592 274,703 (1,111)

#### CORE NET PROFIT BEFORE PROVISION AND TAXATION (\$'000)

Country	2009	2008	Change	% Change
Trinidad & Tobago	1,471,334	1,323,015	148,319	11.2
Barbados	248,537	241,122	7,415	3.1
Cayman/Guyana/Eastern Caribbean	170,130	142,607	27,523	19.3
Dominican Republic	-	(2,552)	2,552	100.0
Inter-company eliminations	(129,932)	(123,364)	(6,568)	-5.3
Total	1,760,069	1,580,828	179,241	11.3

The analysis of the Group's core net profit before taxation and provision for non-performing advances, excludes the gain of \$112.0 million on the allocation of Visa Inc. shares in 2008. This reflects core Group net profit of \$1.8 billion, 11.3% higher than that reported last year. Along with the management of funding cost, the other performance driver this year was the management of operating expenses. Operating expenses fell 3% in 2009, contributing to the overall improvement in core profitability. We are pleased to report an improvement in core operations in all our territories.

#### LOAN LOSS PROVISION

As stated earlier, the slowdown in the region's economy has affected some of our customers, resulting in an increase in provisioning, particularly so in Trinidad and Tobago. The Group's non-performing loans to gross loans ratio increased this year to 4.6%.

Our policy is to ensure that sufficient capital is set aside to cover our non-performing loans portfolio, as this is the key to our consistent healthy long term performance. Direct provisioning and the contingency reserve provide for more than 100% of non-performing loan cover.

Loans and Advances	2005	2006	2007	2008	2009
Performing loans	15,577	17,646	20,101	23,683	21,719
Non-performing loans	547	431	469	417	1,044
Gross loans	16,125	18,077	20,570	24,100	22,763
Loan provision	372	281	282	227	606
Contingency reserve	72	150	196	218	477
Non-performing loans to gross loans	3.4%	2.4%	2.3%	1.7%	4.6%
Provision as a % of non-performing loans	80.9%	100.0%	101.7%	106.7%	103.7%

The break out of the loans and advances portfolio by territory for 2009, shows Trinidad and Tobago having a 4.5% non-performing portfolio. This is up from 1.2% in 2008 and as discussed, is influenced by the slow-down in the economy. We do not expect this level of provisioning

going forward. Our prudent banking policies have always served us well, and we anticipate a quick recovery as soon as the economy rebounds. Despite the need for increased provisioning this year, profitability remains strong.

Loans and Advances	T'dad	B'dos	Cay/Guy East Car.	TOTAL
Performing loans	14,896	4,706	2,117	21,719
Non-performing loans	708	292	44	1,044
Gross loans	15,604	4,998	2,161	22,763
Loan provision	507	79	20	606
Contingency reserve	245	221	11	477
Non-performing loans to gross loans	4.5%	5.8%	2.0%	4.6%
Provision as a % of non-performing loans	106.2%	102.7%	70.5%	103.7%

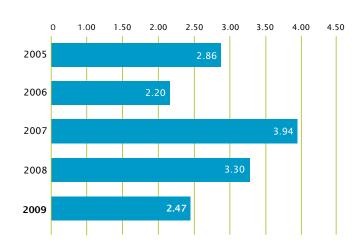
#### TOTAL ASSETS

The Group's total asset base now stands at \$42.4 billion, an increase of 2.1% on that reported for September, 2008.

This minimal growth achieved amidst a 7.2% decline in the loans and advances portfolio is creditable. Liquidity is strong throughout the territories and we are comfortably positioned for any challenges that 2010 may bring.

Country	2009	2008	Change	% Change
Trinidad & Tobago	30,289,274	29,983,345	305,929	1.02
Barbados	9,237,060	9,818,254	(581,194)	-5.92
Cayman/Guyana/Eastern Caribbean	7,747,569	7,615,652	131,917	1.73
Inter-company eliminations	(4,827,548)	(5,850,551)	1,023,003	-17.49
Total	42,446,355	41,566,700	879,655	2.12

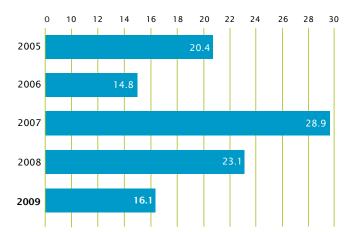
#### **RETURN ON ASSETS (%)**



### RETURN ON ASSETS AND RETURN ON EQUITY

The strong balance sheet and performance indicators continue to reflect the sound financial institution that

#### **RETURN ON EQUITY (%)**



is Republic Bank. Our adherence to the basic tenets of prudent banking has served us in good stead. We continue to focus on risk assessment, strong liquidity and strong capital and asset management.

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#### CAPITAL STRUCTURE

The Group's policy is to diversify its sources of capital, to allocate capital within the Group efficiently and to maintain a prudent relationship between capital resources and the risk of its underlying business. In spite of the level of provisioning this year, shareholders' equity increased by \$704 million to \$6.7 billion over the year under review.

Capital adequacy is monitored by each member of the Group, employing techniques based on the guidelines developed by the Basle Committee on Banking Regulations and Supervisory Practice (the Basle Committee), as implemented by the respective territorial Central Banks for supervisory purposes. The risk-based capital guidelines require a minimum ratio of core capital (Tier 1) to risk-weighted assets of 4%, with a minimum total qualifying capital (Tier 2) ratio of 8%. Core (Tier 1) capital comprises mainly of shareholders' equity.

2009	2008
20 210/	23.92%
40.49%	23.92% 32.55%
28.28%	15.43%
18.00%	18.10%
14.30%	15.00%
17.45%	16.90%
	28.31% 40.49% 28.28% 18.00% 14.30%

At September 30, 2009, the Bank and each of its banking subsidiaries exceeded the minimum levels required for adequately capitalised institutions.

Republic Bank's dividend policy is to distribute 40% to 50% of Group's net earnings to shareholders. This year however, we have elected to hold the dividend payout to the level of 2008, paying a total dividend of \$3.38, (\$543 million). This amounts to 57% of net profit. The Group's capital adequacy is well over the required 8% Tier 2 minimum and its solid capital base leaves it well positioned to accomplish future growth and expansion.

#### OUTLOOK

We are optimistic about the future. We have several strategic initiatives in train, which will unfold in the next financial year. We would be rolling out our new computer system in Barbados, which will continue to enhance efficiency. In Trinidad and Tobago, our new data warehouse and customer relationship management system will further improve our customer service levels and drive efficiencies. With our healthy balance sheet, more than sufficient liquidity and strong capital adequacy, we are well positioned to face any uncertainty that 2010 may bring.

All of the above could not have been accomplished without a strong support team. I offer my sincerest thanks to our shareholders, customers and staff and I am ever grateful to the Board for its guidance and appreciative of the continued sterling effort of Team Republic.

