







Government of the Republic of Trinidad and Tobago

State Enterprises Investment Programme

A People-Centred Approach: Investing in Communities, Transforming the Economy and Securing a Sustainable Future.



2027



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PREFACE

According to the International Monetary Fund, World Economic Outlook Update, the global economy appeared to have stabilized in early 2026 compared to 2025. Global growth is projected at 3.0 percent for 2026 and 3.4 percent for 2027, broadly unchanged but geopolitical volatility quickly picked up as the Iran war shock is weighing on energy importers and vulnerable economies, while AI-driven demand is lifting countries integrated into the global technology value chain. If geopolitical tensions remain at bay, the economy should show signs of recovery with an expansion of output by 3.4 percent in 2027[1]. Global inflation is projected to increase, inching up to 4.4 per cent in 2026, as imposed US tariffs took effect.

Locally, the economy experienced a marginal increase of 0.1 percent (year-on-year) in its real gross domestic product (GDP) in the third quarter of 2025. This increase was as a result of favourable growth (3.4 percent) in the energy sector but a decline (-1.1 percent) in non-energy sector output. It is worth noting that although Trinidad and Tobago is equipped with financial buffers such as reserve holdings to mitigate negative economic effects resulting from a prolonged war in Iran, the combined effect of all positive and negative factors remain uncertain.

The Central Bank of Trinidad and Tobago (CBTT) in its May 2026 publication of the Monetary Policy Report noted that headline inflation reduced incrementally to 0.4 percent in April 2026 (year-on-year) from 0.5 percent in November 2025. Indicators point to heightened activity across several sectors. Among these were Electricity and Water (excluding Energy)—premised by increased water supply, Transport and Storage, Agriculture and Real Estate Activities sectors in the fourth quarter of 2025. Elsewhere, year-on-year activity in the Wholesale and Retail Trade (excluding energy) sector was relatively unchanged, reflecting a marginal uptick in the CSO's Index of Retail Sales during the fourth quarter of 2025[2].

The rebuilding of a favourable investment climate started with the upgrade of the country's outlook by Moody's from $Ba2^-$ to Ba2 stable. This was further demonstrated in 2026 by the oversubscription of the recent issuance of the Government of the Republic of Trinidad and Tobago (GORTT) International Bond by approximately 400%.

In fiscal 2026, total investment expenditure in fixed capital by the State Enterprises sector is projected to be just over **$3,848 million** with the Energy Sector being the main driver of **$2,365 million** in total investment expenditure up to September 2026. Additionally, in May 2026, **The National Infrastructural Development Company Limited** handed over the ANR Robinson International Airport.

Looking ahead in fiscal 2027, the State Enterprises Investment Programme total projected fixed capital expenditure is just over **$2,885 million,** again mainly driven by the Energy Sector with **$1,782 million** in investment expenditure up to September 2027. **Heritage Petroleum Company Limited** accounts for the largest share of that sum at **$1,296 million** sourced from retained earnings and targeted mainly on offshore and drilling projects. At a distant second in the Energy Sector, **The National Gas Company of Trinidad and Tobago Limited**, projects investment expenditure circa **$241 million** from retained earnings by the end of fiscal year 2027, of which **69 percent** will be concentrated on the Beachfield Manatee Upgrade.

The Government of the Republic of Trinidad and Tobago (GORTT) is committed to improving Corporate Governance to State Enterprises by reviewing the State Enterprises Performance Monitoring Manual to include a more robust reporting and monitoring mechanism. GORTT is also committed as facilitator, to the maintenance of a buoyant economy through its State Enterprises' Investment Programme (SEIP) in fiscal 2027. This commitment is reflected in this publication which provides an overview of ongoing or new capital projects to be undertaken by State Enterprises and Statutory Authorities in fiscal 2027.

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[1] International Monetary Fund, World Economic Outlook Update," Global *Economy in Crosscurrents of War and Technology"*, July 2026.
[2] Central Bank of Trinidad and Tobago, Monetary Policy Report, May 2026.



INTRODUCTION

State Enterprises are established for the enhancement of efficiency and effectiveness in the delivery of public goods and services. They are mainly incorporated under the Companies Act (as amended), with the overall objective of supporting Government Policy for the socio-economic development of Trinidad and Tobago.

The State Enterprises Sector comprises 46 companies of which 35 are wholly owned, 7 are majority owned by Government of the Republic of Trinidad and Tobago (GORTT) and 4 with a minority shareholding. A complete list of the State Enterprises is at ***Appendix I.*** The State Enterprises Sector is further categorized into five economic sub-sectors: Energy and Energy Based, Financial Services, Manufacturing and Agro-based, Services and Transport and Communication.

In 2025, the general performance of the State Enterprises Sector was positive. Profit After Tax totaled **$7,282.65 million**. State Enterprises in the Energy and Energy Based Sub Sector generated the majority of profit, $4,304.78 million or 59.1 percent, followed by the Financial Services Sub Sector with $2,119.82 million or 29.1 percent. State Enterprises in the Service Sub Sector, were the least profitable generating $917.77 million or 12.6 percent of total profits.

During the year ended September 30, 2025, the State Enterprises Sector distributed **Dividends** totaling **$1,412.11 million,** paid **Corporation Tax** totaling **$4,089.49 million** and generated the equivalent of **TT$27,149.77 million** in **Foreign Exchange**. Table 1 refers.

Table 1: Contribution to the Economy - Selected Indicators

State Enterprises Sub-Sector	FINANCIAL YEAR 2025			
	Dividends in TT$Mn	Corporation Tax in TT$Mn.	Profit After Tax[3] in TT$Mn	Foreign Exchange Earnings[4] in TT$Mn.
Energy and Energy Based	666.97	3,614.76	4,304.78	25,155.68
Financial Services	729.29	419.96	2,119.82	1,818.42
Manufacturing & Agro-Based	0.00	0.44	-21.78	0.00
Service	15.85	23.19	917.77	90.38
Transport and Communication	0.0	31.14	-37.94	85.29
Total	**1,412.11**	**4,089.49**	**7,282.65**	**27,149.77**

Dividends

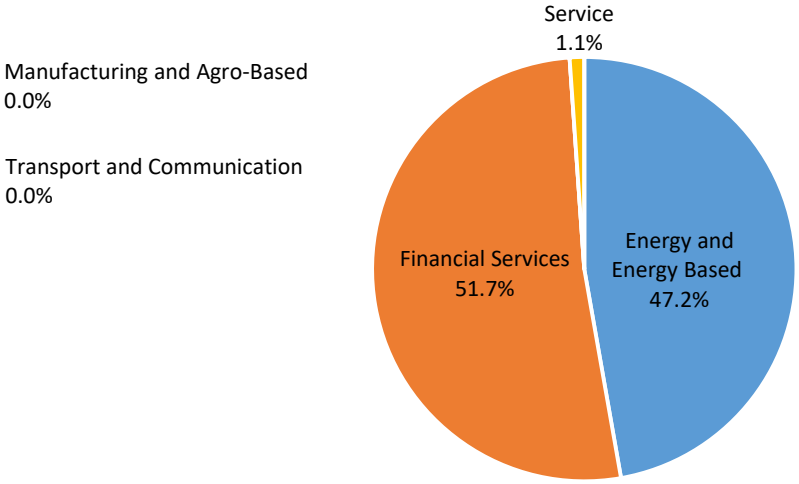
For the year ended September 30, 2025, of the $1,412.11 million total dividend pay-out, State Enterprises in the Financial Services Sub Sector accounted for the largest distribution of $729.29 million or 51.7 percent followed by Energy and Energy Based Sub Sector of $666.97 million or 47.2 percent. The Service Sub Sector accounted for $15.85 million or 1.1 percent.

First Citizens Holdings Limited (FCHL) and National Enterprises Limited (NEL) accounted for TT$ 605.96 million or 83 percent and TT$102 million or 14 percent of the Financial Services Sector respectively. The National Gas Company of Trinidad and Tobago Limited (NGC) accounted for TT$666.97 million or 100 percent of the Energy and Energy Based Sector.

The sources of the distribution are demonstrated in ***Diagram 1***.

[3] *Profit after Tax, Corporation Tax and Dividends data is extracted from the Financial Statements of State Enterprises.*
[4] *Foreign Exchange Earnings is defined as a foreign currency income generated from the business activities of an entity.*

Diagram 1: Dividends Paid in 2025



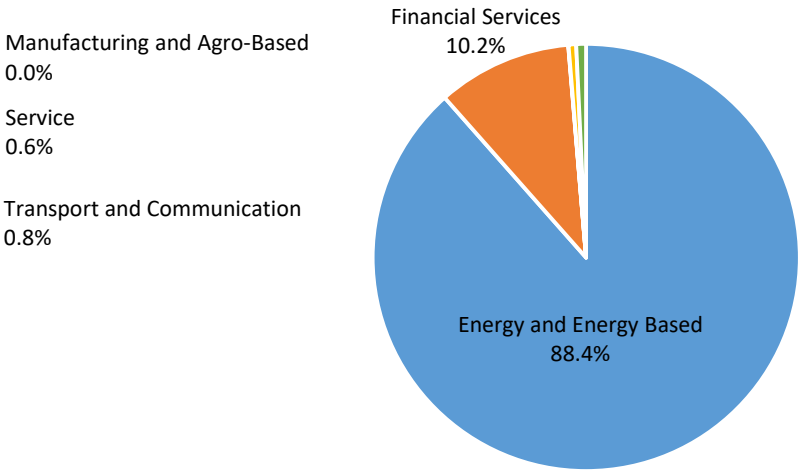
Corporation Tax

Of the $4,089.49 million in Corporation Tax paid by State Enterprises for the year ended September 30, 2025, State Enterprises in the Energy and Energy Based Sub Sector accounted for the largest payment of $3,614.76 million or 88.4 percent followed by the Financial Services Sub Sector of $419.96 million or 10.2 percent. The Transport and Communication Sub Sector accounted for $31.14 million or 0.8 percent, while the Service Sub Sector accounted for $23.19 million or 0.6 percent, of Total Corporation Tax.

NGC and Trinidad Petroleum Holdings Limited (TPHL) accounted for TT$2,682.26 million or 74.2 percent and TT$888.14 million or 24.6 percent of the Energy and Energy Based Sector respectively. FCHL and Export-Import Bank of Trinidad and Tobago Limited (EXIMBANK) accounted for TT$375.26 million or 89.4 percent and TT$29.88 million or 7.11 percent of the Financial Services Sector respectively.

The relative contribution of taxes is demonstrated in ***Diagram 2***.

Diagram 2: Corporation Tax Paid in 2025



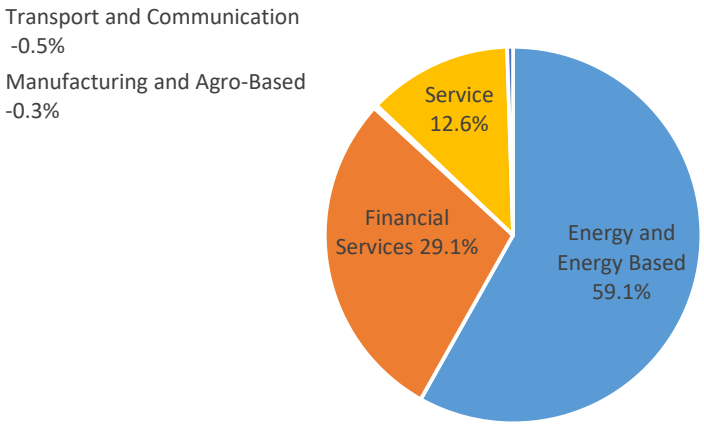
Profit After Tax

Of the $7,282.65 million in Profit after Tax generated by State Enterprises for the year ended September 30, 2025, State Enterprises in the Energy and Energy Based Sub Sector accounted for the largest profit of $4,304.78 million or 59.1 percent followed by the Financial Services Sub Sector of $2,119.82 million or 29.1 percent. The Service Sub Sector accounted for the smallest profit of $917.77 million or 12.6 percent whilst the Manufacturing Sub Sector accounted for a loss of $21.78 million or -0.3 percent and the Transport and Communication Sub Sector accounted for a loss of $37.94 million or -0.5 percent.

NGC and Trinidad and Tobago Upstream Downstream Energy Operations Company Limited (TTUDEOCL) accounted for TT$3,285.14 million or 76.3 percent and TT$490.58 million or 11.4 percent of the Energy and Energy Based Sector respectively. FCHL accounted for TT$988.61 million or 46.6 percent of the Financial Services Sector.

This is represented graphically in ***Diagram 3***.

Diagram 3: Profit After Tax in 2025



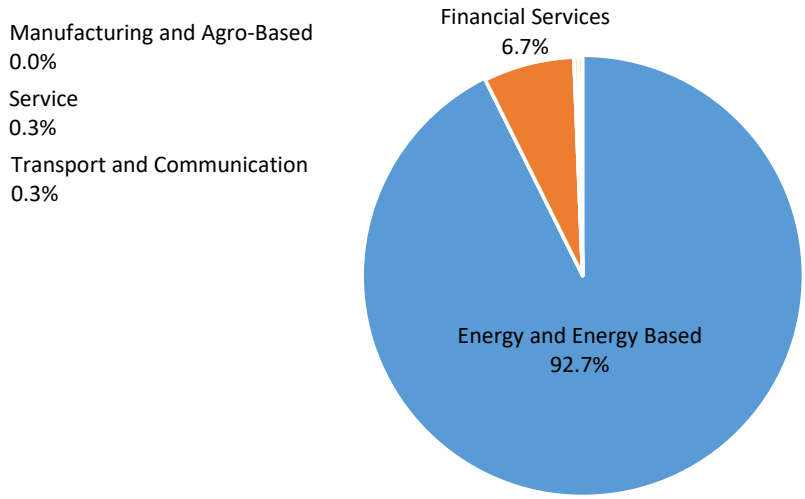
Foreign Exchange Earnings

Of the $27,149.77 million total Foreign Exchange generated by State Enterprises for the year ended September 30, 2025, State Enterprises in the Energy and Energy Based Sub Sector accounted for the largest contribution of $25,155.68 million or 92.7 percent followed by the Financial Services Sub Sector of $1,818.42 million or 6.7 percent. Lower earnings came from the Transport and Communication Sub Sector, which accounted for $85.29 million or 0.3 percent and the Service Sub Sector, which accounted for $90.38 million or 0.3 percent.

NGC and Heritage Petroleum Company Limited (HPCL) accounted for TT$15,009.14 million or 59.7 percent and TT$4,959.08 million or 19.7 percent of the Energy and Energy Based Sector respectively. EXIMBANK and NEL accounted for TT$1,812.26 million or 99.7 percent and TT$6.16 million or 0.3 percent of the Financial Services Sector respectively.

This is represented graphically in ***Diagram 4***.

Diagram 4: Foreign Exchange Earnings in 2025



As at March 31, 2026, the State Enterprises Sector expended **$1,379.2 million** on various projects whilst **$2,769.6 million** is projected to be expended for the remainder of fiscal 2026. The projected expenditure for fiscal 2027 is **$3,796.7 million**. The projects to be implemented are detailed at ***Appendices II and III***.

Divestment

Dissolution of Companies

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

- Alutrint Limited (majority owned joint venture) – undergoing pre-liquidation activities;
- Caroni (1975) Limited (wholly owned) – undergoing pre-liquidation activities;
- Caroni GREEN Limited (wholly owned) – a liquidator was appointed;
- Community Improvement Services Limited (wholly owned) – a liquidator was appointed;
- Clico Trust Corporation Limited - (Clico Investment Fund) (wholly owned) – undergoing pre-liquidation activities;
- Education Facilities Company Limited (wholly owned) – The Chief State Solicitor was appointed Official Receiver by the High Court;
- Government Human Resource Services Company Limited (wholly owned) – a new liquidator is to be appointed;
- Government Information Services Limited (wholly owned) – undergoing pre-liquidation activities;
- Portfolio Management Company Limited (wholly owned) – a liquidator was appointed;
- Secondary Road Rehabilitation and Improvement Company Limited (wholly owned) – a liquidator was appointed;
- Sugar Manufacturing Company Limited (wholly owned) – undergoing pre-liquidation activities;
- Taurus Services Limited (wholly owned) – undergoing pre-liquidation activities;
- The CEPEP Company Limited – pre-liquidation activities to commence;
- Tourism Development Company Limited (wholly owned) – a liquidator was appointed;



- Tourism and Industrial Development Company Limited (wholly owned) – undergoing pre-liquidation activities;
- Trinidad and Tobago Free Zones Company Limited (wholly owned) – undergoing pre-liquidation activities;
- Trinidad and Tobago Oil Company Limited (wholly owned) – undergoing pre-liquidation activities;
- Trinidad and Tobago Petroleum Company Limited (wholly owned) – undergoing pre-liquidation activities;
- Trinidad and Tobago Tourism Business Development Limited (wholly owned) – undergoing pre-liquidation activities; and
- Union Estate Electricity Generation Company Limited (wholly owned) – a liquidator was appointed.

The Liquidation of the following non-operational State Enterprises was completed and the Ministry of Finance is awaiting Dissolution Certificates from the Companies Registry:

- Seafood Industry Development Company Limited;
- Trinidad and Tobago Export Trading Company Limited;
- Trinidad and Tobago Forest Products Company Limited; and
- Human Capital Development Facilitation Company Limited.

Procurement

The accountability, integrity, and transparency of State Enterprises, as well as their attainment of value for money are tested in the rigour of their procurement and disposal proceedings similar to other public entities, these proceedings are subject to the provisions of the Public Procurement and Disposal of Public Property Act, 2015, as amended.

Section 58A of the Act was amended by the Finance Act 2023 and made provisions for “works” under simplified procurement. Following extensive dialogue between the Ministry of Finance and the Office of Procurement Regulation (OPR), Government approved the Public Procurement and Disposal of Public Property (Simplified Procurement) Regulations, which were published on April 5, 2024 and introduced a simplified procurement process for goods, works, and services, valued under $1.0 million.

Additionally, Section 51F of the Act, having been proclaimed on April 26, 2023, empowered the Minister of Finance to make regulations to govern arrangements for staffing, remuneration, funding, and other operational matters of the Procurement Review Board. Equipped with a Policy Framework and drafted Regulations, Government approved the Public Procurement and Disposal of Public Property (Review Board) Regulations, which were published on June 6, 2024. The Review Board was established to hear arguments and adjudicate on decisions taken by the OPR, arising from Challenge Proceedings.

The OPR published guidelines for the disposal of real property, with Regulations governing such expected to be finalized in the near future following the consolidation and harmonisation of stakeholder positions in this critical area.

Overview of the State Enterprises Investment Programme – 2027

The State Enterprises Investment Programme (SEIP) highlights capital infrastructure projects financed by State Enterprises and Statutory Authorities, through internally generated funds and loans both guaranteed and non-guaranteed. Entities with on-going projects for fiscal 2027 are at ***Figure 1*** SEIP 2027 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 2027 Organizational Structure – Projects

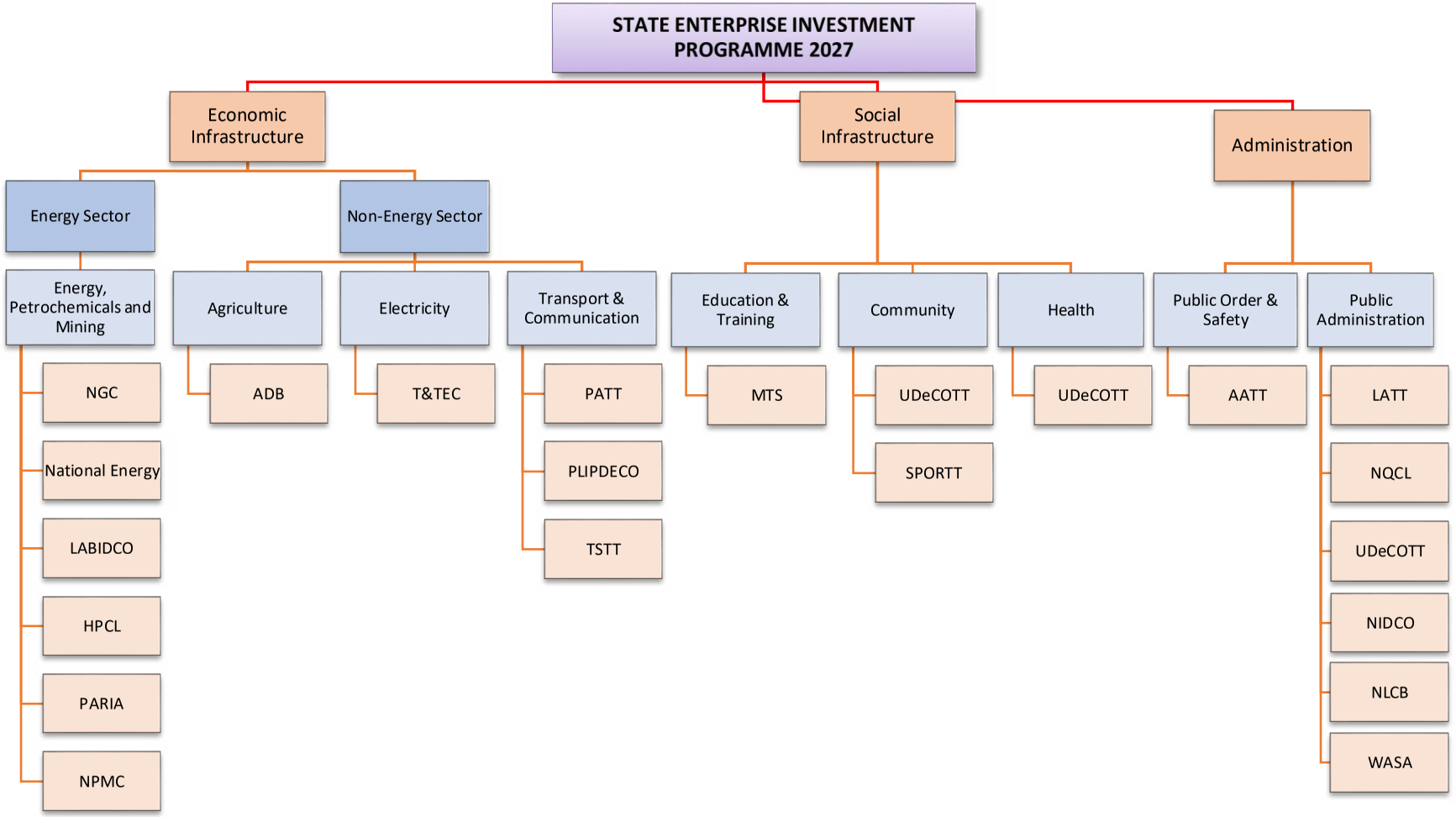


Figure 1: SEIP 2027 Organizational Structure - Projects

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 incorporated in August, 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 Nationally Determined Contributions (NDC), the National Environmental Policy (NEP), and the United Nation's Sustainable Development Goals (SDGs). NGC is a strong proponent of corporate sustainability reporting disclosures, having published an annual Sustainability Report since 2017, in accordance with the Global Reporting Initiative. 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 four decades, NGC has invested in groups, causes and communities across Trinidad and Tobago, with a focus on cultural preservation, education, sport, youth development and empowerment, community development and environmental preservation. NGC is also pivoting its business to be more sustainability focussed with the implementation of its Green Agenda business imperative.

