



Jamaica Public Bodies

**Estimates of Revenue and Expenditure for the Year
Ending March 2021**

**As approved by the
House of Representatives
March 2020**

Ministry of Finance and the Public Service

INTRODUCTION

Overview

Public Bodies¹ (PB) in Jamaica have been established to develop strategic sectors in Jamaica. The number of active entities is approximately 149 and these perform regulatory, advisory, supervisory, research, technical, administrative or quasi-judicial functions of a governmental nature. Approximately 36 deliver public policy objectives while engaging in commercial activities, all of which are a subset of the self-financing public bodies.

The summarized corporate plans (including budgets) of fifty-four (54) of the Self-Financed Public Bodies (SFPBs) are contained herein.

Contribution by Public Bodies

The group of 54 SFPBs has projected total gross assets of \$1,194.70B (2019/20: \$1,135.78B and total employment level is expected to be 13,947 (2019/20; 13,469). Utilising these resources, the group has forecast revenues of \$404.4B². The group will transfer \$20.17B in financial distributions and programme support, as well as remit Special Consumption, Corporate taxes of \$43.26B. Transfers (assistance) from the GoJ to certain PBs should total \$15.61B.

In their continued effort to facilitate the development agenda of the GoJ, while enhancing their own operations, the PBs have forecast capital expenditure of \$75.09B (2019/20; \$63.14B).

The National Housing Trust (\$42.90.3B) and the National Water Commission (\$11.46B),

account for 76% of the planned expenditure. The Airports Authority of Jamaica (AAJ) (\$3.71B), Port Authority of Jamaica (\$2.71B) and Petrojam (\$2.55B) account for 43% of the remaining capital expenditure.

National Housing Trust (NHT)

NHT plans to complete 20,000 housing solutions (houses and residential lots) between April 1, 2020 and March 31, 2023. Toward this objective, the Trust projects spend of \$41.13B (2019/20; \$41.29B) on housing activities for 2020/21. This represents approximately 96% of planned capital expenditure and should facilitate the completion of approximately 6,000 housing solutions, as well as 9,347 new mortgages.

National Water Commission (NWC)

The NWC continues to pursue the required water and sewage infrastructure rehabilitation. The infrastructure rehabilitation will improve delivery of service to the NWC's customers while also seeking to reduce the level of non-revenue water. Planned capital expenditure of \$11.46B includes financing for the replacement of the Spanish Town Road mains (\$4.77B), rehabilitation works under the K-factor Programme (\$2.87B), and works in respect of the Port Royal distribution and sewerage system (\$1.00B).

Airports Authority of Jamaica (AAJ)

As part of its plans to develop local aviation, the AAJ has projected capital expenditure of \$3.71B (2019/20: \$1.46B). Approximately \$0.95B of the capital spend is allocated for the shoreline protection project, while \$0.75B is allocated for the development of the Vernamfield and Negril Aerodromes, as well as the Ian Flemming International Airport.

Port Authority of Jamaica (PAJ)

The PAJ will continue to pursue projects aimed at facilitating economic growth and

¹ Defined in the Public Bodies Management and Accountability Act as Statutory Bodies, Authorities or Government Companies, but do not include Executive Agencies.

² Net of SCT Transfers from Petrojam Ltd \$42.50B

development, as well as enhanced security at the ports. PAJ will continue works under Phase 1 of the Port Royal development and has allocated \$0.27B for these activities. The procurement of a Jamaica II vessel used in effecting offshore repairs (US\$6m), as well as the continued upgrade of the Montego Bay Freeport Terminal will also be pursued.

Petrojam Limited (Petrojam)

Petrojam will continue to undertake major maintenance at the refinery toward improving operating efficiencies. In this regard, Petrojam plans to replace/upgrade/renovate the storage tanks, pumps, pipelines, towers, boilers and other areas of the facility. These activities are projected to cost \$2.24B and accounts for 88% of total capital spend.

Rationalisation of Public Bodies

The rationalisation of public bodies is an ongoing activity under GOJ's transformation programme. However, in June 2018, the Cabinet approved an Accelerated Rationalisation Programme (ARP) which involves the rationalisation of 48 public bodies. Activities completed between April 1, 2019 and January 31, 2020 include the privatisation of Wigton Windfarm Limited (WWL) by way of listing on the Jamaica Stock Exchange (JSE) in May 2019.

Work is ongoing to effect the completion of other rationalisation efforts in 2019/20. These include integration of the operations of the Petroleum Corporation of Jamaica into the Ministry of Science, Energy and Technology.

Actions to be pursued in 2020/21 include the listing of shares in relation to the operations of the Jamaica Mortgage Bank.

Public Private Partnerships (PPPs)

PPPs are important mechanisms to undertake infrastructure upgrade and development, while

facilitating shared risks. Nonetheless, PPPs may present fiscal risks to Government if not appropriately structured. The enhanced fiscal rules which were adopted through amendments to the FAA and PBMA Acts in March 2014, have put in place the institutional changes required to ensure fiscal responsibility in the development and implementation of PPP projects.

Jamaica's PPP Programme was ranked 4th place in the 2019 INFRASCOPE Index in the Latin America and the Caribbean. The ranking was announced by the Economist Intelligence Unit and the Inter-American Development Bank when they revealed the results of the 2019 INFRASCOPE. In 2019 the INFRASCOPE survey ranked 21 (2017:19) countries in Latin America and the Caribbean based on their capacity to mobilise private investment in infrastructure through PPPs.

PPPs Finalised in 2019/20

The Norman Manley International Airport (NMIA) PPP transaction achieved financial close during the third quarter of the 2019/20 financial year and the operations of the Airport were handed over to PAC Kingston Airports Limited (a wholly-owned subsidiary of Grupo Aeroportuario del Pacifico S.A.B De C.V) in October 2019. PAC Kingston Airports Limited will finance and complete the planned modernization and expansion at NMIA at an estimated capital cost of US\$110 million under a 25 year concession agreement.

PPPs In progress

The following PPP transactions are currently in progress:

a. Rio Cobre Water Treatment Plant

The National Water Commission (NWC) is pursuing the development of a 25 year Water Purchase Agreement (WPA) for the financing, construction, operation and maintenance of a 15 million gallons per day (mgd) Water

Treatment Plant (WTP) in Content, St. Catherine. The finalisation of the WPA and the requisite approvals will be sought by the NWC.

b. Schools Energy Efficiency and Solar Project

A preferred bidder has been identified for the Schools Solar Project. The private investor is to undertake the financing, installation and maintenance of photovoltaic generation systems and energy efficiency retrofits in 30 select secondary schools as part of a pilot project. It is expected that negotiations will be concluded during the 2019/20 financial year to facilitate commencement of the project during FY 2020/21.

c. Jamaica Ship Registry

The Maritime Authority of Jamaica (MAJ) is to develop the Jamaica Ship Registry (JSR) and its related activities. Cabinet gave approval for the MAJ to proceed to the transaction phase for the management, operation and promotion of the JSR by way of a restricted bidding tender methodology. The transaction phase is expected to commence by the second quarter of the 2020/21 financial year.

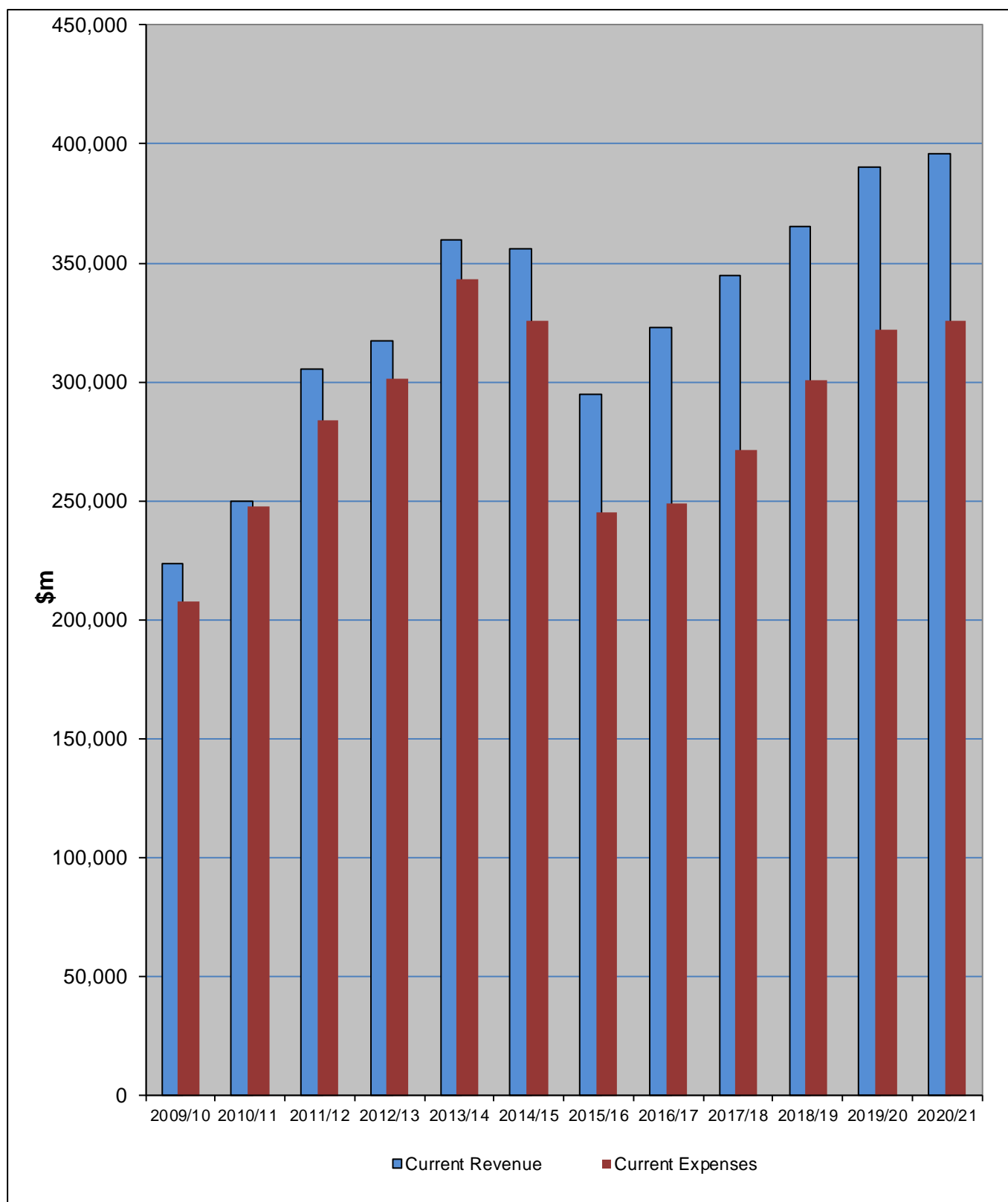
Table 1

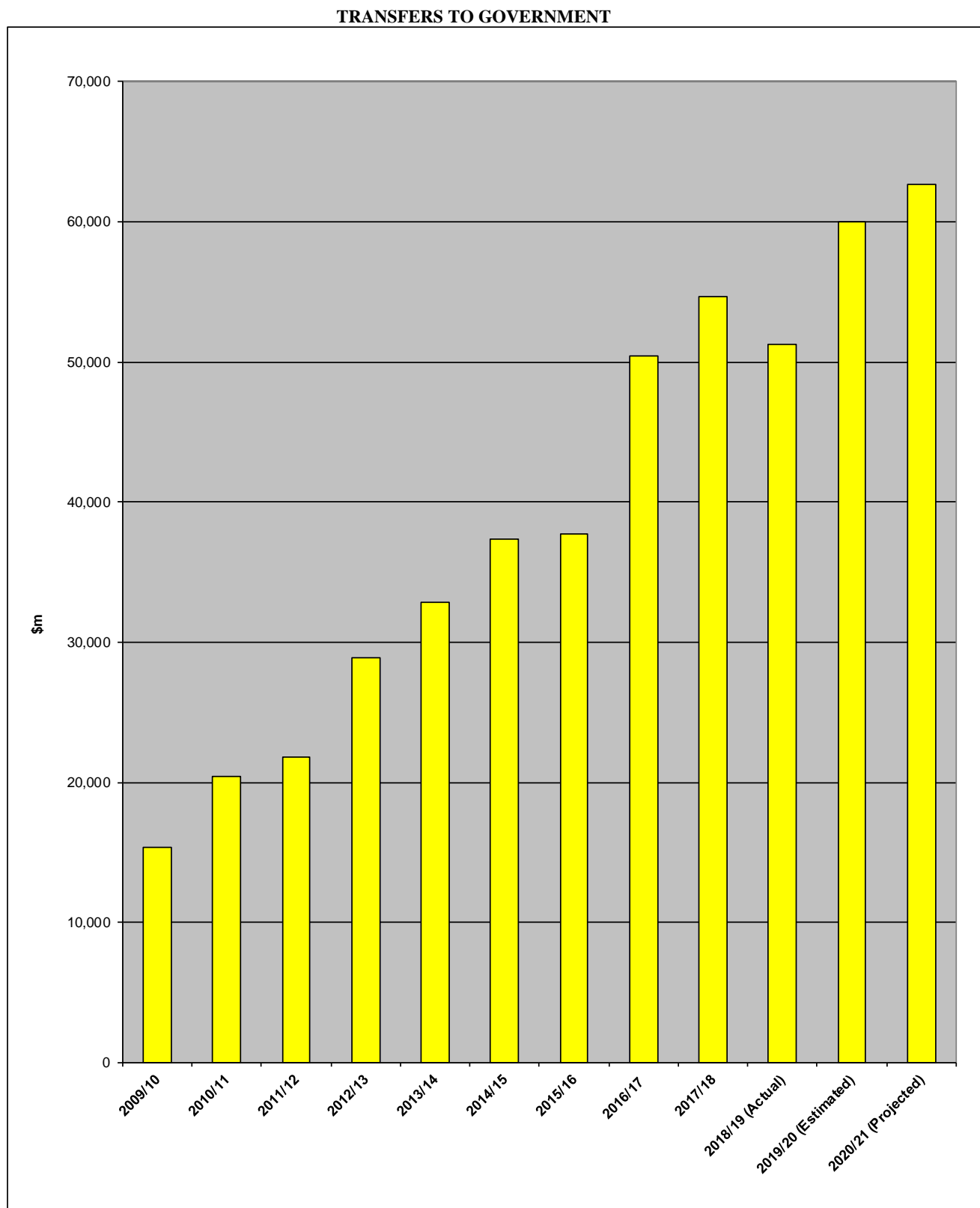
Table 1: Selected Public Bodies Financing Plan 2020/21

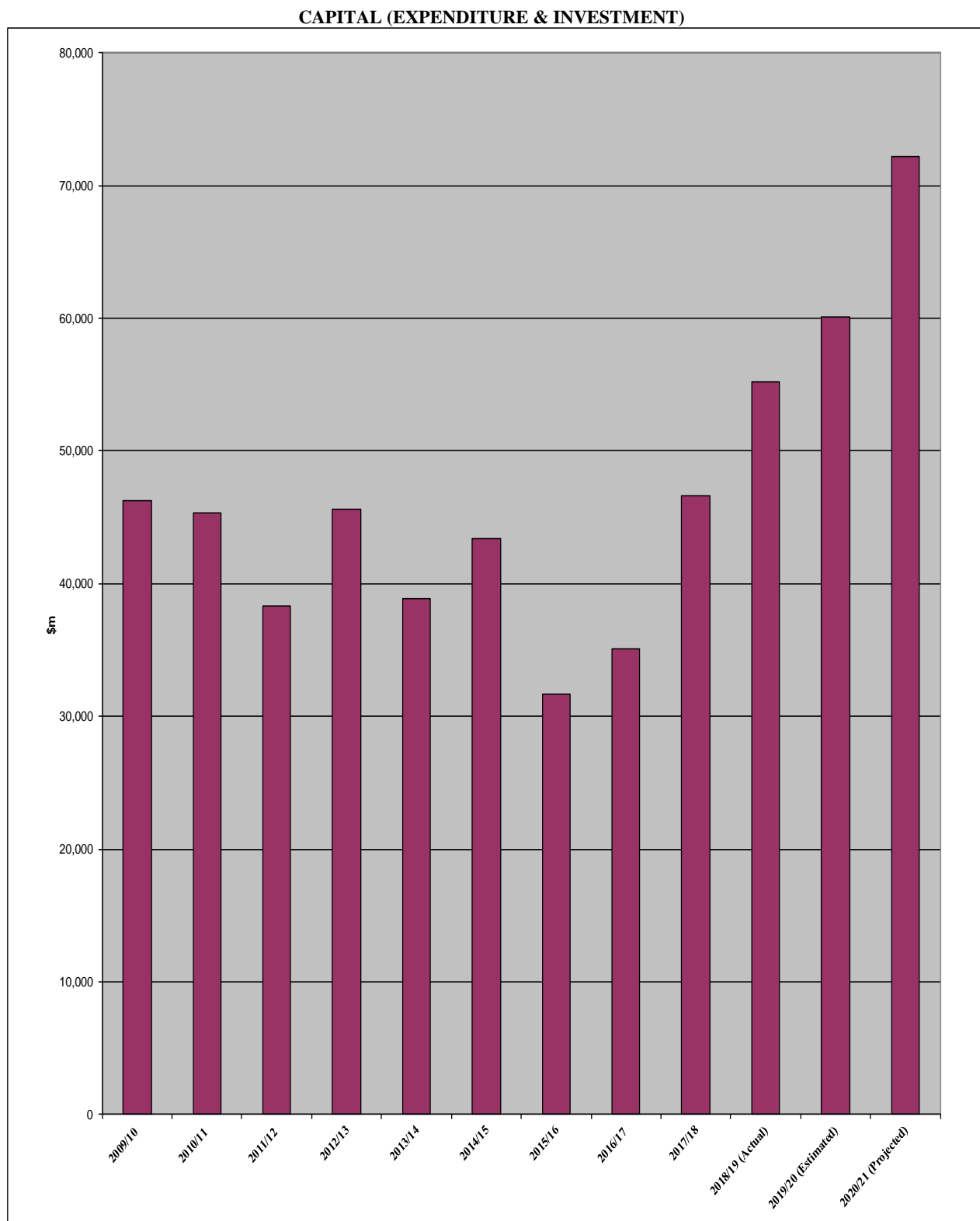
\$m

	Actual 2018/19	Estimated 2019/20	Projected 2020/21
I Operating Balance (Current Balance + Depreciation & Other Non-Cash Items & Prior year adjustments)	69,223.61	77,992.25	81,511.81
II Add Capital Revenue	21,299.08	18,180.38	19,932.80
TOTAL	90,522.69	96,172.63	101,444.61
III Less Amortisation (Excluding GOJ)	16,965.45	10,016.64	7,053.84
IV Investment	73,557.24	86,155.98	94,390.77
V Capital Expenditure and Investment	55,236.18	60,058.42	72,178.90
VI Percentage Financed by Internally Generated Surplus at (IV)	100.00%	100.00%	100.00%
VII Available for Financing (Balance to be Financed)	18,321.06	26,097.57	22,211.88
Financing from Other Sources:			
VIII Foreign	1,431.69	6,111.42	7,472.68
IX Domestic -Excluding GOJ	3,191.28	(12,343.27)	8,180.09
X GOJ			
- Loans	0.00	0.00	0.00
- Equity	0.00	0.00	0.00
- On-lending	0.00	0.00	0.00
- Other	15,227.73	15,575.68	12,450.30
XI Total (VIII+IX+X)	19,850.71	9,343.83	28,103.08
Balance (VII+XI)	38,171.77	35,441.39	50,314.95
Used For:			
Transfers to Government	51,223.97	59,962.51	62,711.01
Working Capital -excluding cash	(13,052.21)	(24,521.12)	(12,396.06)

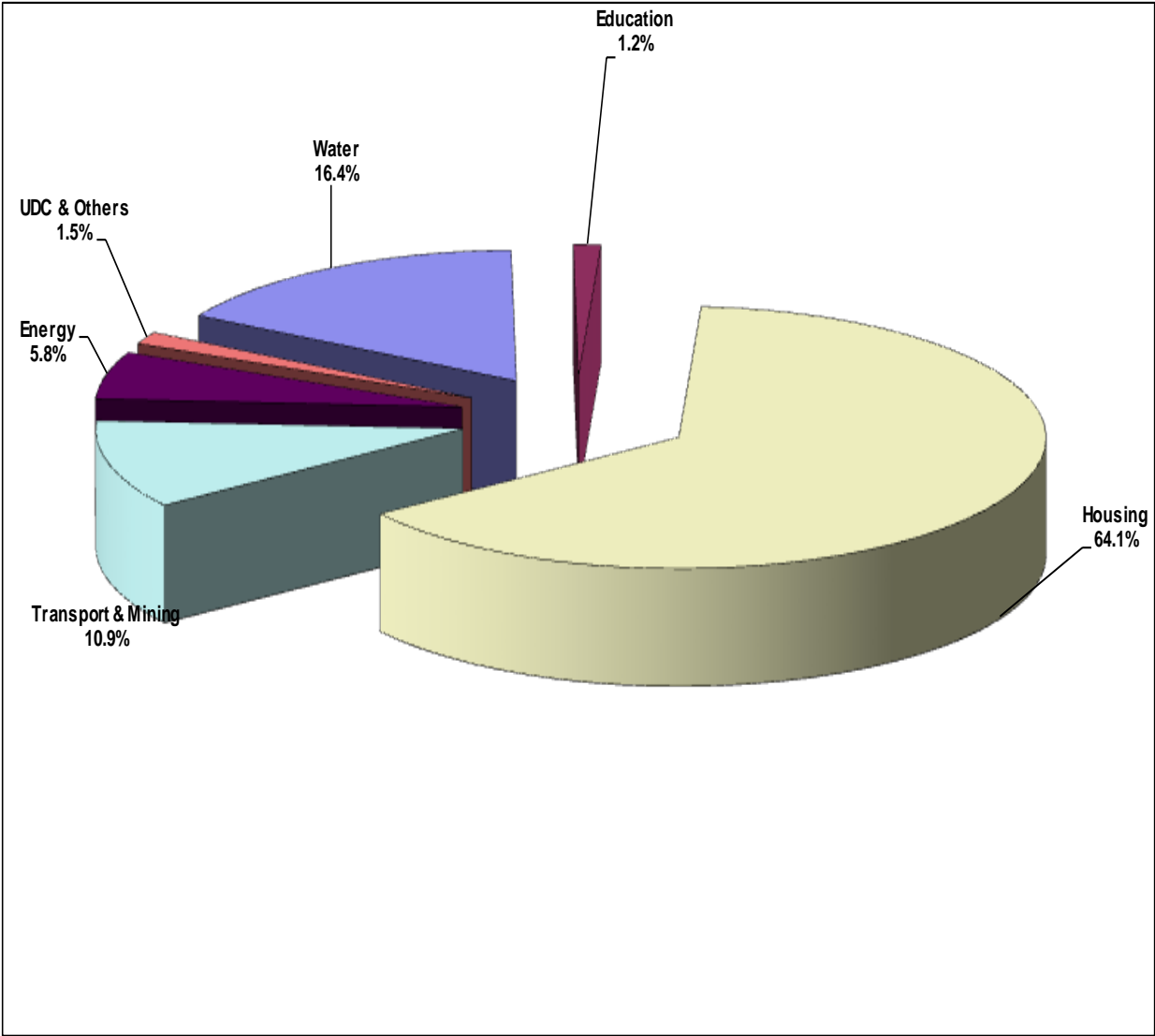
CURRENT REVENUE VS CURRENT EXPENSES







CAPITAL EXPENDITURE



	Actual 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	365,336.27	405,566.62	390,595.00	395,692.22
2 Current Expenses	(300,764.41)	(333,660.83)	(322,230.82)	(325,885.59)
3 Current Balance	64,571.85	71,905.79	68,364.18	69,806.63
4 Adjustments	18,346.87	15,429.66	11,516.84	11,419.47
Change in Accounts Receivable/Payable	0.00	0.00	0.00	0.00
Items not requiring outlay of cash:	13,695.11	4,101.63	1,888.77	(285.72)
Depreciation	0.00	0.00	0.00	0.00
Other Non-Cash Items	14,034.64	15,005.78	13,667.78	15,059.31
Prior Year Adjustment	(9,382.88)	(3,677.75)	(4,039.71)	(3,354.13)
5 Operating Balance	0.00	0.00	0.00	0.00
6 Capital Account	82,918.72	87,335.45	79,881.02	81,226.10
Revenue	(33,669.55)	(47,369.71)	(42,672.17)	(52,688.25)
Expenditure	21,299.08	22,140.19	18,180.38	19,932.80
Investment	(55,168.48)	(65,836.87)	(60,058.42)	(69,749.42)
Change in Inventory	(67.70)	0.00	0.00	(2,429.48)
7 Transfers from Government	267.55	(3,673.03)	(794.13)	(442.16)
Loans	15,227.73	14,106.95	15,575.68	12,450.30
Equity	0.00	0.00	0.00	0.00
On-Lending	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
8 Transfers to Government	15,227.73	14,106.95	15,575.68	12,450.30
Dividend	(51,223.97)	(58,997.02)	(59,962.51)	(62,711.01)
Loan Repayments	(11,759.20)	(12,004.08)	(17,686.56)	(16,683.06)
Corporate Taxes	0.00	0.00	0.00	0.00
Other	(1,778.88)	(1,638.98)	(1,361.53)	(1,720.36)
9 OVERALL BALANCE (5+6+7+8)	(37,685.89)	(45,353.96)	(40,914.43)	(44,307.59)
10 FINANCING (10a+11+15)	13,252.93	(4,924.33)	(7,177.99)	(21,722.87)
10a Total	(13,252.93)	4,924.33	7,177.99	21,722.87
Capital Revenue	(910.45)	1,729.59	23,426.48	13,123.93
Loans	291.85	236.59	1,513.53	1,229.21
Equity	1,783.33	668.20	16,747.45	10,524.72
On-Lending	0.00	0.00	5,165.50	0.00
Loan Repayments	0.00	900.00	0.00	1,370.00
11 Total Foreign (12+13+14)	(2,985.63)	(75.20)	0.00	0.00
12 Government Guaranteed Loans	(2,985.63)	(75.20)	0.00	0.00
Disbursement	(15,533.76)	(10,555.78)	(3,905.22)	418.84
Amortization	(5,456.72)	(7,097.05)	(6,412.82)	(4,174.06)
13 Direct Loans	1,383.18	1,679.95	2,734.17	2,879.78
Long Term:	(6,839.90)	(8,777.00)	(9,146.99)	(7,053.84)
Disbursement	(10,126.81)	(3,435.24)	2,557.73	4,627.70
Amortisation	(2,728.97)	(6,337.92)	(869.65)	0.00
Short Term:	(1.26)	0.00	0.00	0.00
Change in Trade Credits	(2,727.72)	(6,337.92)	(869.65)	0.00
14 Change in Deposits Abroad	(7,397.84)	2,902.68	3,427.38	4,627.70
15 Total Domestic (16+17+18)	(7,397.84)	2,902.68	3,427.38	4,627.70
16 Banking System	49.77	(23.49)	(50.13)	(34.80)
Loans (Change)	3,191.28	13,750.52	(12,343.27)	8,180.09
Overdraft (Change)	14,240.47	5,120.33	(16,739.84)	(5,839.45)
Deposits (Change)	4,245.41	3,635.67	2,888.50	2,589.44
17 Non-Banks (Change)	50.44	0.00	113.18	0.00
18 Other (Change)	9,944.62	1,484.66	(19,741.52)	(8,428.89)
	0.00	0.00	0.00	0.00
	(11,049.18)	8,630.19	4,396.58	14,019.54

	Actual 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	44,820.43	48,945.37	47,981.61	51,190.39
2 Current Expenses	(33,797.26)	(40,312.76)	(37,760.25)	(45,807.99)
3 Current Balance	11,023.17	8,632.61	10,221.36	5,382.40
4 Adjustments	1,528.99	607.22	1,359.22	4,976.94
Change in Accounts	0.00	0.00	0.00	0.00
Receivable/Payable	2,818.05	(2,109.20)	(324.81)	2,382.49
Items not requiring outlay of cash:	0.00	0.00	0.00	0.00
Depreciation	800.84	1,080.48	906.71	1,115.95
Other Non-Cash Items	(184.86)	1,635.93	777.31	1,478.51
Prior Year Adjustment	(1,905.04)	0.00	0.00	0.00
5 Operating Balance	12,552.16	9,239.82	11,580.58	10,359.34
6 Capital Account	(1,565.37)	(7,053.90)	(3,748.32)	(6,576.71)
Revenue	0.00	0.00	0.00	0.00
Expenditure	(1,727.43)	(6,094.45)	(3,085.80)	(5,337.74)
Investment	(87.92)	(952.17)	(470.72)	(1,344.13)
Change in Inventory	249.99	(7.29)	(191.80)	105.15
7 Transfers from Government	3,566.96	3,103.01	3,278.54	3,157.31
Loans	0.00	0.00	0.00	0.00
Equity	2,826.79	2,827.82	2,827.00	2,827.00
On-Lending	0.00	0.00	0.00	0.00
Other	740.17	275.19	451.54	330.31
8 Transfers to Government	(3,722.27)	(3,573.56)	(2,698.98)	(1,960.36)
Dividend	(81.85)	(483.39)	(55.23)	(667.42)
Loan Repayments	0.00	0.00	0.00	0.00
Corporate Taxes	(355.07)	(390.11)	(364.62)	(277.51)
Other	(3,285.35)	(2,700.06)	(2,279.13)	(1,015.43)
9 OVERALL BALANCE (5+6+7+8)	10,831.48	1,715.37	8,411.82	4,979.58
10 FINANCING (10a+11+15)	(10,834.49)	(1,715.37)	(8,411.81)	(4,979.58)
* 10a Total	168.39	477.20	239.90	4,284.59
Capital Revenue	232.76	489.76	239.90	784.59
Loans	0.00	0.00	0.00	3,500.00
Equity	0.00	0.00	0.00	0.00
On-Lending	0.00	0.00	0.00	0.00
Loan Repayments	(64.37)	(12.56)	0.00	0.00
11 Total Foreign (12+13+14)	(942.75)	(1,483.93)	(2,953.70)	506.22
12 Government Guaranteed Loans	0.00	0.00	0.00	0.00
Disbursement	0.00	0.00	0.00	0.00
Amortization	0.00	0.00	0.00	0.00
13 Direct Loans	(942.75)	(1,483.93)	(2,953.70)	506.22
Long Term:	(942.75)	(1,742.32)	(2,617.76)	506.22
Disbursement	350.00	0.00	0.00	1,014.00
Amortisation	(1,292.75)	(1,742.32)	(2,617.76)	(507.78)
Short Term:	0.00	258.39	0.00	0.00
Change in Trade Credits	0.00	258.39	(335.94)	0.00
14 Change in Deposits Abroad	0.00	0.00	0.00	0.00
15 Total Domestic (16+17+18)	(10,060.12)	(708.64)	(5,698.01)	(9,770.39)
16 Banking System	(1,903.49)	2,137.59	3,174.86	(3,606.28)
Loans (Change)	(33.36)	(33.00)	(42.88)	(36.07)
Overdraft (Change)	(1,636.16)	0.00	(0.32)	0.00
Deposits (Change)	(233.97)	2,170.59	3,218.06	(3,570.21)
17 Non-Banks (Change)	0.00	0.00	0.00	0.00
18 Other (Change)	(8,156.64)	(2,846.23)	(8,872.87)	(6,164.11)

	Actual 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	410,156.69	454,511.99	438,576.60	446,882.61
2 Current Expenses	(334,561.67)	(373,973.59)	(359,991.07)	(371,693.59)
3 Current Balance	75,595.02	80,538.40	78,585.53	75,189.03
4 Adjustments	19,875.86	16,036.88	12,876.06	16,396.41
Change in Accounts	0.00	0.00	0.00	0.00
Receivable/Payable	16,513.16	1,992.43	1,563.96	2,096.77
Items not requiring outlay of cash:	0.00	0.00	0.00	0.00
Depreciation	14,835.49	16,086.26	14,574.49	16,175.26
Other Non-Cash Items	(9,567.74)	(2,041.82)	(3,262.40)	(1,875.62)
Prior Year Adjustment	(1,905.04)	0.00	0.00	0.00
5 Operating Balance	95,470.88	96,575.27	91,461.59	91,585.44
6 Capital Account	(35,234.92)	(54,423.61)	(46,420.48)	(59,264.97)
Revenue	21,299.08	22,140.19	18,180.38	19,932.80
Expenditure	(56,895.91)	(71,931.32)	(63,144.22)	(75,087.15)
Investment	(155.62)	(952.17)	(470.72)	(3,773.61)
Change in Inventory	517.54	(3,680.32)	(985.93)	(337.01)
7 Transfers from Government	18,794.69	17,209.96	18,854.22	15,607.61
Loans	0.00	0.00	0.00	0.00
Equity	2,826.79	2,827.82	2,827.00	2,827.00
On-Lending	0.00	0.00	0.00	0.00
Other	15,967.90	14,382.14	16,027.22	12,780.61
8 Transfers to Government	(54,946.24)	(62,570.58)	(62,661.49)	(64,671.37)
Dividend	(11,841.05)	(12,487.47)	(17,741.79)	(17,350.48)
Loan Repayments	0.00	0.00	0.00	0.00
Corporate Taxes	(2,133.95)	(2,029.09)	(1,726.15)	(1,997.86)
Other	(40,971.24)	(48,054.02)	(43,193.56)	(45,323.02)
9 OVERALL BALANCE (5+6+7+8)	24,084.41	(3,208.96)	1,233.83	(16,743.29)
10 FINANCING (10a+11+15)	(24,087.41)	3,208.96	(1,233.83)	16,743.29
10a Total	(742.06)	2,206.79	23,666.38	17,408.52
Capital Revenue	524.61	726.35	1,753.43	2,013.80
Loans	1,783.33	668.20	16,747.45	14,024.72
Equity	0.00	0.00	5,165.50	0.00
On-Lending	0.00	900.00	0.00	1,370.00
Loan Repayments	(3,050.00)	(87.76)	0.00	0.00
11 Total Foreign (12+13+14)	(16,476.51)	(12,039.71)	(6,858.92)	925.06
12 Government Guaranteed Loans	(5,456.72)	(7,097.05)	(6,412.82)	(4,174.06)
Disbursement	1,383.18	1,679.95	2,734.17	2,879.78
Amortization	(6,839.90)	(8,777.00)	(9,146.99)	(7,053.84)
13 Direct Loans	(11,069.56)	(4,919.17)	(395.97)	5,133.92
Long Term:	(3,671.72)	(8,080.24)	(3,487.41)	506.22
Disbursement	348.74	0.00	0.00	1,014.00
Amortisation	(4,020.47)	(8,080.24)	(3,487.41)	(507.78)
Short Term:	(7,397.84)	3,161.07	3,427.38	4,627.70
Change in Trade Credits	(7,397.84)	3,161.07	3,091.44	4,627.70
14 Change in Deposits Abroad	49.77	(23.49)	(50.13)	(34.80)
15 Total Domestic (16+17+18)	(6,868.84)	13,041.88	(18,041.28)	(1,590.30)
16 Banking System	12,336.98	7,257.92	(13,564.99)	(9,445.72)
Loans (Change)	4,212.05	3,602.67	2,845.62	2,553.37
Overdraft (Change)	(1,585.72)	0.00	112.86	0.00
Deposits (Change)	9,710.65	3,655.25	(16,523.47)	(11,999.09)
17 Non-Banks (Change)	0.00	0.00	0.00	0.00
18 Other (Change)	(19,205.82)	5,783.96	(4,476.29)	7,855.43

Self-financing Public Bodies Data Sheet

	Actual 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Property and Equipment	229,754.04	240,614.41	256,652.93
Investment Securities	132,898.62	147,292.70	163,983.21
Other Non-Current Assets	487,971.88	508,117.93	527,091.09
Cash and Cash Equivalents	91,393.52	117,052.35	102,649.06
Receivables and Prepayments	47,165.79	46,881.17	52,163.39
Other Current Assets	56,148.60	67,491.47	63,389.98
Liabilities			
Non-Current Liabilities	369,870.10	414,454.56	431,949.45
Current Liabilities	143,836.26	150,666.92	166,687.42
Staff Costs	39,229.75	43,806.64	45,109.55
Staff Numbers	12,756	13,469	13,947
Number of Public Bodies	55	55	54

Detailed Financing Plan of Public Bodies

Human Employment and Resource Training Trust

Introduction

The Human Employment and Resource Training Trust (HEART Trust) is a statutory body, incorporated in Jamaica under the Human Employment and Resource Training Act 1982 (HEART Act). In 1991 it was renamed the Human Employment and Resource Training Trust/National Training Agency (HEART Trust/NTA) reflecting additional responsibilities for national training. The Trust's mandate is to provide a skilled and certified workforce at international standard for the labour market. The core function of the Trust is to regulate and establish standards for technical and vocational education to facilitate training and certification of persons for employment.

The HEART Act provides for the establishment of a special fund referred to as the HEART Fund. This requires employers to contribute 3% of their gross payroll to the Trust, less permitted payments to the Trust's registered learners. These inflows are utilised to finance approximately 90% of the entity's activities.

Consequent on the passing of the Bill for the amendment of the Human Employment and Resource Training Act, the Trust will be renamed the HEART/National Service and Training Agency Trust (HEART/NSTA Trust). The legal aspect of the merger between HEART, Jamaican Foundation for Lifelong Learning (JFLL), the National Youth Service (NYS) and the Apprenticeship Board will facilitate HEART's continued contribution to the Human Capital Development needs of the nation.

Operational and Financial Review

Towards the fulfilment of its mandate, the Trust presently offers approximately 160 training programmes. Based on market research, the HEART Trust intends to focus on training in emerging skill areas such as robotics, network engineering, cyber security, cloud computing, digital animation, beaded jewellery, footwear production, landscaping, event coordination, and irrigation techniques, among others. All core programmes will be retained and emphasis on youth development will continue. HEART projects enrolment of 152,735 trainees in these programmes while it is expected that 87,144 trainees will be certified. The Trust will seek to place 32,252 of its certified trainees in available jobs during the year.

HEART will also continue to contribute funding for programmes administered by the Ministry of Education, Youth and Information. This allocation will support the senior schools' programme known as the Career Advancement Programme (CAP), technical vocational education and training (TVET) integration in schools, as well as other science, technology, engineering and mathematics (STEM) initiatives.

To improve the access, efficiency and effectiveness of service delivery, the Trust will seek to form strategic partnerships, amplify diversity of training modalities to include training through satellite locations, online, as well as night and early morning classes. Certain partnership agreements (inclusive of those with the Indian Government and Kohler) are expected to result in retooling of training laboratories and support research and innovation in emerging areas.

The HEART Trust has projected net surplus after tax of \$258.26 million (2019/20: \$284.61 million).

A staff complement of 1,822 is expected to be retained.

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Employers' 3% Contributions	12,588.87	13,490.73	14,627.83
Interest Earnings	190.89	196.67	183.60
Academy Earnings (<i>including Tuition Fees</i>)	781.57	733.29	775.88
Miscellaneous Income	125.54	117.62	98.97
Total	13,686.87	14,538.31	15,686.28
Expenses:			
Facilities Costs	2,460.18	2,432.38	2,582.60
Training Costs	5,075.70	6,210.34	6,948.16
Personnel/Administration Costs	4,386.98	4,787.05	5,079.14
Other Operating Costs	1,088.09	730.93	748.12
Total	13,010.95	14,160.70	15,358.02
Surplus for the Year	675.92	377.61	328.26
Taxation	(164.44)	(93.00)	(70.00)
Net Surplus	511.48	284.61	258.26

	\$m			
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	13,686.87	14,254.42	14,538.31	15,686.28
2 Current Expenses	(12,190.85)	(13,164.59)	(13,360.70)	(14,558.02)
3 Current Balance	1,496.02	1,089.83	1,177.61	1,128.26
4 Adjustments	77.28	33.78	89.79	(3.04)
Change in Accounts				
Receivable/Payable	37.24	(453.21)	(287.53)	(413.57)
Items not requiring outlay of cash:	-	-	-	-
Depreciation	425.75	513.62	461.69	476.62
Other Non-Cash Items	(385.71)	(26.63)	(84.37)	(66.09)
Prior Year Adjustment	-	-	-	-
5 Operating Balance	1,573.30	1,123.61	1,267.40	1,125.22
6 Capital Account	(533.66)	(883.75)	(825.28)	(871.09)
Revenue	-	-	-	-
Expenditure	(537.44)	(859.32)	(786.02)	(845.15)
Investment	-	-	-	-
Change in Inventory	3.78	(24.43)	(39.26)	(25.94)
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(1,177.49)	(915.00)	(884.76)	(859.53)
Dividend	(57.08)	(35.00)	(55.00)	(30.00)
Loan Repayments	-	-	-	-
Corporate Taxes	(300.31)	(60.00)	(29.76)	(29.53)
Other	(820.10)	(820.00)	(800.00)	(800.00)
9 OVERALL BALANCE (5+6+7+8)	(137.85)	(675.14)	(442.64)	(605.40)
10 FINANCING (11+15)	137.85	675.14	442.64	605.40
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credit	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	137.85	675.14	442.64	605.40
16 Banking System	189.72	684.50	579.70	647.76
Loans (Change)	-	-	-	-
Overdraft (Change)	-	-	-	-
Deposits (Change)	189.72	684.50	579.70	647.76
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(51.87)	(9.36)	(137.06)	(42.36)

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
3% Employers' Contribution	12,588.87	13,261.39	13,490.73	14,627.83
Academy Earnings	781.57	529.17	529.82	574.41
Interest Income	190.89	183.12	196.67	183.60
Profit on Sale of Fixed Assets	2.78	-	-	-
Miscellaneous Income	122.76	74.88	117.62	98.97
Tuition Fees	-	205.86	203.47	201.47
TOTAL	13,686.87	14,254.42	14,538.31	15,686.28
CURRENT EXPENSES				
Compensation	4,386.98	4,856.05	4,787.05	5,079.14
A. Directors, Executive & Senior Managers	4,386.98	4,856.05	4,787.05	5,079.14
- Salaries	4,058.29	4,511.98	4,351.61	4,600.13
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	328.69	344.07	435.44	479.01
B. Supervisory, Clerical & Production	-	-	-	-
- Wages (includes Allowances)	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Utilities (Electricity, Water & Telephones)	627.04	707.69	710.76	760.54
Repairs & Maintenance	338.86	487.06	395.15	425.44
Rental - Buildings	174.80	235.83	271.61	272.05
Rental - Equipment	4.53	9.48	8.87	11.53
Bank Charges & Interest	11.72	11.63	10.79	13.05
Depreciation	425.75	513.62	461.69	476.62
Training Costs *	1,555.35	2,401.89	2,826.70	3,007.62
Taxes (Other than Income Tax)	4.59	5.43	4.18	4.25
Facilities & Other Operational Costs	1,932.85	2,732.54	2,690.83	2,982.15
Subventions	2,728.38	1,203.37	1,193.07	1,525.63
TOTAL	12,190.85	13,164.59	13,360.70	14,558.02
* Includes compensation for personnel directly involved in training				
CAPITAL EXPENDITURE				
Land & Buildings	38.52	318.00	167.17	251.91
Motor Vehicles	74.32	46.00	60.01	48.00
Furniture & Computer Equipment	317.37	478.14	546.81	534.72
Computer Software	107.23	17.18	12.03	10.52
TOTAL	537.44	859.32	786.02	845.15

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Non-Current Assets			
Net Fixed Asset	2,830.05	3,148.26	3,512.32
Pension Plan Asset	3,316.86	3,316.86	3,316.86
Loans Receivable	91.85	143.43	154.91
Investments	532.01	617.49	648.37
Intangible Assets	10.63	12.54	17.01
	6,781.40	7,238.58	7,649.47
Current Assets			
Biological Assets - Livestock	45.71	50.28	55.30
Inventories	174.55	209.24	230.16
Receivables, Prepayments and Deposits	303.96	314.92	318.06
Taxation recoverable	107.99	237.84	247.35
Cash at bank and Short-term investments	4,512.61	3,932.91	3,285.15
	5,144.82	4,745.19	4,136.02
Total Assets	11,926.22	11,983.77	11,785.49
Financing and Liabilities			
Financing			
Accumulated HEART Fund	8,265.32	8,502.77	8,738.08
Capital reserve	42.68	39.26	36.12
	8,308.00	8,542.03	8,774.20
Non Current Liabilities			
Employee Benefit Obligation	1,447.77	1,447.77	1,447.77
Deferred Taxation	470.12	470.12	470.12
	1,917.89	1,917.89	1,917.89
Current Liabilities			
Accounts Payable and Accruals	1,570.20	1,284.17	943.54
Tax Liabilities	-	100.09	80.07
Due to Other Agencies	130.13	139.59	69.79
	1,700.33	1,523.85	1,093.40
Total Financing and Liabilities	11,926.22	11,983.77	11,785.49

National Housing Trust

Introduction

The National Housing Trust (NHT) was established in Jamaica in 1976 and became a body corporate in 1979 under the National Housing Trust Act. The vision of the Trust is “to be a role model among the world’s leading housing finance institutions, delivering affordable housing solutions in a service culture, with professional staff serving customers with integrity and excellence”. The NHT is mandated to contribute to increasing and enhancing the stock of available housing in Jamaica; this is achieved primarily through the provision of mortgages to contributors who are building or purchasing housing solutions from the NHT or on the open market.

Operational and Financial Overview

In its continued effort to achieve its mandate the NHT will continue to pursue the construction of 23,200 new housing solutions and delivery of a total of 20,000 solutions, comprising a mix of residential lots and houses, by March 31, 2023. To this end, the NHT has projected total housing expenditure of \$41,129.41 million (\$41,285.47 million – 2019/20) to:

- 1) Finance the completion of approximately 6,000 housing units, to include the Villages of Colebeck Castle, Perth, Ruthven Road and Industry Cove developments;
- 2) Facilitate 9,347 new loans for scheme units, joint finance mortgages and open market purchases.
- 3) Continue the Guaranteed Purchase Programme with an aim to deliver new housing solutions from private developers.

The delivery of housing solutions to individuals in the lowest income bands remains an objective of the Trust. To achieve this objective, NHT will seek to improve the efficiency with which construction projects are delivered, continue to partner with local donor agencies with respect to low income housing infrastructure, and establish a community based construction programme for its projects.

NHT will continue to provide special subsidies and grants for various programmes. The subsidies and grants include provision for community renewal projects and mortgage subsidies aimed at increasing the access to benefits by contributors in the lower income bands. The NHT will also continue to manage the operations of the Emancipation Park.

NHT’s total staff complement will remain at 1,341 consisting of 1,088 permanent and 253 temporary.

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Non-refundable Employers' Contribution	20,320.75	20,598.38	22,264.18
Interest on:			
Loans to Beneficiaries	10,521.59	8,886.28	9,851.70
Investments	1,246.88	1,005.34	895.92
Total Interest	11,768.47	9,891.62	10,747.62
Service Charge	676.66	837.22	929.31
Miscellaneous	1,835.02	2,027.40	186.27
Total Income	34,600.90	33,354.62	34,127.38
Expenses:			
Operating Expenses	7,260.62	8,413.30	8,364.01
Loss on Equities/Investments	73.06	71.31	71.31
General Insurance	40.41	51.80	54.91
Cost of Capital	1,800.10	1,731.04	1,849.92
Losses on Projects	-	-	-
Peril Insurance	42.69	227.11	198.32
Advertising Printing & Stationery	230.99	242.68	275.83
Depreciation & Amortisation	156.66	167.22	187.04
Utilities	197.39	252.40	259.38
Special Subsidies & Grants	1,059.12	1,144.24	1,406.04
Scheme Expenses	446.26	179.81	452.10
Provision Loan Receivables	528.30	965.56	528.30
DP Maintenance & Computer Equipment	225.85	238.37	267.49
Total Expenses	12,061.45	13,684.84	13,914.65
Surplus Before Tax	22,539.45	19,669.78	20,212.73
Taxation	(549.08)	(466.93)	(146.07)
Net Surplus	21,990.37	19,202.85	20,066.66

				\$m				
				Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21	
Statement 'A' Flow of Funds								
1	Current Revenue			34,600.90	34,218.10	33,354.62	34,127.38	
2	Current Expenses			(12,061.45)	(12,481.24)	(13,684.84)	(13,914.65)	
3	Current Balance			22,539.45	21,736.86	19,669.78	20,212.73	
4	Adjustments			(1,449.57)	(1,907.86)	1,764.39	1,382.13	
	Change in Accounts							
	Receivable/Payable			133.31	(2,231.95)	1,582.63	81.62	
	Items not requiring outlay of cash:							
	Depreciation			156.66	164.39	167.22	187.04	
	Other Non-Cash Items			(1,739.54)	159.70	14.54	1,113.47	
	Prior Year Adjustment							
5	Operating Balance			21,089.88	19,829.00	21,434.17	21,594.86	
6	Capital Account			(18,723.96)	(21,532.70)	(26,656.36)	(24,074.51)	
	Revenue			20,127.85	19,774.74	16,608.19	18,821.81	
	Expenditure			(38,851.81)	(41,307.44)	(43,264.55)	(42,896.32)	
	Investment			-	-	-	-	
	Change in Inventory			-	-	-	-	
7	Transfers from Government			1,757.26	1,378.63	2,378.63	378.63	
	Loans			-	-	-	-	
	Equity			-	-	-	-	
	On-Lending			-	-	-	-	
	Other			1,757.26	1,378.63	2,378.63	378.63	
8	Transfers to Government			(11,400.00)	(11,400.00)	(11,400.00)	(11,400.00)	
	Dividend			(11,400.00)	(11,400.00)	(11,400.00)	(11,400.00)	
	Loan Repayments			-	-	-	-	
	Corporate Taxes			-	-	-	-	
	Other			-	-	-	-	
9	OVERALL BALANCE (5+6+7+8)			(7,276.82)	(11,725.07)	(14,243.56)	(13,501.02)	
10	FINANCING (11+15)			7,276.82	11,725.07	14,243.56	13,501.02	
10a	Total			-	-	-	-	
	Capital Revenue			-	-	-	-	
	Loans			-	-	-	-	
	Equity			-	-	-	-	
	On-Lending			-	-	-	-	
	Loan Repayments			-	-	-	-	
11	Total Foreign (12+13+14)			-	-	-	-	
12	Government Guaranteed Loans			-	-	-	-	
	Disbursement			-	-	-	-	
	Amortization			-	-	-	-	
13	Direct Loans			-	-	-	-	
	Long Term:			-	-	-	-	
		Disbursement		-	-	-	-	
		Amortisation		-	-	-	-	
	Short Term:			-	-	-	-	
		Change in Trade Credits		-	-	-	-	
14	Change in Deposits Abroad			-	-	-	-	
15	Total Domestic (16+17+18)			7,276.82	11,725.07	14,243.56	13,501.02	
16	Banking System			409.20	1,477.08	(2,642.28)	(9,731.23)	
	Loans (Change)			-	-	-	-	
	Overdraft (Change)			-	-	-	-	
	Deposits (Change)			409.20	1,477.08	(2,642.28)	(9,731.23)	
17	Non-Banks (Change)			-	-	-	-	
18	Other (Change)			6,867.62	10,247.99	16,885.84	23,232.25	

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Interest on Loans and Investments	11,768.46	12,591.85	9,891.62	10,747.62
Non-refundable contributions	20,320.75	20,304.40	20,598.38	22,264.18
Service Charges	676.67	751.10	837.22	929.31
Miscellaneous	1,835.02	570.75	2,027.40	186.27
TOTAL	34,600.90	34,218.10	33,354.62	34,127.38
CURRENT EXPENSES				
Salaries and Allowances				
A. Directors, Executive & Senior Managers	0.00	0.00	0.00	0.00
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	6,228.84	6,575.61	6,836.56	7,052.02
- Wages	4,962.52	5,258.00	5,492.61	5,621.74
- Pension Fund Contributions	-	-	-	-
- All Others	1,266.32	1,317.61	1,343.95	1,430.28
Office Rental, Maintenance & Security	359.38	350.80	458.44	468.89
Consultancy	132.35	229.38	172.13	209.04
Advertising, Printing & Stationery	230.99	286.08	242.68	275.83
General Insurance	40.41	49.08	51.80	54.91
Finance Charges	61.82	75.41	68.63	74.47
Depreciation & Amortisation	156.66	164.39	167.22	187.04
Loss on Equities/Investments	73.06	18.72	71.31	71.31
Loss on Projects	-	-	-	-
Peril Insurance Claim	42.69	50.00	227.11	198.32
DP Maintenance Computer Equipment	225.85	265.29	238.37	267.49
Cost of Capital	1,800.10	1,885.47	1,731.04	1,849.92
Utilities	197.39	218.12	252.40	259.38
Provision for Irrecoverable Debt	528.30	633.67	965.56	528.30
Scheme Expenses	446.26	454.00	179.81	452.10
Special subsidies and grants	1,059.12	663.04	1,144.24	1,406.04
Other	478.23	562.18	877.54	559.59
TOTAL	12,061.45	12,481.24	13,684.84	13,914.65
CAPITAL REVENUE				
Contributions	14,097.40	13,536.27	14,444.99	14,842.78
Less: Contribution refunds	(6,175.92)	(7,219.19)	(7,797.74)	(8,040.30)
Mortgage Repayments	12,206.37	13,457.66	9,960.94	12,019.33
TOTAL	20,127.85	19,774.74	16,608.19	18,821.81
CAPITAL EXPENDITURE				
Housing Expenditure:	37,514.04	39,404.07	41,285.47	41,129.41
Acquisition of Fixed Assets:	155.56	1,036.46	904.20	532.24
Staff Mortgage & Loans	377.29	680.00	912.81	1,070.00
Other	804.92	186.91	162.07	164.67
TOTAL	38,851.81	41,307.44	43,264.55	42,896.32

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Assets			
Cash and cash equivalents	3,647.69	6,289.97	6,021.20
Receivables & Prepayments	4,405.13	6,408.45	4,816.20
Securities purchased under resale agreement	1,767.87	815.45	971.74
Investment securities	15,068.16	8,658.01	13,311.45
Income tax recoverable	7,076.67	7,162.21	7,386.19
Loans receivable	239,090.47	252,776.35	272,754.69
Inventories	16,819.34	24,659.73	17,127.22
Intangible assets	20.51	22.10	121.77
Investment in associate	1,113.40	1,093.09	1,098.45
Retirement benefit asset	1,216.79	1,144.92	1,073.04
Property, plant & equipment	1,410.54	2,129.13	2,374.65
Total Assets	291,636.57	311,159.41	327,056.60
Liabilities and Accumulated Fund			
Liabilities			
Accounts payable and accruals	5,618.29	7,043.57	6,146.77
Provisions	202.14	249.26	274.42
Refundable contributions	107,965.08	115,539.44	123,166.66
Deferred tax liabilities	351.02	158.70	83.28
Retirement Benefit Obligation	962.50	1,138.36	1,314.22
Taxation Payable	6,472.14	7,019.39	7,198.32
	121,571.17	131,148.72	138,183.67
Accumulated Fund			
Fair value and other reserves	0.00	0.00	0.00
Mortgage subsidy reserve	3,919.76	4,050.55	4,118.44
Peril reserves	3,718.74	4,044.09	4,054.57
Loan loss reserve	3,426.95	3,639.38	3,851.82
Accumulated Profit	158,999.95	168,276.67	176,848.10
	170,065.40	180,010.69	188,872.93
Total liabilities and accumulated fund	291,636.57	311,159.41	327,056.60

Development Bank of Jamaica Limited

Introduction

The Development Bank of Jamaica Limited (DBJ) was established in April 2000, when the operations and certain assets and liabilities of the National Development Bank of Jamaica Limited (NDB) were merged with those of the Agricultural Credit Bank of Jamaica Limited (ACB). Thereafter, the name of ACB was changed to DBJ. In September 2006, DBJ assumed the operations and certain assets and liabilities of the National Investment Bank of Jamaica Limited (NIBJ).

DBJ provides financing, privatisation services and technical support solutions to businesses and the Government of Jamaica (GOJ) as it seeks to fulfil its mandate to facilitate and promote economic growth and development. Appropriate financing solutions are channelled to large projects, as well as, micro, small and medium enterprises (MSME) through Approved Financial Institutions (AFI) and other financial intermediaries such as the Micro Finance Institutions (MFI).

Operational and Financial Overview

The Bank remains committed to developing strategies that foster growth by emphasizing its three (3) pillars over the next four (4) years; developing an entrepreneurial ecosystem, correcting market failures in the financial sector, divestment of GOJ's assets, as well as facilitating Public-Private Partnerships (PPP). Specifically, during 2020/21 DBJ will seek to:-

- Provide financial and non-financial products to MSMEs to improve their financial capacity and business acumen. This will be achieved via loans, technical assistance, grants and collateral support to the financial sector by the Bank.
- Promote sustainable and robust growth among start-ups and MSMEs under the Boosting Innovation in Growth & Entrepreneurship Ecosystems (BIGEE) project. The project will be launched during the 2020/21 financial year and is to be implemented over a five (5) year period. This will be facilitated through (i) stimulating innovation and productivity among established MSMEs with high growth potential; (ii) promoting sustainable and disruptive growth in scalable start-ups; and (iii) creating a sustainable pipeline of high-growth potential start-ups and supporting ecosystem for entrepreneurship.
- Pursue the divestment of GOJ non-core assets and improve the utilization of current state assets to reduce the Government's expenditure through PPPs. Accordingly, privatisation activities will continue in respect of Jamaica Mortgage Bank, Nutrition Products Limited and the Government's shareholdings in Jamaica Public Service Company Limited. These activities will contribute to the GOJ's policy objective to improve broad based ownership of former GOJ assets while benefitting from private sector investment.
- Disburse J\$7,393.27 million (2019/20 \$4,077.96 million) inclusive of US\$15.36 million (2019/20-US\$7.50 million) and J\$5,318.46 million (2019/20 - \$3,102.96 million) in loans during the year.

DBJ forecasts a net surplus of \$585.65 million (2019/20: \$529.75 million).

The Company projects a staff complement of 138 (2019/20:132)

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Regular Programmes	3,749.11	2,119.95	2,314.35
JDB Income	0.00	0.00	0.00
Other Income	0.00	0.00	30.19
Gross Income	3,749.11	2,119.95	2,344.54
Expenses:			
Staff Costs	565.56	655.23	716.19
Staff Incentives	31.25	37.56	62.70
Travelling	4.42	9.95	10.95
Utilities	56.87	56.83	57.73
Motor Vehicle Expenses	7.47	7.98	7.98
Advertising & Promotion	42.32	68.50	153.00
Insurance	15.44	16.00	16.64
Security	9.79	12.50	13.00
Repairs and Maintenance	69.16	85.64	87.42
Professional Fees/Legal Consultations	49.25	38.80	35.10
Audit Fees	5.82	5.80	6.04
Special Projects	5.96	7.55	9.55
Donations	2.09	2.50	2.50
Depreciation	44.58	61.29	65.74
Directors' Fees	1.47	1.80	1.80
Other Expenses	16.27	7.47	7.80
Interest Payable	630.83	605.80	613.69
Bad Debt Provision	541.37	-	-
FX Gain (Loss)	146.00	4.00	2.00
Total Expenses	2,245.92	1,685.20	1,869.83
Profit from Operations	1,503.19	434.75	474.71
Share of Profits/ (Losses) of Assoc. Co.	(61.12)	(15.00)	(10.00)
Credit Enhancement Fund	18.32	110.00	120.94
Net Profit	1,460.39	529.75	585.65

\$m				
Statement 'A' Flow of Funds	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	3,767.43	2,080.83	2,229.95	2,465.48
2 Current Expenses	(2,307.04)	(1,668.60)	(1,700.20)	(1,879.83)
3 Current Balance	1,460.39	412.23	529.75	585.65
4 Adjustments	(2,037.04)	9.32	(527.57)	0.96
Change in Accounts	-	-	-	-
Receivable/Payable	(2,228.12)	(26.97)	(148.86)	163.86
Items not requiring outlay of cash:	-	-	-	-
Depreciation	44.58	61.29	61.29	65.74
Other Non-Cash Items	146.50	(25.00)	(440.00)	(228.64)
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(576.65)	421.55	2.18	586.61
6 Capital Account	(22.08)	(154.85)	(106.55)	(197.01)
Revenue	-	-	-	-
Expenditure	(22.08)	(154.85)	(106.55)	(197.01)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	600.00	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	600.00	-	-
8 Transfers to Government	(62.26)	(20.61)	(30.00)	(26.49)
Dividend	(62.26)	(20.61)	(30.00)	(26.49)
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(660.99)	846.09	(134.370)	363.11
10 FINANCING (11+15)	660.99	(846.09)	134.370	(363.11)
10a Total	0.00	900.00	5,676.62	3,334.00
Capital Revenue	0.00	0.00	0.00	0.00
Loans	0.00	0.00	1,511.12	1,964.00
Equity	0.00	0.00	0.00	0.00
On-Lending	0.00	900.00	4,165.50	1,370.00
Loan Repayments	0.00	0.00	0.00	0.00
11 Total Foreign (12+13+14)	(1,846.33)	(3,108.48)	(637.04)	454.00
12 Government Guaranteed Loans	(0.51)	(1,068.48)	(637.04)	454.00
Disbursement	576.56	-	1,631.15	2,070.00
Amortization	(577.07)	(1,068.48)	(2,268.19)	(1,616.00)
13 Direct Loans	(1,845.82)	(2,040.00)	-	-
Long Term:	(1,845.82)	(2,040.00)	-	-
Disbursement	-	-	-	-
Amortisation	(1,845.82)	(2,040.00)	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	2,507.32	1,362.39	(4,905.21)	(4,151.11)
16 Banking System	(83.51)	(94.45)	29.01	(11.50)
Loans (Change)	-	-	-	-
Overdraft (Change)	-	-	-	-
Deposits (Change)	(83.51)	(94.45)	29.01	(11.50)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	2,590.83	1,456.84	(4,934.22)	(4,139.61)

\$m				
CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Interest & Dividends	1,100.99	1,832.18	1,009.85	1,194.61
Lease & Rental	103.98	87.04	98.05	104.00
Loan Recoveries	37.61	-	60.00	200.00
Investment Income	307.41	-	300.00	357.42
FX Gain	-	-	440.00	228.61
Fees - Privatisation	2,016.88	73.00	73.85	72.26
Credit Enhancement Fund	18.33	38.00	110.00	120.94
Other	182.23	50.61	138.20	187.64
TOTAL	3,767.43	2,080.83	2,229.95	2,465.48
CURRENT EXPENSES				
Compensation	-	-	-	-
A. Directors, Executive & Senior Managers	596.81	693.96	692.79	778.89
- Salaries	596.81	693.96	692.79	778.89
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	-	-	-	-
- Wages	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Staff Costs	-	-	-	-
Utilities (Electricity, Water & Telephones)	56.87	54.83	56.83	57.73
Repairs & Maintenance	69.16	40.07	85.64	87.42
Advertising & Promotion	42.32	41.64	68.50	153.00
Professional and Legal Fees	49.25	38.10	38.80	35.10
Interest	630.83	549.00	605.80	613.69
Depreciation	44.58	61.29	61.29	65.74
Bad Debt Provision	541.34	45.00	-	-
FX Loss	146.00	-	-	-
Share of Profits/ (Losses) of Assoc. Co.	61.12	32.00	15.00	10.00
Other	68.76	112.71	75.55	78.26
TOTAL	2,307.04	1,668.60	1,700.20	1,879.83
CAPITAL EXPENDITURE				
Motor Vehicles	-	17.00	17.00	17.00
Furniture and Equipment	8.78	22.65	13.05	35.17
Renovation/Refurbishing of Office Space	-	2.60	-	-
Computers	12.71	61.50	61.50	69.14
Energy Project	-	-	-	10.00
Investment Property	-	-	-	23.70
Other	0.59	51.10	15.00	42.00
TOTAL	22.08	154.85	106.55	197.01

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Fixed Assets	985.76	1,002.33	1,096.61
Loans to Approved Financial Institutions	10,069.76	9,930.84	12,390.28
Loans to P.C. Banks (Net)	434.03	386.64	393.32
Loans to Micro Finance Institutions	1,949.84	2,743.45	3,681.26
Direct Lending	4,441.79	3,868.26	3,937.92
Investment Properties	699.19	710.00	638.97
Investment Securities	3,144.67	3,950.00	4,182.36
Investment in Associated Companies	1,078.08	1,072.68	772.68
Securities Purchased under Resale Agreements	4,448.34	8,565.02	4,381.46
Retirement Benefit Asset	460.40	237.61	232.61
Due from GOJ	618.59	418.16	211.75
Accounts Receivable	1,733.13	1,482.91	1,267.05
Income Tax Recoverable	386.54	310.00	280.00
Cash/Bank	1,011.38	350.00	864.80
Fixed Deposit	20.93	653.30	150.00
Intangible Assets	17.31	46.00	49.19
Credit Enhancement Fund	507.46	703.37	793.37
Total Assets	32,007.20	36,430.57	35,323.63
LIABILITIES AND SHAREHOLDERS' EQUITY			
<i>Liabilities</i>			
Accounts Payable	671.08	272.00	220.00
Due to Related Entities	-	-	-
Current Portion of Long-Term Loans	3,161.38	1,829.59	1,929.46
Long Term Loans	15,806.69	22,189.53	20,419.44
	19,639.15	24,291.12	22,568.90
<i>Shareholder's equity</i>			
Issued Share Capital	1,757.54	1,757.54	1,757.54
Share Premium	98.87	98.87	98.87
Funds for Capital	1,179.82	1,179.82	1,179.82
Government Subvention	83.18	83.18	83.18
Self Sustaining Farmers Development Programme	15.94	15.94	15.94
Grants	7.78	3.59	3.59
Capital Reserves	139.34	139.34	139.34
Bad Debt /Expected Credit Loss	9.54	9.54	9.54
Revaluation Reserve	12.67	677.99	677.99
Fair Value Reserves	1,153.86	160.00	170.00
General Reserves-Equalisation Fund	957.59	957.59	957.59
Special Reserves	3.12	3.12	3.12
Revenue Reserves	2,539.39	2,539.39	2,539.39
Employee Benefit Asset Reserve	131.50	(58.85)	(58.85)
Retained Earnings	2,315.68	3,533.63	3,796.03
Capital Distribution	(212.62)	(212.62)	(212.62)
Technical Assistance Reserve	220.51	215.24	215.24
Credit Enhancement Fund	493.95	506.39	793.37
Net Profit	1,460.39	529.75	585.65
	12,368.05	12,139.45	12,754.73
	32,007.20	36,430.57	35,323.63

Housing Agency of Jamaica Limited

Introduction

The Housing Agency of Jamaica Limited (HAJ) was incorporated on a change of name from the National Housing Development Corporation Limited (NHDC) in September 2008. The NHDC was formed through the merger of the Caribbean Housing Finance Corporation Limited, the National Housing Corporation Limited and Operation Pride. The objective of the change of name was to rebrand and reposition the organization in the housing industry. The Agency is projecting itself as the premier housing development company that best understands and satisfies demand for shelter, primarily in the low and middle income segment of the market.

Operational and Financial Review

The HAJ notes that stable housing is a critical element upon which people's lives are built. Stable housing contributes to crime reduction, and facilitates successful outcomes for persons economically, socially, emotionally and academically.

On the aforementioned bases, the HAJ will continue to pursue its mandate to provide affordable housing solutions to the low and middle income earners, as well as to regularise the tenure on land through titling services. Therefore, the Agency will continue to focus on:

- engaging and lobbying key agencies to accelerate the distribution of titles in an effort to regularise informal settlements;
- utilising loans, grants and value-added service opportunities, to facilitate increased delivery of housing solutions; and
- completing three (3) Joint Venture Projects to deliver housing solutions in Rhyne Park - St. James; Shooters Hill and Catherine Estates (Bernard Lodge), St. Catherine;

The Agency intends to complete ongoing projects in 2020/21, along with new initiatives. Therefore, construction-starts are targeted at 1,833 (2019/20: 3,512); while planned deliveries are expected to increase to 1,585 (2019/20: 120). The solutions will include service lots, housing starts and completed houses.

HAJ projects a net profit of \$31.21 million (2019/20 estimates: \$296.36 million).