### SUBSIDIARIES

TRINIDAD AND TOBAGO	
REPUBLIC FINANCE AND MERCHANT BANK LIMITED  Merchant Bank	100%
REPUBLIC SECURITIES LIMITED Securities Brokerage Company	100%
LONDON STREET PROJECT COMPANY LIMITED	100%
Facilitate Financing of Property Development Projects  REPUBLIC INVESTMENTS LIMITED	100%
Investment-Management Company	
BARBADOS	
REPUBLIC BANK TRINIDAD AND TOBAGO (BARBADOS) LIMITED Offshore Bank	100%
BARBADOS NATIONAL BANK INC. Commercial Bank	65.1%
BNB FINANCE AND TRUST CORPORATION Financial Institution	65.1%
BARBADOS MORTGAGE FINANCE COMPANY LIMITED Financial Institution	65.1%
CAYMAN ISLANDS	
REPUBLIC BANK (CAYMAN) LIMITED Offshore Bank	100%
REPUBLIC INSURANCE COMPANY (CAYMAN) LIMITED Insurance Company	100%

GRENADA	
REPUBLIC BANK (GRENADA) LIMITED	51%
Commercial Bank	
GUYANA	
REPUBLIC BANK (GUYANA) LIMITED	51%
Commercial Bank	
ST. LUCIA	
REPUBLIC CARIBBEAN INVESTMENTS LIMITED	100%
Investment Company	
ATLANTIC FINANCIAL LIMITED	100%
Offshore Bank	
REPUBLIC ALPHA LIMITED	100%
International Business Company	
ASSOCIATED COMPANIES	
TRINIDAD AND TOBAGO	
INFOLINK SERVICES LIMITED	25%
Financial Transactions Switching Company	
G4S HOLDINGS (TRINIDAD) LIMITED	24.5%
Security Company	
ST. LUCIA	
EAST CARIBBEAN FINANCIAL HOLDING COMPANY LIMITED	20%
Provider of Financial Services	

**HEAD OFFICE** 

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**EXECUTIVE MANAGEMENT** 

Managing Director

DAVID J. DULAL-WHITEWAY, BSc (Mgmt. Studies), MBA, CGA

**Deputy Managing Director** 

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

**Executive Director** 

NIGEL M. BAPTISTE, BSc (Hons.) (Econ.), MSc (Econ.), A.C.I.B.

Group General Counsel/Corporate Secretary JACQUELINE H.C. QUAMINA, LLB, MA, MBA

General Manager, Commercial & Retail Banking DERWIN M. HOWELL, BSc, MSc, MBA, MIEEE, MIET, C. Eng.

General Manager, Corporate & Investment Banking
IAN R. DE SOUZA, BSc (Econ.), Dip. (Mgmt.), MBA

General Manager, Corporate Operations & Process

**Improvement** 

JOHN TANG NIAN, Dip. (Business Mgmt.)

General Manager, Group Marketing & Communications

ANNA-MARÍA GARCÍA-BROOKS, Dip. (Mass Media & Comm.), Dip.

(Business Mgmt.), MBA

General Manager, Human Resources

CHARMAINE CABALLERO, BA (Econ./Math), MBA

General Manager, Information Technology Management

ANTHONY WONG, MBA, Dip. (Mgmt.)

General Manager, Internal Audit

KAREN YIP CHUCK, BSc (Hons.) (Econ.), A.C.I.B., Dip. (Business Admin.),

MBA, CIA

General Manager, Planning & Financial Control

ANDREA TAYLOR-HANNA, F.C.C.A., CA, Dip. (Business Mgmt.)

General Manager, Risk Management GEOFFREY CLARKE, BA (Hons.) (Econ.)

General Manager, Treasury

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

General Manager, Trust & Asset Management

CHARLES A. MOUTTET, A.C.I.B.

**HEAD OFFICE DEPARTMENTS** 

**ADMINISTRATION** 

Administration Manager

SONIA HAFEEZ, Dip. (Business Mgmt.)

Assistant Manager, Administration

WENDY ANNE BOSSE, BSc (Hons.) (Mgmt. Studies), A.I.C.B.

BRANCH SUPPORT SERVICES

Manager

MARILYN PENCO

Manager, Customer Care & Shareholder Relations Unit

(Acting)

JONELLE SALINA, BSc (Mgmt. with Psychology), Dip. (Financial Mgmt.),

MBA (HR Mgmt.)

Manager, e-Support Centre, Endeavour Operations Centre

MICHELLE DURITY, BSc (Finance), A.C.I.B., Dip. (Business Mgmt.)

Senior Manager

LENNOX MULRAIN, BA, MBA, F.C.I.M.

Branch Sales Manager (Relief)

NAJETTE ABRAHAM, Dip. (Business Mgmt.)

Manager

SHAKIRA SMITH, BSc (Computer Science & Mgmt.)

Branch Sales Manager (Relief)

CHERYL PHILLIPS-CLEMENT, Dip. (Business Mgmt.)

Manager

ANTONIA DICKSON-FREDERICK, BSc (Accounting), Dip. (Bkg.)

**BUSINESS SYSTEMS & PROCESS IMPROVEMENT** 

ECONOMIC INTELLIGENCE UNIT

Senior Economist

RONALD RAMKISSOON, BSc (Hons.) (Econ.), MSc (Econ.), PhD (Agri. Econ.)

Credit Manager

FRANKLIN JEREMIAH, Dip. (Business Mgmt.)

CENTRALISED SECURITIES UNIT

CENTRALISED CREDIT UNIT

**GROUP MARKETING & COMMUNICATIONS** 

Senior Manager

LARRY OLTON, BSc (Mgmt.), MBA

Manager

ROBERT SHARPE, Dip. (Business Mgmt.)

Regional Sales Manager (North)

PAULA BALDWIN, Dip. (Business Mgmt.)

JOANNE MILFORD-WALCOTT

COMMERCIAL & RETAIL BANKING

Regional Sales Manager (East/Central/Tobago)

Manager, Group Corporate Communications

TISHA LEE, B Comm (Marketing)

Marketing Manager, Channel Management

AYANNAH MILLS, MSc (Project Mgmt.), PgD (Marketing)

Marketing Manager, Planning & Research

MARSHA O'NEAL, BSc (Sociology & Mgmt. Studies), MBA

Marketing Manager, Product Management - Retail Credit,

Commercial Lendings and Mortgages

PETER ADAM, Dip. (Business Mgmt.)