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 activities were streamlining its Occupational Health and Wellness programme, improving crisis management and emergency response barriers; advancing the green agenda; and improving digital security management. The company deployed modern enterprise technology to enhance process safety management, strengthening key elements of management of change, major hazards analysis and learning from incidents. The company also implemented actions from Occupational Health Risk Assessments and maintained Oil & Gas Methane Partnership (OGMP) gold standard certification for methane emissions reporting.

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.



NGC's business model for optimising natural gas resources for long-term industrial development, prosperity, resilience, and sustainability (The Trinidad Gas Model of Development) has been successful and is attracting interest from other emerging gas economies. NGC is driving global alliances and international cooperation as economies seek support from established energy players to transition to cleaner hydrocarbon fuels and renewables.

The following projects are all internally managed, utilizing local and international service providers (only where a local provider is not available):

- ***Dragon to Hibiscus Pipeline:*** NGC through its subsidiary company holds a minority participating interest in the Dragon Field Exploration and Production Licence with Shell as majority partner and Operator of the field. The production from Dragon will be processed at the Hibiscus Platform. The key focus for 2026 is to support the Dragon Project Final Investment Decision.

- ***New Remote Operating Station at Union Industrial Estate (UIE)****:* This project involves the provision of a facility that can house the operators in support of the safe monitoring and operation of the UIE facility. The estimated cost of the project is $7.0 million The project is on hold.

- ***Manakin-Cocuina Project:*** This project involves advancing the Manakin–Cocuina cross border gas project which would provide Trinidad and Tobago with a secure new supply of natural gas, strengthen its LNG and petrochemical industries. Further, it will support methanol, ammonia, and fertilizer productions, which are major export earners. The estimated cost of the project is $185.9 million. The estimated expenditure for the period April to September 2026 is $139.4 million and $46.5 million for fiscal 2027.

The NGC Compressed Natural Gas (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) renamed NGC Green Company Limited (NGC Green), a wholly owned subsidiary to implement the CNG Initiative.

NGC Green has assisted in strengthening the 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);
- making the displaced liquid fuel available for sale on the open market, hence reducing FOREX required to purchase liquid fuel to satisfy local demand;
- creating savings for the ultimate consumer which translates into increased disposable income for most customers; and
- reducing Trinidad and Tobago's carbon footprint where every liter of diesel and gasoline is displaced, with corresponding carbon dioxide savings of 817 grams and 710 grams respectively.

As at December 31, 2025, NGC Green has contributed to a reduction in the Carbon footprint by approximately 118,356MT of Co2 savings.
The scope of this initiative was revised to provide for the construction of 22 service stations and the conversion of 17,500 vehicles at a revised estimated cost of $500.0 million and comprises:

- ***Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations*:** Construction works on refilling stations located in Syne Village, Penal and Sangre Grande/Mayaro. The estimated cost of the project was $36.0 million. A final investment decision is still to be made.

- ***NGC Green Initiatives*:** The estimated cost of this project was revised from $330.0 million to $500.0 million to undertake the following:

    - Develop NGC Green Organization;
    - Operationalize Solar Plants (Brechin Castle);
    - Alternative Transportation Infrastructure;
    - Wind Farm Assessment; and
    - Execute Regional Partnership Arrangements.

  Expenditure to date include procurement of fixed station CNG equipment, installation and commissioning; electrical, civil, and mechanical works stations to allow for CNG equipment installation and operations at refurbished and new industrial sites; the procurement and commissioning of Mobile Refuelling Units; procurement and maintenance of the CNG Vehicle Management System and electricity coverage for stations.

  The estimated expenditure for the period April to September 2026 is $2.1 million and $6.1 million for fiscal 2027.

Modification Works

- ***Liquid Contingency Handling at PPVS*:** This project is being implemented in two phases and involves the provision of additional facilities for the safe and adequate handling, processing and storage of condensate at PPVS. Phase 1 construction commenced in fiscal 2022 and is to be completed in fiscal 2026. The estimated cost of this phase is $74.0 million. A final investment decision is to be made.

Beachfield Facilities

- ***Beachfield Condensate Stabilization Project*:** This project is geared towards 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. The estimated cost of the project is $265.5 million. A final investment decision is to be made.

- ***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 infrastructure. The estimated cost of the project is $140.0 million. A final investment decision is to be made.

Other Projects

- ***TGRF Control System Upgrade:*** 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 was revised from $3.0 million to $4.0 million and will be expended in fiscal 2027.

- ***Beachfield Manatee Upgrade*:** This project involves the upgrade of the Beachfield facility with the installation of a new Separator and debottlenecking of existing liquid processing facilities to facilitate the intake of Manatee Gas. The estimated cost of the project is $1,084.0 million. The estimated expenditure for the period April to September 2026 is $189.0 million and $166.3 million for fiscal 2027.



- ***CCTV System Upgrade*:** The project is in the planning stage and is expected to be implemented over a four year period. Phase 1 will address the infrastructure whilst the other Phases involves the deployment of cameras and peripherals. The estimated cost of the project is $33.3 million. A final investment decision is to be made.

- ***The Manatee Gas Tie In**:* This project aims to deliver two Tie In stations to receive gas from the Beachfield Manatee Upgrade (BMU) Facility via two export gas pipelines to tie into NGC Domestic Gas Transmission Network and the Cross Island Pipeline (CIP). The estimated cost of the project is $97.8 million. The estimated cost for the period April to September 2026 is $52.2 million and $18.3 million for fiscal 2027.

- ***TGRF Control Room Water Ingress Repairs:*** In fiscal 2026, a decision was taken to discontinue this project. The project involved addressing corrosion of existing infrastructure due to water ingress and install blast resistant windows at TGRF Control Room which monitors NGC's Tobago operations. The estimated cost was $14.00 million.

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 the development of infrastructure to support the energy industry, together with the development and facilitation of sustainable, energy-based industries, locally and regionally. In addition, the company's expanded mandate includes the export promotion of Energy Services under the direction of the Ministry of Energy and Energy Industries (MEEI) for Trinidad & Tobago.

Over the period October 2025 to March 2026, National Energy expended $43.0 million on its ongoing projects. The projected expenditure for the period April to September 2026 is $24.0 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 projected $78.4 million spend for fiscal 2027. The projects are as follows:

- ***Upgrade of Savonetta Piers*:** The scope of the project is disaggregated as follows:

    - ***Savonetta Piers (Upgrade and refurbishment) 2026 Cycle:*** This upgrade involves improvement works on the Savonetta Piers (1, 2, 3 & 4) and ISCOTT Dock to accommodate vessels and handle cargo safely. The estimated cost of the project was revised from $30.1 million to $8.9 million. The estimated expenditure for the period April to September 2026 is $7.3 million.

    - ***Savonetta Piers (Upgrade and refurbishment) 2027 Cycle:*** This upgrade involves the same improvement works as mentioned above, and other works, including, major safety equipment/operating systems, the installation of terminal firewater/foam systems and conveyor systems gas/fire detection systems, replacement of marine berthing fenders and upgrade of steel superstructures. The estimated cost of the project is $15.8 million.

- ***Refurbishment of Vessels:*** This is an ongoing project which includes dry-docking and overhaul of engines at approximately two and half year intervals to maintain asset integrity and operating certificates. The scope of the project is as follows:

    - ***Vessels (Hull & Machinery Major Maintenance) 2026 Cycle**:* The project to be completed in fiscal 2026 is two vessels engine overhaul and one vessel drydocking. The estimated cost of the project is $14.7 million. The estimated expenditure for the period April to September 2026 is $9.2 million.

- ***Vessels (Hull & Machinery Major Maintenance) 2027 Cycle**:* The project scheduled for fiscal 2027 entails drydocking of six vessels and engine overhaul of one vessel. The estimated cost of the project is $10.4 million.

- ***Tug Mooring Facility Sheet Piles Project:*** This project involves the repair to National Energy's Tug Mooring Facility coastal sheet piles due to corrosion. The estimated cost of the project was revised from $8.0 million to $14.0 million. The estimated expenditure for fiscal 2027 is $4.0 million.

- ***Replacement of Fenders at Port of Brighton:*** This project involves the replacement of deteriorated fenders at the Port of Brighton to ensure the safety of vessels and the port during the berthing operations. The estimated cost of the project is $5.5 million. The estimated expenditure for the period April to September 2026 is $2.0 million.

- ***Acquisition of two Azimuth Stern Drive (ASD) Tugboats*:** This project involves the purchase of two 60 ton ASD Tier III IMO Certified tugboats to replace aging vessels in the fleet. One vessel was delivered in January 2026 and the other in April 2026. The estimated cost of the project is $114.2 million. The estimated expenditure for the period April to September 2026 is $5.5 million.

- ***Maintenance Dredging**:* This project involves the removal of siltation to maintain the published dredge depth at Point Lisas, Port of Galeota and Port of Brighton. This is necessary to allow safe navigation by marine vessels. The estimated cost of the project is $47.0 million. The estimated expenditure for fiscal 2027 is $44.3 million.

- ***Port of Galeota Sheet Piles Project:*** This project involves the repair to Port of Galeota coastal sheet piles due to corrosion. The estimated cost of the project is $16.0 million. The estimated expenditure for fiscal 2027 is $4.0 million.

National Marine and Maintenance Services Company Limited (NMMSC)

National Marine and Maintenance Services Company Limited (NMMSC), a wholly owned State Enterprise, was incorporated on June 17, 2020 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 involves adequate runoff of surface water and to address tenants' concerns on the Estate. The estimated cost of the project is $10.6 million. The estimated expenditure for fiscal 2027 is $0.7 million.

- ***Well Re-abandonment:*** This project involves the installation of safety features to meet Health, Safety and Environmental standards and includes the construction of access to wells, gas vents, flares, containment sumps and capping of hydrocarbon wells on the LABIDCO estate. The estimated cost of the project is $10.0 million. This project is deferred.



- **Upgrade of Secondary Access Roads:** This project involves the maintenance of the road infrastructure on the LABIDCO Estate. The estimated cost of the project is $11.0 million. The estimated expenditure for fiscal 2027 is $1.2 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 $13.0 million. The project is deferred.

- ***LABIDCO Berth 2 Paving and Drainage Project*:** This project involves the upgrade and paving of the quayside to allow for flexibility in vessel/cargo operations, drainage and the installation of quick release hooks to support operations and enhance safety at Berth 2. The estimated cost of the project is $47.5 million. The estimated expenditure for fiscal 2027 is $20.0 million.

- ***Maintenance Dredging of Berth 1 and Berth 2**:* This project involves the removal of siltation to maintain the published dredge depth to allow safe navigation by marine vessels. The estimated cost of the project was revised from $3.0 million to $15.0 million and will be expended in fiscal 2027.

- ***Security Infrastructure Improvement**:* This project involves the relocation of Gate A security checkpoint, creation of unpaved Port car park and provide multi-purpose room at Bungalow 14 location. This estimated cost of the project is $4.5 million. The estimated expenditure for the period April to September 2026 is $0.1 million and $1.7 million for fiscal 2027.

- ***Renewable Energy Centre***: This project involves conducting structural assessment of roof structure and estimation of solar panels to match power output. The estimated cost of the project is $5.9 million. This project is being funded under the Public Sector Investment Programme.

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 company in Trinidad and Tobago, established as part of the reorganization of Petroleum Company of Trinidad and Tobago Limited. It has four wholly owned subsidiaries:

- Heritage Petroleum Company Limited
- Paria Fuel Trading Company Limited
- Petroleum Company of Trinidad and Tobago Limited
- The Guaracara Refining Company Limited

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 is focussed 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 **Engineering** unit plays a critical role in designing and implementing cutting-edge solutions for capital projects, ensuring they are completed on time and within budget. By optimizing engineering processes, HPCL enhances the efficiency and effectiveness of its production operations across all business units.

The Mid-Stream operations focus is 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.

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 its initiatives to include fostering an economically sound model expected to deliver oil winning activities which will positively impact reserves. HPCL intends to explore new and innovative methodologies which will result in cost savings and will strategically move the company strategically into the preferred industry quartiles.

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

OFFSHORE

- ***Structural Modifications and Upgrades*:** This project is a multiyear project that includes:
    - Strengthening, Modification and Repair to Platforms;
    - Pile and Structure Restoration to Remote Locations; and
    - Riser Platform Refurbishment and Upgrades.



The estimated cost of the project was revised from $14.0 million to $24.0 million. The estimated expenditure for fiscal 2027 is $10.0 million. The project is scheduled to recommence in 2027.

- ***Bulk Oil Trunk Line SWS to Riser Platform 1*:** This project remains on hold and involved the Front-End Engineering and Design for the bulk oil trunk line from South West Soldado (SWS) to Riser Platform 1.

- ***Electrical and Instrumentation (Measurements) Upgrades and Acquisitions*:** This project involves the upgrade of the measurement system comprising procurement, installation, commissioning, and other life cycle requirements for the Offshore Business Unit. The estimated cost of the project was revised from $6.8 million to $6.4 million. The estimated expenditure for the period April to September 2026 is $3.0 million and $1.0 million for fiscal 2027. The project is ongoing.

- ***Compressor Upgrades*:** This project involves the upgrade of several compressor units. The estimated cost of the project was revised from $82.3 million to $86.0 million. The estimated expenditure for April to September 2026 is $12.5 million and $20.3 million for fiscal 2027.

- ***Improvement/Upgrade of the Marine Base 2024*:** This project involves infrastructural and electrical upgrade works. The estimated cost of the project was revised from $4.7 million to $9.6 million. The estimated expenditure for April to September 2026 is $4.0 million and $4.0 million for fiscal 2027.

- ***Well Optimization*:** This project involves the design, supply, installation and commissioning of a turn-key automation for the remote servicing of gas lift wells. The estimated cost of the project was revised from $3.1 million to $9.5 million. The estimated expenditure for April to September 2026 is $2.5 million and $6.8 million for fiscal 2027.

- ***Landing Upgrades*:** This project involves fabrication and installation of new landings for existing landings which were damaged and in a state of disrepair. This project is deferred.

- ***Subsea Pipelines*:** This project is in development phase. The estimated cost of the project was revised from $120.9 million to $179.0 million. The estimated expenditure for April to September 2026 is $65.3 million and $33.8 million for fiscal 2027.

- ***Electrical Upgrade Works:*** This project involves the installation of high voltage Subsea Electrical Cables to facilitate the distribution of electrical power. The cable run from CL6 to S-826 was completed in the first quarter of fiscal 2025. The project also includes the purchase of AC 800 System VFDs for power generation for worked over wells, as well as panels and transformer upgrades. The estimated cost was revised from $35.7 million to $40.8 million. The estimated expenditure for the period April to September 2026 is $1.6 million and $2.0 million for fiscal 2027.

- ***Fixed and continuous online compressor performance monitoring hardware:*** This project involves the supply and installation of fixed and continuous online compressor performance monitoring hardware at compressor locations to proactively warn of compressor performance deterioration for predictive maintenance. Six compressors have been identified and pre-selected for installation. The estimated cost of the project was revised from $3.3 million to $3.8 million.

- ***Offshore Metering Project:*** This project involves the installation of meters at six prioritized locations (RP1, RP3, RP7, GP1, BS20/PL20, and CL6). The estimated cost of the project is $6.7 million.

- ***Asset Integrity Pipelines:*** This project involves Truck Line modification and pigging/CP modifications for main stream operations. This project is deferred.

- ***East Field FDP Infrastructure:*** This project involves the construction and installation of conductors, topside and subsea Infrastructure to support the drilling and production of five new wells in the Offshore East Field. The estimated cost of the project was revised from $357.5 million to $590.0 million. The estimated expenditure for the period April to September 2026 is $104.6 million and $77.0 million in fiscal 2027.

- ***PL 15 Welfare Upgrades***: This project involves the upgrade of the offshore welfare facilities at Platforms 15, 19, 20 and 24. The estimated cost of the project is $1.8 million. The estimated expenditure for the period April to September 2026 is $1.2 million and $0.5 million in fiscal 2027.

- ***Certified Lifting Cargo Bins Procurement:*** This project involves the procurement of six Certified Lifting *Cargo Bins* to ensure all cargo transported to and from offshore facilities meets HPCL lifting standards. The estimated cost of the project is $3.3 million. The estimated expenditure for the period April to September 2026 is $1.3 million and $1.3 million in fiscal 2027. The project is ongoing.

- ***Transformer Upgrades****:* This project involves the upgrade of an existing and procurement of a new transformer for Gas Compressor Unit 42. The estimated cost of the project is $14.8 million. The estimated expenditure for fiscal 2027 is $0.7 million. Installation to be completed in fiscal year 2027.

- ***Safety Upgrades****:* This project involves the Fire and Gas (F&G) upgrades across platforms. The estimated cost of the project is $7.5 million. The estimated expenditure for the period April to September 2026 is $0.7 million and $6.8 million in fiscal 2027.

- ***Asset Integrity Upgrades 2026****:* This project involves the Subsea Pipeline Installation and the Block Station 21 Landing Deck Upgrade. The estimated cost of the project is $22.0 million. The estimated expenditure for the period April to September 2026 is $17.9 million and $4.0 million in fiscal 2027. The project is ongoing.

- ***Test Separator Upgrade****:* This project involves the supply, installation, programming, calibration, valve servicing, and commissioning of a portable test separator. The estimated cost of the project is $3.3 million. The estimated expenditure for the period April to September 2026 is $1.2 million.

- ***VFD Unit 41&42 Upgrades****:* This project involves the upgrades of Units 41 and 42 via GENIII/E Variable Frequency Drive (VFD) replacements. The estimated cost of the project is $57.6 million. The estimated expenditure for the period April to September 2026 is $10.0 million and $47.6 million in fiscal 2027. The project is ongoing.

- ***Generator Purchase 2026***: This project involves the procurement of eight diesel generators for deployment across HPCL. The estimated cost of the project is $7.2 million. The estimated expenditure for the period April to September 2026 is $6.2 million and $1.0 million in fiscal 2027. The project is ongoing.

- ***Warehouse Upgrade***: The project involves the upgrade of security, lighting and racking systems for offshore warehouse, additional shelving and backyard optimization. The estimated cost of the project is $3.1 million. The estimated expenditure for the period April to September 2026 is $0.6 million and $0.5 million in fiscal 2027. The project is ongoing.



- ***West and Southwest Soldado Field Development Project***: This project involves the construction and installation of Conductors, Topside and Subsea Infrastructure to support the drilling and production of three new wells in the Southwest Soldado Field. The estimated cost of the project is $75.0 million. The estimated expenditure for the period April to September 2026 is $13.8 million and $51.3 million in fiscal 2027. The project is ongoing.

LAND

- ***Operations & Maintenance Equipment:*** The project involves enhancing the operational integrity, safety, and efficiency of Heritage by procuring essential equipment across multiple critical areas: health, safety, security, and environment, fire protection, electrical infrastructure, pipeline systems, and production operations. The estimated cost of the project was revised from $56.5 million to $114.3 million. The estimated expenditure for the period April to September 2026 is $7.7 million and $50.2 million for fiscal 2027.

- **Production Enhancement Project:** The project involves the implementation of technology to sustain and increase production from existing assets. The estimated cost of the project was revised from $0.3 million to $2.2 million. The estimated expenditure for the period April to September 2026 is $1.3 million and $0.5 million for fiscal 2027.

- ***Facility Upgrades:*** The project involves targeted upgrades and rationalization of Gathering Stations to improve fluid handling, streamline operations and support sustained production. The estimated cost of the project was revised from $10.8 million to $30.5 million. The estimated expenditure for the period April to September 2026 is $3.9 million and $14.5 million for fiscal 2027.

- ***Land Building Upgrades:*** In fiscal 2026, a decision was taken to include this project under Corporate Business Unit. The estimated cost of the project was revised from $5.5 million to $4.0 million.

- ***Upgrade of Santa Flora Pipe-yard:*** This project involved the upgrade of the Santa Flora pipe-yard as part of a strategy to secure company assets. The project was completed at an estimated cost of $2.2 million.

- ***Capital Equipment:*** This project involves the procurement of critical capital equipment stolen or vandalized throughout the fields. The estimated cost of the project was revised from $11.1 million to $10.8 million.

- ***Major Roadworks and Bridge Upgrade Project***: This project involves the completion of the Bailey bridges in the Guayaguayare field. The estimated cost of the project was revised from $5.2 million to $13.1 million. The estimated expenditure for the period April to September 2026 is $3.7 million and $9.0 million for fiscal 2027.

ENGINEERING-LAND

- ***Enhanced Oil Recovery (EOR) Pilot Projects - Land - FY 2020:*** This project involves the refurbishment of a mobile steam generator and the installation of supporting infrastructure (gas, water, electrical and steam) to facilitate the pilot injection of steam in five wells in the Forrest Reserve area. The estimated cost of the project was revised from $24.4 million to $7.1 million. The project is deferred.

- ***IOR Phase 1:*** The estimated cost of the project was revised from $37.5 million to $35.2 million. This project was completed in fiscal 2025.

- ***IOR Phase 2:*** This project involves the restart of the steam flood in Central Los Bajos (CLB) field. The estimated cost of the project was revised from $22.5 million to $39.1 million. CLB works are deferred.

- ***SMB-PREAU Block:*** This project involves the front-loading engineering works for the development of the St. Mary's Barrackpore block. The estimated cost of the project was revised from $15.7 million to $25.9 million. The estimated expenditure for fiscal 2027 is $0.3 million.

- ***IOR Optimisation Project:*** This project involves the maximization of oil production from existing steam flood schemes. The estimated cost of the project is $101.7 million which will be expended in fiscal 2027.

DRILLING

- ***Offshore Drilling Programme*****:** The programme involves drilling activities as follows:

    - Completion of the East Field Phase II programme with the drilling of two of five wells in fiscal 2026; and

    - Drilling of one exploration well as part of the new West South West Soldado Drilling programme in fiscal 2026.