The Agency projects a staff complement of 84 (2019/20: 92).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
OPERATING REVENUE			
<i>Lending and borrowing:</i>			
Interest Income from Mortgages	4.19	5.57	0.28
Fees and Interest Expense on Loans Payable	(0.85)	-	-
Net income from lending and borrowing	3.34	5.57	0.28
Sale of Houses/Land	726.55	1,278.36	669.08
Grant from GOJ - JEHP	948.80	935.68	103.79
Less: Cost of Sales	(1,273.01)	(1,484.27)	(354.84)
Net (Loss)/Profit on sale of properties	402.34	729.77	418.03
<i>Other Income:</i>			
Interest Income from Cash Resources	23.13	3.35	11.59
Fees - Mortgages	-	0.17	-
- Project Management PPP	-	62.10	-
- Legal & Processing	-	29.57	86.40
- Titling Projects	-	13.92	20.91
- Lease of Land	-	13.67	12.62
Recoveries of Impairment Losses	137.30	-	19.47
Gain on Sale of Loans Mortgage Portfolio	463.02	-	-
Miscellaneous Income	102.92	10.50	-
Total Other Income	726.37	133.28	150.99
TOTAL INCOME	1,132.05	868.62	569.30
OPERATING EXPENSES			
Administration and Other Expenses	497.58	491.74	501.60
Impairment Loss on Mortgage Loans	-	4.94	-
Maintenance on Closed Projects	106.31	60.34	36.49
Expenditure on Closed Project	-	15.24	-
Impairment Loss on Pride Projects	30.78	-	-
TOTAL OPERATING EXPENSES	634.67	572.26	538.09
Profit/(Loss) before Taxation	497.38	296.36	31.21
Taxation	-	-	-
Net (Loss)/Profit for the year	497.38	296.36	31.21

\$m

Statement 'A' Flow of Funds	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	1,132.05	1,017.12	868.62	569.30
2 Current Expenses	(634.67)	(554.56)	(572.26)	(538.09)
3 Current Balance	497.38	462.56	296.36	31.21
4 Adjustments	(402.33)	(530.14)	(106.58)	(20.66)
Change in Accounts				
Receivable/Payable	67.15	(93.17)	(40.73)	(58.47)
Items not requiring outlay of cash:				
Depreciation	8.58	8.73	10.73	8.73
Other Non-Cash Items	(478.06)	(445.70)	(76.58)	29.08
Prior Year Adjustment	-	-	-	-
5 Operating Balance	95.05	(67.58)	189.78	10.55
6 Capital Account	475.02	958.67	613.02	(694.76)
Revenue	1,171.23	2,365.45	1,572.19	1,110.99
Expenditure	(628.51)	(1,407.13)	(959.34)	(1,806.10)
Investment	(67.70)	-	-	-
Change in Inventory	-	0.35	0.17	0.35
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	570.07	891.09	802.80	(684.21)
10 FINANCING (11+15)	(570.07)	(891.09)	(802.80)	684.21
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(570.07)	(891.09)	(802.80)	684.21
16 Banking System	(570.07)	(891.09)	(802.80)	684.21
Loans (Change)	(1,116.96)	(352.05)	(515.34)	243.70
Overdraft (Change)	-	-	-	-
Deposits (Change)	546.89	(539.04)	(287.46)	440.51
17 Non-Banks (Change)	-	-	-	-
18 Other - including PRIDE Fund (Change)	-	-	-	-

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Sales (Land/House)	726.55	2,203.48	1,278.36	669.08
Income from JEHP	948.80	328.42	935.68	103.79
Cost of Sales	(1,273.01)	(1,840.59)	(1,484.27)	(354.84)
Margin on Sales	402.34	691.31	729.77	418.03
Net Income from Lending & Borrowing	3.34	0.28	5.57	0.28
Interest Income - Cash Resources	23.13	8.78	3.35	11.59
Management Fees	-	315.28	57.33	119.93
Other Income	703.24	1.47	72.60	19.47
TOTAL	1,132.05	1,017.12	868.62	569.30
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	337.99	363.35	335.44	340.48
- Salaries	203.10	256.77	234.65	233.45
- Pension Fund Contributions	11.02	18.22	11.46	18.61
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	123.87	88.36	89.33	88.42
B. Supervisory, Clerical & Production	-	-	-	-
- Wages	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- All Others	-	-	-	-
Other Staff Costs	22.52	-	18.84	29.70
Interest and Fees paid on Long-Term Liabilities	-	-	-	-
Maintenance on Closed Projects	106.31	41.68	-	-
Bad Debt	-	-	-	-
Depreciation	8.58	8.73	10.73	8.73
Legal and Other Professional Fees	6.07	7.12	6.94	2.00
Bank and Other Finance Charges	-	0.65	0.70	0.70
Insurance	7.16	5.77	5.21	5.39
Marketing, Public Relations & Research	17.15	8.12	5.83	11.54
Motor Vehicle Expenses and Travel	10.92	10.06	4.51	4.18
Expenditure on Project - Scheme Maintenance	-	-	60.34	36.49
Expenditure on Closed Project	-	-	15.24	-
Building Maintenance & Electricity	52.85	49.46	53.94	48.74
Telephone & Postage	8.35	8.88	8.41	9.23
Other	56.77	50.74	46.13	40.91
TOTAL	634.67	554.56	572.26	538.09
CAPITAL REVENUE				
Purchasers' Deposits	324.48	1,532.65	538.56	456.99
Provident Society Deposits	62.17	46.05	6.74	33.00
Principal Repayment Mortgage Loans	387.54	-	9.25	-
Jamaica Economical Housing Project	397.04	786.75	1,017.64	621.00
TOTAL	1,171.23	2,365.45	1,572.19	1,110.99
CAPITAL EXPENDITURE				
Mortgage Loans Granted	-	-	-	-
Acquisition of Fixed Assets	24.11	21.77	32.31	32.83
Advances to Operation PRIDE	353.61	405.21	251.77	523.27
Other Development Projects	25.53	428.40	490.27	820.00
Jamaica Economical Housing Project	225.26	551.75	184.99	430.00
TOTAL	628.51	1,407.13	959.34	1,806.10
INVESTMENT				
Land for Development	67.70	-	-	-
TOTAL	67.70	-	-	-

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Assets			
Cash & Investments	188.45	664.79	224.28
Inventory	-	6.50	6.15
Receivables & Prepayments	126.91	87.23	75.23
Loans receivable	-	23.71	23.71
Mortgages	12.07	18.80	26.13
Staff Loans	1,726.70	2,222.99	2,929.58
Brownfield Development Projects	4,572.22	3,649.56	4,172.83
Greenfield Development Projects	3,590.52	3,442.04	3,630.61
Chinese Cluster Projects	48.90	28.88	31.78
Taxation Recoverable	0.35	0.35	0.35
Investment	1,766.97	1,766.97	1,766.97
Lands Held and Development	2.16	-	-
Intangible Assets	71.66	90.67	114.77
	12,106.91	12,002.49	13,002.39
Liabilities			
Accounts Payable & Accruals	715.94	632.90	569.76
Brownfield Deposits	1,065.95	1,100.83	1,032.79
Purchasers' Deposit Open Market ¹	1,943.03	2,362.82	2,819.81
Purchasers' Deposit C. Cluster ²	282.80	227.20	280.16
Purchasers' Deposit PPP	-	32.76	32.76
Deferred Income	4,787.74	4,347.50	4,693.71
Long-Term Loans	1,280.63	942.28	1,185.98
	10,076.09	9,646.29	10,614.97
Net Assets	2,030.82	2,356.20	2,387.42
Shareholders' Equity			
Shareholders' Equity	0.00	0.00	0.00
Share Capital	629.16	629.16	629.16
Contributed Capital	1,812.16	1,812.16	1,812.16
Reserve Fund	1,286.43	1,286.43	1,286.43
Retained Earnings	(2,194.81)	(1,668.41)	(1,372.04)
Current Year's Profit/(Loss)	497.38	296.36	31.21
Total Equity	2,030.82	2,356.20	2,387.42

¹ Or Greenfield Deposits

² Or Jamaica Economical Housing Project (JEHP)

Jamaica Mortgage Bank

Introduction

The Jamaica Mortgage Bank (JMB) was established on June 2, 1971, as a private limited company under the Companies Act of 1965. The Bank was subsequently converted to a Statutory Corporation on June 5, 1973, under Act of Parliament No. 16 of 1973. In pursuit of its mission to promote environmentally acceptable residential housing solutions and economic growth in Jamaica, the Bank mobilizes loan funds for on-lending to public and private sector housing developers and to other lending institutions. JMB also provides mortgage insurance services on behalf of the Government of Jamaica.

Operational and Financial Overview

Plans to facilitate the divestment of the JMB will continue during the budget year. Notwithstanding these plans, JMB will, through the mobilization of financial resources, continue to contribute to the overall growth in the supply of housing solutions. Accordingly, securing low cost funding for on-lending in the Primary Mortgage Market to increase the Bank's support in fulfilling the Country's housing demand will remain of primary focus during the budget year. The Bank will also continue to drive growth of Mortgage Indemnity Insurance by increasing the number of approved mortgage granting institutions. In order to enhance the overall effectiveness in the fulfilment of its mandate, the Bank will also seek to:

- Reduce its bad debt portfolio by closely monitoring performance of new loans and continue to pursue the implementation of immediate strategies to dispose of and recover bad debts.
- Drive growth of Mortgage Indemnity Insurance by adding at least one (1) new mortgage granting institution to the number of approved lenders. The Bank expects that it will issue 120 new Mortgage Indemnity Insurance undertakings at a value of \$144 million per annum.
- Increase income from non-traditional sources such as technical and project management services

The Bank projects a surplus before tax of \$104.94 million (2019/20 estimated: \$207.23 million).

JMB will maintain its staff complement of twenty four (24) during the year.

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
REVENUE			
Interest from Loans & Mortgages	213.15	172.98	297.35
Interest from Investments/Deposits	0.84	2.31	1.44
Other	229.88	219.10	72.60
TOTAL	443.87	394.39	371.39
EXPENSES			
Staff Emoluments	65.51	77.60	87.59
Other Staff Cost	29.12	25.67	23.31
Depreciation	6.93	5.10	4.89
Allowance for impairment losses (Net of Recoveries)	(18.23)	-	-
Other Administrative & General Expenses	38.93	43.66	47.92
Interest on Loans/Bonds Payable	66.57	35.13	102.74
TOTAL	188.83	187.16	266.45
Profit before Taxation	255.04	207.23	104.94
Taxation	40.60	58.03	29.38
Net Profit for the Year	214.44	149.20	75.56

	\$m			
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	443.87	269.15	394.39	371.39
2 Current Expenses	(188.83)	(222.54)	(187.16)	(266.45)
3 Current Balance	255.04	46.61	207.23	104.94
4 Adjustments	(322.31)	38.27	(137.97)	15.77
Change in Accounts				
Receivable/Payable	5.68	22.81	(51.46)	2.38
Items not requiring outlay of cash:	-	-	-	-
Depreciation	6.93	7.00	5.10	4.89
Other Non-Cash Items	(334.92)	8.46	(91.61)	8.50
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(67.27)	84.88	69.26	120.71
6 Capital Account	(7.35)	(9.12)	(6.48)	(9.17)
Revenue	-	-	-	-
Expenditure	(7.35)	(9.12)	(6.48)	(9.17)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(30.58)	(26.00)	(20.05)	(60.50)
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	(30.58)	(26.00)	(20.05)	(60.50)
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(105.20)	49.76	42.73	51.04
10 FINANCING (11+15)	105.20	(49.76)	(42.73)	(51.04)
10a Total	5.40	46.00	2.41	44.50
Capital Revenue	5.40	46.00	2.41	44.50
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	0.00	0.00	0.00	0.00
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	99.80	(95.76)	(45.14)	(95.54)
16 Banking System	(447.07)	667.87	336.47	1,920.86
Loans (Change)	(426.24)	650.00	328.26	1,920.00
Overdraft (Change)	-	-	-	-
Deposits (Change)	(20.83)	17.87	8.21	0.86
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	546.87	(763.63)	(381.61)	(2,016.40)

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Interest on Investments	0.84	0.43	2.31	1.44
Interest on Loans & Mortgage	213.15	197.72	172.98	297.35
Other Income	229.88	71.00	219.10	72.60
TOTAL	443.87	269.15	394.39	371.39
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	28.31	33.31	32.07	35.31
- Salaries	20.77	29.90	26.06	28.80
- Pension Fund Contributions	0.29	0.14	0.15	0.15
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	7.25	3.27	5.86	6.36
B. Supervisory, Clerical & Production	66.32	69.88	71.20	75.59
- Wages	44.74	58.28	51.54	58.79
- Pension Fund Contributions	1.79	1.02	0.95	1.02
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	19.79	10.58	18.71	15.78
Utilities (Electricity, Water & Telephones)	5.49	5.97	5.97	6.03
Repairs & Maintenance	1.20	0.65	1.63	1.70
Loan Loss/(Recoveries)	(18.23)	-	-	-
Interest on Loans/Bonds	66.57	72.34	35.13	102.74
Depreciation	6.93	7.00	5.10	4.89
Other	32.24	33.39	36.06	40.19
TOTAL	188.83	222.54	187.16	266.45
CAPITAL REVENUE				
Sale of Fixed Assets	5.40	46.00	2.41	44.50
TOTAL	5.40	46.00	2.41	44.50
CAPITAL EXPENDITURE				
Motor Vehicles	6.21	-	-	-
Furniture, Fixtures and Equipment	1.14	2.02	5.48	6.57
Other	-	-	-	-
Building Improvement	-	7.10	1.00	2.60
TOTAL	7.35	9.12	6.48	9.17

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Cash & Bank	29.42	21.21	20.35
Accounts Receivable	22.01	80.44	78.91
Investments	27.58	71.87	71.87
Loans Receivable	1,660.08	1,950.62	3,967.54
Withholding Tax Recoverable	160.34	160.92	160.92
Interest in Subsidiary	124.99	125.00	125.00
Employee Benefits Asset	56.06	56.06	56.06
Property, Plant and Equipment	50.15	51.52	55.80
Land held for Development and Resale	408.99	497.60	444.60
Total Assets	2,539.62	3,015.24	4,981.05
LIABILITIES AND SHAREHOLDER'S EQUITY			
LIABILITIES			
Accounts Payable and Accrued Charges	31.16	38.13	38.97
Bonds Payable	345.43	298.65	299.17
Short Term Loan	140.75	469.01	2,389.01
Income Tax Payable	4.17	42.14	11.03
Deferred Tax Liability	75.05	75.05	75.05
Total Liabilities	596.56	922.98	2,813.23
SHAREHOLDER'S EQUITY			
Share Capital	500.00	500.00	500.00
Reserve Fund	500.00	500.00	500.00
Special Reserve	340.08	340.08	340.08
Retained Profit	602.98	752.18	827.74
	1,943.06	2,092.26	2,167.82
	2,539.62	3,015.24	4,981.05

National Road Operating and Constructing Company

Introduction

The National Road Operating and Constructing Company Limited (NROCC) was incorporated on February 2, 1995 as a private limited liability company and commenced operations in February 2002. In October 2011 NROCC's Articles of Incorporation was amended to allow for the conversion from a private to a public Company.

NROCC's core functions include overseeing the design, construction and maintenance of the highways and related facilities. Additionally, NROCC seeks to ensure environmental preservation, safety on the highway and strong linkages to encourage development activities.

Operational and Financial Review

NROCC's primary focus over the short to medium term will be administration of the construction of Phase 1C – May Pen to Williamsfield segment - of Highway 2000, and the Montego Bay Perimeter Road. Key activities and targets during 2020/21 will include completion and review of the designs, provision of access to lands for construction, development of financial model, identification and relocation of utility structures, and submission of environmental permit documents to the National Environment and Planning Agency.

NROCC's strategy in respect of road safety involves on-going monitoring and partnering with the relevant developers and operators to identify and implement safety improvement measures in accordance with the Highway Operating Agreement. All accidents occurring on the toll roads are recorded, analysed and reported by the Operators and shared with NROCC to guide safety improvement measures. The causes, trends and subsequent impact reduction of smoke (fires) are also considered. NROCC will also seek to develop an Environmental Management System which will be used to train relevant personnel.

NROCC is projecting a net loss of \$7,081 million (2019/20: \$11,672 million).

The Company projects a staff complement of 18 (2019/20: 15).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Revenue:			
Revenue - TJH	505.15	-	-
Interest Income	335.77	365.60	432.44
Management Fees	-	103.09	310.94
Misc. Income	112.94	22.02	-
Total Sales	953.86	490.71	743.38
Operating Expenses			
Salaries & Related Costs	78.98	101.44	122.80
Professional Fees	20.01	167.46	100.43
Technical Fees	-	75.34	407.79
Rent and Maintenance	8.35	6.41	6.81
Depreciation	61.44	61.53	59.66
Other Operating Expenses	30.44	39.34	44.47
Finance Costs	4,887.16	5,219.22	5,328.96
TJH Compensation	-	165.00	-
Total Operating Expenses	5,086.38	5,835.74	6,070.92
Bond Inflation	326.62	754.71	675.11
Impairment Loss/FX Loss	250.84	5,572.79	1,078.18
Total Expenses	5,663.84	12,163.24	7,824.21
Net Loss	(4,709.98)	(11,672.53)	(7,080.83)

	\$m			
Statement 'A' Flow of Funds	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	953.86	628.81	490.71	743.38
2 Current Expenses	(5,663.84)	(7,217.01)	(12,163.24)	(7,824.21)
3 Current Balance	(4,709.98)	(6,588.20)	(11,672.53)	(7,080.83)
4 Adjustments	411.77	1,830.03	6,980.98	3,101.22
Change in Accounts				
Receivable/Payable	(45.98)	(2.61)	(160.96)	318.93
Items not requiring outlay of cash:	-	-	-	-
Depreciation	61.44	55.50	61.53	59.66
Other Non-Cash Items	396.31	1,777.14	7,080.41	2,722.63
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(4,298.21)	(4,758.17)	(4,691.55)	(3,979.61)
6 Capital Account	(53.66)	(6.18)	(646.75)	(162.69)
Revenue	-	-	-	-
Expenditure	(53.66)	(6.18)	(646.75)	(162.69)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	5,841.51	5,509.62	5,766.70	4,963.32
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	5,841.51	5,509.62	5,766.70	4,963.32
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	1,489.64	745.27	428.40	821.02
10 FINANCING (11+15)	(1,489.64)	(745.27)	(428.40)	(821.02)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	(643.60)	(724.21)	(752.24)	(767.81)
12 Government Guaranteed Loans	(643.60)	(724.21)	(752.24)	(767.81)
Disbursement	-	-	-	-
Amortization	(643.60)	(724.21)	(752.24)	(767.81)
13 Direct Loans	-	-	-	-
Long Term:				
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:				
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(846.04)	(21.06)	323.84	(53.21)
16 Banking System	(378.66)	15.27	52.38	0.59
Loans (Change)	-	-	-	-
Overdraft (Change)	-	-	-	-
Deposits (Change)	(378.66)	15.27	52.38	0.59
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(467.38)	(36.33)	271.46	(53.80)

	\$m			
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Toll Revenues	505.15	-	-	-
Interest on Investments	471.42	486.47	494.02	513.36
Ja. North South Highway Discounting	(135.58)	(85.86)	(128.42)	(80.92)
Management Fees	-	206.18	103.09	310.94
Other	112.87	22.02	22.02	-
TOTAL	953.86	628.81	490.71	743.38
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	78.98	101.56	101.44	122.80
- Wages	67.19	63.92	77.07	94.48
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	11.79	37.64	24.37	28.32
Utilities(Electricity, Water & Telephones)	0.60	0.63	0.63	0.66
Maintenance	8.35	6.85	6.41	6.81
Motor Vehicle Expenses	0.62	0.52	0.53	0.71
Legal & Professional Fees	20.01	92.42	167.46	100.43
Technical Fees	-	179.73	75.34	407.79
Depreciation	61.44	55.50	61.53	59.66
Finance Costs, Bond Inflation & FX Loss	5,464.62	6,473.94	11,546.72	7,082.25
Resettlement Expenses	-	270.00	165.00	-
Other	29.22	35.86	38.18	43.10
TOTAL	5,663.84	7,217.01	12,163.24	7,824.21
CAPITAL EXPENDITURE				
Land,Road and Leasehold Property improvements	43.66	-	-	-
Office Furniture, Fixtures & Equipment	0.64	0.66	96.75	162.69
Computer Equipment	-	-	550.00	-
Motor Vehicle	9.36	5.52	-	-
TOTAL	53.66	6.18	646.75	162.69

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-Current assets			
Property and Equipment	4,816.57	5,401.79	5,504.82
Loans Receivable	16,430.08	16,430.59	16,431.11
Investment Securities -TJH	5,988.08	2,263.59	2,310.45
	27,234.73	24,095.97	24,246.38
Current Assets			
Receivables and Prepayments	40.57	416.59	208.02
Cash and Cash Equivalents	54.96	2.58	1.99
Resale Agreement	577.49	193.89	181.97
	673.02	613.06	391.98
TOTAL ASSETS	27,907.75	24,709.03	24,638.36
EQUITY AND LIABILITIES			
Capital and reserves			
Share Capital	1.00	1.00	1.00
Inflation Reserve	1,220.91	1,220.91	1,220.91
Fair value reserve	2,715.02	2,715.02	2,715.02
Accumulated Deficit	(69,432.06)	(74,142.04)	(85,814.57)
Net Profit/(Loss)	(4,709.98)	(11,672.53)	(7,080.83)
	(70,205.11)	(81,877.64)	(88,958.47)
Non-current liability			
Long-Term Loans	97,668.61	105,927.35	112,827.15
Government Subvention	-	-	-
	97,668.61	105,927.35	112,827.15
Current Liabilities			
Trade Accounts Payable	64.85	234.45	336.02
Other Payables	379.40	424.87	433.66
	444.25	659.32	769.68
TOTAL EQUITY AND LIABILITIES	27,907.75	24,709.03	24,638.36

National Water Commission

Introduction

The National Water Commission (NWC), a statutory organisation was established in 1980 through the amalgamation of the Kingston and St. Andrew Water Commission and the rurally focussed, National Water Authority. The NWC is mandated to contribute positively to national development by providing high quality potable water and sewerage services, to residential and commercial customers in a cost effective and sustainable manner. In this regard, the NWC supplies over 70% of the population with piped water and 15% with sewerage service, through over 1000 water supply facilities (including wells, water treatment plants, pumping stations), and more than 11,000 kilometers of water mains, as well as over 68 sewerage treatment plants islandwide.

Operational and Financial Overview

The NWC will continue the implementation of selected business strategies and capital projects that are expected to improve operational efficiency and service reliability during the budget year. The Kingston and St Andrew (KSA) non-revenue water (NRW) programme is expected to be completed by September 2020 and is forecast to result in a reduction in NRW in the KSA from 59% to 30%. To expand the benefits derived from the KSA project, the NWC plans to replicate this performance-based contracting modality to reduce NRW in other areas including the northern parishes and St. Catherine.

The NWC will remain committed in its efforts to improve the aged infrastructure and expand the coverage of its network to enhance service delivery and ensure revenue sustainability. The Commission's capital programme will include the Spanish Town mains replacement project which has been identified as one of the projects required to increase the distribution of water in Kingston and the Port Royal distribution main replacement and sewerage treatment plant which is required to support the development plans for Port Royal.

Effective metering, billing and collection are of paramount importance to the sustainability of the NWC's operations. Accordingly, the replacement of aged meters, metering of un-metered accounts and the installation of more accurate meters will continue during the year.

In recognition of the importance of technology in the improvement of operational efficiency, the Commission has embarked on a programme to modernize its information and communication technologies to transform the way it does business.

The Commission projects a surplus before tax of \$1,339.99 million (2019/20: \$5,262.79 million deficit).

The NWC projects a staff complement of 2,197 employees (2019/20: 2,234).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Revenue:			
Water	17,497.29	17,958.29	20,889.03
Sewerage	5,648.20	6,060.70	8,303.88
Service Charge	3,849.52	3,981.40	4,493.93
Other	5,273.64	6,187.39	7,934.12
Total Income	32,268.65	34,187.78	41,620.96
Expenses:			
Operating Expenses	28,589.79	28,968.36	30,361.04
Loan/bank Interest	2,944.96	2,320.60	2,543.10
Depreciation	5,998.62	4,877.14	5,485.54
Foreign Exchange Gain/(Loss)	309.46	3,284.47	1,891.29
Total Expenses	37,842.83	39,450.57	40,280.97
Net Surplus/(Deficit) for year before Taxation	(5,574.18)	(5,262.79)	1,339.99
Taxation credit/(charge)	1,053.91	1,448.07	1,228.93
Net Surplus/(Deficit)	(4,520.27)	(3,814.72)	2,568.92

\$m

Statement 'A' Flow of Funds	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	32,268.65	40,598.10	34,187.78	41,620.96
2 Current Expenses	(37,842.83)	(41,666.67)	(39,450.57)	(40,280.97)
3 Current Balance	(5,574.18)	(1,068.57)	(5,262.79)	1,339.99
4 Adjustments	8,782.09	6,721.27	9,827.71	5,673.86
Change in Accounts Receivable/Payable	1,698.24	(2,494.85)	171.43	(3,434.03)
Items not requiring outlay of cash:	0.00	0.00	0.00	0.00
Depreciation	5,998.62	5,582.91	4,877.14	5,485.54
Other Non-Cash Items	1,085.23	3,633.21	4,779.14	3,622.35
Prior Year Adjustment	0.00	0.00	0.00	0.00
5 Operating Balance	3,207.91	5,652.70	4,564.92	7,013.85
6 Capital Account	(5,289.49)	(7,151.67)	(3,951.89)	(11,461.47)
Revenue	-	-	-	-
Expenditure	(4,434.32)	(7,151.67)	(3,679.77)	(11,461.47)
Investment	-	-	-	-
Change in Inventory	(855.17)	-	(272.12)	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(29.61)	-	(7.46)	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	(29.61)	-	(7.46)	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(2,111.19)	(1,498.97)	605.57	(4,447.62)
10 FINANCING (11+15)	2,111.19	1,498.97	(605.57)	4,447.62
10a Total	0.00	(75.20)	1,000.00	8,773.33
Capital Revenue	-	-	-	-
Loans	-	-	-	8,773.33
Equity	-	-	1,000.00	-
On-Lending	-	-	-	-
Loan Repayments	-	(75.20)	-	-
11 Total Foreign (12+13+14)	(1,751.40)	(1,591.80)	(1,816.30)	(2,188.19)
12 Government Guaranteed Loans	(1,751.40)	(1,591.80)	(1,816.30)	(2,188.19)
Disbursement	806.62	1,679.95	1,103.02	809.78
Amortisation	(2,558.02)	(3,271.75)	(2,919.32)	(2,997.97)
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	3,862.59	3,165.97	210.73	(2,137.52)
16 Banking System	6,112.08	2,008.73	1,918.17	(2,393.80)
Loans (Change)	6,157.40	2,480.00	2,041.59	598.52
Overdraft (Change)	73.28	-	113.37	-
Deposits (Change)	(118.60)	(471.27)	(236.79)	(2,992.32)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(2,249.49)	1,157.24	(1,707.44)	256.28

\$m				
CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Water	17,497.29	22,424.18	17,958.29	20,889.03
Sewerage	5,648.20	6,959.17	6,060.70	8,303.88
Service Charges	3,849.52	4,839.68	3,981.40	4,493.93
K-Factor	4,206.36	5,334.20	4,188.22	6,653.09
Other/Miscellaneous	1,067.28	1,040.87	1,999.17	1,281.03
TOTAL	32,268.65	40,598.10	34,187.78	41,620.96
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	216.58	283.82	238.42	283.82
- Salaries	146.52	156.78	153.85	156.78
- Pension Fund Contributions	11.58	49.56	12.16	49.56
- Housing Allowance	1.57	6.72	1.65	6.72
- Utility Allowance	-	-	-	-
- All Others	56.91	70.76	70.76	70.76
B. Supervisory, Clerical & Production	8,469.24	9,690.36	9,318.11	9,329.39
- Wages	3,266.13	3,059.94	3,209.27	3,106.33
- Pension Fund Contributions	121.29	96.62	125.84	102.93
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	5,081.82	6,533.80	5,983.00	6,120.13
Utilities (Electricity & Telephones)	7,821.10	8,953.08	7,508.76	7,919.18
Repairs & Maintenance	2,943.42	3,392.51	3,189.75	3,214.82
Rental - Buildings and equipment	710.45	590.90	482.19	409.82
Distribution	2,345.09	2,648.94	2,947.03	2,585.54
Foreign Exchange (Gain)/Loss	309.46	1,681.10	3,284.47	1,891.29
Interest	2,944.96	2,865.16	2,320.60	2,543.10
Depreciation & Amortisation	5,998.62	5,582.91	4,877.14	5,485.54
Bad Debt Provision	3,241.69	2,609.12	2,787.20	3,141.09
Other	2,842.22	3,368.77	2,496.90	3,477.38
TOTAL	37,842.83	41,666.67	39,450.57	40,280.97
CAPITAL EXPENDITURE				
KMA Water Supply Programme (IDB Loan Contract)	2,018.90	739.42	1,012.11	853.75
CREW	277.75	-	644.85	-
Tanks and Pumps Programme	270.41	75.00	60.49	50.00
K-Factor Projects:				
Portmore Sewerage/Engineering	17.59	275.00	509.35	370.00
Essex Valley Water Supply & Upgrade	42.87	50.00	-	40.00
Other K-Factor Projects - Water	303.05	418.50	572.52	405.00
Other K-Factor Projects - Sewerage	174.81	488.00	135.22	891.00
Diehl Metering (86,400 Meters)	144.20	2,646.33	215.28	508.70
In-House Capital Projects	164.86	1,376.26	38.08	1,540.58
Spanish Town Road Mains Replacement	-	-	-	4,773.35
Port Royal Distribution main replacement	-	-	-	1,000.00
Motor Vehicle Purchase	322.27	250.00	-	250.00
All Other Projects	697.61	833.16	491.87	779.09
TOTAL	4,434.32	7,151.67	3,679.77	11,461.47

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Non-current Assets			
Property, Plant & Equipment	41,810.54	40,641.77	46,403.45
Intangible Assets	74.68	46.09	260.33
Restricted Cash	425.00	1,244.78	2,593.03
Deferred Taxation	12,856.02	14,304.10	15,533.04
Medium/Long-term Investments	77.13	77.13	77.13
	55,243.37	56,313.87	64,866.98
Current Assets			
Cash & Bank Balances	2,287.58	2,524.37	5,516.69
Customers' Accounts Receivable	4,002.92	6,553.53	5,631.49
Short Term Investments	3,086.87	3,995.71	2,761.04
Inventory	2,378.19	2,650.32	2,650.32
Other Receivables & Prepayments	961.79	1,423.78	1,599.06
	12,717.35	17,147.71	18,158.60
Current Liabilities			
Bank Loan & Overdraft	140.16	231.74	231.74
Deposits & Retentions	274.02	295.21	295.21
Trade / Other Accounts Payable	8,030.62	10,368.71	6,780.34
Other Accounts Payable	4,761.51	5,607.45	5,015.03
Current Maturities of Long-term Liabilities	3,435.49	3,971.44	3,971.44
Taxation Payable	1,673.91	1,666.44	1,666.44
	18,315.71	22,140.99	17,960.20
Net Current Assets	(5,598.36)	(4,993.28)	198.40
Net Assets/(Liabilities)	49,645.01	51,320.59	65,065.38
Financed by:			
Reserves			
Capital Reserves	19,358.46	20,358.46	20,358.46
Accumulated Deficit	(34,633.05)	(38,447.77)	(35,878.85)
	(15,274.59)	(18,089.31)	(15,520.39)
Non-Current Liabilities			
Long-Term Loans	38,214.90	41,106.10	50,181.04
Deferred Income	5,194.83	4,823.41	4,871.60
Employee Benefit Obligations	21,509.87	23,480.39	25,533.13
	64,919.60	69,409.90	80,585.77
	49,645.01	51,320.59	65,065.38

Port Authority of Jamaica

Introduction

The Port Authority of Jamaica (PAJ) was established under the Port Authority Act of 1972. Its mission is to develop and regulate world class facilities and services that ensure sustainable growth of Jamaica's maritime industry and maximum satisfaction to all stakeholders. PAJ is also the designated authority to ensure that the seaports are secured in a manner which is consistent with internationally acceptable security standards at all times.

Operational Overview

The PAJ remains committed to fulfilling its mandate as the principal maritime agency with regulatory and developmental responsibilities for Jamaica's ports and port facilities, whilst contributing to the Government's growth agenda. The Authority plans to continue initiatives that are intended to add value, improve efficiency and to stimulate economic growth. In this regard, the PAJ will continue the implementation of priority developments geared at enhancing cruise, cargo, logistics and service offerings at Jamaica's ports and port facilities. The main investments for the budget year include:

- Replacement of maintenance vessel- activities will continue towards the acquisition of a buoy tender vessel to support the effective maintenance of navigational aids.
- Montego Bay Cruise and Cargo - continue the rehabilitation and infrastructural upgrades at Berths 1, 2 and 3 which is intended to modernize and expand the ports to keep pace with the global demand and to accommodate larger vessels.
- Business Process Outsourcing (BPO) – pursue the completion of a 157,000 square feet BPO facility in Portmore, St Catherine which is intended to stimulate economic growth by creating employment opportunities for in excess of 4,000 persons.
- Port Royal Cruise Development – The PAJ successfully completed works to facilitate the historic opening of the Port Royal Cruise Pier in the last quarter of the 2019/20 financial year. During the budget year PAJ will continue developmental works at Port Royal; works will include the restoration of Fort Charles and Giddy House and construction of attractions.
- Port Community Systems (PCS) –complete full implementation of the PCS single window system at air and sea ports.
- Logistics Development –the completion of an 18,000 square meter logistics facility in Kingston to capitalize on opportunities for growth and development within the Logistics industry.
- Ocho Rios Cruise –completion of works geared towards improving cruise operations in Ocho Rios, specifically the on-going activities related to the Reynold's Pier development project.

The PAJ projects a surplus of \$1,901.22 million (2019/20 estimate: \$1,310.49 million).

PAJ will retain its staff complement of 281.

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Kingston Container Terminal	2,859.74	3,044.72	3,254.78
Facility Fees	3,286.98	3,223.80	3,136.55
Rental - Ports Management	320.88	332.85	438.44
Tug Operation	322.86	23.14	28.60
Harbour Fees	1,000.71	1,019.60	1,047.95
Wharfage Cess	638.74	568.45	571.30
Wharfage Tax	114.21	103.64	103.74
Freezone Lease	417.99	363.59	538.73
Montego Bay Wharves	665.00	684.36	687.99
Fair Value Adjustment/ Gain on Disposal of Asset	1,244.83	-	-
Falmouth Cruise Pier	207.86	235.50	246.46
Other	1,613.65	1,248.43	1,068.05
Total Income	12,693.45	10,848.08	11,122.59
Expenses:			
Loan Interest Cost	1,716.36	2,105.44	2,237.85
Administrative and Other	5,350.06	3,944.89	4,676.64
Depreciation	1,167.40	1,388.33	1,740.86
Total Expenses	8,233.82	7,438.66	8,655.35
Operating Surplus	4,459.63	3,409.42	2,467.24
Exchange Loss (Gain) on loans	226.32	2,098.93	566.02
Surplus for the Period	4,233.31	1,310.49	1,901.22

	\$m			
Statement 'A' Flow of Funds	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	12,693.45	11,331.35	10,848.08	11,122.59
2 Current Expenses	(8,460.14)	(8,062.92)	(9,537.59)	(9,221.37)
3 Current Balance	4,233.31	3,268.43	1,310.49	1,901.22
4 Adjustments	1,138.00	1,939.72	4,607.64	1,697.76
Change in Accounts Receivable/Payable	873.41	37.05	(84.76)	(70.49)
Items not requiring outlay of cash:				
Depreciation	1,167.40	1,382.86	1,388.33	1,740.86
Other Non-Cash Items	(902.81)	519.81	3,304.07	27.39
Prior Year Adjustment	-			
5 Operating Balance	5,371.31	5,208.15	5,918.13	3,598.98
6 Capital Account	(6,790.28)	(4,391.96)	(6,694.73)	(2,705.58)
Revenue	-	-	-	-
Expenditure	(6,802.82)	(4,391.96)	(6,672.03)	(2,705.58)
Investment	-	-	-	-
Change in Inventory	12.54	-	(22.70)	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	(140.00)	-	-
Dividend	-	(140.00)	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(1,418.97)	676.19	(776.60)	893.40
10 FINANCING (11+15)	1,418.97	(676.19)	776.60	(893.40)
10a Total	1,783.33	858.79	(106.30)	(164.20)
Capital Revenue	-	190.59	-	48.41
Loans	1,783.33	668.20	(106.30)	(212.61)
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	(1,947.17)	(3,110.72)	(2,478.120)	(1,034.66)
12 Government Guaranteed Loans	(2,337.10)	(3,087.23)	(2,427.990)	(999.86)
Disbursement	-	-	-	-
Amortization	(2,337.10)	(3,087.23)	(2,427.990)	(999.86)
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	389.93	(23.49)	(50.130)	(34.80)
15 Total Domestic (16+17+18)	1,582.81	1,575.74	3,361.020	305.46
16 Banking System	2,406.81	767.86	1,390.340	1,128.02
Loans (Change)	(59.13)	907.72	1,080.020	(122.78)
Overdraft (Change)	(22.84)	-	-	-
Deposits (Change)	2,488.78	(139.86)	310.32	1,250.80
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(824.00)	807.88	1,970.68	(822.56)

	\$m			
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Wharfage Cess 75%	638.74	539.49	568.45	571.30
Wharfage Tax (PDC)	114.21	111.37	103.64	103.74
Harbour Fees	1,000.71	1,014.63	1,019.60	1,047.95
KCT Operations	2,859.74	3,236.89	3,044.72	3,254.78
Tug Operation	322.86	61.78	23.14	28.60
Pilotage 25% Commission	152.74	150.67	149.50	153.70
Freezone Lease	417.99	389.48	363.59	538.73
Bunkering Fee Income	35.68	29.36	35.38	36.38
Montego Wharves	665.00	765.25	684.36	687.99
Wharf Operators 6.5%	22.50	20.23	20.70	20.71
Ocho Rios Cruise Ship Pier	58.31	87.20	64.64	75.11
Grant	47.90	47.90	47.90	47.90
Port Antonio Marina	92.33	101.32	127.23	90.59
Rental - Ports Management	320.88	318.39	332.85	438.44
Miscellaneous/Other	590.99	379.77	241.86	293.76
Facility Fees	3,286.98	3,457.57	3,223.80	3,136.55
Falmouth Cruise Pier Income (Excluding Facility Fee)	207.86	260.23	235.50	246.46
Unrealised Exchange Gain	503.14	72.12	453.18	104.45
Pilot boat services	110.06	169.13	108.04	115.95
Port Community Systems	0.00	118.57	0.00	129.50
Fair Value Adjustment/ Gain on Disposal of Asset	1,244.83	0.00	0.00	0.00
TOTAL	12,693.45	11,331.35	10,848.08	11,122.59
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	306.45	294.66	294.66	296.32
- Salaries	306.45	294.66	294.66	296.32
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	1,115.27	1,088.58	1,159.70	1,432.64
- Wages	901.92	849.85	912.73	1,150.56
- Pension Fund Contributions	28.04	64.62	60.82	72.69
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	185.31	174.11	186.15	209.39
Utilities (Electricity, Water & Telephones)	167.81	120.37	110.52	132.45
Repairs & Maintenance	268.25	158.03	131.23	221.12
Repairs PMS Equipment	228.69	283.63	262.69	384.37
Loan Interest Cost	1,716.36	1,944.37	2,105.44	2,237.85
Insurance	72.67	109.16	97.64	115.85
Montego Wharves Cost	451.31	450.99	480.75	457.60
Exchange Loss	226.32	514.68	2,098.93	566.02
Management Fees	-	32.15	23.00	25.14
Depreciation	1,167.40	1,382.86	1,388.33	1,740.86
Falmouth Cruise Expense	247.87	277.50	230.98	266.27
Other	2,491.74	1,405.94	1,153.72	1,344.88
TOTAL	8,460.14	8,062.92	9,537.59	9,221.37
CAPITAL EXPENDITURE				
Montego Bay Freeport	1,407.40	130.06	361.87	410.63
BPO (Portmore Informix)	1,104.25	522.90	864.27	282.22
Kingston Container Terminal	250.81	248.63	-	-
Harbours Department	3.84	190.84	342.21	872.11
Port Community Systems	194.76	457.72	279.89	190.00
Ocho Rios Cruise Terminal	893.78	77.14	146.01	178.07
Main Administration	178.85	355.81	46.23	264.02
Falmouth	892.11	267.42	412.92	42.00
Port Antonio	-	20.00	2.13	22.67
Port Royal Development/ Sea walk Pier	757.20	1,178.54	3,410.88	272.93
Logistics park	1,029.00	890.98	804.53	170.08
Miscellaneous	90.82	51.92	1.09	0.85
TOTAL	6,802.82	4,391.96	6,672.03	2,705.58
CAPITAL REVENUE				
Proceeds from Asset Disposal	0.00	190.59	0.00	48.41
TOTAL	0.00	190.59	0.00	48.41

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
<u>ASSETS</u>			
Non-current Assets			
Property, Plant and Equipment	36,501.82	44,508.10	45,473.61
Investment Properties	17,487.25	17,487.25	17,487.25
Intangible Assets	8.83	5.35	4.55
Investment in Subsidiaries & Associates	30.51	30.51	30.51
EIB Bahamas	1,509.63	1,559.76	1,594.57
Other Investments	84.55	394.27	775.42
Long-term Receivables	103.14	28.64	29.24
	55,725.73	64,013.88	65,395.15
Current Assets			
Cash and Bank	1,591.10	1,280.78	29.98
Short Term Deposits	3,271.88	223.51	256.21
Accounts Receivable & Prepayments	1,240.53	1,297.22	1,493.47
Inventories - Spares	79.47	102.17	102.17
	6,182.98	2,903.68	1,881.83
	61,908.71	66,917.56	67,276.98
<u>EQUITY AND LIABILITIES</u>			
Government Equity			
Reserves	6,792.83	6,820.42	6,901.57
Retained Earnings	16,968.58	21,201.89	22,512.38
Profit & Loss Account	4,233.31	1,310.49	1,901.22
	27,994.72	29,332.80	31,315.17
Non-current Liabilities			
Long-term Liabilities	25,375.98	29,569.83	28,425.72
Deferred Income	806.44	1,066.71	1,018.81
Retirement Benefit Liability	549.20	549.20	549.20
	26,731.62	31,185.74	29,993.73
Current Liabilities			
Accounts Payable and Accruals	3,368.76	3,340.69	3,466.45
Current Portion of Long-Term Liabilities	3,706.29	2,965.87	2,409.17
Provisions	107.32	92.46	92.46
	7,182.37	6,399.02	5,968.08
Total Equity and Liabilities	61,908.71	66,917.56	67,276.98

Urban Development Corporation

Introduction

The Urban Development Corporation (UDC) was established by the Urban Development Act of 1968. The main activity of the Corporation is to undertake urban and rural renewal, as well as orderly development in specific areas designated by Government of Jamaica (GOJ) with the goal of stimulating economic growth and making development happen.

Operational and Financial Highlights

The UDC will continue its core mandate of executing developments in designated areas and will seek to stimulate economic growth through the implementation and management of transformational projects for itself and on behalf of other government agencies and organizations. The Corporation will continue to manage and execute a number of priority projects during the budget year, including:

- Beach development/rehabilitation - Works will continue towards the development of parks with recreational amenities at Closed Harbour and Ocho Rios Bay Beach. The UDC will also pursue a beach replenishment project as well as the improvement of bathroom facilities at the Dunns River Falls and Park. The rehabilitation of groynes along the Montego Bay Waterfront is also expected to halt shoreline erosion and facilitate the regeneration of lost areas of beach lands.
- Port Royal Master Plan development- The development of a master plan to support the sustainable redevelopment of Port Royal and the Palisadoes will continue during the year. The Plan will focus on maintaining the historic, environmental, cultural, and social fabric of the area whilst supporting increased tourism and economic value.
- Government Campus and Houses of Parliament- the UDC will continue to coordinate the planning and design of a modern Houses of Parliament building for the GOJ. The Corporation will also continue to examine the feasibility and development of plans to support the relocation of Government Ministries and related commercial and residential developments at the proposed Government Oval on the National Heroes Circle.

A total of \$1,706.75 million is budgeted to facilitate UDC's investments and infrastructural works, as well as the acquisition of fixed assets. A net profit of \$281.69 million is forecast for the budget year (2019/20: \$512.63 million deficit estimated).

The UDC projects a staff complement of 470 (2019/20: 441).

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Investment Income	932.38	24.17	10.00
Rental Income	308.62	320.43	361.15
Management Fees	200.49	168.52	233.04
Operating Properties Income	185.54	195.50	198.18
Managed by: Income from SADCO	1,694.10	1,683.50	1,877.14
Other Income	77.64	114.89	298.30
Total Income	3,398.77	2,507.01	2,977.81
Expenses:			
Depreciation	89.22	94.13	137.44
Administrative Expenses	1,355.21	1,468.61	1,546.69
Finance Cost	1.59	2.07	2.17
Operating Property Expense	135.14	134.42	117.56
Managed by Expenses (SADCo and CDC)	1,020.60	932.01	956.10
Legal Claims	13.30	3.55	13.30
Project Expenses (Social Intervention & Research)	45.10	86.25	116.97
Downtown Kingston Redevelopment	0.05	7.34	7.68
Other	344.35	291.26	311.45
Total Expenses	3,004.56	3,019.64	3,209.36
(Deficit)/Surplus Before Taxation & Exceptional Item	394.21	(512.63)	(231.55)
Exceptional Items			
Extra Ordinary Income/(Expense) Revaluation	(128.81)	-	513.24
(Deficit)/Surplus for the period	265.40	(512.63)	281.69

\$m					
		Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds					
1	Current Revenue	3,398.77	3,378.07	2,507.01	3,491.05
2	Current Expenses	(3,133.37)	(3,349.00)	(3,019.64)	(3,209.36)
3	Current Balance	265.40	29.07	(512.63)	281.69
4	Adjustments	366.36	34.09	97.84	(508.93)
	Change in Accounts Receivable/Payable	183.03	(174.23)	6.26	(133.13)
	Items not requiring outlay of cash:	-	-	-	-
	Depreciation	89.22	208.32	94.13	137.44
	Other Non-Cash Items	94.11	-	(2.55)	(513.24)
	Prior Year Adjustment	-	-	-	-
5	Operating Balance	631.76	63.16	(414.79)	(227.24)
6	Capital Account	(153.75)	(963.95)	(204.01)	(1,706.75)
	Revenue	-	-	-	-
	Expenditure	(115.43)	(606.38)	(30.44)	(838.86)
	Investment	-	-	-	-
	Change in Inventory	(38.32)	(357.57)	(173.57)	(867.89)
7	Transfers from Government	-	-	-	1,762.05
	Loans	-	-	-	-
	Equity	-	-	-	-
	On-Lending	-	-	-	-
	Other	-	-	-	1,762.05
8	Transfers to Government	-	-	-	-
	Dividend	-	-	-	-
	Loan Repayments	-	-	-	-
	Corporate Taxes	-	-	-	-
	Other	-	-	-	-
9	OVERALL BALANCE (5+6+7+8)	478.01	(900.79)	(618.80)	(171.94)
10	FINANCING (11+15)	(478.01)	900.79	618.80	171.94
10a	Total	286.45	-	-	1,136.30
	Capital Revenue	286.45	-	-	1,136.30
	Loans	-	-	-	-
	Equity	-	-	-	-
	On-Lending	-	-	-	-
	Loan Repayments	-	-	-	-
11	Total Foreign (12+13+14)	-	-	-	-
12	Government Guaranteed Loans	-	-	-	-
	Disbursement	-	-	-	-
	Amortization	-	-	-	-
13	Direct Loans	-	-	-	-
	Long Term:	-	-	-	-
	Disbursement	-	-	-	-
	Amortisation	-	-	-	-
	Short Term:	-	-	-	-
	Change in Trade Credits	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-
15	Total Domestic (16+17+18)	(764.46)	900.79	618.80	(964.36)
16	Banking System	(146.14)	933.62	425.94	945.84
	Loans (Change)	-	-	-	-
	Overdraft (Change)	-	-	-	-
	Deposits (Change)	(146.14)	933.62	425.94	945.84
17	Non-Banks (Change)	-	-	-	-
18	Other (Change)	(618.32)	(32.83)	192.86	(1,910.20)

\$m				
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Rental Income	308.62	357.50	320.43	361.15
Investment Income	932.38	10.00	24.17	10.00
Operating Properties Income	185.54	197.03	195.50	198.18
Management Fees	200.49	483.74	168.52	233.04
Income from Subsidiaries,SADCO	1,694.10	2,093.65	1,683.50	1,877.14
Valuation gain	-	200.00	-	513.24
Other Income	77.64	36.15	114.89	298.30
TOTAL	3,398.77	3,378.07	2,507.01	3,491.05
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	1,194.02	1,255.31	1,255.31	1,288.40
- Salaries	988.01	1,025.52	1,025.52	1,079.85
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	206.01	229.79	229.79	208.55
B. Supervisory, Clerical & Production	-	-	-	-
- Wages	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Utilities (Electricity, Water & Telephones)	38.47	44.97	44.97	46.85
Repairs & Maintenance	15.04	38.09	14.36	15.15
Operating Property Expense	135.14	102.08	134.42	117.56
Rental - Equipment	1.64	1.75	0.63	2.88
Fuel	22.24	14.36	24.62	25.81
Finance Cost	1.59	1.89	2.07	2.17
Depreciation	89.22	208.32	94.13	137.44
Project Expenses (Social Intervention & Research)	45.10	149.04	86.25	116.97
Managed by Expense	1,020.60	1,096.27	932.01	956.10
Other	570.31	436.92	430.87	500.03
TOTAL	3,133.37	3,349.00	3,019.64	3,209.36
CAPITAL REVENUE				
Proceeds from disposal of Investment and infrastructure Project	286.45	-	-	1,136.30
TOTAL	286.45	-	-	1,136.30
CAPITAL EXPENDITURE				
Fixed Assets	115.43	606.38	30.44	838.86
Other	-	-	-	-
TOTAL	115.43	606.38	30.44	838.86

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Current Assets			
Inventory of Land Development Projects	1,309.31	1,480.99	2,343.79
Cash & Short Term Investments	1,635.79	1,209.85	264.01
Inventories	18.71	20.60	25.69
Taxation Recoverable	68.07	70.62	70.62
Accounts Receivable & Prepayments	939.98	1,079.04	917.18
Total Current Assets	3,971.86	3,861.10	3,621.29
Current Liabilities			
Accounts Payable & Accruals	2,304.44	2,449.76	2,154.79
Agency Projects	43.11	27.65	27.65
GOJ Projects	14.53	206.34	58.19
Total Current Liabilities	2,362.08	2,683.75	2,240.63
Net Current Assets	1,609.78	1,177.35	1,380.66
Other Assets & Accrued Charges			
Employee Benefit Asset	1,143.92	1,143.92	1,143.92
Property, Plant and Equipment	1,698.55	1,634.86	2,336.28
Investment in Subsidiary & Associates	219.24	230.22	230.23
Investment in Joint Venture	203.09	203.13	203.13
Long-term Receivables (Due from GOJ)	9,541.24	9,541.24	9,541.24
Investment Properties	44,697.74	44,697.74	44,074.69
Total Non Current Assets	57,503.78	57,451.11	57,529.49
Non Current Liabilities			
Due to Subsidiaries	913.75	924.22	924.22
Provision for future infrastructure cost on land sold	565.91	565.91	565.91
Owed to/(from) Regional Companies	342.57	359.63	359.63
	1,822.23	1,849.76	1,849.76
Net Assets	57,291.33	56,778.70	57,060.39
Government Equity			
Capital Contributions	222.79	222.79	222.79
Capital Reserves	6,228.66	6,228.66	6,228.66
Revenue Reserves - Profit & Loss	50,514.16	50,001.53	50,283.22
General Reserves	325.72	325.72	325.72
	57,291.33	56,778.70	57,060.39

National Insurance Fund

Introduction

The National Insurance Scheme (NIS) was established by Parliament under the National Insurance Act 38 of 1965. The National Insurance Fund (NIF) was established under Section 39 of the National Insurance Act and its Advisory Board created in 1990. NIF is responsible for managing the investment portfolio created from the NIS contributions to optimise returns and provide for the disbursement of future benefits.

The Fund disburses monies to the NIS to provide for its registered beneficiaries. These benefits include pensions, grants and health insurance in the form of NI Gold. The Fund also remits 20% of NIS contributions to the National Health Fund.

Operational and Financial Overview

The Fund will focus on cash management to ensure that resources are readily available for participation in new investment and to make payments as required by the NIS. In addition, the Fund will seek to improve its Net Asset Value by implementing the following strategies:-

- Diversification of income streams by investing in high growth private companies, increasing commercial loan portfolio and responding to opportunities as they arise in the market.
- Optimization of the Fund's investment in real estate by diversifying and realigning the real estate portfolio.

The Fund has projected a net surplus of \$13,214.40 million (2019/20 - \$19,882.48 million).

NIF projects a staff complement of 20 (2019/20: 14).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Secretariat			
Income:			
Income from Investments and Loans			
<i>Interest</i>	4,371.45	4,113.99	4,394.89
<i>Dividends</i>	956.62	908.67	890.56
<i>Unrealised Foreign Exchange and Revaluation Gains</i>	1,747.33	892.26	896.94
<i>Unrealised Gain/(Loss) --Fixed Income</i>	(36.98)	3,164.59	(3.43)
Unrealised Gains/(Loss) on Investment	7,046.74	13,883.84	8,577.08
Unrealised Fx Gain/(Loss)	(165.26)	327.92	298.38
Rental Income (net)	308.64	282.69	363.83
Other Income	0.99	-	-
Total Income	14,229.53	23,573.96	15,418.25
Administrative expenses and provision for impairment	(492.67)	(1,190.98)	(173.13)
Increase in assets from Secretariat operations	13,736.86	22,382.98	15,245.12
Scheme			
NIS Contributions (gross)	22,238.00	24,239.42	26,367.64
Less: NHF Allocation	(4,447.60)	(4,407.88)	(4,394.61)
Net NIS Contribution	17,790.40	19,831.54	21,973.03
Less:			
Payments for NIS benefits (pension)	(19,456.79)	(20,624.19)	(22,274.13)
NIS Health Scheme (NI Gold)	(520.62)	(622.63)	(659.99)
Administrative expenses	(986.56)	(1,085.22)	(1,069.63)
	(20,963.97)	(22,332.04)	(24,003.75)
Increase/(Decrease) in Assets from Scheme Operations	(3,173.57)	(2,500.50)	(2,030.72)
Net Surplus	10,563.29	19,882.48	13,214.40

	\$m			
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	36,467.44	38,952.69	47,813.38	41,785.89
2 Current Expenses	(24,917.67)	(26,645.27)	(26,904.01)	(27,543.59)
3 Current Balance	11,549.77	12,307.42	20,909.37	14,242.30
4 Adjustments	(8,515.88)	(7,391.63)	(17,395.25)	(12,278.23)
Change in Accounts Receivable/Payable	(314.22)	(880.87)	79.66	(2,275.44)
Items not requiring outlay of cash:				
Depreciation	22.44	31.32	30.95	24.56
Other Non-Cash Items	(8,224.10)	(6,542.08)	(17,505.86)	(10,027.35)
Prior Year Adjustment				
5 Operating Balance	3,033.89	4,915.79	3,514.12	1,964.07
6 Capital Account	(2.55)	(81.25)	(5.20)	(2,444.48)
Revenue	-	-	-	-
Expenditure	(2.55)	(81.25)	(5.20)	(15.00)
Investment	-	-	-	(2,429.48)
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	730.65	(775.96)	(1,027.21)	(1,003.54)
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other *	730.65	(775.96)	(1,027.21)	(1,003.54)
9 OVERALL BALANCE (5+6+7+8)	3,761.99	4,058.58	2,481.71	(1,483.95)
10 FINANCING (11+15)	(3,761.99)	(4,058.58)	(2,481.71)	1,483.95
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(3,761.99)	(4,058.58)	(2,481.71)	1,483.95
16 Banking System	94.26	(340.37)	(418.83)	134.59
Loans (Change)	-	-	-	-
Overdraft (Change)	-	-	-	-
Deposits (Change)	94.26	(340.37)	(418.83)	134.59
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(3,856.25)	(3,718.21)	(2,062.88)	1,349.36

	\$m			
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Contributions Collected by the NIS	22,238.00	27,010.51	24,239.42	26,367.64
Interest Income	4,371.45	4,114.00	4,113.99	4,394.89
Rental	308.64	488.35	282.69	363.83
Dividends	956.62	908.67	908.67	890.56
Unrealised & Revaluation gains	8,591.83	6,431.16	18,268.61	9,768.97
(Loss)/Gain on sale of investments	-	-	-	-
Other	0.90	-	-	-
TOTAL	36,467.44	38,952.69	47,813.38	41,785.89
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	25.48	22.50	26.73
- Salaries	-	25.48	22.50	26.73
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	-	37.49	35.50	39.36
- Wages	0.00	37.49	35.50	39.36
- Pension Fund Contributions	0.00	0.00	0.00	0.00
- Housing Allowance	0.00	0.00	0.00	0.00
- Utility Allowance	0.00	0.00	0.00	0.00
- All Others	0.00	0.00	0.00	0.00
Utilities (Electricity, Water & Telephones)	0.00	0.00	0.00	0.00
Repairs & Maintenance	0.00	0.00	0.00	0.00
Rental - Buildings	0.00	0.00	0.00	0.00
Impairment Provision	404.70	217.00	1,091.00	40.00
Depreciation	22.44	31.32	30.95	24.56
National Insurance Health Benefits (NI Gold)	520.62	622.63	622.63	659.99
National Health Fund	4,447.60	5,402.10	4,407.88	4,394.61
Benefits (Pensions)	19,456.79	20,131.81	20,624.19	22,274.13
Administrative Expenses	65.52	177.44	69.36	84.21
TOTAL	24,917.67	26,645.27	26,904.01	27,543.59
CAPITAL EXPENDITURE				
Computers	2.52	45.81	5.20	15.00
Furniture, Fixtures and Equipment	0.03	35.44	-	-
TOTAL	2.55	81.25	5.20	15.00

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Cash and Bank Deposits	449.36	868.19	733.61
Receivables and Prepayments	745.09	920.39	931.49
Loans receivable	11,102.82	10,362.19	9,428.97
Investment Securities:			
Available-for-sale/Amortized Cost	26,591.92	26,920.12	27,567.74
Fair value through profit or loss	52,986.60	71,805.28	81,137.73
Due from Subsidiaries	816.55	977.71	988.62
Investment in associated company	257.25	257.25	257.25
Investment in subsidiary companies	114.92	114.92	114.92
Investment Properties	16,851.38	17,915.22	19,940.46
Property and Equipment	71.44	57.67	48.21
	109,987.33	130,198.94	141,149.00
LIABILITIES			
Payables and Accruals	2,507.65	2,836.78	572.44
NET ASSETS	107,479.68	127,362.16	140,576.56
FUND			
Accumulated Surplus	107,479.68	127,362.16	140,576.56
ACCUMULATED FUND	107,479.68	127,362.16	140,576.56

Petrojam Limited

Introduction

Petrojam Limited was incorporated in October 1982 as a wholly owned subsidiary of the Petroleum Corporation of Jamaica (PCJ). In 2006 49% of the Company's shares were sold to Petroleos de Venezuela S.A (PDVSA), with PCJ retaining controlling interest. Consequent on the passing of The Compulsory Acquisition (Shares in Petrojam Limited) Act 2019, effective February 22, 2019 the Government of Jamaica, through the Accountant General, acquired the 49% shareholding held by PDVSA.

The Company operates the only petroleum refinery in Jamaica which processes crude oil into various finished products including liquefied petroleum gas, auto diesel oil, turbo fuel, heavy fuel oil, asphalt, and unleaded gasoline. Petrojam sources crude supplies primarily from Brazil, Ecuador and Columbia, while finished products are imported mainly from the open market. There are two additional profit centres, shipping and bunkering, which are complementary to the refining operation of Petrojam.

Operational and Financial Overview

The global crude oil market is projected to remain fairly stable with increased production by major oil producers and marginal increases in demand for petroleum products during the period. It is also anticipated that there will be no significant upward movement in oil prices for the next year. Petrojam projects the sale price of petroleum to average US\$80.45 per barrel (2019/20: US\$75.08 per barrel).

Given the change in its ownership and the unavailability of supplies from PDVSA, Petrojam has sought to secure comparable quality crude oil from other regional suppliers: Brazil, Ecuador and Colombia. Petrojam plans to focus on exporting its Heavy Fuel Oil due to the projected decrease in demand from the local energy market during the medium term.

To improve the operating efficiency of its aging plant and technology, Petrojam will pursue the refurbishing of its holding tanks and pipelines; and the regeneration of its catalyst to maintain the quality of its fuel production. The Company projects that these activities will be managed within a scheduled downtime at the plant.

Petrojam has projected a net profit of US\$16.69 million (2019/20: US\$8.33 million).

The Company will retain a staff complement of 250 permanent and 33 temporary employees.

Income Statement
US \$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Sales Revenue	1,187.77	1,156.28	1,217.82
Cost of Sales	(1,066.72)	(1,072.59)	(1,120.58)
Gross Margin	121.05	83.69	97.24
Other Operating Income	3.23	3.50	0.40
Operating Expenses	(84.93)	(77.92)	(76.64)
Income/(Loss) from Operation	39.35	9.27	21.00
Interest Income	3.73	2.13	1.36
Interest Expense	(0.28)	(0.29)	(0.11)
Exchange Loss	(13.68)	-	-
(Loss)/Profit Before Taxes & Exceptional Items	29.12	11.11	22.25
Income Tax Credit/(Charge)	(6.38)	(2.78)	(5.56)
Net (Loss)/Profit	22.74	8.33	16.69

	US \$m			
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue *	1,493.15	1,606.03	1,451.81	1,532.87
2 Current Expenses	(1,165.61)	(1,253.80)	(1,150.80)	(1,197.33)
3 Current Balance	327.54	352.23	301.01	335.54
4 Adjustments	53.43	20.97	(3.79)	(37.91)
Change in Accounts Receivable/Payable	48.39	18.03	(7.11)	(42.35)
Items not requiring outlay of cash:				
Depreciation	4.79	3.35	4.55	4.44
Other Non-Cash Items	0.25	(0.41)	(1.23)	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	380.97	373.20	297.22	297.63
6 Capital Account	(1.13)	(62.06)	(24.13)	(11.05)
Revenue	-	-	-	-
Expenditure	(14.38)	(37.99)	(15.19)	(18.82)
Investment	-	-	-	-
Change in Inventory	13.25	(24.07)	(8.94)	7.77
7 Transfers from Government	3.18	3.03	3.26	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	3.18	3.03	3.26	-
8 Transfers to Government	(301.14)	(338.23)	(293.51)	(320.52)
Dividend	-	(1.55)	(0.83)	(1.67)
Loan Repayments	-	-	-	-
Corporate Taxes	(2.72)	(5.18)	(2.78)	(5.56)
Other*	(298.42)	(331.50)	(289.90)	(313.29)
9 OVERALL BALANCE (5+6+7+8)	81.88	(24.06)	(17.16)	(33.94)
10 FINANCING (11+15)	(81.88)	24.06	17.16	33.94
10a Total	-	-	125.00	-
Capital Revenue	-	-	-	-
Loans	-	-	125.00	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	(61.43)	21.99	25.42	34.11
12 Government Guaranteed Loans				
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	(58.73)	21.99	25.42	34.11
Long Term:				
Disbursement	(0.01)	-	-	-
Amortisation	-	-	-	-
Short Term:				
Change in Trade Credits	(58.72)	21.99	25.42	34.11
14 Change in Deposits Abroad	(2.70)	-	-	-
15 Total Domestic (16+17+18)	(20.45)	2.07	(133.26)	(0.17)
16 Banking System	(17.42)	2.07	(133.26)	(0.17)
Loans (Change)	-	-	-	-
Overdraft (Change)	-	-	-	-
Deposits (Change)	(17.42)	2.07	(133.26)	(0.17)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(3.03)	-	-	-

* Includes special consumption and ad valorem taxes collected on behalf of GoJ.

US \$m

Details of Revenue and Expense

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Sales Revenue	1,187.77	1,270.09	1,156.28	1,217.82
Other Income	3.23	2.53	3.50	0.40
Interest Income	3.73	1.91	2.13	1.36
Specific Special Consumption Duty	232.14	252.08	222.83	241.62
Ad Valorem Special Consumption Duty	66.28	79.42	67.07	71.67
TOTAL	1,493.15	1,606.03	1,451.81	1,532.87
CURRENT EXPENSES				
Cost of Sales	1,066.72	1,181.22	1,072.59	1,120.58
Compensation	15.53	16.27	15.28	16.44
A. Directors, Executive & Senior Managers	1.42	1.03	1.46	1.38
- Salaries	1.05	0.74	1.06	1.01
- Pension Fund Contributions	0.05	0.05	0.07	0.07
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	0.32	0.24	0.33	0.30
B. Supervisory, Clerical & Production	14.11	15.24	13.82	15.06
- Wages	10.52	10.32	10.38	11.59
- Pension Fund Contributions	0.58	0.61	0.37	0.37
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	3.01	4.31	3.07	3.10
Maintenance & Repairs	16.30	10.06	7.08	8.83
Electricity & Water	6.15	5.98	5.86	5.90
Supplies	4.87	4.53	4.19	3.55
Rentals	0.68	2.02	1.87	1.68
Taxes (Other than Corporation Tax)	4.44	4.52	4.95	4.61
Administration	21.93	17.84	22.90	19.01
Interest	0.28	0.29	0.29	0.11
Exchange Loss/(Gain)	13.68	-	-	-
Depreciation	4.79	3.35	4.55	4.44
Non Operating Credit/(Charges)	-	0.55	-	-
Commission & L/C Charges	10.24	7.17	11.24	12.18
TOTAL	1,165.61	1,253.80	1,150.80	1,197.33
CAPITAL EXPENDITURE				
Tanks, Pumps and Pipelines	10.67	10.43	6.50	7.17
Refinery Infrastructure	3.68	7.26	6.78	9.31
Motor Vehicle	0.03	-	-	1.53
Office and Laboratory Equipment	-	0.30	1.91	0.81
Vacuum Distillation Unit - Project	-	20.00	-	-
TOTAL	14.38	37.99	15.19	18.82

Balance Sheet
US \$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Non-Current Assets			
Fixed Assets	165.97	158.86	173.25
Long-term Receivables	0.74	1.82	1.81
Pension Plan Assets	1.92	1.98	2.21
Investments	-	3.54	3.69
	168.63	166.20	180.96
Current Assets			
Inventories	119.94	128.88	121.10
Cash & Cash Equivalents	55.33	203.79	203.82
Accounts Receivable	132.40	82.58	135.87
Other Current Asset	7.17	18.59	11.70
Due from Group Companies	-	-	-
	314.84	433.84	472.49
Current Liabilities			
Accounts Payable	276.12	260.26	298.48
Borrowings	-	2.62	1.38
Due to Group Companies	2.15	-	-
Taxation Payable	0.02	2.09	4.56
	278.29	264.97	304.42
Net Current Assets/(Liabilities)	36.55	168.87	168.07
	205.18	335.07	349.03
Stockholders' Equity			
Capital Stock Issued	15.28	15.28	15.28
Capital Reserve	7.47	7.47	7.47
Retained Earnings	168.66	176.16	191.18
	191.41	198.91	213.93
Non-Current Liabilities			
Deferred Income Tax	5.11	4.99	5.14
Retirement Benefit Obligations	4.59	4.72	4.96
Long Term Loan and Dividend	4.07	126.45	125.00
	205.18	335.07	349.03

Petroleum Corporation of Jamaica

Introduction

The Petroleum Corporation of Jamaica (PCJ) was established by the Petroleum Act of June 1979 to provide reliable, affordable, and secure energy supplies for the nation's development. The Corporation's mandate has since been expanded to include responsibility for the development of indigenous renewable energy resources and to assist the Government in the implementation of Jamaica's National Energy Policy (JNEP) 2009 – 2030.

PCJ also engages in property management, rental of office space and the provision of management services to its subsidiaries. Petrojam Ethanol Limited is a subsidiary of PCJ. The Corporation owns 51% of Petrojam Limited the operator of the island's sole oil refinery.

Operational and Financial Overview

The PCJ is expected to be subsumed into the Ministry of Science, Energy and Technology. The Corporation does not project to undertake any new operational initiatives during the budget year 2020/21.

The Corporation is estimating net profit of \$6,165.68 million for the 2019/20 financial year.

A staff complement of 120 is estimated.

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Interest Income	531.63	436.29	-
Rental & Service Income	176.92	177.95	-
Other Income	312.79	5,359.71	-
Dividend	3.18	3.74	-
Management Fees	10.00	10.00	-
Total Income	1,034.52	5,987.69	-
Expenses:			
General Administration	1,078.45	756.81	-
Building Maintenance	69.62	44.08	-
Depreciation	42.39	50.24	-
Project Expenses	163.57	103.05	-
Total Expenses	1,354.03	954.18	-
Operating Profit/(Loss)	(319.51)	5,033.51	-
Finance income - FX Gain/(Loss)	25.99	1,177.47	-
Government Grant	1,478.00	359.33	-
Finance costs	(574.36)	(201.18)	-
Profit before Taxation	610.12	6,369.13	-
Taxation	54.37	203.45	-
Net Profit	555.75	6,165.68	-

\$m				
Statement 'A' Flow of Funds	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	1,060.51	2,543.13	7,165.16	-
2 Current Expenses	(1,928.39)	(3,382.87)	(1,155.36)	-
3 Current Balance	(867.88)	(839.74)	6,009.80	-
4 Adjustments	13.17	(64.82)	(1,170.29)	-
Change in Accounts Receivable/Payable	(58.48)	(110.13)	(139.34)	-
Items not requiring outlay of cash:	-	-	-	-
Depreciation	42.39	53.87	50.24	-
Other Non-Cash Items	29.26	(8.56)	(1,081.19)	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(854.71)	(904.56)	4,839.51	-
6 Capital Account	(53.82)	(135.56)	(54.32)	-
Revenue	-	-	-	-
Expenditure	(53.82)	(135.56)	(54.32)	-
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	1,478.00	1,078.00	359.33	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	1,478.00	1,078.00	359.33	-
8 Transfers to Government	(148.79)	(41.29)	(5,039.08)	-
Dividend	(62.44)	(13.95)	(4,889.65)	-
Loan Repayments	-	-	-	-
Corporate Taxes	(86.35)	(27.34)	(149.43)	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	420.68	(3.41)	105.44	-
10 FINANCING (11+15)	(420.68)	3.41	(105.44)	-
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(420.68)	3.41	(105.44)	-
16 Banking System	11,498.35	407.87	(601.75)	-
Loans (Change)	-	-	-	-
Overdraft (Change)	-	-	-	-
Deposits (Change)	11,498.35	407.87	(601.75)	-
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(11,919.03)	(404.46)	496.31	-

	\$m			
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Interest/Finance Income	557.62	360.50	1,613.76	-
Rent & Service Income	176.92	195.31	177.95	-
Management Fees	10.00	71.00	10.00	-
Other	315.97	1,916.32	5,363.45	-
TOTAL	1,060.51	2,543.13	7,165.16	-
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	562.34	706.16	540.84	-
- Wages	360.60	706.16	370.92	-
- Pension Fund Contributions	2.65	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	199.09	-	169.92	-
Utilities(Electricity, Water & Telephones)	71.14	72.11	69.19	-
Repairs & Maintenance	69.62	131.98	44.08	-
Motor Vehicle Expenses	5.08	25.19	4.17	-
Legal & Professional Fees	144.34	369.71	224.03	-
Depreciation	42.39	53.87	50.24	-
Projects Expenses	163.57	1,661.16	103.05	-
Advertising, PR & Community Outreach	213.86	123.41	14.12	-
Other	656.05	239.28	105.64	-
TOTAL	1,928.39	3,382.87	1,155.36	-
CAPITAL EXPENDITURE				
Computers & Other Office Equipment	41.24	56.91	53.01	-
Land & Building/Plant & Machinery	-	78.65	-	-
Hydro Project	1.39	-	1.31	-
TOTAL	53.82	135.56	54.32	-

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Non-Current Assets			
Fixed Assets	485.16	489.24	0.00
Investment securities	756.09	587.94	0.00
Investment in subsidiaries	203.11	0.51	0.00
Pension Assets	353.77	353.77	0.00
Long-Term Receivables	10,327.53	11,607.57	0.00
	12,125.66	13,039.03	-
Current Assets			
Accounts Receivable	1,603.53	1,951.80	0.00
Owed by Subsidiaries	135.62	77.10	0.00
Cash and Deposits	5,975.87	6,577.62	0.00
	7,715.02	8,606.52	-
Current Liabilities			
Accounts Payable	596.67	747.08	0.00
Taxation Payable	80.44	133.59	0.00
	677.11	880.67	-
Net Current (Liabilities)/Assets	7,037.91	7,725.85	-
	19,163.57	20,764.88	-
Equity			
Contributions to Share Capital	99.66	99.66	0.00
Capital and Fair Value Reserves	706.91	722.06	0.00
Retained Earnings	16,195.23	17,471.26	0.00
	17,001.80	18,292.98	-
Non-Current Liabilities			
Long-Term Liabilities	1,726.05	2,021.36	0.00
Post-employment Benefit Obligation	172.29	172.29	0.00
Deferred Taxation	48.33	48.33	0.00
Stability & Training Funds	215.10	229.92	0.00
	2,161.77	2,471.90	0.00
	19,163.57	20,764.88	-

Airports Authority of Jamaica

Introduction

The Airports Authority of Jamaica (AAJ) was established under the Airports Authority Act of 1974, and has the primary responsibility of managing and operating Jamaica's international airports and domestic aerodromes. Towards the development of a modern, safe and profitable airport system, AAJ undertakes long-term planning and development of the airports and advises the government on air transportation policy issues.