Regional Sales Manager (South)
GLORIA ANTHONY, A.C.I.B., MBA

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Project Manager, Project WINS Project Manager **LEGAL OVERSEAS OPERATIONS** MICHELLE PALMER-KEIZER, MABE, Adv. Dip. (Marketing Mgmt.) WAYNE L. REID, BSc (Civil Eng.), MSc (Constr. Eng.), M.A.P.E.T.T., M.A.S.C.E., M.C.S.C.E., M.I.F.M.A. Assistant Manager, Legal Services Manager JANELLE BERNARD, LLB (Hons.), L.E.C. KWAME HANNIBAL, BSc (Physics), MBA **HUMAN RESOURCES** Regional Manager, Investment Banking BRIAN WOO, BA (Hons.), (Operations Research), MBA (Finance) Assistant Manager, Legal Services Senior Manager PLANNING & FINANCIAL CONTROL KIMBERLY ERRIAH, LLB (Hons.), L.E.C. DENISE BOODRAM, ADHRM, MBA Regional Manager, Investment Banking RICHARD SAMMY, BSc (Hons.), (Mgmt. Studies), MBA Assistant Manager, Legal Services **Chief Accountant Industrial Relations Manager** AYANNA MC GOWAN, LLB (Hons.), L.E.C. HAMANT LALLA, F.C.C.A., MBA (Finance) STEPHANIE FINGAL, BA (Hons.) (Mgmt. and History) **INTERNAL AUDIT** Manager, Management Reporting & Planning Manager, Compensation & Benefits LOAN DELIVERY CENTRE RIAH DASS, F.C.C.A., BSc (Accounting) SHAHEEBA ADAM, Dip. (Business Mgmt.) Assistant General Manager SEEMUNGAL UTTAMSINGH, BSc (Industrial Mgmt.), Manager, Finance – Group Manager Manager, HRIS MARSHA MCLEOD-MARSHALL, F.C.C.A. Dip. (Business Mgmt.), CIA SURESH SUPERSAD, Dip. (Business Mgmt.) EMERSON DIXON, Dip. IMIS Senior Manager Assistant Manager Manager, Business Performance Management Manager, Human Resources SHANTI RAMDHANEY, MBA, F.C.I.B., Dip. (Mgmt.) GRACE WEI, BSc (Financial Services), A.C.I.B., Dip. (Business Mgmt.) VALINI RAJBALLIE, A.C.I.B ADDISON MITCHELL, BSc (Computer Science & Mgmt.) Manager, Commercial and Retail Banking, Audits HND (Computer Studies), Dip. (Computer Studies) FARINA KARIM-RAGBIR, Dip. (Business Mgmt.) OPERATIONAL RISK **PREMISES** Manager, Manpower Planning ANNELEISE THOMAS, BSc (Sociology with HR Mgmt.) Manager, Commercial and Retail Banking, Audits Senior Manager Premises Manager HAMIDA LENNARD, Dip. (Business Mgmt.) ANTHONY C. SUBERO, LIDPM, Dip. (Business Mgmt.) MARK BISHOP, B Eng. (Civil Eng.), Dip. (Business Mgmt.) Manager, Training & Organisational Development CORRINE BROWN, BSc (General), MBA Manager, Corporate Activities, Audits Manager, Business Continuity Planning Assistant Manager MICHAEL WALCOTT, BA (Accounting) KAMAL SONNYLAL, CBCP MARVIN SINANAN, BSc (Civil Eng.) INVESTMENT BANKING Manager, Finance Audits Manager, Corporate Security JOY INNISS, F.C.C.A. RISK MANAGEMENT TERRENCE A.M. BUTCHER, Dip. (CFAFD) Senior Manager, Project Financing PETER FORDE, BSc (Civil Eng.). MSc (Constr. Eng. & Mgmt.), Dip. (Pub. Manager, IT Audit Manager, IT Security Senior Credit Manager WAYNE GOMES, Dip. (Business Mgmt.) Admin.), M.A.S.C.E., M.A.P.E. (Reg. Eng.) VIJAI RAGOONANAN, CA, BSc (Mgmt. Studies), MSc (Acct.) ADESH RAMPAT, BSc (Electronics Eng.), PgD (MIS) Manager, Project Financing Manager, Professional Practices Manager, IT Security Credit Manager VALERIE KELSICK, BSc (Civil Eng.), MBA (Finance & Int. Business), YUKLIN JONES, Dip. (Business Mgmt.) BRIAN KESHWAH, BSc (Computing) DENNIS KURBANALI, A.C.I.B., MBA M.A.P.E.T.T. (Reg. Eng.) Credit Manager

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LISA MARIA PARMASSAR-BAIN, BSc (Econ. with Acct.), MBA

SPECIAL PROJECTS	Manager	Manager, Finance	CORPORATE BUSINESS CENTRE - NORTH
	CHARLOTTE SAHADEO-BELLEMARE, BA (French & Spanish),	BRENDON HOWELL, BSc (Hons.) (Acct.), CFA	
Manager, Project Management Office	Dip. (Marketing), Dip. (Bkg.), Dip. (Business. Mgmt.)		Regional Corporate Manager
ARLENE COZIER, Dip. (Bkg.), Dip. (Bus. Mgmt.)		Manager, Investments	ESSAHAI MOHAMMED
	INTERNATION PROTUNOS O CUMANA CENTRAT	STEVE ROBERTS, BSc (Hons.) (Mgmt. Studies)	
Manager	INFORMATION TECHNOLOGY MANAGEMENT		Senior Corporate Manager, Government & Energy
WILMA WILLIAMS, A.L.L.C., Dip. (Marketing). Dip. (Bkg.)	DIVISION	Manager, Investments	ANTHONY JORDAN, BSc (Mgmt. Studies), A.C.I.B., MBA
		GISELLE BUSBY, BSc (Mgmt. Studies)	
Manager	Senior Manager, Technology Advancement	M	Corporate Manager, Trade Finance
JUDITH PUNCH-WAFE, A.C.C.A., Dip. (Business Mgmt.), Dip. (HR Mgmt.)	DENYSE RAMNARINE, BSc (Computer Science & Physics),	Manager, Trust Services	MARIO AFFONSO, Dip. (Business Mgmt.)
	MSc (Telecom.), Dip. (Business Mgmt.)	DESMOND MARK, Dip. (Business Mgmt.)	
ODE CLAILICE OFFICE		M III D	Corporate Manager
SPECIALIST OFFICES	Senior Manager, Technology Delivery	Manager, IT Projects	DEREK MOHAMMED, Dip. (Business Mgmt.), A.C.I.B.
CDEDVE CARD CENTER	ALDRIN RAMGOOLAM, BSc (Computer Science), Dip. (Business Mgmt.)	SAVITA VISHNU, Dip. (Business Mgmt.) C.I.S.A.	
CREDIT CARD CENTRE	M I C I D I O D I M		Corporate Manager
	Manager, Information Reporting & Data Management	Operations Manager	AMRAL KHAN, BSc (Hons.) (Mgmt. Studies), Dip. (Business Mgmt.)
Assistant General Manager, Card Business	LANA RAMROOP, BSc (Electrical & Computer Eng.)	SABATRY RAMNATH, BSc (Hons.) (Computing)	6 W
ROBERT CAMPS	Managan End Han Camina		Corporate Manager
0 M	Manager, End User Services	CORPORATE BUSINESS CENTRES	JEAN MOHAMMED
Operations Manager	ROY LOGIE, BSc (Electrical & Computer Eng.), MSc (Computer Science)	CORPORATE BUSINESS CENTRES	C W
SANDRA BAHADURSINGH, Dip. (Business Mgmt.)	Managar Project Evenution	CORPORATE BUSINESS CENTRE – EAST	Corporate Manager
During Manager Chin Coul Associate /Leading During	Manager, Project Execution	CORPORATE BUSINESS CENTRE - EAST	KAREN TOM YEW, BSc (Mgmt.), MBA (Finance)
Project Manager, Chip Card Acquiring/Issuing Project	MARLON PERSAD, BSc (Computer Science), MSc (Computer Science)	Designal Compute Manager	C W
SANDRA DOPSON, Dip. (Business Mgmt.)	Managar Infrastructura	Regional Corporate Manager	Corporate Manager
	Manager, Infrastructure	SHRI BABALL, Dip. (Business Mgmt.)	KENNETH SEBRO, MBA
	MICHAEL BISSRAM, Dip. (Business Mgmt.)	Corporate Manager	Cuadis Managas
EODEICN EVOLIANCE CENTRE (EODEV) (CROLID	Manager, Technology Deployment	KIMLAN COCKBURN, A.I.B.F.	Credit Manager
FOREIGN EXCHANGE CENTRE (FOREX)/GROUP TREASURY	DARRYL HEADLEY, BSc (Computing)	KINILAN GOCKDOKN, A.I.B.F.	WENDY SPENCER
IREASURI	DARKIL HEADLEI, BSC (Computing)	Credit Manager	Cradit Managar
Managar Earsign Eyehanga 9 Dealing	Manager, Production Support	ANDREA KURBANALI, Dip. (Financial Mgmt.)	Credit Manager
Manager, Foreign Exchange & Dealing	JUDY DHORAY, BSc (Math/Computer Science), MSc (Computer Science),	ANDICA KOIDANALI, DIP. (Financiai Mgini.)	JIMMY CEDENO, BSc (Mgmt. Studies), MBA
COURTNEY BUCKRADEE, Dip. (Business Mgmt.)		Credit Manager	
Managar Manay Market	MBA	RAWLSTON SINGH, Dip. (Bkg.)	CORPORATE BUSINESS CENTRE – SOUTH/CENTRAL
Manager, Money Market DAVID ROBINSON, BA		TATVESTON SHVOIT, Dip. (bkg.)	CORPORATE BUSINESS CENTRE - SOUTH/ CENTRAL
DAVID ROBINSON, BA	TRUST & ASSET MANAGEMENT DIVISION		Regional Corporate Manager
Managar Latin America Investments	TROST & ABSET WARMANDENIEWT DIVISION		FRANCIS RODRIGUES, Dip. (Business Mgmt.)
Manager, Latin America Investments BALDATH RAMKISSOON, BSc (Mgmt.), MBA	Manager, Finance		Products Robinsons, pip. (Business Mgmt.)
DI LLDI III I I II III III III III III I	ENA DALCHAN-MAHABIR, A.C.C.A.		Corporate Manager
	Lar Dimonia and management.		CHANDRA GHURAN, Dip. (Bkg.), Dip. (Business Mgmt.), MBA
			GILAINDINA GITONAIN, DIP. (BKg.), DIP. (BUSINESS Mgmt.), MBA

