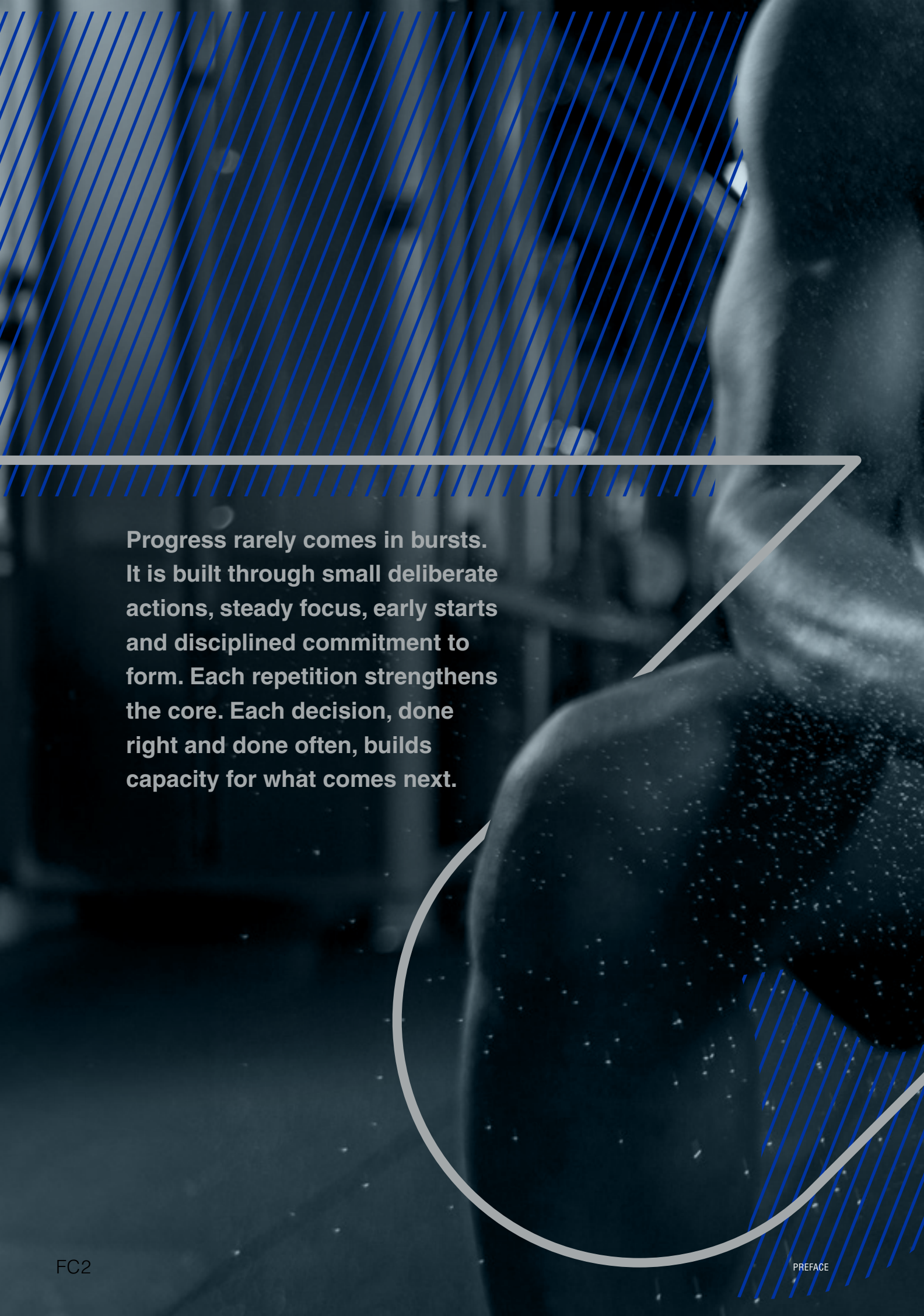


Annual Report **2025**

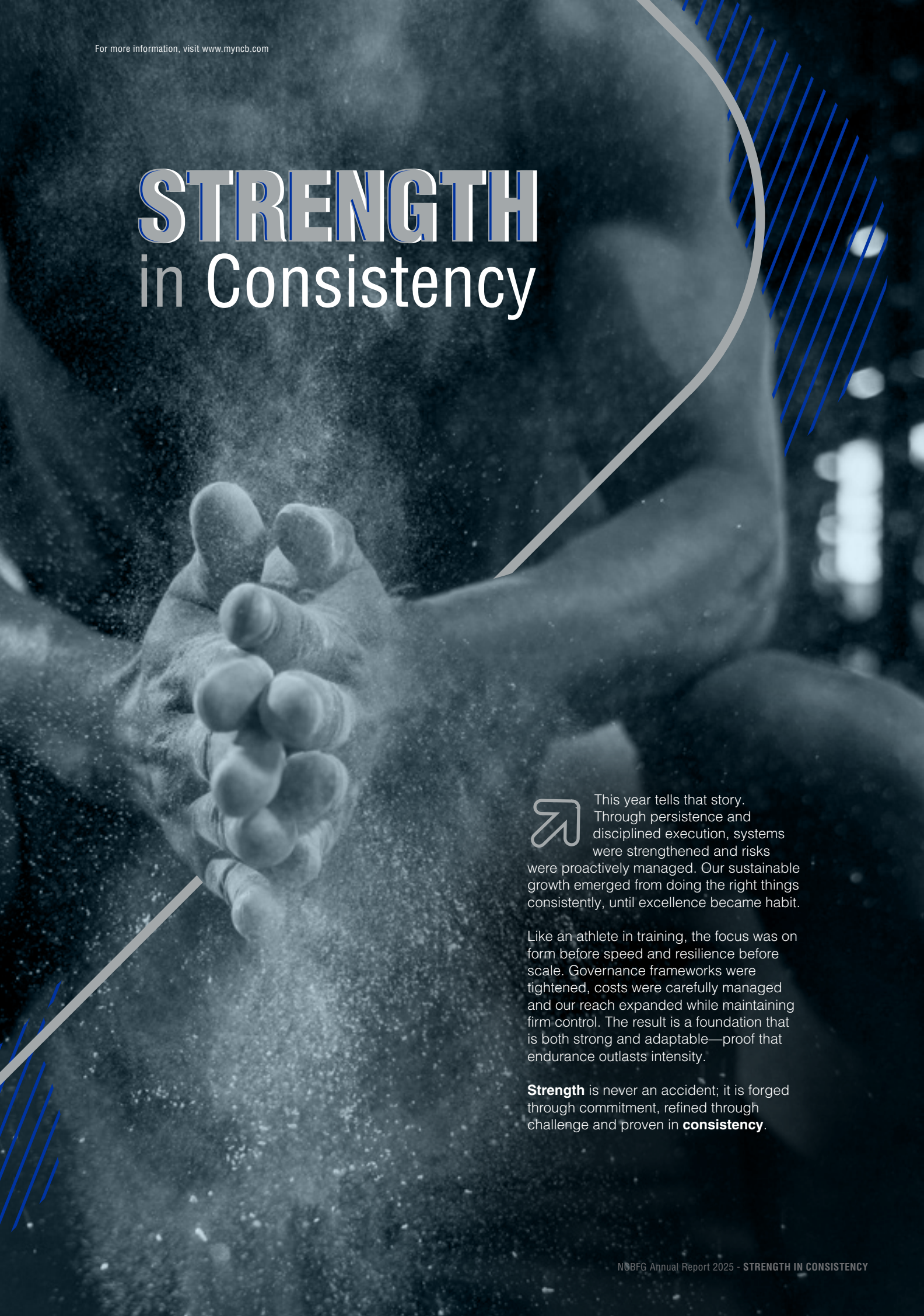
STRENGTH in Consistency

NCB FINANCIAL GROUP LIMITED



Progress rarely comes in bursts. It is built through small deliberate actions, steady focus, early starts and disciplined commitment to form. Each repetition strengthens the core. Each decision, done right and done often, builds capacity for what comes next.