The two (2) major international airports are being managed under separate concession agreements with Montego Bay Jamaica Airports Limited and PAC Kingston Airport Limited. However, AAJ remains the owner of the airports, having oversight and contract administration responsibilities for the concession agreements.

Operational and Financial Highlights

The Public Private Partnership (PPP) arrangement for the Norman Manley International Airport was successfully implemented in October 2019 with the handing over of the Airport to PAC Kingston Airport Limited under a 25-year concession agreement. This arrangement will allow the AAJ to leverage private sector capital and expertise to modernize, improve efficiency and service delivery at the Airport whilst providing returns to the AAJ by way of annual concession fees.

Whilst the AAJ has relinquished operational responsibilities at the NMIA, the Authority will remain responsible for the completion of capital improvements under the 20 year Capital Development Programme. Accordingly, the AAJ will seek to complete works under phase 1B and 2A of the Capital Development Programme over the next two years. To mitigate against the effects of climate change, the implementation of the shoreline protection project in Port Royal will also be undertaken during the budget year.

The implementation of a revised organisational structure to support AAJ's effective execution of its function as airport and concession managers as well as aviation and aerodrome developers will remain a priority during the budget year. It is anticipated that the implementation of the revised structure should serve to optimise AAJ's contract management responsibilities at the two major international airports. The AAJ will also continue to focus on the development of general aviation and will seek to embark on activities geared towards ensuring the sustainability of operations and consistency with regulatory requirements. In this regard, planning and developmental works relating to the Ian Fleming International Airport, the Vernamfield Development Project as well as other aerodromes will continue during the budget year.

AAJ projects a profit after tax of \$6,546.15 million (2019/20 Estimate: \$5,513.94 million 2019/20). AAJ plans to maintain the current staff complement of 106 employees during the budget year.

Income Statement
\$m

	Actual 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Aeronautical Revenue	3,432.18	1,841.53	7.45
Non-Aeronautical Revenue (excludes MBJ & PPP Concession Fees)	4,233.16	2,689.31	1,641.37
Other Non-Aeronautical Revenue (Concession Fees - MBJ/PAC)	1,747.85	3,816.31	7,064.29
Investment Income	277.82	236.56	139.53
Airport Improvement Fund	1,488.97	1,729.43	1,509.66
Other	-	1,679.93	-
Total Income	11,179.98	11,993.07	10,362.30
Expenses:			
Salaries and Wages	769.08	455.90	345.12
Benefits and Allowances	423.94	1,806.53	186.04
Loan Interest	457.19	402.41	391.30
Security Costs	333.11	202.75	85.27
Utilities	562.46	283.01	62.69
Insurance	211.18	93.71	21.97
Training	84.66	39.33	28.04
Depreciation	1,084.30	1,096.00	1,006.27
Other Expenses	1,947.89	1,319.49	813.45
Total Expenses	5,873.81	5,699.13	2,940.15
Profit before Taxation	5,306.17	6,293.94	7,422.15
Taxation	989.35	780.00	876.00
Profit after Taxation	4,316.82	5,513.94	6,546.15

\$m

Statement 'A' Flow of Funds	Actual 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	11,179.98	11,385.16	11,993.07	10,362.30
2 Current Expenses	(5,873.81)	(6,153.40)	(5,699.13)	(2,940.15)
3 Current Balance	5,306.17	5,231.76	6,293.94	7,422.15
4 Adjustments	1,038.33	702.01	1,293.13	1,449.99
Change in Accounts Receivable/Payable	(54.70)	77.75	213.38	485.95
Items not requiring outlay of cash:	-	-	-	-
Depreciation	1,084.30	1,418.01	1,096.00	1,006.27
Other Non-Cash Items	8.73	(793.75)	(16.25)	(42.23)
Prior Year Adjustment	-	-	-	-
5 Operating Balance	6,344.50	5,933.77	7,587.07	8,872.14
6 Capital Account	(847.43)	(2,896.12)	(1,459.18)	(3,707.73)
Revenue	-	-	-	-
Expenditure	(908.09)	(2,893.60)	(1,459.18)	(3,707.73)
Investment	-	-	-	-
Change in Inventory	60.66	(2.52)	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(1,166.77)	(983.55)	(1,980.00)	(5,876.00)
Dividend	(177.42)	(183.62)	(1,200.00)	(5,000.00)
Loan Repayments	-	-	-	-
Corporate Taxes	(989.35)	(799.93)	(780.00)	(876.00)
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	4,330.30	2,054.10	4,147.89	(711.59)
10 FINANCING (11+15)	(4,330.30)	(2,054.10)	(4,147.89)	711.59
10a Total	(2,985.63)	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	(2,985.63)	-	-	-
11 Total Foreign (12+13+14)	(724.11)	(625.33)	(779.25)	(672.20)
12 Government Guaranteed Loans	(724.11)	(625.33)	(779.25)	(672.20)
Disbursement	-	-	-	-
Amortization	(724.11)	(625.33)	(779.25)	(672.20)
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
Short Term:	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(620.56)	(1,428.77)	(3,368.64)	1,383.79
16 Banking System	8.13	(1,377.07)	(173.26)	444.60
Loans (Change)	-	-	-	-
Overdraft (Change)	-	-	(0.19)	-
Deposits (Change)	8.13	(1,377.07)	(173.07)	444.60
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(628.69)	(51.70)	(3,195.38)	939.19

	\$m			
	Actual 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Landing Fees	489.10	272.79	226.45	5.45
Passenger Fees	1,799.41	1,089.82	987.42	0.98
Concession Fees (MBJ/PAC)	1,747.85	4,223.98	3,816.31	7,064.29
Security Fees	987.49	596.77	551.52	0.22
Space Rental	238.88	204.84	180.03	104.16
Concession Fees	1,191.87	667.55	623.49	14.53
Car Parks	123.84	68.51	117.49	-
Common Use Passenger Processing (CUPP) Fees	325.24	191.12	191.37	-
Grant/Airport Improvement Fund	1,488.97	1,490.05	1,729.43	1,509.66
Other Income/Additional Concession Fee	2,227.05	1,542.70	1,518.28	1,516.89
Investment Income	277.82	201.52	236.56	139.53
Other Income	282.46	835.51	1,814.72	6.59
TOTAL	11,179.98	11,385.16	11,993.07	10,362.30
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	154.19	158.16	148.38	151.34
- Salaries	83.57	118.70	81.01	82.63
- Pension Fund Contributions	0.37	0.20	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	70.25	39.26	67.37	68.71
B. Supervisory, Clerical & Production	1,038.83	1,892.89	2,114.05	379.82
- Wages	685.51	344.90	374.89	262.49
- Pension Fund Contributions	20.57	16.40	5.44	5.55
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	332.75	1,531.59	1,733.72	111.78
Utilities(Electricity, Water & Telephones)	562.46	337.97	283.01	62.69
Repairs & Maintenance	546.51	337.16	309.75	112.44
Security	333.11	250.09	202.75	85.27
Rental and Lease	35.37	44.97	11.11	25.08
GCT Irrecoverable	274.04	168.99	188.95	119.38
Insurance	211.18	116.09	93.71	21.97
Professional, Legal and Audit Fees	207.62	336.81	211.89	121.22
Interest	457.19	419.75	402.41	391.30
Depreciation	1,084.30	1,418.01	1,096.00	1,006.27
DBJ Success Fee	3.05	35.18	251.39	218.33
Other	965.96	637.33	385.73	245.04
TOTAL	5,873.81	6,153.40	5,699.13	2,940.15
CAPITAL EXPENDITURE				
PROJECTS:				
NMIA CDP	780.98	1,368.39	750.55	718.59
Aerodromes	-	502.00	624.02	746.20
Shoreline Protection	-	670.00	-	950.00
Other Fixed Asset Costs	105.58	304.48	6.07	1,059.21
PEU Administration	21.53	48.73	78.54	233.73
TOTAL	908.09	2,893.60	1,459.18	3,707.73

Balance Sheet
\$m

	Actual 2018/19	Estimated 2019/20	Projected 2020/21
<i>Current Assets</i>			
Cash	277.75	450.82	6.22
Deposits	8,794.86	11,594.15	10,233.68
Accounts Receivable	4,020.73	3,319.99	3,348.80
Provision for Bad Debts	(484.80)	(478.26)	(512.98)
Other Receivables and Prepayments	223.87	79.41	65.75
	12,832.41	14,966.11	13,141.47
<i>Current Liabilities</i>			
Bank Overdraft	0.19	-	-
Accounts Payable, Accruals & Charges	817.38	330.02	844.78
Deferred Income	(6.61)	(6.61)	(6.61)
Loans Payable (current portion)	176.94	88.47	88.47
	987.90	411.88	926.64
Net Current Assets	11,844.51	14,554.23	12,214.83
<i>Other Assets</i>			
Investments	(203.81)	(285.38)	(291.38)
Long-Term Receivables	1,049.14	1,049.14	1,049.14
Property, Plant and Equipment	15,801.55	16,248.79	19,021.98
	16,646.88	17,012.55	19,779.74
	28,491.39	31,566.78	31,994.57
<i>Shareholder's Equity</i>			
Share Capital	20.09	20.09	20.09
Capital Reserves	(524.99)	(543.99)	(562.99)
Additional Capital	55.61	55.61	55.61
Accumulated Surplus	19,234.84	23,548.78	25,094.93
	18,785.55	23,080.49	24,607.64
<i>Non-Current Liabilities</i>			
Loan/Advances	9,598.42	8,378.87	7,279.51
Employee Benefits Obligation	274.21	274.21	274.21
Deffered Tax Liabilities	(166.79)	(166.79)	(166.79)
	28,491.39	31,566.78	31,994.57

Clarendon Alumina Production Limited

Introduction

Clarendon Alumina Production Limited (CAP) represents the Government of Jamaica in the “Joint Venture” operation JAMALCO. CAP holds 45% while General Alumina Jamaica LLC (GAJ), holds 55%. GAJ is owned 100% by General Alumina Holdings Limited (GAH), which is owned 100% by the Noble Group (SGX:N21). Up to December 1, 2014 GAJ was owned by Alcoa Minerals of Jamaica, LLC (AMJ). During the period December 1, 2014 to November 30, 2017, Alcoa World Alumina (AWA) functioned as the managing partner under a three year Management and Transition Services Agreement (MTSA) of the JAMALCO operations. At the conclusion of the MTSA, Noble, the majority shareholder assumed the role of managing partner.

The JAMALCO operation is funded by contributions proportionate to each partner’s holdings.

Operational and Financial Overview

CAP will continue to manage the Company’s stake in JAMALCO and participate in the Management Committee to ensure that the following activities are undertaken during the year:

- Incorporation of the steam supply from the 94 megawatt Liquefied Natural Gas plant built by New Fortress Energy into the JAMALCO operation and refinery facility to further strength the joint venture operations.
- Improvement of the operating efficiencies and initiatives of plant operation to optimise capacity, minimise down time, and reduce costs through measures relating to bauxite, energy, and caustic soda usage. These operating efficiencies will be realised through improved energy consumption, arrangements for new mining areas as well as new and improved management of refinery.
- Achievement of the plant’s production target of 1.26 million tonnes (2019/20: 1.18 million tonnes) of alumina for JAMALCO. CAP’s entitlement is 45% of the production output.

CAP will continue to contribute to the JV operation’s capital expenditure for sustaining capital works to improve production and minimize productivity loss.

CAP forecasts operating loss of US\$35.06 million (2019/20: loss US\$50.52 million).

CAP plans to maintain a staff complement of nine (9).

Income Statement
US \$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Sales	167.33	151.55	153.48
Cost of Sales including Depreciation	184.93	175.93	168.01
Gross (Loss)/Profit	(17.60)	(24.38)	(14.53)
Other Operating Income/(Expense)	0.50	-	-
Expenses			
Administration and Other	11.77	12.38	9.42
	11.77	12.38	9.42
Operating Profit/(Loss)	(28.87)	(36.76)	(23.95)
Financial Costs			
Interest Expense	16.04	13.76	11.11
	16.04	13.76	11.11
(Loss)/Profit before Tax	(44.91)	(50.52)	(35.06)
Deferred Credit Write-off	-	-	-
Taxation	2.32	-	-
Net (Loss)/Profit	(42.59)	(50.52)	(35.06)

US \$m				
Statement 'A' Flow of Funds	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	167.83	178.91	151.55	153.48
2 Current Expenses	(212.74)	(192.04)	(202.07)	(188.54)
3 Current Balance	(44.91)	(13.13)	(50.52)	(35.06)
4 Adjustments	77.14	51.67	66.27	65.41
Change in Accounts Receivable/Payable	53.05	45.05	45.06	44.55
Items not requiring outlay of cash:				
Depreciation	17.03	20.86	20.86	20.86
Other Non-Cash Items	7.06	(14.24)	0.35	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	32.23	38.54	15.75	30.35
6 Capital Account	(11.64)	(11.59)	8.16	(15.03)
Revenue	-	-	-	-
Expenditure	(7.17)	(11.25)	-	(11.25)
Investment	-	-	-	-
Change in Inventory	(4.47)	(0.34)	8.16	(3.78)
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	20.59	26.95	23.91	15.32
10 FINANCING (11+15)	(20.59)	(26.95)	(23.91)	(15.32)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	(7.00)	(32.56)	(6.45)	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	(7.00)	(32.56)	(6.45)	-
Long Term:	(7.00)	(32.56)	(6.45)	-
Disbursement	-	-	-	-
Amortisation	(7.00)	(32.56)	(6.45)	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(13.59)	5.61	(17.46)	(15.32)
16 Banking System	(13.84)	5.61	4.58	4.34
Loans (Change)	-	-	-	-
Overdraft (Change)	-	-	-	-
Deposits (Change)	(13.84)	5.61	4.58	4.34
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	0.25	-	(22.04)	(19.66)

US \$m				
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Sale of Alumina	167.33	178.91	151.55	153.48
Other	0.50	-	-	-
TOTAL	167.83	178.91	151.55	153.48
CURRENT EXPENSES				
Compensation	0.24	0.30	0.29	0.29
A. Directors, Executive & Senior Managers	0.09	0.11	0.11	0.11
- Salaries	0.06	0.07	0.07	0.07
- Pension Fund Contributions	0.01	0.02	0.02	0.02
- Housing Allowance	0.02	0.02	0.02	0.02
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	0.15	0.19	0.18	0.18
- Wages	0.15	0.18	0.18	0.18
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	0.01	-	-
Utilities(Electricity, Water & Telephones)	-	-	-	-
Repairs & Maintenance	-	-	-	-
Motor Vehicle Expenses	-	-	-	-
Legal & Professional Fees	-	-	-	-
Depreciation	17.03	20.86	20.86	20.86
Interest Expense	16.04	12.73	13.76	11.11
Other	11.53	9.12	12.09	9.13
Cost of Sales	167.90	149.03	155.07	147.15
TOTAL	212.74	192.04	202.07	188.54
CAPITAL EXPENDITURE				
Sustaining Capital	7.17	11.25	-	11.25
TOTAL	7.17	11.25	-	11.25

Balance Sheet
US \$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
NET ASSETS EMPLOYED			
Non-Current Assets	188.96	182.06	183.52
Current Assets			
Inventories	31.73	23.57	27.35
Accounts Receivable	16.41	2.05	28.05
Cash and Deposits	15.65	11.08	6.74
	63.79	36.70	62.14
Current Liabilities			
Accounts Payable	144.59	176.80	247.37
Provisions	2.10	2.12	2.12
Short Term Loans	92.29	76.50	68.15
	238.98	255.42	317.64
Net Current Liabilities	(175.19)	(218.72)	(255.50)
	13.77	(36.66)	(71.98)
FINANCED BY			
Shareholders' Equity			
Share Capital	75.39	75.39	75.39
Accumulated Surplus/(Deficit)	(146.75)	(197.27)	(232.33)
	(71.36)	(121.88)	(156.94)
Provisions	33.33	32.15	32.15
Long-Term Loans	51.80	53.07	52.81
Total Reserves & Liabilities	13.77	(36.66)	(71.98)

Jamaica Urban Transit Company Limited

Introduction

The Jamaica Urban Transit Company Limited (JUTC) was incorporated on July 13, 1998 with the mandate to provide a safe, reliable, modern, professional, efficient, and cost effective transportation service to the Kingston Metropolitan Transport Region (KMTR). The KMTR covers 5 franchise areas namely Eastern, Spanish Town, Papine, Portmore, and Northern.

The JUTC operates from three Depots with a Central Maintenance Workshop (CMW). The depots are located at Twickenham Park and Portmore in St. Catherine and Rockfort in Kingston, while the CMW is located at Ashenheim Road, Kingston. The Company also operates out of the Half Way Tree Transportation Centre, a facility comprising a bus station over two levels and a 900 square metre terrace that provides a central hub for its buses and commuters.

The establishment of the JUTC was the Government of Jamaica's (GOJ) effort to bring order to the public transportation system. The JUTC contributes to connecting the nation's metropolitan economic centres, by way of safe and reliable service to boost employment and reduce traffic congestion. In support of the GOJ's national policy priorities, the JUTC is mandated to provide 25,000 to 31,000 seats per day to meet the demands of the commuting public within the KMTR.

Operational and Financial Overview

The JUTC will continue to pursue a number of activities aimed at increasing operational efficiencies which should enhance the service to commuters and contribute to reduction in operating costs. The activities that are being pursued include:

- 1) Implementation of an Oil Filtration System in 300 buses (2019/20: 150 buses) aimed at improving the efficiency and operational life of the buses' engines.
- 2) Refurbishment of 15 damaged buses to facilitate their return to service.

The JUTC's Operational Plan assumes total passenger carry of approximately 50 million (2019/20 – 41 million) from an average bus run out of 391 daily (2019/20: 350). To facilitate the increased passenger carry the Company will seek to:

- 1) Enhance its fleet management and bus tracking system to provide real-time information to assist with efficient decision making and service delivery.
- 2) Improve the fare collection system to support the efficient collection of revenue.
- 3) Increase the fleet by fifty (50) new buses;

The JUTC forecast a net deficit of \$5,782.50 million (2019/20: \$2,265.70 million - surplus). Government Subvention represents \$5,346.30 million (2019/20: \$6,631.47 million) of total revenue.

The Company has projected a staff complement of 2,168 (2019/20: 2,034).

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Fares	3,972.09	3,623.83	4,210.58
Charters & Other	451.83	351.61	348.54
Interest and Penalty Write-Off	-	4,047.45	-
Total Income	4,423.92	8,022.89	4,559.12
Operating Expenses			
Operating Expenses			
Staff Cost	2,990.63	2,987.88	3,723.73
Insurance and Licence	183.76	217.92	200.85
Security	131.32	136.22	212.65
Utilities	151.91	145.09	247.49
Fuel	2,636.13	2,513.47	2,965.21
Smart Card Discount	17.92	20.00	22.42
Repairs & Maintenance - Buses	1,111.01	1,896.88	2,796.27
- Depot	519.22	172.59	369.48
Tyres	210.20	220.26	218.16
Damages to Third Party	93.53	126.70	141.00
Professional Fees	166.94	44.61	89.08
Transport Centres	97.00	98.76	99.79
Toll Charges	274.24	266.53	346.51
Other	661.25	856.79	1,122.66
Total Operating Expenses	9,245.06	9,703.70	12,555.30
Operating Loss	(4,821.14)	(1,680.81)	(7,996.18)
Bank Charges & Interests	487.70	747.56	703.11
Depreciation	2,177.34	1,937.40	2,429.51
Net Operating Surplus/(Loss)	(7,486.18)	(4,365.77)	(11,128.80)
GOJ Grant	5,750.33	6,631.47	5,346.30
Total Surplus/(Loss)	(1,735.85)	2,265.70	(5,782.50)

\$m

Statement 'A' Flow of Funds	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	4,423.92	4,817.43	8,022.89	4,559.12
2 Current Expenses	(11,910.10)	(13,940.03)	(12,388.66)	(15,687.92)
3 Current Balance	(7,486.18)	(9,122.60)	(4,365.77)	(11,128.80)
4 Adjustments	2,797.14	4,352.49	(2,231.16)	7,177.71
Change in Accounts Receivable/Payable	618.63	2,072.70	(4,367.75)	4,748.20
Items not requiring outlay of cash:	-	-	-	-
Depreciation	2,177.34	2,279.79	1,937.40	2,429.51
Other Non-Cash Items	1.17	-	199.19	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(4,689.04)	(4,770.11)	(6,596.93)	(3,951.09)
6 Capital Account	(57.71)	(296.85)	(521.20)	(1,114.74)
Revenue	-	-	-	-
Expenditure	(35.62)	(286.85)	(339.72)	(1,024.74)
Investment	-	-	-	-
Change in Inventory	(22.09)	(10.00)	(181.48)	(90.00)
7 Transfers from Government	5,750.33	5,140.70	6,631.47	5,346.30
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	5,750.33	5,140.70	6,631.47	5,346.30
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	1,003.58	73.74	(486.66)	280.47
10 FINANCING (11+15)	(1,003.58)	(73.74)	486.66	(280.47)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(1,003.58)	(73.74)	486.66	(280.47)
16 Banking System	(914.34)	(50.50)	516.99	(175.13)
Loans (Change)	(309.66)	(50.00)	(46.03)	(50.00)
Overdraft (Change)	-	-	-	-
Deposits (Change)	(604.68)	(0.50)	563.02	(125.13)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(89.24)	(23.24)	(30.33)	(105.34)

	\$m			
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Fare Income	3,972.09	4,445.74	3,623.83	4,210.58
Charters	261.19	214.82	214.82	223.50
Advertsing Income	33.89	31.24	31.68	28.32
Sub-Licence	154.89	120.63	103.29	94.92
Other Income	1.86	5.00	1.82	1.80
Interest and Penalty Write-Off	-	-	4,047.45	-
TOTAL	4,423.92	4,817.43	8,022.89	4,559.12
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	427.48	496.51	450.26	568.72
- Salaries	376.78	438.63	384.42	497.44
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	50.70	57.88	65.84	71.28
B. Supervisory, Clerical & Production	2,563.15	3,077.81	2,537.62	3,155.01
- Wages	2,241.51	2,722.76	2,204.54	2,589.52
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	321.64	355.05	333.08	565.49
0	151.91	133.54	145.09	247.49
Utilities(Electricity, Water & Telephones)	166.94	40.00	44.61	89.08
Professional Fees	384.29	361.86	372.83	543.66
General Consumption Tax	1,630.23	1,581.54	2,069.47	3,165.75
Repairs & Maintenance	2,636.13	3,653.61	2,513.47	2,965.21
Fuel and Lubricants	210.20	264.60	220.26	218.16
Tyres	2,177.34	2,279.79	1,937.40	2,429.51
Depreciation	183.76	191.99	217.92	200.85
Insurance and Licence	274.24	297.44	266.53	346.51
Toll Charges	93.53	126.70	126.70	141.00
Damages to Third Party	487.70	1,119.17	747.56	703.11
Bank Charges & Interest	131.32	183.08	136.22	212.65
Security	17.92	21.00	20.00	22.42
Smart Card Commission/Discount	97.00	97.24	98.76	99.79
Transport Centre	276.96	14.15	483.96	579.00
TOTAL	11,910.10	13,940.03	12,388.66	15,687.92
CAPITAL EXPENDITURE				
Computers & Other Office Equipment	35.62	142.52	0.00	712.18
Refurbishing/Acquisition of Buses	-	-	252.00	252.00
Other	-	137.23	87.72	15.61
Motor vehicles	-	7.10	-	23.15
TOTAL	35.62	286.85	339.72	1,024.74

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Assets			
Property, Plant and Equipment	10,059.88	8,696.36	7,291.61
Interest in Subsidiary	16.02	16.02	16.02
Total non-current assets	10,075.90	8,712.38	7,307.63
Current Assets			
Inventories	962.03	1,160.00	1,250.00
Accounts Receivable and Prepaid Expenses	508.34	478.15	416.80
Cash and Cash Equivalents	920.85	358.14	483.26
	2,391.22	1,996.29	2,150.06
Total Assets	12,467.12	10,708.67	9,457.69
Shareholders' Fund			
Share Capital	25.00	25.00	25.00
Capital Reserve	151.47	151.47	151.47
Capital Contribution	24,107.53	24,107.53	24,107.53
Accumulated Deficit	(25,415.57)	(22,850.57)	(28,633.07)
Total shareholders fund	(379.32)	2,185.68	(3,596.82)
Liabilities			
Long-term Debt	792.27	715.64	560.31
Total Non-current Liabilities	792.27	715.64	560.31
Current Portion of Long-term Debt	9.50	-	-
Accounts Payable and Accrued Charges	12,044.67	7,807.35	12,494.20
Total Current Liabilities	12,054.17	7,807.35	12,494.20
Shareholders' Fund and Liabilities	12,467.12	10,708.67	9,457.69

SUMMARIES

Statement 'A' Flow of Funds		AAJ	HEART	JMB	HAJ	NHT	DBJ
1	Current Revenue	11,179.98	13,686.87	443.87	1,132.05	34,600.90	3,767.43
2	Current Expenses	(5,873.81)	(12,190.85)	(188.83)	(634.67)	(12,061.45)	(2,307.04)
3	Current Balance	5,306.17	1,496.02	255.04	497.38	22,539.45	1,460.39
4	Adjustments	1,038.33	77.28	(322.31)	(402.33)	(1,449.57)	(2,037.04)
	Change in Accounts		-	-	-	-	-
	Receivable/Payable	(54.70)	37.24	5.68	67.15	133.31	(2,228.12)
	Items not requiring outlay of cash	-	-	-	-	-	-
	Depreciation	1,084.30	425.75	6.93	8.58	156.66	44.58
	Other Non-Cash Items	8.73	(385.71)	(334.92)	(478.06)	(1,739.54)	146.50
	Prior Year Adjustment	-	-	-	-	-	-
5	Operating Balance	6,344.50	1,573.30	(67.27)	95.05	21,089.88	(576.65)
6	Capital Account	(847.43)	(533.66)	(7.35)	475.02	(18,723.96)	(22.08)
	Revenue	-	-	-	1,171.23	20,127.85	-
	Expenditure	(908.09)	(537.44)	(7.35)	(628.51)	(38,851.81)	(22.08)
	Investment	-	-	-	(67.70)	-	-
	Change in Inventory	60.66	3.78	-	-	-	-
7	Transfers from Government	-	-	-	-	1,757.26	-
	Loans	-	-	-	-	-	-
	Equity	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	-
	Other	-	-	-	-	1,757.26	-
8	Transfers to Government	(1,166.77)	(1,177.49)	(30.58)	-	(11,400.00)	(62.26)
	Dividend	(177.42)	(57.08)	-	-	(11,400.00)	(62.26)
	Loan Repayments	-	-	-	-	-	-
	Corporate Taxes	(989.35)	(300.31)	(30.58)	-	-	-
	Other	-	(820.10)	-	-	-	-
9	OVERALL BALANCE (5+6+7+8)	4,330.30	(137.85)	(105.20)	570.07	(7,276.82)	(660.99)
10	FINANCING (11+15)	(4,330.30)	137.85	105.20	(570.07)	7,276.82	660.99
10a	Transfer to/from Government	(2,985.63)	-	5.40	-	-	-
	Capital Revenue	-	-	5.40	-	-	-
	Loans	-	-	-	-	-	-
	Equity	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	-
	Loan Repayments	(2,985.63)	-	-	-	-	-
11	Total Foreign (12+13+14)	(724.11)	-	-	-	-	(1,846.33)
12	Government Guaranteed Loans	(724.11)	-	-	-	-	(0.51)
	Disbursement	-	-	-	-	-	576.56
	Amortization	(724.11)	-	-	-	-	(577.07)
13	Direct Loans	-	-	-	-	-	(1,845.82)
	Long Term:	-	-	-	-	-	(1,845.82)
	Disbursement	-	-	-	-	-	-
	Amortisation	-	-	-	-	-	(1,845.82)
	Short Term:	-	-	-	-	-	-
	Change in Trade Credits	-	-	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-	-	-
15	Total Domestic (16+17+18)	(620.56)	137.85	99.80	(570.07)	7,276.82	2,507.32
16	Banking System	8.13	189.72	(447.07)	(570.07)	409.20	(83.51)
	Loans (Change)	-	-	(426.24)	(1,116.96)	-	-
	Overdraft (Change)	-	-	-	-	-	-
	Deposits (Change)	8.13	189.72	(20.83)	546.89	409.20	(83.51)
17	Non-Banks (Change)	-	-	-	-	-	-
18	Other (Change)	(628.69)	(51.87)	546.87	-	6,867.62	2,590.83

NIF	NWC	PAJ	PCJ	PETROJAM	UDC	JUTC	NROCC	CAP	TOTAL
36,467.44	32,268.65	12,693.45	1,060.51	188,114.50	3,398.77	4,423.92	953.86	21,144.06	365,336.27
(24,917.67)	(37,842.83)	(8,460.14)	(1,928.39)	(146,849.38)	(3,133.37)	(11,910.10)	(5,663.84)	(26,802.05)	(300,764.41)
11,549.77	(5,574.18)	4,233.31	(867.88)	41,265.13	265.40	(7,486.18)	(4,709.98)	(5,657.99)	64,571.85
(8,515.88)	8,782.09	1,138.00	13.17	6,731.38	366.36	2,797.14	411.77	9,718.48	18,346.87
-	-	-	-	-	-	-	-	-	-
(314.22)	1,698.24	873.41	(58.48)	6,096.41	183.03	618.63	(45.98)	6,683.50	13,695.11
-	-	-	-	-	-	-	-	-	-
22.44	5,998.62	1,167.40	42.39	603.47	89.22	2,177.34	61.44	2,145.52	14,034.64
(8,224.10)	1,085.23	(902.81)	29.26	31.50	94.11	1.17	396.31	889.45	(9,382.88)
-	-	-	-	-	-	-	-	-	-
3,033.89	3,207.91	5,371.31	(854.71)	47,996.51	631.76	(4,689.04)	(4,298.21)	4,060.50	82,918.72
(2.55)	(5,289.49)	(6,790.28)	(53.82)	(142.36)	(153.75)	(57.71)	(53.66)	(1,466.47)	(33,669.55)
-	-	-	-	-	-	-	-	-	21,299.08
(2.55)	(4,434.32)	(6,802.82)	(53.82)	(1,811.66)	(115.43)	(35.62)	(53.66)	(903.31)	(55,168.48)
-	-	-	-	-	-	-	-	-	(67.70)
-	(855.17)	12.54	-	1,669.30	(38.32)	(22.09)	-	(563.15)	267.55
-	-	-	1,478.00	400.63	-	5,750.33	5,841.51	-	15,227.73
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	1,478.00	400.63	-	5,750.33	5,841.51	-	15,227.73
730.65	(29.61)	-	(148.79)	(37,939.12)	-	-	-	-	(51,223.97)
-	-	-	(62.44)	-	-	-	-	-	(11,759.20)
-	-	-	-	-	-	-	-	-	-
-	(29.61)	-	(86.35)	(342.68)	-	-	-	-	(1,778.88)
730.65	-	-	-	(37,596.44)	-	-	-	-	(37,685.89)
3,761.99	(2,111.19)	(1,418.97)	420.68	10,315.65	478.01	1,003.58	1,489.64	2,594.03	13,252.93
(3,761.99)	2,111.19	1,418.97	(420.68)	(10,315.65)	(478.01)	(1,003.58)	(1,489.64)	(2,594.03)	(13,252.93)
-	-	1,783.33	-	-	286.45	-	-	-	(910.45)
-	-	-	-	-	286.45	-	-	-	291.85
-	-	1,783.33	-	-	-	-	-	-	1,783.33
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	(2,985.63)
-	(1,751.40)	(1,947.17)	-	(7,739.26)	-	-	(643.60)	(881.90)	(15,533.76)
-	(1,751.40)	(2,337.10)	-	-	-	-	(643.60)	-	(5,456.72)
-	806.62	-	-	-	-	-	-	-	1,383.18
-	(2,558.02)	(2,337.10)	-	-	-	-	(643.60)	-	(6,839.90)
-	-	-	-	(7,399.10)	-	-	-	(881.90)	(10,126.81)
-	-	-	-	(1.26)	-	-	-	(881.90)	(2,728.97)
-	-	-	-	(1.26)	-	-	-	-	(1.26)
-	-	-	-	-	-	-	-	(881.90)	(2,727.72)
-	-	-	-	(7,397.84)	-	-	-	-	(7,397.84)
-	-	-	-	(7,397.84)	-	-	-	-	(7,397.84)
-	-	389.93	-	(340.16)	-	-	-	-	49.77
(3,761.99)	3,862.59	1,582.81	(420.68)	(2,576.39)	(764.46)	(1,003.58)	(846.04)	(1,712.14)	3,191.28
94.26	6,112.08	2,406.81	11,498.35	(2,194.66)	(146.14)	(914.34)	(378.66)	(1,743.63)	14,240.47
-	6,157.40	(59.13)	-	-	-	(309.66)	-	-	4,245.41
-	73.28	(22.84)	-	-	-	-	-	-	50.44
94.26	(118.60)	2,488.78	11,498.35	(2,194.66)	(146.14)	(604.68)	(378.66)	(1,743.63)	9,944.62
-	-	-	-	-	-	-	-	-	-
(3,856.25)	(2,249.49)	(824.00)	(11,919.03)	(381.73)	(618.32)	(89.24)	(467.38)	31.50	(11,049.18)

Public Bodies (Selected)

Summary of Original Forecasts for Financial Year 2019/20
\$m

Statement 'A' Flow of Funds		AAJ	HEART	JMB	HAI	NHT	DBJ	NIF
1	Current Revenue	11,385.16	14,254.42	269.15	1,017.12	34,218.10	2,080.83	38,952.69
2	Current Expenses	(6,153.40)	(13,164.59)	(222.54)	(554.56)	(12,481.24)	(1,668.60)	(26,645.27)
3	Current Balance	5,231.76	1,089.83	46.61	462.56	21,736.86	412.23	12,307.42
4	Adjustments	702.01	33.78	38.27	(530.14)	(1,907.86)	9.32	(7,391.63)
	Change in Accounts	-	-	-	-	-	-	-
	Receivable/Payable	77.75	(453.21)	22.81	(93.17)	(2,231.95)	(26.97)	(880.87)
	Items not requiring outlay of cash:	-	-	-	-	-	-	-
	Depreciation	1,418.01	513.62	7.00	8.73	164.39	61.29	31.32
	Other Non-Cash Items	(793.75)	(26.63)	8.46	(445.70)	159.70	(25.00)	(6,542.08)
	Prior Year Adjustment	-	-	-	-	-	-	-
5	Operating Balance	5,933.77	1,123.61	84.88	(67.58)	19,829.00	421.55	4,915.79
6	Capital Account	(2,896.12)	(883.75)	(9.12)	958.67	(21,532.70)	(154.85)	(81.25)
	Revenue	-	-	-	2,365.45	19,774.74	-	-
	Expenditure	(2,893.60)	(859.32)	(9.12)	(1,407.13)	(41,307.44)	(154.85)	(81.25)
	Investment	-	-	-	-	-	-	-
	Change in Inventory	(2.52)	(24.43)	-	0.35	-	-	-
7	Transfers from Government	-	-	-	-	1,378.63	600.00	-
	Loans	-	-	-	-	-	-	-
	Equity	-	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	-	-
	Other	-	-	-	-	1,378.63	600.00	-
8	Transfers to Government	(983.55)	(915.00)	(26.00)	-	(11,400.00)	(20.61)	(775.96)
	Dividend	(183.62)	(35.00)	-	-	(11,400.00)	(20.61)	-
	Loan Repayments	-	-	-	-	-	-	-
	Corporate Taxes	(799.93)	(60.00)	(26.00)	-	-	-	-
	Other	-	(820.00)	-	-	-	-	(775.96)
9	OVERALL BALANCE (5+6+7+8)	2,054.10	(675.14)	49.76	891.09	(11,725.07)	846.09	4,058.58
10	FINANCING (11+15)	(2,054.10)	675.14	(49.76)	(891.09)	11,725.07	(846.09)	(4,058.58)
10a	Transfer to/from Government	-	-	46.00	-	-	900.00	-
	Capital Revenue	-	-	46.00	-	-	-	-
	Loans	-	-	-	-	-	-	-
	Equity	-	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	900.00	-
	Loan Repayments	-	-	-	-	-	-	-
11	Total Foreign (12+13+14)	(625.33)	-	-	-	-	(3,108.48)	-
12	Government Guaranteed Loans	(625.33)	-	-	-	-	(1,068.48)	-
	Disbursement	-	-	-	-	-	-	-
	Amortization	(625.33)	-	-	-	-	(1,068.48)	-
13	Direct Loans	-	-	-	-	-	(2,040.00)	-
	Long Term:	-	-	-	-	-	(2,040.00)	-
	Disbursement	-	-	-	-	-	-	-
	Amortisation	-	-	-	-	-	(2,040.00)	-
	Short Term:	-	-	-	-	-	-	-
	Change in Trade Credits	-	-	-	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-	-	-	-
15	Total Domestic (16+17+18)	(1,428.77)	675.14	(95.76)	(891.09)	11,725.07	1,362.39	(4,058.58)
16	Banking System	(1,377.07)	684.50	667.87	(891.09)	1,477.08	(94.45)	(340.37)
	Loans (Change)	-	-	650.00	(352.05)	-	-	-
	Overdraft (Change)	-	-	-	-	-	-	-
	Deposits (Change)	(1,377.07)	684.50	17.87	(539.04)	1,477.08	(94.45)	(340.37)
17	Non-Banks (Change)	-	-	-	-	-	-	-
18	Other (Change)	(51.70)	(9.36)	(763.63)	-	10,247.99	1,456.84	(3,718.21)

Public Bodies (Selected)

Summary of Original Forecasts for Financial Year 2019/20
\$m

NWC	PAJ	PCJ	PETROJAM	UDC	JUTC	NROCC	Petro-Ethano	CAP	TOTAL
40,598.10	11,331.35	2,543.13	211,995.96	3,378.07	4,817.43	628.81	4,480.18	23,616.12	405,566.62
(41,666.67)	(8,062.92)	(3,382.87)	(165,501.60)	(3,349.00)	(13,940.03)	(7,217.01)	(4,301.25)	(25,349.28)	(333,660.83)
(1,068.57)	3,268.43	(839.74)	46,494.36	29.07	(9,122.60)	(6,588.20)	178.93	(1,733.16)	71,905.79
6,721.27	1,939.72	(64.82)	2,768.04	34.09	4,352.49	1,830.03	74.65	6,820.44	15,429.66
-	-	-	-	-	-	-	-	-	-
(2,494.85)	37.05	(110.13)	2,379.96	(174.23)	2,072.70	(2.61)	32.75	5,946.60	4,101.63
-	-	-	-	-	-	-	-	-	-
5,582.91	1,382.86	53.87	442.20	208.32	2,279.79	55.50	42.45	2,753.52	15,005.78
3,633.21	519.81	(8.56)	(54.12)	-	-	1,777.14	(0.55)	(1,879.68)	(3,677.75)
-	-	-	-	-	-	-	-	-	-
5,652.70	5,208.15	(904.56)	49,262.40	63.16	(4,770.11)	(4,758.17)	253.58	5,087.28	87,335.45
(7,151.67)	(4,391.96)	(135.56)	(8,191.92)	(963.95)	(296.85)	(6.18)	(102.62)	(1,529.88)	(47,369.71)
-	-	-	-	-	-	-	-	-	22,140.19
(7,151.67)	(4,391.96)	(135.56)	(5,014.68)	(606.38)	(286.85)	(6.18)	(45.88)	(1,485.00)	(65,836.87)
-	-	-	-	-	-	-	-	-	-
-	-	-	(3,177.24)	(357.57)	(10.00)	-	(56.74)	(44.88)	(3,673.03)
-	-	1,078.00	400.00	-	5,140.70	5,509.62	-	-	14,106.95
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	1,078.00	400.00	-	5,140.70	5,509.62	-	-	14,106.95
-	(140.00)	(41.29)	(44,646.36)	-	-	-	(48.25)	-	(58,997.02)
-	(140.00)	(13.95)	(204.60)	-	-	-	(6.30)	-	(12,004.08)
-	-	-	-	-	-	-	-	-	-
-	-	(27.34)	(683.76)	-	-	-	(41.95)	-	(1,638.98)
-	-	-	(43,758.00)	-	-	-	-	-	(45,353.96)
(1,498.97)	676.19	(3.41)	(3,175.88)	(900.79)	73.74	745.27	102.71	3,557.40	(4,924.33)
1,498.97	(676.19)	3.41	3,175.88	900.79	(73.74)	(745.27)	(102.71)	(3,557.40)	4,924.33
(75.20)	858.79	-	-	-	-	-	-	-	1,729.59
-	190.59	-	-	-	-	-	-	-	236.59
-	668.20	-	-	-	-	-	-	-	668.20
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	900.00
(75.20)	-	-	-	-	-	-	-	-	(75.20)
(1,591.80)	(3,110.72)	-	2,902.68	-	-	(724.21)	-	(4,297.92)	(10,555.78)
(1,591.80)	(3,087.23)	-	-	-	-	(724.21)	-	-	(7,097.05)
1,679.95	-	-	-	-	-	-	-	-	1,679.95
(3,271.75)	(3,087.23)	-	-	-	-	(724.21)	-	-	(8,777.00)
-	-	-	2,902.68	-	-	-	-	(4,297.92)	(3,435.24)
-	-	-	-	-	-	-	-	(4,297.92)	(6,337.92)
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	(4,297.92)	(6,337.92)
-	-	-	2,902.68	-	-	-	-	-	2,902.68
-	-	-	2,902.68	-	-	-	-	-	2,902.68
-	(23.49)	-	-	-	-	-	-	-	(23.49)
3,165.97	1,575.74	3.41	273.20	900.79	(73.74)	(21.06)	(102.71)	740.52	13,750.52
2,008.73	767.86	407.87	273.20	933.62	(50.50)	15.27	(102.71)	740.52	5,120.33
2,480.00	907.72	-	-	-	(50.00)	-	-	-	3,635.67
-	-	-	-	-	-	-	-	-	-
(471.27)	(139.86)	407.87	273.20	933.62	(0.50)	15.27	(102.71)	740.52	1,484.66
-	-	-	-	-	-	-	-	-	-
1,157.24	807.88	(404.46)	-	(32.83)	(23.24)	(36.33)	-	-	8,630.19

Statement 'A' Flow of Funds		AAJ	HEART	JMB	HAJ	NHT	DBJ
1	Current Revenue	11,993.07	14,538.31	394.39	868.62	33,354.62	2,229.95
2	Current Expenses	(5,699.13)	(13,360.70)	(187.16)	(572.26)	(13,684.84)	(1,700.20)
3	Current Balance	6,293.94	1,177.61	207.23	296.36	19,669.78	529.75
4	Adjustments	1,293.13	89.79	(137.97)	(106.58)	1,764.39	(527.57)
	Change in Accounts	-	-	-	-	-	-
	Receivable/Payable	213.38	(287.53)	(51.46)	(40.73)	1,582.63	(148.86)
	Items not requiring outlay of cash	-	-	-	-	-	-
	Depreciation	1,096.00	461.69	5.10	10.73	167.22	61.29
	Other Non-Cash Items	(16.25)	(84.37)	(91.61)	(76.58)	14.54	(440.00)
	Prior Year Adjustment	-	-	-	-	-	-
5	Operating Balance	7,587.07	1,267.40	69.26	189.78	21,434.17	2.18
6	Capital Account	(1,459.18)	(825.28)	(6.48)	613.02	(26,656.36)	(106.55)
	Revenue	-	-	-	1,572.19	16,608.19	-
	Expenditure	(1,459.18)	(786.02)	(6.48)	(959.34)	(43,264.55)	(106.55)
	Investment	-	-	-	-	-	-
	Change in Inventory	-	(39.26)	-	0.17	-	-
7	Transfers from Government	-	-	-	-	2,378.63	-
	Loans	-	-	-	-	-	-
	Equity	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	-
	Other	-	-	-	-	2,378.63	-
8	Transfers to Government	(1,980.00)	(884.76)	(20.05)	-	(11,400.00)	(30.00)
	Dividend	(1,200.00)	(55.00)	-	-	(11,400.00)	(30.00)
	Loan Repayments	-	-	-	-	-	-
	Corporate Taxes	(780.00)	(29.76)	(20.05)	-	-	-
	Other	-	(800.00)	-	-	-	-
9	OVERALL BALANCE (5+6+7+8)	4,147.89	(442.64)	42.73	802.80	(14,243.56)	(134.37)
10	FINANCING (11+15)	(4,147.89)	442.64	(42.73)	(802.80)	14,243.56	134.37
10a	Transfer to/from Government	-	-	2.41	-	-	5,676.62
	Capital Revenue	-	-	2.41	-	-	1,511.12
	Loans	-	-	-	-	-	-
	Equity	-	-	-	-	-	4,165.50
	On-Lending	-	-	-	-	-	-
	Loan Repayments	-	-	-	-	-	-
11	Total Foreign (12+13+14)	(779.25)	-	-	-	-	(637.04)
12	Government Guaranteed Loans	(779.25)	-	-	-	-	(637.04)
	Disbursement	-	-	-	-	-	1,631.15
	Amortization	(779.25)	-	-	-	-	(2,268.19)
13	Direct Loans	-	-	-	-	-	-
	Long Term:	-	-	-	-	-	-
	Disbursement	-	-	-	-	-	-
	Amortisation	-	-	-	-	-	-
	Short Term:	-	-	-	-	-	-
	Change in Trade Credits	-	-	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-	-	-
15	Total Domestic (16+17+18)	(3,368.64)	442.64	(45.14)	(802.80)	14,243.56	(4,905.21)
16	Banking System	(173.26)	579.70	336.47	(802.80)	(2,642.28)	29.01
	Loans (Change)	-	-	328.26	(515.34)	-	-
	Overdraft (Change)	(0.19)	-	-	-	-	-
	Deposits (Change)	(173.07)	579.70	8.21	(287.46)	(2,642.28)	29.01
17	Non-Banks (Change)	-	-	-	-	-	-
18	Other (Change)	(3,195.38)	(137.06)	(381.61)	-	16,885.84	(4,934.22)

Public Bodies (Selected)

Summary of Estimated Outturn for Financial Year 2019/20
\$m

NIF	NWC	PAJ	PCJ	PETROJAM	UDC	JUTC	NROCC	CAP	TOTAL
47,813.38	34,187.78	10,848.08	7,165.16	195,747.54	2,507.01	8,022.89	490.71	20,433.49	390,595.00
(26,904.01)	(39,450.57)	(9,537.59)	(1,155.36)	(155,162.36)	(3,019.64)	(12,388.66)	(12,163.24)	(27,245.10)	(322,230.82)
20,909.37	(5,262.79)	1,310.49	6,009.80	40,585.18	(512.63)	(4,365.77)	(11,672.53)	(6,811.61)	68,364.18
(17,395.25)	9,827.71	4,607.64	(1,170.29)	(511.01)	97.84	(2,231.16)	6,980.98	8,935.18	11,516.84
-	-	-	-	-	-	-	-	-	-
79.66	171.43	(84.76)	(139.34)	(958.64)	6.26	(4,367.75)	(160.96)	6,075.44	1,888.77
-	-	-	-	-	-	-	-	-	-
30.95	4,877.14	1,388.33	50.24	613.48	94.13	1,937.40	61.53	2,812.55	13,667.78
(17,505.86)	4,779.14	3,304.07	(1,081.19)	(165.84)	(2.55)	199.19	7,080.41	47.19	(4,039.71)
-	-	-	-	-	-	-	-	-	-
3,514.12	4,564.92	5,918.13	4,839.51	40,074.17	(414.79)	(6,596.93)	(4,691.55)	2,123.57	79,881.02
(5.20)	(3,951.89)	(6,694.73)	(54.32)	(3,253.45)	(204.01)	(521.20)	(646.75)	1,100.21	(42,672.17)
-	-	-	-	-	-	-	-	-	18,180.38
(5.20)	(3,679.77)	(6,672.03)	(54.32)	(2,048.07)	(30.44)	(339.72)	(646.75)	-	(60,058.42)
-	-	-	-	-	-	-	-	-	-
-	(272.12)	(22.70)	-	(1,205.38)	(173.57)	(181.48)	-	1,100.21	(794.13)
-	-	-	359.33	439.55	-	6,631.47	5,766.70	-	15,575.68
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	359.33	439.55	-	6,631.47	5,766.70	-	15,575.68
(1,027.21)	(7.46)	-	(5,039.08)	(39,573.95)	-	-	-	-	(59,962.51)
-	-	-	(4,889.65)	(111.91)	-	-	-	-	(17,686.56)
-	-	-	-	-	-	-	-	-	-
-	(7.46)	-	(149.43)	(374.83)	-	-	-	-	(1,361.53)
(1,027.21)	-	-	-	(39,087.22)	-	-	-	-	(40,914.43)
2,481.71	605.57	(776.60)	105.44	(2,313.68)	(618.80)	(486.66)	428.40	3,223.79	(7,177.99)
(2,481.71)	(605.57)	776.60	(105.44)	2,313.68	618.80	486.66	(428.40)	(3,223.79)	7,177.99
-	1,000.00	(106.30)	-	16,853.75	-	-	-	-	23,426.48
-	-	-	-	-	-	-	-	-	1,513.53
-	-	(106.30)	-	16,853.75	-	-	-	-	16,747.45
-	1,000.00	-	-	-	-	-	-	-	5,165.50
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	(1,816.30)	(2,478.12)	-	3,427.38	-	-	(752.24)	(869.65)	(3,905.22)
-	(1,816.30)	(2,427.99)	-	-	-	-	(752.24)	-	(6,412.82)
-	1,103.02	-	-	-	-	-	-	-	2,734.17
-	(2,919.32)	(2,427.99)	-	-	-	-	(752.24)	-	(9,146.99)
-	-	-	-	3,427.38	-	-	-	(869.65)	2,557.73
-	-	-	-	-	-	-	-	(869.65)	(869.65)
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	(869.65)	(869.65)
-	-	-	-	3,427.38	-	-	-	-	3,427.38
-	-	-	-	3,427.38	-	-	-	-	3,427.38
-	-	(50.13)	-	-	-	-	-	-	(50.13)
(2,481.71)	210.73	3,361.02	(105.44)	(17,967.45)	618.80	486.66	323.84	(2,354.13)	(12,343.27)
(418.83)	1,918.17	1,390.34	(601.75)	(17,967.45)	425.94	516.99	52.38	617.52	(16,739.84)
-	2,041.59	1,080.02	-	-	-	(46.03)	-	-	2,888.50
-	113.37	-	-	-	-	-	-	-	113.18
(418.83)	(236.79)	310.32	(601.75)	(17,967.45)	425.94	563.02	52.38	617.52	(19,741.52)
-	-	-	-	-	-	-	-	-	-
(2,062.88)	(1,707.44)	1,970.68	496.31	-	192.86	(30.33)	271.46	(2,971.65)	4,396.58

\$m

Statement 'A' Flow of Funds		AAJ	HEART	JMB	HAI	NHT	DBJ
1	Current Revenue	10,362.30	15,686.28	371.39	569.30	34,127.38	2,465.48
2	Current Expenses	(2,940.15)	(14,558.02)	(266.45)	(538.09)	(13,914.65)	(1,879.83)
3	Current Balance	7,422.15	1,128.26	104.94	31.21	20,212.73	585.65
4	Adjustments	1,449.99	(3.04)	15.77	(20.66)	1,382.13	0.96
	Change in Accounts	-	-	-	-	-	-
	Receivable/Payable	485.95	(413.57)	2.38	(58.47)	81.62	163.86
	Items not requiring outlay of cash	-	-	-	-	-	-
	Depreciation	1,006.27	476.62	4.89	8.73	187.04	65.74
	Other Non-Cash Items	(42.23)	(66.09)	8.50	29.08	1,113.47	(228.64)
	Prior Year Adjustment	-	-	-	-	-	-
5	Operating Balance	8,872.14	1,125.22	120.71	10.55	21,594.86	586.61
6	Capital Account	(3,707.73)	(871.09)	(9.17)	(694.76)	(24,074.51)	(197.01)
	Revenue	-	-	-	1,110.99	18,821.81	-
	Expenditure	(3,707.73)	(845.15)	(9.17)	(1,806.10)	(42,896.32)	(197.01)
	Investment	-	-	-	-	-	-
	Change in Inventory	-	(25.94)	-	0.35	-	-
7	Transfers from Government	-	-	-	-	378.63	-
	Loans	-	-	-	-	-	-
	Equity	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	-
	Other	-	-	-	-	378.63	-
8	Transfers to Government	(5,876.00)	(859.53)	(60.50)	-	(11,400.00)	(26.49)
	Dividend	(5,000.00)	(30.00)	-	-	(11,400.00)	(26.49)
	Loan Repayments	-	-	-	-	-	-
	Corporate Taxes	(876.00)	(29.53)	(60.50)	-	-	-
	Other	-	(800.00)	-	-	-	-
9	OVERALL BALANCE (5+6+7+8)	(711.59)	(605.40)	51.04	(684.21)	(13,501.02)	363.11
10	FINANCING (11+15)	711.59	605.40	(51.04)	684.21	13,501.02	(363.11)
10a	Transfer to/from Government	-	-	44.50	-	-	3,334.00
	Capital Revenue	-	-	44.50	-	-	-
	Loans	-	-	-	-	-	1,964.00
	Equity	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	1,370.00
	Loan Repayments	-	-	-	-	-	-
11	Total Foreign (12+13+14)	(672.20)	-	-	-	-	454.00
12	Government Guaranteed Loans	(672.20)	-	-	-	-	454.00
	Disbursement	-	-	-	-	-	2,070.00
	Amortization	(672.20)	-	-	-	-	(1,616.00)
13	Direct Loans	-	-	-	-	-	-
	Long Term:	-	-	-	-	-	-
	Disbursement	-	-	-	-	-	-
	Amortisation	-	-	-	-	-	-
	Short Term:	-	-	-	-	-	-
	Change in Trade Credits	-	-	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-	-	-
15	Total Domestic (16+17+18)	1,383.79	605.40	(95.54)	684.21	13,501.02	(4,151.11)
16	Banking System	444.60	647.76	1,920.86	684.21	(9,731.23)	(11.50)
	Loans (Change)	-	-	1,920.00	243.70	-	-
	Overdraft (Change)	-	-	-	-	-	-
	Deposits (Change)	444.60	647.76	0.86	440.51	(9,731.23)	(11.50)
17	Non-Banks (Change)	-	-	-	-	-	-
18	Other (Change)	939.19	(42.36)	(2,016.40)	-	23,232.25	(4,139.61)

\$m

NIF	NWC	PAJ	PETROJAM	UDC	JUTC	NROCC	CAP	TOTAL
41,785.89	41,620.96	11,122.59	207,964.47	3,491.05	4,559.12	743.38	20,822.63	395,692.22
(27,543.59)	(40,280.97)	(9,221.37)	(162,441.76)	(3,209.36)	(15,687.92)	(7,824.21)	(25,579.22)	(325,885.59)
14,242.30	1,339.99	1,901.22	45,522.71	281.69	(11,128.80)	(7,080.83)	(4,756.59)	69,806.63
(12,278.23)	5,673.86	1,697.76	(5,143.25)	(508.93)	7,177.71	3,101.22	8,874.17	11,419.47
-	-	-	-	-	-	-	-	-
(2,275.44)	(3,434.03)	(70.49)	(5,745.62)	(133.13)	4,748.20	318.93	6,044.10	(285.72)
-	-	-	-	-	-	-	-	-
24.56	5,485.54	1,740.86	602.37	137.44	2,429.51	59.66	2,830.08	15,059.31
(10,027.35)	3,622.35	27.39	-	(513.24)	-	2,722.63	-	(3,354.13)
-	-	-	-	-	-	-	-	-
1,964.07	7,013.85	3,598.98	40,379.46	(227.24)	(3,951.09)	(3,979.61)	4,117.58	81,226.10
(2,444.48)	(11,461.47)	(2,705.58)	(1,499.15)	(1,706.75)	(1,114.74)	(162.69)	(2,039.12)	(52,688.25)
-	-	-	-	-	-	-	-	19,932.80
(15.00)	(11,461.47)	(2,705.58)	(2,553.31)	(838.86)	(1,024.74)	(162.69)	(1,526.29)	(69,749.42)
(2,429.48)	-	-	-	-	-	-	-	(2,429.48)
-	-	-	1,054.16	(867.89)	(90.00)	-	(512.83)	(442.16)
-	-	-	-	1,762.05	5,346.30	4,963.32	-	12,450.30
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	1,762.05	5,346.30	4,963.32	-	12,450.30
(1,003.54)	-	-	(43,484.95)	-	-	-	-	(62,711.01)
-	-	-	(226.57)	-	-	-	-	(16,683.06)
-	-	-	-	-	-	-	-	-
-	-	-	(754.33)	-	-	-	-	(1,720.36)
(1,003.54)	-	-	(42,504.05)	-	-	-	-	(44,307.59)
(1,483.95)	(4,447.62)	893.40	(4,604.64)	(171.94)	280.47	821.02	2,078.46	(21,722.87)
1,483.95	4,447.62	(893.40)	4,604.64	171.94	(280.47)	(821.02)	(2,078.46)	21,722.87
-	8,773.33	(164.20)	-	1,136.30	-	-	-	13,123.93
-	-	48.41	-	1,136.30	-	-	-	1,229.21
-	8,773.33	(212.61)	-	-	-	-	-	10,524.72
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	1,370.00
-	-	-	-	-	-	-	-	-
-	(2,188.19)	(1,034.66)	4,627.70	-	-	(767.81)	-	418.84
-	(2,188.19)	(999.86)	-	-	-	(767.81)	-	(4,174.06)
-	809.78	-	-	-	-	-	-	2,879.78
-	(2,997.97)	(999.86)	-	-	-	(767.81)	-	(7,053.84)
-	-	-	4,627.70	-	-	-	-	4,627.70
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	4,627.70
-	-	-	4,627.70	-	-	-	-	4,627.70
-	-	(34.80)	-	-	-	-	-	(34.80)
1,483.95	(2,137.52)	305.46	(23.06)	(964.36)	(280.47)	(53.21)	(2,078.46)	8,180.09
134.59	(2,393.80)	1,128.02	(23.06)	945.84	(175.13)	0.59	588.81	(5,839.45)
-	598.52	(122.78)	-	-	(50.00)	-	-	2,589.44
-	-	-	-	-	-	-	-	-
134.59	(2,992.32)	1,250.80	(23.06)	945.84	(125.13)	0.59	588.81	(8,428.89)
-	-	-	-	-	-	-	-	-
1,349.36	256.28	(822.56)	-	(1,910.20)	(105.34)	(53.80)	(2,667.27)	14,019.54

The Office of Utilities Regulation

Introduction

The Office of Utilities Regulation (OUR) was established by the Office of Utilities Regulation Act 1995, with the mandate to regulate the provision of prescribed utility services. Accordingly, the OUR is responsible for processing applications for utility licences, setting rates where applicable, and monitoring the operations of prescribed utilities. The OUR in fulfilling its regulatory duties, also seeks to create an environment that fosters the efficient and reliable delivery of utility services to consumers on a competitive basis.

The OUR will continue to align its activities with Jamaica's 2030 National Development Plan. Accordingly, the Regulator will continue to establish and maintain required rules and standards to regulate the various sectors which fall within its purview, taking into consideration the interest of consumers and private investors.

Operational and Financial Overview

Through its regulatory activities in the telecommunications sector the OUR will remain focused on the maintenance of a competitive environment which provides a reliable and affordable service to consumers. The OUR will pursue a number of projects during the year, including updating the Fixed Cost Model for termination rates and the development of a fixed infrastructure sharing model to provide a reliable means to determine infrastructure sharing charges. The OUR will also seek to update the existing Mobile Long Run Incremental Cost Model which serves to encourage operational efficiency and rational pricing decisions by operators.

The electricity sector remains critical to national development and as such new and ongoing priority projects are aimed at providing sustainable and efficient service at satisfactory quality to consumers. The OUR's main area of focus will be on the annual tariff review, the implications of developments within the sector, including the introduction of electric vehicles, promoting system resilience as well as the reduction of system losses. In this regard, the OUR will, *inter alia*, continue to monitor the operations of the Jamaica Public Service Company Limited, support Jamaica's procurement of new generation capacity, develop a regulatory framework for the Natural Gas sector and continue activities geared towards the development of an Electric Vehicle Policy.

In the water and sewerage sectors, continued focus will be on fostering improved efficiency, the reduction of non-revenue water as well as increased private participation in water and sewerage developments. In this regard the OUR will seek to improve the mechanism for monitoring the effectiveness of the National Water Commission's K Factor programme. The Regulator anticipates undertaking a number of tariff reviews for private operators during the year and will also seek to develop a regulatory framework for Public Private Partnerships in the sector.

The activities outlined will be funded by total income of \$915.38 million. OUR projects a staff complement 78 (2019/20: 76).

Income Statement
\$m

	Audited	Estimated	Projected
	2018/19	2019/20	2020/21
Regulatory Fees	798.61	828.37	864.37
Interest Earned	12.28	13.46	10.10
Deferred Income	(14.32)	3.21	37.26
Other Income	1.02	11.60	3.65
Total Income	797.59	856.64	915.38
Salaries	365.69	435.71	468.59
Other Staff Costs	123.25	137.40	167.52
Training and Development	41.63	57.83	52.25
Consultancy Services	2.32	46.70	72.72
Public Education	9.60	12.59	17.99
Office Rental	25.20	27.01	27.95
Motor Vehicle Expenses	4.79	4.64	4.53
Information Technology	15.33	19.13	20.18
Foreign Travel	3.00	8.32	7.87
Membership Dues	22.85	24.46	31.68
Advertising	2.54	1.99	1.50
Depreciation	22.79	28.95	33.45
Professional and Legal Fees	42.19	11.96	7.16
Other	51.93	81.64	78.92
Total Expenses	733.11	898.33	992.31
Net Surplus/(Deficit)	64.48	(41.69)	(76.93)

		\$m			
Statement 'A' Flow of Funds		Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1	Current Revenue	797.59	872.64	856.64	915.38
2	Current Expenses	(733.11)	(939.95)	(898.33)	(992.31)
3	Current Balance	64.48	(67.31)	(41.69)	(76.93)
4	Adjustments	121.57	20.41	64.25	(34.84)
	Change in Accounts Receivable/Payable	-	-	-	-
	Items not requiring outlay of cash:				
	Depreciation	21.90	26.80	41.14	(34.03)
	Other Non-Cash Items	-	-	-	-
	Prior Year Adjustment	22.79	22.00	28.95	33.45
		76.88	(28.39)	(5.84)	(34.26)
5	Operating Balance	-	-	-	-
5	Operating Balance	186.05	(46.90)	22.56	(111.77)
6	Capital Account	(34.08)	(42.80)	(19.00)	(44.58)
	Revenue	-	-	-	-
	Expenditure	(34.08)	(42.80)	(19.00)	(44.58)
	Investment	-	-	-	-
	Change in Inventory	-	-	-	-
7	Transfers from Government	-	-	-	-
	Loans	-	-	-	-
	Equity	-	-	-	-
	On-Lending	-	-	-	-
	Other	-	-	-	-
8	Transfers to Government	-	-	-	-
	Dividend	-	-	-	-
	Loan Repayments	-	-	-	-
	Corporate Taxes	-	-	-	-
	Other	-	-	-	-
9	OVERALL BALANCE (5+6+7+8)	151.97	(89.70)	3.56	(156.35)
10	FINANCING (10a+11+15)	(151.97)	89.70	(3.56)	156.35
10a	Total	(61.11)	(12.56)	-	1.48
	Capital Revenue	3.26	-	-	1.48
	Loans	-	-	-	-
	Equity	-	-	-	-
	On-Lending	-	-	-	-
	Loan Repayments	(64.37)	(12.56)	-	-
11	Total Foreign (12+13+14)	-	-	-	-
12	Government Guaranteed Loans	-	-	-	-
	Disbursement	-	-	-	-
	Amortization	-	-	-	-
13	Direct Loans	-	-	-	-
	Long Term:	-	-	-	-
	Disbursement	-	-	-	-
	Amortisation	-	-	-	-
	Short Term:	-	-	-	-
	Change in Trade Credits	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-
15	Total Domestic (16+17+18)	(90.86)	102.26	(3.56)	154.87
16	Banking System	16.72	(2.31)	321.09	(2.45)
	Loans (Change)	-	-	-	-
	Current Accounts/Overdraft (Change)	-	-	-	-
	Deposits (Change)	16.72	(2.31)	321.09	(2.45)
17	Non-Banks (Change)	-	-	-	-
18	Other (Change)	(107.58)	104.57	(324.65)	157.32

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Regulatory Fees	798.61	820.56	828.37	864.37
Grants	-	-	-	-
Interest Earned	12.28	18.00	13.46	10.10
Deferred Income	(14.32)	30.00	3.21	37.26
Other Income	1.02	4.08	11.60	3.65
TOTAL	797.59	872.64	856.64	915.38
CURRENT EXPENSES				
Compensation	488.94	608.18	573.11	636.11
A. Directors, Executive & Senior Managers	116.89	136.01	135.18	168.32
- Salaries	96.00	113.93	112.00	130.25
- Pension Fund Contributions	4.70	2.05	6.50	8.80
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	16.19	20.03	16.68	29.27
B. Supervisory, Clerical & Production	372.05	472.17	437.93	467.79
- Wages	269.69	343.57	323.71	338.34
- Pension Fund Contributions	14.46	18.33	22.89	26.23
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	87.90	110.27	91.33	103.22
Utilities(Telephones)	6.85	5.40	7.31	15.22
Training and Development	41.63	49.25	57.83	52.25
Office Rental	25.20	27.95	27.01	27.95
Public Education	9.60	17.51	12.59	17.99
Consultancy Services	2.32	80.14	46.70	72.72
Professional/Legal Fees	42.19	11.98	11.96	7.16
Membership Dues	22.85	25.29	24.46	31.68
Depreciation	22.79	22.00	28.95	33.45
Other	70.74	92.25	108.41	97.78
TOTAL	733.11	939.95	898.33	992.31
CAPITAL EXPENDITURE				
Furniture and Fixtures	0.32	-	0.80	2.02
Leasehold Improvements	2.83	14.96	0.20	0.60
Computer and Accessories	24.46	27.84	16.00	7.46
Equipment	1.25	-	2.00	24.00
Motor Vehicle	5.22	-	-	10.50
TOTAL	34.08	42.80	19.00	44.58

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Non-Current Assets			
Fixed Assets	65.87	55.92	67.05
Retirement Benefits	11.62	37.87	64.12
Long Term Receivables	1.48	1.48	-
	78.97	95.27	131.17
Current Assets			
Receivables	70.41	43.00	52.03
Deposits and Prepayments	267.73	19.50	18.00
Taxation Recoverable	3.17	5.00	3.50
Fixed Deposits	214.06	538.71	381.39
Cash and Bank Balances	95.92	42.55	45.00
	651.28	648.76	499.92
Current Liabilities			
Deferred Income	170.55	164.40	127.14
Payables and Accruals	129.63	165.00	140.00
Advances from GOJ-Current Portion	-	-	-
	300.18	329.40	267.14
Net Current Assets	351.10	319.36	232.78
Net Assets	430.07	414.63	363.95
Financed by			
Retirement Benefit Reserve	11.62	37.87	64.12
Retained Earnings	418.45	376.76	299.83
	430.07	414.63	363.95

Factories Corporation of Jamaica Limited

Introduction

The Factories Corporation of Jamaica Limited (FCJ) was incorporated under the Companies Act of Jamaica in 1987 and is wholly owned by the Government of Jamaica. Its mission is to be a financially strong and dominant provider of industrial and commercial office space that is customer focused and efficiently managed by an empowered cadre of staff. FCJ currently owns/controls 1,689,528 square feet of factory space, and in excess of 84.2 hectares (208 acres) of vacant lands.

Operational and Financial Overview

The FCJ in keeping with its mandate will continue activities geared towards the stimulation of sustainable economic growth, development and job creation. The modernization of existing facilities, infrastructural developments and introduction of new space to boost revenue generation will remain a priority for the FCJ during the budget year. Accordingly, FCJ will commence the Redevelopment of Garmex Free Zone Project Phase 1, which will involve the construction of four (4) factory buildings providing 90,000 square feet of commercial and industrial space.