  The estimated cost of the programme was revised from $1,337.9 million to $1,869.9 million. The estimated expenditure for the period April to September 2026 is $353.5 million and $450.0 million for fiscal 2027.

- ***Offshore Heavy Workover:*** This programme involves Heavy Workover of wells identified in the annual Offshore HWO programme. The estimated cost of the programme was revised from $65.2 million to $78.6 million. The estimated expenditure for April to September 2026 is $24.3 million and $12.0 million for fiscal 2027.

- ***Tools, Equipment and Software Purchase:*** This project involves drilling and workover, software licenses - Foresite PCP, Engineer's Data Model (EDM), Open wells and Well Integrity. Equipment required for procurement of selected subsurface tools and equipment critical for removal of well debris from low-cost, low BHP and unconsolidated HPCL land reservoirs. The estimated cost of the project was revised from $69.0 million to $48.7 million. The estimated expenditure for the period April to September 2026 is $10.3 million.

- ***Land Heavy Workover:*** This programme involves the heavy workover of wells to be identified in the annual Land Heavy Workover programme. The estimated cost of the programme was revised from $49.9 million to $48.7 million. The estimated expenditure for the period April to September 2026 is $4.2 million.

- **Land Drilling Programme:** This programme involves drilling activities as follows:

    - Completion of the Barrackpore Drilling programmes;

    - Drilling of four wells for fiscal 2026; and

    - Drilling of one exploration well in the Preau Block.

  The estimated cost of the programme was revised from $497.16 million to $537.8 million. The estimated expenditure for the period April to September 2026 is $100.3 million.



- ***Land Drilling Programme - Fiscal 2027:*** This programme involves a targeted onshore drilling campaign designed to sustain and grow land-based production through the drilling of seven development wells. The estimated cost of the programme is $134.4 million which will be expended in fiscal 2027.

- ***Land Heavy Workover - Fiscal 2027:*** This programme involves a targeted production-focused initiative designed to restore and increase oil output from selected onshore wells through corrective and enhancement workovers. The estimated cost of the programme is $9.5 million which will be expended in fiscal 2027.

MID-STREAM

- ***Automation:*** This project involves the installation of an Automatic Tank Gauging (ATG) System and associated connectivity at Tank Farm locations in Midstream. The estimated cost of the project was revised from $19.7 million to $22.8 million. The estimated expenditure for fiscal 2027 is $8.2 million.

- ***Tankage, Pipeline, Distribution*****:** This project involves the upgrade of three tanks, five pipeline systems and completion of electrical and distribution projects. The estimated cost of the project was revised from $237.1 million to $320.4 million. The estimated expenditure for the period April to September 2026 is $52.4 million and $53.4 million for fiscal 2027.

- ***License to Operate*****:** This project involves:

    - Design and installation of Gas Detection and Fire Suppression system at Point Ligoure Tank Farm;
    - Design of Gas Detection and Fire Suppression system at Barrackpore Tank Farm; and
    - Emergency response equipment for all tank farm facilities.

  The estimated cost of the project was revised from $44.1 million to $35.5 million. The estimated expenditure for fiscal 2027 is $5.0 million.

- ***Civil Works*****:** This project involves civil type works in tank farms including tank farm bund, walkway upgrades, erection of railings/barriers, erosion management and effluent pit structural repairs based on prioritized listing for tank farms. The estimated cost of the project was revised from $13.0 million to $14.6 million. The estimated expenditure for fiscal 2027 is $7.0 million.

- ***Asset Integrity – Pipelines:*** This project involves Trunk Line Modification and Pigging/CP Modifications for the Midstream Operations. The project is deferred.

JOINT VENTURES AND BUSINESS DEVELOPMENT

- ***Teak, Samaan and Poui (TSP) Joint Venture*****:** This project 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 activities for fiscal 2027 include Workovers, TSP Electrification, Geoscience Studies and TSP Pipeline campaign. The estimated cost of the project was revised from $616.3 million to $576.3 million. The estimated expenditure for the period April to September 2026 is $70.8 million and $104.9 million for fiscal 2027.

- ***Central Block Joint Venture*:** This is a joint venture between HPCL and Touchstone Exploration Limited (previously Shell Trinidad Central Block). The estimated cost of the project was revised from $79.6 million to $80.2 million. The estimated expenditure for the period April to September 2026 is $13.1 million and $3.5 million for fiscal 2027.

- ***Southeast Coast Consortium (SECC) Joint Venture*:** This is a joint venture between HPCL, EOG Resources Trinidad Limited and NGC. The main activities for fiscal 2027 involves licence obligations for Deep Ibis. The estimated cost of the project was revised from $243.9 million to $227.7 million. The estimated expenditure for the period April to September 2026 is $1.7 million and $1.0 million for fiscal 2027.

- ***Pt. Liguore, Guapo Bay, Brighton Marine (PGB):*** This is a joint venture between HPCL and Oil belt Services. The estimated cost of the project was revised from $4.1 million to $6.2 million. The estimated expenditure for the period April to September 2026 is $3.5 million and $1.7 million for fiscal 2027.

- ***Ortoire*:** This is a joint venture with Primera Oil & Gas. The activities for fiscal 2027 includes operational and maintenance capital works. The estimated cost of the project was revised from $122.4 million to $110.2 million. The estimated expenditure for the period April to September 2026 is $2.0 million and $1.4 million for fiscal 2027.

- ***A&C Electrical Upgrade:*** This project involves the Sub-station/ infrastructure upgrade. The estimated cost of the project is $10.8 million. The estimated expenditure for the period April to September 2026 is $6.8 million and $0.8 million in fiscal 2027.

CORPORATE

- ***IT Software*:** This project involves the deployment of IT applications including Enterprise Planning/Analytics Systems, Hydrocarbon Production & Accounting Management, Land Management System, Enterprise Records/Document Management System, implementation of ten cybersecurity controls, Agile Workforce, implementation of a Secure Data Management Strategy, PMS Dashboard Solution and SCADA upgrade. The estimated cost of the project was revised from $191.3 million to $211.1 million. The estimated expenditure for the period April to September 2026 is $20.7 million and $21.1 million for fiscal 2027.

- ***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 of the project was revised from $ $55.3 million to $53.8 million. The estimated expenditure for the period April to September 2026 is $11.3 million and $9.0 million for fiscal 2027. The project is ongoing.

- ***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 $32.0 million to $33.2 million. The estimated expenditure for the period April to September 2026 is $4.6 million and $5.2 million for fiscal 2027. The project is ongoing.

- ***Upgrade of Facilities and Fittings*:** This project involves the upgrade of Heritage's facilities, furniture and fittings, including retrofitting of office complexes. The estimated cost of the project was revised from $84.5 million to $78.8 million. The estimated expenditure for the period April to September 2026 is $4.4 million and $7.1 million for fiscal 2027.



- ***Technical Services - Land & Offshore*:** This project involves data integration, hardware/software acquisition, subsurface digitization, geoscience platform upgrade, and technical data management (rock record data management and warehousing). The estimated cost of the project was revised from $57.6 million to $57.0 million. The estimated expenditure for the period April to September 2026 is $10.8 million and $8.1 million for fiscal 2027.

- ***HSSE Project:*** This project involves the purchase of fire tenders and ambulances, 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 $39.1 million to $31.9 million. The estimated expenditure for the period April to September 2026 is $4.9 million and $5.7 million for fiscal 2027.

- ***Branding:*** This project involved the enhancement of the HPCL brand including Agro Farm and signage. The project is completed in fiscal 2025.

- ***Engineering Building Upgrades*:** This project involves the electrical upgrade of the HPCL Lab. The estimated cost of the project was revised from $10.5 million to $9.0 million.

- ***Engineering Software Procurement*:** This project now involves the procurement of new licenses for specialized engineering software. The estimated cost of the project was revised from $1.8 million to $4.3 million. The estimated expenditure for the period April to September 2026 is $2.3 million and $0.7 million for fiscal 2027. The project is ongoing.

- ***Green Agenda Project*:** This project involves installation of gas recovery systems at Gathering Station 37 which encompasses the installation of a gas compressor and its associated piping and vessels to re-inject captured natural gas into Heritage's gas network to add to the gas supply available for use, as well as the design of one new Bioremediation facility. The estimated cost of the project was revised from $8.7 million to $12.2 million. The project is deferred.

- ***HPCL Lab Equipment*:** This project involves procurement of specialized testing equipment, fume hoods and canopies for the Heritage Lab. The estimated cost of the project was revised from $3.8 million to $6.3 million. The estimated expenditure for the period April to September 2026 is $2.8 million and $1.0 million for fiscal 2027.

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 tug hire services.

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

- ***Tankage:*** This project involves the completion of Tanks 82 Jet Fuel, Tank 84-92 Ron Gasoline, Tank 136-95 Ron, Tank 68 and Tank BS 11 in fiscal 2027. The estimated cost of the project was revised from $118.3 million to $158.00 million. The estimated expenditure for the period April to September 2026 is $10.0 million and $35.0 million for fiscal 2027.

- ***Fire Protection*:** This project involves the installation of the fire suppression system at the No. 20 and BTX Pumphouses, continuation of the installation of Linear Heat Detection Systems on tanks and the automation of the installed fire suppression systems. The estimated cost of the project is $104.5 million. The estimated expenditure for the period April to September 2026 is $6.0 million and $7.0 million for fiscal 2027.

- ***Electrical Upgrades*:** This project involves the upgrade/replacement of obsolete electrical equipment including the upgrade of No. 9 substation and the administration building substation. The estimated cost of the project was revised from $30.5 million to $70.0 million. The estimated expenditure for the period April to September 2026 is $6.5 million and $18.0 million for fiscal 2027.

- ***Environmental Upgrades/Protection:*** This project is being implemented to satisfy the water pollution rules for the site's effluent, reducing oily streams and improving wastewater treatment. On the completion of the shoreline protection works at the Lube Oil Jetty area, works will focus on the other areas of coastal erosion. The estimated cost of the project is $115.9 million. The estimated expenditure for the period April to September 2026 is $5.0 million and $5.0 million for fiscal 2027.

- ***ICT:*** This project will continue to focus on improving organizational efficiency to meet growth demands with key upgrades to the network, communication systems and business applications. Supporting infrastructure and IT security measures will be implemented to ensure the ICT system reliability and integrity. The estimated cost of the project was revised from $13.3 million to $21.4 million. The estimated expenditure for the period April to September 2026 is $6.0 million and $6.0 million for fiscal 2027.

- ***Terminal Operational Upgrades:*** This project involves improving Paria's reliability and supporting growth opportunities in fiscal 2027 and includes:

    - Continuing the upgrade of the site utilities, including utility A and portable water;
    - Installation of stand-by pumps;
    - Continuing with increasing the height of manifolds at the Berths; and
    - Piping and supports upgrades.

  The estimated cost of the project is $239.8 million. The estimated expenditure for the period April to September 2026 is $30.5 million and $18.0 million for fiscal 2027.

- ***Laboratory Upgrade*:** This project is being implemented to maintain the laboratory's accreditation status and involves purchase of necessary equipment to replace aging and redundant equipment. The estimated cost of the project was revised from $5.0 million to $17.65 million. The estimated expenditure for the period April to September 2026 is $2.3 million and $5.0 million for fiscal 2027.

- ***RTW Loading Upgrades – Bond:*** The project involves the delivery, installation and commission of a bottom loading skid unit in fiscal 2026. The estimated cost of the project is $31.7 million. The estimated expenditure for the period April to September 2026 is $8.0 million and $5.0 million for fiscal 2027.

- ***Security*:** This project is being implemented to improve general security in and around the site boundaries including fencing, lighting, CCTV and access control. The estimated cost of the project was revised from $5.6 million to $26.50 million. The estimated expenditure for the period April to September 2026 is $5.5 million and $12.0 million for fiscal 2027.

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, liquefied petroleum gas (LPG) and compressed natural gas (CNG). The company also manufactures its own line of lubricating oils and greases in addition to blending imported oils for foreign brands. NPMC also provides aviation and marine fuels inclusive of bunkering services.

During fiscal 2027, NPMC will continue to work on several projects focused on its revenue-generating assets as well as support asset maintenance and renewal programme as follows:

- ***Construction of New to Industry (NTI) Service Stations:*** This project involves the construction of four service stations as follows:

    - RAMCO Chaguanas
    - NPMC Point Fortin
    - NPMC Frederick Settlement
    - NPMC Oropouche

Construction of NPMC Cashew Gardens, Longdenville is on hold and NPMC Sangre Grande construction is completed.

The estimated cost of the project was revised from $35.3 million to $46.7 million. The estimated expenditure for the period April to September 2026 is $1.1 million and $0.4 million for fiscal 2027.

- ***Upgrade of Fire Water Pumps and Fire Suppression System:*** This project involves the upgrade of three systems at Sea Lots, Trinidad and one system in Tobago. The status is as follows: -

    - The Foam Chambers and Piping to Storage Tanks, Sea Lots was completed;
    - The New Salt Water Fire Pump at Sea Lots is temporarily on hold while the existing system is still operable;
    - The Fresh Water Fire Pump at Sea Lots is on hold as alternative sources such as the use of salt water are being considered; and
    - The Fire Suppression System at the terminal in Tobago – the fire water tank was completed, fire-fighting pumps installed and electrical upgrades are in progress.

    The estimated cost of the project was revised from $17.7 million to $17.3 million. The estimated expenditure for the period April to September 2026 is $2.6 million and $2.5 million for fiscal 2027.

- ***Acquisition of LPG Cylinders and Valves*****:** This project involves the annual replacement of rejected LPG Cylinders and Valves following testing to meet safety standards. The estimated cost of the project was revised from $11.0 million to $8.0 million. The estimated expenditure for the period April to September 2026 is $6.0 million and $2.0 million for fiscal 2027.

- ***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 $61.6 million to $65.1 million. The estimated expenditure for the period April to September 2026 is $5.7 million and $2.3 million for fiscal 2027.

- ***Upgrade of the Tobago Airport Terminal*:** This project involves general maintenance and upgrade of the administration building and roof, maintenance workshop and garage, warehouse storage, terminal security and other employee facilities. The administration building and remedial work were completed and other works are in progress. The estimated cost of the project is $8.0 million. The estimated expenditure for the period April to September 2026 is $0.2 million and $0.2 million for fiscal 2027.

- ***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 in progress and awaiting the installation of three Sub-sea lines and associated hoses for LPG, Jet A1 and Super/Premium/Diesel. The estimated cost of the project was revised from $11.2 million to $12.9 million. The estimated expenditure for the period April to September 2026 is $1.5 million and $1.5 million for fiscal 2027.

- ***Fuel Upgrades at Dealer Sites*:** This project involves the upgrade of fuel storage and equipment, canopy, building, electrical and forecourt paving works at various sites as follows:

    - Larry Moonan, Rio Claro – tank installed, mechanical, electrical and leak detection works in progress;
    - Guaico, Manbode – awaiting statutory approvals;
    - Paramount, Penal Rock Road – awaiting statutory approvals;
    - Guppy's, El Socorro – in the initial stage, no expenditure budgeted for fiscal 2027;
    - NPMC Valsayn (Moonan) – Town and Country Planning Division, OSHA and Fire Services approval received;
    - NPMC Cross crossing – remains on hold
    - NPMC Mt. Lambert (Sant) – in the planning stage;
    - NPMC Mucurapo – in the planning stage; and
    - NPMC Boissierre – (Wade Mitchell) – Fire services and Town and Country Planning Division approvals received.

  The estimated cost of the project was revised from $41.7 million to $51.8 million. The estimated expenditure for the period April to September 2026 is $12.5 million and $4.2 million for fiscal 2027.

- ***Upgrade of the Emergency Notification System:*** This project remains deferred.

- ***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 East and West of the Jetty structure. The Jetty Restoration is to be retendered. Shoreline Reclamation is awaiting CEC approval. The estimated cost of the project is $13.0 million.

- ***Construction of Bunkering Facilities:*** This project involves the construction of on-shore bunkering facilities at the ports of Port of Spain, Labidco, Chaguaramas, and Galeota. The status is as follows:

    - Port of Port of Spain- the risk assessment is in progress, alternative location to be determined.
    - Labidco – awaiting CEC approvals.
    - Port of Galeota - CEC, Town and Country Planning Development and a provisional Ex-Wharf Bunkering licence obtained for the facility at this port.
    - Port of Chaguaramas- feasibility study to be redone.

  The estimated cost of the project is $50.1 million.



- ***Grease Plant Upgrade:*** This project involves the upgrade of the Grease Plant and equipment including the HTM Mill, Gear Box, Grease Pump, and Grease Kettle to ensure a steady supply of product to the market. Tendering for ductwork is ongoing. The estimated cost of the project is $12.5 million. The estimated expenditure for the period April to September 2026 is $0.2 million and $0.5 million for fiscal 2027.

- ***Refurbishing of White-Oil & LPG Tank in Tobago*:** This project involves the refurbishment of nine white oil and twelve LPG bullets. Tanks 1 and 8 were completed and repairs are ongoing for Tanks 2, 3, 5 and 7. The estimated cost of the project is $10.9 million. The estimated expenditure for the period April to September 2026 is $1.0 million and $1.0 million for fiscal 2027.

- ***Procurement of three Hydrant Dispenser, four Refuellers for Aviation Jet (Jet A1), one Aviation Gasoline (Avgas) pump and one Aviation Gasoline (Avgas) Refueller at Piarco:*** This project involves the procurement of three Hydrant Dispenser, four Refuellers for Aviation Jet (Jet A1) at Piarco, one Aviation Gasoline (Avgas) pump and one Aviation Gasoline (Avgas) refueller at Piarco for refuelling of aircraft. The procurement of the Avgas pump and refueller are in the initial stages. The estimated cost of the project was revised from $19.9 million to $21.0 million. The estimated expenditure for fiscal 2027 is $0.3 million.

- ***Installation of an Intrusion Detection System*:** This project involves the installation of alarm sensors along the perimeter fence at the Sea Lots compound, for enhanced surveillance and intrusion detection. The project is in the tendering stage. The estimated cost of the project is $1.5 million. The estimated expenditure for the period April to September 2026 is $0.3 million.

- ***Refurbishment of Warner/Taxi Coop, Tobago*:** This project involves the refurbishing of the building, installation of new fuel lines, canopy and dispensers. Awaiting CEC and Town and Country Planning Division approvals. The estimated cost of the project is $6.0 million.

- ***Solar Light Replacement - NPMC Sea Lots:*** This project involves the installation of additional lighting systems along the perimeter at Sea Lots. This project is under review.

- ***Repair to Tanks Nos. 301 & 302- Piarco:*** This project involves the recoating, inspection and mechanical works on the two Aviation Jet A1 tanks, located at Piarco. Works were completed on Tank #301 and mechanical works are ongoing on Tank #302. The estimated cost of the project is $2.5 million. The estimated expenditure for April to September 2026 is $1.0 million.

- ***Overfill protection & Digital Gauge Replacement:*** This project involves the installation of New Digital Gauges, alarm systems and automated shut down at the LOBP Storage, Holding & Blending Tanks at Sea Lots, White Oil and LPG Tanks at Tobago. The estimated cost of the project is $5.5 million. The estimated expenditure for April to September 2026 is $0.8 million and $0.3 million for fiscal 2027.

- ***Equipment Replacement and Upgrade of the LOBP:*** This project involves the procurement and installation of 1 Case Packer, 1 Labeller and 1 Unscrambler. These machines were integrated by a series of conveyor systems to form the one-quart filling line, and it was designed to fill and package the original NP offset neck one quart bottle. The Unscrambler which feeds bottles onto the production lines, to ensure optimum productivity is installed and is to be commissioned. The estimated cost of the project was revised from $7.8 million to $9.9 million. The estimated expenditure for April to September 2026 is $5.3 million and $0.8 million for fiscal 2027.

- ***High Voltage (cable, switch, transformers) Replacement, LOBP**:* This project involves the construction of a plinth and installation of the 6" duct from the HV room to the LOBP. The estimated cost of the project is $1.9 million. The estimated expenditure for April to September 2026 is $0.5 million and $1.0 million for fiscal 2027.

- ***Refurbishing of the Horton Sphere****:* This project involves the correction of mechanical defects that were noted on the vessel, recoating, and recertification of the pressure vessel. The estimated cost of the project is $4.7 million. The estimated expenditure for April to September 2026 is $3.7 million.

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), a wholly owned State Enterprise, was incorporated on March 28, 2018 to spearhead GORTT's investment initiatives in the energy sector.

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. This project is in the pre-operational phase.

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)

The 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 is implementing 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 to address Health and Safety issues and ensure efficient use of the office space as per space requirements. The estimated cost of the project is $6.0 million. The estimated expenditure for the period April to September 2026 is $0.3 million and $5.8 million for fiscal 2027. The project is scheduled to be completed in fiscal 2027.

- ***Computer Equipment:*** This project involves the replacement of outdated servers and other information technology related equipment as part of the digital transformation exercise. The estimated cost of the project is $3.0 million which will be expended in fiscal 2027.

- ***Core Banking Software:*** This project involves the replacement of its Core Banking Software. The estimated cost of the project is $4.0 million which will be expended in fiscal 2027.

National Agricultural Marketing and Development Corporation (NAMDEVCO)

National Agricultural Marketing and Development Corporation (NAMDEVCO) was established by Act No. 16 of 1991 and is engaged in the marketing of agricultural produce and the operation of fish markets. NAMDEVCO collects retail and wholesale prices from retail and wholesale 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.

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.

On September 19, 2017, PSAEL was reassigned to the Ministry of Agriculture, Land and Fisheries with a new mandate of leasing lands for agricultural purposes and continuing its Land Management Services which involves estate surveillance as well as the monetization of its land assets.

Cocoa Development Company of Trinidad and Tobago (CDCTTL)

The Cocoa Development Company of Trinidad and Tobago Limited (CDCTTL), a wholly owned State Enterprise, was incorporated on December 23, 2013, as a vehicle to promote and support the sustained development of a financially viable cocoa industry. Its mission is to empower stakeholders by leading and facilitating the development of the fine flavour cocoa sector in an efficient, innovative, and transparent manner to increase production whilst ensuring adherence to international standards of quality, leading to improved value and a globally recognized brand. 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.

Business Facilitation

Evolving Tecknologies and Enterprise Development Company Limited (eTecK)

Evolving TecKnologies and Enterprise Development Company Limited (eTecK) was established in 2004 and its mandate 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.

In fiscal 2026, a decision was taken to fund the following projects under the Public Sector Investment Programme:

- ***Capital Works and Rehabilitation/Upgrade of Existing Industrial Parks:*** This project involved the installation of a waste water treatment plant at Debe Industrial Park and the assessment, design and construction of retaining structures at Morvant Industrial Park and Plaisance Industrial Park. The estimated cost of this project was $2.8 million.