STRENGTH in Consistency



This year tells that story. Through persistence and disciplined execution, systems were strengthened and risks were proactively managed. Our sustainable growth emerged from doing the right things consistently, until excellence became habit.

Like an athlete in training, the focus was on form before speed and resilience before scale. Governance frameworks were tightened, costs were carefully managed and our reach expanded while maintaining firm control. The result is a foundation that is both strong and adaptable—proof that endurance outlasts intensity.

Strength is never an accident; it is forged through commitment, refined through challenge and proven in **consistency**.

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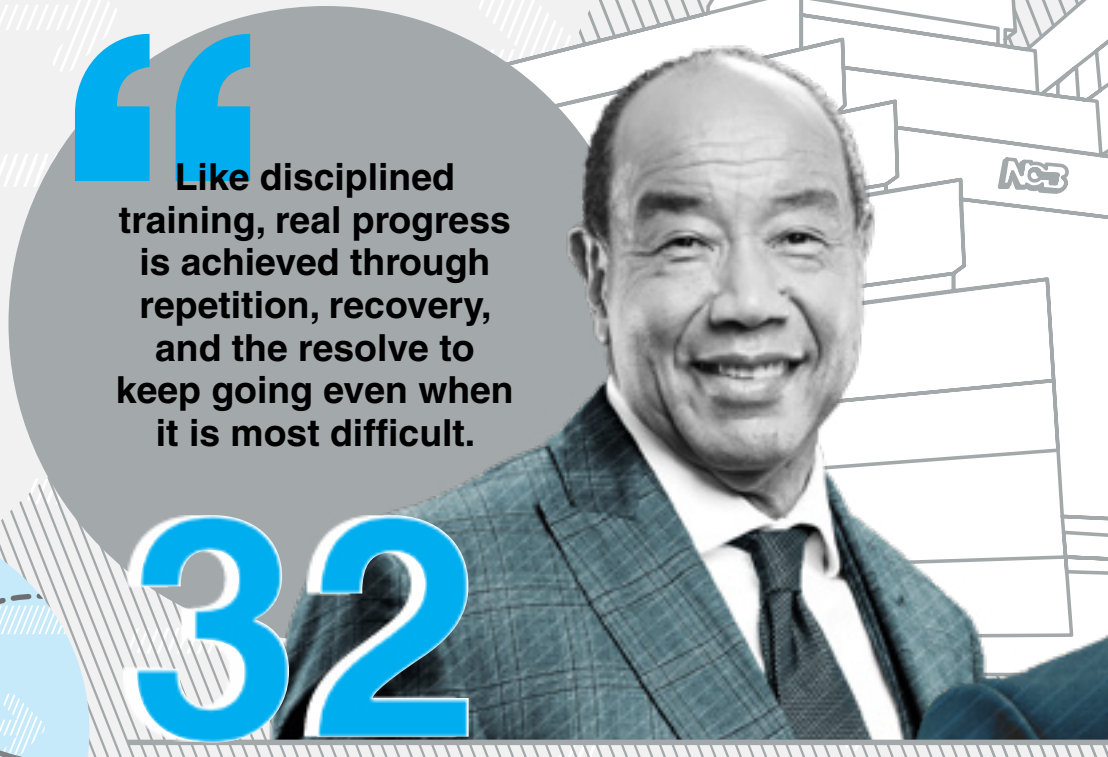
> Like disciplined training, real progress is achieved through repetition, recovery, and the resolve to keep going even when it is most difficult.



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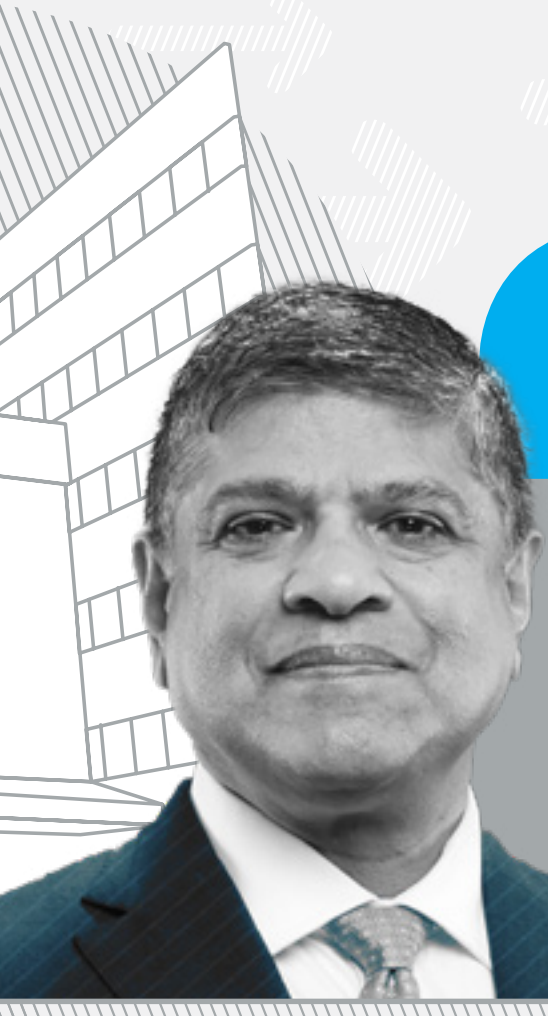

Strength is not the product of a single lift. It is built through steady, consistent improvement and the discipline to show up every day.

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Our Vision





To create a world-class financial ecosystem that serves to power the advancement of individuals, businesses and communities, wherever we operate.

Our Purpose



Empowering People

Involves initiatives that enhance abilities, confidence, and autonomy, enabling them to take control and contribute meaningfully.



Unlocking Dreams

Breaking through limitations and creating pathways for individuals to fulfil their aspirations.



Building Communities

Fostering relationships and community engagement to enhance overall wellbeing and contribute to positive socioeconomic development.



Our Brand Pillars

Innovation

We are constantly striving to improve the financial solutions we offer, in order to meet the changing needs of our customers. We also drive innovation in our operations by using technology as a key enabler of greater efficiency and better service delivery.

Expertise

Professionals within the Group possess expert knowledge in their respective areas of our business. Equally important, we foster superior customer relationship management skills that engender trust and loyalty with those we serve.

Strength

Sound and prudent management are hallmarks of sustainability for the Group. We carry out our business within a framework that observes proper ethical, regulatory and financial practices, while embracing our role as a responsible corporate citizen.