Plans will continue apace to facilitate the development of the Morant Bay Urban Development Centre via a joint venture agreement. The Urban Centre will provide 375,000 square feet of office and commercial space and will impact favourably economic development and employment in the parish of St. Thomas. The FCJ will also pursue improvements at its other facilities to make them more attractive and supportive of Micro Small and Medium Enterprises operating in a globally competitive environment and allowing them to take advantage of the logistics centered economy.

To improve operational efficiency the FCJ plans to acquire and upgrade its information and communication technology during the year.

The FCJ projects a surplus of \$249.74 million (2019/20: \$458.44 million).

A staff complement of 117 is projected (2019/20: 111).

Income Statement
\$m

	Audited	Estimated	Projected
	2018/19	2019/20	2020/21
Income:			
Fixed Rent	775.63	866.70	880.89
Scrap Metal Fee	69.73	61.94	64.65
Investment Income	33.68	28.29	32.91
Other Income	162.30	308.42	210.57
Total Income	1,041.34	1,265.35	1,189.02
Expenses:			
Salaries and Wages	240.84	260.18	298.89
Other Staff Costs	33.68	24.38	30.12
Other Administrative Expenses	141.33	127.73	156.96
Interest on Loans	17.25	15.05	12.67
Scrap Metal Expenses	23.26	34.31	46.56
Direct Expenses	314.69	345.26	394.08
Total Expenses	771.05	806.91	939.28
Net Profit before Fair Value Adjustment	270.29	458.44	249.74
Fair Value Adjustment	2,020.60	-	-
Net Profit	2,290.89	458.44	249.74

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	3,061.94	876.08	1,265.35	1,189.02
2 Current Expenses	(771.05)	(673.70)	(806.91)	(939.28)
3 Current Balance	2,290.89	202.38	458.44	249.74
4 Adjustments	(2,059.00)	(121.75)	88.48	17.14
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:				
Depreciation	11.14	12.43	11.18	5.30
Other Non-Cash Items	(1,974.61)	(21.60)	(2.93)	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	231.89	80.63	546.92	266.88
6 Capital Account	(102.67)	(1,022.03)	(485.13)	(1,394.25)
Revenue	-	-	-	-
Expenditure	(12.38)	(69.86)	(12.81)	(50.12)
Investment	(87.92)	(952.17)	(470.72)	(1,344.13)
Change in Inventory	(2.37)	-	(1.60)	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	(624.53)
Dividend	-	-	-	(624.53)
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	129.22	(941.40)	61.79	(1,751.90)
10 FINANCING (10a+11+15)	(129.22)	941.40	(61.79)	1,751.90
10a Total	139.21	137.00	16.00	624.53
Capital Revenue	139.21	137.00	16.00	624.53
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(268.43)	804.40	(77.79)	1,127.37
16 Banking System	(241.93)	833.10	(49.09)	1,158.45
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(241.93)	833.10	(49.09)	1,158.45
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(26.50)	(28.70)	(28.70)	(31.08)

\$m				
CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Fixed Rent	775.63	767.31	866.70	880.89
Scrap Metal Fee	69.73	79.20	61.94	64.65
Gain on Foreign Exchange	-	-	-	-
Investment Income	33.68	18.12	28.29	32.91
Other Income	162.30	11.45	308.42	210.57
Fair Value Adjustment	2,020.60	-	-	-
TOTAL	3,061.94	876.08	1,265.35	1,189.02
CURRENT EXPENSES				
Compensation	274.52	318.14	284.56	329.01
A. Directors, Executive & Senior Managers	98.72	137.44	141.90	157.99
- Salaries	96.50	125.98	140.90	156.95
- Pension Fund Contributions	2.22	1.42	1.00	1.04
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	10.04	-	-
B. Supervisory, Clerical & Production	175.80	180.70	142.66	171.02
- Wages	144.34	146.81	119.28	141.94
- Pension Fund Contributions	12.04	8.42	3.82	4.26
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	19.42	25.47	19.56	24.82
Utilities(Electricity, Water & Telephones)	51.64	12.75	60.20	64.30
Repairs and Maintenance	165.76	48.08	189.18	226.35
Rental - Buildings	17.13	16.94	15.56	18.96
Pre-occupancy expense	26.81	6.66	11.20	16.75
Legal & Professional Fees	19.71	21.00	31.30	29.08
Management Fees	72.13	67.23	58.94	58.94
Interest	17.25	15.05	15.05	12.67
Depreciation	11.14	12.43	11.18	5.30
Advertising and Public Relations	21.34	25.50	19.14	39.32
Scrap Metal Expenses	23.26	52.32	34.31	46.56
Other	70.36	77.60	76.29	92.04
TOTAL	771.05	673.70	806.91	939.28
CAPITAL EXPENDITURE				
Motor Vehicle	-	-	-	-
Furniture & Office Equipment	-	-	8.81	1.92
Computer Equipment and Software	12.38	69.86	4.00	48.20
TOTAL	12.38	69.86	12.81	50.12
CAPITAL INVESTMENT				
PROJECTS:				
Properties	87.92	160.00	-	-
Construction of New Building	-	550.00	301.50	662.00
Morant Bay Urban Development Centre	-	-	-	468.00
Other Properties	-	242.17	169.22	214.13
TOTAL	87.92	952.17	470.72	1,344.13
CAPITAL REVENUE				
Disposal Proceeds	139.21	137.00	16.00	624.53
TOTAL	139.21	137.00	16.00	624.53

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-current Assets			
Investment Properties	12,720.45	13,175.17	13,894.77
Fixed Assets	34.38	36.01	80.83
	12,754.83	13,211.18	13,975.60
Current Assets			
Cash and Fixed Deposits	1,776.22	1,825.31	666.86
Trade and Other Receivables	96.79	57.15	45.31
Inventory	2.37	3.97	3.97
Deposits and Prepayments	11.92	14.88	14.88
Income Tax Recoverable	21.04	21.01	21.01
	1,908.34	1,922.32	752.03
Total Assets	14,663.17	15,133.50	14,727.63
LIABILITIES AND EQUITY			
Shareholders' Equity			
Share Capital	545.02	545.02	545.02
Share Premium	0.00	0.00	0.00
Capital Reserve	1,876.01	1,876.01	1,251.48
Retained Earnings	10,882.64	11,341.08	11,590.82
	13,303.67	13,762.11	13,387.32
Non-current Liabilities			
Long-Term Loan	251.94	223.24	192.16
Retirement Benefit Obligation	18.45	18.45	18.45
	270.39	241.69	210.61
Current Liabilities			
Accounts Payable and Accruals	279.11	319.70	319.70
Other Payables - Owed to UDC	810.00	810.00	810.00
	1,089.11	1,129.70	1,129.70
Total Equity and Liabilities	14,663.17	15,133.50	14,727.63

Jamaica International Free Zone Development Limited

Introduction

The Jamaica International Free Zone Development Limited (JIFZ) is a limited liability company with the shareholders being the Port Authority of Jamaica (PAJ – 75%) and Zim Integrated Shipping Services Limited (25%). The Company was incorporated in December 2005 and was established with the core responsibility of facilitating the development of logistics centers in Jamaica. In keeping with its mandate, JIFZ acquired 16 acres of land at Newport West and developed 103,482 square feet of office and warehousing space which it currently operates.

Operational and Financial Overview

The JIFZ will continue to focus on initiatives to support the Government of Jamaica's national strategy to develop Jamaica as a Regional Logistics Hub with multimodal transport linkages. To support these efforts, JIFZ in collaboration with the PAJ will continue to pursue the development of a Near Shore Logistics Centre.

The following strategic priorities will guide the JIFZ's operations during the year:

- Expansion of operations by identifying opportunities to partner in logistics development projects and to ensure that the development of the Near Port Logistics Centre is realized.
- Provision of the highest standard of support infrastructure by implementing and maintaining a structured maintenance programme to upgrade the facility in line with internationally acceptable standards.

JIFZ projects a net surplus of \$101.17 million (2019/20 estimate: \$31.43 million).

Management and administrative services related to operations at the logistics complex will continue to be undertaken by the Kingston Free Zone Company Limited and the PAJ. Accordingly, JIFZ will have no employees.

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Rental Income	85.05	108.12	160.83
Interest/Other	0.11	0.08	0.08
Exchange Gain	(1.04)	8.57	1.83
Revaluations Gain/(Loss)	58.40	0.00	0.00
Total Income	142.52	116.77	162.74
Expenses:			
Insurance	5.02	3.66	3.30
Management Fees	11.33	10.83	6.74
Legal and Professional Fees	0.10	0.39	0.41
Audit Fees	0.72	0.76	0.79
Security	12.30	10.95	12.48
Maintenance	1.34	16.72	15.74
Utilities	11.03	6.38	3.53
Finance Charges & Interest	7.47	5.83	3.72
Depreciation	0.75	0.78	1.02
FX Loss	-	11.63	2.17
Other	5.14	17.40	11.67
Total Expenses	55.20	85.33	61.57
Profit Before Tax	87.32	31.44	101.17
Taxation	5.72	(0.01)	(0.00)
Profit After Tax	93.04	31.43	101.17

	\$m			
Statement 'A' Flow of Funds	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	142.52	141.65	116.77	162.74
2 Current Expenses	(55.20)	(61.42)	(85.33)	(61.57)
3 Current Balance	87.32	80.23	31.44	101.17
4 Adjustments	(63.57)	(3.52)	23.84	(9.28)
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:	(8.37)	(6.56)	15.32	(12.53)
Depreciation	-	-	-	-
Other Non-Cash Items	0.75	0.88	0.78	1.02
Prior Year Adjustment	(55.95)	2.16	7.74	2.23
5 Operating Balance	-	-	-	-
6 Capital Account	23.75	76.71	55.28	91.89
Revenue	-	-	(2.70)	-
Expenditure	-	-	-	-
Investment	-	-	(2.70)	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(8.93)	(0.07)	(8.66)	0.00
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	(8.93)	(0.01)	(8.66)	0.00
Other	-	(0.06)	-	-
9 OVERALL BALANCE (5+6+7+8)	14.82	76.64	43.92	91.89
10 FINANCING (10a+11+15)	(14.82)	(76.64)	(43.92)	(91.89)
10a Total	(33.36)	-	(42.88)	(36.07)
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	(33.36)	-	(42.88)	(36.07)
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	18.54	(76.64)	(1.04)	(55.82)
16 Banking System	18.53	(76.64)	(0.03)	(55.50)
Loans (Change)	-	(33.00)	-	-
Overdraft (Change)	-	-	-	-
Deposits (Change)	18.53	(43.64)	(0.03)	(55.50)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	0.01	-	(1.01)	(0.32)

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Rental Income	85.05	141.33	108.12	160.83
Interest/Other	0.11	0.10	0.08	0.08
Gain on Exchange	(1.04)	0.22	8.57	1.83
Revaluation Gain	58.40	-	-	-
TOTAL	142.52	141.65	116.77	162.74
CURRENT EXPENSES				
Compensation	-	-	-	-
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	-	-	-	-
- Wages	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Insurance	5.02	2.33	3.66	3.30
Management Fees	11.33	7.21	10.83	6.74
Legal and Professional Fees	0.10	0.07	0.39	0.41
Audit Fees	0.72	0.76	0.76	0.79
Security	12.30	12.74	10.95	12.48
Utilities	11.03	5.16	6.38	3.53
Maintenance	1.34	10.95	16.72	15.74
Finance Charges and Interest	7.47	5.36	5.83	3.72
Depreciation	0.75	0.88	0.78	1.02
FX Loss	-	2.50	11.63	2.17
Other	5.14	13.46	17.40	11.67
TOTAL	55.20	61.42	85.33	61.57
CAPITAL EXPENDITURE				
Equipment	-	-	2.70	-
TOTAL	-	-	2.70	-

Balance Sheet

\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Fixed Assets			
Investment Property	1,541.40	1,541.40	1,541.40
Equipment	2.35	4.27	3.25
Total Fixed Assets	1,543.75	1,545.67	1,544.65
Current Assets			
Tax Recoverable	2.06	10.72	10.72
Receivables	21.98	15.38	8.99
Fixed Deposits	10.15	11.16	11.48
Cash and Bank	30.73	30.75	86.26
	64.92	68.01	117.45
Total Assets	1,608.67	1,613.68	1,662.10
EQUITY AND LIABILITIES			
Share Capital	14.30	14.30	14.30
Retained Earnings	1,255.15	1,348.19	1,379.62
Profit & Loss Account	93.04	31.43	101.17
	1,362.49	1,393.92	1,495.09
Long Term Liabilities			
Deferred Tax Liability	0.63	0.63	0.63
Port Authority of Jamaica	80.73	80.73	80.73
Zim International	28.79	28.79	28.79
Long Term Loan	65.04	35.28	4.66
	175.19	145.43	114.81
Current Liabilities			
Current Portion of Long Term Loan	40.65	35.28	31.78
Accounts Payable and Accruals	30.34	39.05	20.42
	70.99	74.33	52.20
Total Equity and Liabilities	1,608.67	1,613.68	1,662.10

Kingston Free Zone Company Limited

Introduction

The Kingston Free Zone Company Limited (KFZ) was incorporated on February 5, 1982 under the Companies Act of Jamaica. The KFZ is owned by the Port Authority of Jamaica (PAJ) -72% and Government of Jamaica (GOJ) - 28%. The main activities of the KFZ are rental of warehouses, factory and office space. KFZ also acts as property manager and offers property management services for the Jamaica International Free Zone Development Limited (JIFZDL).

The KFZ's primary role is to facilitate local and foreign investment in Jamaica. The KFZ has consistently supported the GOJ's objectives "To Develop Internationally Competitive Industry Structures" and "To Develop Investment and Support Framework for the Development of the Information Communication Technology (ICT)/Business Process Outsourcing (BPO) Sector". The KFZ currently has approximately 305,000 sq. ft. of space while the PIP has 50,000 sq. ft. of office space.

Operational and Financial Overview

The KFZ will continue to focus on its primary mandate of promoting local and foreign investments as well as job creation whilst transitioning into the Special Economic Zone regime. The completion of a 157,000 square feet BPO facility is expected to increase significantly KFZ's contribution to operations within the BPO/ICT sectors, and is expected to create approximately 4,000 new jobs for the Jamaican economy. The KFZ will, in collaboration with the Montego Bay Free Zone, continue to aggressively market this new facility in order to achieve full occupancy. The Zone has targeted 75% occupancy by the third quarter of the 2020/21 financial year.

In order to retain existing clientele and ensure the continued sustainability of operations, the delivery of high-level customer service will remain a priority for KFZ. With the planned development of the Special Economic Zone, the KFZ will continue to encourage non-free zone operators to convert to Special Economic Zone Users. The KFZ will also continue to support the PAJ in the development and execution of plans to facilitate the expansion of neighbouring lands to create a Near Port Logistics Centre.

KFZ projects a net surplus after tax of \$189.65 million (2019/20 estimate: \$128.46 million).

KFZ projects a staff complement of twenty-five (25) (2019/20: 23).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Warehouse Rental	189.03	198.60	221.40
Maintenance Fees	24.52	25.50	54.56
Office Rental	78.28	95.35	295.85
Exchange Gain/Loss	(5.89)	58.86	59.93
Management Fees	6.57	6.84	7.12
Interest	8.78	17.42	16.63
Incubator Revenue	-	-	12.65
Other	6.78	1.10	1.17
Total Income	308.07	403.65	669.30
Expenses			
Salaries	46.10	37.36	46.76
Other Staff Costs	17.40	25.31	28.76
Utilities	14.20	12.81	13.54
Promotion and Foreign Travel	1.48	3.36	7.76
Insurance	21.88	22.91	31.64
Repairs & Maintenance	28.59	58.87	65.36
Contract Security	25.16	25.37	35.46
Lease Payment	44.96	54.61	207.37
Management Fees	3.50	3.50	7.00
Depreciation	3.56	2.80	3.80
Other Operating Expenses	23.15	28.17	31.31
Total Expenses	229.98	275.07	478.76
Operating Surplus	78.09	128.58	190.54
Income Taxes	16.88	(0.12)	(0.89)
Net Surplus	94.97	128.46	189.65

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	308.07	388.03	403.65	669.30
2 Current Expenses	(229.98)	(361.74)	(275.07)	(478.76)
3 Current Balance	78.09	26.29	128.58	190.54
4 Adjustments	33.09	2.52	(55.45)	21.83
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:	33.11	12.71	(38.97)	18.03
Depreciation	-	-	-	-
Other Non-Cash Items	3.56	4.81	2.80	3.80
Prior Year Adjustment	(3.58)	(15.00)	(19.28)	-
5 Operating Balance	-	-	-	-
6 Capital Account	111.18	28.81	73.14	212.37
Revenue	(4.19)	(96.92)	(16.87)	(78.65)
Expenditure	-	-	-	-
Investment	(4.19)	(96.92)	(16.87)	(78.65)
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(19.75)	(7.31)	-	(7.09)
Dividend	-	(6.50)	-	(6.97)
Loan Repayments	-	-	-	-
Corporate Taxes	(19.69)	(0.81)	-	(0.12)
Other	(0.06)	-	-	-
9 OVERALL BALANCE (5+6+7+8)	87.24	(75.42)	56.27	126.64
10 FINANCING (10a+11+15)	(87.24)	75.42	(56.27)	(126.64)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(87.24)	75.42	(56.27)	(126.64)
16 Banking System	(95.06)	94.97	131.81	13.51
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	(0.32)	-
Deposits (Change)	(95.06)	94.97	132.13	13.51
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	7.82	(19.55)	(188.08)	(140.15)

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Warehouse Rental	189.03	197.69	198.60	221.40
Maintenance Fees	24.52	33.20	25.50	54.56
Office Rental	78.28	80.69	95.35	295.85
Exchange Gain	(5.89)	10.73	58.86	59.93
Management Fees	6.57	5.56	6.84	7.12
Interest	8.78	6.09	17.42	16.63
Incubator revenue		-	-	12.65
Other Income	6.78	54.07	1.10	1.17
TOTAL	308.07	388.03	403.65	669.30
CURRENT EXPENSES				
Compensation	-	-	-	-
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	63.50	58.42	62.67	75.52
- Wages	46.10	33.89	37.36	46.76
- Pension Fund Contributions	2.48	2.12	2.50	3.52
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	14.92	22.41	22.81	25.24
Utilities(Electricity, Water & Telephones)	14.20	17.25	12.81	13.54
Repairs & Maintenance	28.59	75.55	58.87	65.36
Lease Payment	44.96	104.96	54.61	207.37
Management Fees	3.50	3.50	3.50	7.00
Promotion & Foreign Travel	1.48	6.67	3.36	7.76
Contract Security	25.16	29.64	25.37	35.46
Insurance	21.88	22.97	22.91	31.64
Depreciation	3.56	4.81	2.80	3.80
Special Economic Zone	10.79	17.88	13.09	13.66
Other	12.36	20.09	15.08	17.65
TOTAL	229.98	361.74	275.07	478.76
CAPITAL EXPENDITURE				
PROJECTS:				
Property, Plant and Equipment	4.19	96.92	16.87	78.65
TOTAL	4.19	96.92	16.87	78.65

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-Current Assets			
Fixed Assets	16.20	30.27	105.12
Investment Property	1,050.00	1,050.00	1,050.00
Deferred Tax Assets	1.83	1.83	1.83
	1,068.03	1,082.10	1,156.95
Current Assets			
Tax Recoverable	23.32	29.98	29.98
Owed by fellow subsidiary	1.20	-	-
Accounts Receivable	36.36	62.17	60.73
Bank Balance	173.59	41.46	27.95
Investment	359.13	550.88	691.03
	593.60	684.49	809.69
Total Assets	1,661.63	1,766.59	1,966.64
LIABILITIES AND EQUITY			
Equity			
Shareholders' Equity	0.01	0.01	0.01
Share Capital	21.30	21.29	21.29
Capital Reserve	8.32	8.32	8.32
Accumulated Profit	1,497.60	1,619.09	1,799.27
	1,527.24	1,648.72	1,828.90
Non-Current Liabilities			
Shareholders' Loan	-	3.68	3.68
	-	3.68	3.68
Current Liabilities			
Provisions	2.47	2.47	2.47
Tax Payable	-	0.12	0.89
Owed to Related Company	13.81	-	-
Dividend Payable	-	6.97	9.48
Bank Overdraft	0.32	-	-
Accounts Payable	117.79	104.63	121.21
	134.39	114.19	134.06
Total Equity and Liabilities	1,661.63	1,766.59	1,966.64

Montego Bay Free Zone Company Limited

Introduction

The Montego Bay Free Zone Company Limited (MBFZ) was incorporated under the Companies Act of Jamaica and is owned equally by the Government of Jamaica (GOJ) and the Port Authority of Jamaica (PAJ). The MBFZ's main activity is the rental of office and factory space located in the Montego Bay Freeport area. The Company also acts as property manager for buildings owned by the Factories Corporation of Jamaica Limited (FCJ) located in the Montego Bay Freeport area.

The MBFZ plays a pivotal role in the development and expansion of Jamaica's Information and Communication Technology (ICT) sector primarily Business Process Outsourcing (BPO) industry.

Operational and Financial Overview

The MBFZ will remain focused on its mandate of contributing positively to the achievement of Jamaica's medium term goals and the National Development Plan. MBFZ has achieved record level of employment within the BPO industry, exceeding 10,000 persons and contributed to the development of 10% new capacity of rentable space. The MBFZ will continue to play a critical role in ensuring the sustainable growth and development of the ICT BPO sectors. Among the key strategies that will be implemented for the budget year are:

- Execution of increased marketing and promotional activities to increase awareness of the functions of the MBFZ, ensure full occupancy of all rentable space and to attract new and diverse investments in the Zone. To supplement marketing efforts, the Zone will seek to partner with the Jamaica Promotions Corporation to participate in international trade shows.
- Expansion of its role as an investor facilitator by fostering the development of new entities through its Business Incubator programme and through the development and utilization of new market intelligence tools.
- Redesign and implement data driven internal processes that will complement and align its services and operations with the Special Economic Zone.

A net profit after tax of \$5.15 million is projected for the budget year (2019/20 estimate: \$95.12 million).

MBFZ plans to maintain a staff complement of fifteen (15).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Office Rental	439.41	452.24	420.77
Factory Rental	69.24	68.84	77.49
Management Fees FCJ	72.12	59.63	62.31
Land Lease	21.28	22.99	25.63
Canteen Rental	4.22	4.15	4.57
Incubator Income	17.15	54.71	55.25
Maintenance Income	21.11	32.63	33.41
Interest	17.81	25.52	21.74
Exchange Gain/(Loss)	(4.12)	68.70	67.38
Other	4.26	3.29	0.61
Total Income	662.48	792.70	769.17
Expenses			
Salaries and Wages	39.04	34.11	36.08
Other Staff Costs	13.29	21.84	21.75
Utilities	21.17	29.36	30.59
Admin and General	23.00	51.09	49.45
Travelling and Promotion	6.06	8.86	10.74
Repairs and Maintenance	60.87	94.59	119.61
Lease and Interest	379.44	375.14	391.23
Insurance	36.92	27.88	38.24
Security	40.68	41.37	43.23
Depreciation	10.58	10.86	14.40
Other Operating Expenses	14.82	1.56	1.63
Total Expenses	645.87	696.66	756.95
Operating Surplus before tax	16.61	96.04	12.22
Taxation	8.40	0.92	7.08
Profit after tax	8.21	95.12	5.14

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	662.48	729.79	792.70	769.17
2 Current Expenses	(645.87)	(712.60)	(696.66)	(756.95)
3 Current Balance	16.61	17.19	96.04	12.23
4 Adjustments	127.97	22.02	(132.16)	80.94
Change in Accounts	-	-	-	-
Receivable/Payable	117.30	13.73	(143.02)	66.54
Items not requiring outlay of cash:	-	-	-	-
Depreciation	10.58	13.28	10.86	14.40
Other Non-Cash Items	0.09	(4.99)	-	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	144.58	39.21	(36.12)	93.17
6 Capital Account	(9.93)	(128.32)	(9.08)	(48.16)
Revenue	-	-	-	-
Expenditure	(9.93)	(128.32)	(9.08)	(48.16)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(20.48)	(3.15)	(11.18)	(5.72)
Dividend	(8.01)	(0.65)	-	(4.80)
Loan Repayments	-	-	-	-
Corporate Taxes	(12.47)	(2.50)	(11.18)	(0.92)
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	114.17	(92.26)	(56.38)	39.29
10 FINANCING (10a+11+15)	(114.17)	92.26	56.38	(39.29)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(114.17)	92.26	56.38	(39.29)
16 Banking System	(46.65)	(10.85)	81.30	2.78
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(46.65)	(10.85)	81.30	2.78
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(67.52)	103.11	(24.92)	(42.08)

\$m

CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Factory Rental	69.24	69.31	68.84	77.49
Office Rental	439.41	442.64	452.24	420.77
Canteen Rental	4.22	4.69	4.15	4.57
Land Lease	21.28	21.46	22.99	25.63
Incubator Income	17.15	27.85	54.71	55.25
Management and Admin Fees FCJ	72.12	57.97	59.63	62.32
Maintenance Fee	21.11	31.35	32.63	33.41
Forex Gain	(4.12)	34.79	68.70	67.38
Interest	17.81	12.59	25.52	21.74
Other Income	4.26	27.14	3.29	0.61
TOTAL	662.48	729.79	792.70	769.17
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	52.33	51.47	55.95	57.83
- Wages	39.04	32.70	34.11	36.08
- Pension Fund Contributions	2.93	2.81	3.20	3.42
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	10.36	15.96	18.64	18.33
Utilities(Electricity, Water & Telephones)	21.17	30.14	29.36	30.59
Repairs & Maintenance	60.87	108.71	94.59	119.61
Rental/Lease Payments - Buildings	379.44	359.96	375.14	391.23
Admin and General	23.00	56.93	51.09	49.45
Travelling and Promotion	6.06	12.88	8.86	10.74
Insurance	36.92	30.37	27.88	38.24
Security	40.68	43.18	41.37	43.23
Depreciation	10.58	13.28	10.86	14.40
Other Expense	14.82	5.68	1.56	1.63
TOTAL	645.87	712.60	696.66	756.95
CAPITAL EXPENDITURE				
PROJECTS:				
Acquisition of property and equipment	9.93	128.32	9.08	48.16
TOTAL	9.93	128.32	9.08	48.16

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-current Assets			
Fixed Assets	69.69	67.91	101.67
Advance to Shareholders	56.07	89.70	28.03
	125.76	157.61	129.70
Current Assets			
Tax Recoverable	7.35	18.53	18.53
Advance to Shareholders	63.45	4.11	4.11
Short Term Deposit	689.36	795.07	906.40
Cash and Bank Balance	100.84	19.54	16.76
Trade and Other Recievables	64.98	84.20	50.55
	925.98	921.45	996.35
Total Assets	1,051.74	1,079.06	1,126.05
LIABILITIES AND EQUITY			
Shareholders' Equity			
Issued Share Capital (J\$2)	0.00	0.00	0.00
Accumulated Profit	635.46	725.78	730.67
	635.46	725.78	730.67
Non-current Liabilities			
Advances by Shareholders	9.84	9.84	9.84
Deferred Tax Liability	1.81	1.81	1.81
	11.65	11.65	11.65
Current Liabilities			
Owed to Affiliated Company	1.79	-	-
Provisions	2.85	2.85	2.85
Tax payable	-	0.92	7.08
Accounts Payable	223.70	101.67	134.57
Dividend Payable	-	4.80	0.26
Security Deposits	176.30	231.39	238.98
	404.63	341.63	383.74
Total Equity and Liabilities	1,051.74	1,079.06	1,126.05

Ocho Rios Commercial Centre Limited

Introduction

The Ocho Rios Commercial Centre (ORCC), owner and operator of the Ocean Village Shopping Centre is a wholly owned subsidiary of the Urban Development Corporation (UDC). The Centre is located in Ocho Rios, St. Ann and was built by the UDC in 1972, and became operational in 1974. The construction was undertaken to complement its resort and residential properties within the Ocho Rios area. The Shopping Complex provides employment opportunities and offers a range of products and services to residents and visitors in the Ocho Rios town centre. The ORCC's core function is to provide effective and efficient maintenance services for the existing building, grounds and gardens. The Centre is also responsible for the rental of all lettable spaces and the timely collection of rental income and maintenance fees.

Operational and Financial Highlights

The effective management of the Commercial Complex will remain ORCC's priority for the budget year as it seeks to enhance the overall satisfaction of tenants while ensuring the Centre's financial viability. In this regard, the ORCC will pursue the following selected strategies during the budget year:

- Maintain occupancy level of 98% of rentable space;
- Improve collection rate and thus reduce rent receivables by at least 19% to ensure adequate liquidity to fund operations;
- Preserve the complex and its equipment through effective maintenance scheduling;
- Collaborate with private and public entities to host at least one event per quarter to create awareness and promote the retail and service offerings.

The company forecasts a net surplus of \$24.01 million (2019/20 estimate: \$13.37 million).

The ORCC plans to maintain its staff complement of twenty-two (22) employees during the year.

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Lease/Rental Income	30.71	33.57	40.04
Other Income	3.35	5.33	5.78
Total Income	34.06	38.90	45.82
Operating Expenses			
Salaries and Related Expenses	7.05	7.82	6.68
Security	1.94	2.13	2.51
Depreciation	0.68	0.73	0.60
Management Fees	7.50	7.22	7.40
Unrecoverable Maintenance	1.49	0.91	1.51
Other Expenses	3.71	6.72	3.11
Total Operating Expenses	22.37	25.53	21.81
Surplus before Income Tax	11.69	13.37	24.01
Income Tax Charge	2.92	3.34	6.00
Net Surplus	8.77	10.03	18.01

\$m				
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	34.06	61.70	38.90	45.82
2 Current Expenses	(22.37)	(33.98)	(25.53)	(21.81)
3 Current Balance	11.69	27.72	13.37	24.01
4 Adjustments	(2.58)	0.61	14.23	6.34
Change in Accounts Receivable/Payable	(3.26)	11.20	13.50	5.74
Items not requiring outlay of cash:	-	-	-	-
Depreciation	0.68	0.51	0.73	0.60
Other Non-Cash Items	-	(11.10)	-	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	9.11	28.33	27.60	30.35
6 Capital Account	(0.41)	-	(0.44)	-
Revenue	-	-	-	-
Expenditure	(0.41)	-	(0.44)	-
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(1.15)	(6.01)	(4.47)	(0.06)
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	(1.15)	(6.01)	(4.47)	(0.06)
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	7.55	22.32	22.69	30.29
10 FINANCING (10a+11+15)	(7.55)	(22.32)	(22.69)	(30.29)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(7.55)	(22.32)	(22.69)	(30.29)
16 Banking System	(1.49)	-	5.01	-
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(1.49)	-	5.01	-
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(6.06)	(22.32)	(27.70)	(30.29)

\$m

CURRENT REVENUE	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Rental Income	30.71	41.19	33.57	40.04
Other Income	3.35	20.51	5.33	5.78
TOTAL	34.06	61.70	38.90	45.82
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	4.16	4.76	4.41	3.75
- Salaries	3.96	4.65	4.22	3.64
- Pension Fund Contributions	0.04	0.05	0.04	0.05
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	0.16	0.06	0.15	0.06
B. Supervisory, Clerical & Production	2.89	2.97	3.41	2.93
- Wages	1.81	0.45	1.99	1.35
- Pension Fund Contributions	0.02	0.01	0.03	0.01
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	1.06	2.51	1.39	1.57
Management Fee	7.50	7.42	7.22	7.40
Asset User Fees	0.17	0.17	0.17	0.17
Security	1.94	2.59	2.13	2.51
Professional and Audit Fees	0.89	1.15	1.06	1.36
Unrecoverable Maintenance	1.49	1.60	0.91	1.51
Depreciation	0.68	0.51	0.73	0.60
Other	2.65	12.81	5.49	1.58
TOTAL	22.37	33.98	25.53	21.81
CAPITAL EXPENDITURE				
PROJECTS:				
Acquisition of Fixed Assets	0.41	-	0.44	-
TOTAL	0.41	-	0.44	-

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-Current Assets			
Fixed Assets	2.11	1.82	1.22
Investment Property	513.71	513.71	513.71
Due from Parent Company	31.24	31.24	31.24
	547.06	546.77	546.17
Current Assets			
Accounts Receivable	10.52	18.19	14.06
Cash and Bank Balance	7.01	2.00	2.00
Due from parent company	20.04	47.74	78.03
Taxation Recoverable	1.04	0.15	0.15
Maintenance Recoverable	11.83	(4.12)	-
	50.44	63.96	94.24
Total Assets	597.50	610.73	640.41
LIABILITIES AND EQUITY			
Shareholder's Equity			
Share Capital	1.09	1.09	1.09
Retained Earnings	483.00	491.77	501.80
Net Profit	8.77	10.03	18.01
	492.86	502.89	520.90
Non-Current Liabilities			
Deferred tax	71.50	71.50	71.50
Redeemable Preference Shares	0.20	0.20	0.20
	71.70	71.70	71.70
Current Liabilities			
Income Tax Payable	4.09	2.97	8.91
Accounts Payable	28.85	33.17	38.90
	32.94	36.14	47.81
Total Equity and Liabilities	597.50	610.73	640.41

Ports Management and Security Limited

Introduction

The Ports Management and Security Limited (PMSL) was incorporated in April 2004 as a joint venture between the Port Authority of Jamaica (51%), Kingston wharves Limited (25%) and the Shipping Association of Jamaica (24%). PMSL was established to undertake the Port Authority of Jamaica's (PAJ) mandate to ensure that the security systems and procedures at Jamaica's seaports are upgraded to meet the requirements of the International Maritime Organization's International Ship and Port Facility Security Codes (ISPS).

PMSL has direct responsibility for the implementation of ISPS security requirements at Jamaica's public ports and bonded warehouses. The provision of security services is aided by the use of non-intrusive cargo inspection equipment, closed circuit television, access control systems and underwater surveillance cameras leased from PAJ.

Operational and Financial Highlights

The preservation of the safety and integrity of Jamaica's ports will remain a priority for the PMSL during the budget year. Accordingly, the PMSL will continue to collaborate with the PAJ to provide robust security systems in accordance with national and international standards. The PMSL will continue activities geared towards improving security at the ports, including:

- Replacing existing equipment in the Non-Intrusive Inspection Programme and surveillance systems with new technology. In this regard, the PMSL will continue works geared towards the renewal of security scanning equipment, through the purchase of a Rapiscan X-Ray machine and the expansion of CCTV and access control systems.
- Assessing existing systems and programmes designed to stem the flow of contraband to ascertain their effectiveness.
- Improving institutional capability to respond to emerging security threats in the context of existing and new business development.
- Continuing the robust training and development programme for employees.

PMSL projects a net profit after tax of \$426.28 million (2019/20 Estimate: \$632.23 million). PMSL plans to maintain its staff complement of eighty-two (82) employees for the budget year.

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Budget 2020/21
Operating Income:			
Security Cess	2,732.02	2,810.20	2,934.65
Interest Income	17.15	30.03	31.25
Other	49.81	127.80	73.56
	2,798.98	2,968.03	3,039.46
Operating Expenses:			
Wages	209.15	234.17	233.77
Other Staff Cost	148.10	175.86	169.27
Contract Security Cost	855.20	1,162.52	1,121.35
Management Fee	31.46	31.46	31.46
Repairs and Maintenance	1.56	1.03	22.99
Collection Fee	49.08	112.28	126.41
Lease Expense	320.88	332.66	530.59
Depreciation	3.81	39.51	135.27
Foreign currency loss	11.83	14.80	16.34
Other	104.90	20.77	38.54
Total Expenses	1,735.97	2,125.06	2,425.99
Operating Surplus	1,063.01	842.97	613.47
Taxation	239.40	210.74	187.19
Net Surplus	823.61	632.23	426.28

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	2,798.98	2,616.89	2,968.03	3,039.46
2 Current Expenses	(1,735.97)	(1,900.87)	(2,125.06)	(2,425.99)
3 Current Balance	1,063.01	716.02	842.97	613.47
4 Adjustments	(619.25)	(37.34)	1,143.58	456.77
Change in Accounts Receivable/Payable	(612.36)	(58.89)	1,104.07	321.50
Items not requiring outlay of cash:				
Depreciation	3.81	21.55	39.51	135.27
Other Non-Cash Items	(10.70)	-	-	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	443.76	678.68	1,986.55	1,070.24
6 Capital Account	(283.15)	(459.79)	(759.61)	(645.53)
Revenue	-	-	-	-
Expenditure	(283.15)	(459.79)	(759.61)	(645.53)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(245.58)	(262.79)	(231.81)	(149.82)
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	(245.52)	(262.79)	(231.81)	(149.82)
Other	(0.06)	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(84.97)	(43.90)	995.13	274.89
10 FINANCING (10a+11+15)	84.97	43.90	(995.13)	(274.89)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	84.97	43.90	(995.13)	(274.89)
16 Banking System	(65.86)	(136.93)	(34.33)	269.85
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(65.86)	(136.93)	(34.33)	269.85
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	150.83	180.83	(960.80)	(544.74)

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Security Cess	2,732.02	2,546.84	2,810.20	2,934.65
Interest Income	17.15	14.53	30.03	31.25
Other	49.81	55.52	127.80	73.56
TOTAL	2,798.98	2,616.89	2,968.03	3,039.46
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	357.25	369.34	410.03	403.04
- Wages	209.15	196.81	234.17	233.77
- Pension Fund Contributions	11.21	13.21	12.35	10.39
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	136.89	159.32	163.51	158.88
Utilities(Electricity, Water & Telephones)	0.47	0.79	0.61	0.64
Contract Security Cost	855.20	1,037.53	1,162.52	1,121.35
Management Fee	31.46	32.40	31.46	31.46
Repairs and Maintenance	1.56	1.75	1.03	22.99
Collection Fee	49.08	24.45	112.28	126.41
Lease Expense	320.88	318.39	332.66	530.59
Depreciation	3.81	21.55	39.51	135.27
Other	116.26	94.67	34.96	54.24
TOTAL	1,735.97	1,900.87	2,125.06	2,425.99
CAPITAL EXPENDITURE				
Computer Equipment	0.03	2.32	0.06	0.64
Fixtures and Equipment	1.88	0.56	15.38	85.85
Portable Modular Outdoor Office Space	-	21.90	-	21.90
Rapiscan X-Ray Machine	-	435.01	-	338.51
Motor Vehicle	17.59	-	6.39	-
Other	263.65	-	737.78	198.63
TOTAL	283.15	459.79	759.61	645.53

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Budget 2020/21
ASSETS			
Non-current assets:			
Property, Plant & Equipment	292.53	1,012.64	1,522.90
Deferred Tax Assets	22.84	22.84	22.84
	315.37	1,035.48	1,545.74
Current assets:			
Cash and Equivalents	328.91	363.24	93.38
Investments	757.71	1,718.52	2,263.26
Accounts Receivable and Prepayments	1,618.01	489.20	167.69
Due from Parent	-	-	-
	2,704.63	2,570.96	2,524.33
Total assets	3,020.00	3,606.44	4,070.07
EQUITY & LIABILITIES			
Share Capital	128.60	128.60	128.60
Accumulated Profit	1,699.32	2,522.93	3,155.16
Profit and Loss Account	823.61	632.23	426.28
	2,651.53	3,283.76	3,710.04
Long-term liabilities:			
Deferred Tax Liability	61.78	61.78	61.78
	61.78	61.78	61.78
Current liabilities:			
Accounts Payable and Accruals	135.79	111.07	111.07
Taxation Payable	170.90	149.83	187.18
	306.69	260.90	298.25
Total Equity and Liabilities	3,020.00	3,606.44	4,070.07

The Runaway Bay Water Company Limited

Introduction

The Runaway Bay Water Company (RBWC) was incorporated on January 17, 1968. RBWC is a wholly owned subsidiary of the Urban Development Corporation (UDC) which acquired the Company in 1977. RBWC was established to provide potable water for the developers of Cardiff Hall Estate and the former Jamaica Jamaica Hotel, now Jewel Runaway Bay and Golf Course. In 1989, an additional well was commissioned at Mount Edgecombe, an adjacent residential community. The management of RBWC is guided by oversight and monitoring from UDC through alignment of certain functional areas including audit, accounting and human resources.

RBWC wholesales 80% of potable water produced to the National Water Commission (NWC) for redistribution to customers. The remaining 20% of potable water produced is distributed directly to 400 domestic and 40 commercial customers in the surrounding area. The Company extracts, treats and sells an average of 6000 m³ per day or 2.3 million m³ per annum of potable water from its two (2) plants at Mount Edgecombe and Cardiff Hall.

Operational and Financial Overview

The RBWC will remain focused on the provision of potable water, consistent with established quality standards, to all its customers. The amalgamation of the Caymanas Development Company with the RBWC's operations during 2019/20 should result in opportunities for an overall increase in RBWC's customer base as well as greater operational efficiency. The RBWC will continue working with the UDC to pursue opportunities to expand its customer base, enhance its brand and increase revenue. The following strategic priorities will guide the RBWC's operations during the budget year:

- Enhance on a continuous basis the maintenance programme to ensure that all assets and facilities are properly maintained and secured
- Comply with all regulatory standards for potable water and sewage disposal
- Maintain customer satisfaction by providing support services that exceed their expectations
- Maintain a cadre of trained, customer oriented staff to adequately service the needs of the Customers
- Explore opportunities for expanding operations at major hotels and housing developments within the region.

The RBWC projects a surplus of \$66.14 million (2019/20 estimate: \$59.92 million).

The RBWC will maintain a staff complement of 26.

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Water Income	179.10	193.80	200.00
Other Income	34.87	44.95	40.33
Total Income	213.97	238.75	240.33
Expenses			
Wages and Salaries	35.05	33.34	45.09
Other Staff Costs	1.45	0.54	1.60
Management Fee	56.00	56.00	56.00
Utilities	28.15	29.01	42.10
Repairs & Maintenance	6.74	8.14	10.00
Cost of Sales	34.10	37.58	-
Other Expenses	15.90	14.22	19.40
Total Expenses	177.39	178.83	174.19
Profit before Taxation	36.58	59.92	66.14
Income Tax	9.14	14.98	16.54
Net Profit	27.43	44.94	49.61

\$m				
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	213.97	217.00	238.75	240.33
2 Current Expenses	(177.39)	(184.70)	(178.83)	(174.19)
3 Current Balance	36.58	32.30	59.92	66.14
4 Adjustments	2.42	7.51	(16.44)	(23.26)
Change in Accounts	-	-	-	-
Receivable/Payable	1.16	6.11	(17.66)	(24.66)
Items not requiring outlay of cash:	-	-	-	-
Depreciation	1.26	1.40	1.22	1.40
Other Non-Cash Items	-	-	-	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	39.00	39.81	43.48	42.88
6 Capital Account	(2.51)	(1.96)	(1.74)	(1.10)
Revenue	-	-	-	-
Expenditure	(2.30)	(1.75)	(1.10)	(1.10)
Investment	-	-	-	-
Change in Inventory	(0.21)	(0.21)	(0.64)	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	36.49	37.85	41.74	41.78
10 FINANCING (10a+11+15)	(36.49)	(37.85)	(41.74)	(41.78)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(36.49)	(37.85)	(41.74)	(41.78)
16 Banking System	3.13	(0.08)	(0.99)	(1.42)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	3.13	(0.08)	(0.99)	(1.42)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(39.62)	(37.77)	(40.75)	(40.36)

\$m

	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Water Income	179.10	217.00	193.80	200.00
Other Income	34.87	-	44.95	40.33
TOTAL	213.97	217.00	238.75	240.33
CURRENT EXPENSES				
Compensation	-	-	-	-
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	36.50	37.69	33.88	46.69
- Wages	35.05	36.00	33.34	45.09
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	1.45	1.69	0.54	1.60
Utilities(Electricity & Telephones)	28.15	30.46	29.01	42.10
Repairs & Maintenance	6.74	7.50	8.14	10.00
Motor Vehicle	4.32	4.00	4.35	5.00
Management Fees	56.00	56.00	56.00	56.00
Audit & Accounting Fees	2.05	2.11	2.05	3.00
Legal and Professional fees	0.93	1.20	0.86	2.00
Depreciation	1.26	1.40	1.22	1.40
Cost of Sales (Caymanas Development Comp.)	34.10	35.20	37.58	-
Other	7.34	9.14	5.74	8.00
TOTAL	177.39	184.70	178.83	174.19
CAPITAL EXPENDITURE				
Fixed Assets	2.30	1.75	1.10	1.10
TOTAL	2.30	1.75	1.10	1.10

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-Current Assets			
Fixed Assets	8.43	8.31	8.01
Other Investment/Retirement Benefits Asset	36.31	37.94	37.94
Due from parent company	176.88	217.56	267.54
	221.62	263.81	313.49
Current Assets			
Inventories	3.72	4.36	4.36
Trade Receivables	20.00	39.51	59.51
Cash and Bank Balances	0.59	1.58	3.00
	24.31	45.45	66.87
Total Assets	245.93	309.26	380.36
LIABILITIES AND EQUITY			
Shareholders' Equity			
Share Capital (\$2,000.00)	0.00	0.00	0.00
Capital Reserve	0.87	0.87	0.87
Retained Earnings	135.42	172.00	231.92
Profit and loss	36.58	59.92	66.14
	172.87	232.79	298.93
Non-Current Liabilities			
Deferred Tax	7.40	7.40	10.02
	7.40	7.40	10.02
Current Liabilities			
Income Tax Payable	45.81	47.37	54.37
Accounts Payable	19.85	21.70	17.04
	65.66	69.07	71.41
Total Equity and Liabilities	245.93	309.26	380.36

St. Ann Development Company Limited

Introduction

The St. Ann Development Company Limited (SADCo), a wholly owned subsidiary of the Urban Development Corporation (UDC) was incorporated in 1967. The Company partners with the UDC under a management contract to oversee the management of several properties/attractions in the tourism sector. SADCo's main activities are focused on the sustainable development of several properties including Dunn's River Falls and Park, Green Grotto Caves, Turtle River Park, Ocho Rios Bay Beach, Roaring River, Laughing Waters and undeveloped lands in surrounding communities in the parish of St. Ann.

Operational and Financial Overview

SADCo will remain focused on the effective management of assets within its portfolio to foster improved financial viability and service delivery. In this regard, SADCo will continue to collaborate with the UDC in an effort to facilitate the continued improvement of product offerings, as well as brand equity and reputation. Increased focus will be placed on the provision of responsive customer service in an effort to improve customer satisfaction. These efforts are expected to be further supported by the adoption of a performance driven culture throughout the organization, improved marketing and cost containment measures which should serve to facilitate the sustainability of operations across all assets.

SADCO projects a net profit after tax of \$19.27 million (2019/20 estimate: \$25.85 million).

The Company plans to maintain a staff complement of forty-two (42).

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Sale of Water	15.08	1.35	8.47
Management Fee	217.82	171.31	172.71
Other Operating Income	0.66	0.01	-
Gross Operating Income	233.56	172.67	181.18
Expenses			
Administrative and other costs	152.24	135.67	146.65
Cost of Sales	12.75	1.23	7.46
Finance Charges	0.27	1.31	1.37
Operating Expenses	165.26	138.21	155.48
Operating Profit	68.30	34.46	25.70
Taxation	14.82	8.61	6.43
Net Profit	53.48	25.85	19.27

\$m

	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	233.56	217.74	172.67	181.18
2 Current Expenses	(165.26)	(182.62)	(138.21)	(155.48)
3 Current Balance	68.30	35.12	34.46	25.70
4 Adjustments	1.17	6.62	(11.82)	8.21
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:	(7.73)	(5.01)	(21.13)	(1.93)
Depreciation	-	-	-	-
Other Non-Cash Items	8.90	8.23	9.31	10.14
Prior Year Adjustment	-	3.40	-	-
5 Operating Balance	-	-	-	-
6 Capital Account	69.47	41.74	22.64	33.91
Revenue	(3.56)	(325.40)	(6.83)	(10.73)
Expenditure	-	-	-	-
Investment	(9.86)	(325.40)	(8.85)	(13.05)
Change in Inventory	-	-	-	-
7 Transfers from Government	6.30	-	2.02	2.32
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(9.71)	(16.83)	(17.00)	(6.34)
Dividend	-	(1.83)	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	(9.71)	(15.00)	(17.00)	(6.34)
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	56.20	(300.49)	(1.19)	16.84
10 FINANCING (10a+11+15)	(56.20)	300.49	1.19	(16.84)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(56.20)	300.49	1.19	(16.84)
16 Banking System	(12.98)	(5.00)	23.69	28.45
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(12.98)	(5.00)	23.69	28.45
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(43.22)	305.49	(22.50)	(45.29)

\$m

	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Sale of Water	15.08	9.01	1.35	8.47
Management Fee	217.82	208.44	171.31	172.71
Other Income	0.66	0.29	0.01	-
TOTAL	233.56	217.74	172.67	181.18
CURRENT EXPENSES				
Compensation	71.63	99.72	69.94	77.38
A. Directors, Executive & Senior Managers	-	28.84	-	-
- Salaries	-	28.84	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	71.63	70.88	69.94	77.38
- Wages	58.44	68.96	62.63	69.19
- Pension Fund Contributions	1.23	1.92	1.61	1.69
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	11.96	-	5.70	6.50
Utilities(Electricity, Water & Telephones)	5.72	5.75	5.55	5.82
Repairs & Maintenance	4.90	7.18	3.61	2.53
Rental - Buildings	5.74	6.08	6.25	6.87
Cost of Sales	12.75	10.98	1.23	7.46
Security	2.95	3.44	2.94	3.43
Bank charge	0.27	0.29	1.31	1.37
Depreciation	8.90	8.23	9.31	10.14
Board and Committee Fees	2.78	7.68	0.69	7.61
Other	49.62	33.27	37.38	32.87
TOTAL	165.26	182.62	138.21	155.48
CAPITAL EXPENDITURE				
PROJECTS:				
Fixed Assets	9.86	325.40	8.85	13.05
TOTAL	9.86	325.40	8.85	13.05

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-Current Assets			
Fixed Assets	67.73	67.27	70.18
Retirement Benefits Asset	55.24	55.24	55.24
	122.97	122.51	125.42
Current Assets			
Accounts Receivable	5.61	4.44	6.65
Cash & Bank Balances	55.21	31.52	3.07
Inventories	25.14	23.12	20.80
Owed by Related Company	349.35	371.85	417.14
	435.31	430.93	447.66
Total Assets	558.28	553.44	573.08
LIABILITIES AND EQUITY			
Shareholders' Equity			
Share Capital (\$1)	-	-	-
Retained Earnings	467.38	493.23	512.50
Capital Reserve	10.56	10.56	10.56
	477.94	503.79	523.06
Non-Current Liabilities			
Deferred Tax Liability	17.89	17.89	17.89
	17.89	17.89	17.89
Current Liabilities			
Taxation Payable	13.19	4.81	4.90
Accounts Payable	49.26	26.95	27.23
	62.45	31.76	32.13
Total Equity and Liabilities	558.28	553.44	573.08

The Sports Development Foundation

Introduction

The Sports Development Foundation (SDF) was incorporated as a company limited by guarantee to promote and encourage the development of sporting talent and the growth in facilities and activities concerning all aspects of sports.

SDF's main source of income is proceeds from the Gaming Industry. Based on Section 59G of the Betting, Gaming and Lotteries Act, the Foundation is entitled to 40% of the gaming proceeds received by the Cultural Health Art Sports and Education (CHASE) Fund.

The Foundation has been fostering the advancement of sports through its emphasis on specialist training and other human development programmes. In addition the SDF supports national teams participating in local and international events, the preparation and sponsorship of athletes and the provision of sporting facilities throughout Jamaica. The following are some of the objectives of the Foundation:

- Research, analyse and assess the need for sports facilities and prioritise implementation based on the greatest need and impact on the population
- Facilitate the development and training of athletes through National Associations
- Rehabilitate playfields to enhance the quality of sports activities.

The SDF's financial year covers the period ***January 1 to December 31***.

Operational and Financial Overview

The SDF provides funding to National Sporting Associations that subsequently impacts the development of sports across the nation. Based on its allocation from the CHASE Fund, the SDF will continue to provide funding to as many sport types as possible with disbursements made for infrastructure projects, athletes' welfare and grants to the Foundation's sports affiliates consequent on its mandate to develop the nation through sports.

The Foundation is projecting a deficit of \$97.80 million for the financial year ending December 31, 2020 [2019: \$116.82 million].

The Foundation projects a staff complement of fourteen (14) [2019: 13].

Income Statement
\$m

	Audited 2018	Estimated 2019	Projected 2020
Income			
Grant - CHASE Fund	606.00	536.79	626.37
Interest	7.84	3.61	3.62
Miscellaneous	2.99	4.26	0.72
Total Income	616.83	544.66	630.71
Expenditure			
Administration	94.36	102.50	154.47
Grants to - Govt Agencies	41.21	43.11	43.11
- Associations	196.44	215.34	173.48
- Athletes' Welfare	6.49	15.22	19.80
Projects	163.79	132.87	237.10
Events Tickets	16.38	20.06	21.15
Track Meets	12.50	30.80	28.00
Special Allocations	58.82	101.58	51.40
Total Expenditure	589.99	661.48	728.51
Net Surplus/(Deficit)	26.84	(116.82)	(97.80)

	\$m			
	Audited 2018	Original 2019	Estimated 2019	Projected 2020
Statement 'A' Flow of Funds				
1 Current Revenue	616.83	1,446.27	544.66	630.71
2 Current Expenses	(589.99)	(1,531.19)	(661.48)	(728.50)
3 Current Balance	26.84	(84.92)	(116.82)	(97.79)
4 Adjustments	(59.38)	20.76	76.00	13.68
Change in Accounts	-	-	-	-
Receivable/Payable	(64.11)	9.34	71.40	2.26
Items not requiring outlay of cash:	-	-	-	-
Depreciation	4.79	11.42	4.62	11.42
Other Non-Cash Items	(0.06)	-	(0.02)	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(32.54)	(64.16)	(40.82)	(84.11)
6 Capital Account	(3.20)	(55.10)	(11.42)	(4.00)
Revenue	-	-	-	-
Expenditure	(3.20)	(55.10)	(11.42)	(4.00)
Investment	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(35.74)	(119.26)	(52.24)	(88.11)
10 FINANCING (10a+11+15)	35.74	119.26	52.24	88.11
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	35.74	119.26	52.24	88.11
16 Banking System	35.74	119.26	52.24	88.11
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	35.74	119.26	52.24	88.11
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	-	-	-	-

\$m

CURRENT REVENUE	Audited 2018	Original 2019	Estimated 2019	Projected 2020
Grant - CHASE Fund	606.00	1,442.00	536.79	626.37
Interest Income	7.84	3.55	3.61	3.62
Miscellaneous	2.99	0.72	4.26	0.72
TOTAL	616.83	1,446.27	544.66	630.71
CURRENT EXPENSES				
Compensation	-	-	-	-
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	52.27	72.04	49.70	56.95
- Wages	46.79	65.85	45.04	50.72
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	5.48	6.19	4.66	6.23
Utilities(Electricity, Water & Telephones)	4.96	6.88	5.30	7.66
Repairs & Maintenance- Motor Vehicles	4.69	5.71	4.39	5.71
Repairs & Maintenance - Buildings	4.80	2.60	0.73	6.80
Repairs & Maintenance - Equipment	495.63	5.49	4.08	6.70
Depreciation	4.79	11.42	4.62	11.42
Insurance	1.67	2.40	1.85	2.76
Other (Project Expenditure & Grants)	-	1,369.18	558.98	574.04
Public Relations & Promotions	1.37	5.22	3.31	5.90
Audit & Professional Fees	6.08	27.58	6.29	3.91
Printing & Stationery	-	2.44	2.28	2.60
Miscellaneous	13.73	20.23	19.95	44.05
TOTAL	589.99	1,531.19	661.48	728.50
CAPITAL EXPENDITURE				
Office Furniture and Equipment	-	1.00	-	-
Air Conditioners	-	0.70	-	-
Computers	-	2.90	-	-
Other Fixed Assets	3.20	-	11.42	4.00
PBX - Modern Phone System	-	-	-	-
Purchase of Intangible Asset	-	2.50	-	-
Motor Vehicle	-	24.00	-	-
Extension to Plant	-	24.00	-	-
TOTAL	3.20	55.10	11.42	4.00

Balance Sheet
\$m

	Audited 2017	Estimated 2018	Projected 2019
Non-current Assets			
Property, Plant and Equipment	49.00	55.87	48.44
Intangible Assets	0.07	-	-
Investment securities	39.88	43.04	43.04
	88.95	98.91	91.48
Current Assets			
Other receivable and prepayments	70.43	7.91	3.46
Interest Receivable	-	0.10	-
Short-Term Deposits	135.48	45.87	3.75
Taxation recoverable	10.46	10.48	10.48
Cash and bank balances	86.83	121.04	75.05
	303.20	185.40	92.74
Current Liabilities			
Accounts Payable and Accrued Charges	22.47	5.40	2.71
Retention	-	5.53	5.93
MOA Project	0.45	26.30	26.30
PetroCaribe Project	0.62	-	-
CDF Project	0.87	(1.52)	(1.52)
Other Projects	2.37	0.05	0.05
	26.78	35.76	33.47
Net Current Assets	276.42	149.64	59.27
Total Net Assets	365.37	248.55	150.75
Financed By:			
Sports Development Fund	365.37	248.55	150.75
Long Term Portion of Managed Funds	-	-	-
Total Equity and Liabilities	365.37	248.55	150.75

Broadcasting Commission of Jamaica

Introduction

The Broadcasting Commission of Jamaica (BCJ) is a statutory body established under the Broadcasting and Radio Re-Diffusion (Amendment) Act of 1986. The main function of the BCJ is to monitor and regulate the electronic media industry. In carrying out its functions the BCJ has responsibility for administering aspects of the following:

- Broadcasting and Radio Re-Diffusion Act (1986)
- Television and Sound Broadcasting Regulations (1996)
- Access to Information Act (2000)
- Children's Code for Programming (2002)

The BCJ also makes recommendations for granting or cancellation of licences for radio, television and subscriber television (STV) services; and provides advice on regulatory issues to the Minister with responsibility for Information.

Operational and Financial Overview

One key issue with which the BCJ continues to grapple is that the media firms in Jamaica are no longer operating on a level playing-field, because competing firms can operate in unregulated and untaxed spaces while capturing all the advertising revenue. In the face of this and other challenges, the present regulatory framework to protect the public interest against harm can be readily bypassed. Therefore, a new model of regulation is required. Consequent on the foregoing, the Commission plans to:

- Develop a new model to regulate content in the form of an Automated Content Monitoring System
- Collaborate with other entities such as e-Gov Jamaica and Ministry of Health and Wellness to address cross-sectorial work such as digital transformation and public health issues
- Implement programmes and establish partnerships with the Ministry of Education, Youth and Information as well as parenting groups in an effort to facilitate youth and adult outreach
- Pursue 100% copyright compliance
- Implement BCJ's Virtual Digital Literacy Academy
- Conduct media campaign and host seminars to combat contemporary ethical issues in journalism

BCJ forecasts an operating surplus of \$0.44 million (2019/20: \$41.08 million).

The Commission forecasts a staff complement of thirty-two (32) [2019/20: 27].

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Licence Fee	336.84	335.60	340.63
Grant of Special Licence	-	-	-
Interest Income	-	-	-
Other Income	20.29	29.61	22.73
Total Income	357.13	365.21	363.36
Expenses:			
Compensation	84.97	93.42	125.31
Rental of Properties & Others	17.18	17.46	-
General Consumption Tax	23.46	26.54	29.81
Training and Development	11.01	12.70	17.70
Depreciation	9.47	11.41	15.36
Research, Consultancy & Professional Fees	10.99	12.02	22.25
Public Education & Advertising	92.00	91.66	96.00
Monitoring and Enforcement	4.23	5.51	11.58
General Administration	52.89	53.41	44.91
Total Expenses	306.20	324.13	362.92
Net Surplus/Deficit	50.93	41.08	0.44

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	357.13	353.23	365.21	363.36
2 Current Expenses	(306.20)	(343.47)	(324.13)	(362.92)
3 Current Balance	50.93	9.76	41.08	0.44
4 Adjustments	20.65	(9.56)	26.50	(35.22)
Change in Accounts Receivable/Payable	11.15	(18.86)	15.09	(50.58)
Items not requiring outlay of cash:	-	-	-	-
Depreciation	9.47	9.30	11.41	15.36
Other Non-Cash Items	0.03	-	-	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	71.58	0.20	67.58	(34.78)
6 Capital Account	(102.98)	(201.04)	(113.73)	(32.24)
Revenue	-	-	-	-
Expenditure	(102.98)	(201.04)	(113.73)	(32.24)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(2.55)	(0.49)	(5.09)	(4.11)
Dividend	(2.55)	(0.49)	(5.09)	(4.11)
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(33.95)	(201.33)	(51.24)	(71.13)
10 FINANCING (10a+11+15)	33.95	201.33	51.24	71.13
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	33.95	201.33	51.24	71.13
16 Banking System	(47.05)	201.33	54.24	74.13
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(47.05)	201.33	54.24	74.13
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	81.00	-	(3.00)	(3.00)

\$m				
CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Licence Fee	336.84	335.93	335.60	340.63
Grant of Special Licence	-	-	-	-
Interest Income	17.79	12.00	18.88	18.00
Other Income	2.50	5.30	10.73	4.73
TOTAL	357.13	353.23	365.21	363.36
CURRENT EXPENSES				
Compensation	84.97	94.08	93.42	125.31
A. Directors, Executive & Senior Managers	58.52	60.89	60.56	72.71
- Salaries	43.02	46.82	46.52	56.58
- Pension Fund Contributions	6.23	3.89	3.89	5.60
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	9.27	10.18	10.15	10.53
B. Supervisory, Clerical & Production	26.45	33.19	32.86	52.60
- Wages	22.30	27.22	26.92	44.00
- Pension Fund Contributions	1.68	2.82	2.80	4.81
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	2.47	3.15	3.14	3.79
Utilities(Electricity, Water & Telephones)	4.27	5.93	4.83	10.82
Repairs & Maintenance	2.08	3.42	3.29	4.89
Rental of Properties & Others	17.18	11.64	17.46	-
Motor Vehicle Expenses	1.14	1.13	1.13	1.17
Monitoring and Enforcement	4.23	7.02	5.51	11.58
Research, Consultancy and Professional Fees	10.99	22.30	12.02	22.25
Public Education & Advertising	92.00	118.00	91.66	96.00
Training and Development	11.01	18.20	12.70	17.70
Bank and Finance Charges	0.78	0.29	0.29	0.29
Depreciation	9.47	9.30	11.41	15.36
General Consumption Tax	23.46	29.81	26.54	29.81
Other	44.62	22.35	43.87	27.74
TOTAL	306.20	343.47	324.13	362.92
CAPITAL EXPENDITURE				
PROJECTS:				
Furniture	0.07	1.56	0.65	1.10
Computers & Equipment	5.76	12.18	3.32	2.14
Microsoft Project & Other Software	0.00	0.00	0.00	0.00
Electronic Content Monitoring System	0.00	20.00	0.00	20.00
Building	13.13	162.83	87.90	0.00
Leasehold Property	84.00	0.00	13.60	0.00
Other Fixed Assets	0.02	4.47	8.26	9.00
TOTAL	102.98	201.04	113.73	32.24

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Fixed Assets	207.35	309.67	326.55
	207.35	309.67	326.55
Current Assets			
Licence Fees Recievables	80.99	70.33	102.42
Cash and Bank Deposits	743.05	688.81	614.68
Receivables and Prepayments	9.54	6.30	6.23
	833.58	765.44	723.33
Total Assets	1,040.93	1,075.11	1,049.88
Non-Current Liabilities			
Lease Liability	78.00	78.00	75.00
Current Liabilities			
GCT Payable	-	3.10	-
Current portion of long term lease	3.00	-	-
Accounts Payable	29.47	27.56	12.10
	32.47	30.66	12.10
Net Current Assets	801.11	734.78	711.23
Net Total Assets	930.46	966.45	962.78
Financed by:			
Accumulated Fund B/F	882.07	930.46	966.45
Surplus for the year	48.39	35.99	(3.67)
	930.46	966.45	962.78

Overseas Examination Commission

Introduction

The Overseas Examinations Commission (OEC) was established by an Act of Parliament in 2005, and is the only organization mandated by the Government of Jamaica to administer external examinations. The Commission partners with the Ministry of Education, Youth and Information and external examining bodies on a number of key initiatives related to the administration of local and external examinations.

The OEC's financial year previously spanned *September 1 to August 31*. However, effective April 2019, the Commission changed its financial year to April 1 to March 31.

Therefore, OEC's financial data will reflect seven (7) months ended March 31, 2019 (2018/19) as a result of the transition.

Operational and Financial Overview

The ongoing transformation of the examinations landscape has engendered a shift in the OEC's mode of operation given that most external examinations are being administered online. Consequently, the Commission is in the process of redefining its role as it relates to e-testing modalities. The OEC's main activities will be to:

- Construct a multipurpose facility that will accommodate its energy initiatives, Information and Communication Technology (ICT) infrastructure, core operations as well as new business ventures. Some of these new business ventures include laboratory digital scanning/imaging services, a data analytics centre, library research centre and services support centre at the Headquarters.
- Develop the new business ventures to support and protect e-testing of all candidates at the secondary level and within the out-of-school population.
- Complete the design and plans for a smart, flexible state-of-the-art facility at the Montego Bay Centre.
- Build awareness of the OEC brand towards increasing the customer base in all products and services through the establishment of a marketing and sales department as well as a customer care department to facilitate students within the context of administering the new suite of online examinations.

The Commission estimates net profit of \$205.23 million [2019/20: \$29.54 million].

The OEC forecasts a staff complement of fifty-six (56) [2019/20: 45].

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Fees	8.80	618.90	613.65
Income on Deposits	55.95	91.18	75.00
Foreign Exchange Gain	(70.33)	-	-
Professional Fees	11.35	20.03	48.25
Miscellaneous Income	10.57	88.16	83.54
Total Income	16.34	818.27	820.44
Expenses			
Personnel Emoluments	74.60	258.73	290.41
Supplies and Materials	4.59	10.60	10.33
Rental of Buildings & Property	5.98	14.74	17.85
Public Utility Services	13.84	28.67	28.08
Traveling & Subsistence	10.20	17.07	19.84
Repairs & Maintenance	3.66	18.31	67.81
Depreciation	8.98	52.94	7.50
Donations	121.26	280.00	34.38
Other Expenses	213.77	107.67	139.01
Total Expenses	456.88	788.73	615.21
OPERATING SURPLUS / DEFICIT	(440.54)	29.54	205.23

\$m

	Unaudited 2018/19	Original 2019/20	Projected 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	16.34	818.27	818.27	820.44
2 Current Expenses	(456.88)	(788.73)	(788.73)	(615.21)
3 Current Balance	(440.54)	29.54	29.54	205.23
4 Adjustments	1,065.21	41.25	71.71	49.48
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:	1,056.23	(11.69)	18.77	41.98
Depreciation	-	-	-	-
Other Non-Cash Items	8.98	52.94	52.94	7.50
Prior Year Adjustment	-	-	-	-
5 Operating Balance	624.67	70.79	101.25	254.71
6 Capital Account	(10.10)	(432.41)	(432.41)	(639.93)
Revenue	-	-	-	-
Expenditure	(10.10)	(432.41)	(432.41)	(639.93)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	(1.48)	-	(1.48)
Dividend	-	(1.48)	-	(1.48)
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	614.57	(363.10)	(331.16)	(386.70)
10 FINANCING (10a+11+15)	(614.57)	363.10	331.16	386.70
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(614.57)	363.10	331.16	386.70
16 Banking System	(140.79)	21.87	16.28	(136.25)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(140.79)	21.87	16.28	(136.25)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(473.78)	341.23	314.88	522.95

\$m				
CURRENT REVENUE	Unaudited 2018/19	Original 2019/20	Projected 2019/20	Projected 2020/21
Fees	8.80	618.90	618.90	613.65
Sale of syllabus	-	-	-	-
Income on deposits	55.95	91.18	91.18	75.00
Foreign exchange gain	(70.33)	-	-	-
Professional fees	11.35	20.03	20.03	48.25
Miscellaneous income	10.57	88.16	88.16	83.54
TOTAL	16.34	818.27	818.27	820.44
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	74.60	246.24	258.73	290.41
- Salaries	74.60	246.24	258.73	290.41
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	-	-	-	-
- Wages	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Utilities(Electricity, Water & Telephones)	13.84	28.67	28.67	28.08
Repairs & Maintenance	3.66	18.31	18.31	67.81
Rental Expenses	5.98	11.36	14.74	17.85
Insurance	-	1.27	-	-
Travelling & Subsistence	10.20	17.07	17.07	19.84
Supplies and Materials	4.59	10.61	10.60	10.33
Donations	121.26	280.00	280.00	34.38
Other	213.77	105.51	107.67	139.01
Professional Examination Expenses	-	11.22	-	-
Depreciation	8.98	52.94	52.94	7.50
Workshop Expenses	-	5.53	-	-
TOTAL	456.88	788.73	788.73	615.21
CAPITAL EXPENDITURE				
New Development-Head Office	-	224.38	257.87	390.93
Other Building Improvements	-	33.49	-	105.95
Furniture & Equipment	10.10	6.29	162.54	93.03
Land	-	-	-	-
Motor Vehicle	-	12.00	12.00	-
TOTAL	10.10	432.41	432.41	639.93

Balance Sheet
\$m

	Audited	Estimated	Projected
	2018/19	2019/20	2020/21
Non-Current Assets			
Property, Plant and Equipment	350.73	730.20	1,362.63
Investment Securities	341.80	277.01	157.95
	692.53	1,007.21	1,520.58
Current Assets			
Cash and Cash Equivalents	265.79	249.51	385.76
Current Portion of Investment Securities	1,234.74	1,065.14	839.85
Resale Agreements	496.01	415.52	236.92
Accounts Receivable	684.56	684.57	684.57
	2,681.10	2,414.74	2,147.10
Total Assets	3,373.63	3,421.95	3,667.68
Current Liabilities			
Distribution to MOF	7.57	-	-
Accounts Payable	771.82	771.82	771.82
Deffered Income	599.62	625.97	667.95
	1,379.01	1,397.79	1,439.77
Accumulated Surplus	2,576.10	2,605.64	2,810.87
Financial Distribution to MOF	(581.48)	(581.48)	(582.96)
	1,994.62	2,024.16	2,227.91
Total Liabilities & Accumulated Surplus	3,373.63	3,421.95	3,667.68

Betting, Gaming and Lotteries Commission

Introduction

The Betting, Gaming and Lotteries Commission (BGLC) was established in 1975 under the provisions of the Betting, Gaming and Lotteries (BGL) Act. The Commission is mandated to regulate and control the operations of the betting, gaming and lottery activities on the island. Its mission is to ensure the highest standards of probity and integrity within the industry it regulates in order to engender a high level of public confidence in gaming activities. This should facilitate ultimately, the growth of the sectors and ensure that the Government's revenue is protected.