- ***Refurbishment of Magdalena Grand Beach Resort, Tobago*:** This project involved the renovation of rooms 333 to 344 on the third floor of the North Wing of the resort at an estimated cost of $81.0 million.

National Payment and Innovation Company of Trinidad and Tobago (NPICTT)

(formerly Trinidad and Tobago International Financial Centre Management Company Limited)

Trinidad and Tobago International Financial Centre Management Company Limited (TTIFCMCL), a wholly owned State Enterprise, was incorporated on November 06, 2008 and renamed National Payment and Innovation Company of Trinidad and Tobago (NPICTT) in 2025. The mandate was expanded to include the Centralised Management Payment Platform for the GORTT to facilitate revenue collection and disbursements, increased transparency and financial inclusion. NPICTT is designated as the sole authorized entity for:

- Implementation of new payment systems across the GORTT;
- Modernization and upgrade of existing infrastructure; and
- Integration of payment solutions with Government Ministries, Departments and Agencies (MDAs), inclusive of, but not limited to, all payment systems, electronic transactions, and payment gateway management for all programmes and services facilitated by the GORTT.

Trinidad and Tobago Trade and Investment Promotion Agency Limited (GlobalTT)

The Trinidad and Tobago Trade and Investment Promotion Agency Limited branded GlobalTT was established on July 16, 2024 and combined the professionalism, expertise and advancements of its three legacy agencies, Trinidad and Tobago Creative Industries Company Limited, ExporTT Limited and InvesTT Limited. By bringing together the operations, fostered the emergence of an organisation that is bigger, better and more effective in growing exports and attracting investors. The synergies to be achieved from merging the operations are designed to raise the country's business profile, improve the attraction of export-oriented investment, boost the penetration of regional and international markets and leverage the country's brand to increase exports of creative and professional services.

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)

The National Information and Communication Technology Company Limited (iGovTT) was incorporated on July 20, 2009 and is a wholly owned State Enterprise. The company is the Government of Trinidad and Tobago's primary digital implementation and technology enablement agency, responsible for the design, delivery, operation, and continuous improvement of secure, citizen-centric digital platforms, shared services, and Digital Public Infrastructure that advance national digital transformation, smart government, and inclusive digital access.

iGovTT provides enterprise ICT services, digital advisory, programme and contract management, cybersecurity assurance, platform operations, and citizen service delivery through ttconnect, while supporting Government-wide standards, interoperability, artificial intelligence readiness, and digital governance .

Electricity

Trinidad and Tobago Electricity Commission (T&TEC)

The Trinidad & Tobago Electricity Commission (T&TEC) was established in accordance with the Trinidad & Tobago Electricity Commission Act, Chapter 54:70 to provide electricity for residential, commercial and industrial customers throughout Trinidad & 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 reliable supply of electricity to all customers of Trinidad & Tobago. To this end, the Commission continues its capital development and replacement of major components on the national grid.

The initiatives to be undertaken during fiscal 2027 via projects funded by retained earnings are classified as follows:

- ***Rehabilitation/Upgrade of Existing Substations:*** This project involves the installation of new larger transformers and upgrade or change out of circuit breakers or switch boards to meet the increased demand of electricity at the respective load centres. The estimated cost of the project was revised from $124.8 million to $131.0 million. The estimated expenditure for the period April to September 2026 is $10.6 million and $47.6 million for fiscal 2027.

- ***Construction of Overhead Lines and Underground Cable Circuits*:** This project involves connecting new customers to the Commission's infrastructure and installation of meters to measure electricity consumption for new customers. The estimated cost of the project was revised from $9.2 million to $7.7 million. The estimated expenditure for the period April to September 2026 is $3.6 million and $7.0 million for fiscal 2027.

- ***Rehabilitation and Upgrade of Existing Overhead Lines & Underground Cables*:** This project involves the re-conducting of existing overhead lines and the replacement of existing underground cables to facilitate the change out of aging infrastructure or to bring additional capacity on to the national grid. The estimated cost of the project was revised from $105.5 million to $94.3 million. The estimated expenditure for the period April to September 2026 is $31.7 million and $66.3 million for fiscal 2027.

- ***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 request a connection. The estimated cost of the project was revised from $32.2 million to $36.0 million. The estimated expenditure for the period April to September 2026 is $10.3 million and $13.8 million for fiscal 2027.

- ***Upgrade of Office Buildings, Equipment and Facilities*:** This project involves the procurement or upgrade of office buildings and facilities to support administrative, operations and project activities. The estimated cost of the project was revised from $121.0 million to $115.6 million. The estimated expenditure for the period April to September 2026 is $13.6 million and $47.6 million for fiscal 2027.

- ***Other Projects*:** These projects were expanded to include the procurement of trucks outfitted with insulated 35FT and 56FT aerial lifts, vehicles for the Security and Transmission Maintenance Departments, refurbishment works at the Scarborough Power Station, purchase of radiator banks, critical spares and pole mounted electronic signboards, tank overhauls and upgrades on the Control and Protection system. The estimated cost was revised from $291.6 million to $338.8 million. The estimated expenditure for the period April to September 2026 is $35.1 million and $120.6 million for fiscal 2027.

Financial Services

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

Export-Import Bank of Trinidad and Tobago Limited (EXIMBANK) emerged from the Trinidad and Tobago Export Credit Insurance Company Limited (EXCICO) which was incorporated on December 31, 1973 and renamed on November 4, 1997. The company was established to support the growth of small and medium enterprises in the non-energy export sector, thereby enhancing the foreign exchange earnings of Trinidad and Tobago. EXIMBANK's existing products and services include the provision of export credit insurance, raw material financing, factoring and discounting, a FOREX facility, and advisory services.

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)

The National Investment Fund Holding Company Limited (NIF), was incorporated in the Republic of Trinidad and Tobago on May 29, 2018. The Company is a holding company for the assets transferred from the GORTT, initially being investments in:

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

National Enterprises Limited (NEL)

National Enterprises Limited (NEL) was established in August 1999 to hold GORTT's shareholdings in selected State Enterprises. After a public offering of its shares on the Trinidad and Tobago Stock Exchange (TTSE), the Government remained with 66% of NEL's shareholding.

The company's strategic portfolio includes:

- National Flour Mills Limited (NFM) (51 percent);
- Telecommunications Services of Trinidad and Tobago Limited (TSTT) (51 percent);
- Trinidad Nitrogen Company Limited (TRINGEN) (51 percent);
- NGC Trinidad and Tobago LNG Limited (NGC LNG) (37.84 percent);
- NGC NGL Company Limited (NGC NGL) (20 percent), which holds a 5.7 percent stake in Atlantic LNG Train 1;
- NEL Power Holdings Limited (NPHL) (100 percent), 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 (PWECLLC) (30 percent), 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), a wholly state-owned enterprise, was established in 2002, to provide support to entrepreneurs through financing, training, mentorship, and business advisory services – many from underserved or marginalized communities.

Trinidad and Tobago Mortgage Bank Limited (TTMB)

Trinidad and Tobago Mortgage Bank Limited (TTMB) emerged from the strategic merger of Trinidad and Tobago Mortgage Finance Company Limited (TTMF) and the Home Mortgage Bank (HMB). The merger between TTMF and HMB was completed on January 17, 2024, with TTMF purchasing 100% of the shares of HMB. On March 21, 2024, TTMF was renamed TTMB.

TTMB is an "approved mortgage company" under the provisions of the Housing Act, Ch. 33.01. The Bank is jointly owned by GORTT and The National Insurance Board of Trinidad and Tobago (NIBTT) in a current shareholding ratio of 49 percent to 51 percent respectively.

Manufacturing Services

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.

Port of Spain Shopping Complex Limited (POSSCL)

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

Tourism

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

Golden Grove-Buccoo Limited (GGBL)

Golden Grove – Buccoo Limited (GGBL) was incorporated on December 2, 2016 and was assigned the responsibility to negotiate 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.

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.

It is the destination development and marketing company charged with the responsibility of repositioning the tourism sector in Trinidad. Its mission is to harness and shape the authentic and distinctive Trinidad tourism product and experience through research-based creative and cutting-edge marketing, leveraging technology and innovation, to unlock the destination's true tourism potential.

TTL was established to advance Trinidad's tourism development agenda and its mandate includes:

- The development and marketing of Trinidad's tourism offerings.
- Leading and facilitating the marketing and promotion of destination Trinidad internationally.
- Taking the lead in attracting tourism investment.
- The promotion of tourism business development.
- The promotion of education, awareness, and cooperation in advancing economic expansion through tourism.
- Encouraging a tourism-friendly approach through well-defined and coordinated marketing strategies, inclusive of social media and other technology-based platforms.

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, with GORTT as the majority shareholder owning 82.3 percent of the company's shares, and The National Gas Company of Trinidad and Tobago Limited (NGC) as the minority shareholder, owning the remaining 17.7 percent. NHSL was established to provide essential helicopter services to GORTT (particularly in emergency or disaster situations), as well as to the oil and gas sector and other commercial entities including NGC. The company also provides third party aircraft maintenance and logistics support to the Ministry of National Security.

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 100 percent 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 88.06 percent GORTT and 11.94 percent Government of Jamaica.

Port Authority of Trinidad and Tobago (PATT)

Port Authority of Trinidad and Tobago (PATT) is a body corporate established under an Act of Parliament in 1961, currently Chapter 51:01 of the Laws of Trinidad and Tobago. The PATT has been engaged in a broad spectrum of maritime activities including, but not limited to, the provision of towage services, dredging operations, stevedoring and cargo handling, cruise shipping operations, heavy equipment fleet management and inter-island ferry operations.

PATT will continue to implement the following projects in fiscal 2027: -

- ***Upgrade to Mechanical Garage Facility:*** This project involves the construction of an extended lunch/change room to accommodate the Mechanical Garage staff. The total estimated cost of this phase is $2.0 million which will be expended in fiscal 2027.

- ***Renovations to Main Stores:*** This project involves the management of parts and supplies for the mechanical garage and crane maintenance. The estimated cost of the project was revised from $3.0 million to $5.0 million and will be executed in two phases:

    - Phase 1 – entails the construction of a new Administrative Office Building external to the current warehouse storage area, which will include washrooms and a lunchroom. The estimated cost of this phase was revised from $1.0 million to $3.0 million.

    - Phase 2 – entails the renovations to the warehouse facility at an estimated cost of $2.0 million, which will include re-sheeting of the roof, installing of new cladding, and resurfacing of the warehouse floor to accommodate the operation of forklift equipment.

  The estimated expenditure for fiscal 2027 is $5.0 million.

- ***Replacement of Roofing Sheets at the Shed 10/ Barrel Shop Warehouse:*** This project involves the replacement of roofing sheets and improvements to the guttering and internal drainage system of the One Stop Barrel Shop Facility to allow for the safe and effective shipment of break bulk cargo. This project was completed at a cost of $2.5 million.

- ***Construction of a Navigational Aid Tower at Sea Lots:*** This project involves the construction of a Navigational Aid Tower at Sea Lots which is critical for the safe navigation of vessels using the Sea Lots Channel to berth at NPMC's main dock and other service jetties in the vicinity. The estimated cost of the project is $1.8 million. The estimated expenditure for April to September 2026 is $0.3 million and $1.5 million for fiscal 2027. The project is ongoing.



- ***Asphalt and Concrete paving at the Container Terminal:*** This project involves the paving of the empty container yard and the full container yard. The empty container yard is surfaced with Asphalt pavement, while the full container yard utilises reinforced concrete pavement. The works will improve operational safety, load-bearing performance, trafficability, and overall yard efficiency while reducing maintenance and HSE risk within the area. The estimated cost of the project was revised from $4.0 million to $10.0 million which will be expended in fiscal 2027.

- ***Construction of Port Police Check Point at CARICOM Wharf:*** This project involves the construction of a Wharf Pass Office and Port Police Check Point at the entrance to CARICOM Wharf to strengthen access control and enhance overall security at the facility. The estimated cost of the project is $1.0 million which will be expended in fiscal 2027.

- ***Repairs to Service Corridors and Concrete Pavement of Full Container Terminal:*** This project involves the rehabilitation of service corridors housing critical 3.3kV electrical infrastructure to ensure a reliable power supply to Ship to Shore (STS) cranes and other terminal equipment. The estimated cost of the project is $42.0 million which will be expended in fiscal 2027.

- ***Paving, drainage and lighting of Shed 10 unstuffing Yard:*** This project involves asphalt paving works, upgrade to the drainage system, and lighting system upgrades at Shed #10 Unstuffing Yard. These upgrades will provide safer working conditions, improve trafficability and cargo handling operations, and support more reliable day and night port activities. The estimated cost of the project is $9.0 million which will be expended in fiscal 2027.

Point Lisas Industrial Port Development Corporation Limited (PLIPDECO)

Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) was incorporated on September 16, 1966 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/commence the following projects/programmes in fiscal 2027:

- ***RTG Bays Rehabilitation:*** The project involves the 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 the project was revised from $83.5 million to $58.5 million. The estimated expenditure for the period April to September 2026 is $29.3 million and $29.3 million for fiscal 2027. The project is ongoing.

- ***Construction of Warehousing (Phase 1):*** This project remains deferred and involved the construction of additional warehousing space at an estimated cost of $40.0 million.

- ***Asset (Equipment) Replacement Programme***: This programme involves the replacement of critical port equipment including, fully electric mobile harbour cranes, RTGs, reach stackers, generators, forklifts, terminal trucks, empty container handlers, and trailers. The estimated cost of the programme was revised from $57.4 million to $203.8 million. The estimated expenditure for the period April to September 2026 is $101.9 million and $101.9 million for fiscal 2027.
- ***Port Infrastructure Capital Projects:*** These projects involve the improvement of core infrastructure which include, integration of the reefer yard into the electrical grid to improve efficiency and reduce generator reliance, structural rehabilitation of the LCL ramp and levelling and rehabilitation of port roadways. The estimated cost of the projects is $13.1 million. The estimated expenditure for the period April to September 2026 is $6.6 million and $6.6 million for fiscal 2027.

- ***Major Road & Drainage Rehabilitation and Infrastructure:*** This project involves the rehabilitation of 17 arterial roads affected by heavy equipment and container traffic. The estimated cost of the project is $7.2 million. The estimated expenditure for the period April to September 2026 is $3.6 million and $3.6 million for fiscal 2027.

- ***Berth Infrastructure:*** This programme involves the rehabilitation of the berths and replacement of bollards and fenders for the proper securing of vessels. The estimated cost of the project is $5.0 million which will be expended in fiscal 2027.

- ***Gate Automation:*** This 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 project is deferred.

- ***Acquisition of Operational Vehicles:*** This project involves the transition to a fully electric fleet inclusive of the procurement of an ambulance. The estimated cost of the project is $15.4 million which will be expended in fiscal 2027.

- ***Enterprise Resource Planning (ERP) System:*** This project involves the scoping, procurement, and testing of a new ERP system. The estimated cost of the project is $2.0 million. The estimated expenditure for the period April to September 2026 is $1.0 million and $1.0 million for fiscal 2027.

- ***IT Hardware & Software:*** This project involves the following IT hardware and software projects:

    - ERP Migration
    - IT Equipment Renewal
    - Centralized UPS
    - Online Payment System
    - Cloud Migration
    - Replacement Servers
    - Network Redundancy
    - Internal Audit Software
    - CCTV Client Machines
    - Other IT Hardware

    The estimated cost of the project is $7.9 million. The estimated expenditure for the period April to September 2026 is $4.0 million and $4.0 million for fiscal 2027.



- ***Other projects:*** These projects involve the following activities:

    - Fabrication of 40ft RTG Spreader Bar
    - Gas Detection Chemical Shelter
    - Weighbridge Fibre Project
    - Electronic Barriers
    - Implementation of a Cybersecurity Programme
    - Access Control Replacement
    - Asset Tracking
    - Perimeter Security Expansion

  The estimated cost of the project is $5.8 million. The estimated expenditure for the period April to September 2026 is $2.9 million and $2.9 million for fiscal 2027.

- ***Furniture and Fixtures:*** This project involves the procurement of furniture, the upgrade and/or replacement of air conditioning units. The estimated cost of the project is $1.0 million. The estimated expenditure for the period April to September 2026 is $0.5 million and $0.5 million for fiscal 2027.

Telecommunications Services of Trinidad and Tobago Limited (TSTT)

Telecommunications Services of Trinidad and Tobago Limited (TSTT) is jointly owned by National Enterprises Limited (NEL), which holds 51 percent of the issued share capital, and Cable and Wireless West Indies Limited (CWC), which holds 49 percent. TSTT is the national telecommunications provider in Trinidad and Tobago, delivering mobile, fixed, broadband, cloud and digital infrastructure services to residential, business and government customers.

TSTT will continue to implement the following projects in fiscal 2027:

- ***Consumer Sales Line of Business:*** This project involves the strengthening of TSTT's mobile network capabilities and customer-facing digital platforms. Key investments are directed towards the execution of the Wireless Long-Term Strategy, including LTE coverage expansion, migration to VoLTE and VoWiFi services, and the phased retirement of legacy 2G and 3G networks. The estimated cost for the project was revised from $2,383.5 million to $2,459.2 million. The estimated expenditure for the period April to September 2026 is $150.3 million, and $65.8 million for fiscal 2027.

- ***The Business Sales Line of Business:*** This project involves the support of corporate and government customers through continued investment in ICT and digital service capabilities. This portfolio includes a number of hosted solutions such as enhancements to private and public cloud services, software-as-a-service platforms, IP-based communication solutions, and secure data storage infrastructure to support business continuity and digital transformation initiatives. The estimated cost of the project was revised from $507.4 million to $519.0 million. The estimated expenditure for the period April to September 2026 is $9.3 million, and $9.4 million for fiscal 2027.

- ***Cost Centers:*** This project involves the provision of shared services across finance, human resources, legal, customer experience, marketing, and service assurance functions. Capital Investments by Cost Centers are focused on maintaining critical operational infrastructure, systems support, and corporate facilities required to enable effective delivery across all lines of business. The estimated cost of the project was revised from $1,461.5 million to $1,467.4 million. The estimated expenditure for the period April to September 2026 is $45.6 million, and $70.1 million for fiscal 2027.

- ***Amplia Communications:*** Amplia Communications Limited is the residential fiber arm of TSTT's business. Investments by Amplia Communications represent TSTT's residential fibre investment strategy and are focused on the expansion and enhancement of its 100% fibre optic network. The estimated cost of the project was revised from $699.2 million to $836.7 million. The estimated expenditure for the period April to September 2026 is $124.2 million, and $56.8 million for fiscal 2027.

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. Its focus is on the overall development of the Craft Industry and to train and develop craft entrepreneurs capable of producing and selling high-quality craft, locally and for export. In addition to training, ECCL provides artisan entrepreneurs with income-earning opportunities and channels for the sale, marketing and showcasing of Trinidad and Tobago's craft via physical and digital craft stores.

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, dyes, 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, development of quality control mechanisms and planning of new initiatives.

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.

MTS is providing project management services for the completion of construction and outfitting of 27 priority schools. The first phase involved 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 involved remedial and construction works for 23 schools, based upon the assessment and evaluation undertaken.

The status of the works is as follows:

- ***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 is $46.2 million. The estimated expenditure for the period April to September 2026 is $2.8 million. The project is 99 percent completed.

- ***Marabella Anglican Primary School:*** This project involves the construction of a new building. The estimated cost of the project is $38.7 million. The estimated expenditure for the period April to September 2026 is $5.0 million. Construction is 98 percent completed and outfitting is 99 percent completed.

- ***Malabar Government Primary School:*** This project involves the construction of a new building. The estimated cost the project is $37.6 million. The estimated expenditure for the period April to September 2026 is $0.5 million. Construction is completed and outfitting is 99 percent completed.

- ***Arima Central Secondary School:*** This project was completed at a cost of $33.6 million.

- ***Barataria North Secondary School:*** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project is $248.0 million. This project is in the planning stage.

- ***Lower Morvant Government Primary School:*** This project involves the construction of a new building to replace the existing facility. The estimated cost of the project is $64.3 million. The estimated expenditure is $13.2 million for the period April to September 2026 and $13.2 million for fiscal 2027. The project is 48 percent completed.

- ***St. Joseph Secondary School:*** This project involves structural, remedial and outfitting works. The estimated cost of the project is $166.0 million. This project is in the planning stage.

- ***Picadilly Government Primary School:*** This project involves the construction of a new building to replace the existing facility at an estimated cost of $49.3 million. The estimated expenditure for fiscal 2027 is $33.4 million.

- ***Ramai Trace SDMS Primary School:*** This project involves structural and remedial works. Construction was completed at a cost of $27.8 million and is to be outfitted.

- ***Mt. Hope Secondary School:*** This project involves significant structural retrofitting and remedial works. The estimated cost of the project is $219.5 million. The project is in the planning stage.

- ***Bishop Anstey High School:*** This project involves the construction of the Sixth Form Science Block. The estimated cost of the project is $34.8 million. The project is 75 percent completed.

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

Youth Training and Employment Partnership Programme (YTEPP) Limited is a wholly-owned State Enterprise incorporated in 1990, with responsibility for building national economic capacity through the provision of quality Technical and Vocational Education and Training (TVET) throughout Trinidad and Tobago.

YTEPP's principal objective is to promote skills-based training at various levels in order to enhance employability, strengthen workforce readiness and support national economic development. Training is delivered through a wide range of programmes offered at YTEPP's full-time training centres across the country, as well as through community-based initiatives designed to expand access to technical and vocational education.

Community

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)

Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT), a wholly owned State Enterprise was established in 1995 to oversee urban development throughout Trinidad and Tobago.

The company has a diverse portfolio of developing projects in areas of health, national security, industrial, community development, accommodation, restoration/heritage, ports and infrastructure, sports and recreation and tourism.

UDeCOTT will continue the implementation of the following:

- ***Diego Martin Sporting Complex:*** Phase II involves the development of a new community playing field, hard courts and washroom facilities, landscaping and external works. It is intended to serve the surrounding communities, clubs and associations for training, recreational activities and sporting events. This Phase is being implemented in two stages:

  a) Stage I was varied to the design and construction of a community play field, two dual-use basketball/netball hard courts, a 50-Seater Pavilion, landscaping and external works; and
  b) Stage II comprises a community swimming pool.

  The estimated cost of the project was revised from $12.1 million to $13.3 million. The estimated expenditure for the period April to September 2026 is $7.2 million and $0.6 million for fiscal 2027.