Notice of Annual General Meeting

NOTICE is hereby given that the Annual General Meeting of NCB FINANCIAL GROUP LIMITED will be held on February 13, 2026, at 10 a.m. (Eastern Standard Time/Jamaica time) in a hybrid format at the Jamaica Pegasus Hotel, 81 Knutsford Boulevard, Kingston 5, in the parish of Saint Andrew, Jamaica, and online through access information to be made available at www.myncb.com/agm, to consider and, if thought fit, pass the following resolutions:

Ordinary Business

ORDINARY RESOLUTIONS

1. **Audited Financial Statements**

   RESOLUTION 1:
   "**THAT** the Audited Financial Statements for the year ended September 30, 2025, along with the Reports of the Directors and Auditors, circulated with the Notice convening the Meeting, be and are hereby adopted."

2. **Declaration of Dividend**

   RESOLUTION 2:
   "**THAT** the interim dividends per ordinary stock unit of $0.50 paid in June 2025, $0.50 paid in September 2025 and $0.50 paid in December 2025 be treated on the recommendation of the Directors as the final dividend for the financial year ended September 30, 2025."

3. **Election of Directors**

   Article 94 of the Company's Articles of Incorporation provides that one-third of the Board other than the Managing Director (that is, our Group Chief Executive Officer) and Deputy Managing Director or, if the number of members of the Board is not three or a multiple of three, the number nearest one-third shall retire from office at each Annual General Meeting. The directors retiring under this Article are the **Honourable Michael Lee-Chin, OJ** and **Mr Gary Brown** who, being eligible, offer themselves for re-election.

   (a) The proposed resolutions are therefore as follows:

   RESOLUTION 3(a)(i):
   (i) "**THAT** Director the **Honourable Michael Lee-Chin, OJ** retiring pursuant to Article 94 of the Articles of Incorporation be and is hereby re-elected."

   RESOLUTION 3(a)(ii):
   (ii) "**THAT** Director **Mr Gary Brown** retiring pursuant to Article 94 of the Articles of Incorporation be and is hereby re-elected."

   (b) **Mr Lance Dominic Rampersad** was appointed a director of the Company on December 4, 2025. Under Article 100 of the Company's Articles of Incorporation,

Mr Rampersad's appointment expires on the date of this Meeting and, being eligible, he offers himself for election.

The proposed resolution is therefore as follows:

RESOLUTION 3(b):
"**THAT Mr Lance Dominic Rampersad,** having been appointed during the year, be and is hereby elected a director of the Company."

4. **Directors' Remuneration**

RESOLUTION 4(a):
"**THAT** the directors be and are hereby empowered to fix the remuneration of any executive director."

RESOLUTION 4(b):
"**THAT** the total remuneration of all the directors combined, other than any executive director, for the financial year of the Company ending September 30, 2026, BE AND IS HEREBY fixed at $121,000,000, which remuneration may include such share incentive scheme for directors as may be determined by the Board."

5. **Appointment of Auditors and their Remuneration**

RESOLUTION 5:
"**THAT** PricewaterhouseCoopers, having signified their willingness to serve, be appointed auditors of NCB Financial Group Limited (NCBFG), until the conclusion of the next Annual General Meeting of NCBFG, at a remuneration to be agreed by the directors."

6. Resolutions in respect of any other business which can be transacted at an Annual General Meeting.

A member of the Company entitled to attend and vote at this meeting is entitled to appoint a Proxy to attend and vote in his/her stead, and such proxy need not be a member.

If you are unable to attend the Meeting, a Form of Proxy is enclosed for your convenience. When completed, this Form should be deposited with the Secretary, at the Registered Office of the Company, "The Atrium", 32 Trafalgar Road, Kingston 10, Jamaica, not less than **48 hours** before the time appointed for the Meeting. The Proxy Form should bear stamp duty of **$100.00**, before being signed. The stamp duty may be paid by adhesive stamps, which are to be cancelled by the person signing the Proxy Form.

***Pre-registration is required in order to attend and participate in the Annual General Meeting in-person or online. In-person attendance will be limited and facilitated only upon pre-registration with the Jamaica Central Securities Depository at jcsdrs@jamstockex.com on a first come first served basis. Additional information regarding attendance and participation is available on the Company's website at www.myncb.com. Viewing of the AGM online (i.e. no voting required) will not require registration.**

DATED this 16th day January 2026

BY ORDER OF THE BOARD



Dave L. Garcia
Corporate Secretary

Notice of Annual General Meeting

Special Instructions for Attendance and Participation at the NCBFG Annual General Meeting

The Annual General Meeting (AGM) of NCB Financial Group Limited (NCBFG) will be held in a hybrid format. Shareholders (or their proxies) will be able to attend the meeting in person (limited seating) or by electronic means and will have an opportunity to attend and vote on resolutions raised at the AGM once they register at **https://iteneri.com/ncbfg** or by contacting the Jamaica Central Securities Depository at **jcsdrs@jamstockex.com**.

Registration for in-person attendance

A limited number of individuals will be able to attend the AGM in person and will be facilitated **on a first come first served basis only** upon pre-registration by contacting the Jamaica Central Securities Depository at **(876) 967-3271** or via email at **jcsdrs@jamstockex.com**.

Registration for online attendance

Registration in advance is also required to attend the AGM online. Shareholders will require their Jamaica Central Securities Depository (JCSD) or Trinidad and Tobago Central Depository (TTCD) Account Number in order to complete registration and to be able to vote on the resolutions raised at the AGM. Should assistance be required in obtaining this account number, any of the following may be done:

1. Contact your stockbroker; or
2. Contact the Registrar Services Unit of the Jamaica Central Securities Depository at **(876) 967-3271** or via e-mail at **jcsdrs@jamstockex.com**.

Upon registration and verification, instructions on how to join the meeting will be sent to the same e-mail address that was used for registration. **Those instructions may only be used by one user and should not be shared with anyone.**

The deadline for registration is February 12, 2026.

Non-shareholders may also attend the meeting if they register at **https://iteneri.com/ncbfg**.

Viewing of the AGM online (that is, without the ability to vote) will not require registration.

Participation (in-person and online)

The Notice of AGM, Proxy Form and Annual Report are available on the following websites:

- NCB Financial Group Limited at **https://www.myncb.com/annualreport2025**
- The NCBFG AGM site at **https://iteneri.com/ncbfg**

They are also being made available on the following sites:

- The Jamaica Stock Exchange at **https://www.jamstockex.com**
- the Trinidad & Tobago Stock Exchange at **https://www.stockex.co.tt**

- Registered shareholders and non-shareholders will be able to join and participate in the AGM using the information provided by e-mail on completion of the registration process.

- The AGM will be streamed live on the NCBFG website at **www.myncb.com** as well as the National Commercial Bank Jamaica Limited YouTube page for viewing by all persons worldwide regardless of whether they register on the AGM website.

- Online attendees will be muted for the duration of the meeting and will not be allowed to unmute themselves for verbal communication, except upon a request made and accepted during the meeting.

- Persons are strongly encouraged to submit any questions related to the audited accounts prior to the AGM by e-mail to **ncbfginvestorqueries@jncb.com** up to the evening of February 12, 2026, so that they may be addressed during presentations and/or the course of the meeting. During the AGM, questions may only be submitted through the Question and Answer functionality of the application and we will seek to address as many of them as possible that are relevant to the proceedings, particularly in the designated "Audited Accounts" or "Question & Answer" segments of the meeting agenda. Shareholders wishing to speak should request to do so through the Question and Answer functionality, following the instructions that will be provided in the meeting.