Operational and Financial Overview

BGLC will continue to pursue its mandate to regulate and control the operations of the betting, gaming and lottery activities on the island. Accordingly, the BGLC will:-

- Review and redesign the Licensing and Registration System
- Implement a new Gaming Management Information System
- Realign the public education awareness strategy to the organisation strategy, focusing on responsible gaming
- Implement a formal system for managing complaints
- Develop and implement an Enterprise Risk Management System

The planned activities to merge BGLC's operations and business processes with those of the Jamaica Racing and the Casino Gaming Commissions will continue. It is anticipated that in 2020/21 the new Gaming Act will be finalised to facilitate the merger of the three (3) Commissions into a single Gaming Commission.

The BGLC projects net surplus after tax of \$385.61 million (2019/20 estimate: \$308.52 million).

BGLC projects a staff complement of 99 (2019/20: 88).

Income Statement
\$m

	Audited	Estimated	Projected
	2018/19	2019/20	2020/21
Income:			
Betting - Levy/Fees & Fines	53.64	2.44	244.51
Lottery Activities	1,081.48	1,224.81	1,219.56
Gaming Machines	170.18	2.40	69.10
Commercial Bingo/Prize Competition	18.97	14.07	23.32
Interest Income	42.90	43.35	39.08
Other Income	13.02	28.70	13.03
Total Income	1,380.19	1,315.77	1,608.60
Expenses:			
Salaries and Related Expenses	369.76	419.91	504.55
Merger Expenses	(1.36)	20.00	15.00
Other Staff Costs	67.34	67.67	82.61
Professional Fees	106.16	120.27	169.93
Diamond Mile	62.45	30.74	-
Supplies, Material, Public Education and Advertising	30.73	37.06	54.87
Utilities and Insurance	34.67	35.77	25.91
Depreciation	59.44	53.98	59.56
Other Operating & Maintenance Services	148.82	155.05	227.62
Total Expenses	878.01	940.45	1,140.05
Total Net Surplus Before Exceptional Item	502.18	375.32	468.55
Grants	(12.28)	(14.00)	(18.00)
Total Net Surplus Before Tax	489.90	361.32	450.55
Taxation	31.36	52.80	64.94
Total Net Surplus After Tax	458.54	308.52	385.61

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	1,380.19	1,334.01	1,315.77	1,608.60
2 Current Expenses	(890.28)	(1,009.88)	(954.45)	(1,158.05)
3 Current Balance	489.91	324.13	361.32	450.55
4 Adjustments	76.33	217.09	(57.96)	350.59
Change in Accounts Receivable/Payable	(7.49)	98.92	(51.71)	279.82
Items not requiring outlay of cash:	-	-	-	-
Depreciation	59.44	62.39	53.97	59.56
Other Non-Cash Items	24.38	55.78	(60.22)	11.21
Prior Year Adjustment	-	-	-	-
5 Operating Balance	566.24	541.22	303.36	801.14
6 Capital Account	(50.83)	(279.54)	(165.00)	(315.89)
Revenue	-	-	-	-
Expenditure	(50.83)	(279.54)	(165.00)	(315.89)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(300.35)	(460.09)	(309.04)	(368.23)
Dividend	-	(445.02)	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	(22.86)	(15.07)	(30.18)	(52.80)
Other	(277.49)	-	(278.86)	(315.43)
9 OVERALL BALANCE (5+6+7+8)	215.06	(198.41)	(170.68)	117.02
10 FINANCING (10a+11+15)	(215.06)	198.41	170.68	(117.02)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(215.06)	198.41	170.68	(117.02)
16 Banking System	(83.75)	33.16	21.51	(32.02)
Loans (Change)	-	-	-	-
Current AccountsOverdraft (Change)	-	-	-	-
Deposits (Change)	(83.75)	33.16	21.51	(32.02)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(131.31)	165.25	149.17	(85.00)

\$m

CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Betting - Levy, Fees and Fines	53.64	306.27	2.44	244.51
Lotteries	1,081.48	770.03	1,224.81	1,219.56
Gaming Machines	170.18	193.00	2.40	69.10
Commercial Bingo/Prize Competition	18.97	23.10	14.07	23.32
Interest Income	42.90	38.73	43.35	39.08
Other Income	13.02	2.88	28.70	13.03
TOTAL	1,380.19	1,334.01	1,315.77	1,608.60
CURRENT EXPENSES				
Compensation	369.76	416.75	419.91	504.55
A. Directors, Executive & Senior Managers	95.89	86.89	88.71	106.27
- Salaries	88.92	78.71	83.02	99.50
- Pension Fund Contributions	5.87	5.56	5.69	6.77
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	1.10	2.62	-	-
B. Supervisory, Clerical & Production	273.87	329.86	331.20	398.28
- Wages	205.62	249.25	313.16	376.67
- Pension Fund Contributions	14.53	17.61	18.04	21.61
- Housing Allowance	53.72	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	63.00	-	-
Utilities(Electricity, Water & Telephones)	28.43	42.98	29.60	20.51
Other Staff Costs	67.34	76.09	67.67	82.61
Professional Fees	106.16	97.64	120.27	169.93
Supplies, Material, Public Education & Advertising	30.73	12.39	37.06	54.87
Merger Expenses	(1.36)	17.30	20.00	15.00
Other Operating & Maintenance	167.33	204.34	175.23	251.02
Diamond Mile	62.45	80.00	30.74	-
Depreciation	59.44	62.39	53.97	59.56
TOTAL	890.28	1,009.88	954.45	1,158.05
CAPITAL EXPENDITURE				
PROJECTS:				
Building - Upgrade & Office Refurbishing	26.56	119.30	131.55	95.50
GMIS & Connectivity	-	100.00	-	149.00
Computer Equipment - Software/Hardware	10.31	39.12	25.23	-
Capital Work In Progress	13.10	-	-	1.51
Security Electronic System - Camera & Access Control	-	-	-	66.70
Office Furniture	0.86	11.12	0.52	3.18
Motor Vehicle	-	10.00	7.70	-
TOTAL	50.83	279.54	165.00	315.89

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Current Assets			
Cash & Bank	77.68	56.18	88.20
Repurchase Agreements	927.96	771.68	856.68
Receivables	209.58	128.21	153.97
Current portion of long term receivables	11.24	24.91	24.91
Taxation Recoverable	23.73	30.35	40.12
	1,250.19	1,011.33	1,163.88
Current Liabilities			
Payables	438.34	186.46	472.25
Deferred Income	72.04	69.86	111.56
Income Tax Payable	5.84	30.26	95.20
	516.22	286.58	679.01
Net Current Assets	733.97	724.75	484.87
Long-Term Receivables	38.41	57.47	57.47
Long-Term Investments	173.35	180.46	180.46
Property, Plant and Equipment	563.37	555.39	811.72
Retirement Benefit Asset	209.07	185.69	185.69
Total Non-Current Assets	984.20	979.01	1,235.34
Non-Current Liabilities			
Deferred Tax Liability	54.98	54.98	54.98
Total Net Assets	1,663.19	1,648.78	1,665.23
Equity			
Accumulated Surplus	1,663.19	1,648.78	1,665.23
	1,663.19	1,648.78	1,665.23

Financial Services Commission

Introduction

The Financial Services Commission was given wide ranging powers to supervise, investigate and sanction entities falling under its jurisdiction. The FSC's supervisory practices place a significant amount of weight on prudential supervision; focusing on solvency, the quality of internal controls, risk management and corporate governance within regulated institutions. The Commission promotes stability and public confidence in the operations of financial institutions, as well as, the modernization of financial services at international standards of competence, efficiency and competitiveness.

Operational and Financial Overview

The FSC will continue to pursue its mandate to protect users of the insurance, securities and pension industries. This is facilitated through a robust consolidated risk-based supervision framework, as well as the promotion of higher levels of public financial literacy. The Commission will pursue measures that:-

- Create an enabling environment for expanding the range of investment options available to registered entities and investors. FSC will pursue measures to enhance consumer protection and financial capability in support of the National Financial Inclusion Strategy to improve financial inclusion, capability and literacy of Jamaicans.
- Incorporate forward-looking risk based assessments of the financial condition and outlook for regulated entities. In particular, FSC will seek to enhance its financial group supervision and crisis resolution framework and practices.
- Expand the regulatory functions of FSC to include domestic and international trust services providers, and the regulation of virtual asset service providers. Focus will also be placed on enhancing the regulations, guidelines and practices under the anti-money laundering/counter financing of terrorism framework for the non-banking sector.

The FSC forecasts a net surplus \$79.61 million (2019/20 estimate: \$223.52 million).

FSC will retain a staff complement of One Hundred and Twenty-seven (127).

Income Statement
\$m

	Audited	Estimated	Projected
	2018/19	2019/20	2020/21
Revenue			
Securities Fees	268.15	306.96	335.79
Insurance Fees	397.32	411.65	431.24
Pension Fees	485.19	562.84	637.11
Other Income-Seminars, Grants & Bids	0.82	17.14	1.38
Investment Income	70.73	104.20	101.75
Total Revenues	1,222.21	1,402.79	1,507.27
Expenses			
Salaries & Related Expenses	656.35	853.36	988.87
Rent, Repairs & Maintenance	25.09	31.28	51.95
Utilities	29.06	30.28	31.56
Public Education	49.27	38.31	45.14
Professional Fees	45.27	51.92	59.51
Depreciation & Amortisation	23.02	23.97	43.37
Staff Training and Conferences	33.01	38.42	43.29
FX loss	1.85	-	-
Other Operating Expenses	112.79	111.73	163.97
Total Expenses	975.71	1,179.27	1,427.66
Net Surplus/ (Deficit)	246.50	223.52	79.61

\$m

				Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds							
1	Current Revenue			1,222.21	1,314.44	1,402.79	1,507.27
2	Current Expenses			(975.71)	(1,194.68)	(1,179.27)	(1,427.66)
3	Current Balance			246.50	119.76	223.52	79.61
4	Adjustments			124.22	126.92	69.33	69.63
	Change in Accounts						
	Receivable/Payable			49.58	29.85	0.89	-
	Items not requiring outlay of cash:						
	Depreciation			23.03	43.82	23.97	43.37
	Other Non-Cash Items			51.61	53.25	44.47	26.26
	Prior Year Adjustment						-
5	Operating Balance			370.72	246.68	292.85	149.24
6	Capital Account			(54.28)	(160.74)	(29.45)	(159.23)
	Revenue			-	-	-	-
	Expenditure			(54.28)	(160.74)	(29.45)	(159.23)
	Investment			-	-	-	-
	Change in Inventory			-	-	-	-
7	Transfers from Government			-	-	-	-
	Loans			-	-	-	-
	Equity			-	-	-	-
	On-Lending			-	-	-	-
	Other			-	-	-	-
8	Transfers to Government			(3.81)	-	(12.33)	-
	Dividend			(3.81)	-	(12.33)	-
	Loan Repayments			-	-	-	-
	Corporate Taxes			-	-	-	-
	Other			-	-	-	-
9	OVERALL BALANCE (5+6+7+8)			312.63	85.94	251.07	(9.99)
10	FINANCING (10a+11+15)			(312.63)	(85.94)	(251.07)	9.99
10a	Total			-	-	-	-
	Capital Revenue			-	-	-	-
	Loans			-	-	-	-
	Equity			-	-	-	-
	On-Lending			-	-	-	-
	Loan Repayments			-	-	-	-
11	Total Foreign (12+13+14)			-	-	-	-
12	Government Guaranteed Loans			-	-	-	-
	Disbursement			-	-	-	-
	Amortization			-	-	-	-
13	Direct Loans			-	-	-	-
	Long Term:			-	-	-	-
	Disbursement			-	-	-	-
	Amortisation			-	-	-	-
	Short Term:			-	-	-	-
	Change in Trade Credits			-	-	-	-
14	Change in Deposits Abroad			-	-	-	-
15	Total Domestic (16+17+18)			(312.63)	(85.94)	(251.07)	9.99
16	Banking System			67.45	-	(52.04)	(17.00)
	Loans (Change)			-	-	-	-
	Current Accounts/Overdraft (Change)			-	-	-	-
	Deposits (Change)			67.45	-	(52.04)	(17.00)
17	Non-Banks (Change)			-	-	-	-
18	Other (Change)			(380.08)	(85.94)	(199.03)	26.99

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Securities Fees	268.15	259.85	306.96	335.79
Insurance Fees	397.32	400.60	411.65	431.24
Pension Fees	485.19	557.41	562.84	637.11
Interest Income	70.73	95.20	104.20	101.75
Miscellaneous Income	0.82	1.38	17.14	1.38
TOTAL	1,222.21	1,314.44	1,402.79	1,507.27
CURRENT EXPENSES				
Compensation	656.35	753.56	853.36	988.88
A. Directors, Executive & Senior Managers	409.70	456.81	498.47	600.43
- Salaries	281.14	332.99	313.49	469.34
- Pension Fund Contributions	17.98	9.11	40.56	22.36
- Housing Allowance	1.34	1.34	1.34	1.34
- Utility Allowance	-	-	-	-
- All Others	109.24	113.37	143.08	107.39
B. Supervisory, Clerical & Production	246.65	296.75	354.89	388.45
- Wages	164.18	214.86	251.80	296.61
- Pension Fund Contributions	18.71	8.63	27.04	23.02
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	63.76	73.26	76.05	68.82
Utilities(Electricity, Water & Telephones)	29.06	34.70	30.28	31.55
Property Maintenance & repairs	25.09	34.52	31.28	51.95
Foreign Exchange loss	1.85	-	-	-
Depreciation	23.03	43.82	23.97	43.37
Impairment losses on investment	0.66	-	-	-
Impairment losses on receivables	(1.99)	-	-	-
Professional Fees	45.27	88.95	51.92	59.51
Public Education	49.27	38.77	38.31	45.14
Training and Conferences	33.02	42.51	38.42	43.29
Other	114.10	157.85	111.73	163.97
TOTAL	975.71	1,194.68	1,179.27	1,427.66
CAPITAL EXPENDITURE				
Leasehold Improvement	0.38	63.72	2.57	66.12
Computer Equipment	39.83	75.77	23.05	32.71
Furniture & Equipment	8.23	21.25	3.83	60.40
Motor Vehicle	5.84	-	-	-
TOTAL	54.28	160.74	29.45	159.23

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-current Assets			
Fixed Assets	71.68	77.17	193.03
Intangible Assets	1,311.78	1,364.31	1,364.31
Current Assets			
Bank & Short Term Deposits	0.90	48.00	65.00
Resale Agreements	476.15	622.66	595.68
Accounts Receivable & Prepayments	142.72	161.06	167.40
Taxation Recoverable	1.42	1.41	1.41
	621.19	833.13	829.49
Total Assets	2,004.65	2,274.61	2,386.83
FINANCED BY			
Reserves	1,424.46	1,635.66	1,715.27
Current Liabilities			
Accounts Payable & Accruals	170.02	189.25	195.59
Deferred Fees	405.23	449.70	475.97
Bank Overdraft Unsecured	4.94	-	-
	580.19	638.95	671.56
Total Equity and Liabilities	2,004.65	2,274.61	2,386.83

Harmonisation Group Limited

Introduction

Harmonisation Group Limited (HGL) was incorporated in April 2003 as a private limited liability company. The Company is jointly owned by the National Housing Trust (NHT) and the Development Bank of Jamaica (DBJ) Limited. The principal activities are the purchase of land for the purpose of development, investment, or resale.

HGL owns 100% of the shares in Silver Sands Estates Limited (SSEL), a company incorporated and domiciled in Jamaica. SSEL's principal activity is the rental of resort accommodation. The Corporate Plan represents the consolidated forecast for Harmonisation Limited and subsidiary, SSEL.

Operational and Financial Overview

The strategic priorities for 2020/21 include:-

- The continuation of the divestment of some of the assets of SSEL to facilitate the roll out of Phases 2 and 3 of Silver Sands, in line with the overall development plan for the neighbouring Harmony Cove development. Harmonisation commenced the sale of service lots in financial year 2019/20 and will continue to dispose of proprieties that are not deemed critical to the Harmony Cove project.
- The continuation of the overall development plan for the Harmony Cove project within the financial year.

HGL forecasts a net surplus of \$252.23 million (2019/20: \$489.95 million).

HGL projects a staff complement of 13 (2019/20:23).

Income Statement
\$m

\$m			
	Audited	Estimated	Projected
	2018/19	2019/20	2020/21
Income:			
Rental Income	12.80	18.49	20.34
Other Income	3.00	0.16	0.16
Gain on sale of Fixed Asset	-	576.92	354.42
Fx gain	-	34.88	36.35
Total Income	15.80	630.45	411.27
Expenses:			
Salaries and Other Staff Costs	50.35	54.59	62.32
Advertising	0.06	-	3.50
Depreciation	2.24	1.81	1.64
Directors' emoluments	0.13	0.24	0.25
Professional Fees	14.23	14.21	14.80
Repairs & Maintenance	11.78	6.57	6.84
Motor Vehicle Expenses	3.14	1.41	1.47
Property Tax	34.54	34.54	35.99
Insurance	2.22	2.36	2.45
Utilities	3.96	4.37	4.55
Commision and transportation	2.31	3.61	3.77
GCT	5.80	3.95	4.11
Rental	1.56	1.59	1.65
Travel (overseas)	0.27	2.36	2.46
Silver Sands Association	5.27	5.47	5.70
Redundancy Cost	-	-	4.26
Other Expenses	3.14	3.42	3.28
Total Expenses	141.00	140.50	159.04
Net (Loss)/Surplus	(125.20)	489.95	252.23

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	15.80	432.17	630.45	411.27
2 Current Expenses	(141.00)	(176.27)	(140.50)	(159.04)
3 Current Balance	(125.20)	255.90	489.95	252.23
4 Adjustments	(47.71)	4.55	(68.19)	(26.77)
Change in Accounts	-	-	-	-
Receivable/Payable	(48.31)	2.32	(35.12)	7.94
Items not requiring outlay of cash:	-	-	-	-
Depreciation	0.60	2.23	1.81	1.64
Other Non-Cash Items	-	-	(34.88)	(36.35)
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(172.91)	260.45	421.76	225.46
6 Capital Account	(0.60)	-	-	(0.21)
Revenue	-	-	-	-
Expenditure	(0.60)	-	-	(0.21)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(173.51)	260.45	421.76	225.25
10 FINANCING (11+15)	173.51	(260.45)	(421.76)	(225.25)
10a Total	-	93.88	92.16	3,527.34
Capital Revenue	-	93.88	92.16	27.34
Loans	-	-	-	3,500.00
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	173.51	(354.33)	(513.92)	(3,752.59)
16 Banking System	4.06	(445.93)	(5.97)	(3,505.38)
Loans (Change)	-	-	-	-
Current Accounts Overdraft (Change)	-	-	-	-
Deposits (Change)	4.06	(445.93)	(5.97)	(3,505.38)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	169.45	91.60	(507.95)	(247.21)

\$m

CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Rental	12.80	16.81	18.49	20.34
Other income	3.00	0.64	0.16	0.16
Fx Gain	-	-	34.88	36.35
Gain on Sale of Fixed Asset	-	414.72	576.92	354.42
TOTAL	15.80	432.17	630.45	411.27
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	9.08	9.12	9.36	9.60
- Salaries	6.87	7.51	7.58	7.77
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	1.83
- All Others	2.21	1.61	1.78	-
B. Supervisory, Clerical & Production	41.27	53.20	45.23	52.71
- Wages	39.32	51.20	43.28	50.72
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	1.95	2.00	1.95	1.99
B. Supervisory, Clerical & Production	3.96	4.28	4.37	4.55
- Wages	11.78	18.02	6.57	6.84
- Pension Fund Contributions	0.06	3.50	-	3.50
- Housing Allowance	14.23	24.86	14.21	14.80
- Utility Allowance	3.14	2.19	1.41	1.47
- All Others	2.22	2.35	2.36	2.45
Utilities(Electricity, Water & Telephones)	3.27	8.56	3.66	7.80
Repairs & Maintenance	1.56	1.60	1.59	1.65
Advertising	2.24	2.23	1.81	1.64
Professional Fees	0.27	2.43	2.36	2.46
Motor Vehicle Expenses	34.54	35.07	34.54	35.99
Insurance	2.31	2.24	3.61	3.77
Other	5.80	5.20	3.95	4.11
Rental	5.27	1.42	5.47	5.70
TOTAL	141.00	176.27	140.50	159.04
CAPITAL EXPENDITURE				
Fixed Assets				
Motor Vehicle	-	-	-	-
Furniture and Equipment	0.60	-	-	0.21
Building	-	-	-	-
Computer	-	-	-	-
TOTAL	0.60	-	-	0.21

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-Current Assets			
Fixed Assets	10.28	8.47	6.83
Investment in Subsidiary	2,340.20	2,340.20	2,340.20
	2,350.48	2,348.67	2,347.03
Current Assets			
Receivables	18.48	11.02	11.58
Land & Building held for sale	119.51	27.34	-
Cash	26.66	32.63	27.25
GOJ- Harmony Cove Development Cost	-	-	3,500.00
Due from Harmony Cove	186.72	231.84	231.84
	351.37	302.83	3,770.67
Total Assets	2,701.85	2,651.50	6,117.70
LIABILITIES AND EQUITY			
Shareholder's Equity			
Share Capital	0.50	0.50	0.50
GOJ Loan	-	-	3,500.00
Accumulated Profit/(Deficit)	(645.29)	(155.34)	96.89
Realised Gain & Earnings Change in Equity	-	(98.88)	(128.22)
	(644.79)	(253.72)	3,469.17
Long Term Liabilities			
Advance from Shareholders	3,333.08	2,888.88	2,630.11
Current Liabilities			
Accounts Payable	13.02	15.80	17.88
Provision for Litigation	0.54	0.54	0.54
	13.56	16.34	18.42
Total Equity and Liabilities	2,701.85	2,651.50	6,117.70

Jamaica Deposit Insurance Corporation

Introduction

The Jamaica Deposit Insurance Corporation (JDIC) was established in accordance with the Deposit Insurance Act (DIA), 1998 and commenced operations on 31st August 1998. The Corporation is one of the Financial System Safety Net (FSSN) Partners and its mandate is to manage a scheme to provide insurance against the loss of deposits held in insured financial institutions, up to a maximum of \$600,000 per depositor in each institution. JDIC's mandate is underpinned by the continuation of policy reviews and legislative enhancements impacting the financial system. These are geared towards strengthening the protection arrangements in the financial system and the orderly resolution of non-viable financial institutions, while maintaining financial stability.

Operational and Financial Overview

JDIC will remain focused on its mandate of providing security for deposits held in insured financial institutions and managing the scheme to provide insurance against the loss of deposits held in deposit-taking institutions. Accordingly, the Corporation will:-

- Conduct research contributing to legislative reform in order to strengthen and support its expanding role and operations. This will result in amendments to the DIA and the promulgation of relevant regulations. Additionally there will be amendments to the DIA to ensure consistency with the Banking Services Act, Credit Unions (Special Provisions) Act and the proposed Bill, Financial Institutions Resolution Act.
- Enhance the regulatory and supervisory system framework in order to bolster financial system soundness and public confidence.
- Continue to strengthen the framework for monitoring member institutions' risk to the Deposit Insurance Fund in order to prepare and respond appropriately to any changes on the performance of member institutions and manage a financial crisis in collaboration with the Bank of Jamaica, should it arise.
- Collaborate with key stakeholders including policyholders, FSSN partners and regional and multilateral institutions. This provides for cooperation and information sharing on the regulation of financial institutions and cross border supervision and resolution.
- Undertake public education programmes through the dissemination of information on the Deposit Insurance Scheme and regulation of the financial system with members of the FSSN mainly through coordinated public fora and various competitions in schools.

JDIC projects a net surplus of \$2,464.70 million (2019/20: \$2,856.04 million). Meanwhile the Deposit Insurance Fund balance is expected to grow to \$26,348.32 million (2019/20:\$23,883.62 million).

The Corporation projects a staff complement of thirty-five (35) (2019/20: 32).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Insurance Premiums	1,353.41	1,498.34	1,633.19
Interest	1,195.92	1,774.36	1,512.62
	2,549.33	3,272.70	3,145.81
Expenses:			
Salaries and Statutory Deductions	146.50	186.00	339.00
Staff Benefits and Allowances	14.57	21.47	27.70
Directors' Fees & Meeting Costs	0.96	1.18	1.35
Information Technology Services	4.12	6.41	12.57
Audit Fees	1.75	2.74	2.74
Legal & Professional Fees	24.49	79.99	109.33
Staff Training	10.69	17.93	28.20
Telephone, Post & Bearer Services	5.41	5.87	9.75
Utilities	5.49	6.44	9.60
International Relations	5.10	10.39	14.41
Printing and Stationery	1.74	3.05	3.92
Administration and Office Expenses	14.41	19.77	43.18
Public Education Programme	47.10	37.71	46.20
General Insurance	3.42	5.67	5.18
Miscellaneous Expenses	0.17	0.03	0.12
Repairs & Maintenance	1.67	4.72	10.88
Depreciation	6.73	7.29	16.98
Impairment	7.09	-	-
Total Expenses	301.41	416.66	681.11
Operating Surplus/(Deficit)	2,247.92	2,856.04	2,464.70

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	2,549.33	2,801.57	3,272.70	3,145.81
2 Current Expenses	(301.41)	(556.31)	(416.66)	(681.11)
3 Current Balance	2,247.92	2,245.26	2,856.04	2,464.70
4 Adjustments	62.41	(109.68)	(159.22)	120.15
Change in Accounts	-	-	-	-
Receivable/Payable	(1.17)	(135.91)	74.60	103.17
Items not requiring outlay of cash:	-	-	-	-
Depreciation	6.73	26.23	7.29	16.98
Other Non-Cash Items	56.85	-	(241.11)	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	2,310.33	2,135.58	2,696.82	2,584.85
6 Capital Account	(11.97)	(657.88)	(51.70)	(145.20)
Revenue	-	-	-	-
Expenditure	(11.97)	(657.88)	(51.70)	(145.20)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	2,298.36	1,477.70	2,645.12	2,439.65
10 FINANCING (10a+11+15)	(2,298.36)	(1,477.70)	(2,645.12)	(2,439.65)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(2,298.36)	(1,477.70)	(2,645.12)	(2,439.65)
16 Banking System	122.71	(11.02)	106.61	35.53
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	122.71	(11.02)	106.61	35.53
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(2,421.07)	(1,466.68)	(2,751.73)	(2,475.18)

\$m

CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Insurance Premium	1,353.41	1,502.29	1,498.34	1,633.19
Interst	1,195.92	1,299.28	1,774.36	1,512.62
TOTAL	2,549.33	2,801.57	3,272.70	3,145.81
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	146.50	290.21	186.00	339.00
- Wages	125.00	266.44	161.00	283.00
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	21.50	23.77	25.00	56.00
Utilities(Electricity, Water & Telephones)	10.90	13.25	12.31	19.35
Repairs & Maintenance	1.67	4.73	4.72	10.88
Audit Fees	1.75	2.76	2.74	2.74
Legal & Professional Fees	24.49	97.11	79.99	109.34
Printing & Stationery	1.74	3.68	3.05	3.92
Insurance	3.42	7.98	5.67	5.18
Other Expenses	1.77	20.08	1.12	1.76
Administration Expenses	44.65	28.79	58.13	97.56
Depreciation	6.73	26.23	7.29	16.98
Public Education	47.10	43.49	37.71	46.20
Staff Training	10.69	18.00	17.93	28.20
TOTAL	301.41	556.31	416.66	681.11
CAPITAL EXPENDITURE				
PROJECTS:				
Furniture & Fixtures	0.45	70.10	4.10	25.30
Machinery & Equipment	0.37	3.00	3.00	15.00
Computer Hardware/Software	1.73	47.00	7.63	20.50
WIP (P. Management Information System)	9.36	37.78	35.54	31.00
Purchase of Office Accommodation	-	500.00	-	46.40
Other Fixed Asset Costs	0.06	-	1.43	7.00
TOTAL	11.97	657.88	51.70	145.20

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Cash at Bank	190.82	84.21	48.68
Investment in Securities	21,650.88	24,732.73	26,933.24
Accounts Receivable	27.64	23.36	47.93
Property, Plant and Equipment	194.64	264.05	392.27
Total Assets	22,063.98	25,104.35	27,422.12
LIABILITIES AND SHAREHOLDER'S EQUITY			
Liabilities			
Accounts Payable	57.76	38.19	11.26
	57.76	38.19	11.26
Shareholder's Equity			
Share Capital	1.00	1.00	1.00
Deposit Insurance Fund	21,027.58	23,883.62	26,348.32
Capital Reserves	101.60	126.60	126.60
Fair Value Reserves	876.04	1,054.94	934.94
	22,006.22	25,066.16	27,410.86
Total Equity and Liabilities	22,063.98	25,104.35	27,422.12

Jamaica Racing Commission

Introduction

The Jamaica Racing Commission (JRC) was established on December 29, 1972, under the Jamaica Racing Commission Act 1972. The mandate of the Commission is to:-

- Regulate and control horseracing and the operation of race courses in the island;
- Grant licenses and permits which may be required by virtue of the provisions of the Act;
- Recommend to the Minister of Finance the method of utilising sums, under the Betting Gaming and Lotteries Commission Act, for assistance to breeders of horses and horse racing generally; and
- Implement or facilitate the creation of any scheme for the development of the horse racing industry.

JRC's primary sources of funding are the Gross Profit Taxes levied on bookmakers and promoter's Levy from Supreme Venture Racing and Entertainment Limited.

Operational and Financial Overview

JRC is expected to achieve its mandate of regulating and controlling the operation of the Caymanas Track Race Course and horseracing through the following activities:-

- Monitoring of race day meetings (82 projected)
- Ensuring that races are cleared within 3 minutes of running (currently 5 minutes)
- Conducting routine testing on the horses to protect the integrity of the sport
- Administering the Lasix Programme to prevent bleeding in horses
- Preserving the welfare of stakeholders in the racing industry

JRC projects a deficit of \$29.53 million (2019/20: surplus \$113.53 million).

The Commission will maintain its staff complement of thirty-two (32).

Income Statement
\$m

	Audited	Estimated	Projected
	2018/19	2019/20	2020/21
Operating Income:			
Gross Profit Tax	133.89	128.96	134.40
Track Licence Fees	-	6.68	7.00
Lasix Administration Revenue	20.04	21.73	24.15
Other	23.12	22.83	25.86
Total Income	177.05	327.20	244.41
Operating Expenses:			
Salaries	70.29	74.47	83.19
Allowances and Benefits	33.08	34.02	52.65
Other Staff Costs	5.16	13.55	19.43
Legal, Professional and Other Consultancy Fees	3.50	6.21	13.52
Utilities & Insurance	6.91	9.40	10.75
Administrative Expenses	31.36	17.23	26.17
Occupational Group Training	12.70	8.90	4.40
Maintenance Expenses	3.83	5.13	8.65
Industry Projects	35.73	29.73	34.61
Lasix Administration Expenses	4.01	6.25	10.75
Industry Insurance	3.04	2.88	3.25
Depreciation	6.57	5.90	6.57
Total Expenses	216.18	213.67	273.94
Net Operating (Loss)/Surplus	(39.13)	113.53	(29.53)
Taxation	-	5.68	-
Net (Deficit)/Surplus	(39.13)	107.85	(29.53)

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	177.05	207.91	180.20	191.41
2 Current Expenses	(216.18)	(250.87)	(213.67)	(273.94)
3 Current Balance	(39.13)	(42.96)	(33.47)	(82.53)
4 Adjustments	39.17	64.70	(97.09)	40.27
Change in Accounts	-	-	-	-
Receivable/Payable	32.65	56.71	(102.99)	33.70
Items not requiring outlay of cash:	-	-	-	-
Depreciation	6.57	6.70	5.90	6.57
Other Non-Cash Items	(0.05)	1.29	-	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	0.04	21.74	(130.56)	(42.26)
6 Capital Account	(6.32)	(21.31)	(1.63)	(14.82)
Revenue	-	-	-	-
Expenditure	(4.09)	(19.40)	(4.24)	(12.91)
Investment	-	-	-	-
Change in Inventory	(2.23)	(1.91)	2.61	(1.91)
7 Transfers from Government	-	-	147.00	53.00
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	147.00	53.00
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(6.28)	0.43	14.81	(4.08)
10 FINANCING (10a+11+15)	6.28	(0.43)	(14.81)	4.08
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	6.28	(0.43)	(14.81)	4.08
16 Banking System	10.11	1.57	12.94	4.08
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	10.11	1.57	12.94	4.08
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(3.83)	(2.00)	(27.75)	-

\$m

CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Gross Profit Tax	133.89	154.80	128.96	134.40
Track Licence Fee	-	4.85	6.68	7.00
Lasix Administration	20.04	23.43	21.73	24.15
Other	23.12	24.83	22.83	25.86
TOTAL	177.05	207.91	180.20	191.41
CURRENT EXPENSES				
Compensation	103.37	120.49	108.49	135.84
A. Directors, Executive & Senior Managers	34.02	120.49	38.51	43.97
- Salaries	18.30	76.23	22.05	25.20
- Pension Fund Contributions	0.94	-	1.46	1.53
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	14.78	44.26	15.00	17.24
B. Supervisory, Clerical & Production	69.35	-	69.98	91.87
- Wages	51.99	-	51.51	57.99
- Pension Fund Contributions	3.43	-	3.47	3.83
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	13.93	-	15.00	30.05
Other Staff Costs	5.16	18.00	13.55	19.43
Statutory Payments	-	-	-	-
Utilities(Electricity, Water & Telephones)	6.91	10.50	9.40	10.75
Repairs & Maintenance	3.83	8.02	5.13	8.65
Occupational Group training	12.70	4.08	8.90	4.40
Legal & Professional Fees	3.50	14.20	6.21	13.52
Other Administrative Expenses	31.36	23.21	17.23	26.17
Industry Projects	35.73	32.58	29.73	34.61
Depreciation	6.57	6.70	5.90	6.57
Lasix Expenses	4.01	9.34	6.25	10.75
Industry Insurance	3.04	3.75	2.88	3.25
TOTAL	216.18	250.87	213.67	273.94
CAPITAL EXPENDITURE				
Computer	-	2.60	-	-
Other Fixed Asset Costs	4.09	16.80	4.24	12.91
TOTAL	4.09	19.40	4.24	12.91

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-current Assets			
Long-term Receivable	4.40	3.25	6.00
Property, Plant & Equipment	201.52	205.76	218.67
Other	74.23	74.23	74.23
	280.15	283.24	298.90
Current Assets:			
Cash and Cash Equivalent	25.27	12.33	8.25
Short term loans/Receivables	5.47	7.92	2.21
Accounts Receivable and Prepayments	9.37	9.00	9.37
Current Portion of L/term Receivable	0.58	1.26	1.26
Inventories	6.70	4.09	6.00
Tax Recoverable	3.17	3.16	3.90
	50.56	37.76	30.99
Total assets	330.71	321.00	329.89
EQUITY & LIABILITES			
Capital and Reserves			
Capital Reserve	192.65	192.65	192.65
Accumulated Surplus/(Deficit)	4.53	112.38	82.85
	197.18	305.03	275.50
Long-term Liabilities			
Other	13.33	-	13.33
	13.33	-	13.33
Current Liabilities			
Accounts Payable and Accruals	92.45	15.97	41.06
Short-term Loan Payables	27.75	-	-
	120.20	15.97	41.06
Total Equity and Liabilities	330.71	321.00	329.89

Public Accountancy Board

Introduction

The Public Accountancy Board (PAB) was established to carry out the functions of the Public Accountancy Act (PAA) of July 6, 1970. The Board is required to promote, in the public interest, acceptable standards of professional conduct among registered public accountants (RPA) in Jamaica, and to perform other functions assigned to the Board in accordance with the provisions of the Act. The Act was amended in February 2004 to strengthen the Board's role in promoting higher standards of public accountancy, and to improve monitoring of the practice and professional conduct of RPAs.

Consequent on Section 91 (1) (g) of the Proceeds of Crime Act (POCA) of November 2013, the PAB is the designated Competent Authority to monitor the work of RPAs engaged in activities as prescribed by the Legislation. These activities relate to the Financial Action Task Force 40 + 9 Recommendations on Anti-Money Laundering and Combating the Financing of Terrorism and the designation of accountants as Designated Non-Financial Business/Professionals.

Operational and Financial Overview

The PAB will continue to pursue activities aimed at improving the monitoring and regulation of the practices of RPA. Specific activities that will be undertaken by the Board include:-

- Registration and issuance of practicing certificates to Public Accountants who have fulfilled the requirements for practice, (2019/20:250 issued).
- Investigation of complaints involving persons found to be in practice that are not registered and therefore not authorised to engage in the practice of accountancy.
- Review of reports on registrants; this could result in disciplinary action as prescribed in the Regulations of the Act.
- Monitoring of compliance by registrants with the requirements of the Proceeds of Crime Act and its Regulations.

PAB forecasts a net surplus of \$2 million (2019/20: estimated \$1.65 million).

Income Statement
\$m

	2018/19	2019/20	2020/21
	Audited	Estimated	Projected
Income			
Fees:			
Practising Certificates	12.26	14.88	15.68
Registrations and Applications	0.11	0.36	0.30
ICAJ Contribution to Monitoring Programme	0.61	0.66	0.66
Interest and miscellaneous income	0.02	0.51	0.36
Total Income	13.00	16.41	17.00
Expenses			
Staff Cost	1.78	1.78	1.78
Auditor's Remuneration	0.40	0.40	0.42
Administrative and Other Expenses	2.32	3.07	3.29
Monitoring of Registered Public Accountants	8.09	8.70	8.70
Depreciation	0.01	0.01	0.01
Travelling	0.80	0.80	0.80
Total Expenses	13.40	14.76	15.00
Net Surplus/(Deficit) before GOJ Subvention	(0.40)	1.65	2.00
GOJ Subvention	-	-	-
Net Income	(0.40)	1.65	2.00

\$m

		Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds					
1	Current Revenue	13.00	16.55	16.41	17.00
2	Current Expenses	(13.40)	(14.90)	(14.76)	(15.00)
3	Current Balance	(0.40)	1.65	1.65	2.00
4	Adjustments	(2.02)	1.47	7.54	0.01
	Change in Accounts Receivable/Payable	-	-	-	-
	Items not requiring outlay of cash:				
	Depreciation	0.01	0.01	0.01	0.01
	Other Non-Cash Items	-	-	-	-
	Prior Year Adjustment	-	-	-	-
5	Operating Balance	(2.41)	3.12	9.19	2.01
6	Capital Account	-	-	-	-
	Revenue	-	-	-	-
	Expenditure	-	-	-	-
	Investment	-	-	-	-
	Change in Inventory	-	-	-	-
7	Transfers from Government	-	-	-	-
	Loans	-	-	-	-
	Equity	-	-	-	-
	On-Lending	-	-	-	-
	Other	-	-	-	-
8	Transfers to Government	-	-	-	-
	Dividend	-	-	-	-
	Loan Repayments	-	-	-	-
	Corporate Taxes	-	-	-	-
	Other	-	-	-	-
9	OVERALL BALANCE (5+6+7+8)	(2.41)	3.12	9.19	2.01
10	FINANCING (10a+11+15)	2.41	(3.12)	(9.19)	(2.01)
10a	Total	-	-	-	-
	Capital Revenue	-	-	-	-
	Loans	-	-	-	-
	Equity	-	-	-	-
	On-Lending	-	-	-	-
	Loan Repayments	-	-	-	-
11	Total Foreign (12+13+14)	-	-	-	-
12	Government Guaranteed Loans	-	-	-	-
	Disbursement	-	-	-	-
	Amortization	-	-	-	-
13	Direct Loans	-	-	-	-
	Long Term:				
	Disbursement	-	-	-	-
	Amortisation	-	-	-	-
	Short Term:	-	-	-	-
	Change in Trade Credits	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-
15	Total Domestic (16+17+18)	2.41	(3.12)	(9.19)	(2.01)
16	Banking System	2.41	(3.12)	(9.19)	(2.01)
	Loans (Change)	-	-	-	-
	Current Accounts/Overdraft (Change)	-	-	-	-
	Deposits (Change)	2.41	(3.12)	(9.19)	(2.01)
17	Non-Banks (Change)	-	-	-	-
18	Other (Change)	-	-	-	-

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Practising Certificates Fees	12.26	14.84	14.88	15.68
Registration and Application Fees	0.11	0.25	0.36	0.30
ICAJ Contribution to Monitoring Programme	0.61	0.80	0.66	0.66
Interest and Miscellaneous income	0.02	0.66	0.51	0.36
TOTAL	13.00	16.55	16.41	17.00
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	1.78	1.78	1.78	1.78
- Wages	1.78	1.60	1.78	1.78
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	0.18	-	-
Utilities(Electricity, Water & Telephones)	-	-	-	-
Auditors' Remuneration	0.40	0.39	0.40	0.42
Secreterial Services	-	0.05	-	-
Training	0.80	0.30	0.80	0.80
Printing and Stationery	-	0.10	-	-
Website Management	-	0.45	-	-
Monitoring of Registered Public Accountants	8.09	8.50	8.70	8.70
Interest/Bank Charges	-	0.03	-	-
Depreciation	0.01	0.01	0.01	0.01
Adminstrative and Other Expenses	2.32	3.29	3.07	3.29
TOTAL	13.40	14.90	14.76	15.00

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-current Assets			
Property, Plant & Equipment	0.02	0.01	0.01
Current Assets			
Accounts Receivable	9.13	1.63	1.63
Cash & Cash Equivalents	3.79	12.97	14.98
Total Assets	12.94	14.61	16.62
RESERVES & LIABILITIES			
Reserves			
Accumulated Fund	10.34	11.99	13.99
Current Liabilities			
Payables and Accruals	2.60	2.62	2.63
Total Reserves & Liabilities	12.94	14.61	16.62

Students' Loan Bureau

Introduction

The Students' Loan Bureau (SLB) was incorporated as a statutory body under the Students' Loan Fund Act (SLFA) in 1971. The Act stipulates that the functions of the Bureau include:-

- a. The provision of loans or grants, in its absolute discretion, to approved students.
- b. Administration of the Students' Revolving Loan Fund (SRLF) which was established under the SLFA.

Operational and Financial Overview

The SLB will continue to provide financing to eligible students to undertake tertiary education. The operations of the SLB will remain supported through the provision of Special Education Tax and Grant-in-Aid in order to ensure that the Bureau remains viable. The subsidy from Government as well as repayments on loans should facilitate loan disbursements for tuition loans of \$4,724.71 million (2019/20: \$4,390.06 million).

SLB will continue several initiatives in order to achieve/maintain operational efficiency, viability and enhanced public perception and awareness. The main activities slated are:

- Providing funds (\$4,724.71 million) to 13,325 eligible applicants for the three (3) loan types, namely Targeted, Pay-As –You-Study and Post Graduate loans that finance undergraduate and postgraduate studies. The estimated number of students to be provided with loans or grants during the 2019/20 academic year is 13,000 at a cost of \$4,390.06 million.
- Partnering with tertiary institutions and having various public education and outreach programmes to sensitise potential SLB beneficiaries and encourage enrolment in the tertiary programmes. SLB will strengthen the marketing function in order to continue building public awareness and create innovative payment incentives.
- Partnering with tertiary institutions and reaching out to the general public regarding its various products and services. These will continue to be executed through a public education campaign which includes visits to institutions inclusive of high schools, tertiary institutions, social development/community organisations (Social Development Commissions, Service Clubs, etc.) and several public fora to encourage enrolment in the tertiary programmes.
- Implementing the Enterprise Management Information System (EMIS). A successful bidder emerged from the procurement process and the estimated project completion date is November 2020. The acquisition of the EMIS will improve SLB's loan monitoring and management; fully integrate the Bureau's multiple information technology systems in order to fulfil its mandate. Expanding the number of funded programmes to include online and short courses and professional certification. SLB will fund 100% of all new approved/accredited programmes by the Ministry of Education, Youth and Information and the University Council of Jamaica.
- Improving the collection process aimed at reducing delinquency via direct debit for loan repayment, online payment portal, incentivising early payment, increasing communication to customers and access to loan information. SLB will continue to forge partnerships between the public and private sector as well as utilize debt collectors to assist in reducing delinquency.

SLB forecasts a net surplus on operations of \$1,007 million (2019/20: \$624 million).

The Bureau has projected a staff complement of 118 employees (2019/20: 115).

Income Statement
\$m

	Unaudited	Estimated	Projected
	2018/19	2019/20	2020/21
Revenue			
Application Forms and Processing Fees	68.00	69.00	66.00
Bad Debt Recovery	337.00	354.00	357.00
Grant-In-Aid	147.00	150.00	150.00
Loan Interest & Penalty	2,644.00	2,766.00	2,892.00
Interest on Investment	168.00	177.00	161.00
Miscellaneous Income	31.00	30.00	15.00
Total Revenue	3,395.00	3,546.00	3,641.00
Expenses:			
Salaries & Wages	217.00	249.00	314.00
Other Staff Costs	41.00	51.00	71.00
Professional Fees	19.00	25.00	39.00
Rent, Premises & Utilities	58.00	69.00	85.00
Depreciation	27.00	14.00	20.00
Office Expense	38.00	43.00	62.00
Grant-In-Aid	147.00	150.00	150.00
Finance Cost	261.00	666.00	282.00
Bad Debt Expenses	1,181.00	1,638.00	1,590.00
Advertising & Promotion	5.00	17.00	21.00
Total Expenses	1,994.00	2,922.00	2,634.00
Surplus/(Deficit) before Taxation	1,401.00	624.00	1,007.00

	\$m			
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	3,247.07	3,806.00	3,396.00	3,491.00
2 Current Expenses	(1,845.52)	(2,614.00)	(2,772.00)	(2,484.00)
3 Current Balance	1,401.55	1,192.00	624.00	1,007.00
4 Adjustments	1,176.75	119.12	1,218.80	774.80
Change in Accounts	-	-	-	-
Receivable/Payable	(18.45)	(1,632.22)	(419.08)	(822.92)
Items not requiring outlay of cash:	-	-	-	-
Depreciation	27.23	127.00	14.00	19.50
Other Non-Cash Items	1,167.97	1,624.34	1,623.88	1,578.22
Prior Year Adjustment	-	-	-	-
5 Operating Balance	2,578.30	1,311.12	1,842.80	1,781.80
6 Capital Account	(2.50)	(520.96)	(105.10)	(500.24)
Revenue	-	-	-	-
Expenditure	(2.50)	(520.96)	(105.10)	(500.24)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	2,976.79	3,050.28	3,013.31	3,049.47
Loans	-	-	-	-
Equity	2,826.79	2,827.82	2,827.00	2,827.00
On-Lending	-	-	-	-
Other	150.00	222.46	186.31	222.47
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	5,552.59	3,840.44	4,751.01	4,331.03
10 FINANCING (10a+11+15)	(5,552.59)	(3,840.44)	(4,751.01)	(4,331.03)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	(598.26)	(595.55)	(2,264.77)	(478.31)
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	(598.26)	(595.55)	(2,264.77)	(478.31)
Long Term:	(598.26)	(595.55)	(2,264.77)	(478.31)
Disbursement	-	-	-	-
Amortisation	(598.26)	(595.55)	(2,264.77)	(478.31)
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(4,954.33)	(3,244.89)	(2,486.24)	(3,852.72)
16 Banking System	(1,636.16)	38.07	555.34	(1,263.61)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	(1,636.16)	-	-	-
Deposits (Change)	-	38.07	555.34	(1,263.61)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(3,318.17)	(3,282.96)	(3,041.58)	(2,589.11)

	\$m			
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Application & Processing Fess	68.00	48.00	69.00	66.00
Loan Interst & Penalty	2,644.00	3,291.00	2,766.00	2,892.00
Interst on Investments	168.00	136.00	177.00	161.00
Miscellaneous Income	30.07	13.00	30.00	15.00
Bad Debt Recovery	337.00	318.00	354.00	357.00
TOTAL	3,247.07	3,806.00	3,396.00	3,491.00
CURRENT EXPENSES				
Compensation	258.00	327.00	300.00	385.00
A. Directors, Executive & Senior Managers	258.00	327.00	300.00	385.00
- Salaries	217.00	262.00	249.00	314.00
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	41.00	65.00	51.00	71.00
B. Supervisory, Clerical & Production	-	-	-	-
- Wages	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Public Awareness	5.00	19.00	17.00	21.00
Other	58.00	69.00	69.00	85.00
Finance Costs	261.00	352.00	666.00	282.00
Depreciation	27.00	127.00	14.00	20.00
Bad Debt	1,181.00	1,636.00	1,638.00	1,590.50
Professional fees	19.00	15.00	25.00	39.00
Other Administrative Expenses	36.52	69.00	43.00	61.50
TOTAL	1,845.52	2,614.00	2,772.00	2,484.00
CAPITAL EXPENDITURE				
Furniture and Office equipment	2.50	-	-	-
Refurbish Office Building	-	93.75	-	-
Information Technology System	-	378.99	11.15	469.39
Other Fixed Assets and Capital Costs	-	48.22	93.95	30.85
TOTAL	2.50	520.96	105.10	500.24

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Cash and Cash Equivalents	6,763.07	6,207.74	7,471.35
Insurance and Fund Investment	1,362.74	1,653.51	1,811.18
Loans, Accrued Interest and Fee Receivables	24,173.02	25,979.15	27,690.49
Other Receivables	33.07	80.29	80.29
Due from Government of Jamaica	648.99	984.16	911.70
Property and Equipment	100.84	181.50	660.23
Total Assets	33,081.73	35,086.35	38,625.24
LIABILITIES AND ACCUMULATED FUNDS			
Other Payables and Accrued Charges	143.88	355.05	580.58
Long Term Loans	5,394.07	3,427.10	2,948.79
Insurance Fund	1,329.06	1,638.48	1,796.15
Total Liabilities	6,867.01	5,420.63	5,325.52
Net Assets	26,214.72	29,665.72	33,299.72
Financed by:			
Government Contributions	15,012.67	17,839.67	20,466.67
Accumulated Surplus	11,202.05	11,826.05	12,833.05
Total	26,214.72	29,665.72	33,299.72

National Health Fund

Introduction

The National Health Fund (NHF) was established under the National Health Fund Act of December 11, 2003 with a mandate to reduce the burden of healthcare in Jamaica. Its operations commenced on April 1, 2004. On March 8, 2011, the NHF Act was amended to facilitate the transfer of assets and liabilities of the Health Corporation Limited (HCL) to the NHF. Consequently, on April 1, 2011, the NHF assumed responsibility for the procurement, warehousing and distribution of pharmaceuticals and medical sundries and the retail pharmacy operations of Drug Serv. On April 1, 2018 the NHF assumed responsibility for all 105 public pharmacies.

Operational and Financial Overview

The NHF will continue to pursue its mandate of reducing the burden of healthcare in Jamaica through the following initiatives:-

- Individual benefits - NHF and Jamaica Drug for the Elderly Programme (JADEP) cards will continue to be issued to individuals to provide drug subsidy to treat prescribed chronic illnesses. NHF forecasts that 535,297 (2019/20: 503,293) and 328,986 (2019/20: 314,967) individuals should be registered with benefits expected to be \$5,729.77 million (2019/20: \$5,057.83 million) and \$500 million (2019/20: \$329.02 million) under the NHF and the JADEP individual benefit programme respectively in the 2020/21 financial year.
- Institutional benefits – funding to support health-related projects for the Ministry of Health through the Institutional Benefit Programme. During the 2020/21 financial year, \$1,691.62 million (2019/20:\$2,000 million) is forecast to be expended for the health promotion and health support programmes to cover a range of health prevention and promotional activities as well as infrastructure development and improvement in support of the Government’s national health fund policy.
- Patient screening – 110,000 screenings will be conducted to be enhanced by the fully operational mobile clinic.
- Quick Prescript Application and Quick Prescript Kiosks - the Quick Prescript Application introduced in 2018 to reduce the waiting time for patients to access medication via the public pharmacies will be continued. The Quick Prescript Application allows patients to initiate the processing of the prescription via smart phones. Individuals are alerted when medications are ready and may be collected upon presentation of the original prescription. This service is also provided through Quick Prescript Kiosks that are made available in selected pharmacies.

The Fund projects a surplus of \$588.97 million (2019/20 estimate: \$1,365.78 million).

NHF projects a staff complement of 697 (2019/20: 692).

Income Statement \$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
20% Tobacco Tax(formerly 23% Excise)	1,165.23	1,231.05	1,231.05
5% of Special Consumption Tax	3,118.29	3,256.43	3,388.52
Payroll Tax - National Insurance Scheme	4,447.60	4,760.92	4,665.23
Total Revenue	8,731.12	9,248.40	9,284.80
Sales:			
Pharmaceutical supplies & Services MOH	1,333.31	1,074.85	1,372.92
Pharmaceutical supplies & Services other Govt.	98.60	104.18	133.60
Sales-Drug Serv. Programme	3,760.34	4,955.49	5,921.50
Total Sales	5,192.25	6,134.52	7,428.02
Less:			
Cost of Goods Sold			
Inventory	5,167.47	6,096.43	7,267.28
Packaging & Distribution	44.75	63.62	104.87
Spoilage	36.73	23.65	47.01
Total Cost of Goods Sold	5,248.95	6,183.70	7,419.16
Other Income			
Prescription Fees-Drug Serv	-	1.12	0.12
Management Fees 5% MOH	350.25	433.65	503.26
Expense Recovery -MOH	2,429.17	2,661.47	2,857.23
Others (Chase, TEF)	48.96	(69.98)	-
Investment Income	524.29	467.79	577.54
	3,352.67	3,494.05	3,938.15
Gross Profit	12,027.09	12,693.27	13,231.81
Expenditure			
Benefit Costs:			
NHF Card	4,626.63	5,057.83	5,729.77
JADEP Drug Benefit	244.47	329.02	500.00
Institutional Benefits	1,724.08	2,000.00	2,000.00
Operating Costs:			
Individual Benefits Enrolment & Distribution	5.64	3.47	2.92
Transaction Processing Cost	221.08	192.82	279.25
Administrative Costs:			
Health and Customer Survey	-	4.62	7.61
Public Information Costs	160.20	160.58	247.39
Salaries & Related Costs	2,133.56	2,480.68	2,649.10
Staff Training & Welfare	40.52	39.49	60.56
Board Expenses	3.95	3.06	3.00
Bad debt	379.99	-	-
Depreciation	154.76	152.10	159.86
Rental - Property	81.49	115.67	120.91
Dispensing fees	22.95	30.71	84.67
Other administrative costs	764.31	757.44	797.80
Total Expenses (excludes Cost of Goods Sold)	10,563.63	11,327.49	12,642.84
Surplus/(Deficit) for the Year	1,463.46	1,365.78	588.97

\$m

		Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds					
1	Current Revenue	17,276.04	19,280.18	18,876.97	20,650.97
2	Current Expenses	(14,088.50)	(16,099.67)	(15,511.18)	(20,062.00)
3	Current Balance	3,187.54	3,180.51	3,365.79	588.97
4	Adjustments	1,444.83	216.30	(1,531.64)	908.40
	Change in Accounts	-	-	-	-
	Receivable/Payable	2,552.12	87.41	(1,683.74)	748.54
	Items not requiring outlay of cash:	-	-	-	-
	Depreciation	154.76	128.89	152.10	159.86
	Other Non-Cash Items	379.99	-	-	-
	Prior Year Adjustment	(1,642.04)	-	-	-
5	Operating Balance	4,632.37	3,396.81	1,834.15	1,497.37
6	Capital Account	(37.53)	(608.87)	(647.91)	(674.84)
	Revenue	-	-	-	-
	Expenditure	(317.50)	(663.48)	(492.47)	(793.35)
	Investment	-	-	-	-
	Change in Inventory	279.97	54.61	(155.44)	118.51
7	Transfers from Government	-	-	-	-
	Loans	-	-	-	-
	Equity	-	-	-	-
	On-Lending	-	-	-	-
	Other	-	-	-	-
8	Transfers to Government	(2,307.68)	(2,000.00)	(2,000.00)	-
	Dividend	-	-	-	-
	Loan Repayments	-	-	-	-
	Corporate Taxes	-	-	-	-
	Other	(2,307.68)	(2,000.00)	(2,000.00)	-
9	OVERALL BALANCE (5+6+7+8)	2,287.16	787.94	(813.76)	822.53
10	FINANCING (10a+11+15)	(2,287.16)	(787.94)	813.76	(822.53)
10a	Total	-	-	-	-
	Capital Revenue	-	-	-	-
	Loans	-	-	-	-
	Equity	-	-	-	-
	On-Lending	-	-	-	-
	Loan Repayments	-	-	-	-
11	Total Foreign (12+13+14)	-	-	-	-
12	Government Guaranteed Loans	-	-	-	-
	Disbursement	-	-	-	-
	Amortization	-	-	-	-
13	Direct Loans	-	-	-	-
	Long Term:	-	-	-	-
	Disbursement	-	-	-	-
	Amortisation	-	-	-	-
	Short Term:	-	-	-	-
	Change in Trade Credits	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-
15	Total Domestic (16+17+18)	(2,287.16)	(787.94)	813.76	(822.53)
16	Banking System	(1,649.08)	258.32	1,818.07	(584.82)
	Loans (Change)	-	-	-	-
	Current Accounts/Overdraft (Change)	-	-	-	-
	Deposits (Change)	(1,649.08)	258.32	1,818.07	(584.82)
17	Non-Banks (Change)	-	-	-	-
18	Other (Change)	(638.08)	(1,046.26)	(1,004.31)	(237.71)

\$m

CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Sales -Others	3,760.34	1,164.82	1,179.03	1,506.52
Sales - Pharmacies	1,431.91	5,188.71	4,955.49	5,921.50
20% Tobacco Tax (formerly 23% Excise)	1,165.23	1,232.48	1,231.05	1,231.05
5% SCT	3,118.29	3,222.04	3,256.43	3,388.52
Payroll Deduction (NIF)	4,447.60	4,760.91	4,760.92	4,665.23
Investment Income	524.29	585.49	467.79	577.54
Prescription Fees-Drug Serv	-	1.02	1.12	0.12
Other Income- Grant	48.96	1.20	(69.98)	-
Management fees 5% MOH	350.25	435.94	433.65	503.26
Reimbursable Expenses MOH	2,429.17	2,687.57	2,661.47	2,857.23
TOTAL	17,276.04	19,280.18	18,876.97	20,650.97
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	99.61	166.98	99.76	166.98
- Salaries	99.61	166.98	99.76	166.98
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	2,033.95	2,501.74	2,380.92	2,482.12
- Wages	2,033.95	2,501.74	2,380.92	2,482.12
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Benefit Cost	5,097.82	5,862.55	5,583.14	8,511.94
Institutional Benefit	-	-	-	2,000.00
NHFCard Drug Benefit	4,626.63	5,273.49	5,057.83	5,729.77
JADEP Drug Benefit	244.47	431.54	329.02	500.00
Individual Enrolment & Dist	5.64	2.04	3.47	2.92
Transaction Processing	221.08	155.48	192.82	279.25
Other Staff Costs	-	-	-	-
Cost of Goods Sold	5,248.95	6,207.12	6,183.70	7,419.16
Health and Customer Survey	-	3.00	4.62	7.61
Public Information	160.20	200.00	160.58	247.39
Communication	-	117.64	96.86	100.96
Stationery & Office Supplies	87.61	72.45	75.86	79.05
Board Expenses	3.95	4.72	3.06	3.00
Pharmacy upgrade	-	22.00	-	-
Rental Property	81.49	142.52	115.67	120.91
Other	371.32	344.92	335.81	381.25
Repairs and maintenace Furniture & Equipmen	149.88	24.25	32.06	13.62
Bank and Finance Charges	12.84	13.59	14.08	13.36
Utilities	48.34	48.54	55.97	63.64
Bad debt Provision	379.99	-	-	-
Depreciation	154.76	128.89	152.10	159.86
Dispensing fees	22.95	38.40	30.71	84.67
Software maintenance	14.09	74.94	74.94	73.00
Security	80.23	68.57	71.85	72.92
Staff Training & Welfare	40.52	56.85	39.49	60.56
TOTAL	14,088.50	16,099.67	15,511.18	20,062.00
CAPITAL EXPENDITURE				
PROJECTS:				
Purchase of property	-	-	-	500.00
Computer Hardware	19.51	99.99	99.99	114.94
Computer Software	6.21	101.31	101.31	73.51
Office Furniture	53.02	60.20	60.20	16.69
Motor Vehicle	11.39	31.50	31.50	-
Equipment	76.29	90.03	90.03	13.21
Forklift	-	8.93	8.93	-
Renovation of warehouse	17.84	90.00	8.50	75.00
Other	133.24	181.52	92.01	-
TOTAL	317.50	663.48	492.47	793.35

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Current Assets			
Inventory	1,713.65	1,869.08	1,750.58
Account Receivable	2.08	1,122.90	1,199.24
Other Receivable	1,465.56	4,158.85	3,747.88
Investment Securities/Repos	10,195.54	11,109.32	11,332.78
Bank Deposits	2,398.39	580.32	1,165.14
Withholding Tax	0.27	0.27	0.27
	15,775.49	18,840.74	19,195.89
Current Liabilities			
Trade Payables	323.94	1,713.78	1,636.59
Other Payables	2,179.06	2,912.41	3,095.15
Taxation	155.25	165.51	165.50
Institutional Benefits	1,235.38	1,232.30	1,540.69
	3,893.63	6,024.00	6,437.93
Net Current Assets	11,881.86	12,816.74	12,757.96
Trust Fund Investments	328.89	419.42	433.68
Long - Term Receivable	-	-	-
Property Plant & Equipment	618.58	958.95	1,592.44
Net Assets	12,829.33	14,195.11	14,784.08
Financed by:			
Capital Reserve	2.70	2.70	2.70
Retained Earnings (General Fund)	384.46	1,422.69	1,186.44
Trust Fund	10,195.54	11,109.32	11,332.78
Institutional Benefit Fund	2,246.63	1,660.40	2,262.16
Total Equity and Liabilities	12,829.33	14,195.11	14,784.08

Bureau of Standards Jamaica

Introduction

The Bureau of Standards Jamaica (BSJ) was established in 1969 under the Standards Act. In addition to operating under the Standards Act, the BSJ has ultimate responsibility for the Weights and Measures Act and the Processed Foods Act. However, the regulatory functions of the Bureau have been delegated to the National Compliance and Regulatory Authority (NCRA). The NCRA is operationally separate from the BSJ and legal separation continues; this will facilitate compliance with regional and international requirements.

Currently, the BSJ tests, analyses and certifies a variety of raw materials, components, and finished products on behalf of consumers, manufacturers, importers and exporters. The entity also provides services in the areas of quality control, calibration, metrology, training and technical information. The Bureau is also a contact point for a number of international organizations in matters pertaining to trade and standards.

Operational and Financial Overview

Over the next four years the BSJ will focus on ensuring the international competitiveness of Jamaican products, and facilitating business development and trade; thus aiding Jamaica's economic growth.

In keeping with this effort, during 2020/21 the Bureau will:-

- Target Micro, Small and Medium Enterprises (MSMEs) in the priority sectors of manufacturing and agriculture/agribusiness, as well as emerging industries of medical cannabis, hemp and bamboo. The activities will include:
 - Assessment of their need for standards; design, development and delivery of relevant standards; and the provision of training and conformity assessments at discounted rates. Approximately 213 MSMEs should benefit from these activities (2019/20:127);
 - Continued provision of support for the Enterprise Development for Export Growth Programme (Export Max III). The Programme is done in collaboration with Jamaica Promotions Limited and is aimed at providing capacity building and market penetration support to exporters and export ready enterprises.
- Increase the number of standards developed (from 64 to 67) for products and services including buildings and associated materials; cannabis; medical facilities and transportable gas.

The entity projected a surplus of \$58.11 million (2019/20: \$36.79 million).

BSJ has projected a staff complement of 182 (2019/20: 174).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Revenue:			
Standards Compliance Fees	928.98	989.81	1,039.30
Operational Fees	199.46	247.51	329.73
Investment income	1.20	0.94	0.94
Other Income	30.36	44.44	44.44
Gross Income	1,159.99	1,282.70	1,414.41
Expenses:			
Compensation (Salaries/Wages/Allowances)	577.05	614.08	688.99
Group and Health Insurance	19.17	24.94	26.69
Pension Fund Contributions	28.24	42.03	44.97
Staff Lunch	34.89	42.64	42.64
Travelling and Subsistence	105.17	131.99	145.19
Utilities	74.61	78.23	82.92
Board Expenses/Directors' Fees	4.33	4.12	4.33
Audit and Accounting Fees	3.24	3.23	3.39
Repairs & Maintenance	33.08	23.77	24.96
Grants, Contributions and Membership	23.40	33.97	35.67
Professional Fees	27.71	28.70	30.13
Depreciation	63.26	75.24	76.75
Security	13.81	13.72	14.41
Other Expenses	149.97	129.26	135.28
Total Expenses	1,157.92	1,245.92	1,356.31
Surplus	2.08	36.79	58.11

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	1,159.99	1,285.42	1,282.70	1,414.41
2 Current Expenses	(1,157.92)	(1,251.60)	(1,245.92)	(1,356.31)
3 Current Balance	2.08	33.82	36.79	58.11
4 Adjustments	372.60	91.01	97.06	80.41
Change in Accounts	-	-	-	-
Receivable/Payable	265.06	36.01	16.08	2.81
Items not requiring outlay of cash:	-	-	-	-
Depreciation	63.26	82.74	75.24	76.75
Other Non-Cash Items	44.27	(27.74)	5.74	0.85
Prior Year Adjustment	-	-	-	-
5 Operating Balance	374.67	124.83	133.84	138.52
6 Capital Account	(377.75)	(60.58)	(157.43)	(89.80)
Revenue	-	-	-	-
Expenditure	(376.46)	(60.98)	(156.99)	(91.22)
Investment	-	-	-	-
Change in Inventory	(1.29)	0.39	(0.44)	1.42
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other-World Bank Project	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(3.08)	64.25	(23.59)	48.72
10 FINANCING (10a+11+15)	3.08	(64.25)	23.59	(48.72)
10a Total	0.20	-	-	-
Capital Revenue	0.20	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	2.88	(64.25)	23.59	(48.72)
16 Banking System	2.36	(64.25)	23.59	(48.72)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	2.36	(64.25)	23.59	(48.72)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	0.52	-	-	-

	\$m			
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Standards Compliance fee	928.98	1,024.81	989.81	1,039.30
Operational Fee	199.46	215.22	247.51	329.73
Other Income	1.20	-	0.94	0.94
Other Income	30.36	45.38	44.44	44.44
TOTAL	1,159.99	1,285.42	1,282.70	1,414.41
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	605.28	643.07	656.10	733.96
- Wages	577.05	600.68	614.08	688.99
- Pension Fund Contributions	28.24	42.39	42.03	44.97
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Utilities(Electricity, Water & Telephones)	74.61	81.23	78.23	82.92
Group and Health Insurance	19.17	25.23	24.94	26.69
Staff Lunch	34.89	43.14	42.64	42.64
Travel and Subsistence	105.17	121.49	131.99	145.19
Board Expenses/Directors' Fees	4.33	4.12	4.12	4.33
Grants, Contributions & Membership	23.40	32.36	33.97	35.67
Other Expenses	149.97	148.80	129.26	135.28
Audit Fees	3.24	3.23	3.23	3.39
Depreciation	63.26	82.74	75.24	76.75
Profession Fees	27.71	28.69	28.70	30.13
Repairs and Maintenance	33.08	23.77	23.77	24.96
Security	13.81	13.72	13.72	14.41
TOTAL	1,157.92	1,251.60	1,245.92	1,356.31
CAPITAL EXPENDITURE				
Buildings	-	11.40	-	6.00
Motor Vehicles	-	9.00	-	-
Plant & Equipment	373.43	38.38	156.99	80.14
Furniture & Fittings	3.03	2.20	-	5.09
TOTAL	376.46	60.98	156.99	91.22

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	1,400.35	1,482.10	1,496.57
Investment Property	70.80	70.80	61.10
Employee Benefits Asset (Pension)	1,178.24	1,178.24	1,143.13
	2,649.39	2,731.14	2,700.80
Current Assets			
Inventories	4.41	4.85	3.43
Trade & Other Receivables	163.63	161.30	121.77
Income Tax Recoverable	34.78	38.26	42.08
Cash and Cash Equivalents	74.61	51.02	99.74
	277.43	255.43	267.02
Total Assets	2,926.82	2,986.56	2,967.82
EQUITY AND LIABILITIES			
Equity			
Capital Reserve	734.04	734.04	707.67
Special Fund	70.95	70.95	70.95
Revenue Reserve	1,117.81	1,154.59	1,212.70
	1,922.79	1,959.58	1,991.32
Liabilities			
Non-Current Liabilities			
Deferred Income - Donation	335.12	335.12	372.40
Employee Benefits Liability	432.37	432.37	432.37
	767.49	767.49	804.77
Current Liabilities			
Provision	45.41	49.95	43.83
Deferred Income- Non Current - Donation	46.72	51.39	6.47
Trade and other payables	144.41	158.15	121.44
Trade and other payables	236.53	259.49	171.73
Total Equity and Liabilities	2,926.82	2,986.56	2,967.82

Coconut Industry Board

Introduction

The Coconut Industry Board (CIB) was established under the Coconut Industry Control Act, 1945. The Board consists of nine (9) members, four (4) of whom are appointed by the Minister of Industry, Commerce, Agriculture and Fisheries (MICAFA), and five (5) elected from among registered coconut growers.