Corporate Manager **Gulf View** Promenade Centre RAMISH MAHARAJ, A.C.I.B., Dip. (Business Mgmt.), MBA ROOPMIN RAMKISSOON-RAMDEO, A.C.I.B. CLEOPATRA JOSEPH-CHARLES, Dip. (Business Mgmt.) Sangre Grande Corporate Manager Harris Promenade KRISHENDATH RAMOUTAR, F.C.C.A., CA, BSc (Hons.) (Mgmt. WENDY ANN JOSEPH, Dip. (Business Mgmt.), A.I.C.B., MBA INDAR CADAN, Dip. (Business Mgmt.) Studies) High Street San Juan Corporate Manager **FAROOK HOSEIN** DAVE MANSINGH, A.C.I.B., Dip. (Bkg.) PARBATIE KHAN, A.C.I.B., Dip. (Business Mgmt.), MBA Siparia/Fyzabad Independence Square HILTON HYLAND, Dip. (Business Mgmt.), MBA Credit Manager TARAWATIE MOHAMMED IAN LEONARD, BSc (Hons.) (Mgmt. Studies) Assistant Manager, Independence Square Area Manager, Tobago Credit Manager CHRISTOPHER EUGENE, Dip. (Business Mgmt.) ALLISON COOPER, Dip. (Business Mgmt.) DAVI SAMAROO-SINGH, BSc (Econ.) Long Circular Mall Tobago WENDY HAY-MC LETCHIE, Dip. (Business Mgmt.) RICHARD MC LETCHIE, Dip. (Financial Mgmt.) **BRANCH SALES NETWORK** Marabella Tragarete Road **BRANCH SALES MANAGER** FRANCISCO HERNANDEZ RHONDA JOSEPH-WALTERS, Dip. (Bkg.) Arima Mayaro/Rio Claro Trincity SHEDLEY BRANCHE, BSc (Hons.) (Mgmt.), MBA JEMMA PERSAD, Dip. (Bkg.) SUSAN WILLIAMS, Dip. (Business Mgmt.) Centre City, Chaguanas Park Street/Belmont/Hilton Tunapuna INDRANI RAMKUMAR, Dip. (Business Mgmt.) SUSAN TORRY, BSc (Hons.) (Industrial Mgmt.), A.C.I.B., FEROZA KHAN-ABDUL, Dip. (Bkg.), Dip. (Business Mgmt.) Dip. (Business Mgmt.) Cipero Street U.W.I. **GABRIELLE ROOKS** Penal SHANTIE RAMOUTAR, A.C.I.B. NIRMALA SEETARAM-HARRILAL, Dip. (Bkg.) Couva Valpark/Grand Bazaar DIANE RAGHOO Pointe-a-Pierre LYSTRA DALY, Dip. (Business Mgmt.) VLADIMIR RAMPERSAD, Dip. (Financial Mgmt.) Diego Martin/Glencoe Westmall/Crews inn JENNIFER GANESS, Dip. (Business Mgmt.) ERTHA DE SOUZA, Dip. (Mgmt.) Point Fortin

JEMMA RAMPERSAD

ANNETTE WATTIE, A.C.I.B., Dip. (Business Mgmt.)

Princes Town

Ellerslie Court

BRAD TOM YEW, BSc (Marketing), MBA (Finance)

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Woodbrook

ISELDA RICHARDS



### Subsidiaries Trinidad & Tobago

Republic Securities Limited, formerly Reliance Stockbrokers Limited, was incorporated in Trinidad and Tobago on May 7, 1979. The Company is a member of the Trinidad and Tobago Stock Exchange Limited and is registered with the Trinidad and Tobago Securities and Exchange Commission. The Company became a wholly-owned subsidiary of Republic Bank Limited in February 2004. Republic Securities Limited is a full service stock brokerage firm which trades on the local stock exchange and via intermediaries on the regional and international stock markets. It specialises in financial planning, portfolio management and retirement planning.

#### **REGISTERED OFFICE**

2nd Floor, Promenade Centre72 Independence SquarePort of SpainTrinidad and Tobago, West Indies

Telephone: (868)-623-0435

Fax: (868)-623-0441

E-mail: rslinfo@republictt.com Website: www.rsltt.com

#### **DIRECTORS**

Chairman

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

Chief Executive Officer

GODFREY GOSEIN, BSc (Ind. Mgmt.), MBA

RICHARD LEWIS, BA (Admin.)