- ***Bayshore Low Income Housing Development – Phase 2:*** This project involves the development of ten acres of vacant land in Bayshore North, Marabella and the construction of 50 housing units for the relocation of persons along the San Fernando Kings Wharf North area. The estimated cost of the project was revised from $19.1 million to $15.5 million. The estimated expenditure for the period April to September 2026 is $0.1 million and $0.6 million for fiscal 2027.

- ***Hatters Steel Orchestra Pan Yard:*** This project involves the demolition of the existing pan shed and the bathroom block, renovation of the existing two-storey building, construction of a new pan shed and external works. The estimated cost of the project is $2.5 million. The estimated expenditure for the period April to September 2026 is $0.1 million.

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 the implementation of development 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 implements projects to provide physical infrastructure, utilities and social facilities as well as to improve the quality of life of residents in those communities.

Its capital expenditure programme is now being funded under the Infrastructure Development Fund (IDF). These were:

- ***Construction of Bridges:*** This programme involves the construction of bridges in several areas of Trinidad.

- ***Road and Drainage Works:*** This programme involves the construction of drainage and road and/or upgrade works to be implemented in various areas of Trinidad.

- ***Construction of Retaining Walls***: This programme involves the construction of retaining walls in various locations to improve slope stability and reduce erosion risks.

- ***Refurbishment Works at Recreation Grounds, Basketball Courts, and Multipurpose Complex:*** This programme involves refurbishment works at recreation grounds and sporting arenas.

- ***Construction of Police Posts and Local Economic Zones***: This programme entails the construction of police posts and local economic zones throughout Trinidad.

The Sports Company of Trinidad and Tobago Limited (SPORTT)

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

- Provide advice and make recommendations to the Ministry of Sport 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 programme involves the development of six regional grounds and three sub-regional grounds throughout Trinidad. For fiscal 2027, works at the National Aquatic Centre will include the recommissioning/replacement of automated chemical treatment dispensers and UVC treatment system for the pool. In addition, improvements at the National Racquet Sports Centre will include bleachers, lobster machine, umpire chairs, scoreboards and software required for the Centre's accreditation.

  The estimated cost of the project is $495.9 million. The estimated expenditure for the period April to September 2026 is $3.8 million and $21.84 million for fiscal 2027.

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

Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL), a wholly owned State Enterprise, was incorporated on November 12, 1980 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 percent of the total landfill waste. The company is also involved in composting and recycling recoverable waste, comprising 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. These commercial lines 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)

The Estate Management and Business Development Company Limited (EMBD), a wholly owned State Enterprise, was incorporated on August 8, 2002 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 residential estate sites with appropriate infrastructure to meet the GORTT's commitment to the former employees of Caroni. The company is also responsible for the completion of distribution of Agricultural Leases in seven Agricultural Estates to former employees of Caroni and the management of two Sand Quarries at Coco Road in Claxton Bay and Milton Village in Couva which are duly licensed under the Minerals Act, Chapter 61:03.

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.

LandmarkTT Properties Limited

LandmarkTT Properties Limited (LandmarkTT) was established to support the strategic development and productive use of State lands across Trinidad and Tobago. The company was created following approval by GORTT for the establishment of a State Land Investment and Development Public-Private Partnership (PPP) model aimed at bridging the gap between available State lands and the growing demand for high-quality, unsubsidized housing.

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 extended to communities across Trinidad and Tobago, thereby creating an opportunity for greater 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)

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT) has been tasked with the responsibility of the construction and upgrade of a number of health care facilities across the country. 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 2027:

- ***Redevelopment of 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. Phases I, III, and IV were completed. Phase II entails the construction of a new multi-storey Central Block Building with an estimated floor area of 33,604 square metres. The new facility will be integrated into the existing Port of Spain General Hospital Campus, providing comprehensive health care services such as Intensive Care Unit, High Dependency Unit and Coronary Care Unit.

  The project was completed at a revised cost of $1,899.4 million. The estimated expenditure for April to September 2026 is $128.8 million and $31.7 million for fiscal 2027 for release of retention costs.

- ***Port of Spain General Hospital Multi-storey Car Park:*** This project involves the demolition of the old doctor's quarters and the sewing building and the design and construction of a multi-storey car park as well as the upgrade of the access road and its intersection with Charlotte Street. The estimated cost of the project is $73.7 million. The estimated expenditure for April to September 2026 is $4.5 million and $48.5 million for fiscal 2027. This project is scheduled to be completed in fiscal 2028.

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 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

Airport 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. To this end, AATT is focusing on:

- ***Replacement and Upgrade of Security Screening Equipment Carry-on/Walk Through Metal Detectors:*** This project involves the replacement and upgrade of X Rays Scanners for carry-on luggage and full body scanners at the Airports to meet International Civil Aviation Organisation (ICAO) standards and the Trinidad and Tobago Civil Aviation Authority requirements. The estimated cost of the project was revised from $25.4 million to $38.1 million. The estimated expenditure for fiscal 2026 is $10.5 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 expanded from being a fleet maintenance company to fleet management services for the public sector as well as to private sector interests and the general public. These services include provision of vehicle maintenance, vehicle telematics (tracking and diagnostics), driver management, fuel management and health & safety management.

Public Administration

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.

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

During fiscal 2027, LATT will continue the following projects:

- ***Acquisition of Machinery and Equipment:*** This project involves the acquisition of critical machinery and equipment to enhance LATT's material handling, loading and transportation capabilities. The proposed assets include trucks, tractors, a tractor trailer truck with a 20-ton knuckle crane, heavy-duty forklifts (17–20 tons), bulldozers, container handlers/stackers, manlifts and articulated dump trucks, to ensure operational efficiency. The estimated cost of the project is $30.0 million and the estimated expenditure is $2.0 million for April to September 2026.

- ***Network Infrastructure Upgrade****:* This project involves the enhancement of the information technology infrastructure across the entire organisation with the goals of improvement in performance, reliability and security. The estimated cost of the project is $1.3 million which will be expended in fiscal 2027.

- ***Plant Modernisation Programme****:* This programme involves modernising critical production and processing infrastructure to improve efficiency, reliability, safety and production capacity. The proposed works will include the replacement and upgrading of outdated plant and equipment, construction of a cooling shed, modernisation of emulsion and drumming plants, rehabilitation of critical processing systems and improvement of loading and handling facilities. The programme will be executed in phases over a three year period. The estimated cost of the programme is $50.0 million. The estimated expenditure for fiscal 2027 is $10.0 million.

- ***Acquisition of Computers and IT Equipment*****:** This project involves the acquisition of system software and computer equipment, along with the installation of a comprehensive plant-wide security camera system to enhance operational efficiency and strengthen financial reporting. The estimated cost of the project is $7.3 million. The estimated expenditure for April to September 2026 is $0.3 million and $1.0 million for fiscal 2027.

- ***Upgrade of Existing Facilities*****:** This project aims to enhance operational infrastructure through the upgrade of key existing facilities. Planned improvements now include the refurbishment or replacement of the plant boiler system, development of a dedicated container storage yard and the expansion of warehouse facilities to support increased inventory and production demands. The estimated cost of the project was revised from $66.1 million to $28.3 million. The estimated expenditure for April to September 2026 is $5.0 million.

- ***Acquisition of Laboratory Testing Equipment:*** This project involves the acquisition of advanced laboratory testing equipment to ensure product quality standards and compliance with industry specifications. The estimated cost of the project is $9.2 million. The estimated expenditure for fiscal 2027 is $1.4 million.

- ***Development of onsite Bitumen Storage Facilities:*** This project involves the development or expansion of bitumen storage capacity to ensure the safe and reliable containment of product in line with production and supply demands. The estimated cost of the project is $20.0 million. This project is deferred.

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 overall physical infrastructure of the country.

NQCL continues to implement the following projects:

- ***Quarry Mine Development Plan:*** This project has been discontinued. The estimated cost of the project was $3.6 million.

- ***Haulage Roadway Restoration:*** This project involves the restoration of the road network at the Limestone Quarry. The estimated cost of the project is $3.2 million This project is on hold.

- ***Refurbishment & Equipping of Laboratory*****:** This project involves the refurbishment of equipment and lab facilities at the Sand and Gravel and the Limestone Quarries. The estimated cost of the project is $2.0 million This project is on hold.

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT) will continue the following projects in fiscal 2027:

- ***Penal/Debe – Administrative Building:*** The project remains on hold.

- ***Picadilly Street Urban Regeneration Phase 1.1:*** The Piccadilly Street Urban Regeneration Project Phase 1.1 is a development comprising of a mixed-used commercial/residential six-storey building with 16 apartments and is disaggregated as follows:

    - Lower two floors of the building – to be utilized for commercial and community spaces; and
    - Upper four floors – to be utilized for residential use for 16 low cost residential apartments.

  The estimated cost of the project was revised from $55.2 million to $52.1 million. The estimated expenditure for the period April to September 2026 is $16.2 million and $12.3 million for fiscal 2027. This project is scheduled to be completed in fiscal 2027.

- ***Memorial Plaza:*** This project now forms part of the Trinidad and Tobago Global Revitalization Project.

- ***Implementation of the San Fernando Waterfront Redevelopment Programme:*** This project involves all works required for the development of the San Fernando Waterfront Redevelopment Master Plan and the necessary attainment of all statutory approvals. The estimated cost of the project was revised from $73.2 million to $77.6 million. The estimated expenditure for the period April to September 2026 is $9.8 million and $0.9 million for fiscal 2027.

- ***Trinidad Government Railway Building:*** The project involves the restoration of the Plaza San Carlos historic district which will function as an arts and culture district. The project is intended to preserve local history and heritage, whilst simultaneously fostering economic development and tourism as part of the San Fernando redevelopment project. The estimated cost of the project was revised from $23.1 million to $22.4 million. The estimated expenditure for the period April to September 2026 is $5.1 million and $1.1 million for fiscal 2027. This project is scheduled to be completed in fiscal 2027.

- ***Edward Street/St. Vincent Street Car Park:*** The project involves the demolition of the old TTPS Administrative Support building located on Edward Street, Port of Spain, and the design and construction of a multi-storey car park with parking management system. The estimated cost of the project was revised from $90.5 million to $99.7 million. The estimated expenditure for the period April to September 2026 is $32.7 million and $40.5 million for fiscal 2027. The project is scheduled to be completed in fiscal 2027.

- ***Invaders Bay – Civil Infrastructure Works:*** This project is being implemented in two phases:
  - Phase I - the construction of 1.7 kilometer (km) of road works inclusive of a new roadwork construction in the existing mangrove swamp, construction of Reinforced Concrete Box culverts and Reinforced Concrete Cylinder Pipe crossings; and
  - Phase II – the development of 23.799 hectares of previously reclaimed land for commercial use at Invaders Bay, Port of Spain.

  The estimated cost of the project was revised from $92.5 million to $107.4 million. The estimated expenditure for the period April to September 2026 is $11.6 million. This project is scheduled to be completed in fiscal 2026.

- ***Invaders Bay - Master Plan Phase III:*** The project involves the development of the conceptual usage of the 23.799 hectares of previously reclaimed land for commercial use at Invaders Bay, Port of Spain, as the Invaders Bay Development Project now forms part of the Trinidad and Tobago Global Logistical Hub Blueprint Program.

The estimated cost of the project is $27.1 million. The estimated expenditure for the period April to September 2026 is $4.3 million. The project is in planning stage.

National Infrastructure Development Company Limited (NIDCO)

National Infrastructure Development Company Limited (NIDCO), a wholly owned State Enterprise was incorporated on January 11, 2005 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 following:

- ***Construction of the Sir Solomon Hochoy Highway – from San Fernando to Point Fortin (SHHEPF – Project)*:** The Sir Solomon Hochoy Highway Extension to Point Fortin (SHHEPF) Project, under the Ministry of Works and Transport, aims to enhance the highway network south and west of San Fernando while improving road accessibility to key areas such as Debe, Penal, Fyzabad, La Brea, Point Fortin, and Siparia. This project is being funded under the Public Sector Investment Programme.

- ***ANR International Airport (ANRRIA):*** The scope of the project is disaggregated as follows:

    - ***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.

      The design and construction of the project have been completed. The terminal building and landside carparking were sectionally taken over in September 2025 and handed to the Airports Authority of Trinidad and Tobago for outfitting. The Final Taking-Over Certificate was issued on May 18, 2026.

    - ***Upgrade Works***: Development of provisional facilities in the existing terminal area to improve the existing service level of the domestic and cargo operations in the current airport. These works were completed in August 2023.

    - ***Consultancy Services***: Engagement of a Construction Supervisor; Oversight & Supervision Services, Airport Technical Advisory Services; Land Acquisition Consultancy Services and ORAT Consultancy Services. All consultancy services would be completed in fiscal 2027 and funded by IDF.

  Construction works were completed at a cost of $1,277.0 million.

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 is paid into the Consolidated Fund.

NLCB has initiated the following projects:

- ***Construction of NLCB's Flagship Building:*** This project involves the construction and outfitting of a 7-storey building for NLCB's New Corporate Office on Pembroke Street, Port of Spain. The estimated cost of the project is $183.8 million and the estimated expenditure is $60.0 million for fiscal 2027. This project is delayed.

- ***Purchase of a Corporate Office Building in San Fernando:*** This project involves the purchase and outfitting of a new Corporate Office building in San Fernando. The estimated cost of the project is $15.0 million.

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 has initiated the following programme:

- ***Trinidad and Tobago National Water Sector Development Programme:*** This programme involves the improvement of efficiency, quality, sustainability and resilience of potable water supply service and water security. This programme has been divided into three components as follows:
    - Component 1 - Water Stabilization and Improvement - the development of a comprehensive programme to urgently stabilize water supply services to prevent further service decline throughout the country.
    - Component 2 - Support for water sector transformation- to develop capacity and provide institutional strengthening
    - Component 3 - Network Optimization - to finance urgent priority works to optimize network performance and reduce non-revenue water.

  The estimated cost of the programme is $544.0 million. The estimated expenditure for the period April to September 2026 is $128.1 million and $50.3 million for fiscal 2027.



APPENDICES

APPENDIX 1 - COMPANIES SHAREHOLDING LIST

MINISTRY OF FINANCE, INVESTMENTS DIVISION

WHOLLY OWNED

Company Name	Ownership
Energy and Energy Based	
1. Lake Asphalt of Trinidad and Tobago (1978) Limited	100% GORTT
2. National Marine and Maintenance Services Company Limited (Special Purpose)	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
Financial Services	
1. Export-Import Bank of Trinidad and Tobago Limited	100% GORTT
2. First Citizens Holdings Limited	100% GORTT
3. National Investment Fund Holding Company Limited	100% GORTT
4. National Payment and Innovation Company of Trinidad and Tobago (formerly Trinidad and Tobago International Financial Centre Management Company Limited)	100% GORTT
Manufacturing and Agro-Based	
1. Cocoa Development Company of Trinidad and Tobago Limited	100% GORTT
2. Palo Seco Agricultural Enterprises Limited	100% GORTT
Service	
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. LandmarkTT Properties Limited	100% GORTT
7. National Commission for Self-Help Limited	100% GORTT
8. National Entrepreneurship Development Company Limited	100% GORTT
9. National Information and Communication Technology Company Limited	100% GORTT
10. National Infrastructure Development Company Limited	100% GORTT
11. National Maintenance Training and Security Company Limited	100% GORTT
12. National Schools Dietary Services Limited	100% GORTT
13. Port of Spain Shopping Complex Limited	100% GORTT
14. Rural Development Company of Trinidad and Tobago Limited	100% GORTT
15. The Couva Medical and Multi-Training Facility (CMMF) Limited	100% GORTT

17.	The Trinidad and Tobago Solid Waste Management Company Limited	100% GORTT
18.	The Vehicle Management Corporation of Trinidad and Tobago Limited	100% GORTT
19.	Tourism Trinidad Limited	100% GORTT
20.	Urban Development Corporation of Trinidad and Tobago Limited	100% GORTT
21.	Youth Training and Employment Partnership Programme (YTEPP) Limited	100% GORTT

Transport and Communication

1.	TTT Limited	100% GORTT

Total: 35

MAJORITY OWNED

Company Name	Ownership
Energy and Energy Based	
1. Alutech Limited	60% GORTT, 40% Techno Metals (Sural Group)
Financial Services	
1. Agricultural Development Bank of Trinidad and Tobago	97.2% GORTT, 2.8% Others
2. National Enterprises Limited	66% GORTT, 17% NGC, 17% others
Service	
1. Point Lisas Industrial Port Development Corporation Limited	51% GORTT, 49% Others
2. Trinidad and Tobago Trade and Investment Promotion Agency Limited	97.57% GORTT, 2.43% Other
Transport and Communication	
1. Caribbean Airlines Limited	88.06% GORTT; 11.94% GOJ
2. National Helicopter Services Limited	82.3% GORTT, 17.7% NGC

Total: 7

LESS THAN 50 PERCENT OWNERSHIP

Company Name	Ownership
Financial Services	
1. Colonial Life Insurance Company (Trinidad) Limited	49% GORTT, 51% CL Financial Ltd
2. Development Finance Limited	37.36%, GORTT, 24.91%, Maritime General Insurance Co Ltd, 37.73% Maritime Life (Caribbean Ltd)
3. Trinidad and Tobago Mortgage Bank Company Limited	49% GORTT, 51% NIBTT
Manufacturing and Agro-Based	
1. MIC Institute of Technology Limited	46.7% GORTT, 14.9% DFL, 38.4% Others

Total: 4



INDIRECTLY OWNED

Company Name	Ownership
Energy and Energy Based	
1. Atlantic 1 Holdings LLC	10% NGC LNG, 90% Others
2. Atlantic 4 Holdings LLC	11.11% TTLNG, 88.89% Others
3. Atlantic LNG Company of Trinidad and Tobago Limited	100% Atlantic 1 Holdings LLC
4. Atlantic LNG Company of Trinidad and Tobago Unlimited	100 % Atlantic 4 Holdings LLC
5. Base Energy Services and Transportation Company Ltd	100% C'bean Dockyard & Engineering Services
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. Group Captive Insurance (Barbados) Limited	100% NGC
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 (Guyana) Incorporated	100% National Energy
16. National Energy Corporation of Trinidad and Tobago Limited	100% NGC
17. NATPET Investments Company Limited	100% NPMC
18. NEL Power Holdings Limited	100% NEL
19. NGC Caribbean Investments Limited	100% NGC
20. NGC E&P (Barbados) Limited	100% NGC
21. NGC E&P Investments (Barbados) Limited	100% NGC
22. NGC E&P Investments Limited	100% NGC
23. NGC Exploration and Production Limited	100% NGC
24. NGC Green Company Limited	100% NGC
25. NGC Green Energy Limited	100% NGC Green
26. NGC Integrated Investments Limited	100% NGC
27. NGC LNG Processors Limited	100% NGC
28. NGC NGL Company Limited	80% NGC 20% NEL
29. NGC Petrochemicals Limited	100% NGC
30. NGC Pipeline Company Limited	100% NGC
31. NGC LNG Limited	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 (Canada) Marketing Limited	100% PPGTTEH
37. Phoenix Park Energy Marketing LLC	100% PPGEH LLC
38. Phoenix Park Gas Processors Limited	51% NGC NGL, 39% TTNGL 10% Panwest Engineering
39. Phoenix Park Global Energy Holdings LLC	100% PPGTTEH
40. Phoenix Park TT Equity Holdings Company Limited	100% PPGPL
41. Point Fortin LNG Exports Limited	19.5% NGC, 80.5% Others
42. Power Generation Company of Trinidad and Tobago Ltd.	51% TTEC, 39% MaruEnergy, 10% NEL Power Holdings Ltd.
43. Rene Investments Limited	100% CL Marine Limited

44.	Solar Photovoltaic Holding Company of Trinidad and Tobago Limited	30% Downstream 70% Others
45.	South East Coast Consortium	4% NGC, 96% Others
46.	Teri Services Limited	100% CL Marine Limited
47.	The Guaracara Refining Company Limited	100% TPHL
48.	Trinidad and Tobago LNG Limited	100% NGC
49.	Trinidad and Tobago Marine Petroleum Company Limited	80% HPCL, 20% NGC
50.	Trinidad and Tobago National Petroleum Marketing Company Limited- Dominica Branch	100% NPMC
51.	Trinidad and Tobago NGL Limited	25% NGC & 75% Others
52.	Trinidad Generation Unlimited	100% NIF
53.	Trinidad Nitrogen Company Limited	51% NEL & 49% YARA
54.	TSP Assets (Teak, Samaan and Poui)	15% NGC, 85% Others
55.	World GTL Trinidad Limited	100% PETROTRIN

Financial Services

1.	Caribbean Leasing Company Limited	100% ExporTT
2.	First Citizens Bank (Barbados) Limited	100% FCGFH
3.	First Citizens Bank Limited	100% FCGFH
4.	First Citizens Brokerage & Advisory Services	100% FCIS
5.	F.C.C.R First Citizens Costa Rica SA	100% FCGFH
6.	First Citizens Depository Services Limited	100% FCGFH
7.	First Citizens Financial Services (St. Lucia) Limited	100% FCB
8.	First Citizens Group Financial Holdings Limited	60.11% FCHL, 39.89% Others
9.	First Citizens Investment Services Limited	100% FCGFH
10.	First Citizens Portfolio & Investment Management Services Limited	100% FCIS
11.	First Citizens Trustee Services Limited	100% FCGFH

Manufacturing and Agro-Based

1.	Angostura Holdings Limited	44.97% Rumpro Company Limited, 29.97% NIF; 4.7% NIBTT; 20.36% Others
2.	National Flour Mills Limited	51% NEL, 49% Others

Service

1.	Allied Caterers Limited	36% CAL, 64% Others
2.	International Waterfront Resources Limited	2 Individuals 50% each
3.	Katerserv Limited	40% CAL, 60% Others
4.	National Insurance Property Development Co. Ltd.	100% NIBTT
5.	Occidental Investments Limited	100% GGBL
6.	Oceanic Properties Limited	100% GGBL
7.	Petrotrin EAP Services Limited	100% Petrotrin
8.	Point Lisas Terminals Limited	100% PLIPDECO
9.	Port of Spain Waterfront Development Limited	100% UDECOTT
10.	Premium Security Services Limited	100% Clico
11.	Rincon Development Limited	100% UDECOTT
12.	San Fernando Development Limited	100% UDECOTT
13.	Trinidad and Tobago Housing Development Corporation Asset Management Company Limited	100% HDC
14.	Trinidad and Tobago Housing Development Corporation Construction Company Limited	100% HDC
15.	Trinidad and Tobago Housing Development Corporation Facilities Management Company Limited	100% HDC
16.	Urban Development Company of San Fernando Limited	100% UDECOTT
17.	Vanguard Hotel Limited	98% eTeck, 2% F&K Holding Limited