- Only those shareholders or their proxies who have registered will be able to vote on the resolutions at the meeting.

Instructional videos on "How to Register" and "How to Vote" online are available on the AGM site.

Persons experiencing any problems in the registration process or who have any questions regarding the registration and participation in the AGM should send an e-mail to our Registrar at **jcsdrs@jamstockex.com**.



Train With Purpose



Every action should serve the bigger goal. Alignment turns effort into measurable progress and keeps the organisation moving in one direction.

Business in Brief

Company Overview

Leading Financial Group in the Caribbean

Diversified operations across banking, insurance, investment activities and wealth management

Listed on stock exchanges in Jamaica and Trinidad and Tobago

NCB Financial Group Limited (NCBFG) is a licensed financial holding company which has subsidiaries with diversified operations across banking, insurance, investment activities and wealth management. Through its three subgroups—National Commercial Bank Jamaica Limited (NCBJ), Guardian Holdings Limited (Guardian) and Clarien Group Limited (Clarien)—the Group delivers financial solutions across more than 20 Caribbean markets.

NCB SUBGROUP, anchored by National Commercial Bank Jamaica Limited (NCBJ) and its subsidiaries, provides retail and corporate banking, payments, wealth management and investment services.

GUARDIAN SUBGROUP leads the region in life, health and property & casualty insurance; pension fund management and asset management.

CLARIEN SUBGROUP in Bermuda offers personal, commercial and private banking, as well as trust and investment services, reinforcing international diversification.

The Group's success is grounded in consistency, strong governance and a commitment to operational excellence. This deliberate approach enables each subsidiary to adapt, perform and contribute to sustainable growth.

LT IDR (1)

B-/B

S&P Global

LT IDR FC/LC (2)

B+/B

FitchRatings

Source: Company Information. **(1)** As of October 2025. **(2)** As of December 2025.

NCB FINANCIAL GROUP LIMITED

	Banking & Investment Activities		Insurance Activities
Subsidiaries	National Commercial Bank Jamaica Limited	Clarien	Guardian Group
Operating Segments	Consumer & SME Banking Corporate & Commercial Banking Payment Services Treasury & Correspondent Banking Wealth, Asset Management and Investment Banking		Life & Health Insurance and Pension Fund Management General Insurance
Footprint	Jamaica The Cayman Islands Barbados Trinidad and Tobago	Bermuda	23 territories[3] in the Caribbean, including Aruba, Barbados, Bonaire, Curaçao, Jamaica, St. Maarten, and Trinidad and Tobago
Service Offerings	Deposits Lending Payment Services Capital Markets Wealth Management		Property Insurance Pensions Casualty Insurance Health Insurance Asset Management Life Insurance
Ratings	NCBJ rated LT IDR FC/LC[4] BB-/B (S&P Global) LT IDR FC/LC[5] BB-/B (FitchRatings)	NCB Capital Markets Limited rated ICR FC[6] CariA- (Stable) (CariCRIS)	LT ICR[7] bbb- (Good) (Stable) (AM Best) FC/LC[8] CariAA- (Stable) (CariCRIS)

Through these diversified segments, NCBFG is able to serve its customers with a wide range of specialised and customisable financial products and services.

Source: Company Information. **(3)** Others include Anguilla, Antigua and Barbuda, Bahamas, Belize, British Virgin Islands, Cayman, Grenada, Guyana, Montserrat, Netherlands, Saba, Saint Eustatius, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Turks and Caicos, US Virgin Islands. **(4)** As of October 2025. **(5)** As of December 2025. **(6)** As of November 2025. **(7)** As of November 2024. **(8)** As of October 2025.

Strategic Focus

Becoming the Financial Partner of Choice

NCBFG has a clear focus on leveraging its regional platform to create lasting value and strengthen its position as the Caribbean's Financial Partner of Choice. Following three years dedicated to strengthening governance and rebuilding customer confidence, the Group is strategically positioned for sustainable growth. This tragectory is underpinned by consistent execution, strong governance, and a commitment to elevating the customer experience.

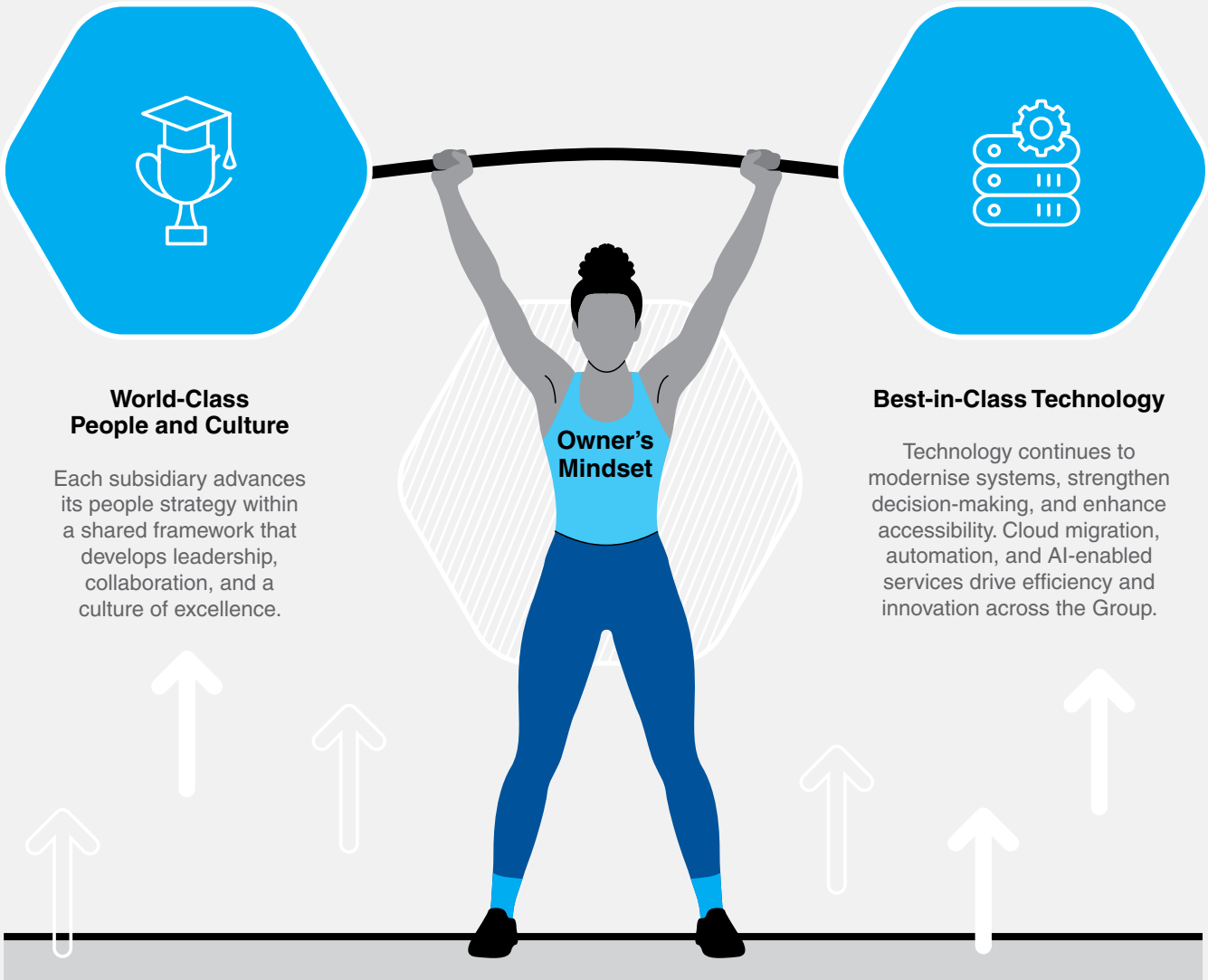
Strategic Focus

The Group's strategy remains guided by the EGC framework, focused on "Efficiency, Governance and Customer Experience". Subsidiaries across the Caribbean and Bermuda are united around one purpose: connecting people, solutions, and opportunities through disciplined execution and customer-centred innovation. The Group continues to execute its strategy through four pillars and two key enablers:



Strategic Enablers

Execution is powered by two core enablers, World-Class People and Culture and Best-in-Class Technology, supported by an ownership mindset that drives accountability and long-term value creation.