WILLIAM H. PIERPONT-SCOTT, F.C.C.A., CA

 $ROOPNARINE\ OUMADE\ SINGH, \ {\tt BSc}\ ({\tt Econ.}), \ {\tt MSc}\ ({\tt Econ.}), \ {\tt MBA}$ 

JACQUELINE H.C. QUAMINA, LLB, M.A., MBA

#### PRINCIPAL OFFICERS

Stockbroker

GODFREY GOSEIN, BSc (Ind. Mgmt.), MBA

Trader

JUDY INNISS-BERNARD

Godfrey Gosein

# Republic Securities Limited



### Subsidiaries Grenada

Republic Bank (Grenada) Limited was incorporated October 12, 1979. It is well represented in Grenada with eight branches and ten ATMs dispersed across the tri-island state and continues to maintain leading market share position for deposits.

The Bank recorded another successful year of operations in 2009 with a profit of EC\$8.679 million after tax for the financial year ended September 30, 2009.

#### REGISTERED OFFICE

Republic House P.O. Box 857 **Grand Anse** St. George Grenada, West Indies

Telephone: (473)-444-BANK (2265)

Fax: (473)-444-5501

SWIFT ADDRESS: NCBGGDGD E-mail: info@republicgrenada.com Website: www.republicgrenada.com

#### **DIRECTORS**

Chairman

RONALD F. DEC. HARFORD, F.C.I.B., F.I.B.A.F., F.C.A.B.F.I.

**Managing Director** 

KEITH A. JOHNSON, ACIB, BSc (Acct.) (Dist.), MBA (Dist.)

NIGEL M. BAPTISTE, BSc (Econ.), MSc (Econ.), A.C.I.B. IAN R. DE SOUZA, BSc (Econ.) Dip. (Mgmt.) MBA GREGORY I. THOMSON, BSc (Math & Physics), MBA

MARGARET A. BLACKBURN, LLB (Hons.) LEON D. CHARLES, BSc (Agri. Mgmt.), MBA

HUGH D. DOLLAND ISABEL S. V. SLINGER NIGEL A. JOHN

**Corporate Secretary** 

KIMBERLY G. ERRIAH, LLB (Hons.), L.E.C.

#### PRINCIPAL OFFICERS

Managing Director

KEITH A. JOHNSON, ACIB, BSc (Acct.) (Dist.), MBA (Dist.)

General Manager, Credit

ANTHONY P.S. CLERK, Dip (Bkg.), Dip. (Business Mgmt.), MBA

General Manager, Operations

DONNA L.Y. LANDER, F.I.C.B., MBA (HR Mgmt.)

Donna L.Y. Lander Keith A. Johnson

Republic Bank (Grenada) Limited



### Subsidiaries Barbados

The Barbados National Bank (BNB), established by an Act of Parliament on March 20, 1978, was reincorporated as a limited liability company as Barbados National Bank Inc., on November 14, 2000.

The BNB Group includes two subsidiaries – Barbados Mortgage Finance Company Limited, a designated mortgage provider to low and middle income earners, and BNB Finance and Trust Corporation, which manages the BNB family of mutual funds, provides project financing, pension management, stock brokerage and capital market activity.

In the Barbados banking industry, BNB remains the largest lender, is the leader in profitability and has a staff complement in excess of 550.

#### REGISTERED OFFICE

Independence Square Bridgetown

Barbados, West Indies

Telephone: (246)-431-5999

Fax: (246)-429-2606 Swift: BNBABBBB

E-mail: info@bnbbarbados.com Website: www.bnbbarbados.com

#### **DIRECTORS**

Chairman

RONALD F. DEC. HARFORD, F.C.I.B., F.I.B.A.F., F.C.A.B.F.I.

Managing Director & Chief Executive Officer

ROBERT L. LE HUNTE, BA (Econ.), MSc (Acct.), CA, MBA

IAN ST. C. CARRINGTON, F.C.G.A., MPA

DAVID J. DULAL WHITEWAY, BSc (Mgmt. Studies), MBA, CGA

JOSEPH N. GODDARD, MA, F.C.A., J.P

KENNETH R. HEWITT, CBE, B Comm, CA

ANTHONY C. HOYOS, F.C.C.A., CPA

G. ANTHONY KING, BSc (Hons.), CITP

WILLIAM DEC. LAYNE, BA, CMA, A.C.I.S.. F.C.A.

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

PETER~G.~SYMMONDS,~Q.C., LLB, (UWI), LLM (Lond.), J.P.

RALPH S. DEC. WILLIAMS, GCM, BSc (Elec. Eng.), M.A.B.A.P.E.

#### PRINCIPAL OFFICERS

General Manager, Retail Banking

ESTHER M. PILE, BA, MSc

General Manager, Corporate & Commercial Credit

SEAN HUSAIN, BSc (Econ.), MSc

Corporate Controller

PARASRAM VICKY SALICKRAM, CA, F.C.C.A.

Corporate Secretary/General Counsel SASHA SHILLINGFORD, CLE, LLB, MBA

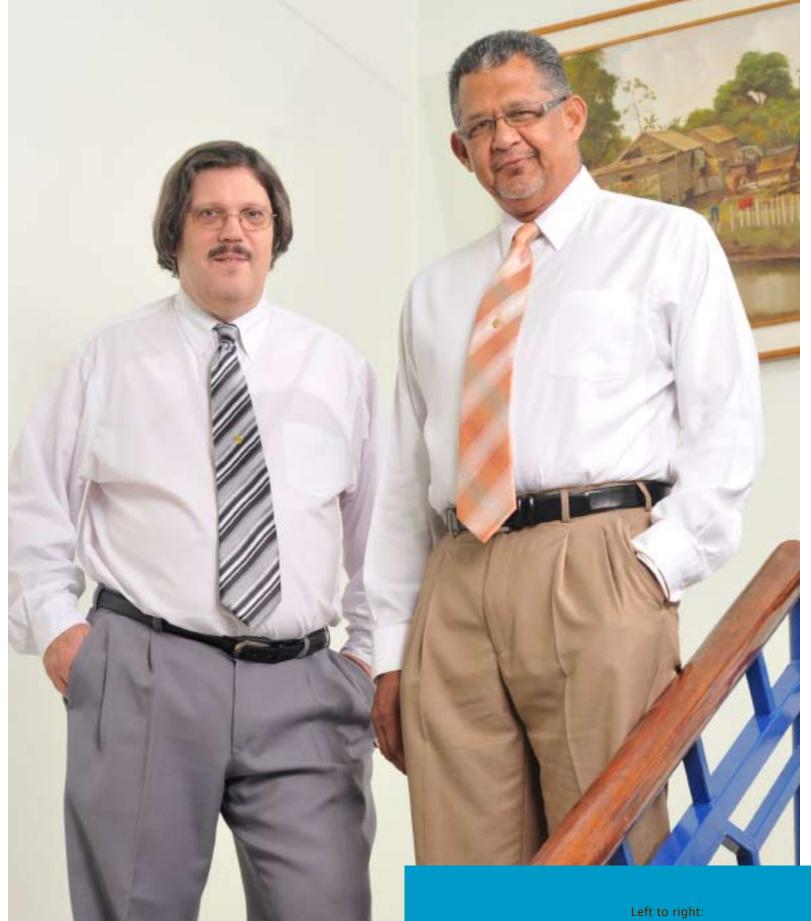
General Manager, BNB Finance & Trust Corporation CHERYLL-ANN WILSON DRAKES, BSc (Mgmt. Studies), MBA, CFA

Senior Manager, Barbados Mortgage Finance Co. Ltd.