Transport and Communication

1.	Amplia Communications Limited	100% TSTT
2.	C.A.R.A Limited	100% CAL
3.	CAL (Barbados) Limited	100% CAL
4.	Caribal Limited	100% CAL
5.	Caribbean Aircraft Acquisitions Limited	100% CAL
6.	Telecommunications Services of Trinidad and Tobago Limited	51% NEL, 49% Others
7.	Tobago Express Limited	100% CAL

Total: 92

CORP-STATUTORY

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

Appendix II
Details of Expenditure

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	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	Dragon Project	0.00	0.00	0.00	0.00	0.00	0.00	This project is in the planning stage.
1.02	New Remote Operating Station at UIE facility	7.00	0.00	0.00	0.00	0.00	0.00	This project is on hold.
1.03	Manakin-Cocuina Project	185.91	0.00	0.00	0.00	139.43	46.48	This project is in the planning stage.
	Sub Total	**192.91**	**0.00**	**0.00**	**0.00**	**139.43**	**46.48**	
	Natural Gas to (CNG) Stations - The NGC CNG Initiative							
1.04	Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations	36.00	5.24	0.00	0.00	0.00	0.00	A final investment decision is still to be made.
1.05	NGC Green Initiatives	500.00	184.69	9.37	3.51	2.06	6.13	The estimated cost of the project was revised from $330.0 million to $500.0 million.
	Sub Total	**536.00**	**189.93**	**9.37**	**3.51**	**2.06**	**6.13**	
	Modification Works							
1.06	Liquid Contingency Handling at PPVS	74.01	64.69	0.00	0.00	0.00	0.00	A final investment decision is to be made.
	Sub Total	**74.01**	**64.69**	**0.00**	**0.00**	**0.00**	**0.00**	
	Beachfield Facilities							
1.07	Beachfield Condensate Stabilization Project	265.49	184.60	4.01	0.00	0.00	0.00	A final investment decision is to be made.
1.08	Beachfield Firewater Project	140.02	89.03	23.06	1.18	0.00	0.00	A final investment decision is to be made.
	Sub Total	**405.51**	**273.63**	**27.07**	**1.18**	**0.00**	**0.00**	

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	Other Projects							
1.09	TGRF Control System Upgrade	4.00	0.00	0.00	0.00	0.00	4.00	The project is rescheduled to be completed in fiscal 2027.
1.10	Beachfield Manatee Upgrade	1,084.00	64.52	392.52	271.70	189.00	166.26	This project is ongoing.
1.11	CCTV System Upgrade	33.25	0.00	0.00	0.00	0.00	0.00	A final investment decision is to be made.
1.12	The Manatee Gas Tie In	97.80	0.00	0.23	9.42	52.19	18.26	This project is ongoing.
1.13	TGRF Control Room Water Ingress Repairs	4.00	0.00	0.00	0.00	0.00	0.00	In fiscal 2026, a decision was taken to discontinue this project.
	Sub Total	**1,223.05**	**64.52**	**392.75**	**281.12**	**241.19**	**188.52**	
	Retained Earnings	**2,431.48**	**592.77**	**429.19**	**285.81**	**382.68**	**241.13**	
	Total - NGC	**2,431.48**	**592.77**	**429.19**	**285.81**	**382.68**	**241.13**	
	NATIONAL ENERGY CORPORATION OF TRINIDAD AND TOBAGO LIMITED (National Energy)							
	Funded by Retained Earnings							
2.01	Savonetta Piers (Upgrade and refurbishment) 2026 Cycle	8.87	0.00	0.00	1.61	7.27	0.00	The scope of the project is disaggregated to report works by fiscal year. The estimated cost of the project was revised from $30.08 million to $8.87 million.
	Savonetta Piers (Upgrade and refurbishment) 2027 Cycle	15.79	0.00	0.00	0.00	0.00	15.79	This project involves the upgrade of equipment and infrastructure at SP1, SP2, SP3 & SP4.
2.02	Vessels (Hull & Machinery Major Maintenance) 2026 Cycle	14.70	0.00	0.00	0.00	9.19	0.00	The scope of the project includes two vessels engine overhaul and one vessel drydocking.
	Vessels (Hull & Machinery Major Maintenance) 2027 Cycle	10.40	0.00	0.00	0.00	0.00	10.40	The scope of the project includes drydocking of six vessels and one vessel engine overhaul.
2.03	Tug Mooring Sheet Pile Project	14.00	0.00	0.00	0.00	0.00	4.00	The estimated cost of the project was revised from $8.0 million to $14.0 million.
2.04	Replacement of Fenders at Port of Brighton	5.50	0.00	1.23	1.32	2.00	0.00	This project involves the replacement of deteriorated fenders at the Port of Brighton to ensure the safety of vessels and the port during the berthing operations.
2.05	Acquisition of two Azimuth Stem Drive (ASD) Tugboats	114.24	0.00	68.62	40.10	5.52	0.00	One vessel was delivered in January 2026 and the other in April 2026.
2.06	Maintenance Dredging	47.00	0.00	0.00	0.00	0.00	44.25	This project involves the removal of siltation to maintain the published dredge depth.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
2.07	Port of Galeota Sheet Piles Project	16.00	0.00	0.00	0.00	0.00	4.00	This project involves the repair to Port of Galeota coastal sheet piles due to corrosion.
	Retained Earnings	**246.50**	**0.00**	**69.85**	**43.03**	**23.98**	**78.44**	
	Total - NEC	**246.50**	**0.00**	**69.85**	**43.03**	**23.98**	**78.44**	
	LA BREA INDUSTRIAL DEVELOPMENT COMPANY LIMITED (LABIDCO)							
	Funded by Retained Earnings							
3.01	Upgrade of the Drain Corridor	10.58	3.78	0.00	0.00	0.00	0.70	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	0.00	This project is deferred.
3.03	Upgrade of Secondary Access Roads	11.00	4.20	0.00	0.00	0.00	1.20	This project involves the maintenance of the road infrastructure on the LABIDCO Estate.
3.04	Installation of Fire Water System at Port of Brighton	13.00	0.00	0.00	0.00	0.00	0.00	The project is deferred.
3.05	LABIDCO Berth 2 Paving and Drainage Project	47.50	1.67	2.50	0.00	0.00	20.00	This project involves the upgrade of the key paved areas and drainage infrastructure supporting the operation of Berth 2.
3.06	Maintenance Dredging of Berth 1 and Berth 2	15.00	0.00	0.00	0.00	0.00	15.00	The estimated cost of the project was revised from $3.0 million to $15.0 million.
3.07	Security Infrastructure Improvement	4.50	0.00	0.25	0.22	0.10	1.65	This project involves the relocation of Gate A security checkpoint, creation of unpaved Port car park and provide multi-purpose room at Bungalow 14 location.
3.08	Renewable Energy Centre	0.00	0.00	0.00	0.00	0.00	0.00	This project is being funded under the PSIP.
	Retained Earnings	**111.58**	**9.65**	**2.75**	**0.22**	**0.10**	**38.55**	
	Total - LABIDCO	**111.58**	**9.65**	**2.75**	**0.22**	**0.10**	**38.55**	
	HERITAGE PETROLEUM COMPANY LIMITED (HPCL)							
	Funded by Retained Earnings							
	Offshore							
4.01	Structural Modifications and Upgrades	24.00	3.01	10.94	0.05	0.00	10.00	The project is scheduled to recommence in 2027.
4.02	Bulk Oil Trunk Line from SWS to Riser Platform 1	0.00	0.00	0.00	0.00	0.00	0.00	This project remains on hold.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
4.03	Electrical and Instrumentation (measurements) Upgrades and Acquisitions	6.35	0.00	2.11	0.26	2.98	1.00	The estimated cost of the project was revised from $6.75 million to $6.35 million. The project is ongoing.
4.04	Compressor Upgrades	86.00	16.05	34.72	1.59	12.48	20.25	This project involves the upgrade of several compressor units. The estimated cost of the project was revised from $82.27 million to $86.00 million.
4.05	Improvement/Upgrade of the Marine Base 2024	9.55	0.00	1.55	0.00	4.00	4.00	The scope of this project involves infrastructural and electrical upgrade works. The estimated cost of the project was revised from $4.65 million to $9.55 million.
4.06	Well Optimization	9.50	0.00	0.00	0.00	2.50	6.75	This project involves the design, supply, installation and commissioning of a turn-key automation for the remote servicing of gas lift wells. The estimated cost of the project was revised from $3.10 million to $9.50 million.
4.07	Landing Upgrades	0.00	0.00	0.00	0.00	0.00	0.00	This project is deferred.
4.08	Subsea Pipelines	179.00	41.87	34.96	3.16	65.26	33.75	The estimated cost of the project was revised from $120.89 million to $179.00 million. The project is in the development phase.
4.09	Electrical Upgrade Works	40.82	20.67	0.22	2.26	1.64	2.00	This project involves the installation of high voltage Subsea Electrical Cables to facilitate the distribution of electrical power. The estimated cost was revised from $35.66 million to $40.82 million.
4.10	Fixed and continuous online compressor performance monitoring hardware	3.81	2.60	0.03	0.63	0.05	0.50	The scope of this project involves the supply and installation of fixed and continuous online compressor performance monitoring hardware at compressor locations to proactively warn of compressor performance deterioration for predictive maintenance. The estimated cost of the project was revised from $3.28 million to $3.81 million.
4.11	Offshore Metering Project	6.72	6.72	0.00	0.00	0.00	0.00	This project involves the installation of meters at six prioritized locations (RP1, RP3, RP7, GP1, BS20/PL20, and CL6).
4.12	Asset Integrity - Pipelines	0.00	0.00	0.00	0.00	0.00	0.00	This project is deferred.
4.13	East Field FDP Infrastructure	590.00	266.34	110.55	27.34	104.62	76.95	The estimated cost of the project was revised from $357.50 million to $590.00 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
4.14	PL 15 Welfare Upgrades	1.84	0.11	0.00	0.00	1.23	0.50	This project involves the upgrade of the offshore welfare facilities at Platforms 15, 19, 20 and 24.
4.15	Certified Lifting Cargo Bins Procurement	3.32	0.76	0.00	0.00	1.28	1.28	The project is ongoing.
4.16	Transformer Upgrades	14.82	3.15	4.82	1.96	0.00	0.68	This project involves the upgrade of an existing and procurement of a new transformer for Gas Compressor Unit 42. Installation to be completed in fiscal year 2027
4.17	Safety Upgrades	7.45	0.00	0.00	0.00	0.70	6.75	This project involves the Fire and Gas (F&G) upgrades across platforms.
4.18	Asset Integrity Upgrades 2026	22.00	0.00	0.00	0.00	17.93	4.00	The project is ongoing.
4.19	Test Separator Upgrade	3.29	0.00	1.38	0.52	1.18	0.00	This project involves the supply, installation, programming, calibration, valve servicing, and commissioning of a portable test separator.
4.20	VFD Unit 41&42 Upgrades	57.59	0.00	0.00	0.00	10.00	47.59	The project is ongoing.
4.21	Generator Purchase 2026	7.15	0.00	0.00	0.00	6.15	1.00	The project is ongoing.
4.22	Warehouse Upgrade	3.10	0.72	1.23	0.00	0.60	0.50	The project is ongoing.
4.23	West and Southwest Soldado Field Development Project	74.92	0.00	0.00	9.82	13.80	51.30	The project is ongoing.
	Sub Total	**1,151.23**	**362.00**	**202.51**	**47.59**	**246.40**	**268.80**	
	Land							
4.24	Operations & Maintenance Equipment	114.25	25.95	26.46	3.75	7.72	50.24	The estimated cost of the project was revised from $56.46 million to $114.25 million.
4.25	Production Enhancement Project	2.16	0.34	0.00	0.00	1.32	0.50	The estimated cost of the project was revised from $0.34 million to $2.16 million.
4.26	Facility Upgrades	30.51	7.84	3.14	1.12	3.90	14.52	The estimated cost of the project was revised from $10.76 million to $30.51 million.
4.27	Land Building Upgrades	4.00	2.70	1.44	(0.14)	0.00	0.00	The estimated cost of the project was revised from $5.48 million to $4.00 million. This project is reassigned to Corporate Business Unit.
4.28	Upgrade of Santa Flora Pipe-yard	2.16	0.14	0.00	0.00	0.00	0.00	The project was completed.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
4.29	Capital Equipment	10.84	8.62	2.25	(0.03)	0.00	0.00	The scope of this project involves the procurement of critical capital equipment stolen or vandalized throughout the fields. The estimated cost of the project was revised from $11.13 million to $10.84 million.
4.30	Major Roadworks and Bridge Upgrade Project	13.05	0.20	0.08	0.04	3.73	9.00	This project involves the completion of the Bailey bridges in the Guayaguayare field. The estimated cost of the project was revised from $5.21 million to $13.05 million.
	Sub Total	**176.97**	**45.79**	**33.37**	**4.74**	**16.67**	**74.26**	
	Engineering-Land							
4.31	Enhanced Oil Recovery (EOR) Pilot Projects - Land - FY 2020	7.12	3.61	0.38	(0.01)	0.00	0.00	The estimated cost of the project was further revised from $24.42 million to $7.12 million. This project is deferred.
4.32	IOR Phase 1	37.52	12.47	22.74	(0.21)	0.00	0.00	This project was completed at an estimated cost of $35.20 million.
4.33	IOR Phase 2	39.09	21.78	17.03	(0.21)	0.00	0.00	The estimated cost of the project was revised from $22.50 million to $39.09 million. CLB works are deferred.
4.34	SMB-PREAU Block	25.93	0.18	0.67	0.14	0.00	0.34	The estimated cost of the project was revised from $15.70 million to $25.93 million.
4.35	IOR Optimisation Project	101.66	0.00	0.00	0.00	0.00	101.66	This project involves the maximization of oil production from existing steam flood schemes.
	Sub Total	**211.32**	**38.04**	**40.82**	**(0.29)**	**0.00**	**102.00**	
	Drilling							
4.36	Offshore Drilling	1,869.85	453.57	349.14	263.61	353.53	450.00	This programme involves drilling activities in the East Field Phase II programme and West South West Soldado Drilling programme. The estimated cost of the programme was revised from $1,337.89 million to $1,869.85 million.
4.37	Offshore Heavy Workover	78.55	42.31	(0.06)	0.00	24.30	12.00	This programme involves Heavy Workover of wells identified in the annual Offshore HWO program. The estimated cost of the programme was revised from $65.21 million to $78.55 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
4.38	Tools, Equipment and Software Purchase	48.72	27.39	(13.18)	0.38	10.25	0.00	This project involves drilling and workover, software licenses - Foresite PCP, EDM, Open wells and Well Integrity. The estimated cost of the project was revised from $68.97 million to $48.72 million.
4.39	Land Heavy Workover	48.71	32.58	7.41	4.47	4.24	0.00	This programme involves the heavy workover of seven wells to be identified in the annual Land Heavy Workover programme. The estimated cost of the programme was revised from $49.88 million to $48.71 million.
4.40	Land Drilling Programme	537.82	209.06	146.12	82.33	100.32	0.00	This programme involves completion of the Barrackpore Drilling programmes, drilling of four wells and one exploration well in the Preau Block. The estimated cost of the programme was revised from $497.16 million to $537.82 million.
4.41	Land Drilling Programme - Fiscal 2027	134.36	0.00	0.00	0.00	0.00	134.36	This programme involves a targeted onshore drilling campaign designed to sustain and grow land-based production through the drilling of seven development wells.
4.42	Land Heavy Workover – Fiscal 2027	9.45	0.00	0.00	0.00	0.00	9.45	This programme involves a targeted production focused initiative designed to restore and increase oil output from selected onshore wells through corrective and enhancement workovers.
	Sub Total	**2,727.46**	**764.91**	**489.43**	**350.79**	**492.64**	**605.81**	
	Mid-Stream							
4.43	Automation	22.75	14.07	0.43	(0.02)	0.00	8.27	This project involves the installation of an ATG System and associated connectivity at Tank Farm locations in Midstream. The estimated cost of the project was revised from $19.67 million to $22.75 million.
4.44	Tankage, Pipeline and Distribution	320.36	139.06	40.88	34.66	52.35	53.40	The project involves the upgrade of three tanks, five pipeline systems and completion of electrical and distribution projects. The estimated cost of the project was revised from $237.09 million to $320.36 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
4.45	License to Operate	35.47	26.32	(1.49)	(0.32)	0.00	5.00	The project involves the design and installation of Gas Detection and Fire Suppression system at Point Ligoure Tank Farm; design of Gas Detection and Fire Suppression system at Barrackpore Tank Farm; and Emergency response equipment for all tank farm facilities. The estimated cost of the project was revised from $44.13 million to $35.47 million.
4.46	Civil Works	14.59	6.40	0.87	0.32	0.00	7.00	The project involves civil type works in tank farms. The estimated cost of the project was revised from $13.10 million to $14.59 million.
4.47	Asset Integrity - Pipelines	0.00	0.00	0.00	0.00	0.00	0.00	This project is deferred.
	Sub Total	**393.17**	**185.85**	**40.69**	**34.64**	**52.35**	**73.67**	
	Joint Ventures							
4.48	Teak, Samaan and Poui (TSP) Joint Venture	576.34	335.64	48.65	16.32	70.82	104.90	This project is a joint venture agreement between HPCL, Perenco Trinidad & Tobago Limited and NGC. The activities for fiscal 2027 include Workovers, TSP Electrification, Geoscience Studies and TSP Pipeline campaign. The estimated cost of the project was revised from $616.33 million to $576.34 million.
4.49	Central Block Joint Venture	80.16	43.30	8.02	12.23	13.08	3.54	This is a joint venture between HPCL and Touchstone Exploration Limited (previously Shell Trinidad Central Block). The estimated cost of the project was revised from $79.64 million to $80.16 million.
4.50	Southeast Coast Consortium (SECC) Joint Venture	227.72	229.83	(4.81)	(0.02)	1.71	1.01	This is a joint venture between HPCL, EOG Resources Trinidad Limited and NGC. The estimated cost of the project was revised from $243.93 million to $227.72 million.
4.51	Pt. Liguore, Guapo Bay, Brighton Marine (PGB)	6.24	0.86	0.01	0.16	3.49	1.72	This is a joint venture between HPCL and Oil belt Services. The estimated cost of the project was revised from $4.12 million to $6.24 million.
4.52	Ortoire	110.15	58.94	34.01	13.85	2.00	1.35	This is a joint venture with Primera Oil & Gas. The estimated cost of the project was revised from $122.39 million to $110.15 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
4.53	A&C Electrical Upgrade	10.80	1.08	1.40	0.76	6.76	0.81	This project involves the Sub-station/ infrastructure upgrade.
	Sub Total	**1,011.41**	**669.65**	**87.28**	**43.30**	**97.86**	**113.33**	
	Corporate							
4.54	IT Software	211.14	146.04	14.28	9.04	20.68	21.10	This project involves the deployment of IT applications including Enterprise Planning/ Analytics Systems, Hydrocarbon Production & Accounting Management, Land Management System and Cybersecurity Controls. The estimated cost of the project was revised from $191.31 million to $211.14 million.
4.55	IT Assets & Infrastructure	53.83	27.13	5.39	1.07	11.27	8.97	This project involves the continuous purchase and upgrade of laptops, servers as well as specialized equipment for Geoscientists and other specialists. The estimated cost of the project was revised from $55.31 million to $53.83 million. The project is ongoing.
4.56	Security Infrastructure	33.17	19.53	3.86	(0.02)	4.57	5.22	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 $32.02 million to $33.17 million. The project is ongoing.
4.57	Upgrade of Facilities and Fittings	78.76	59.93	7.92	(0.56)	4.41	7.07	The project involves the upgrade of Heritage's facilities, furniture and fittings. The estimated cost of the project was revised from $84.48 million to $78.76 million.
4.58	Technical Services - Land & Offshore	57.02	33.31	3.46	1.38	10.77	8.10	The project involves data integration, hardware/software acquisition, subsurface digitization, geoscience platform upgrade, and technical data management. The estimated cost of the project was revised from $57.61 million to $57.02 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
4.59	HSSE Project	31.92	13.25	5.99	2.01	4.93	5.74	This project involves the purchase of fire tenders and ambulances, 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 $39.08 million to $31.92 million.
4.60	Branding	4.00	1.52	(0.06)	0.00	0.00	0.00	This project was completed.
4.61	Engineering Building Upgrades	9.02	4.88	1.45	(0.07)	0.00	0.00	The project involves the electrical upgrade of the HPCL Lab. The estimated cost of the project was revised from $10.50 million to $9.02 million.
4.62	Engineering Software Procurement	4.31	0.60	0.71	0.00	2.32	0.68	This project now involves the procurement of new licenses for specialised engineering software. The estimated cost of the project was revised from $1.75 million to $4.31 million. The project is ongoing.
4.63	Green Agenda Project	12.20	2.99	9.14	0.06	0.00	0.00	The project involves installation of gas recovery systems at Gathering Station 37 which encompasses the installation of a gas compressor and its associated piping and vessels. The estimated cost of the project was revised from $8.66 million to $12.20 million. The project is deferred.
4.64	HPCL Lab Equipment	6.29	1.22	1.03	0.24	2.79	1.01	This project involves procurement of specialised testing equipment, fume hoods and canopies for the Heritage Lab. The estimated cost of the project was revised from $3.79 million to $6.29 million.
	Sub Total	**501.66**	**310.40**	**53.17**	**13.15**	**61.74**	**57.89**	
	Retained Earnings	**6,173.22**	**2,376.64**	**947.27**	**493.92**	**967.66**	**1,295.76**	
	Total HPCL	**6,173.22**	**2,376.64**	**947.27**	**493.92**	**967.66**	**1,295.76**	