The CIB promotes the interest of the Jamaican Coconut Industry and its stakeholders, by encouraging and facilitating the efficient production of coconuts, providing ongoing research support and developing marketing opportunities, locally and globally in order to develop a profitable and sustainable industry. The functions of the CIB are also to:

- Assist growers in the marketing of crops
- Advise growers on agricultural problems and provide technical assistance
- Manage the Coconut Windstorm Insurance Fund
- Develop coconut varieties and hybrid that are resistant to disease and possess commercial characteristics.

The CIB's financial year covers the period *January 1 to December 31*.

Operational and Financial Overview

The CIB's Research Department will continue to produce high-yield and disease resistant coconut palm varieties through the use of molecular techniques and tissue culture. This is in response to the numerous operational and environmental challenges, inclusive of diseases and pests infestation of the trees and nuts; unpredictable weather and natural disasters; increased price inputs, and praedial larceny that the industry continues to experience.

The CIB will also seek to increase the number of seedlings in its nurseries to escalate the population of coconut palms and seed coconuts. Accordingly the CIB will seek to:

- Complete the acquisition of a 1,000-acre property to establish a new seed garden, nursery and farm that will facilitate the construction of coconut water and coconut oil factories.
- Establish a new seed garden to adequately supply Jamaican farmers, entrepreneurs and investors to achieve the goal of planting 146,000 acres of coconuts over the next ten (10) years.
- Set 400,000 coconut seeds with an anticipated germination rate of 50%, producing 220,000 seedlings.
- Plant at least twenty (20) acres of coconut trees from approximately 4,000 seedlings.

The CIB has projected an operating deficit of \$279.06 million (2019: deficit \$100.17 million).

CIB projects a staff complement of 66 (2019: 55).

Income Statement
\$m

	Audited	Estimated	Projected
	2018	2019	2020
Income:			
Coconut Shop Sales	154.45	156.58	164.95
Exports Sales	22.88	2.45	5.00
Finance Income	27.07	21.43	28.58
Miscellaneous	2.09	5.74	3.21
Foreign Exchange Gain	18.42	61.44	7.82
Total Income	224.91	247.64	209.56
Expenses:			
Administration	7.49	11.85	30.09
Salaries and other staff costs	94.41	79.36	105.47
Maintenance of Bldgs. & Equipment	7.73	6.82	8.44
Security Expenses	-	0.16	1.09
Motor Vehicle expenses	12.21	10.69	12.81
Export seeds expenses	7.18	0.90	2.00
Planting Programmes and other Farm-Related Expenses	45.35	50.97	114.24
Research & Development	2.67	3.02	11.96
Subsidy - Seedlings/Windstorm Insurance	0.46	0.18	0.68
Coconut Shop Expenses	155.46	144.75	155.66
Audit, Legal and Consultancy Fees	7.26	4.94	4.04
Bank Charges	0.14	0.10	0.30
Depreciation	12.53	12.87	20.64
Movement in post employment benefit obligations	21.20	21.20	21.20
Total Expenses	374.09	347.81	488.62
Operating Deficit	(149.18)	(100.17)	(279.06)
Re-measurement of retirement benefit	40.30	40.30	40.30
Gain on dilution of shares in Associated Company	241.15	-	-
Share of Profits of Associate Company	327.44	157.89	157.89
Fair value adjustments	20.47	20.55	-
Net Surplus/Deficit	480.18	118.57	(80.87)

\$m				
	Audited 2017	Original 2018	Estimated 2018	Projected 2019
Statement 'A' Flow of Funds				
1 Current Revenue	224.91	193.62	247.64	209.56
2 Current Expenses	(374.09)	(440.03)	(347.81)	(488.62)
3 Current Balance	(149.18)	(246.41)	(100.17)	(279.06)
4 Adjustments	47.17	106.76	399.44	24.11
Change in Accounts	-	-	-	-
Receivable/Payable	(54.93)	(2.21)	386.82	(31.66)
Items not requiring outlay of cash:	-	-	-	-
Depreciation	12.53	21.29	12.87	20.64
Other Non-Cash Items	89.57	87.68	(0.25)	35.13
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(102.01)	(139.65)	299.27	(254.95)
6 Capital Account	(23.58)	(317.61)	(22.73)	(294.63)
Revenue	-	-	-	-
Expenditure	(15.29)	(311.92)	(18.99)	(290.47)
Investment	-	-	-	-
Change in Inventory	(8.29)	(5.69)	(3.74)	(4.16)
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(125.59)	(457.26)	276.54	(549.58)
10 FINANCING (10a+11+15)	125.59	457.26	(276.54)	549.58
10a Total	81.81	118.85	130.74	130.74
Capital Revenue	81.81	118.85	130.74	130.74
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	43.78	338.41	(407.28)	418.84
16 Banking System	53.78	169.58	(374.58)	445.99
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	53.78	169.58	(374.58)	445.99
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(10.00)	168.83	(32.70)	(27.15)

\$m

	Audited 2017	Original 2018	Estimated 2018	Projected 2019
CURRENT REVENUE				
Coconut Shop Sales	154.45	154.29	156.58	164.95
Fees from Import Permits	-	-	-	-
Cess on Coconut Products	-	-	-	-
Export Sales	22.88	24.57	2.45	5.00
Miscellaneous	2.09	3.00	5.74	3.21
Finance Income	27.07	11.76	21.43	28.58
Foreign Exchange Gain	18.42	-	61.44	7.82
TOTAL	224.91	193.62	247.64	209.56
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	94.41	86.43	79.36	105.47
- Wages	94.41	86.43	79.36	105.47
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Administration	7.49	25.51	12.01	31.18
Repairs & Maintenance	7.73	8.23	6.82	8.44
Motor Vehicle expenses	12.21	16.59	10.69	12.81
Export Seeds expenditure	7.18	11.01	0.90	2.00
Planting Programmes & Other farm related expenses	45.35	101.75	50.97	114.24
Research & Development	2.67	2.21	3.02	11.96
Subsidy - Seedlings/Windstorm Insurance	0.46	0.68	0.18	0.68
Coconut shop expenses	155.46	149.75	144.75	155.66
Bank charges	0.14	0.17	0.10	0.30
Depreciation	12.53	21.29	12.87	20.64
Exchange Loss	-	-	-	-
Movement in post employment benefit obligations	21.20	-	21.20	21.20
Audit, Legal & consultancy fees	7.26	16.41	4.94	4.04
TOTAL	374.09	440.03	347.81	488.62
CAPITAL EXPENDITURE				
PROJECTS:	-	-	-	-
Motor Vehicles	10.61	29.16	18.51	19.10
Montpelier	-	-	-	-
Furniture & equipment	4.29	30.66	-	23.16
Computer Hardware & Software	-	-	0.48	2.71
Agro Park Lease	-	-	-	-
Purchase of Property for Farm Development St. Mary	-	165.00	-	177.00
Other	0.39	87.10	-	68.50
TOTAL	15.29	311.92	18.99	290.47
CAPITAL REVENUE				
CAPITAL REVENUE	81.81	118.85	130.74	130.74
TOTAL	81.81	118.85	130.74	130.74

Balance Sheet
\$m

	Audited 2018	Estimated 2019	Projected 2020
Non Current Assets			
Fixed Assets	61.46	67.58	337.41
Investment in Associated Company	3,285.05	3,332.78	3,359.93
Investments	15.03	-	-
Deferred Expenditure	8.89	18.64	82.35
	3,370.43	3,419.00	3,779.69
Current Assets			
Loans Receivables	363.72	0.00	0.00
Inventories	5.91	7.81	9.68
Biological Assets	18.68	20.52	22.81
Receivables	133.98	138.11	126.33
Coconut Windstorm Insurance Fund	-	-	-
Short-term Investments	757.39	1,142.97	700.42
Cash and Deposits	30.42	19.42	15.98
	1,310.10	1,328.83	875.22
Total Assets	4,680.53	4,747.83	4,654.91
Liabilities and Accumulated Fund			
Liabilities			
Payables	12.22	18.55	38.82
Coconut Windstorm Insurance Fund	45.79	76.44	76.44
Retirement Benefit Obligation	95.00	95.00	95.00
	153.01	189.99	210.26
Accumulated Fund			
Capital Fund	298.51	163.97	179.61
Capital Surplus	517.17	537.73	537.73
Capital Fund Reserve	-	-	-
Fair Value Reserve	8.88	-	-
Coconut Replanting Fund	205.21	221.35	189.49
Staff Contingency Fund	37.56	56.03	39.93
Share Profit of Associates	-	-	-
General Reserve	3,460.19	3,578.76	3,497.89
	4,527.52	4,557.84	4,444.65
Total Liabilities and Accumulated Fund	4,680.53	4,747.83	4,654.91

Jamaica Agricultural Commodities Regulatory Authority

Introduction

The Jamaica Agricultural Commodities Regulatory Authority (JACRA) was established pursuant to the JACRA Act, 2017. JACRA was established for the development, regulation, promotion and standardization of the agricultural commodities industry; and for connected matters.

The Regulatory Authority came into operation on January 1, 2018 and the main functions are to:

- Regulate the named agricultural commodities, including coffee, cocoa, coconut and spices. However, regulation of the coconut industry is limited to the issuing of permits.
- Facilitate stakeholders in the sustainable development of the regulated agricultural commodities.
- Promote the quality and integrity of regulated agricultural commodities (RACs).

Operational and Financial Overview

JACRA will seek to provide diverse programmes and services to the agricultural industry. These will consist of technological research, quality assurance, laboratory services; licensing of dealers and processors; trademark registration and monitoring; farm and farmer registration; and protection of RACs. Accordingly, JACRA plans to, *inter alia*:

- Inspect works facilities and provide training in the use of chemicals, and soil and leaf sampling techniques;
- Issue new licences and sign joint project agreements to facilitate and encourage origin tours with potential investors. This area is expected to increase diversification and to explore new markets;
- Conduct research on multi-location trials; beauveria development/fungicides/ insecticides; and early warning system for the monitoring of coffee leaf rust;
- Implement a farmer registration programme for the RACs which will involve photo identification registration and maintenance of a database with the named commodity farmers;
- Facilitate commodity farmers meetings and educational tours throughout various regions.

JACRA has projected net surplus of \$37.45 million (2019/20: \$18.49 million).

The Regulatory Authority's staff complement is projected at 63 (2019/20: 60).

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
INCOME			
Cess	282.81	291.14	318.94
Licence Fees	26.05	26.70	29.47
Shipping Charges and Other Income	66.16	85.68	99.35
Total Income	375.02	403.52	447.76
EXPENSES			
Salary & Staff Costs	123.93	145.58	155.55
Travelling and Subsistence	46.08	53.36	56.80
Staff Training, Welfare & Canteen Expenses	10.67	8.18	8.99
Direct Export Costs/Freight & Wharfage	6.92	7.27	7.58
Public Utility Services	17.93	18.85	19.64
Advisory Services	2.23	9.36	9.99
Repairs & Maintenance Mach. Eqp. & Bldg.	9.41	9.89	10.30
Repairs & Maintenance M/V	0.96	1.01	1.05
Legal Fees	0.69	5.00	7.50
Advertising & Public Relations	4.66	7.68	8.00
Professional Fees	3.50	3.67	3.83
General Insurance	9.86	10.72	11.42
Subscription	5.07	5.33	5.56
Audit Fees	2.15	2.26	3.85
Depreciation	6.52	9.38	11.50
Overseas Travel	2.11	2.22	2.32
Commodities Development Expenses	-	45.93	46.59
General and Office Expenses	12.65	13.29	13.85
Other Expenses	22.32	26.05	25.99
Total Expenses	287.66	385.03	410.31
Finance Costs	-	-	-
Operating Surplus/(Deficit)	87.36	18.49	37.45
GOJ Subvention	178.62	-	-
Operating Surplus/(Deficit)	265.98	18.49	37.45

\$m

	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	375.02	382.17	403.52	447.76
2 Current Expenses	(287.66)	(375.62)	(385.03)	(410.31)
3 Current Balance	87.36	6.55	18.49	37.45
4 Adjustments	(221.35)	9.97	4.92	8.28
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:	(227.87)	(1.44)	(4.46)	(3.22)
Depreciation	-	-	-	-
Other Non-Cash Items	6.52	11.41	9.38	11.50
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(133.99)	16.52	23.41	45.73
6 Capital Account	(13.66)	(20.00)	(10.71)	(25.40)
Revenue	-	-	-	-
Expenditure	(13.66)	(20.00)	(10.71)	(25.40)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	178.62	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	178.62	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	30.97	(3.48)	12.70	20.33
10 FINANCING (10a+11+15)	(30.97)	3.48	(12.70)	(20.33)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(30.97)	3.48	(12.70)	(20.33)
16 Banking System	(30.81)	3.48	(12.70)	(20.33)
Loans (Change)	-	-	-	-
Current Accounts Overdraft (Change)	-	-	-	-
Deposits (Change)	(30.81)	3.48	(12.70)	(20.33)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(0.16)	-	-	-

\$m

CURRENT REVENUE	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Cess - Coffee	71.95	90.38	93.15	105.96
Cess - Coffee Imports	154.84	128.80	136.75	146.60
Cess - Spices	14.65	16.64	17.68	20.29
Cess - Coconut	25.80	20.92	25.74	26.65
Cess - Cocoa	15.57	16.84	17.82	19.44
License Fees - Coffee	24.00	25.82	26.10	28.22
License Fees - Spices	0.55	0.56	0.34	0.60
License Fees - Cocoa	1.51	0.64	0.26	0.65
Shipping Chrgs & Other Income - Coffee	60.67	79.33	83.46	96.29
Shipping Chrgs & Other Income - Cocoa	5.48	2.24	2.22	3.06
TOTAL	375.02	382.17	403.52	447.76
CURRENT EXPENSES				
Compensation	123.93	146.73	145.58	155.55
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	123.93	146.73	145.58	155.55
- Wages	106.69	127.59	126.61	135.87
- Pension Fund Contributions	6.27	4.88	4.84	5.27
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	10.97	14.26	14.13	14.41
Travelling & Subsistence	46.08	53.36	53.36	56.80
Direct Export Costs	6.92	7.99	7.27	7.58
Utilities(Electricity, Water & Telephones)	17.93	19.01	18.85	19.64
Advertising & Public Relations	4.66	4.30	7.68	8.00
Repairs & Maintenance	10.37	10.54	10.90	11.35
Subscription	5.07	4.46	5.33	5.56
Research and Development	-	42.68	45.93	46.59
Professional Fees	3.50	3.31	3.67	3.83
Insurance	9.86	10.04	10.72	11.42
Audit Fees	2.15	3.31	2.26	3.85
Other	45.64	41.37	47.52	48.83
Overseas Travel	2.11	2.75	2.22	2.32
Depreciation	6.52	11.41	9.38	11.50
Legal Fees & Brand Protection	0.69	5.00	5.00	7.50
Advisory Services	2.23	9.36	9.36	9.99
TOTAL	287.66	375.62	385.03	410.31
CAPITAL EXPENDITURE				
PROJECTS:				
Tools, Equipment and Warehouse Improvements	-	-	-	14.50
Furniture & Equipment	0.55	12.50	1.26	2.25
Land-Leasehold	3.35	5.25	1.20	1.55
Computer Related Items and Software	4.38	2.25	1.50	1.10
TOTAL	13.66	20.00	10.71	25.40

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-current assets			
Property, Plant & Equipment	56.37	97.70	111.60
Current Assets			
Accounts Receivable	141.74	96.13	99.35
Other Receivables & Prepayments	29.45	29.45	29.45
Cash & Cash Equivalents	131.06	141.83	162.16
Deposits	5.74	7.67	7.67
Inventory	1.66	1.66	1.66
	309.65	276.74	300.29
Total Assets	366.02	374.44	411.89
EQUITY & LIABILITIES			
Reserves			
Capital Reserves	-	40.00	40.00
Retained Earnings	(165.19)	100.79	119.28
Current Year Surplus (Deficit)	265.98	18.49	37.45
	100.79	159.28	196.73
Current Liabilities			
Accounts Payable	18.05	8.48	8.48
Other Current Liabilities and Accruals	247.18	206.68	206.68
	265.23	215.16	215.16
Total Equity & Liabilities	366.02	374.44	411.89

Jamaica National Agency for Accreditation

Introduction

Jamaica National Agency for Accreditation (JANAAC) was established in March 2007 under the Companies Act as a company limited by guarantee without share capital. The members are the Accountant General and the Permanent Secretary of its portfolio Ministry. JANAAC is a signatory to Mutual Recognition Arrangements (MRAs), with the Inter-American Accreditation Cooperation (IAAC) and the International Laboratory Accreditation Cooperation (ILAC). These arrangements legitimise JANAAC in undertaking its functions of providing:

1. Accreditation services to conformity assessment bodies namely;
 - a. Public and Private sector Laboratories
 - b. Inspection bodies
 - c. Certification bodies
2. Technical training for quality assurance professionals and laboratory personnel: and
3. Technical information on accreditation of conformity assessment bodies to all stakeholders, as appropriate.

JANAAC is funded from fees charged for its services and an allocation of 10% of the Standards Compliance Fee collected by the Jamaica Customs Agency.

Financial and Operational Overview

JANAAC will continue its marketing programme to increase its local and regional clientele, thereby increasing revenue from accreditation and training. Accordingly, the Entity plans to:

- Expand its inspection body accreditation services, having received approval on January 27, 2020 from ILAC for international recognition.
- Develop and implement its programme for the accreditation of certification bodies; none has yet been certified as focus was being placed on expansion of the services to laboratories and inspection bodies.
- Offer accreditation incentives such as discount on pre-assessments.
- Forge partnerships with tertiary institutions to provide training in the application of the International Standard for Accreditation.

Consequent to the above JANAAC expects to offer its services to seven (7) new clients and train three hundred (300) (2019/20: 261) persons.

JANAAC projects a net surplus of \$14.52 million (2019/20: \$28.00 million).

JANAAC projects a staff complement of 26 (2019/20:19).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
<i>Income:</i>			
Standards Compliance Fee	103.22	105.77	111.81
Accreditation Services	14.34	18.71	27.31
Training	3.34	8.17	11.95
Other	3.45	4.15	7.41
<i>Total Income</i>	<i>124.35</i>	<i>136.79</i>	<i>158.47</i>
<i>Expenses:</i>			
Staff Costs	52.55	60.21	76.31
Staff Welfare	5.79	8.73	13.32
Travel and Subsistence	3.33	6.42	6.79
Utilities	3.78	4.49	4.69
Conference & Training	1.35	2.55	6.31
Advertising & Marketing	10.03	4.60	6.14
Professional Fees	8.45	3.17	7.16
Audit Fees	0.40	0.94	0.88
Repairs & Maintenance	4.20	2.61	3.01
Irrevocable G.C.T.	3.98	2.65	2.79
Subscription and Affiliation	0.79	1.37	1.37
Board Member Fees	1.07	0.62	0.65
Depreciation	3.71	3.88	6.19
Security	1.17	1.26	1.33
Other expenses	4.28	5.29	7.00
<i>Total Expenses</i>	<i>104.90</i>	<i>108.80</i>	<i>143.95</i>
<i>Net Profit</i>	<i>19.45</i>	<i>28.00</i>	<i>14.52</i>

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	124.35	142.58	136.79	158.47
2 Current Expenses	(104.90)	(121.75)	(108.80)	(143.95)
3 Current Balance	19.45	20.82	28.00	14.52
4 Adjustments	10.96	3.96	(2.39)	6.19
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:				
Depreciation	3.71	3.96	3.88	6.19
Other Non-Cash Items	1.57	-	(0.43)	0.67
Prior Year Adjustment	-	-	-	-
5 Operating Balance	30.41	24.78	25.61	20.71
6 Capital Account	(2.20)	(53.01)	(1.54)	(118.24)
Revenue	-	-	-	-
Expenditure	(2.20)	(53.01)	(1.54)	(118.24)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(0.68)	(0.78)	(0.97)	(1.40)
Dividend	(0.68)	(0.78)	(0.97)	(1.40)
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	27.53	(29.01)	23.09	(98.93)
10 FINANCING (10a+11+15)	(27.53)	29.01	(23.09)	98.93
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(27.53)	29.01	(23.09)	98.93
16 Banking System	(27.54)	29.01	286.91	(1.07)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(27.54)	29.01	286.91	(1.07)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	0.00	-	(310.00)	100.00

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Standards Compliance Fee	103.22	107.83	105.77	111.81
Accreditaion Service	14.34	17.59	18.71	27.31
Training	3.34	9.10	8.17	11.95
Other	3.45	8.06	4.15	7.41
TOTAL	124.35	142.58	136.79	158.47
CURRENT EXPENSES				
Compensation	52.55	69.55	60.21	76.31
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	52.55	69.55	60.21	76.31
- Wages	41.25	58.23	50.21	61.24
- Pension Fund Contributions	0.35	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	10.96	11.32	10.00	15.07
Travel and Subsistence	3.33	5.99	6.42	6.79
Utilities	3.78	4.89	4.49	4.69
Conference & Training	1.35	3.06	2.55	6.31
Advertising & promotions	10.03	6.40	4.60	6.14
Professional Fees	8.45	3.98	3.17	7.16
Audit Fees	0.40	0.80	0.94	0.88
Rental & Maintenance	4.20	0.79	2.61	3.01
Irrevocable G.C.T.	3.98	3.50	2.65	2.79
Membership Fee	0.79	1.03	1.37	1.37
Board Member Fees	1.07	0.58	0.62	0.65
Depreciation	3.71	3.96	3.88	6.19
Staff Welfare	5.79	-	8.73	13.32
Security	1.17	-	1.26	1.33
Other expenses	4.28	17.23	5.29	7.00
TOTAL	104.90	121.75	108.80	143.95
CAPITAL EXPENDITURE				
Computers	-	-	-	3.19
Small Equipment & Appliances	-	-	-	8.78
Furniture & Fixtures	2.20	-	1.54	5.82
Computer Software - Intangibles	-	-	-	0.45
Building - Renovation	-	53.01	-	100.00
TOTAL	2.20	53.01	1.54	118.24

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-current Assets			
Fixed Assets	77.45	75.34	187.40
Intangible Assets	1.14	0.91	0.91
Investments	-	310.00	210.00
	78.59	386.25	398.31
Current Assets			
Trade and other Receivables	14.85	13.35	13.35
Cash & cash equivalents	319.31	32.41	33.47
	334.16	45.76	46.82
Total Assets	412.76	432.01	445.13
EQUITY & LIABILITIES			
Capital and reserves			
Capital Reserves	68.56	68.56	68.56
Accumulated Surplus	331.28	359.27	372.39
Distribution to GOJ	-	(1.40)	(0.73)
	399.84	426.43	440.22
Current Liability			
Trade and other payables	12.92	5.58	4.91
Total Equity and Liability	412.76	432.01	445.13

Micro Investment Development Agency Limited

Introduction

The Micro Investment Development Agency Limited (MIDA) was established in 1991 under the Companies Act of Jamaica with the objective of providing a focused approach to the development of Jamaica's micro enterprise sector through the provision of wholesale loan financing. The Agency seeks to achieve this objective by making low cost funds available through a pool of approved private and public micro-lending institutions who on-lend these funds to businesses in the micro, small and medium sized enterprises (MSME).

Operational and Financial Highlights

The rationalization of MIDA's operations to facilitate an overall improvement in the efficiency and effectiveness of the Government's financing interventions in the MSME sector will remain a priority during the budget year. In light of the rationalization programme, MIDA discontinued the issuance of new loans effective April 1, 2019. Accordingly, MIDA's operations for the budget year will be limited to the management of existing loan portfolio. Notwithstanding, it is anticipated that funds previously on-lent to micro financing organizations will be disbursed to the service and distribution sectors during the budget year, benefiting approximately 158 entrepreneurs.

MIDA projects a deficit of \$5.96 million (2019/20 estimate: surplus of \$0.56 million)

MIDA will maintain a staff complement of three (3) for 2020/21.

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Loan Interest Income	1.11	1.04	0.80
Management Fees	9.75	9.13	2.97
Miscellaneous Income	0.00	0.00	0.00
Bad Debt Recovery	0.32	0.50	0.28
Other Income	3.42	0.36	0.32
Total Income	14.60	11.03	4.37
Expenses:			
Salaries & Wages	8.04	7.33	6.90
Other Staff Costs	1.40	0.49	1.35
Bank Charges	0.08	0.05	0.06
Utilities	0.79	0.20	0.20
Professional and Audit Fees	0.89	1.02	0.83
Stationery and Office Supplies	0.16	0.09	0.12
Depreciation	0.07	0.07	0.06
Advertising and Promotion	0.06	0.09	0.09
Directors' Fees	0.12	0.22	0.33
Travelling and entertainment	0.09	0.10	0.06
Other	1.38	0.81	0.33
Total Expenses	13.08	10.47	10.33
Net Surplus/(Deficit)	1.52	0.56	(5.96)

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	14.60	12.89	11.03	4.37
2 Current Expenses	(13.08)	(11.06)	(10.47)	(10.33)
3 Current Balance	1.52	1.83	0.56	(5.96)
4 Adjustments	1.39	(2.76)	0.64	(6.67)
Change in Accounts	-	-	-	-
Receivable/Payable	1.33	(2.82)	0.57	(6.73)
Items not requiring outlay of cash:	-	-	-	-
Depreciation	0.06	0.06	0.07	0.06
Other Non-Cash Items	-	-	-	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	2.91	(0.93)	1.20	(12.63)
6 Capital Account	(0.14)	-	-	-
Revenue	-	-	-	-
Expenditure	(0.14)	-	-	-
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	2.76	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	2.76	-	-	-
8 Transfers to Government	(0.06)	-	(0.27)	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	(0.06)	-	(0.27)	-
9 OVERALL BALANCE (5+6+7+8)	5.47	(0.93)	0.93	(12.63)
10 FINANCING (10a+11+15)	(5.47)	0.93	(0.93)	12.63
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(5.47)	0.93	(0.93)	12.63
16 Banking System	(1.84)	(1.15)	(0.13)	1.00
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(1.84)	(1.15)	(0.13)	1.00
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(3.63)	2.08	(0.80)	11.63

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Loan Interest Income	1.11	0.15	1.04	0.80
Management Fees	9.75	10.75	9.13	2.97
Miscellaneous Income	-	-	-	-
Bad Debt Recovery	0.32	0.55	0.50	0.28
Investment Income	3.42	1.44	0.36	0.32
Other Income	-	-	-	-
TOTAL	14.60	12.89	11.03	4.37
CURRENT EXPENSES				
Compensation	9.44	8.30	7.82	8.25
A. Directors, Executive & Senior Managers	9.10	8.05	7.66	8.07
- Salaries	7.75	6.87	7.19	6.74
- Pension Fund Contributions	0.13	0.14	0.14	0.15
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	1.22	1.04	0.33	1.18
B. Supervisory, Clerical & Production	0.34	0.25	0.16	0.18
- Wages	0.29	0.22	0.14	0.16
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	0.05	0.03	0.02	0.02
Utilities(Electricity, Water & Telephones)	0.79	0.24	0.20	0.20
Advertising and Promotion	0.06	-	0.09	0.09
Bad debt	0.58	-	0.62	-
Stationary and Office Supplies	0.16	0.19	0.09	0.12
Bank Charges	0.08	0.10	0.05	0.06
Depreciation	0.06	0.06	0.07	0.06
Professional and Audit Fees	0.89	1.12	1.02	0.83
Directors Fees	0.12	0.44	0.22	0.33
Other	0.90	0.61	0.29	0.39
TOTAL	13.08	11.06	10.47	10.33
CAPITAL EXPENDITURE				
Purchase of equipment	0.14	-	-	-
TOTAL	0.14	-	-	-

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Current Assets			
Cash and Short-Term Deposits	2.37	2.50	1.50
Securities Purchased Under Resale Agreements	3.63	8.70	3.85
Other Receivables	4.26	4.84	7.21
Current Portion of Loans Receivable	11.05	6.78	-
	21.31	22.82	12.56
Current Liabilities			
Accounts Payable and Accrued Charges	9.51	10.66	6.30
	9.51	10.66	6.30
Net Current Assets	11.80	12.16	6.26
Fixed Assets			
Fixed Assets	0.28	0.21	0.15
Loans Receivable	-	-	-
Portfolio Managed Funds (as per contra)	458.87	431.48	368.22
	470.95	443.85	374.63
Shareholders' Equity			
Share Capital (\$1,000)	0.00	0.00	0.00
Grants	240.88	240.61	240.61
Accumulated Deficit	(238.80)	(238.24)	(244.20)
Total Equity	2.08	2.37	(3.59)
Long-Term Liability	10.00	10.00	10.00
Portfolio Managed Funds (as per contra)	458.87	431.48	368.22
Total Equity and Liability	470.95	443.85	374.63

National Export-Import Bank of Jamaica Limited

Introduction

The National Export-Import Bank of Jamaica Limited (Ex-Im Bank) was incorporated as a limited liability company on February 26, 1986 and commenced operations on May 1, 1986. The Bank is a trade finance institution with 100% shareholdings held by the Government of Jamaica.

Ex-Im is engaged in activities aimed at supporting sustainable economic growth and development in Jamaica and supplies an extensive range of financial products to productive enterprises in the local and export sectors. Ex-Im Bank provides short term financing to the non-traditional export sector to cover pre-shipment costs and post-shipment receivables and also assists other productive enterprises in the area of import substitution. The Bank also administers trade credit facilities made available under foreign lines of credit and medium term financing facilities through specific loan programmes to enhance competitiveness within the Productive Sector.

Operational and Financial Overview

Ex-Im continues to pursue activities aimed at facilitating the growth and development of micro, small and medium enterprises involved in the manufacturing, agro-processing, mining, the service industry, information, communication and technology and the creative industries. Ex-Im Bank projects loan utilization of \$9,355 million supported by increased marketing activities, brand building and market analysis. The main activities for the 2020/21 financial year include:-

- Facilitating improved export performance and growth in loan utilization by increasing lending to exporters and linkages to support growth and development in these sectors;
- Promoting the expansion of the tourism linages via the small and medium tourism enterprises loan facility to create more opportunities for local entrepreneurs to respond to market needs in the tourism and hospitality sector;
- Improving service delivery and process flow through expanded use of technology with results obtained from core banking system reports and loan application.

Ex-Im Bank forecasts a net deficit on operations of \$267.78 million (2019/20: deficit \$113.21 million).

Ex-Im Bank projects a staff complement of 62 (2019/20: 58).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Revenue:			
Interest and Charges on Lines of Credit/Facilities	306.29	192.36	289.45
Interest on Notes Discounted	310.00	286.36	338.54
Exchange (Loss)/Gain	(96.32)	-	-
Interest on Deposits	20.62	11.59	43.71
Other Income	205.41	96.53	41.14
Total Revenue	746.00	586.84	712.84
Expenses			
Salaries and Allowances	265.18	282.42	312.31
Advertising & Promotion	17.25	19.87	35.16
Depreciation	10.61	17.90	40.18
Staff Training	2.26	2.66	4.25
Utilities	15.00	16.51	15.74
Administrative Expenses	226.67	230.61	293.36
Bad Debt Provision/Credit Loss	(59.32)	27.99	37.47
Loan Interest (Petrocaribe)	103.20	87.57	76.03
Loan Interest (Other)	38.19	14.52	31.12
Total Expenses	619.04	700.05	845.62
Profit before Taxation/(Loss)	126.96	(113.21)	(132.78)
Taxation	(3.97)	-	-
Profit/(Loss) for the Year	122.99	(113.21)	(132.78)

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	746.00	891.76	586.84	712.84
2 Current Expenses	(619.02)	(824.62)	(700.05)	(845.62)
3 Current Balance	126.98	67.14	(113.21)	(132.78)
4 Adjustments	(285.03)	21.90	221.43	196.78
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:				
Depreciation	10.61	24.07	17.90	40.18
Other Non-Cash Items	96.32	-	-	-
Prior Year Adjustment	(263.00)	-	-	-
5 Operating Balance	(158.05)	89.04	108.22	64.00
6 Capital Account	(15.13)	(60.38)	(82.59)	(24.38)
Revenue	-	-	-	-
Expenditure	(15.13)	(60.38)	(82.59)	(24.38)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	(6.34)	-	(2.19)
Dividend	-	(6.34)	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	(2.19)
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(173.18)	22.32	25.63	37.43
10 FINANCING (10a+11+15)	173.18	(22.32)	(25.63)	(37.43)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	(344.49)	(888.38)	(688.93)	984.53
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	(344.49)	(888.38)	(688.93)	984.53
Long Term:				
Disbursement	(344.49)	(1,146.77)	(352.99)	984.53
Amortisation	350.00	-	-	1,014.00
Change in Trade Credits	(694.49)	(1,146.77)	(352.99)	(29.47)
Short Term:	-	-	-	-
14 Change in Deposits Abroad	-	258.39	(335.94)	-
15 Total Domestic (16+17+18)	517.67	866.06	663.30	(1,021.96)
16 Banking System	773.33	(164.30)	19.30	124.19
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	773.33	(164.30)	19.30	124.19
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(255.66)	1,030.36	644.00	(1,146.15)

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Interest and charges on Lines of Credit	306.29	388.17	192.36	289.45
Interest on Notes Discounted	310.00	333.83	286.36	338.54
Exchange Gain	(96.32)	-	-	-
Interest on Deposits	20.62	17.83	11.59	43.71
Other Income	205.41	151.93	96.53	41.14
TOTAL	746.00	891.76	586.84	712.84
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	71.60	251.64	58.37	56.57
- Salaries	71.60	251.64	58.37	56.57
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	193.58	53.47	224.05	255.74
- Wages	193.58	53.47	224.05	255.74
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
Utilities(Electricity, Water & Telephones)	15.10	16.78	16.51	15.74
Advertisement and Promotion	17.25	21.38	19.87	35.16
Staff training	2.26	5.24	2.66	4.25
Loan Interest (Other)	38.19	119.93	14.52	31.12
Administrative Expenses	226.55	248.51	230.61	293.36
Depreciation	10.61	24.07	17.90	40.18
Bad Debt	(59.32)	15.60	27.99	37.47
TOTAL	619.02	824.62	700.05	845.62
CAPITAL EXPENDITURE				
Vehicles	11.16	6.17	-	-
Furniture	0.75	3.59	0.44	1.60
Office equipment	0.31	-	0.31	-
Computer Hardware/Software	2.13	50.62	81.84	22.78
Lease Hold Improvement	0.78	-	-	-
Other	-	-	-	-
TOTAL	15.13	60.38	82.59	24.38

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Cash and Short-Term Deposits	797.51	778.21	654.02
Income Tax Recoverable	130.55	132.42	132.42
Notes and Other Receivables	1,170.44	301.52	179.65
Notes Discounted	2,176.64	1,770.19	2,003.38
Demand and Non-Accrual Loans	803.89	1,267.75	1,267.75
Medium-Term Receivables	1,999.49	2,049.22	2,930.50
Investments	404.01	521.79	525.29
Long Term Receivables	22.91	19.67	19.67
Deferred tax assets	47.26	47.26	47.26
Pension Asset	117.47	117.47	117.47
Property, Plant and Equipment/Fixed Assets	57.50	122.18	106.39
Investment Property	235.00	-	-
Total Assets	7,962.67	7,127.68	7,983.80
LIABILITIES AND SHAREHOLDER'S EQUITY			
Liabilities			
Accounts Payable	83.20	56.69	62.69
Short-Term Loans and Lines of Credit	335.94	-	-
Long-Term Liability	3,384.29	3,024.96	4,007.30
Post Retirement Benefit Obligation	198.83	198.83	198.83
	4,002.26	3,280.48	4,268.82
Shareholder's Equity			
Share Capital	2,066.82	2,066.82	2,066.82
Capital Reserve	352.63	352.63	352.63
Reserve Fund	227.10	227.10	227.10
Reserve for Trade Credit Insurance	7.80	7.80	7.80
Investment Revaluation Reserve	148.12	148.12	148.12
Property Revaluation	55.80	55.80	55.80
Revenue Reserve	1,102.14	988.93	856.71
	3,960.41	3,847.20	3,714.98
Total Equity and Liabilities	7,962.67	7,127.68	7,983.80

Sugar Company of Jamaica Holdings Limited

Introduction

The SCJ Holdings Limited (SCJH) was given responsibility in July 2009 to complete the divestment of the sugar assets of the Government of Jamaica (GOJ). An agreement dated August 15, 2011 finalized the divestment of all six government sugar businesses. Having completed the divestment of the sugar companies, the SCJH is now responsible for post divestment obligations which involve fulfilling the contractual obligations of the GOJ as set out in various sales and purchase agreements. Other major responsibilities include the management of lands located in several sugar-dependent communities, relocation of displaced sugar workers, data archiving, social welfare services, and the monitoring of new investors in the implementation of the business plans.

Operational and Financial Overview

In fulfillment of its mandate to manage and complete divestment of sugar lands, the SCJH plans to continue and embark on a number of strategic initiatives. These plans are also expected to alleviate financial challenges and contribute towards assurance of sustainability as the company achieves its objectives. Consequently, the SCJH plans to:

- Complete development of and implement an Electronic Land Management System. The system is expected to provide real-time and accurate information on landholdings, the method by which they have been utilized or divested, the status of the occupants on the lands and information on land availability. The electronic system, which should result in a more efficient management of lease agreements, will also facilitate online applications for leases and provide a portal for applicants to obtain updates on their respective applications.
- Continue and improve on the community regularization programme and housing development for the benefit of displaced sugar workers and their dependents. Thirty (30) communities have been identified and five are targeted for regularization in Phase I; namely:
 1. Lionel Town in Clarendon, on 20 acres
 2. Clifton in St. Catherine, - 35 acres
 3. Blackheath, Hertford & Morass Lane in Westmoreland - 261 acres
 4. Carey Park in Trelawny - 75 acres
 5. Hampden Lands in Trelawny - 75 acres

The process has started in Clifton and the Blackheath, Hertford Morass Lane communities. Additionally, via joint venture agreements with private developers, and the National Housing Trust, several housing solutions will be made available for purchase at below market value.

- Administer land availability to support the GOJ's broad policy in respect of programmes such as New Industries (Cannabis and Hemp, Bamboo) and special demographics initiatives including Youth in Agriculture.

- Continue sale of lands in the Greater Bernard Lodge Development Master Plan (GBLMP) area through public advertising. The GBLMP seeks to ensure a systematic, sustainable and orderly development of the lands in the Bernard Lodge area.

The SCJH projects net surplus of \$79.38 million (2019/20: \$242.92 million).

A staff complement of 60 will be retained.

Income Statement \$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Income:			
Agriculture Lease	107.82	92.39	105.65
Non-Agriculture Lease	41.45	43.54	67.50
Gain on Sale of Land	246.59	202.14	389.47
Joint Agreement	-	244.29	-
Other Income	21.02	2.67	0.32
Total Income	416.88	585.03	562.94
Expenses			
Salaries Wages & Staff Costs	155.66	182.04	227.07
Total Administrative Expenses	56.43	77.64	87.74
Total Post Divestment Expenses	108.11	15.09	99.95
Other	25.98	31.09	23.81
Depreciation	6.76	7.43	3.50
Interest Cost	68.55	28.82	41.49
Total Expenses	421.49	342.11	483.56
Net Profit/(Loss)	(4.61)	242.92	79.38

\$m				
Statement 'A' Flow of Funds	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	416.88	679.20	585.03	562.94
2 Current Expenses	(421.49)	(423.29)	(342.11)	(483.56)
3 Current Balance	(4.61)	255.91	242.92	79.38
4 Adjustments	299.04	(208.60)	(112.51)	(102.48)
Change in Accounts Receivable/Payable	530.76	(230.49)	(13.91)	(208.96)
Items not requiring outlay of cash:				
Depreciation	6.76	3.52	7.43	3.50
Other Non-Cash Items	(238.48)	18.37	(106.03)	102.98
Write off- Future Crop Costs	0.00	0.00	0.00	0.00
5 Operating Balance	294.43	47.31	130.41	(23.10)
6 Capital Account	(36.51)	(21.11)	0.00	(32.12)
Revenue	0.00	0.00	0.00	0.00
Expenditure	(36.51)	(21.11)	0.00	(32.12)
Investment	0.00	0.00	0.00	0.00
Change in Inventory	0.00	0.00	0.00	0.00
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
9 OVERALL BALANCE (5+6+7+8)	257.92	26.20	130.41	(55.22)
10 FINANCING (11+15)	(257.92)	(26.20)	(130.41)	55.22
10a Total	0.00	98.15	0.00	0.00
Capital Revenue	0.00	98.15	0.00	0.00
Loans	0.00	0.00	0.00	0.00
Equity	0.00	0.00	0.00	0.00
On-Lending	0.00	0.00	0.00	0.00
Loan Repayments	0.00	0.00	0.00	0.00
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(257.92)	(124.35)	(130.41)	55.22
16 Banking System	(33.89)	(87.69)	12.50	108.69
Loans (Change)	0.00	0.00	0.00	0.00
Overdraft (Change)	0.00	0.00	0.00	0.00
Deposits (Change)	(33.89)	(87.69)	12.50	108.69
17 Non-Banks (Change)	0.00	0.00	0.00	0.00
18 Other (Change)	(224.03)	(36.66)	(142.91)	(53.47)

	\$m			
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Agriculture Lease	107.82	102.66	92.39	105.65
Non-Agriculture Lease	41.45	10.92	43.54	67.50
Gain on Sale of Land	246.59	550.73	202.14	389.47
Joint Agreement	0.00	0.00	244.29	0.00
Grant Income	0.00	0.91	0.00	0.00
Other Income	21.02	13.98	2.67	0.32
TOTAL	416.88	679.20	585.03	562.94
CURRENT EXPENSES				
Compensation	155.66	171.98	182.04	227.07
A. Directors, Executive & Senior Managers	0.00	0.00	0.00	0.00
- Salaries	0.00	0.00	0.00	0.00
- Pension Fund Contributions				
- Housing Allowance				
- Utility Allowance				
- All Others				
B. Supervisory, Clerical & Production	155.66	171.98	182.04	227.07
- Wages	139.91	159.54	165.07	193.08
- Pension Fund Contributions	0.00	0.00	0.00	0.00
- Housing Allowance	0.00	0.00	0.00	0.00
- Utility Allowance	0.00	0.00	0.00	0.00
- All Others	15.75	12.44	16.97	33.99
Director's Fees and Related Expenses	2.28	6.52	2.86	3.81
Utilities	11.31	7.30	18.01	9.27
Travelling & Motor Vehicle	24.27	26.25	32.75	47.82
Professional Fees	6.57	9.68	11.33	10.06
Security expenses	12.00	7.08	12.69	16.78
Depreciation	6.76	3.52	7.43	3.50
Post Divestment Expenses	108.11	150.68	15.09	99.95
Interest Charges	68.55	0.04	28.82	41.49
Community Outreach	11.74	0.35	4.47	0.35
Other Expenses	14.24	39.89	26.62	23.46
TOTAL	421.49	423.29	342.11	483.56
CAPITAL EXPENDITURE				
Fixed Assets	36.51	21.11	0.00	32.12
TOTAL	36.51	21.11	0.00	32.12

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Fixed Assets			
Fixed Assets	60,310.99	60,222.61	60,148.25
	60,310.99	60,222.61	60,148.25
Current Assets			
Cash and Bank	568.13	555.63	446.94
Receivables	144.27	327.92	444.10
	712.40	883.55	891.04
Total Assets	61,023.39	61,106.16	61,039.29
Current Liabilities			
DBJ Loan	73.40	-	-
Advances	700.28	631.75	714.51
Other Current liabilities	50.71	220.45	127.67
	824.39	852.20	842.18
Long Term Liability			
Long Term Liability - MOFPS	1,302.56	1,301.58	1,165.35
Total Liabilities	2,126.95	2,153.78	2,007.53
Net Assets	58,896.44	58,952.38	59,031.76
Financed By/(Represented By):			
Capital Reserves	60,475.15	60,288.17	60,288.17
Accumulated Surplus/(Deficit)	(1,578.71)	(1,335.79)	(1,256.41)
	58,896.44	58,952.38	59,031.76

Sugar Industry Authority

Introduction

The Sugar Industry Authority (SIA) was incorporated under the Sugar Industry Control Act of 1937 and commenced operation in December 1937. The Authority's main activity comprises industry regulation, arbitration, research and the provision of technical assistance in the sugar industry. SIA's mandate incorporates the following:

- a) Providing advice on general policy with respect to the operations and development of the sugar industry;
- b) Undertaking research in relation to the industry through its department, the Sugar Industry Research Institute¹;
- c) Managing Jamaica's sugar quota under preferential agreements;
- d) Marketing sugar and molasses for local consumption and export through its agent the Jamaica Cane Product Sales Limited.

The SIA's financial year spans November 1 to October 31.

Operational and Financial Overview

The Authority will pursue the following initiatives during 2019/20:

- Create databases to track unlicensed importation of brown sugar. This action is expected to alleviate threats to the local industry from illicit imports into the Island in containers loaded, ostensibly, with duty-free refined sugar
- Increase the integrity of cane testing facilities via direct SIA control, in order to improve quality of the products in the market
- Intensify research operations as it relates to sugar cane diversity and production of bio-control agents
- Conduct public education programmes for stakeholders on interpretation and critical elements of the Act
- Redesign core processes and implement improvement measures, following which policies and procedures manual will be developed to achieve an overall improvement in the regulatory functions

The SIA is projecting to breakeven for 2019/20 (2018/19: \$67.35 million)

The staff complement of the SIA is projected at 37 (2018/19: 55).

¹ Renamed the Sugar Industry Authority Research Division

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Cess	461.62	298.10	298.10
Rental	28.80	18.96	18.96
Other	12.03	5.70	6.10
Total Income	502.45	322.76	323.16
Expenses:			
Salaries & Related Costs	215.05	160.06	160.06
Industry Related Expenses	15.44	2.60	2.60
Utilities	11.48	12.00	12.00
Other Expenses	44.64	12.00	11.99
Repairs & Maintenance	8.12	8.10	8.10
Overseas Travel	1.67	2.00	2.00
Motor Vehicle	1.81	0.80	0.80
Security	13.46	14.20	14.20
Public Relations	4.74	1.00	1.00
Depreciation	21.60	6.70	7.04
Total Expenses	435.10	322.76	323.09
Operating (Deficit)/Surplus	67.35	(0.00)	0.07

	\$m			
	Unaudited 2018/19	Original 2019/20	Projected 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	502.45	536.00	322.76	323.16
2 Current Expenses	(435.10)	(502.00)	(322.76)	(323.09)
3 Current Balance	67.35	34.00	-	0.07
4 Adjustments	(127.09)	(9.00)	7.33	7.01
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:				
Depreciation	21.60	22.00	6.70	7.04
Other Non-Cash Items	1.92	-	-	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(59.74)	25.00	7.33	7.08
6 Capital Account	(3.55)	-	-	-
Revenue	-	-	-	-
Expenditure	-	-	-	-
Investment	-	-	-	-
Change in Inventory	(3.55)	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(63.29)	25.00	7.33	7.08
10 FINANCING (10a+11+15)	63.29	(25.00)	(7.33)	(7.08)
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:				
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	63.29	(25.00)	(7.33)	(7.08)
16 Banking System	86.40	(25.00)	(0.82)	(0.24)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	86.40	(25.00)	(0.82)	(0.24)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(23.11)	-	(6.51)	(6.84)

\$m

CURRENT REVENUE	Unaudited 2018/19	Original 2019/20	Projected 2019/20	Projected 2020/21
Cess	461.62	505.00	298.10	298.10
Other Income	40.83	31.00	24.66	25.06
TOTAL	502.45	536.00	322.76	323.16
CURRENT EXPENSES				
Compensation		-	-	-
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	215.05	264.83	160.06	160.06
- Wages	123.34	203.67	82.16	82.16
- Pension Fund Contributions	23.08	10.26	14.37	14.37
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	68.63	50.90	63.53	63.53
Utilities(Electricity, Water & Telephones)	11.48	16.50	12.00	12.00
Core Samplers and Scales Upkeep	87.72	103.50	85.90	85.90
Core Sampler Laboratory	24.81	23.00	20.00	20.00
Other Expenses	44.64	33.25	11.20	11.19
Audit Fees	-	3.00	0.80	0.80
Depreciation	21.60	22.00	6.70	7.04
Travelling	1.67	7.00	2.00	2.00
Motor Vehicle	1.81	3.00	0.80	0.80
Security	13.46	15.00	14.20	14.20
Repairs and Maintenance	8.12	10.60	8.10	8.10
Advertising	4.74	0.32	1.00	1.00
TOTAL	435.10	502.00	322.76	323.09

Balance Sheet
\$m

	Unaudited 2018/19	Projected 2019/20	Projected 2020/21
Non-current Assets	284.61	277.91	270.87
Current Assets:			
Bank Deposits	116.23	117.05	117.29
Accounts Receivable	578.61	624.28	619.34
Planting / Replanting Loans	18.07	-	-
Revolving Loan to Farmers	37.00	37.00	37.00
Seed Cane Project	6.42	-	-
Inventory	3.55	3.55	3.55
	759.88	781.88	777.18
Current Liabilities:			
Accounts Payable	76.58	98.37	93.40
Loan - Cane Expansion Fund	31.42	31.44	31.44
Advances from Imported Sugar	41.63	41.63	41.63
	149.63	171.44	166.47
Net Current Assets:	610.25	610.44	610.71
Total Net Assets	894.86	888.35	881.58
Financed by:			
Training Programme Fund	24.94	18.78	11.94
Capital Reserve	126.61	126.61	126.61
Capital Rehabilitation Fund	80.36	80.01	80.01
Retirement Obligations	69.37	69.37	69.37
General Fund Reserve	593.58	593.58	593.65
Total Equity and Liabilities	894.86	888.35	881.58

Firearm Licensing Authority

Introduction

The Firearm Licensing Authority (FLA) was established in 2006 under Section 26A of the Firearms Act (the Act). Pursuant to Section 26B (1) of the Firearms Act, the Authority is commissioned to execute the following functions:

1. Receive and consider applications for firearm licences, certificate or permits;
2. Grant or renew firearm licences, certificate or permits;
3. Revoke firearm licences, certificates or permits granted under the Act;
4. Amend the terms of a firearm licence, certificate or permit;
5. Receive and investigate any complaint regarding a breach of a firearm licence, certificate or permit.

Operational and Financial Overview

The FLA in undertaking its role within the firearm industry will pursue increased compliance (with the terms of licenses, permits or certificates) by approved ranges, dealers, trainers, gunsmiths, security companies and licenced firearm holders. The Authority also aims to improve its efficiency, increase collaborations with external partners and agencies, as well as restore stakeholder trust and confidence in their operations. In order to achieve these objectives FLA intends to:

- Integrate its systems into a single Enterprise Management System in order to reduce the downtime in ascertaining the status of a firearm holder or firearm, as well as improve efficiency across departments.
- Increase the rates at which decisions in respect of new firearm applications are made within twelve months; the targeted rate is 60% (currently 43%).
- Undertake increased Public Education campaigns and quarterly customer satisfactory surveys. FLA will also continue to conduct meetings with stakeholders. These activities will be in an effort to facilitate increased public education and consultation.

The Authority forecasts a net surplus of \$83.14 million (2019/2020: \$29.20 million)

The planned staff complement is 181 persons (2019/2020: 150).

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Revenue Income			
Licensing Fees	651.48	655.33	781.53
Interest Income	14.03	10.57	10.20
Application Fees	-	-	24.00
Miscellaneous	11.45	10.54	12.82
Total Income/Contributions	676.95	676.43	828.55
Expenses			
Salaries and Wages	243.80	269.48	300.35
Travelling	67.32	87.05	102.14
Property Expenses	9.37	4.89	5.52
Office Rental	29.97	31.25	40.61
Utilities	29.43	30.26	30.68
Board Expenses	12.24	12.79	15.04
Security	36.73	36.95	65.25
Depreciation	55.65	55.68	60.00
Motor Vehicle Expenses	3.84	3.79	4.97
Taxation	27.00	29.37	22.80
Forensic Technology	7.04	5.71	7.84
Other Expenses	73.13	80.00	90.22
Total Expenses	595.53	647.22	745.41
Net Surplus	81.42	29.20	83.14

\$m

Statement 'A' Flow of Funds	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	676.95	787.45	676.43	828.55
2 Current Expenses	(595.53)	(711.32)	(647.22)	(745.41)
3 Current Balance	81.42	76.13	29.22	83.14
4 Adjustments	72.59	38.55	29.16	36.91
Change in Accounts	-	-	-	-
Receivable/Payable	17.80	(13.05)	(26.52)	(23.09)
Items not requiring outlay of cash:	-	-	-	-
Depreciation	55.65	51.60	55.68	60.00
Other Non-Cash Items	(0.86)	-	-	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	154.01	114.68	58.37	120.05
6 Capital Account	(65.49)	(70.00)	(70.00)	(80.00)
Revenue	-	-	-	-
Expenditure	(65.49)	(70.00)	(70.00)	(80.00)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(60.00)	(6.68)	(4.07)	(1.46)
Dividend	(60.00)	(6.68)	(4.07)	(1.46)
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	28.53	38.00	(15.69)	38.59
10 FINANCING (10a+11+15)	(28.53)	(38.00)	15.69	(38.59)
10a Total	0.86	-	-	-
Capital Revenue	0.86	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(29.39)	(38.00)	15.69	(38.59)
16 Banking System	(29.39)	(38.00)	15.69	(38.59)
Loans (Change)	-	-	-	-
Overdraft (Change)	-	-	-	-
Deposits (Change)	(29.39)	(38.00)	15.69	(38.59)
17 Non-Banks (Change)	-	-	-	-
18 Other	-	-	-	-

\$m				
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Licence Fees	651.48	715.16	655.33	781.53
Interest Income	14.03	10.20	10.57	10.20
Application Fees	-	48.00	-	24.00
Miscellaneous	11.45	14.10	10.54	12.82
TOTAL	676.95	787.45	676.43	828.55
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	124.86	49.07	142.61	160.94
- Salaries	97.52	33.57	107.79	120.14
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	27.34	15.50	34.82	40.80
B. Supervisory, Clerical & Production	186.27	341.80	213.92	241.54
- Wages	146.28	276.94	161.69	180.21
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	39.98	64.87	52.23	61.34
Staff Welfare	-	-	-	-
Staff Training & Development Cost	11.16	15.00	10.00	12.34
Accommodations	5.17	3.49	3.49	6.00
Property Expenses	-	10.44	-	-
Repairs & Maintenance (computer included)	-	3.72	2.72	3.72
Professional Fees (include Legal)	8.27	3.00	12.00	8.20
Office Supplies/Stationeries	9.57	9.13	7.08	7.51
Printing	6.76	8.16	8.16	8.16
Office Rental	29.97	42.36	31.25	40.61
Utilities	29.43	27.18	30.26	30.68
Board Expenses	12.24	15.04	12.79	15.04
Security	36.73	36.05	36.95	65.25
Depreciation	55.65	51.60	55.68	60.00
Motor Vehicle Expenses	3.84	3.58	3.79	4.97
Taxation	27.00	22.80	29.37	22.80
Forensic Technology	-	17.67	-	-
Other Expenses	48.62	51.22	47.15	57.66
TOTAL	595.53	711.32	647.22	745.41
CAPITAL EXPENDITURE				
Office Equipment	-	7.00	-	-
Motor Vehicles	-	-	-	-
Leasehold improvement	-	35.00	-	-
System Hardware and Software	-	24.00	-	-
Other	65.49	4.00	70.00	80.00
TOTAL	65.49	70.00	70.00	80.00

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Non Current Assets			
Fixed Assets	369.02	439.02	519.02
Less Accumulated Depreciation	(248.99)	(304.66)	(364.67)
	120.03	134.35	154.35
Current Assets			
Investments	452.84	452.84	490.00
Receivable & Prepayments	35.33	45.00	44.00
Cash At Bank	50.70	35.00	36.43
Inventory	10.55	14.96	29.06
	549.43	547.80	599.49
Current Liabilities			
Accounts Payable	107.44	95.00	85.00
	107.44	95.00	85.00
Net Current Assets	442.00	452.80	514.49
Total Net Assets	562.03	587.16	668.84
Capital			
Retained Earnings B/F	540.61	562.03	587.16
Net Surplus	81.42	29.20	83.14
Contribution to GOJ	(60.00)	(4.07)	(1.46)
Total Capital	562.03	587.16	668.84
Capital Reserve	-	-	-
Total Equity	562.03	587.16	668.84

Postal Corporation of Jamaica Limited

Introduction

The Postal Corporation of Jamaica (PCOJ) was incorporated in 1995 to effect the modernization and reform of the postal system. The general objective of the PCOJ is to revitalize the postal service, improve the quality and range of services to acceptable levels and ultimately achieve financial self-sufficiency.

The PCOJ has assumed responsibility for the management and operations of the island's Post Offices and has introduced a range of new products aimed at leveraging its position as a commercial services provider.

Operational and Financial Overview

One of the key undertakings targeted to modernize and reform the postal system is the procurement and deployment of the Counter Automation Software (CAS). The PCOJ intends to capitalize on the lessons learnt from delays and challenges of the past. The CAS is planned for pilot phase implementation and subsequent rollout to approximately 50% of all post offices by the end of the financial year. The implementation of the CAS is expected to replace inefficient and manual processes throughout the postal network.

Other initiatives to be pursued by the Corporation will include:

- Renewal of partnership with DHL whilst seeking to grow transaction levels and increasing operational efficiencies within the international courier facility;
- Expansion of the rebranded next day courier service in both segments of collection and delivery points;
- Improvement of the recently launched Online Miami Mailbox service through media coverage and expansion to a minimum of 24 pickup postal points;
- Continued support to the Post and Telecommunication Department in the areas of mobile post operations and surveillance equipment for select postal points.

The PCOJ forecasts a deficit of \$66.48 million (2019/20: surplus - \$28.71 million).

The Corporation has projected a staff complement of 20 (2019/20: 15).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Commercial Services Revenue	112.76	157.13	164.11
Other Income	16.70	-	-
Interest Income	7.69	8.85	5.55
Foreign Exchange Gain/(Loss)	-	-	-
Total Income	137.15	165.98	169.66
Operating Expenses			
Salaries & related Expenses	28.00	30.59	44.01
Postal and Telecom expenses	16.47	9.48	4.50
Professional Fees	0.24	0.42	50.75
Repairs & Maintenance	0.17	4.12	0.36
Zip Mail Expenses	6.24	5.80	5.64
International Remittance, Fast track and Online	44.66	49.53	58.19
Sales and Promotion	-	2.92	7.95
Communication Cost	5.05	9.62	16.41
Other Expenses	17.58	8.50	22.63
Paymaster/Packaging Material	2.22	2.22	2.09
Depreciation	13.18	14.07	23.61
Total Operating Expenses	133.81	137.27	236.14
Profit Before Taxation	3.34	28.71	(66.48)
Taxation	-	-	-
Net Profit	3.34	28.71	(66.48)

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	137.15	147.02	165.98	169.66
2 Current Expenses	(133.81)	(180.70)	(137.27)	(236.14)
3 Current Balance	3.34	(33.68)	28.71	(66.48)
4 Adjustments	10.95	25.81	(1.52)	24.96
Change in Accounts	-	-	-	-
Receivable/Payable	(4.35)	3.99	(13.97)	2.74
Items not requiring outlay of cash:	-	-	-	-
Depreciation	13.18	21.82	14.07	23.61
Other Non-Cash Items	2.12	-	(1.62)	(1.39)
Prior Year Adjustment	-	-	-	-
5 Operating Balance	14.29	(7.87)	27.19	(41.52)
6 Capital Account	(21.19)	(99.91)	(13.77)	(103.39)
Revenue	-	-	-	-
Expenditure	(21.19)	(99.91)	(13.77)	(103.39)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(6.90)	(107.78)	13.42	(144.91)
10 FINANCING (10a+11+15)	6.90	107.78	(13.42)	144.91
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	6.90	107.78	(13.42)	144.91
16 Banking System	(117.73)	(2.96)	143.65	(4.80)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(117.73)	(2.96)	143.65	(4.80)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	124.63	110.74	(157.07)	149.71

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Commercial Services	112.76	144.18	157.13	164.11
Interest	16.70	2.84	-	-
Other	7.69	-	8.85	5.55
TOTAL	137.15	147.02	165.98	169.66
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	-	-	-
- Salaries	-	-	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	28.00	34.62	30.59	44.01
- Wages	18.93	22.18	20.22	27.18
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	9.07	12.44	10.37	16.83
Utilities(Electricity, Water & Telephones)	-	0.29	-	-
Postal and Telecom expenses	16.47	16.71	9.48	4.50
Professional Fees	0.24	17.64	0.42	50.75
Repairs & Maintenance	0.17	4.44	4.12	0.36
Communication Cost	5.05	4.20	9.62	16.41
Other Expenses	17.58	8.20	8.50	22.63
Paymaster/Packaging Material	2.22	2.65	2.22	2.09
Depreciation	13.18	21.82	14.07	23.61
Insurance	-	1.55	-	-
International Remittance, Fast track and Online	44.66	55.87	49.53	58.19
Sales & Promotion	-	7.95	2.92	7.95
Zip Mail Expenses	6.24	4.76	5.80	5.64
TOTAL	133.81	180.70	137.27	236.14
CAPITAL EXPENDITURE				
Motor Vehicle	-	-	-	-
Furniture & Fixture	9.60	5.98	13.77	1.50
Computer Equipment & Software	5.96	24.03	-	6.87
Counter Automation System	-	62.40	-	69.60
LetterBox	-	7.50	-	6.74
Other	5.63	-	-	18.68
TOTAL	21.19	99.91	13.77	103.39

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-current assets			
Property, Plant & Equipmnet	22.94	24.52	99.52
Investments	42.38	40.50	45.28
	65.32	65.02	144.80
Current Assets			
Receivables and Prepayments	38.43	80.86	79.94
Other Receivables	-	0.37	0.37
Resale Agreements	278.35	435.42	285.71
Cash and Cash Equivalents	186.15	42.50	47.30
Income Tax Recoverable	28.03	29.65	31.04
	530.96	588.80	444.36
TOTAL ASSETS	596.28	653.82	589.16
EQUITY AND LIABILITIES			
Capital and Reserves			
Capital Grants and Reserves	26.89	26.89	26.89
Retained Earnings	464.94	493.65	427.17
	491.83	520.54	454.06
Non-current Liability			
Capital Grants	28.75	28.75	28.75
Donations for Projects	6.67	6.67	6.67
	35.42	35.42	35.42
Current Liabilities			
Accounts Payable	53.50	94.46	96.28
Unearned Revenue	15.53	3.40	3.40
	69.03	97.86	99.68
TOTAL EQUITY AND LIABILITIES	596.28	653.82	589.16

Spectrum Management Authority

Introduction

In an effort to develop the telecommunication sector, the Spectrum Management Authority (SMA) was established by the Government in February 2000 under the Telecommunications Act 2000 with the primary mandate of regulating and managing the Radio Frequency Spectrum in Jamaica. One of the key objectives of the SMA is the establishment of an efficient licensing procedure to facilitate easy access to Jamaica's radio frequency spectrum.

The SMA also issues certificates of competence, approval certificates and letters of authorization for customs purposes. The Authority earns approximately 70% of its income from the regulatory and processing fees charged to users of the radio frequency spectrum.

Operational and Financial Review

SMA plans to continue employing strategies that will advance its objectives and will ensure that the management of Jamaica's radio frequency spectrum is in line with international best practices. This will be achieved through the following:

- 1) Establishment of a satellite office in Montego Bay, St. James, to improve the monitoring and inspection in Western Jamaica.
- 2) Modernization of its monitoring equipment to improve its capacity to analyse spectrum interference in targeted major urban areas and centres of increased radio spectrum activity.

SMA's strategic focus will include, the strengthening of organizational capacity and the employment of adequate technical and business solutions to address the adverse conditions relating to the spectrum. This will be achieved through the acquisition of an automated spectrum management and remote monitoring and direction finding system, included in the SMA's planned capital expenditure. The system is expected to improve the capacity of the SMA to monitor the spectrum usage and reduce interferences.

SMA is forecasting operating profit of \$0.27 million (2019/20 – \$63.96 million).

The SMA current staff complement is forty-five (45).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Revenue			
Regulatory Fees	375.83	424.02	426.95
Processing Fees	13.71	13.05	11.35
Interest Income	9.69	18.91	9.66
Other Income	0.12	10.82	161.62
Total Income	399.35	466.80	609.58
Operating Expenses			
Salaries and Related Costs	185.24	194.50	357.85
Professional Fees	5.68	18.87	18.54
ICT Promotion	2.84	1.79	2.88
Advertising & Public Relations	0.89	6.15	9.43
Repairs & Maintenance ASDF/RMDF	25.26	18.92	25.44
Depreciation	61.29	70.87	80.59
General & Other	74.66	91.74	114.58
Total Expenses	355.86	402.84	609.31
Profit before tax	43.49	63.96	0.27
Taxation	-	-	-
Profit after tax	43.49	63.96	0.27

\$m

Statement 'A' Flow of Funds	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
1 Current Revenue	399.35	509.46	466.80	609.58
2 Current Expenses	(355.86)	(508.89)	(402.84)	(609.31)
3 Current Balance	43.49	0.57	63.96	0.27
4 Adjustments	97.63	(23.28)	(209.04)	(77.90)
Change in Accounts	-	-	-	-
Receivable/Payable	37.16	1.20	(279.90)	3.10
Items not requiring outlay of cash:	-	-	-	-
Depreciation	61.29	67.17	70.87	80.59
Other Non-Cash Items	(0.82)	(91.65)	(0.01)	(161.59)
Prior Year Adjustment	-	-	-	-
5 Operating Balance	141.12	(22.71)	(145.08)	(77.63)
6 Capital Account	(58.74)	(500.19)	(124.97)	(548.32)
Revenue	-	-	-	-
Expenditure	(58.74)	(500.19)	(124.97)	(548.32)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	325.00	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	325.00	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	407.38	(522.90)	(270.05)	(625.95)
10 FINANCING 10a+11+15)	(407.38)	522.90	270.05	625.95
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(407.38)	522.90	270.05	625.95
16 Banking System	12.58	-	287.57	(0.81)
Loans (Change)	-	-	-	-
Current AccountsOverdraft (Change)	-	-	-	-
Deposits (Change)	12.58	-	287.57	(0.81)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(419.96)	522.90	(17.52)	626.76

\$m				
CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Regulatory Fees	375.83	394.28	424.02	426.95
Processing Fees	13.71	11.35	13.05	11.35
Interest Income	9.69	12.14	18.91	9.66
Other Income	0.12	91.69	10.82	161.62
TOTAL	399.35	509.46	466.80	609.58
CURRENT EXPENSES				
Compensation	185.24	300.32	194.50	357.85
A. Directors, Executive & Senior Managers	30.05	76.83	60.77	116.32
- Salaries	23.76	48.30	38.74	51.02
- Pension Fund Contributions	0.25	0.30	0.67	0.31
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	6.04	28.23	21.36	64.99
B. Supervisory, Clerical & Production	155.19	223.49	133.73	241.53
- Wages	128.05	123.70	65.52	171.75
- Pension Fund Contributions	1.17	4.18	1.75	3.48
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	25.97	95.61	66.46	66.30
Utilities(Electricity, Water & Telephones)	11.25	14.60	13.43	16.71
Repairs & Maintenance ASDF/RMDF	25.26	28.57	18.92	25.44
Rent/Lease Maintenance & Parking	7.15	10.41	11.49	17.60
Meetings, Seminars & Conferences	3.01	-	16.06	14.43
Professional, Audit & Legal Fees	5.68	5.34	18.87	18.54
General Office & Admin Related Expenses	15.90	-	21.54	24.63
ICT Promotion	2.84	2.81	1.79	2.88
Advertising & Public Relations & Education	0.89	8.66	6.15	9.43
Maintenance Utilities and Property Tax	0.15	0.42	-	0.22
Provision for Bad Debts	-	0.24	0.01	0.24
Depreciation	61.29	67.17	70.87	80.59
Exchange Loss/(Gain)	1.52	-	-	-
GCT Irrecoverable	11.21	-	-	12.86
Other	24.47	70.35	29.21	27.89
TOTAL	355.86	508.89	402.84	609.31
CAPITAL EXPENDITURE				
PROJECTS:				
ASMS/RMDFS & Security Equipment	1.94	298.18	-	226.49
Computer & Software	4.69	83.61	-	78.78
Instruments & Monitoring Equipment	0.98	19.84	64.27	44.26
Other Fixed Asset Costs	51.13	65.67	43.70	176.36
Motor Vehicles (Replacement)	-	32.89	17.00	22.43
TOTAL	58.74	500.19	124.97	548.32

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non- Current Assets			
Property, Plant and Equipment	482.79	547.39	1,015.12
Intangible Assets	10.49	0.00	0.00
	493.28	547.39	1,015.12
Current Assets:			
Receivables	11.96	22.85	22.62
Taxation Recoverable	13.03	4.75	2.41
Investment	711.95	729.47	102.71
Cash and Bank	292.61	5.04	5.85
Total Current Assets	1,029.55	762.11	133.59
	1,522.83	1,309.50	1,148.71
EQUITY & LIABILITIES			
Share Capital (\$20)	0.00	0.00	0.00
Capital Reserve	144.70	144.70	144.70
Accumulated Surplus	619.43	683.39	683.66
	764.13	828.09	828.36
Non-Current Liabilities			
Deferred Capital Grant	325.00	325.00	163.42
	325.00	325.00	163.42
Current Liabilities			
Payables (Spectrum Fees)	306.16	34.14	34.14
Deferred Income	127.54	103.60	104.12
Payables (SMA)	-	18.67	18.67
	433.70	156.41	156.93
Total Equity and Liabilities	1,522.83	1,309.50	1,148.71

Universal Service Fund

Introduction

The Universal Service Fund (USF) was established by the Telecommunications Amendment Act 2012. Subsequently, USF assumed responsibility for the assets and liabilities of the Universal Access Fund Company Ltd. The principal Act levied a fixed universal service charge per minute on all international incoming calls terminating on networks of local carriers which is to be managed by USF. The Fund's principal activities are:-

- The collection of the universal telecommunications services levy from telecommunication companies;
- The analysis of projects that will enable all Jamaicans to have access to the internet;
- The disbursement and accountability for funds allocated to approved projects

Operational and Financial Review

USF facilitates the establishment of Community Access Points (CAPs) and provides access to public sector organisations mainly schools, libraries and post offices, along with faith-based organizations and the disabled community. The Fund also assists with infrastructure upgrades for specified public sector institutions, namely the Parliament, judiciary, the security forces and libraries to improve the services they provide. In order to ensure that schools receive special attention, E-Learning Jamaica Limited was established to enable education in a digital format.