World-Class People and Culture

Each subsidiary advances its people strategy within a shared framework that develops leadership, collaboration, and a culture of excellence.

Best-in-Class Technology

Technology continues to modernise systems, strengthen decision-making, and enhance accessibility. Cloud migration, automation, and AI-enabled services drive efficiency and innovation across the Group.

By aligning leadership, governance and service around shared purpose, NCBFG continues to build strength, deliver value, and deepen trust with customers, employees, and shareholders.

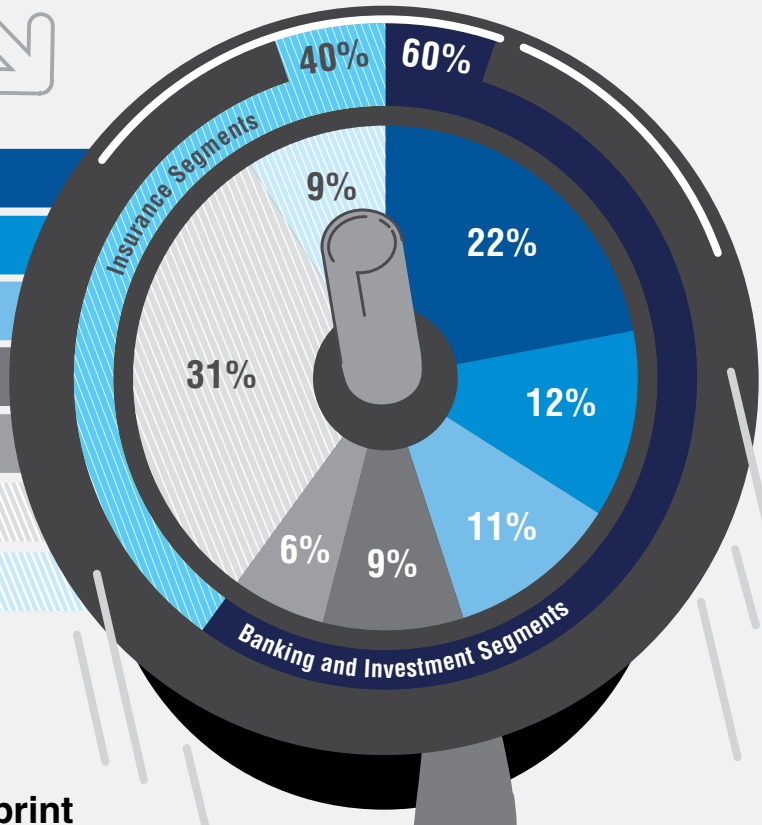
Performance Highlights

Strength in Our Diversified Business Model

$144 Billion

Operating Income FY25 Breakdown*

- Consumer & SME Banking
- Payment Services
- Treasury & Correspondent Banking
- Wealth, Asset Management & Investment Banking
- Corporate & Commercial Banking
- Life & Health Insurance & Pension Fund Management
- General Insurance

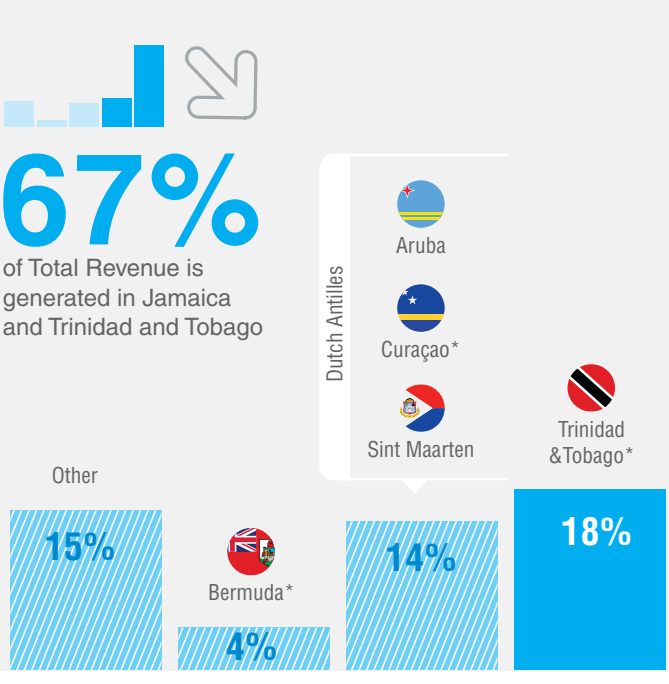


*Percentages reflect segment operating income as a % of total segment operating income. The total figure represents total operating income.