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	PARIA FUEL TRADING COMPANY LIMITED (Paria)							
	Funded by Retained Earnings							
5.01	Tankage	158.00	79.06	23.16	5.87	10.00	35.00	This project involves the completion of Tanks 82 Jet Fuel, Tank 84-92 Ron Gasoline, Tank 136-95 Ron, Tank 68 and Tank BS 11 in fiscal 2027. The estimated cost of the project was revised from $118.28 million to $158.00 million.
5.02	Fire Protection	104.52	17.91	0.90	0.44	6.00	7.00	This project involves the installation of the fire protection suppression system at the BTX Pump House, continuation of the installation of Linear Heat Detection Systems on tanks and the automation of the installed fire suppression systems.
5.03	Electrical Upgrades	70.00	25.89	13.16	2.65	6.50	18.00	This project involves the upgrade/replacement of obsolete electrical equipment including the upgrade of No. 9 substation and the administration building substation. The estimated cost of the project was revised from $30.50 million to $70.00 million.
5.04	Environmental Upgrades/ Protection	115.90	1.37	3.35	0.07	5.00	5.00	This project is being implemented to satisfy the water pollution rules for the site's effluent, reducing oily streams and improving wastewater treatment.
5.05	ICT	21.40	3.46	1.71	0.00	6.00	6.00	This project will continue to focus on improving organizational efficiency to meet growth demands with key upgrades to the network, communication systems and business applications. The estimated cost of the project was revised from $13.31 million to $21.40 million.
5.06	Terminal Operational Upgrades	239.81	14.54	7.88	4.46	30.48	18.00	This project involves improving Paria's reliability and supporting growth opportunities in fiscal 2027.
5.07	Laboratory Upgrade	17.65	6.84	1.41	0.09	2.25	5.00	This project is being implemented to maintain the laboratory's accreditation status and involves purchase of necessary equipment to replace aging and redundant equipment. The estimated cost of the project was revised from $5.00 million to $17.65 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
5.08	RTW Loading Upgrades - Bond	31.68	6.53	0.00	0.00	8.00	5.00	The project involves the delivery, installation and commission of a bottom loading skid unit in fiscal 2026.
5.09	Security	26.50	4.07	2.24	1.09	5.50	12.00	This project is being implemented to improve general security in and around the site boundaries including fencing, lighting, CCTV and access control. The estimated cost of the project was revised from $5.55 million to $26.50 million.
	Retained Earnings	**785.46**	**159.67**	**53.81**	**14.67**	**79.73**	**111.00**	
	Total - Paria	**785.46**	**159.67**	**53.81**	**14.67**	**79.73**	**111.00**	
	TRINIDAD & TOBAGO NATIONAL PETROLEUM MARKETING COMPANY LIMITED (NPMC)							
	Funded by Retained Earnings							
6.01	Construction of New to Industry (NTI) Service Stations	46.68	27.11	1.52	1.68	1.05	0.40	This project involves construction at the following sites: RAMCO Chaguanas, NPMC Point Fortin, NPMC Frederick Settlement and NPMC Oropouche The estimated cost of the project was revised from $35.29 million to $46.68 million.
6.02	Upgrade of the Fire Water Pumps and Fire Suppression System	17.34	8.34	0.00	0.00	2.60	2.50	This project involves the upgrade of three systems at Sea Lots in Trinidad and one system in Tobago. The estimated cost of the project was revised from $17.69 million to $17.34 million.
6.03	Acquisition of LPG Cylinders and Valves	8.00	180.03	4.89	0.06	6.00	2.00	This project involves the annual replacement of rejected LPG Cylinders and Valves following testing to meet safety standards. The estimated cost of the project was revised $11.00 million to $8.00 million.
6.04	Upgrade of the Retail Sales Company and Dealer Operated Networks	65.12	51.80	0.64	4.69	5.70	2.30	This project involves continuous canopy and pump/dispenser replacements, forecourt paving and outfitting. The estimated cost of the project was revised from $61.55 million to $65.12 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
6.05	Upgrade of Tobago's Terminal	8.00	2.76	0.00	0.00	0.18	0.17	This project involves general maintenance and upgrade of the administration building and roof, maintenance workshop and garage, warehouse storage, terminal security and other employee facilities.
6.06	Refurbishment & Expansion of Delivery Sub-Sea Line in Tobago	12.91	9.69	0.01	0.21	1.50	1.50	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 estimated cost of the project was revised from $11.20 million to $12.91 million.
6.07	Fuel Upgrades at Dealer Sites	51.84	5.60	3.85	2.69	12.50	4.20	This project involves the upgrade of fuel storage and equipment, canopy, building, electrical and forecourt paving works at various sites. The estimated cost of the project was revised from $41.73 million to $51.84 million.
6.08	Upgrade of the Emergency Notification System	0.00	0.00	0.00	0.00	0.00	0.00	This project remains deferred. The original estimated cost was $1.50 million.
6.09	Sufferance Wharf	13.00	0.09	0.08	0.00	0.00	0.00	This project involves the refurbishment of all the structural elements and the protection of the shoreline at Sea Lots, Port of Spain.
6.10	Construction of Bunkering Facilities	50.12	0.02	0.00	0.00	0.00	0.00	This project involves the construction of on-shore bunkering facilities at the Ports of Port of Spain, Chaguaramas, Labidco and Galeota.
6.11	Grease Plant Upgrade	12.50	0.00	0.00	0.00	0.02	0.50	This project involves the upgrade of the Grease Plant and equipment including the HTM Mill, Gear Box, Grease Pump, and Grease Kettle to ensure a steady supply of product to the market.
6.12	Refurbishing of White-Oil & LPG Tanks in Tobago	10.90	3.44	4.60	0.10	1.00	1.00	This project involves the refurbishment of nine white oil and twelve LPG bullets. Tanks 1 and 8 were completed and repairs are ongoing for Tanks 2, 3, 5 and 7. The project is ongoing.
6.13	Procurement of one Hydrant Dispenser, four Refuellers for Aviation Jet (Jet A1), one Aviation Gasoline (Avgas) pump and one Aviation Gasoline (Avgas) refueller at Piarco	21.01	1.62	0.83	18.31	0.00	0.25	This project involves the procurement of one Hydrant Dispenser, four Refuellers for Aviation Jet (Jet A1) at Piarco, one Aviation Gasoline (Avgas) pump and one Aviation Gasoline (Avgas) refueller at Piarco for refuelling of aircraft. The estimated cost of the project was revised from $19.90 million to $21.01 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
6.14	Installation of an Intrusion Detection System	1.50	0.00	0.00	0.00	0.30	0.00	This project involves the installation of alarm sensors along the perimeter fence at the Sea Lots compound, for enhanced surveillance and intrusion detection.
6.15	Refurbishment of Warner/Taxi Coop, Tobago	6.00	0.06	0.00	0.00	0.00	0.00	This project involves the refurbishing of the building, installation of new fuel lines, canopy and dispensers.
6.16	Solar Light Replacement - NP Sea Lots	0.00	0.00	0.00	0.00	0.00	0.00	This project involves the installation of additional lighting systems along the perimeter at Sea Lots. The project is under review.
6.17	Repair to Aviation Tanks Nos. 301 & 302 - Piarco	2.50	0.68	0.41	1.24	1.00	0.00	Works were completed on Tank #301 and mechanical works are ongoing on Tank #302.
6.18	Overfill protection & Digital Gauge Replacement	5.50	0.25	0.00	0.00	0.78	0.28	This project involves the installation of New Digital Gauges, alarm systems and automated shut down at the LOBP Storage, Holding & Blending Tanks at Sea Lots, White Oil and LPG Tanks at Tobago.
6.19	Equipment Replacement and Upgrade of the LOBP	9.90	0.21	0.37	0.87	5.30	0.75	This project involves the procurement and installation of 1 Case Packer, 1 Labeller and 1 Unscrambler. The estimated cost of the project was revised from $7.83 million to $9.90 million.
6.20	High Voltage (cable, switch, transformers) Replacement, LOBP	1.88	0.38	0.00	0.00	0.50	1.00	This project involves the construction of a plinth and installation of the 6" duct from the HV room to the LOBP.
6.21	Refurbishing of the Horton Sphere	4.67	0.00	0.05	0.92	3.70	0.00	This project involves the correction of mechanical defects that were noted on the vessel, recoating, and recertification of the pressure vessel.
	Retained Earnings	**349.37**	**292.08**	**17.25**	**30.77**	**42.13**	**16.85**	
	Total - NPMC	**349.37**	**292.08**	**17.25**	**30.77**	**42.13**	**16.85**	
	Total - Business & Trade Expansion Energy Sector	**10,097.61**	**3,430.81**	**1,520.12**	**868.42**	**1,496.28**	**1,781.73**	

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	Agriculture							
	AGRICULTURAL DEVELOPMENT BANK OF TRINIDAD AND TOBAGO (ADB)							
	Funded by Retained Earnings							
7.01	Head Office Renovation	6.00	0.00	0.00	0.00	0.25	5.75	This project involves the renovation of the Bank's head office located at #87 Henry Street, Port of Spain. The project is ongoing.
7.02	Computer Equipment	3.00	0.00	0.00	0.00	0.00	3.00	This project involves the replacement of the present end of life and outdated servers and other information technology related equipment as part of the digital transformation exercise.
7.03	Core Banking Software	4.00	0.00	0.00	0.00	0.00	4.00	The project involves the replacement of its Core Banking Software.
	Retained Earnings	**13.00**	**0.00**	**0.00**	**0.00**	**0.25**	**12.75**	
	TOTAL - ADB	**13.00**	**0.00**	**0.00**	**0.00**	**0.25**	**12.75**	
	Total - Agriculture	**13.00**	**0.00**	**0.00**	**0.00**	**0.25**	**12.75**	
	Business Facilitation							
	EVOLVING TECKNOLOGIES AND ENTERPRISE DEVELOPMENT COMPANY LIMITED (eTeck)							
	Funded by Retained Earnings							
8.01	Capital Works and Rehabilitation/ Upgrade of Existing Industrial Parks	0.00	0.00	0.00	0.00	0.00	0.00	This project is being funded under the PSIP
8.02	Refurbishment of Magdalena Grand Beach Resort (MGBR), Tobago	0.00	0.00	0.00	0.00	0.00	0.00	This project is being funded under the PSIP
	Retained Earnings	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	
	Total - eTecK	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	
	Total - Business Facilitation	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	Electricity							
	TRINIDAD AND TOBAGO ELECTRICITY COMMISSION (T&TEC)							
	Funded by Retained Earnings							
9.01	Rehabilitation/Upgrade of existing substations	130.96	9.23	14.75	16.15	10.63	47.58	This project involves the installation of new larger transformers and upgrade or change out of circuit breakers or switch boards to meet the increased demand of electricity at the respective load centres. The estimated cost of the project was revised from $124.83 million to $130.96 million.
9.02	Construction of Overhead Lines and Underground Cable Circuits	7.70	4.44	5.94	6.00	3.55	7.00	This project involves connecting new customers to the Commission's infrastructure and installation of meters to measure electricity consumption for new customers. The estimated cost of the project was revised from $9.15 million to $7.70 million.
9.03	Rehabilitation and Upgrade of existing Overhead Lines and Underground Cables	94.25	43.27	52.45	28.68	31.68	66.26	This project involves the re-conducting of existing overhead lines and the replacement of existing underground cables to facilitate the change out of aging infrastructure or to bring additional capacity on to the national grid. The estimated cost of the project was revised from $105.50 million to $94.25 million.
9.04	Upgrade of IT, Communication, Metering, Protection and Security Infrastructure	36.02	1.09	3.61	2.33	10.30	13.75	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. The estimated cost of the project was revised from $32.24 million to $36.02 million.
9.05	Upgrade of Office Buildings, Equipment and Facilities	115.63	1.52	18.22	1.45	13.61	47.61	This project involves the procurement or upgrade of office buildings and facilities to support administrative, operations and project activities. The estimated cost of the project was revised from $121.04 million to $115.63 million.
9.06	Other Projects	338.77	10.55	22.39	94.96	35.14	120.55	The estimated cost of the project was revised from $291.61 million to $338.77 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	Retained Earnings	**723.33**	**70.10**	**117.36**	**149.57**	**104.91**	**302.75**	
	Total - T&TEC	**723.33**	**70.10**	**117.36**	**149.57**	**104.91**	**302.75**	
	Total - Electricity	**723.33**	**70.10**	**117.36**	**149.57**	**104.91**	**302.75**	
	Transport & Communication							
	PORT AUTHORITY OF TRINIDAD AND TOBAGO (PATT)							
	Funded By Retained Earnings							
10.01	Upgrade to Mechanical Garage facility	2.00	0.00	0.00	0.00	0.00	2.00	The project involves the construction of an extended lunch/change room to accommodate the Mechanical Garage staff.
10.02	Renovations to Main Stores	5.00	0.00	0.00	0.00	0.00	5.00	The estimated cost of the project was revised from $3.00 million to $5.00 million.
10.03	Replacement of Roofing Sheets at Shed 10/Barrel Shop Warehouse	2.00	0.00	0.00	2.53	0.00	0.00	The project was completed.
10.04	Construction of Navigational Aid Tower at Sealots	1.80	0.00	0.00	0.00	0.30	1.50	The project is ongoing.
10.05	Asphalt and Concrete paving at the Container Terminal	10.00	0.00	0.00	0.00	0.00	10.00	The estimated cost of the project was revised from $4.00 million to $10.00 million.
10.06	Construction of Port Police Check Point at CARICOM Wharf	1.00	0.00	0.00	0.00	0.00	1.00	This project involves the construction of a Wharf Pass Office and Port Police Check Point at the entrance to CARICOM Wharf.
10.07	Repairs to Service Corridors and Concrete Pavement of Full Container Terminal	42.00	0.00	0.00	0.00	0.00	42.00	This project involves the rehabilitation of service corridors housing critical 3.3kV electrical infrastructure ensures reliable power supply to STS cranes and other terminal equipment.
10.08	Paving, drainage and lighting of Shed 10 Unstuffing Yard	9.00	0.00	0.00	0.00	0.00	9.00	This project involves asphalt paving works, ppgrade to the drainage system, and lighting system upgrades at Shed #10 Unstuffing Yard.
	Retained Earnings	**72.80**	**0.00**	**0.00**	**2.53**	**0.30**	**70.50**	
	Total - PATT	**72.80**	**0.00**	**0.00**	**2.53**	**0.30**	**70.50**	

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED (PLIPDECO)							
	Funded by Company Debt							
11.01	RTG Bays Rehabilitation	58.50	0.00	0.00	0.00	29.25	29.25	The estimated cost of the project was revised from $83.50 million to $58.50 million. The project is ongoing.
11.02	Construction of Warehousing (Phase 1)	0.00	0.00	0.00	0.00	0.00	0.00	The project is deferred.
11.03	Asset (Equipment) Replacement Programme	203.80	0.00	0.00	0.00	101.90	101.90	This programme involves the replacement of critical port equipment. The estimated cost of the programme was revised from $57.40 million to $203.80 million.
11.04	Port Infrastructure Capital Projects	13.10	0.00	0.00	0.00	6.55	6.55	These projects involve the improvement of core infrastructure.
11.05	Major Road & Drainage Rehabilitation and Infrastructure	7.17	0.00	0.00	0.00	3.59	3.59	This project involves the rehabilitation of 17 arterial roads affected by heavy equipment and container traffic.
11.06	Berth Infrastructure	5.00	0.00	0.00	0.00	0.00	5.00	This programme involves the rehabilitation of the berths and replacement of bollards and fenders for the proper securing of vessels.
	Funded by Retained Earnings							
11.07	Gate Automation	0.00	0.00	0.00	0.00	0.00	0.00	The project is deferred.
11.08	Acquisition of Operational Vehicles	15.40	0.00	0.00	0.00	0.00	15.40	This project involves the transition to a fully electric fleet inclusive of the procurement of an ambulance.
11.09	Enterprise Resource Planning (ERP) System	2.00	0.00	0.00	0.00	1.00	1.00	This project involves the scoping, procurement, and testing of a new ERP system.
11.10	IT Hardware & Software	7.93	0.00	0.00	0.00	3.97	3.97	This project involves ERP Migration, IT Equipment Renewal, Centralized UPS, Online Payment System, Cloud Migration, Replacement Servers, Network Redundancy,Internal Audit Software, CCTV Client Machines and other IT Hardware.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
11.11	Other projects	5.78	0.00	0.00	0.00	2.89	2.89	These projects involve fabrication of 40ft RTG Spreader Bar, Gas Detection Chemical Shelter, Weighbridge Fibre Project, Electronic Barriers, Implementation of a cybersecurity programme, Access Control Replacement, Asset Tracking, Perimeter Security Expansion.
11.12	Furniture and Fixtures	1.02	0.00	0.00	0.00	0.51	0.51	This project involves the procurement of furniture, the upgrade and/or replacement of air conditioning units.
	Company Debt	**287.57**	**0.00**	**0.00**	**0.00**	**141.29**	**146.29**	
	Retained Earnings	**32.13**	**0.00**	**0.00**	**0.00**	**8.37**	**23.77**	
	Total - PLIPDECO	**319.70**	**0.00**	**0.00**	**0.00**	**149.66**	**170.06**	
	TELECOMMUNICATIONS SERVICES OF TRINIDAD AND TOBAGO LIMITED (TSTT)							
	Funded by Retained Earnings							
12.01	Consumer Sales Line of Business	2,459.16	2,016.17	128.21	95.20	150.27	65.80	This project involves the strengthening of TSTT's mobile network capabilities and customer facing digital platforms. The estimated cost for the project was revised from $2,383.48 million to $2,459.16 million.
12.02	The Business Sales Line of Business	519.03	485.37	12.58	2.40	9.30	9.38	This project involves the support of corporate and government customers through continued investment in ICT and digital service capabilities. The estimated cost was revised from $507.35 million to $519.03 million.
12.03	Cost Centers	1,467.42	1,286.64	45.96	19.10	45.63	70.09	This project involves the provision shared services across finance, human resources, legal, customer experience, marketing, and service assurance functions. The estimated cost of the project was revised from $1,461.50 million to $4,467.42 million.
12.04	Amplia Communications	836.67	500.60	82.03	73.04	124.21	56.80	Amplia Communications Limited is the residential fiber arm of TSTT's business, offering a suite of products and services consisting of High-Speed Internet, Entertainment, Voice & Security, all delivered over a 100% Fibre Optic network. The estimated cost of the project was revised from $699.20 million to $836.67 million.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	Retained Earnings	**5,282.28**	**4,288.78**	**268.78**	**189.74**	**329.41**	**202.07**	
	Total - TSTT	**5,282.28**	**4,288.78**	**268.78**	**189.74**	**329.41**	**202.07**	
	Total - Transport & Communication	**5,674.78**	**4,288.78**	**268.78**	**192.27**	**479.37**	**442.63**	
	SOCIAL INFRASTRUCTURE							
	Education & Training							
	NATIONAL MAINTENANCE TRAINING AND SECURITY COMPANY LIMITED (MTS)							
	Funded by GORTT Serviced Loan							
13.01	Holy Cross College	46.22	43.02	0.09	0.00	2.77	0.00	The project is 99 percent completed.
13.02	Marabella Anglican Primary School	38.67	30.14	4.24	0.00	5.04	0.00	Construction is 98 percent completed and installation of FFE 99 percent completed.
13.03	Malabar GPS	37.57	36.14	0.26	0.00	0.45	0.00	Construction is completed and installation of FFE is 99 percent completed.
13.04	Arima Central Secondary School	33.63	24.19	3.42	0.00	6.02	0.00	The project was completed.
13.05	Barataria North Secondary School	248.00	8.80	0.00	0.00	0.00	0.00	This project is in the planning stage.
13.06	Lower Morvant GPS	64.25	6.81	19.93	6.15	13.23	13.23	The project is 48 percent completed.
13.07	St. Joseph Secondary	166.00	6.40	0.00	0.00	0.00	0.00	The project is in the planning stage.
13.08	Picadilly Government Primary School	49.26	3.25	3.67	0.00	0.00	33.40	The project is ongoing.
13.09	Ramai Trace SDMS Primary School	27.83	21.22	4.58	1.20	0.00	0.00	Construction was completed and is to be outfitted.
13.10	Mt Hope Secondary School	219.50	13.30	0.00	0.00	0.00	0.00	The project is in the planning stage.
13.11	Bishop Anstey High School	34.80	2.48	4.47	11.69	0.00	0.00	The project is 75 percent completed.
	GORTT Serviced Loan	**965.73**	**195.75**	**40.66**	**19.04**	**27.51**	**46.63**	
	Total - MTS	**965.73**	**195.75**	**40.66**	**19.04**	**27.51**	**46.63**	
	Total - Education & Training	**965.73**	**195.75**	**40.66**	**19.04**	**27.51**	**46.63**	

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	Community							
	URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
	Funded by GORTT Serviced Loan							
14.01	Diego Martin Sporting Complex Phase 2	13.25	1.27	2.49	0.38	7.19	0.59	The estimated cost of the project was revised from $12.08 million to $13.25 million.
14.02	Bayshore Low Income Housing Development – Phase 2	15.50	3.80	6.70	0.43	0.06	0.63	The estimated cost of the project was revised from $19.10 million to $15.50 million. The project is ongoing.
14.03	Hatters Steel Orchestra Pan Yard	2.54	0.73	0.94	0.00	0.12	0.00	The project is ongoing.
	GORTT Serviced Loan	**31.29**	**5.80**	**10.13**	**0.81**	**7.37**	**1.22**	
	Total - UDeCOTT	**31.29**	**5.80**	**10.13**	**0.81**	**7.37**	**1.22**	
	RURAL DEVELOPMENT COMPANY OF TRINIDAD AND TOBAGO LIMITED (RDC)							
	Funded by GORTT Serviced Loan							
15.01	Construction of Bridges	0.00	0.00	0.00	0.00	0.00	0.00	This project is being funded under the IDF
15.02	Road and Drainage Works	0.00	0.00	0.00	0.00	0.00	0.00	This project is being funded under the IDF
15.03	Construction of Retaining Wall	0.00	0.00	0.00	0.00	0.00	0.00	This project is being funded under the IDF
15.04	Refurbishment Works at Recreation Grounds, Basketball Courts and Multi-purpose Complex	0.00	0.00	0.00	0.00	0.00	0.00	This project is being funded under the IDF
15.05	Construction of Police Posts and Local Economic Zones	0.00	0.00	0.00	0.00	0.00	0.00	This project is being funded under the IDF
	GORTT Serviced Loan	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	
	Total - RDC	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	THE SPORTS COMPANY OF TRINIDAD AND TOBAGO LIMITED (SPORTT)							
	Funded by GORTT Serviced Loan							
16.01	Development and upgrade of grounds, parks and spaces	495.94	462.93	5.90	1.51	3.81	21.79	For fiscal 2027, works at the National Aquatic Centre will include the recommissioning/ replacement of automated chemical treatment dispenser and UVC treatment system for the pool. In addition, improvements at the National Racquet Sports Centre will include bleachers, lobster machine, umpire chairs, scoreboards and software required for the Centre's accreditation.
	GORTT Serviced Loan	**495.94**	**462.93**	**5.90**	**1.51**	**3.81**	**21.79**	
	Total - SPORTT	**495.94**	**462.93**	**5.90**	**1.51**	**3.81**	**21.79**	
	Total - Community	**527.23**	**468.73**	**16.03**	**2.32**	**11.18**	**23.01**	
	Health							
	URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
	Funded by GORTT Serviced Loan							
17.01	Redevelopment of Port of Spain General Hospital	1,899.37	1,320.40	369.91	30.65	128.82	31.66	The estimated cost of the project was revised from $1,938.72 million to $1,899.37 million and is in Defects Notification Period.
17.02	Port of Spain General Hospital Multistorey Car Park	73.73	10.71	4.97	0.00	4.51	48.45	This project is scheduled to be completed in fiscal 2028.
	GORTT Serviced Loan	**1,973.10**	**1,331.11**	**374.88**	**30.65**	**133.33**	**80.11**	
	Total - UDeCOTT	**1,973.10**	**1,331.11**	**374.88**	**30.65**	**133.33**	**80.11**	
	Total - Health	**1,973.10**	**1,331.11**	**374.88**	**30.65**	**133.33**	**80.11**	