Therefore to achieve its objectives the USF intends to undertake the following activities:

- Facilitating the establishment of twenty (20) new Community Access Points (CAPs) and providing access to schools, libraries and post offices, along with faith-based organizations and the disabled community.
- Supporting the Technology Advancement Programme (TAP) to facilitate a technology-enabled society by equipping approximately six hundred (600) young persons with the skills and experience to participate in the global digital economy.
- Facilitating the Connect Jamaica Programme by funding, implementing and partnering to deliver six (6) public Wi-Fi hotspots across townships.
- Continuing the island wide Broadband Programme which is designed to provide broadband access to public institutions (police, schools, hospitals, health departments, libraries, et al) island wide.
- Providing support of \$700 million to the E-Learning Initiative and assisting with the implementation to build out the Information Communication and Technology infrastructure through the Tablets-in-School (TIS) Project.

The Fund projects a deficit of \$1,390.39 million (2019/20: \$219.41 million surplus).

USF projects a staff complement of 45 (2019/20: 26).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Revenue			
Access Fees - Fixed mobile network	591.18	568.44	600.00
Exchange Gain/(Loss)	(63.10)	22.57	-
Interest Income	272.85	283.32	228.00
Total Income	800.93	874.33	828.00
Expenses			
Projects	1,467.41	492.76	1,792.88
Salaries & Related Costs	105.83	115.73	282.47
Professional Fees	4.08	4.70	10.17
Advertisement	31.61	7.77	24.30
Lease Office Maintenance	12.73	14.53	16.07
Depreciation	18.64	23.77	46.11
Other Expenses	105.38	(4.34)	46.39
Total Operating Expenses	1,745.68	654.92	2,218.39
Operating Profit/(Loss)	(944.75)	219.41	(1,390.39)
Taxation	22.61	-	-
Net Surplus/(Deficit)	(967.36)	219.41	(1,390.39)

				\$m			
				Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds							
1	Current Revenue			800.93	960.00	874.33	828.00
2	Current Expenses			(1,045.68)	(916.60)	(654.92)	(1,518.40)
3	Current Balance			(244.75)	43.40	219.41	(690.40)
4	Adjustments			(519.84)	(428.97)	112.64	1,749.11
	Change in Accounts			-	-	-	-
	Receivable/Payable			(537.88)	(459.93)	88.87	1,703.00
	Items not requiring outlay of cash:			-	-	-	-
	Depreciation			18.64	30.96	23.77	46.11
	Other Non-Cash Items			(0.60)	-	-	-
	Prior Year Adjustment			-	-	-	-
5	Operating Balance			(764.59)	(385.57)	332.05	1,058.71
6	Capital Account			(33.71)	(40.40)	(2.21)	-
	Revenue			-	-	-	-
	Expenditure			(33.71)	(40.40)	(2.21)	-
	Investment			-	-	-	-
	Change in Inventory			-	-	-	-
7	Transfers from Government			-	-	-	-
	Loans			-	-	-	-
	Equity			-	-	-	-
	On-Lending			-	-	-	-
	Other			-	-	-	-
8	Transfers to Government			(700.00)	(700.00)	-	(700.00)
	Dividend			-	-	-	-
	Loan Repayments			-	-	-	-
	Corporate Taxes			-	-	-	-
	Other			(700.00)	(700.00)	-	(700.00)
9	OVERALL BALANCE (5+6+7+8)			(1,498.30)	(1,125.97)	329.84	358.71
10	FINANCING (10a+11+15)			1,498.30	1,125.97	(329.84)	(358.71)
* 10a	Total			-	-	-	-
	Capital Revenue			-	-	-	-
	Loans			-	-	-	-
	Equity			-	-	-	-
	On-Lending			-	-	-	-
	Loan Repayments			-	-	-	-
11	Total Foreign (12+13+14)			-	-	-	-
12	Government Guaranteed Loans			-	-	-	-
	Disbursement			-	-	-	-
	Amortization			-	-	-	-
13	Direct Loans			-	-	-	-
	Long Term:			-	-	-	-
	Disbursement			-	-	-	-
	Amortisation			-	-	-	-
	Short Term:			-	-	-	-
	Change in Trade Credits			-	-	-	-
14	Change in Deposits Abroad			-	-	-	-
15	Total Domestic (16+17+18)			1,498.30	1,125.97	(329.84)	(358.71)
16	Banking System			1,498.30	1,125.97	(329.84)	(358.71)
	Loans (Change)			-	-	-	-
	Current Accounts Overdraft (Change)			-	-	-	-
	Deposits (Change)			1,498.30	1,125.97	(329.84)	(358.71)
17	Non-Banks (Change)			-	-	-	-
18	Other (Change)			-	-	-	-

\$m				
CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Access Fees	591.18	720.00	568.44	600.00
Interest Income	272.85	240.00	283.32	228.00
Subvention	-	-	-	-
Exchange Gain	(63.10)	-	22.57	-
TOTAL	800.93	960.00	874.33	828.00
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	47.35	-	-
- Salaries	-	40.04	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	7.31	-	-
B. Supervisory, Clerical & Production	105.83	166.71	115.73	282.47
- Wages	-	122.00	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	105.83	44.71	115.73	282.47
Projects	767.41	545.78	492.76	1,092.89
Utilities(Electricity, Water & Telephones)	-	7.16	-	-
Board Fees and Expenses	-	4.56	-	-
Professional Fees	4.08	12.37	4.70	10.17
Training & Development	-	6.70	-	-
Travel & Entertainment	-	0.49	-	-
Meetings Local & Overseas	-	8.68	-	-
Motor Vehicle Expenses	-	5.78	-	-
Repair & Maintenance	-	0.79	-	-
Insurance	-	2.66	-	-
Advertising	31.61	30.00	7.77	24.30
Corporate & Social Responsibility	-	10.50	-	-
General Office Expense	105.38	1.19	-	46.39
Office Lease and Maintenance	12.73	16.08	14.53	16.07
Stationery, Processing Supplies	-	2.17	-	-
Software Licences and Approvals	-	14.72	-	-
Subscription & Books	-	0.26	-	-
Bank Charges & Interest	-	1.69	-	-
Depreciation	18.64	30.96	23.77	46.11
Bad debt	-	-	(4.34)	-
TOTAL	1,045.68	916.60	654.92	1,518.40
CAPITAL EXPENDITURE				
Fixed Assets				
Motor Vehicle	-	20.00	-	-
Furniture and fixtures	-	4.00	-	-
Equipment	-	8.40	-	-
Computers	-	8.00	-	-
Other	33.71	-	2.21	-
TOTAL	33.71	40.40	2.21	-

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Non Current Assets			
Plant and Equipment	63.57	42.01	24.90
Receivables	11,383.49	11,621.30	9,825.30
	11,447.06	11,663.31	9,850.20
Current Assets			
Cash and Bank	1,594.24	1,924.08	2,431.95
Prepayments	1.21	1.07	1.07
Accounts Receivable - Service Levy	311.20	220.08	216.08
Other Current Assets	0.64	6.60	4.90
	1,907.29	2,151.83	2,654.00
Total Assets	13,354.35	13,815.14	12,504.20
Liabilities			
Accruals and Accounts Payable	435.38	676.76	958.32
Deferred Tax Liability	2.58	2.58	0.47
	437.96	679.34	958.79
Accumulated Fund			
Capital Accumulation	9,570.71	9,570.71	9,570.71
Retained Earnings	4,313.04	3,345.68	3,565.09
Net Profit/(Loss)	(967.36)	219.41	(1,590.39)
	12,916.39	13,135.80	11,545.41
Total Liabilities and Accumulated Fund	13,354.35	13,815.14	12,504.20

Aeronautical Telecommunications Limited

Introduction

The Aeronautical Telecommunication's Limited (Aerotel) is a wholly owned government company incorporated in August 1978 to promote the growth and development of civil aviation telecommunications in Jamaica. Pursuant to Cabinet Decision No. 23/98, dated June 29, 1998 Aerotel became a subsidiary of the Jamaica Civil Aviation Authority (JCAA). Its mission is to provide reliable communication, navigation and surveillance systems on behalf of the Government of Jamaica in keeping with the standards and recommended practices of the International Civil Aviation Organization (ICAO). As a part of its role to provide information to the travelling public, Aerotel also operates a radio station, KOOL97 FM.

Operational and Financial Overview

Aerotel will remain focused on strengthening the execution of its mandate in order to preserve the integrity and safety of Jamaica flight information region and improve the overall efficiency and reliability of engineering and telecommunication services provided. The strategic priorities which will guide Aerotel's operations during the year are as follows:

- Maintain continuous operation of all equipment to achieve system uptime of 99.9% by effecting scheduled preventative maintenance activities.
- Develop a Safety Management System and broader risk management procedures to achieve regulatory compliance and improved risk management.
- Implement alternative energy solutions and conservation aimed at reducing electricity consumption by 15% over two years.
- Pursue opportunities in the domestic and international market for income growth through the provision of telecommunications, media and technology services

Aerotel projects a surplus of \$106.43 million (2019/20 estimate: \$126.06 million).

A staff complement of 103 is projected (2019/20:104).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
AFTN Overflights	310.79	336.71	356.09
Kool 97 FM	74.70	106.95	135.18
Site, Equipment Rental & Maintenance Contracts	41.83	40.94	39.95
JCAA Maintenance	76.36	97.07	116.56
Passenger Service Charge	225.88	244.78	263.22
Other Income	2.41	6.49	10.71
Interest Earned	14.51	13.16	14.02
Difference on Exchange	-	73.17	-
Total Income	746.48	919.27	935.73
Expenses			
Salaries & Wages	266.91	301.20	311.31
Other Staff Costs	124.65	169.94	182.58
Training	23.32	54.51	57.13
Security	11.86	14.27	15.43
Depreciation	29.43	39.88	45.69
Utilities	17.23	47.59	46.96
Repairs and Maintenance	1.52	8.84	7.50
Site Maintenance	14.88	15.12	8.06
Bad Debt	-	3.60	3.60
Other Expenses	145.86	138.26	151.04
Total Expenses	635.66	793.21	829.30
Surplus before Taxation	110.82	126.06	106.43
Taxation	35.65	-	-
Net Profit After Tax	146.47	126.06	106.43

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	746.48	847.53	919.27	935.73
2 Current Expenses	(635.66)	(774.53)	(793.21)	(829.30)
3 Current Balance	110.82	73.00	126.06	106.43
4 Adjustments	64.12	32.87	14.92	16.58
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:	(13.75)	6.62	(5.63)	(17.06)
Depreciation	-	-	-	-
Other Non-Cash Items	29.43	39.88	39.88	45.69
Prior Year Adjustment	48.44	(13.63)	(19.33)	(12.05)
5 Operating Balance	-	-	-	-
6 Capital Account	174.94	105.87	140.98	123.01
Revenue	(44.88)	(78.84)	(78.84)	(109.15)
Expenditure	-	-	-	-
Investment	(44.88)	(78.84)	(78.84)	(109.15)
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(3.45)	(24.04)	(14.99)	(10.87)
Dividend	-	(4.99)	(14.99)	(10.64)
Loan Repayments	-	-	-	-
Corporate Taxes	(3.45)	(19.05)	-	(0.23)
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	126.61	2.99	47.15	2.99
10 FINANCING (10a+11+15)	(126.61)	(2.99)	(47.15)	(2.99)
10a Total	2.35	-	-	-
Capital Revenue	2.35	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(128.96)	(2.99)	(47.15)	(2.99)
16 Banking System	(18.61)	-	178.21	(0.01)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(18.61)	-	178.21	(0.01)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(110.35)	(2.99)	(225.36)	(2.98)

\$m				
CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
AFTN Overflights	310.79	309.56	336.71	356.09
Total Income (Kool 97 FM)	74.70	125.91	106.95	135.18
Site, Equipment Rental & Maintenance Contracts	41.83	45.79	40.94	39.95
JCAA Maintenance	76.36	97.07	97.07	116.56
Passenger Service Charge	225.88	234.17	244.78	263.22
Interest Earned	14.51	13.16	13.16	14.02
Difference on Exchange	-	-	73.17	-
Other Income	2.41	21.87	6.49	10.71
TOTAL	746.48	847.53	919.27	935.73
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	-	65.95	74.10	75.46
- Salaries	-	54.91	61.73	62.99
- Pension Fund Contributions	-	2.92	3.66	3.72
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	8.12	8.71	8.75
B. Supervisory, Clerical & Production	391.56	412.06	397.04	418.43
- Salaries	252.20	243.11	230.63	239.64
- Wages	14.71	8.84	8.84	8.68
- Pension Fund Contributions	-	20.75	14.17	17.70
- Grauity	9.18	19.35	19.35	19.43
- Utility Allowance				
- All Others	115.47	120.01	124.05	132.98
Utilities(Electricity, Water & Telephones)	17.23	47.76	47.59	46.96
Property Costs	-	0.42	-	-
Legal & Professional Fees	-	4.01	-	-
Repairs & Maintenance	1.52	8.84	8.84	7.50
Site Maintenance	14.88	8.12	15.12	8.06
Training	23.32	31.67	54.51	57.13
Security	11.86	14.27	14.27	15.43
Depreciation	29.43	39.88	39.88	45.69
Bad Debt	-	3.60	3.60	3.60
Insurance	-	6.02	-	-
Other	145.86	131.93	138.26	151.04
TOTAL	635.66	774.53	793.21	829.30
CAPITAL EXPENDITURE				
PROJECTS:				
Computer (hardware and software)	4.24	4.38	4.38	-
Furniture & Equipment	11.16	74.46	74.46	96.15
Motor Vehicles	29.48	-	-	13.00
TOTAL	44.88	78.84	78.84	109.15

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Non-Current Assets			
Non-Current Assets	379.76	418.72	482.18
Post Employment Benefit	-	-	-
Total Non-Current Assets	379.76	418.72	482.18
Current Assets			
Accounts Receivable	105.12	109.43	127.98
Other Receivables and Prepayments	18.81	27.16	37.37
Fixed Deposits	580.53	805.89	808.87
Cash/Bank Balances	184.99	6.78	6.79
Amount Due from JCAA	7.83	7.83	7.83
Income Tax Recoverable	22.79	22.79	22.79
Total Current Assets	920.07	979.88	1,011.63
Current Liabilities			
Accounts Payable	19.97	18.65	20.14
Other Payables	17.24	18.38	19.97
Accrued Expenses	38.84	26.70	23.04
Total Current Liabilities	76.05	63.73	63.15
Net Current Assets	844.02	916.15	948.48
	1,223.78	1,334.87	1,430.66
Financed by:			
Share Capital	0.29	0.29	0.29
Accumulated Surplus	814.03	960.50	1,071.57
Revaluation Reserve	230.37	230.39	230.39
Profit and Loss Account	146.47	111.07	95.79
	1,191.16	1,302.25	1,398.04
Long Term Liabilities			
Deferred Tax	-	-	-
Post Employment Benefit	32.62	32.62	32.62
	32.62	32.62	32.62
Total Equity and Liabilities	1,223.78	1,334.87	1,430.66

Jamaica Bauxite Institute

Introduction

The Jamaica Bauxite Institute (JBI) was established by the Government in 1975, as a regulatory, planning and development agency. The JBI was also mandated to manage the sovereign aspects of the Government's participation in the bauxite/alumina industry. The JBI is funded by levies from the bauxite industry. The Institute's functions include:

- Monitoring and studying the alumina industry, while providing technical advice and personnel for negotiations of various agreements;
- Undertaking research and development activities on various matters relating to the processing of Jamaican bauxite and alumina;
- Assessing and ensuring rationalization in the use of Jamaica's bauxite reserves and bauxite lands; and
- Monitoring and making recommendations to ensure adequate pollution controls and other environmental programmes in the industry.

The Institute also manages the Bauxite Community Development Programme (BCDP) which provides funding for development projects aimed at generating income and employment in communities within the vicinity of bauxite and alumina operations.

Operational and Financial Overview

The JBI will pursue the following activities in the bauxite and alumina sector:

- 1) Improving the allocation and efficient use of bauxite reserves through the management and protection of bauxite lands.
- 2) Rationalizing the use of bauxite lands and the welfare of affected communities through prudent management and protection of lands; compliance with established rehabilitation standards; promotion of sustainable development and protection of the interests of residents affected by mining and alumina processing.
- 3) Monitoring bauxite and alumina refineries to ensure efficiency and full compliance with agreements and the relevant environmental regulations

The JBI projects support of \$244.22 million (\$234.37 million – 2019/20) from the Capital Development Fund to support its operations.

The JBI's current staff complement is forty four (44).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Capital Development Fund	223.00	234.37	244.22
Commercial Projects	5.27	3.93	6.19
Interest on Deposits	2.61	5.04	6.40
Bauxite Community Redev. Project Fees	5.72	2.04	4.31
Other	4.74	4.76	6.02
Total Income	241.34	250.14	267.14
Expenses			
Compensation to Employees	164.14	140.81	168.54
Travel & Subsistence	1.04	16.07	25.35
Public Utilities	10.34	11.47	10.36
Purchase of Other Goods & Services	31.48	37.24	52.93
Special Expenditure Projects	8.30	0.53	5.45
Other	11.27	1.27	4.51
Total Expenses	226.57	207.39	267.14
Net Surplus	14.77	42.75	-
Income Tax	-	-	-
Net Surplus after tax	14.77	42.75	-

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	241.34	256.25	250.14	267.14
2 Current Expenses	(226.57)	(256.02)	(207.39)	(267.14)
3 Current Balance	14.77	0.23	42.75	-
4 Adjustments	(18.81)	(61.07)	57.37	-
Change in Accounts Receivable/Payable	-	-	-	-
Items not requiring outlay of cash:				
Depreciation	14.95	19.91	18.98	18.48
Other Non-Cash Items	1.41	(0.32)	(35.92)	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(4.04)	(60.84)	100.12	-
6 Capital Account	(26.23)	(0.23)	(43.66)	-
Revenue	-	-	-	-
Expenditure	(26.23)	(0.23)	(43.66)	-
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(30.27)	(61.07)	56.46	-
10 FINANCING (10a+11+15)	30.27	61.07	(56.46)	-
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:				
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:				
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	30.27	61.07	(56.46)	-
16 Banking System	30.27	61.07	(54.46)	-
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	30.27	61.07	(54.46)	-
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	-	-	(2.00)	-

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Capital Development Fund	223.00	234.37	234.37	244.22
Commercial Projects	5.27	6.47	3.93	6.19
Interest on Deposits	2.61	6.00	5.04	6.40
Bauxite Community Redev. Project Fees	5.72	2.00	2.04	4.31
Other	4.74	7.41	4.76	6.02
TOTAL	241.34	256.25	250.14	267.14
CURRENT EXPENSES				
Compensation to Employees	164.14	168.31	140.81	168.54
Travel & Subsistence	1.04	25.48	16.07	25.35
Public Utilities	10.34	12.35	11.47	10.36
Purchase of Other Goods & Services	31.48	43.76	37.24	52.93
Special Expenditure Projects	8.30	3.24	0.53	5.45
Other	11.27	2.88	1.27	4.51
Taxes	-	-	-	-
TOTAL	226.57	256.02	207.39	267.14
CAPITAL EXPENDITURE				
PROJECTS:				
Equipment	19.73	0.23	23.42	-
Other	6.50	-	10.88	-
TOTAL	26.23	0.23	43.66	-

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Current Assets			
Cash and Bank Balances	207.20	261.66	261.66
Trade and Other Receivables	18.59	12.68	21.20
Owing by Related Company	0.15	0.25	0.25
Taxation Recoverable	8.84	10.70	9.39
	234.78	285.29	292.50
Non-current Assets			
Property, Plant and Equipment	52.81	88.68	70.21
Long Term Receivables	-	2.00	2.00
Retirement Benefit Asset	101.06	101.06	101.05
	153.87	191.74	173.26
Total Assets	388.65	477.03	465.76
Current Liabilities			
Trade and Other Payables	71.41	141.29	129.02
	71.41	141.29	129.02
Non-current Liabilities			
Projects Funds	2.04	2.52	3.52
Deferred Tax Liability	2.70	2.70	2.70
Retirement Benefit Obligation	86.58	86.58	86.58
	91.32	91.80	92.80
Capital and Reserves			
Share Capital (\$200)	-	-	-
Grant Income	0.12	0.12	0.12
Accumulated Surplus	225.80	243.82	243.82
	225.92	243.94	243.94
Total Liabilities and Equity	388.65	477.03	465.76

Jamaica Bauxite Mining Limited

Introduction

Jamaica Bauxite Mining Limited (JBM) was incorporated on February 13, 1975, as a limited liability company. JBM holds (51%) equity on behalf of the Government of Jamaica in the mining operations of the Noranda Jamaica Bauxite Partners II in St. Ann, Jamaica. Ownership of the 49% shareholding previously held by Noranda Jamaica Bauxite Partners was passed to New Day Aluminium in October 2016.

JBM's non-bauxite activities are concentrated at the Lydford Estate in St. Ann. These activities include operation of the Ocho Rios Port for the shipment of sugar, limestone and the servicing of cruise vessels as well as the management of the Reynolds Pier and the rental of properties.

Operational and Financial Review

The JBM plans to continue the redevelopment of the Ocho Rios Port. The redevelopment will result in the construction of a multi-purpose facility at the port that will allow for continued loading and shipment of limestone and sugar; attraction of additional and larger cruise ships; and receiving and distributing hardware products as well as receiving fuel. JBM's total capital expenditure of \$171.39 million (2019/20: \$112.59 million) includes an allocation for the continued development of the Ocho Rios Port.

The JBM anticipates net surplus of \$123.43 million (2019/20 - \$186.45 million).

The current staff complement of the JBM is ninety (90).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Revenue - Lydford/Port	265.25	215.89	227.86
Use of Assets Fee	223.29	233.98	241.04
Other Income	36.35	15.98	-
Interest Income	20.25	26.37	30.25
	545.14	492.22	499.15
Expenses			
Staff costs	211.02	203.18	242.98
Utilities	22.28	22.05	21.24
Property Tax	3.15	2.95	3.00
Fees	14.41	11.67	13.20
Depreciation	21.62	21.00	24.00
Bad Debt	-	16.30	2.00
Other	128.93	28.62	69.30
Total Administrative Expenses	401.41	305.77	375.72
Surplus/(Deficit) Before Tax	143.73	186.45	123.43
Income Tax	31.23	46.61	30.86
Net Surplus/(Deficit)	112.50	139.84	92.57

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	545.14	436.42	492.22	499.15
2 Current Expenses	(401.41)	(304.11)	(305.77)	(375.72)
3 Current Balance	143.73	132.31	186.45	123.43
4 Adjustments	(28.95)	54.61	37.80	52.17
Change in Accounts Receivable/Payable	8.13	32.85	274.71	28.17
Items not requiring outlay of cash:	-	-	-	-
Depreciation	21.62	21.77	21.00	24.00
Other Non-Cash Items	(58.70)	(0.01)	(257.91)	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	114.78	186.92	224.25	175.60
6 Capital Account	(28.39)	(384.43)	(112.16)	(170.00)
Revenue	-	-	-	-
Expenditure	(27.98)	(382.82)	(112.59)	(171.39)
Investment	-	-	-	-
Change in Inventory	(0.41)	(1.61)	0.43	1.39
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(31.23)	(63.48)	(61.32)	(65.03)
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	(31.23)	(63.48)	(61.32)	(65.03)
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	55.16	(260.99)	50.77	(59.43)
10 FINANCING (10a+11+15)	(55.16)	260.99	(50.77)	59.43
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(55.16)	260.99	(50.77)	59.43
16 Banking System	(55.16)	260.99	(50.77)	59.43
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(55.16)	260.99	(50.77)	59.43
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	-	-	-	-

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Revenue - Lydford/Port	265.25	172.44	215.89	227.86
Finance Income	223.29	232.43	233.98	241.04
Capital Development Fund	20.25	31.55	26.37	30.25
Other Income	36.35	-	15.98	-
TOTAL	545.14	436.42	492.22	499.15
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	59.67	42.38	57.00	62.54
- Salaries	49.75	31.74	44.09	47.37
- Pension Fund Contributions	0.59	0.25	0.69	1.23
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	9.33	10.39	12.22	13.94
B. Supervisory, Clerical & Production	151.35	125.36	146.18	180.44
- Wages	136.59	109.27	123.32	152.21
- Pension Fund Contributions	0.23	8.61	2.85	2.84
- Housing Allowance				
- Utility Allowance				
- All Others	14.53	7.48	20.01	25.39
Utilities	22.28	19.67	22.05	21.24
Property Tax	3.15	4.00	2.95	3.00
Glencore Obligations	-	-	-	-
Fees	14.41	13.58	11.67	13.20
Depreciation	21.62	21.77	21.00	24.00
Bad Debt	-	0.84	16.30	2.00
Foreign Exchange Loss	49.46	-	-	-
Other	79.47	76.51	28.62	69.30
TOTAL	401.41	304.11	305.77	375.72
CAPITAL EXPENDITURE				
PROJECTS:				
Other Fixed Asset Costs	27.98	382.82	112.59	171.39
TOTAL	27.98	382.82	112.59	171.39

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Current Assets			
Investments and Bank Balances	1,739.24	1,790.01	1,730.58
Trade and Other Receivables	239.61	284.81	155.71
Inventories	6.44	6.01	4.62
Taxation recoverable	0.00	0.00	0.00
	1,985.29	2,080.83	1,890.91
Non-current Assets			
Property, Plant and Equipment	107.02	198.61	346.00
Investment Property	0.00	0.00	0.00
Investment	2,152.55	2,410.46	2,410.46
Deferred Tax Asset	77.46	77.46	77.46
Due from Related Party	0.00	0.00	0.00
	2,337.03	2,686.53	2,833.92
Total Assets	4,322.32	4,767.36	4,724.83
Current Liabilities			
Trade and Other Payables	126.36	446.27	345.34
Taxation	249.86	235.15	200.98
	376.22	681.42	546.32
Capital and Reserves			
Share Capital	10.00	10.00	10.00
Capital Reserve	1,156.78	1,156.78	1,156.78
Revaluation Reserve	56.71	56.71	56.71
Retained Profits/(Loss)	2,722.61	2,862.45	2,955.02
	3,946.10	4,085.94	4,178.51
Total Liabilities and Equity	4,322.32	4,767.36	4,724.83

Jamaica Railway Corporation

Introduction

The Jamaica Railway Corporation (JRC) is a statutory body formed under the Jamaica Railway Corporation Act of 1960. Since December 1990 the Corporation granted user rights over a section of its tracks to West Indies Alumina Company (WINDALCo) to operate a freight service. The Corporation's train service was suspended in October 1992, but resumed in 2011 with a limited passenger service covering Spanish Town, Bog Walk and Linstead in St. Catherine. The resumption of limited passenger service was discontinued on August 12, 2012.

Operational and Financial Overview

To maximize the economic use of the rail, efforts will continue towards facilitating the rehabilitation of a viable rail network from Kingston to Montego Bay for passenger, freight, as well as heritage tourism. The JRC will also pursue initiatives to improve the management of its extensive real estate portfolio with a view to increasing the overall return on assets.

The establishment of an Enterprise Team to guide the privatisation of the rail network was approved in 2019/20. Accordingly, it is anticipated that the process to facilitate increased private participation in the restoration of rail services across the network will continue during the budget year.

The JRC will continue to fulfil its existing contractual responsibilities under the Track User Agreement with UC Rusal Jamaica Limited.

The JRC projects a net profit of \$61.87 million (2019/20 estimate: \$20.27 million).

JRC plans to maintain its existing staff complement of Fifty One (51).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Operating Income:			
Track user fee	100.00	106.88	111.87
Real estate lease/rentals	45.57	50.80	109.80
Maintenance and operating services	15.74	20.02	17.19
Used materials/scrap sales	5.28	17.91	38.40
Other	19.16	8.75	17.03
	185.75	204.36	294.29
Operating Expenses:			
Staff Compensation	102.28	68.42	80.35
Other Staff Costs	18.56	50.16	63.52
Utilities	7.03	6.78	7.42
Insurance	4.55	4.74	4.91
Depreciation	6.16	6.54	7.51
Repairs & Maintenance	3.26	10.32	24.52
Other	28.92	37.13	44.19
Total Expenses	170.76	184.09	232.42
Operating Surplus	14.99	20.27	61.87

\$m				
	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	185.75	205.49	204.36	294.29
2 Current Expenses	(170.76)	(187.61)	(184.09)	(232.42)
3 Current Balance	14.99	17.88	20.27	61.87
4 Adjustments	(6.32)	11.80	6.14	(7.96)
Change in Accounts Receivable/Payable	(11.88)	6.80	1.15	(15.08)
Items not requiring outlay of cash:	-	-	-	-
Depreciation	6.16	6.53	6.54	7.51
Other Non-Cash Items	(0.60)	(1.53)	(1.55)	(0.39)
Prior Year Adjustment	-	-	-	-
5 Operating Balance	8.67	29.68	26.41	53.91
6 Capital Account	(2.05)	(20.80)	(7.03)	(13.70)
Revenue	-	-	-	-
Expenditure	(2.05)	(20.80)	(6.87)	(13.70)
Investment	-	-	-	-
Change in Inventory	-	-	(0.16)	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	6.62	8.88	19.38	40.21
10 FINANCING (10a+11+15)	(6.62)	(8.88)	(19.38)	(40.21)
10a Total	2.87	41.88	1.00	0.50
Capital Revenue (except NHT)	2.87	41.88	1.00	0.50
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(9.49)	(50.76)	(20.38)	(40.71)
16 Banking System	(7.22)	(50.26)	(36.68)	(29.91)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(7.22)	(50.26)	(36.68)	(29.91)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	(2.27)	(0.50)	16.30	(10.80)

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Track user fee	100.00	100.57	106.88	111.87
Real estate lease/rental	45.57	69.73	50.80	109.80
Maintenance and operating services	15.74	14.75	20.02	17.19
Used materials/scrap sales	5.28	13.00	17.91	38.40
Other	19.16	7.44	8.75	17.03
TOTAL	185.75	205.49	204.36	294.29
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	102.28	13.62	14.84	16.83
- Salaries	102.28	9.93	11.33	11.64
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	3.69	3.51	5.19
B. Supervisory, Clerical & Production	18.56	104.07	103.74	127.04
- Wages	-	63.96	57.09	68.71
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	0.04	0.04	0.04
- Utility Allowance	-	-	-	-
- All Others	18.56	40.07	46.61	58.29
Utilities(Electricity, Water & Telephones)	7.03	7.51	6.78	7.42
Repairs & Maintenance	3.26	13.26	10.32	24.52
Insurance - Property and General	4.55	4.34	4.74	4.91
Depreciation	6.16	6.53	6.54	7.51
Other	28.92	38.28	37.13	44.19
TOTAL	170.76	187.61	184.09	232.42
CAPITAL EXPENDITURE				
Bridges/Builldings	0.72	16.00	1.84	11.50
Furniture, Fixtures and Equipment	0.59	0.80	0.63	0.90
Other	0.74	4.00	4.40	1.30
TOTAL	2.05	20.80	6.87	13.70
CAPITAL REVENUE				
Real Estate	0.00	41.38	0.00	0.00
Other	2.87	0.50	1.00	0.50
TOTAL	2.87	41.88	1.00	0.50

Balance Sheet
\$m

	AUDITED 2018/19	ESTIMATED 2019/20	PROJECTED 2020/21
Current assets:			
Cash and Short Term Deposits	198.78	235.46	265.37
Advances and Prepayments	4.80	4.24	3.43
Divestment Expense Recoverable	15.97	0.18	10.97
Accounts Receivable	15.56	7.86	23.76
Deferred expenses	2.73	2.73	2.73
Inventory	43.38	43.54	43.54
	281.22	294.01	349.80
Current Liabilities			
Accounts Payables & Accruals	43.31	36.84	36.84
Short term Financing	3.72	2.57	2.57
Advances	3.77	3.63	3.63
Deposit on Sale of Property	102.22	102.22	102.22
Deferred Income	-	-	-
	153.02	145.26	145.26
Net Current Assets	128.20	148.76	204.54
Non-Current Asset			
Property, Plant and Equipment	124.20	124.53	130.71
Total Net Assets	252.40	273.28	335.25
Financed by:			
Share Capital	0.65	0.65	0.65
Reserve	119.26	119.87	119.97
Accumulated Surplus	132.49	152.76	214.63
	252.40	273.28	335.25

Jamaica Ultimate Tyre Company Limited

Introduction

Jamaica Ultimate Tyre Company Limited (JU Tyre) was incorporated on July 24, 2001 as a wholly-owned subsidiary of Jamaica Urban Transit Company (JUTC). The core function of the company is the provision of a reliable supply of retread and new tyres to JUTC, at the most cost effective prices.

The Company also markets its tyres and services to external customers, including other Government entities. Services provided by JU Tyre include wheel alignment and balancing, front-end inspection, as well as total truck and car wash.

Operational and Financial Overview

The JU Tyre plans to develop and improve its operational efficiencies with the introduction of new products and services and the modernization of its factory and equipment. To this end, the JU Tyre will replace its wheel alignment equipment and improve its tyre showroom.

The JU Tyre will continue to:

1. Pursue an aggressive marketing, promotional and advertising programme to improve its revenue;
2. Establish distribution arrangements nationally to provide a reliable and competitive alternative for new and retread tyres.

JU Tyre forecasts a net surplus of \$7.27 million (2019/20 - \$1.85 million).

The JU Tyre's current staff complement is 37.

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Income			
Sales - JUTC	139.59	218.87	243.92
- Others	122.27	128.63	145.30
	261.86	347.50	389.22
Cost of Sales	131.66	194.92	218.31
Gross Profit	130.20	152.58	170.91
Factory Costs	3.40	4.92	5.52
Other Direct Costs	29.49	40.07	43.03
Total Other Direct Costs	32.89	44.99	48.55
Operating Profit	97.31	107.59	122.36
Administrative Expenses			
Utilities	3.65	4.30	4.81
Staff costs	76.14	85.71	92.33
Security	3.23	3.29	3.69
Insurance	1.99	1.89	2.11
Auto repairs & maintenance	0.53	0.37	0.42
Advertising & promotion	5.79	3.87	4.34
Professional fees	0.49	0.24	0.58
Depreciation	4.41	4.93	5.52
Bank charges & interests	1.17	1.35	1.51
Total Admin. Expenses	97.40	105.95	115.31
Other income	0.31	0.21	0.22
Profit Before Taxation	0.22	1.85	7.27

				\$m				
				Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21	
Statement 'A' Flow of Funds								
1	Current Revenue			262.17	272.25	347.71	389.44	
2	Current Expenses			(261.95)	(250.68)	(345.86)	(382.17)	
3	Current Balance			0.22	21.57	1.85	7.27	
4	Adjustments			22.50	(4.83)	14.23	(2.92)	
	Change in Accounts			-	-	-	-	
	Receivable/Payable			(16.07)	(8.99)	10.11	(8.67)	
	Items not requiring outlay of cash:			-	-	-	-	
	Depreciation			4.41	4.85	4.93	5.52	
	Other Non-Cash Items			34.16	(0.69)	(0.81)	0.23	
	Prior Year Adjustment			-	-	-	-	
5	Operating Balance			22.72	16.74	16.08	4.35	
6	Capital Account			(22.55)	(12.39)	(6.31)	(16.49)	
	Revenue			-	-	-	-	
	Expenditure			(4.60)	(10.48)	(8.31)	(8.43)	
	Investment			-	-	-	-	
	Change in Inventory			(17.95)	(1.91)	2.00	(8.06)	
7	Transfers from Government			-	-	-	-	
	Loans			-	-	-	-	
	Equity			-	-	-	-	
	On-Lending			-	-	-	-	
	Other			-	-	-	-	
8	Transfers to Government			-	(5.39)	-	-	
	Dividend			-	-	-	-	
	Loan Repayments			-	-	-	-	
	Corporate Taxes			-	(5.39)	-	-	
	Other			-	-	-	-	
9	OVERALL BALANCE (5+6+7+8)			0.17	(1.04)	9.77	(12.14)	
10	FINANCING (10a+11+15)			(0.17)	1.04	(9.77)	12.14	
10a	Total			-	-	-	-	
	Capital Revenue			-	-	-	-	
	Loans			-	-	-	-	
	Equity			-	-	-	-	
	On-Lending			-	-	-	-	
	Loan Repayments			-	-	-	-	
11	Total Foreign (12+13+14)			-	-	-	-	
12	Government Guaranteed Loans			-	-	-	-	
	Disbursement			-	-	-	-	
	Amortization			-	-	-	-	
13	Direct Loans			-	-	-	-	
	Long Term:			-	-	-	-	
	Disbursement			-	-	-	-	
	Amortisation			-	-	-	-	
	Short Term:			-	-	-	-	
	Change in Trade Credits			-	-	-	-	
14	Change in Deposits Abroad			-	-	-	-	
15	Total Domestic (16+17+18)			(0.17)	1.04	(9.77)	12.14	
16	Banking System			(3.73)	1.04	(8.74)	12.71	
	Loans (Change)			-	-	-	-	
	Current Accounts/Overdraft (Change)			-	-	-	-	
	Deposits (Change)			(3.73)	1.04	(8.74)	12.71	
17	Non-Banks (Change)			-	-	-	-	
18	Other (Change)			3.56	-	(1.03)	(0.57)	

\$m

CURRENT REVENUE	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Sales-JUTC	139.59	109.73	218.87	243.92
Sales- Other	122.27	138.84	128.63	145.30
Other	0.31	23.68	0.21	0.22
TOTAL	262.17	272.25	347.71	389.44
CURRENT EXPENSES				
Compensation	76.14	78.28	85.71	92.33
A. Directors, Executive & Senior Managers	35.52	35.72	37.84	40.74
- Salaries	26.95	27.16	27.14	28.77
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	8.57	8.56	10.70	11.97
B. Supervisory, Clerical & Production	40.62	42.56	47.87	51.59
- Wages	29.50	30.84	33.86	35.90
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	11.12	11.72	14.01	15.69
Utilities(Electricity, Water & Telephones)	3.65	3.77	4.30	4.81
Cost of Sales	131.66	128.51	194.92	218.31
Other Factory Costs	3.40	4.25	4.92	5.52
Repairs & Maintenance	0.53	0.68	0.37	0.42
Security	3.23	3.24	3.29	3.69
Professional Fees	0.49	2.03	0.24	0.58
Insurance	1.99	2.40	1.89	2.11
Other	29.49	13.99	40.07	43.03
Interest and Bank Charges	1.17	2.63	1.35	1.51
Depreciation	4.41	4.85	4.93	5.52
Advertising & Promotion	5.79	5.77	3.87	4.34
Taxes (other than Income Tax)	-	0.28	-	-
TOTAL	261.95	250.68	345.86	382.17
CAPITAL EXPENDITURE				
PROJECTS:				
Leasehold Improvement	-	2.60	-	0.75
Machinery & Equipment	4.60	4.30	8.31	4.06
Computer Software and Equipment	-	3.37	-	2.97
Furniture and Fixtures	-	0.21	-	0.65
TOTAL	4.60	10.48	8.31	8.43

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Current Assets			
Cash and Bank Balances	12.76	21.50	8.79
Short- term Investment	12.07	13.91	14.25
Accounts Receivables	43.37	76.50	89.44
Inventories	82.52	80.52	88.58
Deferred Tax Asset	1.67	1.08	0.85
	152.39	193.51	201.91
Current Liabilities			
Accounts Payable and Accruals	40.11	49.76	35.79
	40.11	49.76	35.79
Net Current Liabilities	112.28	143.75	166.12
Fixed Assets	29.64	33.02	35.93
	141.92	176.77	202.05
FINANCED BY			
Shares (\$200)	-	-	-
Shareholder's Equity	86.34	101.65	103.51
Accumulated Surplus	15.31	1.85	7.26
	101.65	103.50	110.77
Long-term Loans	18.27	18.27	18.27
Payable to JUTC	22.00	55.00	73.01
	40.27	73.27	91.28
	141.92	176.77	202.05

Montego Bay Metro

Introduction

The Montego Bay Metro Limited (MBM) was established in September 1997 to provide a dedicated school bus service, for the teacher and student population in the parish of St. James and its environs. The shares of the Company were acquired by Government of Jamaica (GOJ) in 2002 to facilitate an improved bus service to the citizens of St. James, Trelawny and Hanover.

Operational and Financial Overview

The MBM will continue to operate in the western parishes of the island, transporting students and senior citizens. The Company projects an increased fleet of 16 units (2019/20: 14). The increased fleet is expected to improve the service reliability and by extension improve its revenue stream. Additionally to maintain the fleet schedule MBM plans to pursue a comprehensive repair and maintenance programme aimed at reducing the number of interrupted cycle trips.

The MBM forecasts a net deficit of \$106.28 million (2019/20: \$38.81 million deficit). Government subvention represents \$54.84 million (2019/20 - \$118.23 million) of total revenue.

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Rental Income	5.86	7.13	7.28
Route Collections	44.03	55.03	99.40
Other	16.34	8.10	11.91
Total Income	66.23	70.26	118.59
Expenses:			
Compensation	74.98	78.45	85.15
Utilities	3.65	4.29	4.41
Interest and Penalties	4.10	-	4.10
Repairs & Maintenance	9.96	39.62	48.49
Fuel & Lubricants	47.57	68.71	95.84
Tyres	2.59	7.99	11.65
Licence & Fitness	0.57	0.09	0.58
Security Services	3.72	3.94	3.98
Insurance	5.89	5.88	6.11
Other	15.61	18.33	19.40
Total Expenses	168.64	227.30	279.71
Net Operating Loss	(102.41)	(157.04)	(161.12)
Subvention	83.79	118.23	54.84
Net (Loss)/Profit	(18.62)	(38.81)	(106.28)

\$m

	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	66.23	126.80	70.26	118.59
2 Current Expenses	(168.64)	(370.93)	(227.30)	(279.71)
3 Current Balance	(102.41)	(244.13)	(157.04)	(161.12)
4 Adjustments	18.35	293.10	66.90	146.32
Change in Accounts	-	-	-	-
Receivable/Payable	17.31	292.45	41.05	145.67
Items not requiring outlay of cash:	-	-	-	-
Depreciation	0.65	0.65	0.65	0.65
Other Non-Cash Items	0.39	-	25.20	-
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(84.06)	48.97	(90.14)	(14.80)
6 Capital Account	(1.29)	(100.01)	(18.60)	(52.63)
Revenue	-	-	-	-
Expenditure	(1.07)	(59.60)	(0.15)	(54.84)
Investment	-	-	-	-
Change in Inventory	(0.22)	(40.41)	(18.45)	2.21
7 Transfers from Government	83.79	52.73	118.23	54.84
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	83.79	52.73	118.23	54.84
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(1.56)	1.69	9.49	(12.59)
10 FINANCING (10a+11+15)	1.56	(1.69)	(9.49)	12.59
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	1.56	(1.69)	(9.49)	12.59
16 Banking System	1.56	(1.69)	(9.49)	12.59
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	1.56	(1.69)	(9.49)	12.59
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	-	-	-	-

\$m				
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Route Collection	44.03	111.51	55.03	99.40
Rental Income	5.86	4.89	7.13	7.28
Other Income	16.34	10.40	8.10	11.91
TOTAL	66.23	126.80	70.26	118.59
CURRENT EXPENSES				
Compensation	74.98	93.79	78.45	85.15
A. Directors, Executive & Senior Managers	17.16	19.10	17.74	16.82
- Salaries	17.16	19.10	17.74	16.82
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	-	-	-
B. Supervisory, Clerical & Production	57.82	74.69	60.71	68.33
- Wages	51.86	62.92	52.29	57.35
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	5.96	11.77	8.42	10.98
Utilities(Electricity, Water & Telephones)	3.65	4.62	4.29	4.41
Repairs & Maintenance	9.96	42.49	39.62	48.49
Fuel & Lubricants	47.57	175.80	68.71	95.84
Interest and Penalties	4.10	4.10	-	4.10
Tyres	2.59	17.28	7.99	11.65
Licence & Fitness	0.57	0.85	0.09	0.58
Security Services	3.72	2.62	3.94	3.98
Insurance	5.89	5.90	5.88	6.11
Other	14.96	22.83	17.68	18.75
Depreciation	0.65	0.65	0.65	0.65
TOTAL	168.64	370.93	227.30	279.71
CAPITAL EXPENDITURE				
Parts & Maintenance	1.07	37.60	0.15	54.84
Buses	-	-	-	-
Leasehold Improvements	-	22.00	-	-
TOTAL	1.07	59.60	0.15	54.84

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Current Assets			
Bank and Cash Balances	3.11	12.60	0.01
Inventory	13.31	31.76	29.55
Accounts Receivable	3.49	2.55	2.40
	19.91	46.91	31.96
Current Liabilities			
Accounts Payable	110.36	175.67	361.19
	110.36	175.67	361.19
Net Current Assets	(90.45)	(128.76)	(329.23)
Fixed Assets	7.65	7.15	61.34
Net Assets	(82.80)	(121.61)	(267.89)
Financed by:			
Share Capital (\$600)	-	-	-
Accumulated Deficit	(82.80)	(121.61)	(267.89)
	(82.80)	(121.61)	(267.89)

Ports Security Corps Limited

Introduction

The Ports Security Corps Limited (PSC) was incorporated in 1989 under the Companies Act of Jamaica, with the primary mandate to protect the Island's ports of entry, tourism product and export trade in the national interest. The Company's mission is to achieve the highest level of integrity of security services provided at sea and air ports through the development and deployment of a professional cadre of officers.

Operational and Financial Overview

PSC will continue to provide security services at the Island's air and sea ports. These services will remain consistent with International Ship and Port-facility Security, and the International Civil Aviation Organisation (ICAO) security standards. The strategies that will be employed during the year include:

- Re-certification of officers in keeping with regulatory requirements of the ICAO and Jamaica Civil Aviation Authority. A number of re-training exercises are scheduled to be undertaken and it is expected that 100% completion will be achieved in 2020/21. In addition, specific training will be offered to all managers in order to attain Security Management Certification.
- Improvement in detection capabilities across all PSC locations, with the introduction of modern equipment including the acquisition of under carriage mirrors and laser measuring devices.
- Review 100% of client contracts as well as rates to secure sustainable funding for operational growth and efficiency

The Corps projects a surplus of \$12.62 million (2019/20: estimated deficit of \$80.25 million).

PSC projects a staff complement of 992 employees (2019/20 – 891).

Income Statement
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
Revenue			
Airport Security Services	459.67	485.88	553.57
Seaport & Other Security Services	247.51	261.63	211.44
Other Income/Grant	0.22	-	40.34
Total Revenue	707.40	747.51	805.35
Expenses			
Salaries and Wages	647.86	662.53	653.29
Uniform Medical & Other Benefits	11.87	10.40	7.13
Motor Vehicle Operating Expenses	8.05	6.20	2.93
Training	24.48	14.54	7.20
Duty Transportation	27.85	24.30	22.32
Rent	9.87	7.80	7.80
Depreciation	0.72	0.71	0.79
Canine service	12.23	17.93	12.20
Other	113.15	83.35	79.07
Total Expenses	856.08	827.76	792.73
Tax Credit	276.35	-	-
Net (Loss)/Profit	127.67	(80.25)	12.62

\$m				
	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	707.40	822.68	747.51	805.35
2 Current Expenses	(856.08)	(822.53)	(827.76)	(792.73)
3 Current Balance	(148.68)	0.15	(80.25)	12.62
4 Adjustments	95.64	(5.00)	81.42	17.63
Change in Accounts	-	-	-	-
Receivable/Payable	97.02	(5.23)	80.70	16.92
Items not requiring outlay of cash:	-	-	-	-
Depreciation	0.72	0.27	0.71	0.79
Other Non-Cash Items	(2.10)	(0.04)	0.01	(0.08)
Prior Year Adjustment	-	-	-	-
5 Operating Balance	(53.04)	(4.85)	1.17	30.25
6 Capital Account	(0.67)	(1.12)	(1.26)	(3.06)
Revenue	-	-	-	-
Expenditure	(0.67)	(1.12)	(1.26)	(3.06)
Investment	-	-	-	-
Change in Inventory	-	-	-	-
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	-	-	-	-
Dividend	-	-	-	-
Loan Repayments	-	-	-	-
Corporate Taxes	-	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(53.71)	(5.97)	(0.09)	27.19
10 FINANCING (10a+11+15)	53.71	5.97	0.09	(27.19)
10a Total	2.20	-	-	-
Capital Revenue	2.20	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	51.51	5.97	0.09	(27.19)
16 Banking System	51.51	5.97	0.09	(27.19)
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	51.51	5.97	0.09	(27.19)
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	-	-	-	-

\$m

CURRENT REVENUE	Unaudited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
INCOME				
Airport Security Services	459.67	546.97	485.88	553.57
Seaport & Other Security Services	247.51	275.71	261.63	211.44
Other Income	0.22	-	-	40.34
TOTAL	707.40	822.68	747.51	805.35
CURRENT EXPENSES				
Compensation				
A. Directors, Executive & Senior Managers	659.73	18.46	672.93	660.42
- Salaries	647.86	17.62	662.53	653.29
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	11.87	0.84	10.40	7.13
B. Supervisory, Clerical & Production	-	648.11	-	-
- Wages	-	640.55	-	-
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	-	7.56	-	-
Utilities(Electricity, Water & Telephones)	5.59	4.80	5.43	4.80
Office Rental	9.87	4.60	7.80	7.80
Duty Transportation	27.85	26.66	24.30	22.32
Motor Vehicle Operating Expenses	8.05	5.81	6.20	2.93
Canine Service	12.23	12.22	17.93	12.20
Training	24.48	17.50	14.54	7.20
Depreciation	0.72	0.27	0.71	0.79
Other	107.56	84.10	77.92	74.27
TOTAL	856.08	822.53	827.76	792.73
CAPITAL EXPENDITURE				
PROJECTS:				
Computer and related Equipment	0.67	1.12	1.26	3.06
TOTAL	0.67	1.12	1.26	3.06
CAPITAL REVENUE				
Motor Vehicle	2.20	-	-	-
TOTAL	2.20	-	-	-

Balance Sheet
\$m

	Unaudited 2018/19	Estimated 2019/20	Projected 2020/21
ASSETS			
Non-current Assets			
Property and Equipment	4.13	4.69	6.97
	4.13	4.69	6.97
Current Assets			
Trade and Other Receivables	91.94	100.29	96.54
Prepayments	2.60	2.59	2.67
Cash and Bank Balances	(14.96)	(15.05)	12.14
	79.58	87.83	111.35
Total Assets	83.71	92.52	118.32
LIABILITIES AND EQUITY			
Current Liabilities			
Trade and Other Payables	855.01	944.07	957.25
	855.01	944.07	957.25
Capital and Reserve			
Accumulated Deficit	(771.30)	(851.55)	(838.93)
	(771.30)	(851.55)	(838.93)
Total Liabilities and Equity	83.71	92.52	118.32

Transport Authority

The Transport Authority (TA) was established in accordance with the Transport Authority Act, (8 July 1987) to regulate, license and monitor public passenger transport throughout the island, and to perform such duties as required under the Road Traffic and Public Passenger Transport Acts. The Acts were amended in 2005 to strengthen the Authority's enforcement capacity, eliminate ambiguities relating to the seizure of vehicles and classify the Stage Carriage B (Route Taxi) licence introduced in 1999.

Transport Authority's main functions are to:

- Grant licences for stage, express, contract, hackney and commercial carriers;
- Recommend rates charged by public passenger vehicles; and
- Regulate public passenger vehicles.

Operations of the Authority are conducted from four regional offices located in Kingston (Head Office), Montego Bay, Ocho Rios and Mandeville. The Authority also operates pounds at various locations throughout the Island to facilitate the storage of seized vehicles.

Operational and Financial Overview

The TA will remain focused on its mandate of achieving a well-regulated, safe, secure and reliable public transportation system. As such, the Authority has established specific strategic goals to achieve this while enabling the Organization to remain financially viable.

For the budget year the TA plans to:

- Pursue improvement in order and safety in the public passenger transportation sector through increased monitoring and enforcement activities.
- Enhance service quality, performance management and transform the image of the Authority into a respected customer focused Entity. In this regard, TA will seek to complete and implement an organizational review and employ initiatives geared towards improving human resource capacity within the Organization to strengthen performance and service quality.
- Improve access to PPV services and information through the adoption of a market driven model for licensing and building awareness through the implementation of a public education campaign.

The Authority projects net surplus of \$42.86 million (2019/20 estimate: \$120.35 million).

A staff complement of 465 is projected (2019/20: 366).

Income Statement
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
<i>Income</i>			
Licence and Processing Fees	1,297.44	1,186.96	1,205.71
Other Income	42.67	304.26	329.26
Interest on Deposits	23.07	26.17	26.17
<i>Total Income</i>	1,363.18	1,517.39	1,561.14
<i>Expenses</i>			
Salaries & Wages	442.61	475.80	512.92
Other Staff Costs	185.74	194.50	206.26
Utilities	41.22	109.51	135.15
Motor Vehicle Expenses	14.29	18.85	19.79
Professional Fees	12.05	15.65	16.90
Rental - Buildings and Equipment	21.23	22.05	23.70
Stationery and Office Supplies	59.60	37.44	39.00
Repairs & Maintenance	32.08	35.15	58.23
Insurance	5.73	3.96	4.95
Security	92.33	137.94	112.54
Depreciation	84.01	82.81	90.00
Taxes other than Income Tax	32.95	39.68	41.35
Other	143.95	183.59	243.21
<i>Total Expenses</i>	1,167.79	1,356.93	1,504.00
<i>Profit before Taxation</i>	195.39	160.46	57.14
Taxation	17.58	40.11	14.28
<i>Surplus after Tax</i>	177.81	120.35	42.86

\$m

	Audited 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
Statement 'A' Flow of Funds				
1 Current Revenue	1,363.18	1,518.26	1,517.39	1,561.14
2 Current Expenses	(1,167.79)	(1,447.32)	(1,356.93)	(1,504.00)
3 Current Balance	195.39	70.94	160.46	57.14
4 Adjustments	181.16	70.39	(141.00)	19.55
Change in Accounts	-	-	-	-
Receivable/Payable	12.88	(25.96)	(82.22)	(37.28)
Items not requiring outlay of cash:	-	-	-	-
Depreciation	84.01	90.00	82.81	90.00
Other Non-Cash Items	84.27	6.35	(141.59)	(33.17)
Prior Year Adjustment	-	-	-	-
5 Operating Balance	376.55	141.33	19.46	76.69
6 Capital Account	(66.86)	(197.82)	(134.76)	(185.80)
Revenue	-	-	-	-
Expenditure	(67.10)	(187.27)	(116.37)	(179.23)
Investment	-	-	-	-
Change in Inventory	0.24	(10.55)	(18.39)	(6.57)
7 Transfers from Government	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Other	-	-	-	-
8 Transfers to Government	(6.86)	(8.63)	(17.78)	(12.03)
Dividend	(6.80)	(8.63)	(17.78)	(12.03)
Loan Repayments	-	-	-	-
Corporate Taxes	(0.06)	-	-	-
Other	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	302.83	(65.12)	(133.08)	(121.14)
10 FINANCING (10a+11+15)	(302.83)	65.12	133.08	121.14
10a Total	-	-	-	-
Capital Revenue	-	-	-	-
Loans	-	-	-	-
Equity	-	-	-	-
On-Lending	-	-	-	-
Loan Repayments	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-
Disbursement	-	-	-	-
Amortization	-	-	-	-
13 Direct Loans	-	-	-	-
Long Term:	-	-	-	-
Disbursement	-	-	-	-
Amortisation	-	-	-	-
Short Term:	-	-	-	-
Change in Trade Credits	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-
15 Total Domestic (16+17+18)	(302.83)	65.12	133.08	121.14
16 Banking System	(314.37)	6.01	79.95	121.14
Loans (Change)	-	-	-	-
Current Accounts/Overdraft (Change)	-	-	-	-
Deposits (Change)	(314.37)	6.01	79.95	121.14
17 Non-Banks (Change)	-	-	-	-
18 Other (Change)	11.54	59.11	53.13	0.00

\$m

	Audit 2018/19	Original 2019/20	Estimated 2019/20	Projected 2020/21
CURRENT REVENUE				
Licence & Processing Fees	1,297.44	1,203.80	1,186.96	1,205.71
Interest on Deposits	23.07	24.52	26.17	26.17
Other Income	42.67	289.94	304.26	329.26
TOTAL	1,363.18	1,518.26	1,517.39	1,561.14
CURRENT EXPENSES				
Compensation	628.35	734.04	670.30	719.18
A. Directors, Executive & Senior Managers	38.03	33.52	39.55	42.84
- Salaries	29.41	18.96	30.59	33.13
- Pension Fund Contributions	-	-	-	-
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	8.62	14.56	8.96	9.71
B. Supervisory, Clerical & Production	590.32	700.52	630.75	676.34
- Wages	413.20	532.03	445.21	479.79
- Pension Fund Contributions	20.82	20.93	22.98	20.50
- Housing Allowance	-	-	-	-
- Utility Allowance	-	-	-	-
- All Others	156.30	147.56	162.56	176.05
Utilities(Electricity, Water & Telephones)	41.22	120.61	109.51	135.15
Repairs & Maintenance	32.08	55.06	35.15	58.23
Rental - Buildings and Equipment	21.23	26.65	22.05	23.70
Professional Fees	12.05	4.85	15.65	16.90
Security	92.33	110.00	137.94	112.54
Insurance	5.73	7.93	3.96	4.95
Motor Vehicle Fuel	14.29	19.79	18.85	19.79
Depreciation	84.01	90.00	82.81	90.00
Stationery & Office Supplies	59.60	35.51	37.44	39.00
Taxes (other than Income Tax)	32.95	39.62	39.68	41.35
Other	143.95	203.26	183.59	243.21
TOTAL	1,167.79	1,447.32	1,356.93	1,504.00
CAPITAL EXPENDITURE				
PROJECTS:				
Building/ Freehold Improvement	31.15	116.02	34.98	65.00
Transportation	-	-	11.29	-
Information Technology	14.16	60.15	56.01	89.73
Furniture & Fixtures	21.79	5.60	14.09	18.50
Other	-	5.50	-	6.00
TOTAL	67.10	187.27	116.37	179.23

Balance Sheet
\$m

	Audited 2018/19	Estimated 2019/20	Projected 2020/21
Current Assets			
Cash and Short-term Deposits	897.67	817.72	696.58
Accounts Receivable	10.49	75.51	55.22
Income Tax Recoverable	1.92	-	-
Inventories- spares	22.14	40.53	47.10
	932.22	933.76	798.90
Current Liabilities			
Accounts Payable and Accrued Charges	97.38	80.18	22.61
Provisions	20.60	-	-
Deferred Income	626.63	497.96	464.79
Taxation payable	-	40.11	54.40
Dividend Payable	-	12.03	4.28
	744.61	630.28	546.08
Net Current Assets	187.61	303.48	252.82
Long Term Assets			
Fixed Assets	416.06	449.61	538.84
Loan Receivables	41.10	-	-
Investment Securities	62.73	62.73	62.73
Deferred Tax Asset	37.23	37.23	37.23
Total Net Assets	744.74	853.05	891.62
Financed by:			
Accumulated Surplus	744.74	853.05	891.62
Total Equity	744.74	853.05	891.62

Public Bodies (Other)

Other Public Bodies
Summary of Revenues and Expenses
Actual 2018/19
\$million

Public Bodies	Revenue	Expenses	Surplus bef. Int.& Taxes	Interest Expenses	Taxes	Surplus/ (Deficit)
Office of the Cabinet						
Office of Utilities Regulation	797.59	733.11	64.48	-	-	64.48
Ministry Total	797.59	733.11	64.48	-	-	64.48
Ministry of Economic Growth and Job Creation						
Factories Corporation of Jamaica Limited	3,061.94	753.80	2,308.14	17.25	-	2,290.89
Harmonisation Limited	15.80	100.66	(84.86)	-	40.34	(125.20)
Jamaica International Free Zone Development Limited	142.52	44.17	98.35	-	5.31	93.04
Kingston Freezone Company Limited	308.07	229.98	78.09	-	(16.88)	94.97
Montego Bay Freezone Company Limited	662.48	645.87	16.61	-	8.40	8.21
Ocho Rios Commercial Centre	34.06	20.43	13.63	1.94	2.92	8.77
Ports Management Security Limited	2,798.98	1,735.97	1,063.01	-	239.40	823.61
Runaway Bay Water Company	213.97	177.39	36.58	-	9.14	27.43
St Ann Development Company Limited	233.56	164.99	68.57	0.27	14.82	53.48
Ministry Total	7,471.38	3,873.26	3,598.12	19.46	303.46	3,275.20
Ministry of Education, Youth and Information						
Broadcasting Commission	357.13	282.74	74.39	-	23.46	50.93
Ministry Total	357.13	282.74	74.39	-	23.46	50.93
Ministry of Finance and the Public Service						
Betting, Gaming and Lotteries Commission	1,380.19	890.29	489.90	-	31.36	458.54
Financial Services Commission	1,222.21	975.71	246.50	-	-	246.50
Jamaica Deposit Insurance Corporation	2,549.33	301.41	2,247.92	-	-	2,247.92
Jamaica Racing Commission	177.05	216.18	(39.13)	-	-	(39.13)
Public Accountancy Board	13.00	12.60	0.40	0.80	-	(0.40)
Students' Loan Bureau	3,395.00	1,733.00	1,662.00	261.00	-	1,401.00
Ministry Total	8,736.78	4,129.19	4,607.59	261.80	31.36	4,314.43
Ministry of Health						
National Health Fund	17,276.04	15,812.58	1,463.46	-	-	1,463.46
Ministry Total	17,276.04	15,812.58	1,463.46	-	-	1,463.46

Public Bodies (Other)

Other Public Bodies
Summary of Revenues and Expenses
Actual 2018/19
\$million

Public Bodies	Revenue	Expenses	Surplus bef. Int. & Taxes	Interest Expenses	Taxes	Surplus/ (Deficit)
Ministry of Industry, Commerce, Agriculture and Fisheries						
Bureau Of Standards Jamaica	1,159.99	1,157.92	2.08	-	-	2.08
Jamaica National Accreditation Company Limited	124.35	100.70	23.65	-	4.20	19.45
Micro Investment Development Agency	14.60	13.00	1.60	0.08	-	1.52
National Export-Import Bank of Jamaica Limited	746.00	477.65	268.35	141.39	(3.97)	130.93
Ministry Total	2,044.94	1,749.27	295.67	141.47	0.23	153.98
Ministry of Science, Energy and Technology						
Postal Corporation of Jamaica	137.15	133.81	3.34	-	-	3.34
Spectrum Management Authority	399.35	355.86	43.49	-	-	43.49
Universal Service Fund	800.93	1,745.68	(944.75)	-	22.61	(967.36)
Ministry Total	1,337.43	2,235.35	(897.92)	-	22.61	(920.53)
Ministry of Transport and Mining						
Aeronautical Telecommunications Limited	746.48	635.66	110.82	-	(35.65)	146.47
Jamaica Bauxite Institute	241.34	226.57	14.77	-	-	14.77
Jamaica Bauxite Mining Limited	545.14	398.26	146.88	-	34.38	112.50
Jamaica Railway Corporation	185.75	170.76	14.99	-	-	14.99
Jamaica Ultimate Tyre Company Limited	262.17	261.95	0.22	-	-	0.22
Montego Bay Metro	150.02	168.64	(18.62)	-	-	(18.62)
Ports Security Corps Limited	707.40	856.08	(148.68)	-	(276.35)	127.67
Transport Authority	1,363.18	1,167.79	195.39	-	17.58	177.81
Ministry Total	4,201.48	3,885.71	315.77	-	(260.04)	575.81
Sub-Total	42,222.77	32,701.21	9,521.56	422.73	121.07	8,977.76
GROUP 2						
Entities	Revenue	Expenses	Surplus bef. Int. & Taxes	Interest Expenses	Taxes	Surplus/ (Deficit)
Coconut Industry Board *****	224.91	374.09	(149.18)	-	-	(149.18)
Jamaica Agricultural Commodities Regulatory Authority	375.02	287.66	87.36	-	-	87.36
Overseas Examination Commission **	16.34	456.88	(440.54)	-	-	(440.54)
Sugar Company of Jamaica Holdings	416.88	352.94	63.94	68.55	-	(4.61)
Sugar Industry Authority *****	502.45	435.10	67.35	-	-	67.35
Firearm Licensing Authority	676.95	558.80	118.15	-	36.73	81.42
Sports Development Foundation *****	616.83	589.99	26.84	-	-	26.84
Sub-Total	2,829.38	3,055.46	(226.08)	68.55	36.73	(331.36)
Grand Total Other Public Bodies	45,052.15	35,756.67	9,295.48	491.28	157.81	8,646.39
Financial Year Ends:						
** August						
**** October						
***** December						

Public Bodies (Other)

Other Public Bodies
Summary of Revenues and Expenses
Estimated 2019/20
\$million

Public Bodies	Revenue	Expenses	Surplus bef. Int. & Taxes	Interest Expenses	Taxes	Net Surplus/ (Deficit)
Office of the Cabinet						
Office of Utilities Regulation	856.64	898.33	(41.69)	-	-	(41.69)
Ministry Total	856.64	898.33	(41.69)	-	-	(41.69)
Ministry of Economic Growth & Job Creation						
Factories Corporation of Jamaica Limited	1,265.35	791.86	473.49	15.05	-	458.44
Harmonisation Limited	630.45	102.01	528.44	-	38.49	489.95
Jamaica International Free Zone Development Limited	116.77	78.95	37.82	-	6.39	31.43
Kingston Freezone Company Limited	403.65	275.07	128.58	-	0.12	128.46
Montego Bay Freezone Company Limited	792.70	696.66	96.04	-	0.92	95.12
Ocho Rios Commercial Centre	38.90	23.40	15.50	2.13	3.34	10.03
Ports Management Security Limited	2,968.03	2,125.06	842.97	-	210.74	632.23
Runaway Bay Water Company	238.75	178.83	59.92	-	14.98	44.94
St Ann Development Company Limited	172.67	136.90	35.77	1.31	8.61	25.85
Ministry Total	6,627.27	4,408.74	2,218.53	18.49	283.59	1,916.45
Ministry of Education, Youth and Information						
Broadcasting Commission	365.21	297.59	67.62	-	26.54	41.08
Ministry Total	365.21	297.59	67.62	-	26.54	41.08
Ministry of Finance and the Public Service						
Betting, Gaming and Lotteries Commission	1,315.77	954.45	361.32	-	52.80	308.52
Financial Services Commission	1,402.79	1,179.27	223.52	-	-	223.52
Jamaica Deposit Insurance Corporation	3,272.70	416.66	2,856.04	-	-	2,856.04
Jamaica Racing Commission	327.20	213.67	113.53	-	5.68	107.85
Public Accountancy Board	16.41	13.96	2.46	0.80	-	1.65
Students' Loan Bureau	3,546.00	2,256.00	1,290.00	666.00	-	624.00
Ministry Total	9,880.87	5,034.01	4,846.87	666.80	58.48	4,121.58
Ministry of Health						
National Health Fund	18,876.97	17,511.19	1,365.78	-	-	1,365.78
Ministry Total	18,876.97	17,511.19	1,365.78	-	-	1,365.78

Public Bodies (Other)

Other Public Bodies
Summary of Revenues and Expenses
Estimated 2019/20
\$million

Public Bodies	Revenue	Expenses	Surplus bef. Int. & Taxes	Interest Expenses	Taxes	Net Surplus/ (Deficit)
Ministry of Industry, Commerce, Agriculture and Fisheries						
Bureau Of Standards Jamaica	1,282.70	1,245.92	36.79	-	-	36.79
Jamaica National Accreditation Company Limited	136.79	106.19	30.61	-	2.61	28.00
Micro Investment Development Agency	11.03	10.42	0.61	0.05	-	0.56
National Export-Import Bank of Jamaica Limited	586.84	597.96	(11.12)	102.09	-	(113.21)
Ministry Total	2,017.36	1,960.48	56.88	102.14	2.61	(47.87)
Ministry of Science, Energy and Technology						
Postal Corporation of Jamaica	165.98	137.27	28.71	-	-	28.71
Spectrum Management Authority	466.80	402.84	63.96	-	-	63.96
Universal Service Funds	874.33	654.92	219.41	-	-	219.41
Ministry Total	1,507.11	1,195.03	312.08	-	-	312.08
Ministry of Transport and Mining						
Aeronautical Telecommunications Limited	919.27	793.21	126.06	-	-	126.06
Jamaica Bauxite Institute	250.14	207.39	42.75	-	-	42.75
Jamaica Bauxite Mining Limited	492.22	302.82	189.40	-	49.56	139.84
Jamaica Railway Corporation	204.36	184.09	20.27	-	-	20.27
Jamaica Ultimate Tyre Company Limited	347.71	345.86	1.85	-	-	1.85
Montego Bay Metro	188.49	227.30	(38.81)	-	-	(38.81)
Ports Security Corps Limited	747.51	827.76	(80.25)	-	-	(80.25)
Transport Authority	1,517.39	1,356.93	160.46	-	40.11	120.35
Ministry Total	4,667.09	4,245.36	421.73	-	89.67	332.06
Sub-Total	44,798.52	35,550.72	9,247.80	787.43	460.89	7,999.48
GROUP 2						
	-	-	Surplus bef.	Interest	-	Surplus/
Entities	Revenue	Expenses	Int. & Taxes	Expenses	Taxes	(Deficit)
Coconut Industry Board *****	268.19	347.81	(79.62)	-	-	(79.62)
Jamaica Agricultural Commodities Regulatory Authority	403.52	385.03	18.49	-	-	18.49
Overseas Examination Commission **	818.27	788.73	29.54	-	-	29.54
Sugar Company of Jamaica Holdings	585.03	313.29	271.74	28.82	-	242.92
Sugar Industry Authority ****	322.76	322.76	-	-	-	-
Firearm Licensing Authority	676.43	610.28	66.15	-	36.95	29.20
Sports Development Foundation*****	544.66	661.48	(116.82)	-	-	(116.82)
Sub-Total	3,618.86	3,429.38	189.48	28.82	36.95	123.71
Grand Total Other Public Bodies	48,417.38	38,980.10	9,437.28	816.25	497.84	8,123.19
Financial Year Ends:						
** August						
**** October						
***** December						