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WAVNEY NICHOLLS, BA EMBA, A.C.I.C.

## Barbados National Bank Inc.



### Subsidiaries Guyana

Republic Bank (Guyana) Limited, established in 1836, continues its proud tradition of leadership in quality banking service in Guyana's banking sector.

A newly constructed branch at Anna Regina was commissioned August 22, 2009, following a June 1, 2009, opening to customers, offering more modern premises and new banking services to Essequibo Coast customers.

The Bank introduced the Republic Visa OneCard – a first for Guyana and the Republic Group, giving customers global access to their accounts. Customer satisfaction through innovation remains our focus as we continue to make significant contributions to Guyana's development, particularly for the young and differently able.

#### REGISTERED OFFICE

Republic Bank (Guyana) Limited Promenade Court 155-156 New Market Street North Cummingsburg Georgetown, Guyana

Telephone: (592)-223-7938-49

Fax: (592)-233-5007 SWIFT: RBGL GYGG

E-mail: email@republicguyana.com Webite: www.republicguyana.com

#### **DIRECTORS**

Chairman

DAVID J. DULAL-WHITEWAY, BSc (Mgmt. Studies), MBA, CGA

**Managing Director** 

EDWIN H. GOODING, B Comm, Executive MBA

Executive Director/Corporate Secretary JOHN N. ALVES, F.I.C.B.

WILLIAM H. PIERPONT-SCOTT, F.C.C.A., CA ROY E. CHEONG, A.A., F.C.I.I., F.L.M.I., C.L.U.

NIGEL M. BAPTISTE, BSc (Hons.)(Econ.), MSc (Econ.), A.C.I.B.

JOHN G. CARPENTER, BSc (Food Sciences)

RICHARD I. VASCONCELLOS

DERWIN M. HOWELL, BSc, MSc, MBA, MIEEE, MIET, C. Eng. YOLANDE FOO, A.I.C.B.

#### PRINCIPAL OFFICERS

Managing Director

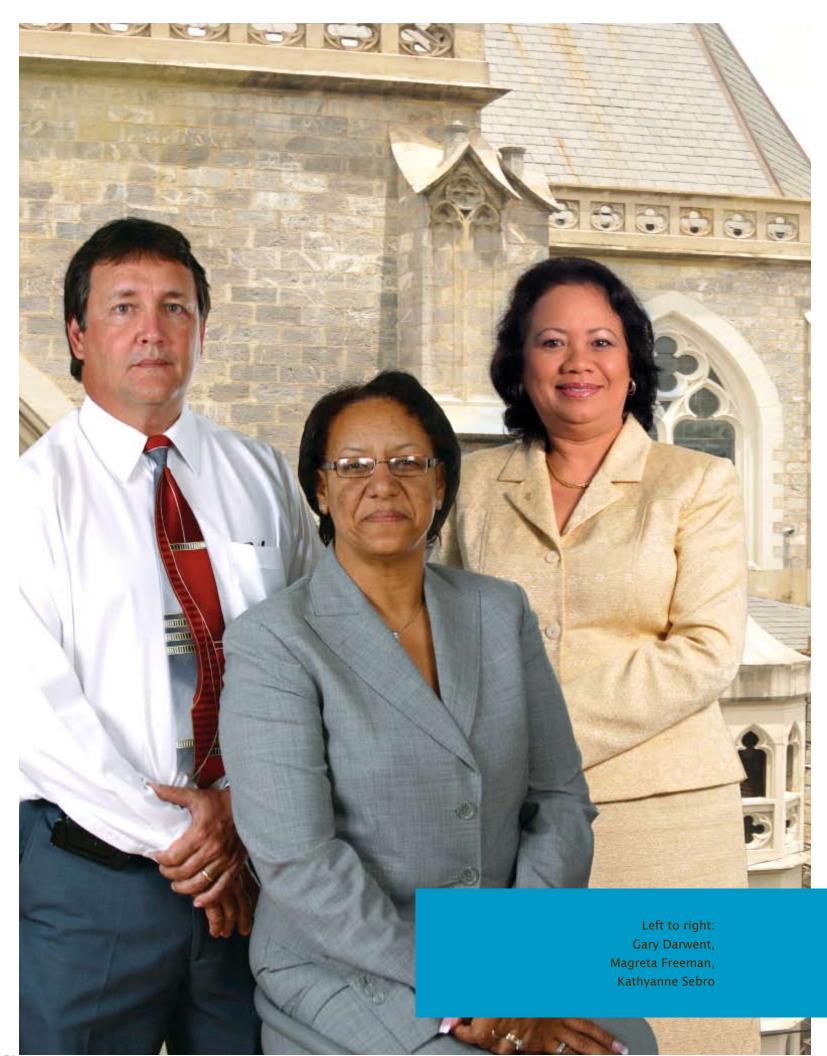
EDWIN H. GOODING, B Comm, Executive MBA

General Manager, Credit JOHN N. ALVES, F.I.C.B.

Senior Manager, Corporate & Management Services PATRICIA PLUMMER, F.I.C.B.

Left to right: John N. Alves, Edwin H. Gooding

Republic Bank (Guyana) Limited



### Subsidiaries Cayman

Republic Bank (Cayman) Limited is a private bank, offering a comprehensive wealth management service to clients in the Caribbean Region and beyond. This service includes banking in most major currencies, investment management, and formation of private investment holding companies and trustee services.

Republic Bank (Cayman) Limited continues to be a strong contributor to the Group profits and allows the network to offer a full range of Offshore Wealth Management Services to its clients.

#### PRINCIPAL OFFICE

P.O. Box 2004 Sagicor House North Church Street George Town Cayman Islands

Telephone: (345)-949-7844

Fax: (345)-949-2795

#### **DIRECTORS**

Managing Director
GARY DARWENT, BBA, A.C.I.B., Dip. (Business Mgmt.)

ERIC CRUTCHLEY, MBE, A.C.I.B.

DAVID J. DULAL-WHITEWAY, BSc (Mgmt. Studies), MBA, CGA

JOHN FLEMING, A.C.I.B.

CHRISTOPHER GUNBY, F.C.I.B.

DARRYL MYERS, Attorney-at-law

 $ROOPNARINE\ OUMADE\ SINGH,\ {\tt BSc}\ ({\tt Econ.}),\ {\tt MSc}\ ({\tt Econ.}),\ {\tt MBA}$ 

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

#### PRINCIPAL OFFICERS

Managing Director

GARY DARWENT, BBA, A.C.I.B., Dip. (Business Mgmt.)