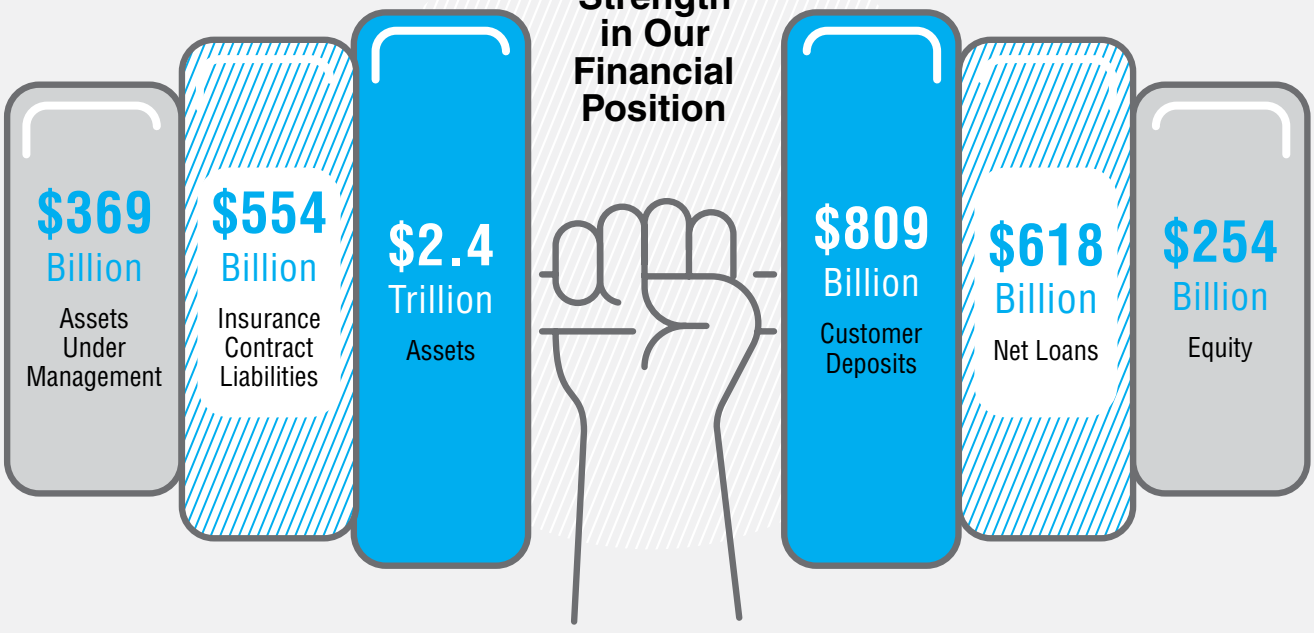
Strength in Our Regional Footprint

67%

of Total Revenue is generated in Jamaica and Trinidad and Tobago



Strength in Our Financial Position

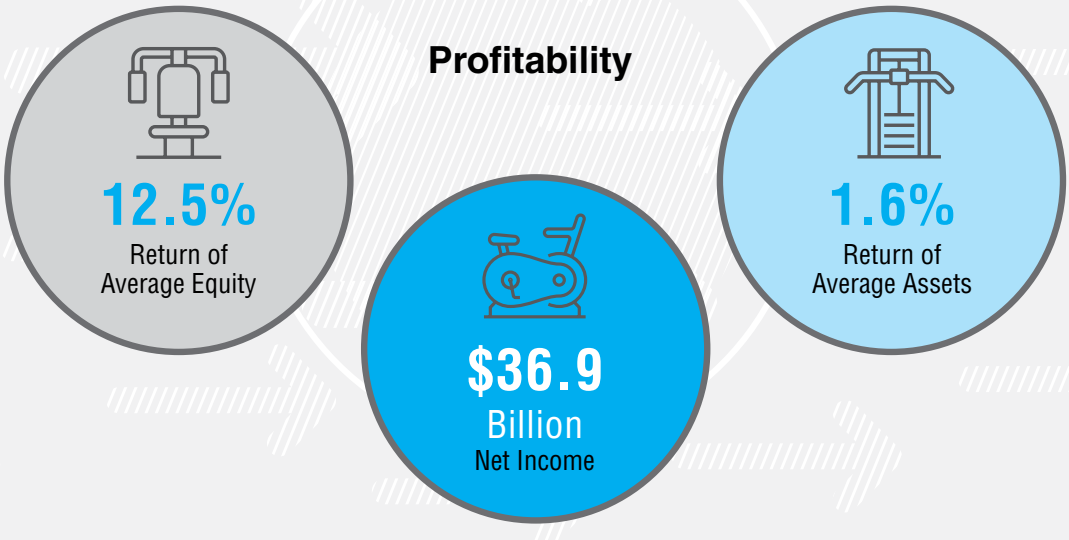


In 2025 the Group established two strategic Centres of Excellence (CoE) to drive operational efficiency and elevate service standards:

Investment Management CoE: This centre consolidates investment functions across the group, enabling greater scale, enhanced performance and optimised portfolio mangement.

Pension Fund Administration CoE: This centre streamlines pension administration under a unified framework, prioritising accuracy, regulatory compliance and an exceptional client experience.

Profitability

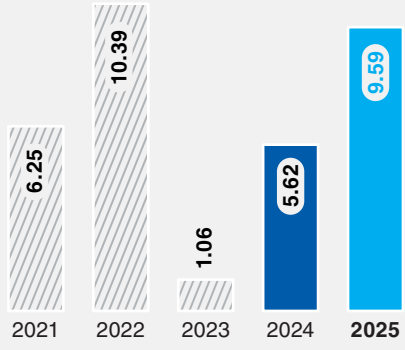


Performance Highlights



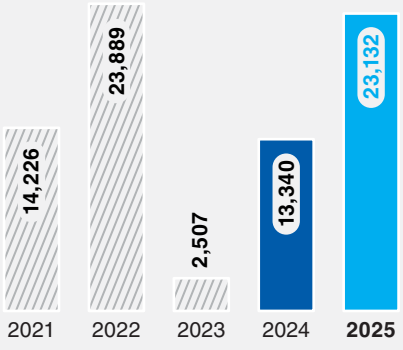
Earnings Per Share

4 YR CAGR*: **11.30%**



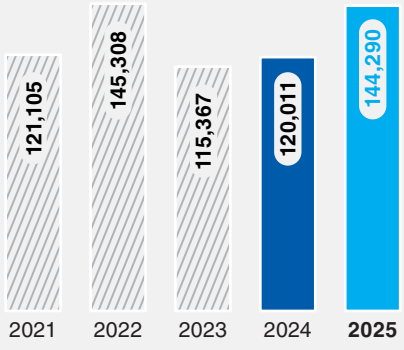
Net Profit Attributable to the Stockholders of the Parent