Public Bodies (Other)

Other Public Bodies
Summary of Revenues and Expenses
Projected 2020/21
\$million

Public Bodies	Revenue	Expenses	Surplus bef. Int. & Taxes	Interest Expenses	Taxes	Net Surplus/ (Deficit)
Office of the Cabinet						
Office of Utilities Regulation	915.38	992.31	(76.93)	-	-	(76.93)
Ministry Total	915.38	992.31	(76.93)	-	-	(76.93)
Ministry of Economic Growth and Job Creation						
Factories Corporation of Jamaica Limited	1,189.02	926.61	262.41	12.67	-	249.74
Harmonisation Limited	411.27	118.94	292.33	-	40.10	252.23
Jamaica International Free Zone Development Limited	162.74	58.04	104.70	-	3.53	101.17
Kingston Freezone Company Limited	669.30	478.76	190.54	-	0.89	189.65
Montego Bay Freezone Company Limited	769.17	756.95	12.23	-	7.08	5.15
Ocho Rios Commercial Centre	45.82	19.30	26.52	2.51	6.00	18.01
Ports Management Security Limited	3,039.46	2,425.99	613.47	-	187.19	426.28
Runaway Bay Water Company	240.33	174.19	66.14	-	16.54	49.61
St Ann Development Company Limited	181.18	154.11	27.07	1.37	6.43	19.27
Ministry Total	6,708.30	5,112.89	1,595.42	16.55	267.76	1,311.11
Ministry of Education, Youth and Information						
Broadcasting Commission	-	-	-	-	-	-
	363.36	333.11	30.25	-	29.81	0.44
Ministry Total	363.36	333.11	30.25	-	29.81	0.44
Ministry of Finance and the Public Service						
Betting, Gaming and Lotteries Commission	1,608.60	1,158.05	450.55	-	64.94	385.61
Financial Services Commission	1,507.27	1,427.66	79.61	-	-	79.61
Jamaica Deposit Insurance Corporation	3,145.81	681.11	2,464.70	-	-	2,464.70
Jamaica Racing Commission	244.41	273.94	(29.53)	-	-	(29.53)
Public Accountancy Board	17.00	14.20	2.81	0.80	-	2.00
Students' Loan Bureau	3,641.00	2,352.00	1,289.00	282.00	-	1,007.00
Ministry Total	10,164.09	5,906.96	4,257.14	282.80	64.94	3,909.39
Ministry of Health						
National Health Fund	20,650.97	20,062.00	588.97	-	-	588.97
Ministry Total	20,650.97	20,062.00	588.97	-	-	588.97

Public Bodies (Other)

**Other Public Bodies
Summary of Revenues and Expenses
Projected 2020/21
\$million**

Public Bodies	Revenue	Expenses	Surplus bef. Int.& Taxes	Interest Expenses	Taxes	Net Surplus/ (Deficit)
Ministry of Industry, Commerce, Agriculture and Fisheries						
Bureau Of Standards Jamaica	1,414.41	1,356.31	58.11	-	-	58.11
Jamaica National Accreditation Company Limited	158.47	140.93	17.54	-	3.01	14.52
Micro Investment Development Agency	4.37	10.27	(5.90)	0.06	-	(5.96)
National Export-Import Bank of Jamaica Limited	712.84	738.47	(25.63)	107.15	-	(132.78)
Ministry Total	2,290.10	2,245.98	44.11	107.21	3.01	(66.11)
Ministry of Science, Energy and Technology						
Postal Corporation of Jamaica	169.66	236.14	(66.48)	-	-	(66.48)
Spectrum Management Authority	609.58	609.31	0.27	-	-	0.27
Universal Service Fund	828.00	2,218.39	(1,390.39)	-	-	(1,390.39)
Ministry Total	1,607.24	3,063.84	(1,456.60)	-	-	(1,456.60)
Ministry of Transport and Mining						
Aeronautical Telecommunications Limited	935.73	829.30	106.43	-	-	106.43
Jamaica Bauxite Institute	267.14	267.14	-	-	-	-
Jamaica Bauxite Mining Limited	499.15	372.72	126.43	-	33.86	92.57
Jamaica Railway Corporation	294.29	232.42	61.87	-	-	61.87
Jamaica Ultimate Tyre Company Limited	389.44	382.17	7.27	-	-	7.27
Montego Bay Metro	173.43	279.71	(106.28)	-	-	(106.28)
Ports Security Corps Limited	805.35	792.73	12.62	-	-	12.62
Transport Authority	1,561.14	1,504.00	57.14	-	14.28	42.86
Ministry Total	4,925.67	4,660.19	265.48	-	48.14	217.34
Sub-Total	47,625.11	42,377.27	5,247.83	406.56	413.66	4,427.61
GROUP 2						
Entities	Revenue	Expenses	Surplus bef. Int.& Taxes	Interest Expenses	Taxes	Surplus/ (Deficit)
Coconut Industry Board *****	209.56	488.62	(279.06)	-	-	(279.06)
Jamaica Agricultural Commodities Regulatory Authority	447.76	410.31	37.45	-	-	37.45
Overseas Examination Commission **	820.44	615.21	205.23	-	-	205.23
Sugar Company of Jamaica Holdings	562.94	442.07	120.87	41.49	-	79.38
Sugar Industry Authority ****	323.16	323.09	0.07	-	-	0.07
Firearm Licensing Authority	828.55	680.16	148.39	-	65.25	83.14
Sports Development Foundation*****	630.71	728.51	(97.80)	-	-	(97.80)
Sub-Total	3,823.12	3,687.97	135.15	41.49	65.25	28.41
Grand Total Other Public Bodies	51,448.22	46,065.24	5,382.99	448.05	478.91	4,456.03
Financial Year Ends: ** August **** October ***** December						

Ministry Of Economic Growth and Job Creation											
	OUR	FCJ	Harmonisation	JIFZ	KFZ	MBFZ	ORCC	PMS	RBWC	SADCO	SDF
Statement 'A' Flow of Funds											
1 Current Revenue	797.59	3,061.94	15.80	142.52	308.07	662.48	34.06	2,798.98	213.97	233.56	616.83
2 Current Expenses	(733.11)	(771.05)	(141.00)	(55.20)	(229.98)	(645.87)	(22.37)	(1,735.97)	(177.39)	(165.26)	(589.99)
3 Current Balance	64.48	2,290.89	(125.20)	87.32	78.09	16.61	11.69	1,063.01	36.58	68.30	26.84
4 Adjustments	121.57	(2,059.00)	(47.71)	(63.57)	33.09	127.97	(2.58)	(619.25)	2.42	1.17	(59.38)
Change in Accounts	-	-	-	-	-	-	-	-	-	-	-
Receivable/Payable	21.90	(95.53)	(48.31)	(8.37)	33.11	117.30	(3.26)	(612.36)	1.16	(7.73)	(64.11)
Items not requiring outlay of cash:	-	-	-	-	-	-	-	-	-	-	-
Depreciation	22.79	11.14	0.60	0.75	3.56	10.58	0.68	3.81	1.26	8.90	4.79
Other Non-Cash Items	76.88	(1,974.61)	-	(55.95)	(3.58)	0.09	-	(10.70)	-	-	(0.06)
Prior Year Adjustment	-	-	-	-	-	-	-	-	-	-	-
5 Operating Balance	186.05	231.89	(172.91)	23.75	111.18	144.58	9.11	443.76	39.00	69.47	(32.54)
6 Capital Account	(34.08)	(102.67)	(0.60)	-	(4.19)	(9.93)	(0.41)	(283.15)	(2.51)	(3.56)	(3.20)
Revenue	-	-	-	-	-	-	-	-	-	-	-
Expenditure	(34.08)	(12.38)	(0.60)	-	(4.19)	(9.93)	(0.41)	(283.15)	(2.30)	(9.86)	(3.20)
Investment	-	(87.92)	-	-	-	-	-	-	-	-	-
Change in Inventory	-	(2.37)	-	-	-	-	-	-	(0.21)	6.30	-
7 Transfers from Government	-	-	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
8 Transfers to Government	-	-	-	(8.93)	(19.75)	(20.48)	(1.15)	(245.58)	-	(9.71)	-
Dividend	-	-	-	-	-	(8.01)	-	-	-	-	-
Loan Repayments	-	-	-	-	-	-	-	-	-	-	-
Corporate Taxes	-	-	-	(8.93)	(19.69)	(12.47)	(1.15)	(245.52)	-	(9.71)	-
Other	-	-	-	-	(0.06)	-	-	(0.06)	-	-	-
9 OVERALL BALANCE (5+6+7+8)	151.97	129.22	(173.51)	14.82	87.24	114.17	7.55	(84.97)	36.49	56.20	(35.74)
10 FINANCING (10a+11+15)	(151.97)	(129.22)	173.51	(14.82)	(87.24)	(114.17)	(7.55)	84.97	(36.49)	(56.20)	35.74
* 10a Total	(61.11)	139.21	-	-	-	-	-	-	-	-	-
Capital Revenue	3.26	139.21	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-	-
Loan Repayments	(64.37)	-	-	-	-	-	-	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-	-	-	-	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-	-	-	-	-	-	-	-
Disbursement	-	-	-	-	-	-	-	-	-	-	-
Amortisation	-	-	-	-	-	-	-	-	-	-	-
13 Direct Loans	-	-	-	-	-	-	-	-	-	-	-
Long Term:	-	-	-	-	-	-	-	-	-	-	-
Disbursement	-	-	-	-	-	-	-	-	-	-	-
Amortisation	-	-	-	-	-	-	-	-	-	-	-
Short Term:	-	-	-	-	-	-	-	-	-	-	-
Change in Trade Credits	-	-	-	-	-	-	-	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-	-	-	-	-	-	-	-
15 Total Domestic (16+17+18)	(90.86)	(268.43)	173.51	(14.82)	(87.24)	(114.17)	(7.55)	84.97	(36.49)	(56.20)	35.74
16 Banking System	16.72	(241.93)	4.06	(14.83)	(95.06)	(46.65)	(1.49)	(65.86)	3.13	(12.98)	35.74
Loans (Change)	-	-	-	(33.36)	-	-	-	-	-	-	-
Overdraft (Change)	-	-	-	-	-	-	-	-	-	-	-
Deposits (Change)	16.72	(241.93)	4.06	18.53	(95.06)	(46.65)	(1.49)	(65.86)	3.13	(12.98)	35.74
17 Non-Banks (Change)	-	-	-	-	-	-	-	-	-	-	-
18 Other (Change)	(107.58)	(26.50)	169.45	0.01	7.82	(67.52)	(6.06)	150.83	(39.62)	(43.22)	-

M.E.Y.I.		Ministry of Finance and the Public Service					MOH		MICAF
Broadcast	OEC	BGLC	FSC	JDIC	Ja.Racing	PAB	SLB	NHF	BSJ
357.13	16.34	1,380.19	1,222.21	2,549.33	177.05	13.00	3,247.07	17,276.04	1,159.99
(306.20)	(456.88)	(890.28)	(978.71)	(301.41)	(216.18)	(13.40)	(1,845.52)	(14,088.50)	(1,157.92)
50.93	(440.54)	489.91	243.50	2,247.92	(39.13)	(0.40)	1,401.55	3,187.54	2.08
20.65	1,065.21	76.33	124.22	62.41	39.17	(2.02)	1,176.75	1,444.83	372.60
-	-	-	-	-	-	-	-	-	-
11.15	1,056.23	(7.49)	49.58	(1.17)	32.65	(2.02)	(18.45)	2,552.12	265.06
-	-	-	-	-	-	-	-	-	-
9.47	8.98	59.44	23.03	6.73	6.57	0.01	27.23	154.76	63.26
0.03	-	24.38	51.61	56.85	(0.05)	-	1,167.97	379.99	44.27
-	-	-	-	-	-	-	-	(1,642.04)	-
71.58	624.67	566.24	367.72	2,310.33	0.04	(2.41)	2,578.30	4,632.37	374.67
(102.98)	(10.10)	(50.83)	(54.28)	(11.97)	(6.32)	-	(2.50)	(37.53)	(377.75)
-	-	-	-	-	-	-	-	-	-
(102.98)	(10.10)	(50.83)	(54.28)	(11.97)	(4.09)	-	(2.50)	(317.50)	(376.46)
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	(2.23)	-	-	279.97	(1.29)
-	-	-	-	-	-	-	2,976.79	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	2,826.79	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	150.00	-	-
(2.55)	-	(300.35)	(3.81)	-	-	-	-	(2,307.68)	-
(2.55)	-	-	(3.81)	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	(22.86)	-	-	-	-	-	-	-
-	-	(277.49)	-	-	-	-	-	(2,307.68)	-
(33.95)	614.57	215.06	309.63	2,298.36	(6.28)	(2.41)	5,552.59	2,287.16	(3.08)
33.95	(614.57)	(215.06)	(312.63)	(2,298.36)	6.28	2.41	(5,552.59)	(2,287.16)	3.08
-	-	-	-	-	-	-	-	-	0.20
-	-	-	-	-	-	-	-	-	0.20
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	(598.26)	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	(598.26)	-	-
-	-	-	-	-	-	-	(598.26)	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	(598.26)	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
33.95	(614.57)	(215.06)	(312.63)	(2,298.36)	6.28	2.41	(4,954.33)	(2,287.16)	2.88
(47.05)	(140.79)	(83.75)	67.45	122.71	10.11	2.41	(1,636.16)	(1,649.08)	2.36
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	(1,636.16)	-	-
(47.05)	(140.79)	(83.75)	67.45	122.71	10.11	2.41	-	(1,649.08)	2.36
-	-	-	-	-	-	-	-	-	-
81.00	(473.78)	(131.31)	(380.08)	(2,421.07)	(3.83)	-	(3,318.17)	(638.08)	0.52

**Public Bodies
(Other)**

**Summary of Actual for Financial Year 2018/19
\$million**

Statement 'A' Flow of Funds	Ministry of Industry, Commerce, Agriculture and Fisheries							MONS FLA	Ministry of Science, Energy and Technology	
	Coconut	JACRA	JANAAC	MIDA	EXIM	SCJH	SIA		Post Corp	SMA
1 Current Revenue	224.91	375.02	124.35	14.60	746.00	416.88	502.45	676.95	137.15	399.35
2 Current Expenses	(374.09)	(287.66)	(104.90)	(13.08)	(619.02)	(421.49)	(435.10)	(595.53)	(133.81)	(355.86)
3 Current Balance	(149.18)	87.36	19.45	1.52	126.98	(4.61)	67.35	81.42	3.34	43.49
4 Adjustments	47.17	(221.35)	10.96	1.39	(285.03)	299.04	(127.09)	72.59	10.95	97.63
Change in Accounts	-	-	-	-	-	-	-	-	-	-
Receivable/Payable	(54.93)	(227.87)	5.67	1.33	(128.96)	530.76	(150.61)	17.80	(4.35)	37.16
Items not requiring outlay of cash:	-	-	-	-	-	-	-	-	-	-
Depreciation	12.53	6.52	3.71	0.06	10.61	6.76	21.60	55.65	13.18	61.29
Other Non-Cash Items	89.57	-	1.57	-	96.32	(238.48)	1.92	(0.86)	2.12	(0.82)
Prior Year Adjustment	-	-	-	-	(263.00)	-	-	-	-	-
5 Operating Balance	(102.01)	(133.99)	30.41	2.91	(158.05)	294.43	(59.74)	154.01	14.29	141.12
6 Capital Account	(23.58)	(13.66)	(2.20)	(0.14)	(15.13)	(36.51)	(3.55)	(65.49)	(21.19)	(58.74)
Revenue	-	-	-	-	-	-	-	-	-	-
Expenditure	(15.29)	(13.66)	(2.20)	(0.14)	(15.13)	(36.51)	-	(65.49)	(21.19)	(58.74)
Investment	-	-	-	-	-	-	-	-	-	-
Change in Inventory	(8.29)	-	-	-	-	-	(3.55)	-	-	-
7 Transfers from Government	-	178.62	-	2.76	-	-	-	-	-	325.00
Loans	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-
Other	-	178.62	-	2.76	-	-	-	-	-	325.00
8 Transfers to Government	-	-	(0.68)	(0.06)	-	-	-	(60.00)	-	-
Dividend	-	-	(0.68)	-	-	-	-	(60.00)	-	-
Loan Repayments	-	-	-	-	-	-	-	-	-	-
Corporate Taxes	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	(0.06)	-	-	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(125.59)	30.97	27.53	5.47	(173.18)	257.92	(63.29)	28.53	(6.90)	407.38
10 FINANCING (10a+11+15)	125.59	(30.97)	(27.53)	(5.47)	173.18	(257.92)	63.29	(28.53)	6.90	(407.38)
* 10a Total	81.81	-	-	-	-	-	-	0.86	-	-
Capital Revenue	81.81	-	-	-	-	-	-	0.86	-	-
Loans	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-
Loan Repayments	-	-	-	-	-	-	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-	(344.49)	-	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-	-	-	-	-	-	-
Disbursement	-	-	-	-	-	-	-	-	-	-
Amortization	-	-	-	-	-	-	-	-	-	-
13 Direct Loans	-	-	-	-	(344.49)	-	-	-	-	-
Long Term:	-	-	-	-	(344.49)	-	-	-	-	-
Disbursement	-	-	-	-	350.00	-	-	-	-	-
Amortisation	-	-	-	-	(694.49)	-	-	-	-	-
Short Term:	-	-	-	-	-	-	-	-	-	-
Change in Trade Credits	-	-	-	-	-	-	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-	-	-	-	-	-	-
15 Total Domestic (16+17+18)	43.78	(30.97)	(27.53)	(5.47)	517.67	(257.92)	63.29	(29.39)	6.90	(407.38)
16 Banking System	53.78	(30.81)	(27.54)	(1.84)	773.33	(33.89)	86.40	(29.39)	(117.73)	12.58
Loans (Change)	-	-	-	-	-	-	-	-	-	-
Overdraft (Change)	-	-	-	-	-	-	-	-	-	-
Deposits (Change)	53.78	(30.81)	(27.54)	(1.84)	773.33	(33.89)	86.40	(29.39)	(117.73)	12.58
17 Non-Banks (Change)	-	-	-	-	-	-	-	-	-	-
18 Other (Change)	(10.00)	(0.16)	0.00	(3.63)	(255.66)	(224.03)	(23.11)	-	124.63	(419.96)

MSET USF	AEROTEL	JB	JBM	JA Railway	JUTyre	MBM	PSC	TA	Total
800.93	746.48	241.34	545.14	185.75	262.17	66.23	707.40	1,363.18	44,820.43
(1,045.68)	(635.66)	(226.57)	(401.41)	(170.76)	(261.95)	(168.64)	(856.08)	(1,167.79)	(33,797.26)
(244.75)	110.82	14.77	143.73	14.99	0.22	(102.41)	(148.68)	195.39	11,023.17
(519.84)	64.12	(18.81)	(28.95)	(6.32)	22.50	18.35	95.64	181.16	1,528.99
-	-	-	-	-	-	-	-	-	-
(537.88)	(13.75)	(35.17)	8.13	(11.88)	(16.07)	17.31	97.02	12.88	2,818.05
-	-	-	-	-	-	-	-	-	-
18.64	29.43	14.95	21.62	6.16	4.41	0.65	0.72	84.01	800.84
(0.60)	48.44	1.41	(58.70)	(0.60)	34.16	0.39	(2.10)	84.27	(184.86)
-	-	-	-	-	-	-	-	-	(1,905.04)
(764.59)	174.94	(4.04)	114.78	8.67	22.72	(84.06)	(53.04)	376.55	12,552.16
(33.71)	(44.88)	(26.23)	(28.39)	(2.05)	(22.55)	(1.29)	(0.67)	(66.86)	(1,565.37)
-	-	-	-	-	-	-	-	-	-
(33.71)	(44.88)	(26.23)	(27.98)	(2.05)	(4.60)	(1.07)	(0.67)	(67.10)	(1,727.43)
-	-	-	-	-	-	-	-	-	(87.92)
-	-	-	(0.41)	-	(17.95)	(0.22)	-	0.24	249.99
-	-	-	-	-	-	83.79	-	-	3,566.96
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	2,826.79
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	83.79	-	-	740.17
(700.00)	(3.45)	-	(31.23)	-	-	-	-	(6.86)	(3,722.27)
-	-	-	-	-	-	-	-	(6.80)	(81.85)
-	-	-	-	-	-	-	-	-	-
-	(3.45)	-	(31.23)	-	-	-	-	(0.06)	(355.07)
(700.00)	-	-	-	-	-	-	-	-	(3,285.35)
(1,498.30)	126.61	(30.27)	55.16	6.62	0.17	(1.56)	(53.71)	302.83	10,831.48
1,498.30	(126.61)	30.27	(55.16)	(6.62)	(0.17)	1.56	53.71	(302.83)	(10,834.49)
-	2.35	-	-	2.87	-	-	2.20	-	168.39
-	2.35	-	-	2.87	-	-	2.20	-	232.76
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	(64.37)
-	-	-	-	-	-	-	-	-	(942.75)
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	(942.75)
-	-	-	-	-	-	-	-	-	(942.75)
-	-	-	-	-	-	-	-	-	350.00
-	-	-	-	-	-	-	-	-	(1,292.75)
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
1,498.30	(128.96)	30.27	(55.16)	(9.49)	(0.17)	1.56	51.51	(302.83)	(10,060.12)
1,498.30	(18.61)	30.27	(55.16)	(7.22)	(3.73)	1.56	51.51	(314.37)	(1,903.49)
-	-	-	-	-	-	-	-	-	(33.36)
-	-	-	-	-	-	-	-	-	(1,636.16)
1,498.30	(18.61)	30.27	(55.16)	(7.22)	(3.73)	1.56	51.51	(314.37)	(233.97)
-	-	-	-	-	-	-	-	-	-
-	(110.35)	-	-	(2.27)	3.56	-	-	11.54	(8,156.64)

Ministry Of Economic Growth and Job Creation										
Statement 'A' Flow of Funds	OUR	FCJ	Harmonisation	JIFZ	KFZ	MBFZ	ORCC	PMS	RBWC	SADCO
1 Current Revenue	872.64	876.08	432.17	141.65	388.03	729.79	61.70	2,616.89	217.00	217.74
2 Current Expenses	(939.95)	(673.70)	(176.27)	(61.42)	(361.74)	(712.60)	(33.98)	(1,900.87)	(184.70)	(182.62)
3 Current Balance	(67.31)	202.38	255.90	80.23	26.29	17.19	27.72	716.02	32.30	35.12
4 Adjustments	20.41	(121.75)	4.55	(3.52)	2.52	22.02	0.61	(37.34)	7.51	6.62
Change in Accounts	-	-	-	-	-	-	-	-	-	-
Receivable/Payable	26.80	(112.58)	2.32	(6.56)	12.71	13.73	11.20	(58.89)	6.11	(5.01)
Items not requiring outlay of cash:	-	-	-	-	-	-	-	-	-	-
Depreciation	22.00	12.43	2.23	0.88	4.81	13.28	0.51	21.55	1.40	8.23
Other Non-Cash Items	(28.39)	(21.60)	-	2.16	(15.00)	(4.99)	(11.10)	-	-	3.40
Prior Year Adjustment	-	-	-	-	-	-	-	-	-	-
5 Operating Balance	(46.90)	80.63	260.45	76.71	28.81	39.21	28.33	678.68	39.81	41.74
6 Capital Account	(42.80)	(1,022.03)	-	-	(96.92)	(128.32)	-	(459.79)	(1.96)	(325.40)
Revenue	-	-	-	-	-	-	-	-	-	-
Expenditure	(42.80)	(69.86)	-	-	(96.92)	(128.32)	-	(459.79)	(1.75)	(325.40)
Investment	-	(952.17)	-	-	-	-	-	-	-	-
Change in Inventory	-	-	-	-	-	-	-	-	(0.21)	-
7 Transfers from Government	-	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
8 Transfers to Government	-	-	-	(0.07)	(7.31)	(3.15)	(6.01)	(262.79)	-	(16.83)
Dividend	-	-	-	-	(6.50)	(0.65)	-	-	-	(1.83)
Loan Repayments	-	-	-	-	-	-	-	-	-	-
Corporate Taxes	-	-	-	(0.01)	(0.81)	(2.50)	(6.01)	(262.79)	-	(15.00)
Other	-	-	-	(0.06)	-	-	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	(89.70)	(941.40)	260.45	76.64	(75.42)	(92.26)	22.32	(43.90)	37.85	(300.49)
10 FINANCING (10a+11+15)	89.70	941.40	(260.45)	(76.64)	75.42	92.26	(22.32)	43.90	(37.85)	300.49
* 10a Total	(12.56)	137.00	93.88	-	-	-	-	-	-	-
Capital Revenue	-	137.00	93.88	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-
Loan Repayments	(12.56)	-	-	-	-	-	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-	-	-	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-	-	-	-	-	-	-
Disbursement	-	-	-	-	-	-	-	-	-	-
Amortization	-	-	-	-	-	-	-	-	-	-
13 Direct Loans	-	-	-	-	-	-	-	-	-	-
Long Term:	-	-	-	-	-	-	-	-	-	-
Disbursement	-	-	-	-	-	-	-	-	-	-
Amortisation	-	-	-	-	-	-	-	-	-	-
Short Term:	-	-	-	-	-	-	-	-	-	-
Change in Trade Credits	-	-	-	-	-	-	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-	-	-	-	-	-	-
15 Total Domestic (16+17+18)	102.26	804.40	(354.33)	(76.64)	75.42	92.26	(22.32)	43.90	(37.85)	300.49
16 Banking System	(2.31)	833.10	(445.93)	(76.64)	94.97	(10.85)	-	(136.93)	(0.08)	(5.00)
Loans (Change)	-	-	-	(33.00)	-	-	-	-	-	-
Overdraft (Change)	-	-	-	-	-	-	-	-	-	-
Deposits (Change)	(2.31)	833.10	(445.93)	(43.64)	94.97	(10.85)	-	(136.93)	(0.08)	(5.00)
17 Non-Banks (Change)	-	-	-	-	-	-	-	-	-	-
18 Other (Change)	104.57	(28.70)	91.60	-	(19.55)	103.11	(22.32)	180.83	(37.77)	305.49

**Public Bodies
(Other)**

**Summary of Original Forecast for Financial Year 2019/20
\$million**

M.E.Y.I.			Ministry of Finance and the Public Service						MOH	MICAF	
SDF	Broadcast	OEC	BGLC	FSC	JDIC	Ja.Racing	PAB	SLB	NHF	BSJ	Coconut
1,446.27	353.23	818.27	1,334.01	1,314.44	2,801.57	207.91	16.55	3,806.00	19,280.18	1,285.42	193.62
(1,531.19)	(343.47)	(788.73)	(1,009.88)	(1,194.68)	(556.31)	(250.87)	(14.90)	(2,614.00)	(16,099.67)	(1,251.60)	(440.03)
(84.92)	9.76	29.54	324.13	119.76	2,245.26	(42.96)	1.65	1,192.00	3,180.51	33.82	(246.41)
20.76	(9.56)	41.25	217.09	126.92	(109.68)	64.70	1.47	119.12	216.30	91.01	106.76
-	-	-	-	-	-	-	-	-	-	-	-
9.34	(18.86)	(11.69)	98.92	29.85	(135.91)	56.71	1.46	(1,632.22)	87.41	36.01	(2.21)
-	-	-	-	-	-	-	-	-	-	-	-
11.42	9.30	52.94	62.39	43.82	26.23	6.70	0.01	127.00	128.89	82.74	21.29
-	-	-	55.78	53.25	-	1.29	-	1,624.34	-	(27.74)	87.68
-	-	-	-	-	-	-	-	-	-	-	-
(64.16)	0.20	70.79	541.22	246.68	2,135.58	21.74	3.12	1,311.12	3,396.81	124.83	(139.65)
(55.10)	(201.04)	(432.41)	(279.54)	(160.74)	(657.88)	(21.31)	-	(520.96)	(608.87)	(60.58)	(317.61)
-	-	-	-	-	-	-	-	-	-	-	-
(55.10)	(201.04)	(432.41)	(279.54)	(160.74)	(657.88)	(19.40)	-	(520.96)	(663.48)	(60.98)	(311.92)
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	(1.91)	-	-	54.61	0.39	(5.69)
-	-	-	-	-	-	-	-	3,050.28	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	2,827.82	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	222.46	-	-	-
-	(0.49)	(1.48)	(460.09)	-	-	-	-	-	(2,000.00)	-	-
-	(0.49)	(1.48)	(445.02)	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	(15.07)	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	(2,000.00)	-	-
(119.26)	(201.33)	(363.10)	(198.41)	85.94	1,477.70	0.43	3.12	3,840.44	787.94	64.25	(457.26)
119.26	201.33	363.10	198.41	(85.94)	(1,477.70)	(0.43)	(3.12)	(3,840.44)	(787.94)	(64.25)	457.26
-	-	-	-	-	-	-	-	-	-	-	118.85
-	-	-	-	-	-	-	-	-	-	-	118.85
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	(595.55)	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	(595.55)	-	-	-
-	-	-	-	-	-	-	-	(595.55)	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	(595.55)	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
119.26	201.33	363.10	198.41	(85.94)	(1,477.70)	(0.43)	(3.12)	(3,244.89)	(787.94)	(64.25)	338.41
119.26	201.33	21.87	33.16	-	(11.02)	1.57	(3.12)	38.07	258.32	(64.25)	169.58
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
119.26	201.33	21.87	33.16	-	(11.02)	1.57	(3.12)	38.07	258.32	(64.25)	169.58
-	-	-	-	-	-	-	-	-	-	-	-
-	-	341.23	165.25	(85.94)	(1,466.68)	(2.00)	-	(3,282.96)	(1,046.26)	-	168.83

**Public Bodies
(Other)**

**Summary of Original Forecast for Financial Year 2019/20
\$million**

Statement 'A' Flow of Funds	Ministry of Industry, Commerce, Agriculture and Fisheries					MONS		Ministry of Science, Energy and Technology		
	JACRA	JANAAC	Nat Exim	MIDA	SCJH	SIA	FLA	Post Corp	SM A	USF
1 Current Revenue	382.17	142.58	891.76	12.89	679.20	536.00	787.45	147.02	508.46	960.00
2 Current Expenses	(375.62)	(121.75)	(824.62)	(11.06)	(423.29)	(502.00)	(711.32)	(180.70)	(508.89)	(916.60)
3 Current Balance	6.55	20.82	67.14	1.83	255.91	34.00	76.13	(33.68)	0.57	43.40
4 Adjustments	9.97	3.96	21.90	(2.76)	(208.60)	(9.00)	38.55	25.81	(23.28)	(428.97)
Change in Accounts	-	-	-	-	-	-	-	-	-	-
Receivable/Payable	(1.44)	(0.00)	(2.17)	(2.82)	(230.49)	(31.00)	(13.05)	3.99	1.20	(459.93)
Items not requiring outlay of cash:	-	-	-	-	-	-	-	-	-	-
Depreciation	11.41	3.96	24.07	0.06	3.52	22.00	51.60	21.82	67.17	30.96
Other Non-Cash Items	-	-	-	-	18.37	-	-	-	(91.65)	-
Prior Year Adjustment	-	-	-	-	-	-	-	-	-	-
5 Operating Balance	16.52	24.78	89.04	(0.93)	47.31	25.00	114.68	(7.87)	(22.71)	(385.57)
6 Capital Account	(20.00)	(53.01)	(60.38)	-	(21.11)	-	(70.00)	(99.91)	(500.19)	(40.40)
Revenue	-	-	-	-	-	-	-	-	-	-
Expenditure	(20.00)	(53.01)	(60.38)	-	(21.11)	-	(70.00)	(99.91)	(500.19)	(40.40)
Investment	-	-	-	-	-	-	-	-	-	-
Change in Inventory	-	-	-	-	-	-	-	-	-	-
7 Transfers from Government	-	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
8 Transfers to Government	-	(0.78)	(6.34)	-	-	-	(6.68)	-	-	(700.00)
Dividend	-	(0.78)	(6.34)	-	-	-	(6.68)	-	-	-
Loan Repayments	-	-	-	-	-	-	-	-	-	-
Corporate Taxes	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	(700.00)
9 OVERALL BALANCE (5+6+7+8)	(3.48)	(29.01)	22.32	(0.93)	26.20	25.00	38.00	(107.78)	(522.90)	(1,125.97)
10 FINANCING (10a+11+15)	3.48	29.01	(22.32)	0.93	(26.20)	(25.00)	(38.00)	107.78	522.90	1,125.97
* 10a Total	-	-	-	-	98.15	-	-	-	-	-
Capital Revenue	-	-	-	-	98.15	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-
Loan Repayments	-	-	-	-	-	-	-	-	-	-
11 Total Foreign (12+13+14)	-	-	(888.38)	-	-	-	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-	-	-	-	-	-	-
Disbursement	-	-	-	-	-	-	-	-	-	-
Amortization	-	-	-	-	-	-	-	-	-	-
13 Direct Loans	-	-	(888.38)	-	-	-	-	-	-	-
Long Term:	-	-	(1,146.77)	-	-	-	-	-	-	-
Disbursement	-	-	-	-	-	-	-	-	-	-
Amortisation	-	-	(1,146.77)	-	-	-	-	-	-	-
Short Term:	-	-	-	-	-	-	-	-	-	-
Change in Trade Credits	-	-	258.39	-	-	-	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-	-	-	-	-	-	-
15 Total Domestic (16+17+18)	3.48	29.01	866.06	0.93	(124.35)	(25.00)	(38.00)	107.78	522.90	1,125.97
16 Banking System	3.48	29.01	(164.30)	(1.15)	(87.69)	(25.00)	-	(2.96)	-	1,125.97
Loans (Change)	-	-	-	-	-	-	-	-	-	-
Overdraft (Change)	-	-	-	-	-	-	-	-	-	-
Deposits (Change)	3.48	29.01	(164.30)	(1.15)	(87.69)	(25.00)	-	(2.96)	-	1,125.97
17 Non-Banks (Change)	-	-	-	-	-	-	-	-	-	-
18 Other (Change)	-	-	1,030.36	2.08	(36.66)	-	(38.00)	110.74	522.90	-

Ministry of Transport and Mining									
AEROTEL	JB	JBM	JA Railway	JUTyre	MBM	PSC	TA	Total	
847.53	256.25	436.42	205.49	272.25	126.80	822.68	1,518.26	48,945.37	
(774.53)	(256.02)	(304.11)	(187.61)	(250.68)	(370.93)	(822.53)	(1,447.32)	(40,312.76)	
73.00	0.23	132.31	17.88	21.57	(244.13)	0.15	70.94	8,632.61	
32.87	(61.07)	54.61	11.80	(4.83)	293.10	(5.00)	70.39	607.22	
-	-	-	-	-	-	-	-	-	
6.62	(80.66)	32.85	6.80	(8.99)	292.45	(5.23)	(25.96)	(2,109.20)	
-	-	-	-	-	-	-	-	-	
39.88	19.91	21.77	6.53	4.85	0.65	0.27	90.00	1,080.48	
(13.63)	(0.32)	(0.01)	(1.53)	(0.69)	-	(0.04)	6.35	1,635.93	
-	-	-	-	-	-	-	-	-	
105.87	(60.84)	186.92	29.68	16.74	48.97	(4.85)	141.33	9,239.82	
(78.84)	(0.23)	(384.43)	(20.80)	(12.39)	(100.01)	(1.12)	(197.82)	(7,053.90)	
-	-	-	-	-	-	-	-	-	
(78.84)	(0.23)	(382.82)	(20.80)	(10.48)	(59.60)	(1.12)	(187.27)	(6,094.45)	
-	-	-	-	-	-	-	-	(952.17)	
-	-	(1.61)	-	(1.91)	(40.41)	-	(10.55)	(7.29)	
-	-	-	-	-	52.73	-	-	3,103.01	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	2,827.82	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	52.73	-	-	275.19	
(24.04)	-	(63.48)	-	(5.39)	-	-	(8.63)	(3,573.56)	
(4.99)	-	-	-	-	-	-	(8.63)	(483.39)	
-	-	-	-	-	-	-	-	-	
(19.05)	-	(63.48)	-	(5.39)	-	-	-	(390.11)	
-	-	-	-	-	-	-	-	(2,700.06)	
2.99	(61.07)	(260.99)	8.88	(1.04)	1.69	(5.97)	(65.12)	1,715.37	
(2.99)	61.07	260.99	(8.88)	1.04	(1.69)	5.97	65.12	(1,715.37)	
-	-	-	41.88	-	-	-	-	477.20	
-	-	-	41.88	-	-	-	-	489.76	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	(12.56)	
-	-	-	-	-	-	-	-	(1,483.93)	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	(1,483.93)	
-	-	-	-	-	-	-	-	(1,742.32)	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	(1,742.32)	
-	-	-	-	-	-	-	-	258.39	
-	-	-	-	-	-	-	-	258.39	
-	-	-	-	-	-	-	-	-	
(2.99)	61.07	260.99	(50.76)	1.04	(1.69)	5.97	65.12	(708.64)	
-	61.07	260.99	(50.26)	1.04	(1.69)	5.97	6.01	2,175.59	
-	-	-	-	-	-	-	-	(33.00)	
-	-	-	-	-	-	-	-	-	
-	61.07	260.99	(50.26)	1.04	(1.69)	5.97	6.01	2,208.59	
-	-	-	-	-	-	-	-	-	
(2.99)	-	-	(0.50)	-	-	-	59.11	(2,884.23)	

**Public Bodies
(Other)**

**Summary of Estimated Outturn for the Financial Year 2019/20
\$million**

		Ministry Of Economic Growth and Job Creation							
		OUR	FCJ	Harmonisation	JIFZ	KFZ	MBFZ	ORCC	PMS
Statement 'A' Flow of Funds									
1	Current Revenue	856.64	1,265.35	630.45	116.77	403.65	792.70	38.90	2,968.03
2	Current Expenses	(898.33)	(806.91)	(140.50)	(85.33)	(275.07)	(696.66)	(25.53)	(2,125.06)
3	Current Balance	(41.69)	458.44	489.95	31.44	128.58	96.04	13.37	842.97
4	Adjustments	64.25	88.48	(68.19)	23.84	(55.45)	(132.16)	14.23	1,143.58
	Change in Accounts	-	-	-	-	-	-	-	-
	Receivable/Payable	41.14	80.23	(35.12)	15.32	(38.97)	(143.02)	13.50	1,104.07
	Items not requiring outlay of cash:	-	-	-	-	-	-	-	-
	Depreciation	28.95	11.18	1.81	0.78	2.80	10.86	0.73	39.51
	Other Non-Cash Items	(5.84)	(2.93)	(34.88)	7.74	(19.28)	-	-	-
	Prior Year Adjustment	-	-	-	-	-	-	-	-
5	Operating Balance	22.56	546.92	421.76	55.28	73.14	(36.12)	27.60	1,986.55
6	Capital Account	(19.00)	(485.13)	-	(2.70)	(16.87)	(9.08)	(0.44)	(759.61)
	Revenue	-	-	-	-	-	-	-	-
	Expenditure	(19.00)	(12.81)	-	(2.70)	(16.87)	(9.08)	(0.44)	(759.61)
	Investment	-	(470.72)	-	-	-	-	-	-
	Change in Inventory	-	(1.60)	-	-	-	-	-	-
7	Transfers from Government	-	-	-	-	-	-	-	-
	Loans	-	-	-	-	-	-	-	-
	Equity	-	-	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-
8	Transfers to Government	-	-	-	(8.66)	-	(11.18)	(4.47)	(231.81)
	Dividend	-	-	-	-	-	-	-	-
	Loan Repayments	-	-	-	-	-	-	-	-
	Corporate Taxes	-	-	-	(8.66)	-	(11.18)	(4.47)	(231.81)
	Other	-	-	-	-	-	-	-	-
9	OVERALL BALANCE (5+6+7+8)	3.56	61.79	421.76	43.92	56.27	(56.38)	22.69	995.13
10	FINANCING (10a+11+15)	(3.56)	(61.79)	(421.76)	(43.92)	(56.27)	56.38	(22.69)	(995.13)
* 10a	Total	-	16.00	92.16	-	-	-	-	-
	Capital Revenue	-	16.00	92.16	-	-	-	-	-
	Loans	-	-	-	-	-	-	-	-
	Equity	-	-	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	-	-	-
	Loan Repayments	-	-	-	-	-	-	-	-
11	Total Foreign (12+13+14)	-	-	-	-	-	-	-	-
12	Government Guaranteed Loans	-	-	-	-	-	-	-	-
	Disbursement	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-
13	Direct Loans	-	-	-	-	-	-	-	-
	Long Term:	-	-	-	-	-	-	-	-
	Disbursement	-	-	-	-	-	-	-	-
	Amortisation	-	-	-	-	-	-	-	-
	Short Term:	-	-	-	-	-	-	-	-
	Change in Trade Credits	-	-	-	-	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-	-	-	-	-
15	Total Domestic (16+17+18)	(3.56)	(77.79)	(513.92)	(43.92)	(56.27)	56.38	(22.69)	(995.13)
16	Banking System	321.09	(49.09)	(5.97)	(42.91)	131.81	81.30	5.01	(34.33)
	Loans (Change)	-	-	-	(42.88)	-	-	-	-
	Overdraft (Change)	-	-	-	-	(0.32)	-	-	-
	Deposits (Change)	321.09	(49.09)	(5.97)	(0.03)	132.13	81.30	5.01	(34.33)
17	Non-Banks (Change)	-	-	-	-	-	-	-	-
18	Other (Change)	(324.65)	(28.70)	(507.95)	(1.01)	(188.08)	(24.92)	(27.70)	(960.80)

**Public Bodies
(Other)**

**Summary of Estimated Outturn for the Financial Year 2019/20
\$million**

SADCO	SDF	M.E.Y.I. Broadcast	OEC	BGLC	FSC	JDIC	Ja.Racing	PAB	SLB	NHF	MICAF BSJ
172.67	544.66	365.21	818.27	1,315.77	1,402.79	3,272.70	180.20	16.41	3,396.00	18,876.97	1,282.70
(138.21)	(661.48)	(324.13)	(788.73)	(954.45)	(1,179.27)	(416.66)	(213.67)	(14.76)	(2,772.00)	(15,511.18)	(1,245.92)
34.46	(116.82)	41.08	29.54	361.32	223.52	2,856.04	(33.47)	1.65	624.00	3,365.79	36.79
(11.82)	76.00	26.50	71.71	(57.96)	69.33	(159.22)	(97.09)	7.54	1,218.80	(1,531.64)	97.06
-	-	-	-	-	-	-	-	-	-	-	-
(21.13)	71.40	15.09	18.77	(51.71)	0.89	74.60	(102.99)	7.53	(419.08)	(1,683.74)	16.08
-	-	-	-	-	-	-	-	-	-	-	-
9.31	4.62	11.41	52.94	53.97	23.97	7.29	5.90	0.01	14.00	152.10	75.24
-	(0.02)	-	-	(60.22)	44.47	(241.11)	-	-	1,623.88	-	5.74
-	-	-	-	-	-	-	-	-	-	-	-
22.64	(40.82)	67.58	101.25	303.36	292.85	2,696.82	(130.56)	9.19	1,842.80	1,834.15	133.84
(6.83)	(11.42)	(113.73)	(432.41)	(165.00)	(29.45)	(51.70)	(1.63)	-	(105.10)	(647.91)	(157.43)
-	-	-	-	-	-	-	-	-	-	-	-
(8.85)	(11.42)	(113.73)	(432.41)	(165.00)	(29.45)	(51.70)	(4.24)	-	(105.10)	(492.47)	(156.99)
-	-	-	-	-	-	-	-	-	-	-	-
2.02	-	-	-	-	-	-	2.61	-	-	(155.44)	(0.44)
-	-	-	-	-	-	-	147.00	-	3,013.31	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	2,827.00	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	147.00	-	186.31	-	-
(17.00)	-	(5.09)	-	(309.04)	(12.33)	-	-	-	-	(2,000.00)	-
-	-	(5.09)	-	-	(12.33)	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
(17.00)	-	-	-	(30.18)	-	-	-	-	-	-	-
-	-	-	-	(278.86)	-	-	-	-	-	(2,000.00)	-
(1.19)	(52.24)	(51.24)	(331.16)	(170.68)	251.07	2,645.12	14.81	9.19	4,751.01	(813.76)	(23.59)
1.19	52.24	51.24	331.16	170.68	(251.07)	(2,645.12)	(14.81)	(9.19)	(4,751.01)	813.76	23.59
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	(2,264.77)	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	(2,264.77)	-	-
-	-	-	-	-	-	-	-	-	(2,264.77)	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	(2,264.77)	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
1.19	52.24	51.24	331.16	170.68	(251.07)	(2,645.12)	(14.81)	(9.19)	(2,486.24)	813.76	23.59
23.69	52.24	54.24	16.28	21.51	(52.04)	106.61	12.94	(9.19)	555.34	1,818.07	23.59
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
23.69	52.24	54.24	16.28	21.51	(52.04)	106.61	12.94	(9.19)	555.34	1,818.07	23.59
-	-	-	-	-	-	-	-	-	-	-	-
(22.50)	-	(3.00)	314.88	149.17	(199.03)	(2,751.73)	(27.75)	-	(3,041.58)	(1,004.31)	-

Ministry of Industry, Commerce, Agriculture and Fisheries								MONS FLA	Ministry of Science, Energy and Technology Post Corp SMA	
Statement 'A' Flow of Funds										
	Coconut	JACRA	JANAAC	MIDA	Nat Exim	SCJH	SIA			
1 Current Revenue	247.64	403.52	136.79	11.03	586.84	585.03	322.76	676.43	165.98	466.80
2 Current Expenses	(347.81)	(385.03)	(108.80)	(10.47)	(700.05)	(342.11)	(322.76)	(647.22)	(137.27)	(402.84)
3 Current Balance	(100.17)	18.49	28.00	0.56	(113.21)	242.92	-	29.22	28.71	63.96
4 Adjustments	399.44	4.92	(2.39)	0.64	221.43	(112.51)	7.33	29.16	(1.52)	(209.04)
Change in Accounts	-	-	-	-	-	-	-	-	-	-
Receivable/Payable	386.82	(4.46)	(5.85)	0.57	203.53	(13.91)	0.63	(26.52)	(13.97)	(279.90)
Items not requiring outlay of cash:	-	-	-	-	-	-	-	-	-	-
Depreciation	12.87	9.38	3.88	0.07	17.90	7.43	6.70	55.68	14.07	70.87
Other Non-Cash Items	(0.25)	-	(0.43)	-	-	(106.03)	-	-	(1.62)	(0.01)
Prior Year Adjustment	-	-	-	-	-	-	-	-	-	-
5 Operating Balance	299.27	23.41	25.61	1.20	108.22	130.41	7.33	58.37	27.19	(145.08)
6 Capital Account	(22.73)	(10.71)	(1.54)	-	(82.59)	-	-	(70.00)	(13.77)	(124.97)
Revenue	-	-	-	-	-	-	-	-	-	-
Expenditure	(18.99)	(10.71)	(1.54)	-	(82.59)	-	-	(70.00)	(13.77)	(124.97)
Investment	-	-	-	-	-	-	-	-	-	-
Change in Inventory	(3.74)	-	-	-	-	-	-	-	-	-
7 Transfers from Government	-	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
8 Transfers to Government	-	-	(0.97)	(0.27)	-	-	-	(4.07)	-	-
Dividend	-	-	(0.97)	-	-	-	-	(4.07)	-	-
Loan Repayments	-	-	-	-	-	-	-	-	-	-
Corporate Taxes	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	(0.27)	-	-	-	-	-	-
9 OVERALL BALANCE (5+6+7+8)	276.54	12.70	23.09	0.93	25.63	130.41	7.33	(15.69)	13.42	(270.05)
10 FINANCING (10a+11+15)	(276.54)	(12.70)	(23.09)	(0.93)	(25.63)	(130.41)	(7.33)	15.69	(13.42)	270.05
* 10a Total	130.74	-	-	-	-	-	-	-	-	-
Capital Revenue	130.74	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-
Equity	-	-	-	-	-	-	-	-	-	-
On-Lending	-	-	-	-	-	-	-	-	-	-
Loan Repayments	-	-	-	-	-	-	-	-	-	-
11 Total Foreign (12+13+14)	-	-	-	-	(688.93)	-	-	-	-	-
12 Government Guaranteed Loans	-	-	-	-	-	-	-	-	-	-
Disbursement	-	-	-	-	-	-	-	-	-	-
Amortization	-	-	-	-	-	-	-	-	-	-
13 Direct Loans	-	-	-	-	(688.93)	-	-	-	-	-
Long Term:	-	-	-	-	(352.99)	-	-	-	-	-
Disbursement	-	-	-	-	-	-	-	-	-	-
Amortisation	-	-	-	-	(352.99)	-	-	-	-	-
Short Term:	-	-	-	-	-	-	-	-	-	-
Change in Trade Credits	-	-	-	-	(335.94)	-	-	-	-	-
14 Change in Deposits Abroad	-	-	-	-	-	-	-	-	-	-
15 Total Domestic (16+17+18)	(407.28)	(12.70)	(23.09)	(0.93)	663.30	(130.41)	(7.33)	15.69	(13.42)	270.05
16 Banking System	(374.58)	(12.70)	286.91	(0.13)	19.30	12.50	(0.82)	15.69	143.65	287.57
Loans (Change)	-	-	-	-	-	-	-	-	-	-
Overdraft (Change)	-	-	-	-	-	-	-	-	-	-
Deposits (Change)	(374.58)	(12.70)	286.91	(0.13)	19.30	12.50	(0.82)	15.69	143.65	287.57
17 Non-Banks (Change)	-	-	-	-	-	-	-	-	-	-
18 Other (Change)	(32.70)	-	(310.00)	(0.80)	644.00	(142.91)	(6.51)	-	(157.07)	(17.52)

MSET USF	Ministry of Transport and Mining									Total
	AEROTEL	JB	JBM	JA Railway	JUTyre	MBM	PSC	TA		
874.33	919.27	250.14	492.22	204.36	347.71	70.26	747.51	1,517.39		47,981.61
(654.92)	(793.21)	(207.39)	(305.77)	(184.09)	(345.86)	(227.30)	(827.76)	(1,356.93)		(37,760.25)
219.41	126.06	42.75	186.45	20.27	1.85	(157.04)	(80.25)	160.46		10,221.36
112.64	14.92	57.37	37.80	6.14	14.23	66.90	81.42	(141.00)		1,359.22
-	-	-	-	-	-	-	-	-		-
88.87	(5.63)	74.31	274.71	1.15	10.11	41.05	80.70	(82.22)		(324.81)
-	-	-	-	-	-	-	-	-		-
23.77	39.88	18.98	21.00	6.54	4.93	0.65	0.71	82.81		906.71
-	(19.33)	(35.92)	(257.91)	(1.55)	(0.81)	25.20	0.01	(141.59)		777.31
-	-	-	-	-	-	-	-	-		-
332.05	140.98	100.12	224.25	26.41	16.08	(90.14)	1.17	19.46		11,580.58
(2.21)	(78.84)	(43.66)	(112.16)	(7.03)	(6.31)	(18.60)	(1.26)	(134.76)		(3,748.32)
-	-	-	-	-	-	-	-	-		-
(2.21)	(78.84)	(43.66)	(112.59)	(6.87)	(8.31)	(0.15)	(1.26)	(116.37)		(3,085.80)
-	-	-	-	-	-	-	-	-		(470.72)
-	-	-	0.43	(0.16)	2.00	(18.45)	-	(18.39)		(191.80)
-	-	-	-	-	-	118.23	-	-		3,278.54
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		2,827.00
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	118.23	-	-		451.54
-	(14.99)	-	(61.32)	-	-	-	-	(17.78)		(2,698.98)
-	(14.99)	-	-	-	-	-	-	(17.78)		(55.23)
-	-	-	-	-	-	-	-	-		-
-	-	-	(61.32)	-	-	-	-	-		(364.62)
-	-	-	-	-	-	-	-	-		(2,279.13)
329.84	47.15	56.46	50.77	19.38	9.77	9.49	(0.09)	(133.08)		8,411.82
(329.84)	(47.15)	(56.46)	(50.77)	(19.38)	(9.77)	(9.49)	0.09	133.08		(8,411.81)
-	-	-	-	1.00	-	-	-	-		239.90
-	-	-	-	1.00	-	-	-	-		239.90
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		(2,953.70)
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		(2,953.70)
-	-	-	-	-	-	-	-	-		(2,617.76)
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		(2,617.76)
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		(335.94)
-	-	-	-	-	-	-	-	-		-
(329.84)	(47.15)	(56.46)	(50.77)	(20.38)	(9.77)	(9.49)	0.09	133.08		(5,698.01)
(329.84)	178.21	(54.46)	(50.77)	(36.68)	(8.74)	(9.49)	0.09	79.95		3,174.86
-	-	-	-	-	-	-	-	-		(42.88)
-	-	-	-	-	-	-	-	-		(0.32)
(329.84)	178.21	(54.46)	(50.77)	(36.68)	(8.74)	(9.49)	0.09	79.95		3,218.06
-	-	-	-	-	-	-	-	-		-
-	(225.36)	(2.00)	-	16.30	(1.03)	-	-	53.13		(8,872.87)

Summary of Financial Forecast for Financial Year 2020/21
\$million

Ministry Of Economic Growth and Job Creation										
	OUR	FCJ	Harmonisation	JFZ	KFZ	MBFZ	ORCC	PMS	RBWC	
Statement 'A' Flow of Funds										-
1 Current Revenue	915.38	1,189.02	411.27	162.74	669.30	769.17	45.82	3,039.46	240.33	
2 Current Expenses	(992.31)	(939.28)	(159.04)	(61.57)	(478.76)	(756.95)	(21.81)	(2,425.99)	(174.19)	
3 Current Balance	(76.93)	249.74	252.23	101.17	190.54	12.23	24.01	613.47	66.14	
4 Adjustments	(34.84)	17.14	(26.77)	(9.28)	21.83	80.94	6.34	456.77	(23.26)	
Change in Accounts	-	-	-	-	-	-	-	-	-	
Receivable/Payable	(34.03)	11.84	7.94	(12.53)	18.03	66.54	5.74	321.50	(24.66)	
Items not requiring outlay of cash:	-	-	-	-	-	-	-	-	-	
Depreciation	33.45	5.30	1.64	1.02	3.80	14.40	0.60	135.27	1.40	
Other Non-Cash Items	(34.26)	-	(36.35)	2.23	-	-	-	-	-	
Prior Year Adjustment	-	-	-	-	-	-	-	-	-	
5 Operating Balance	(111.77)	266.88	225.46	91.89	212.37	93.17	30.35	1,070.24	42.88	
6 Capital Account	(44.58)	(1,394.25)	(0.21)	-	(78.65)	(48.16)	-	(645.53)	(1.10)	
Revenue	-	-	-	-	-	-	-	-	-	
Expenditure	(44.58)	(50.12)	(0.21)	-	(78.65)	(48.16)	-	(645.53)	(1.10)	
Investment	-	(1,344.13)	-	-	-	-	-	-	-	
Change in Inventory	-	-	-	-	-	-	-	-	-	
7 Transfers from Government	-	-	-	-	-	-	-	-	-	
Loans	-	-	-	-	-	-	-	-	-	
Equity	-	-	-	-	-	-	-	-	-	
On-Lending	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
8 Transfers to Government	-	(624.53)	-	0.00	(7.09)	(5.72)	(0.06)	(149.82)	-	
Dividend	-	(624.53)	-	-	(6.97)	(4.80)	-	-	-	
Loan Repayments	-	-	-	-	-	-	-	-	-	
Corporate Taxes	-	-	-	0.00	(0.12)	(0.92)	(0.06)	(149.82)	-	
Other	-	-	-	-	-	-	-	-	-	
9 OVERALL BALANCE (5+6+7+8)	(156.35)	(1,751.90)	225.25	91.89	126.64	39.29	30.29	274.89	41.78	
10 FINANCING (10a+11+15)	156.35	1,751.90	(225.25)	(91.89)	(126.64)	(39.29)	(30.29)	(274.89)	(41.78)	
* 10a Total	1.48	624.53	3,527.34	-	-	-	-	-	-	
Capital Revenue	1.48	624.53	27.34	-	-	-	-	-	-	
Loans	-	-	3,500.00	-	-	-	-	-	-	
Equity	-	-	-	-	-	-	-	-	-	
On-Lending	-	-	-	-	-	-	-	-	-	
Loan Repayments	-	-	-	-	-	-	-	-	-	
11 Total Foreign (12+13+14)	-	-	-	-	-	-	-	-	-	
12 Government Guaranteed Loans	-	-	-	-	-	-	-	-	-	
Disbursement	-	-	-	-	-	-	-	-	-	
Amortization	-	-	-	-	-	-	-	-	-	
13 Direct Loans	-	-	-	-	-	-	-	-	-	
Long Term:	-	-	-	-	-	-	-	-	-	
Disbursement	-	-	-	-	-	-	-	-	-	
Amortisation	-	-	-	-	-	-	-	-	-	
Short Term:	-	-	-	-	-	-	-	-	-	
Change in Trade Credits	-	-	-	-	-	-	-	-	-	
14 Change in Deposits Abroad	-	-	-	-	-	-	-	-	-	
15 Total Domestic (16+17+18)	154.87	1,127.37	(3,752.59)	(91.89)	(126.64)	(39.29)	(30.29)	(274.89)	(41.78)	
16 Banking System	(2.45)	1,158.45	(3,505.38)	(91.57)	13.51	2.78	-	269.85	(1.42)	
Loans (Change)	-	-	-	(36.07)	-	-	-	-	-	
Overdraft (Change)	-	-	-	-	-	-	-	-	-	
Deposits (Change)	(2.45)	1,158.45	(3,505.38)	(55.50)	13.51	2.78	-	269.85	(1.42)	
17 Non-Banks (Change)	-	-	-	-	-	-	-	-	-	
18 Other (Change)	157.32	(31.08)	(247.21)	(0.32)	(140.15)	(42.08)	(30.29)	(544.74)	(40.36)	

**Public Bodies
(Other)** _____

Summary of Financial Forecast for Financial Year 2020/21
\$million

MEGJC		M.E.Y.I.			Ministry of Finance and the Public Service					MOH	MICAF
SADCO	SDF	Broadcast	OEC	BGLC	FSC	JDIC	Ja.Racing	PAB	SLB	NHF	BSJ
181.18	630.71	363.36	820.44	1,608.60	1,507.27	3,145.81	191.41	17.00	3,491.00	20,650.97	1,414.41
(155.48)	(728.50)	(362.92)	(615.21)	(1,158.05)	(1,427.66)	(681.11)	(273.94)	(15.00)	(2,484.00)	(20,062.00)	(1,356.31)
25.70	(97.79)	0.44	205.23	450.55	79.61	2,464.70	(82.53)	2.00	1,007.00	588.97	58.11
8.21	13.68	(35.22)	49.48	350.59	69.63	120.15	40.27	0.01	774.80	908.40	80.41
-	-	-	-	0.00	-	-	-	-	-	-	-
(1.93)	2.26	(50.58)	41.98	279.82	-	103.17	33.70	-	(822.92)	748.54	2.81
-	-	-	-	0.00	-	-	-	-	-	-	-
10.14	11.42	15.36	7.50	59.56	43.37	16.98	6.57	0.01	19.50	159.86	76.75
-	-	-	-	11.21	26.26	-	-	-	1,578.22	-	0.85
-	-	-	-	0.00	-	-	-	-	-	-	-
33.91	(84.11)	(34.78)	254.71	801.14	149.24	2,584.85	(42.26)	2.01	1,781.80	1,497.37	138.52
(10.73)	(4.00)	(32.24)	(639.93)	(315.89)	(159.23)	(145.20)	(14.82)	-	(500.24)	(674.84)	(89.80)
-	-	-	-	0.00	-	-	-	-	-	-	-
(13.05)	(4.00)	(32.24)	(639.93)	(315.89)	(159.23)	(145.20)	(12.91)	-	(500.24)	(793.35)	(91.22)
-	-	-	-	0.00	-	-	-	-	-	-	-
2.32	-	-	-	0.00	-	-	(1.91)	-	-	118.51	1.42
-	-	-	-	-	-	-	53.00	-	3,049.47	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	2,827.00	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	53.00	-	222.47	-	-
(6.34)	-	(4.11)	(1.48)	(368.23)	-	-	-	-	-	-	-
-	-	(4.11)	(1.48)	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
(6.34)	-	-	-	(52.80)	-	-	-	-	-	-	-
-	-	-	-	(315.43)	-	-	-	-	-	-	-
16.84	(88.11)	(71.13)	(386.70)	117.02	(9.99)	2,439.65	(4.08)	2.01	4,331.03	822.53	48.72
(16.84)	88.11	71.13	386.70	(117.02)	9.99	(2,439.65)	4.08	(2.01)	(4,331.03)	(822.53)	(48.72)
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	(478.31)	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	(478.31)	-	-
-	-	-	-	-	-	-	-	-	(478.31)	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	(478.31)	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
28.45	88.11	74.13	(136.25)	(32.02)	(17.00)	35.53	4.08	(2.01)	(1,263.61)	(584.82)	(48.72)
-	-	-	-	0.00	-	-	-	-	-	-	-
-	-	-	-	0.00	-	-	-	-	-	-	-
28.45	88.11	74.13	(136.25)	(32.02)	(17.00)	35.53	4.08	(2.01)	(1,263.61)	(584.82)	(48.72)
-	-	-	-	0.00	-	-	-	-	-	-	-
(45.29)	-	(3.00)	522.95	(85.00)	26.99	(2,475.18)	-	-	(2,589.11)	(237.71)	-

Ministry of Industry, Commerce, Agriculture and Fisheries									Ministry of Science, Energy and Technology		
									MONS	Post Corp	SMA
									FLA		
Statement 'A' Flow of Funds											
1	Current Revenue	209.56	447.76	158.47	4.37	712.84	562.94	323.16	828.55	169.66	609.58
2	Current Expenses	(488.62)	(410.31)	(143.95)	(10.33)	(845.62)	(483.56)	(323.09)	(745.41)	(236.14)	(609.31)
3	Current Balance	(279.06)	37.45	14.52	(5.96)	(132.78)	79.38	0.07	83.14	(66.48)	0.27
4	Adjustments	24.11	8.28	6.19	(6.67)	196.78	(102.48)	7.01	36.91	24.96	(77.90)
	Change in Accounts	-	-	-	-	-	-	-	-	-	-
	Receivable/Payable	(31.66)	(3.22)	(0.67)	(6.73)	156.60	(208.96)	(0.03)	(23.09)	2.74	3.10
	Items not requiring outlay of cash:	-	-	-	-	-	-	-	-	-	-
	Depreciation	20.64	11.50	6.19	0.06	40.18	3.50	7.04	60.00	23.61	80.59
	Other Non-Cash Items	35.13	-	0.67	-	-	102.98	-	-	(1.39)	(161.59)
	Prior Year Adjustment	-	-	-	-	-	-	-	-	-	-
5	Operating Balance	(254.95)	45.73	20.71	(12.63)	64.00	(23.10)	7.08	120.05	(41.52)	(77.63)
6	Capital Account	(294.63)	(25.40)	(118.24)	-	(24.38)	(32.12)	-	(80.00)	(103.39)	(548.32)
	Revenue	-	-	-	-	-	-	-	-	-	-
	Expenditure	(290.47)	(25.40)	(118.24)	-	(24.38)	(32.12)	-	(80.00)	(103.39)	(548.32)
	Investment	-	-	-	-	-	-	-	-	-	-
	Change in Inventory	(4.16)	-	-	-	-	-	-	-	-	-
7	Transfers from Government	-	-	-	-	-	-	-	-	-	-
	Loans	-	-	-	-	-	-	-	-	-	-
	Equity	-	-	-	-	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
8	Transfers to Government	-	-	(1.40)	-	(2.19)	-	-	(1.46)	-	-
	Dividend	-	-	(1.40)	-	-	-	-	(1.46)	-	-
	Loan Repayments	-	-	-	-	-	-	-	-	-	-
	Corporate Taxes	-	-	-	-	(2.19)	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
9	OVERALL BALANCE (5+6+7+8)	(549.58)	20.33	(98.93)	(12.63)	37.43	(55.22)	7.08	38.59	(144.91)	(625.95)
10	FINANCING (10a+11+15)	549.58	(20.33)	98.93	12.63	(37.43)	55.22	(7.08)	(38.59)	144.91	625.95
* 10a	Total	130.74	-	-	-	-	-	-	-	-	-
	Capital Revenue	130.74	-	-	-	-	-	-	-	-	-
	Loans	-	-	-	-	-	-	-	-	-	-
	Equity	-	-	-	-	-	-	-	-	-	-
	On-Lending	-	-	-	-	-	-	-	-	-	-
	Loan Repayments	-	-	-	-	-	-	-	-	-	-
11	Total Foreign (12+13+14)	-	-	-	-	984.53	-	-	-	-	-
12	Government Guaranteed Loans	-	-	-	-	-	-	-	-	-	-
	Disbursement	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
13	Direct Loans	-	-	-	-	984.53	-	-	-	-	-
	Long Term:	-	-	-	-	984.53	-	-	-	-	-
	Disbursement	-	-	-	-	1,014.00	-	-	-	-	-
	Amortisation	-	-	-	-	(29.47)	-	-	-	-	-
	Short Term:	-	-	-	-	-	-	-	-	-	-
	Change in Trade Credits	-	-	-	-	-	-	-	-	-	-
14	Change in Deposits Abroad	-	-	-	-	-	-	-	-	-	-
15	Total Domestic (16+17+18)	418.84	(20.33)	98.93	12.63	(1,021.96)	55.22	(7.08)	(38.59)	144.91	625.95
16	Banking System	445.99	(20.33)	(1.07)	1.00	124.19	108.69	(0.24)	(38.59)	(4.80)	(0.81)
	Loans (Change)	-	-	-	-	-	-	-	-	-	-
	Overdraft (Change)	-	-	-	-	-	-	-	-	-	-
	Deposits (Change)	445.99	(20.33)	(1.07)	1.00	124.19	108.69	(0.24)	(38.59)	(4.80)	(0.81)
17	Non-Banks (Change)	-	-	-	-	-	-	-	-	-	-
18	Other (Change)	(27.15)	-	100.00	11.63	(1,146.15)	(53.47)	(6.84)	-	149.71	626.76

MSET USF	AEROTEL	JB	JB	JB	JB	JB	JB	JB	JB	Total
828.00	935.73	267.14	499.15	294.29	389.44	118.59	805.35	1,561.14	51,190.39	
(1,518.39)	(829.30)	(267.14)	(375.72)	(232.42)	(382.17)	(279.71)	(792.73)	(1,504.00)	(45,807.99)	
(690.39)	106.43	-	123.43	61.87	7.27	(161.12)	12.62	57.14	5,382.40	
1,749.11	16.58	-	52.17	(7.96)	(2.92)	146.32	17.63	19.55	4,976.94	
-	-	-	-	-	-	-	-	-	-	
1,703.00	(17.06)	(18.48)	28.17	(15.08)	(8.67)	145.67	16.92	(37.28)	2,382.49	
-	-	-	-	-	-	-	-	-	-	
46.11	45.69	18.48	24.00	7.51	5.52	0.65	0.79	90.00	1,115.95	
-	(12.05)	-	-	(0.39)	0.23	-	(0.08)	(33.17)	1,478.51	
-	-	-	-	-	-	-	-	-	-	
1,058.72	123.01	-	175.60	53.91	4.35	(14.80)	30.25	76.69	10,359.34	
-	(109.15)	-	(170.00)	(13.70)	(16.49)	(52.63)	(3.06)	(185.80)	(6,576.71)	
-	-	-	-	-	-	-	-	-	-	
-	(109.15)	-	(171.39)	(13.70)	(8.43)	(54.84)	(3.06)	(179.23)	(5,337.74)	
-	-	-	-	-	-	-	-	-	(1,344.13)	
-	-	-	1.39	-	(8.06)	2.21	-	(6.57)	105.15	
-	-	-	-	-	-	54.84	-	-	3,157.31	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	2,827.00	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	54.84	-	-	330.31	
(700.00)	(10.87)	-	(65.03)	-	-	-	-	(12.03)	(1,960.36)	
-	(10.64)	-	-	-	-	-	-	(12.03)	(667.42)	
-	-	-	-	-	-	-	-	-	-	
-	(0.23)	-	(65.03)	-	-	-	-	-	(277.51)	
(700.00)	-	-	-	-	-	-	-	-	(1,015.43)	
358.72	2.99	-	(59.43)	40.21	(12.14)	(12.59)	27.19	(121.14)	4,979.58	
(358.72)	(2.99)	-	59.43	(40.21)	12.14	12.59	(27.19)	121.14	(4,979.58)	
-	-	-	-	0.50	-	-	-	-	4,284.59	
-	-	-	-	0.50	-	-	-	-	784.59	
-	-	-	-	-	-	-	-	-	3,500.00	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	506.22	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	506.22	
-	-	-	-	-	-	-	-	-	506.22	
-	-	-	-	-	-	-	-	-	1,014.00	
-	-	-	-	-	-	-	-	-	(507.78)	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	
(358.72)	(2.99)	-	59.43	(40.71)	12.14	12.59	(27.19)	121.14	(9,770.39)	
(358.72)	(0.01)	-	59.43	(29.91)	12.71	12.59	(27.19)	121.14	(3,606.28)	
-	-	-	-	-	-	-	-	-	(36.07)	
-	-	-	-	-	-	-	-	-	-	
(358.72)	(0.01)	-	59.43	(29.91)	12.71	12.59	(27.19)	121.14	(3,570.21)	
-	-	-	-	-	-	-	-	-	-	
-	(2.98)	-	-	(10.80)	(0.57)	-	-	0.00	(6,164.11)	