Trinidad Representative

KATHYANNE SEBRO, Dip. (Business Mgmt.)

Banking Manager

MAGRETA FREEMAN

#### TRINIDAD REPRESENTATIVE OFFICE

59 Independence Square

Port of Spain

Trinidad & Tobago

Telephone: (868)-625-3617 ext. 2283

Fax: (868)-627-2951

Republic Bank (Cayman) Limited



Republic Bank strives to embody the ideals that make each of us human. On this quest, the most ardently pursued ideal is compassion. This ideal is manifested in Republic Bank's local and regional investment in caring for the elderly, supporting the socially disadvantaged; providing opportunities for the youth and facilities for the differently able.

Over the past year, Republic Bank has worked with members of the NGO and CBO sectors to bring about positive change. With the aim of providing the opportunity and the means for advancement and a more dignified quality of life, the Bank has aligned itself with organisations like the Dyslexia Association of Trinidad and Tobago, the Autistic Society of Trinidad and Tobago, the National Centre for Persons with Disabilities, Christ Child Convalescent Home, Simeanna Home for the Elderly and the Loveuntil Foundation.

Through a vibrant partnership with the Trinidad and Tobago Cancer Society, the Bank has also made a difference through the Republic Bank Mobile Cancer Screening Medi-Coaches and Bus as well as through the construction of Vitas House, a home that provides palliative care for cancer patients.

As a Caribbean Bank, Republic's drive to raise the standard of corporate social investment ultimately raises the standard of life in communities across the region. This drive also allows the Bank to demonstrate the Power to Care.

"Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around."

Leo F. Buscaglia



Engaging young achievers, stoking their potential, helping them craft big visions for themselves and facilitating the means by which they can achieve their goals, this is how Republic Bank has ignited the Power to Learn within young people. Over the past six years, our youth-oriented programmes and initiatives have gained both Caribbean and international recognition, while empowering individuals and communities in the countries that we serve.

In July 2009, Republe Bank's Power to Make a Difference Programme received the Stevie Award for being adjudged the Most Outstanding CSR Programme in South America by the International Business Awards.

Through the Republic Bank RightStart Pan Minors Music Literacy Scholarship Programme, the Republic Bank Agri-Science Competition and the latest addition, the Republic Bank Baal Vikaas Vihaar Festival, Republic Bank ensures that young people have a solid educational and cultural foundation upon which to build the future.

Close collaboration with proactive organisations such as the Butler Institute of Learning and Labour, the Cotton Tree Foundation and the Adult Literacy Tutors Association of Trinidad and Tobago, has been another strategic move for the Bank. By these partnerships, we support empowerment and the achievement of goals through education.

We understand that the will to grow and achieve is present in young people across Trinidad and Tobago and the wider Caribbean. We also recognise our role in helping them to cultivate that will, to ensure that they bring their goals to fruition.

"You cannot teach a man anything; you can only help him find it within himself."

Galileo



The promise to be our brother's keeper is a commitment to unlock the highest potential that lies within each of us. This promise forms the core of the Power to Help and drives Republic Bank's embrace of the wider interests and needs of those who are visibly differently able and those with hidden disabilities.

In the first year of this new phase of the Power to Make A Difference, Republic Bank has invested over \$4 million to champion the cause of the differently able. Working with many non-governmental and charitable organisations such as, the Autistic Society of Trinidad and Tobago, the Life Centre, the National Centre for Persons with Disabilities, the Dyslexia Association of Trinidad and Tobago and the Lady Hochoy School in Arima, Republic Bank wages a campaign to increase awareness and to sensitise the public to the various disability issues in our communities.

Recognising that these needs span a range of areas, Republic Bank recently took the initiative to form an advisory panel comprising some of the top local minds in the psychological, physiological and medical fields. These experts provide the Bank with insight into some of the problems faced by the differently able, as well as viable options for addressing these problems in ways which can truly make a difference.

"To believe in men is the first step towards helping them."  $\,$ 

Anon.



Working with our communities, we are building a bridge to future success. In our quest to embolden a rising class of future leaders we have made strides in youth development through sport and business development.

Republic Bank has worked with the local business community as well as the University of the West Indies and Youth Business of Trinidad and Tobago to offer opportunities to future entrepreneurs and business persons in the areas of education and endowment. The Republic Bank Youth Link Apprenticeship Programme and the UWI World of Work Programme have enjoyed significant success in giving over 200,000 young adults some of the tools and skill sets necessary to succeed in the business world.

In sport we empower aspiring sports enthusiasts by facilitating such annual favourites as the Republic Bank RightStart Chaguaramas Junior Golf Clinics and Tournaments; the Republic Bank RightStart Cup Youth Football Camps and Tournament and the Republic Bank Basketball and Netball Leagues. Through these activities Republic Bank has cumulatively engaged the minds and bodies of over 100,000 young persons in Trinidad and Tobago alone.

The successes, of which we remain proud, are celebrated in the long-lasting relationships, which span generations, with the people of Trinidad and Tobago.

"Men are born to succeed, not fail."



For over 171 years, Republic Bank's success has been built on serving the needs of our customers, shareholders, staff and the communities with which we share our future. Even amid the current global economic slowdown, Republic Bank remains unsurpassed as the financial institution of choice for all our stakeholders by identifying with people across the Caribbean and continually employing creative and effective means to serve their financial, commercial and social needs.

In a groundbreaking move in 2003, Republic Bank took the drive to address social needs to an unprecedented level. That year, we launched our five-year, \$40 million dollar social investment initiative: The Power to Make A Difference.

In the programme's initial phase, which spanned 2003-2008, Republic Bank invested TT\$52 million overall, with \$25.4 million invested in youth empowerment; \$19.9 million invested in programmes which sought to improve healthcare and alleviate poverty; and \$6.7 million in activities to build the entrepreneurial spirit among the young people of Trinidad and Tobago and to cultivate the business leaders of tomorrow.

Having successfully completed this initial chapter, we launched a new era of the Power to Make a Difference. During this second tranche, which spans the period 2009-2013, we shall invest \$100 million, as we renew our focus on poverty alleviation, youth development and healthcare for the sick and elderly. In this new era, the Bank and our employees champion the cause of the differently able in Trinidad and Tobago, Grenada, Guyana and Barbados.

Using the Power to Make a Difference as a groundbreaking social investment model, Republic Bank has raised the bar for social responsibility and proved that the benefit of meaningful community service is a better and brighter future for us all.

"You must be the change you wish to see in the world."

Mahatma Gandhi

power to make a difference

### Corporate Governance

#### INTRODUCTION

Republic Bank Limited is committed to maintaining the highest standards of corporate governance. To this end, we continuously monitor and update as necessary our internal systems, in order to ensure our standards reflect best international practice while tailored to the specific needs of the Bank.

The Board of Directors exercises leadership, enterprise, integrity and good judgement in directing the Bank to achieve continuing prosperity. It will act in the best interests of the Bank, guided by a philosophy that is based on transparency, accountability and responsibility.