4 YR CAGR*: **12.92%**



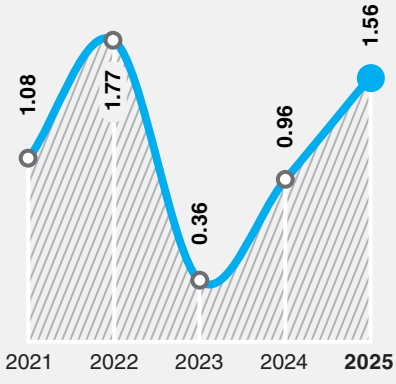
Operating Income

4 YR CAGR*: **4.48%**



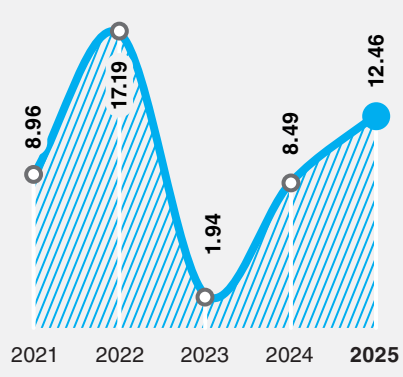
Return on Assets

4 YR CAGR*: **9.69%**

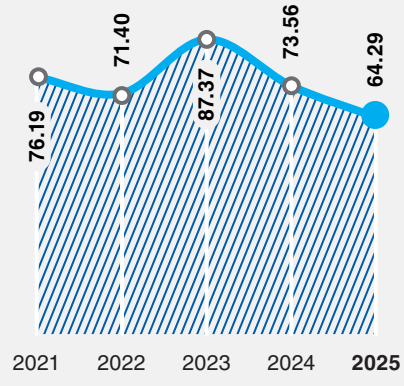


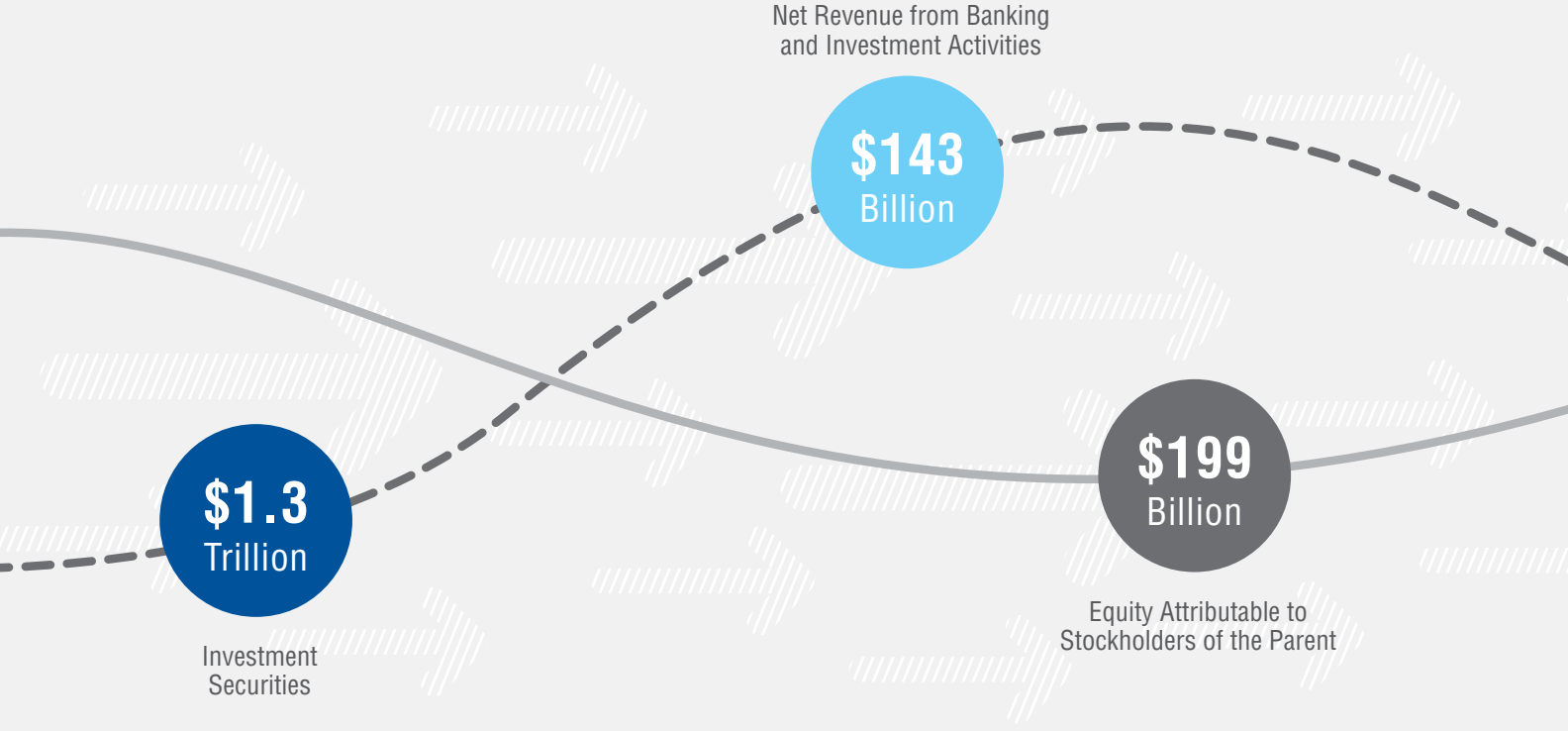
Return on Equity

4 YR CAGR*: **8.59%**



Cost to Income





Strength in our Market Leading Positions

Banking and Investment Activities (Jamaica)

	Total Assets	Net Loans[1]	Deposits	Equity	Payments[2]	Repurchase Agreements
Market Position[3]	1[4]	1	1	1	1	2
Market Share[3]	35.7%	31.6%	30.9%	35.3%	67.1%	35.1%

Insurance Activities

Gross Written Premiums

	GLOC[6] (Trinidad Only)	GGIL[7] (Trinidad Only)	GLL[8] (Jamaica)	Fatum Life Aruba
Market Position[5]	1	1	2	1
Market Share	36.1%[5]	20.1%[5]	32.0%[9]	60.0%[9]

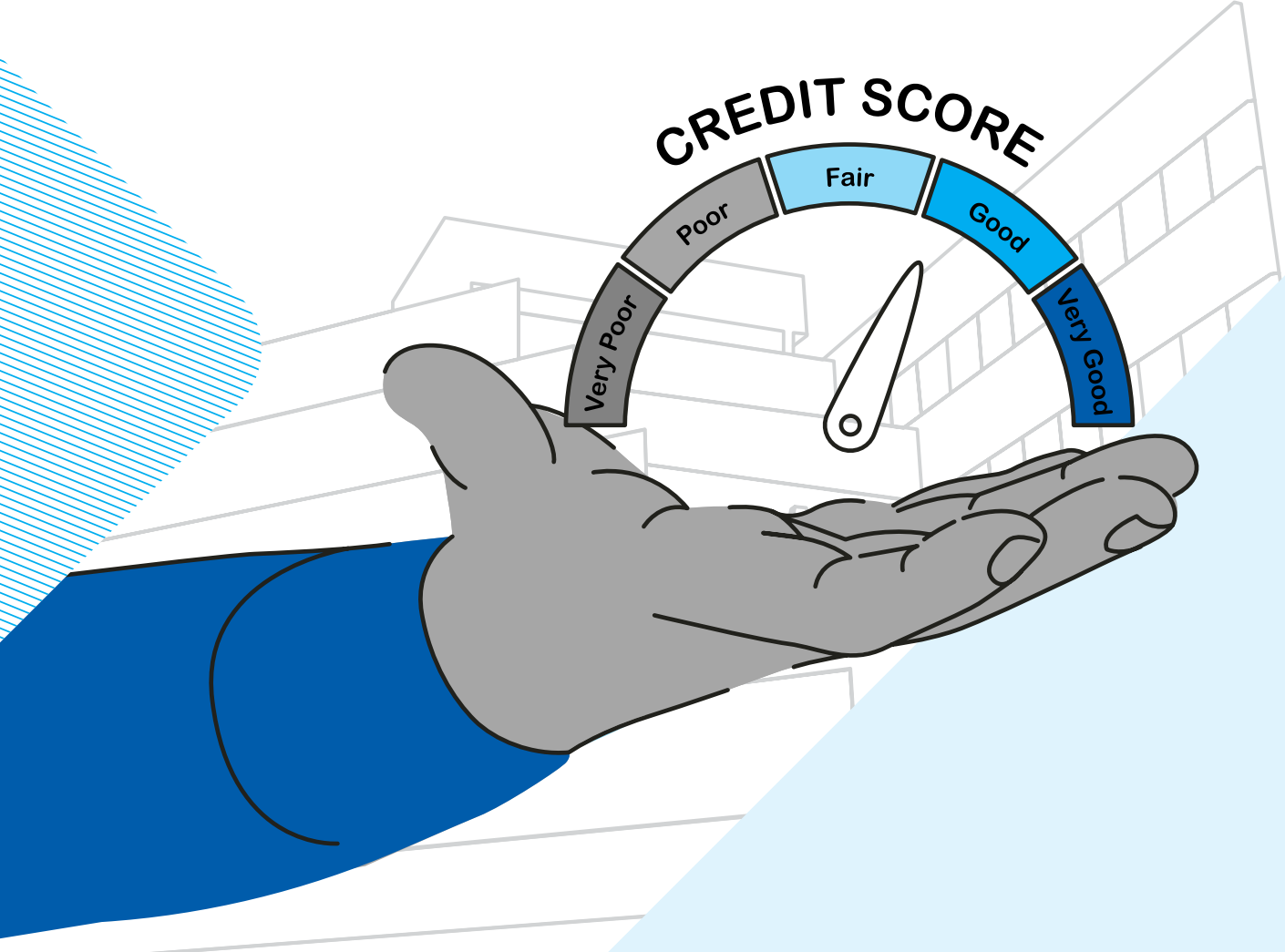
Source: Bank of Jamaica (BOJ), the Central Bank of Trinidad and Tobago (the "CBTT"), Association of Trinidad and Tobago Insurance Companies (ATTIC), the Insurance Association of Jamaica, CBA Statistical Digest 2022, Financial Services Commission Jamaica Financial Stability Report. Notes: (1) Loans, Advances & Discount Net of Provisions. (2) As of September 2025, based on acquiring volumes. (3) As of September 30, 2025. (4) Scotiabank ranked 2nd and JN Bank ranked 3rd. (5) As of December 2024. (6) Guardian Life of the Caribbean Limited. (7) Guardian General Insurance Limited (8) Guardian Life Limited; percentage based on annual premium basis. (9) As of December 2023.