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
	ADMINISTRATION							
	Public Order & Safety							
	AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO (AATT)							
	Funded by Retained Earnings							
18.01	Replacement and Upgrade of Security Screening Equipment-Carry on/Walk Thru Metal Detectors	38.10	10.76	14.32	2.25	10.50	0.00	This project involves the replacement of the X Ray and full body scanners at the airports. The estimated cost of the project was revised from $25.37 million to $38.10 million.
	Retained Earnings	**38.10**	**10.76**	**14.32**	**2.25**	**10.50**	**0.00**	
	Total - AATT	**38.10**	**10.76**	**14.32**	**2.25**	**10.50**	**0.00**	
	Total - Public Order & Safety	**38.10**	**10.76**	**14.32**	**2.25**	**10.50**	**0.00**	
	Public Administration							
	LAKE ASPHALT OF TRINIDAD AND TOBAGO (1978) LIMITED (LATT)							
	Funded by GORTT Serviced Loan							
19.01	Acquisition of Machinery and Equipment	30.00	0.00	0.00	0.00	2.00	0.00	This project involves the acquisition of critical machinery and equipment. This project is ongoing.
19.02	Network Infrastructure upgrade	1.30	0.00	0.00	0.00	0.00	1.30	This project involves improvement of the IT infrastructure throughout the organisation to increase performance, reliability and security.
19.03	Plant Modernisation Programme	50.00	0.00	0.00	0.00	0.00	10.00	This programme is aimed at modernising critical production and processing infrastructure to improve efficiency, reliability, safety and production capacity.
	Funded by Retained Earnings							
19.04	Acquisition of Computers and IT Equipment	7.26	5.57	0.15	0.00	0.30	1.00	This project involves the acquisition of system software and computer equipment, along with the installation of a comprehensive plant-wide security camera system. The project is ongoing.
19.05	Upgrade to Existing Facilities	28.25	21.81	1.40	0.00	5.04	0.00	This project involves the upgrade of key existing facilities.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
19.06	Acquisition of Laboratory Testing Equipment	9.20	0.00	0.00	0.00	0.00	1.40	This project involves the acquisition of advanced laboratory testing equipment to ensure product quality standards and compliance with industry specifications.
19.07	Development of onsite Bitumen storage facilities	20.00	0.00	0.00	0.00	0.00	0.00	This project is deferred.
	GORTT Serviced Loan	**81.30**	**0.00**	**0.00**	**0.00**	**2.00**	**11.30**	
	Retained Earnings	**64.71**	**27.38**	**1.55**	**0.00**	**5.34**	**2.40**	
	Total - LATT	**146.01**	**27.38**	**1.55**	**0.00**	**7.34**	**13.70**	
	NATIONAL QUARRIES COMPANY LIMITED (NQCL)							
	Funded by Retained Earnings							
20.01	Quarry Mine Development Plan	0.00	0.00	0.00	0.00	0.00	0.00	This project has been discontinued.
20.02	Haulage Roadway Restoration	3.20	0.00	0.00	0.00	0.00	0.00	This project is on hold.
20.03	Refurbishment & Equipping of Laboratory	2.00	0.00	0.00	0.00	0.00	2.00	This project is on hold.
	Retained Earnings	**5.20**	**0.00**	**0.00**	**0.00**	**0.00**	**2.00**	
	Total - NQCL	**5.20**	**0.00**	**0.00**	**0.00**	**0.00**	**2.00**	
	URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
	Funded by GORTT Serviced Loan							
21.01	Penal/Debe – Administrative Building	0.00	0.00	0.00	0.00	0.00	0.00	The project remains on hold.
21.02	Picadilly Street Urban Regeneration	52.07	7.92	11.93	17.61	16.21	12.34	The estimated cost of the project was revised from $55.24 million to $52.07 million. This project is scheduled to be completed in fiscal 2027.
21.03	Memorial Plaza	0.00	0.00	0.00	0.00	0.00	0.00	This project now forms part of the Trinidad and Tobago Global Revitalization Project.
21.04	Implementation of the San Fernando Waterfront Redevelopment Programme	77.57	8.48	6.53	3.71	9.84	0.92	The estimated cost of the project was revised from $73.22 million to $77.57 million. The project is ongoing.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
21.05	Trinidad Government Railway Building	22.41	3.58	0.00	0.00	5.11	1.11	The estimated cost of the project was revised from $23.10 million to $22.41 million and is scheduled to be completed in fiscal 2027.
21.06	Edward Street / Vincent Street Car Park	99.72	0.23	15.95	7.88	32.71	40.47	The estimated cost of the project was revised from $90.45 million to $99.72 million and is scheduled to be completed in fiscal 2027.
21.07	Invaders Bay – Civil Infrastructure Works	107.38	77.15	17.43	1.19	11.61	0.00	The estimated cost of the project was revised from $92.50 million to $107.38 million.
21.08	Invaders Bay - Master Plan Phase III	27.13	0.00	10.45	12.35	4.33	0.00	This project is in planning stage.
	GORTT Serviced Loan	**386.28**	**97.36**	**62.29**	**42.74**	**79.81**	**54.84**	
	Total - UDeCOTT	**386.28**	**97.36**	**62.29**	**42.74**	**79.81**	**54.84**	
	NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED (NIDCO)							
	Funded by GORTT Serviced Loan							
22.01	Construction of the San Fernando to Point Fortin Highway	0.00	0.00	0.00	0.00	0.00	0.00	This project is being funded under PSIP.
22.02	ANR Robinson International Airport	1,277.00	352.99	19.37	0.41	0.00	0.00	The project was handed over in May 2026.
	GORTT Serviced Loan	**1,277.00**	**352.99**	**19.37**	**0.41**	**0.00**	**0.00**	
	Total - NIDCO	**1,277.00**	**352.99**	**19.37**	**0.41**	**0.00**	**0.00**	
	NATIONAL LOTTERIES CONTROL BOARD (NLCB)							
	Funded by Company Debt							
23.01	Construction of Flagship Building	143.83	0.00	0.00	0.00	0.00	20.00	This project involves the construction and outfitting of a 7-storey building for NLCB's New Corporate Office on Pembroke Street, Port of Spain. This project is delayed.
	Funded by Retained Earnings							
23.02	Construction of Flagship Building	40.00	0.00	0.00	0.05	0.00	39.95	This project involves the construction and outfitting of a 7-storey building for NLCB's New Corporate Office on Pembroke Street, Port of Spain. This project is delayed.

SEIP 2027								
No.	Programmes	Estimated Total Cost of Programme TT$ Mn	Actual Expenditure TT$ Mn			Projected Expenditure TT$ Mn		Details of Programmes for 2027
			From Start of Prog. to Sep 2024	Oct 2024 to Sep 2025	Oct 2025 to Mar 2026	Apr 2026 to Sep 2026	Oct 2026 to Sep 2027	
23.03	Purchase of a Corporate Office Building in San Fernando	15.00	0.00	0.00	0.00	0.00	15.00	This project involves the purchase and outfitting of a new Corporate Office building in San Fernando.
	Company Debt	**143.83**	**0.00**	**0.00**	**0.00**	**0.00**	**20.00**	
	Retained Earnings	**55.00**	**0.00**	**0.00**	**0.05**	**0.00**	**54.95**	
	Total - NLCB	**198.83**	**0.00**	**0.00**	**0.05**	**0.00**	**74.95**	
	WATER AND SEWERAGE AUTHORITY (WASA)							
	Funded by GORTT Serviced Loan							
24.01	Trinidad and Tobago National Water Sector Development Programme	544.00	24.80	113.55	62.40	128.12	50.32	This programme involves the improvement of efficiency, quality, sustainability and resilience of potable water supply service and water security.
	GORTT Serviced Loan	**544.00**	**24.80**	**113.55**	**62.40**	**128.12**	**50.32**	
	Total - WASA	**544.00**	**24.80**	**113.55**	**62.40**	**128.12**	**50.32**	
	Total - Public Administration	**2,557.32**	**502.53**	**196.76**	**105.60**	**215.27**	**195.81**	
	TOTAL - GORTT SERVICED LOAN	**5,754.64**	**2,470.74**	**626.78**	**157.56**	**381.95**	**266.21**	
	TOTAL - RETAINED EARNINGS	**16,384.16**	**7,827.83**	**1,922.13**	**1,212.56**	**1,955.35**	**2,452.92**	
	TOTAL - COMPANY DEBT SERVICED	**431.40**	**0.00**	**0.00**	**0.00**	**141.29**	**166.29**	
	TOTAL SEIP	**22,570.20**	**10,298.57**	**2,548.91**	**1,370.12**	**2,478.59**	**2,885.42**	

APPENDIX III – Summary of Details of Expenditure in Bar/Pie Charts

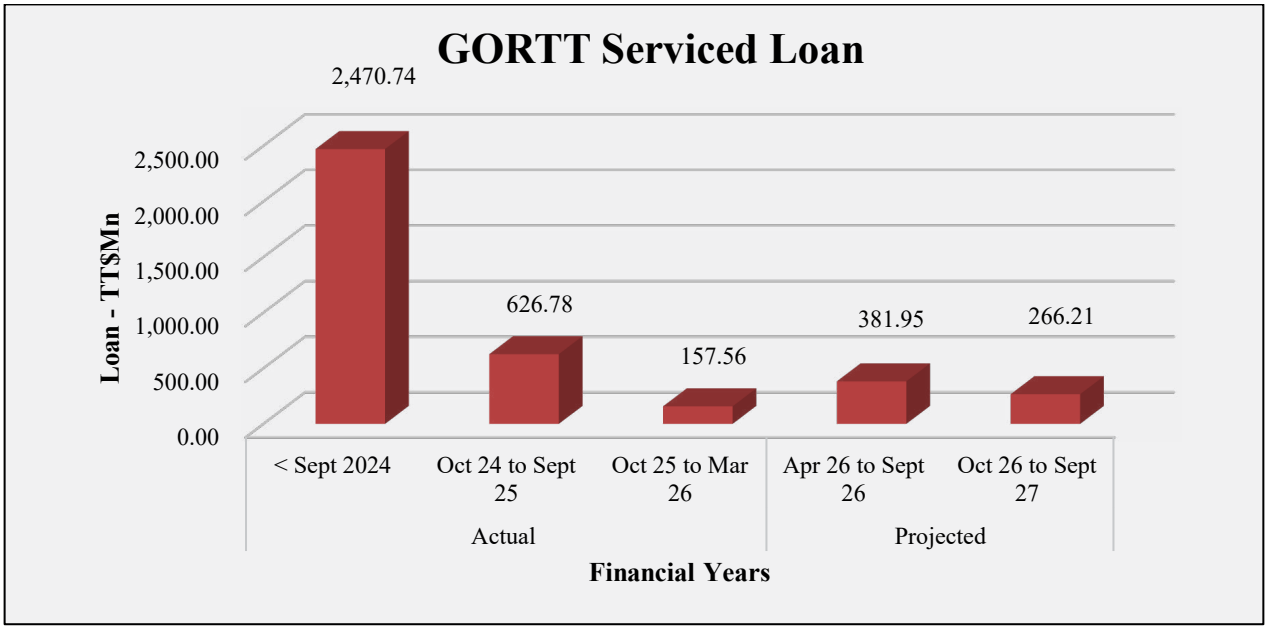


Figure 2 GORTT Serviced Loan

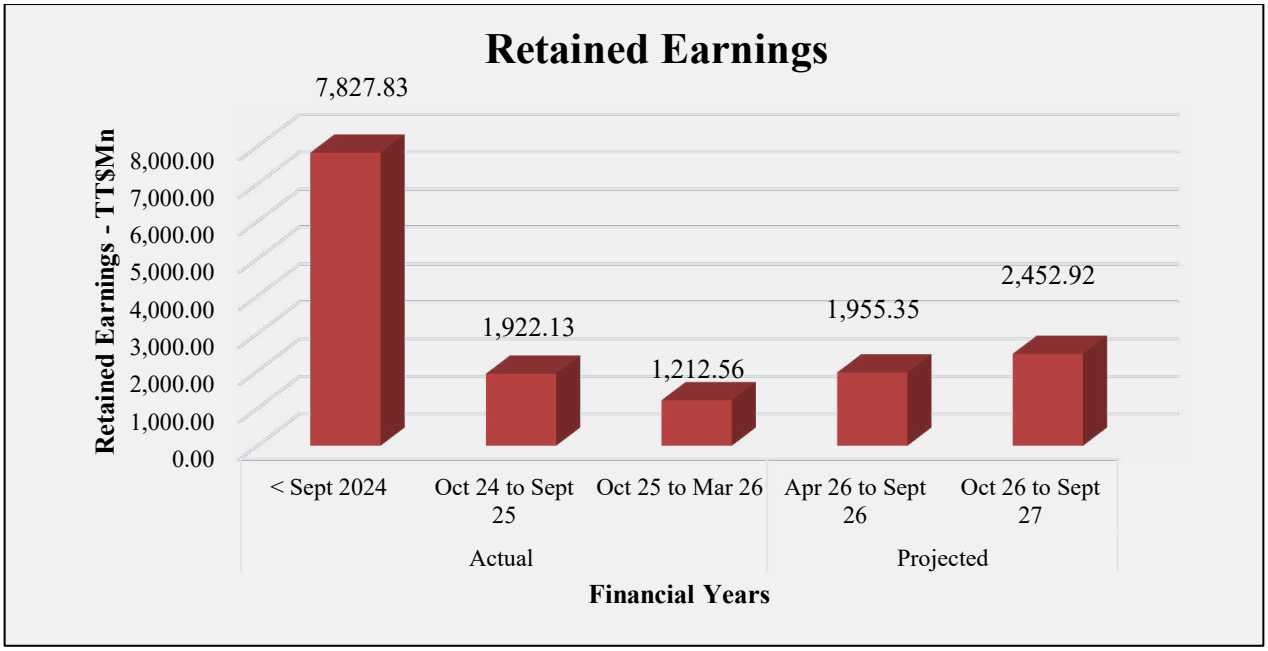


Figure 3 Retained Earnings

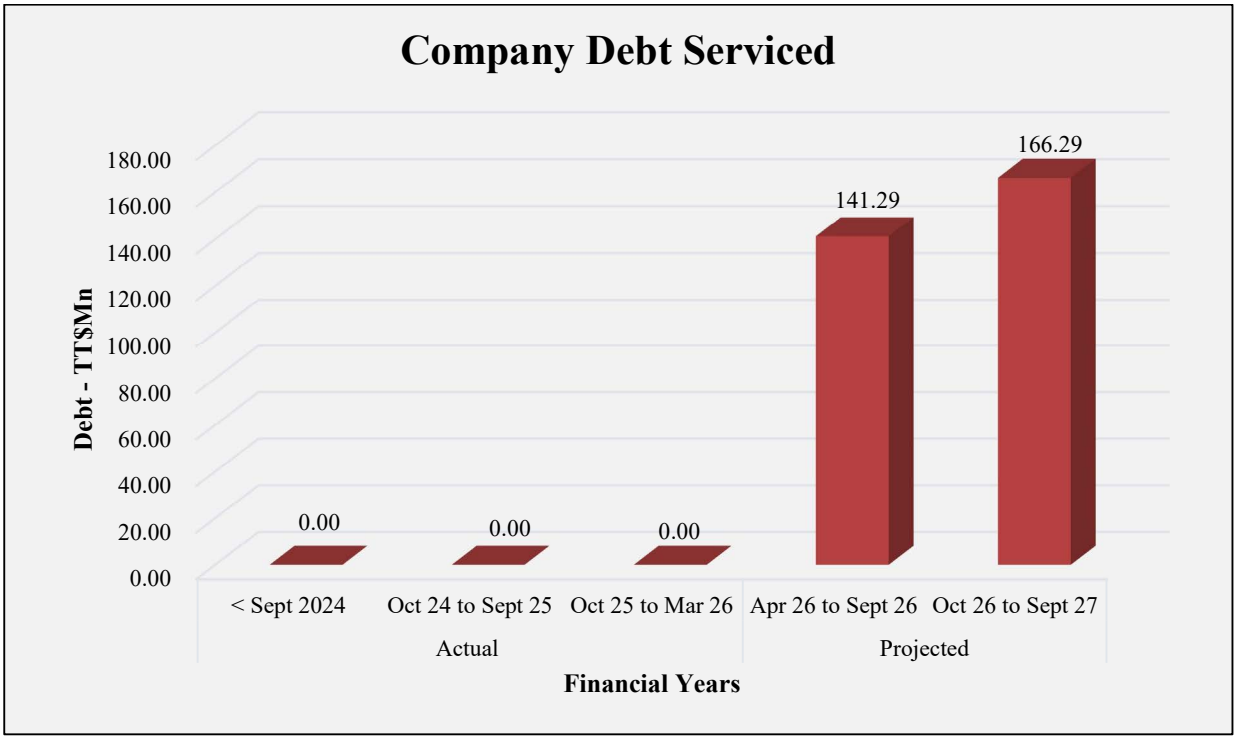


Figure 4 Company Debt Serviced

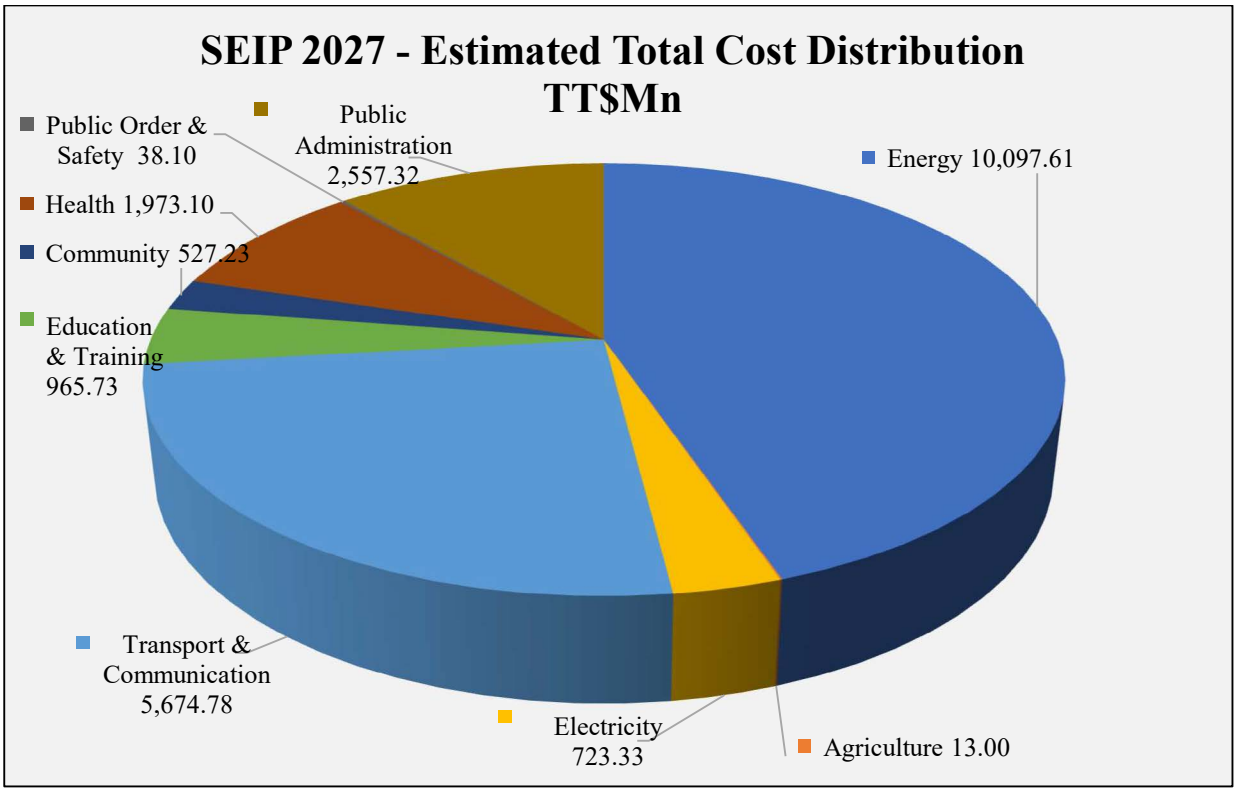


Figure 5 Estimated Total Cost Distribution

GLOSSARY

ANRRIA	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
CCTV	Closed-circuit Television
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
EDM	Engineer's Data Model
ETWs	Expense Type Workovers
EXCICO	Export Credit Insurance Company Limited
EZ	Economic Zones
FashionTT	Trinidad and Tobago Fashion Company Limited
FDD	Frequency Division Duplexing
FEED	Front End Engineering Design
FF&E	Furniture, Fixtures and Equipment
FilmTT	Trinidad & Tobago Film Company Limited
FO	Farmout
FTTx	Fiber To The X
GGBL	Golden Grove Buccoo Limited
GISL	Government Information Services Limited
GLG	Government Loan Guarantee Programme
GOJ	Government of Jamaica
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



GLOSSARY

IMF	International Monetary Fund
IOR	Improved Oil Recovery
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
LPSO	Low Pressure Switchover
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
NTI	New to Industry
OEM	Original Equipment Manufactured
OTS	Oil to Shore
PCP	Progressive Cavity Pump
PIA	Piarco International Airport
PPOS	Port of Port of Spain
PowerGen	The Power Generation Company of Trinidad And Tobago Limited
PPGEH	Phoenix Park Global Energy Holdings LLC
PPGPL	Phoenix Park Gas Processors Company Limited
PPGTTEH	Phoenix Park Gas Processors Trinidad and Tobago Equity Holdings Co.
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
SRRICL	Secondary Road Rehabilitation and Improvement Company Limited
ssLNG	Small Scale Liquefied Natural Gas
STS	Ship to Shore
SWS	South West Soldado
TDD	Time Division Duplex
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
VOIP	Voice Over Internet Protocol
WTTx	Wireless Broadband Network



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