The Board provides entrepreneurial leadership to the Bank within a framework of prudent and effective controls, which enables risk to be assessed and managed. It sets the Bank's strategic aims, ensuring that the necessary financial and human resources are in place for it to meet its objectives and review management performance. The Bank's values and standards are set to ensure that obligations to its shareholders and other stakeholders are met.

The Board is responsible for:

- oversight of the Bank, including its control and accountability systems
- appointing and removing Directors and members of senior management
- formulation of policy
- input into and final approval of management's development of corporate strategy and performance objectives
- reviewing and ratifying systems of risk management and internal compliance and control, codes of conduct and legal compliance
- monitoring senior management's performance and implementation of strategy and ensuring appropriate resources are available
- approving and monitoring the progress of major capital

- expenditure, capital management and acquisitions and divestitures
- approving and monitoring financial and other reporting
- approving credit facilities

Our Board of Directors is currently made up of fourteen (14) Directors, eleven (11) of whom are Non-Executive Directors and three (3) are Executive Directors. This balance of Non-Executive Directors to Executive Directors ensures that the Board is able to exercise independent judgement with sufficient management information to enable proper and objective assessment of corporate affairs. The Non-Executive Directors reflect a diverse cross-section of the professional and business community and are all highly respected, independent individuals with a wealth of experience in their respective fields. Discussion at Board meetings is therefore rich with the combined wisdom of the individuals, as well as reflective of their varied cultural and religious backgrounds.

The Executive Directors ensure that at Board meetings, Directors have access to the best possible banking, management and financial advice during their deliberations. Each Executive Director has his own particular strength reflective of his professional experience, and this ensures the Board has a clear perspective on all matters on which decisions are required. Careful planning and a commitment to ensuring there is always an excellent group of managers to maintain continuity and seamless succession, has always been a priority of the Board.

The Board of Directors meets formally every month, while special Board meetings are called as the need arises. The Managing Director has explicit authorities and responsibilities that are documented and approved by the Board of Directors and reviewed as and when necessary.

At the Annual Meeting, one-third of the Directors retire and may offer themselves for re-election. At the upcoming

Annual Meeting, George Leonard Lewis, Russell Martineau, Gregory Thomson and Marjorie Thorpe retire from the Board by rotation and being eligible, have offered themselves for re-election. On January 2, 2009, Christian Mouttet filled the vacancy created by the retirement of William Aguiton. In accordance with the Company's By-law, Mr. Mouttet will retire from the Board and being eligible, has offered himself for re-election. Mr. Aguiton retired after eleven years in December, 2008. On October 15, 2009, William H. Pierpont Scott filled the vacancy created by the resignation of Dr. Bhoendradatt Tewarie. In accordance with the Company's By-law, Mr. Scott will also retire from the Board and being eligible, has offered himself for reelection. Dr. Tewarie tendered his resignation in June this year after serving on the Board for a period of twelve years.

The Board of Directors has access to the advice of the Group General Counsel/Corporate Secretary, as well as the Bank's external counsel, including advice on any matter concerning his or her role as a Director.

The Board of Directors complies with the Model Code for Securities Transaction by Insiders of Listed Companies issued by the Trinidad and Tobago Stock Exchange Limited. Strict guidelines are provided by the Bank for the occasions when it may be perceived that Directors have special knowledge, and dealing in the Bank's shares is prohibited. The purchase or sale of shares by an insider requires the prior written consent of the Corporate Secretary, and transactions are tabled for the information of the Board of Directors.

The Bank's strategies, policies, agreed management performance criteria and business plans are defined and measurable in a manner, which is precise and tangible both to the Board and management. The Bank's affairs are subject to comprehensive assessment against accurate and relevant information, both financial and non-financial as appropriate, obtainable from the Bank's internal reporting

systems as well as external sources, so that an informed assessment can be made of issues facing the Board. To this end, the following committees have been established:

#### CREDIT COMMITTEE

This Committee meets twice monthly, or as necessary, to approve or decline credit proposals over the limit of the Executive Directors and on the classification of accounts and we advise that eighteen (18) such meetings were scheduled for the fiscal year.

#### THE COMMITTEE COMPRISES:

- Two (2) Executive Directors
- Three (3) Non-Executive Directors, one of whom shall be the Chairman of the Bank and who shall also be the Chairman of the Committee provided he is able to attend and the other two members selected from the following Panel:-
  - Terrence W. Farrell
  - George Leonard Lewis
  - William P. Lucie-Smith
  - Christian E. Mouttet
  - Stephen Pollard
  - Dr. Chandrabhan Sharma
  - Dr. Marjorie Thorpe

#### **AUDIT COMMITTEE**

This Committee meets quarterly to review the financial reporting process, the system of internal control, management of financial risks, the audit process, the Bank's process for monitoring compliance with laws and regulations and its own code of business. Four (4) meetings were held to deal with these matters.

### Corporate Governance

### Financial Reporting Requirements

#### THE COMMITTEE COMPRISES:

- William P. Lucie-Smith Chairman
- Bernard S. Dulal-Whiteway
- George Leonard Lewis
- Russell Martineau
- William H. Pierpont Scott

#### THE COMMITTEE COMPRISES:

- George Leonard Lewis Chairman
- Terrence W. Farrell
- Stephen Pollard
- Dr. Chandrabhan Sharma
- Two (2) Executive Directors

#### GOVERNANCE AND COMPENSATION COMMITTEE

This Committee is responsible for reviewing the compensation package for all categories of staff, establishing formal and transparent procedures for the selection of Executive and Non-Executive Directors, addressing issues which from time to time may emerge, having implications for the good governance within the Group and meets as the need arises.

#### THE COMMITTEE COMPRISES:

- Ronald F. deC. Harford Chairman
- Russell Martineau
- Christian Mouttet
- William H. Pierpont Scott
- Dr. Marjorie Thorpe
- The Managing Director
- The Deputy Managing Director

#### OTHER RISKS COMMITTEE

This Committee meets quarterly to review policies and procedures and ensures that the Bank is not exposed to unnecessary risk with respect to its operations in IT, Operational Risk, Trust and Asset Management, Asset Liability Management and Credit Card Operations. Four (4) such meetings were held for the fiscal year.

The Directors of Republic Bank Limited are responsible for the preparation and fair presentation of the financial statements and other financial information contained in this Annual Report. The accompanying financial statements have been prepared in conformity with International Financial Reporting Standards. Where amounts are based on estimates and judgements, these represent the best estimate and judgement of the Directors.

#### GENERAL RESPONSIBILITIES INCLUDE:

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

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

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

The system of internal control is further supported by a professional staff of internal auditors who conduct periodic audits of all aspects of the Group's operations. External auditors have full and free access to and meet periodically with the Audit Committee to discuss their audit and findings as to the integrity of the Group's accounting and financial reporting and the adequacy of the system of internal controls.

SIGNED ON BEHALF OF THE BOARD

Smile Hand

RONALD F. DEC. HARFORD

Chairman

November 6, 2009

Republic Bank Limited

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