Credit Ratings

Each year, NCBFG and its key subsidiaries voluntarily undergo rigorous, independent assessments by leading international and regional rating agencies. These evaluations offer an objective, third-party validation of our Group's creditworthiness, financial strength and capacity to consistently meet our obligations.

Their comprehensive analysis scrutinises every facet of our performance - from liquidity and capital adequacy to our governance and risk management framework - ensuring a holistic view of our financial health.

Maintaining these ratings is a central pillar of our disciplined financial management and long-term value creation strategy. The ratings serve as an indication of our financial stability and strength.



Tables 1 & 2 provide the latest public rating for NCBFG and its main subsidiaries.

Table 1: NCBFG Ratings

Entity	Type of Rating	Ratings Assigned		Outlook
NCBFG	CariCRIS	Regional Scale	CariA+ (local currency)	Stable
			CariA (foreign currency)	
		National Scale	jmAAA (local currency)	
			jmAA+ (foreign currency)	
	Fitch Ratings	Long-term Issuer Default Ratings (IDRs)	B+ (foreign and local currency)	Raating Watch Negative*
		Short-term IDRs	B (foreign and local currency)	
	S&P Global Ratings	Long-term Issuer Credit Ratings (IDRs)	B-	Positive
		Short-term Issuer Credit Ratings	B	

Table 2: Subsidiary Ratings

Entity	Type of Rating	Ratings Assigned		Outlook
NCBJ	CariCRIS	Regional Scale	CariA+ (local currency)	Stable
			CariA (foreign currency)	
		National Scale	jmAA+ (local currency)	
	Fitch Ratings	Long-term Issuer Default Ratings (IDRs)	BB- (foreign and local currency)	Rating Watch Negative*
		Short-term IDRs	B (foreign and local currency)	
		Viability Rating	bb-	
	S&P Global Ratings	Long-term Issuer Credit Rating	BB-	Positive
		Short-term Issuer Credit Rating	B	
NCBCM	CariCRIS - Issuer/ Corporate Credit Rating	Regional Scale	CariA (local currency)	Stable
			CariA- (foreign currency)	
		National Scale	jmAA- (local currency)	
NCB Capital Markets (Barbados) Limited	CariCRIS - Issuer/ Corporate Credit Rating	Regional Scale	CariBBB+ (local and foreign currency)	Stable
NCB Merchant Bank (Trinidad & Tobago) (NCBMBTT)	CariCRIS - Issuer/ Corporate Credit Rating	Regional Scale	CariA (foreign and local currency)	Stable
		National Scale	ttA (local currency)	
Guardian Holdings Limited (GHL) (CS Insurance) (T&T)	CariCRIS - Issuer/ Corporate Credit Rating	Regional Scale	CariAA- (foreign currency)	Stable
			CariAA- (local currency)	
Guardian Holdings Limited (GHL) (CS Insurance) (T&T)	AM Best	Long-term Issuer Credit Rating	bbb- (Good)	Stable
GHL (Insurance composite) (T&T)	AM Best	Long-term Issuer Credit Rating	bbb- (Good)	Stable
Guardian General Insurance Limited (T&T)	AM Best	Financial Strength Rating	A- (Excellent)	Stable
		Long-term Issuer Credit Rating	a- (Excellent)	
Guardian Life of the Caribbean (T&T)	AM Best	Financial Strength Rating	A- (Excellent)	Stable
		Long-term Issuer Credit Rating	a- (Excellent)	

* In November 2025, the Issuer Default Ratings for NCBFG and NCBJ were placed on Rating Watch Negative in November 2025 as a result of the potential challenges stemming from the recent natural disaster – Hurricane Melissa. This was not unique to the Group but resulting from the outlook for Jamaica.

10-Year Financial Statistical Review

Consolidated Income Statement Summary (J$'000)

	2025	2024	2023	2022
Net profit	**36,914,476**	21,569,527	7,713,510	35,132,381
Net profit attributable to the stockholders of the parent	**23,131,671**	13,340,354	2,507,191	23,889,103
Gross operating income	**361,014,524**	323,579,372	291,596,806	319,402,779
Operating income	**144,290,345**	120,010,718	115,366,914	145,308,496
Net interest income	**78,266,655**	72,921,959	69,557,898	65,856,931
Non-interest income	**76,320,884**	55,790,592	49,968,380	82,175,120
Credit impairment losses	**10,297,194**	8,701,833	4,159,364	2,723,555
Net revenues from banking & investment activities	**142,968,912**	121,036,850	118,532,812	107,292,623
Insurance service result (IFRS 17) [1]	**24,690,886**	18,519,174	14,528,125	n.a.
Operating expenses	**99,383,771**	94,685,016	104,424,158	105,691,419
Staff costs	**53,458,070**	50,178,822	60,860,676	50,337,084
Depreciation, amortisation and finance cost	**9,789,775**	10,243,711	9,338,085	10,941,626
Taxation expenses	**8,591,829**	4,239,670	3,448,194	5,217,209
Profit before tax	**45,506,305**	25,809,197	11,161,704	40,349,590

Consolidated Statement of Financial Position Summary (J$'000)

Total assets	**2,405,996,947**	2,316,010,845	2,199,090,398	2,051,244,777
Loans and advances, net of provision for credit losses	**618,335,447**	626,239,936	612,689,129	580,063,363
Investment securities	**1,254,923,665**	1,166,825,535	1,105,904,465	969,717,174
Statutory reserves with central banks	**53,807,971**	50,012,699	48,901,844	45,491,884
Customer deposits	**809,409,035**	783,966,976	747,872,120	715,276,682
Liabilities under annuity and insurance contracts	**554,267,314**	543,668,456	510,957,462	482,569,780
Repurchase agreements	**280,537,873**	299,522,341	279,754,364	248,088,765
Other borrowed funds	**199,027,277**	188,823,509	179,647,541	153,249,041
Obligations under securitisation arrangements	**85,442,202**	92,999,381	98,195,007	99,085,658
Stockholders' equity	**254,335,348**	210,742,808	170,746,346	138,570,626
Stockholders' equity attributable to the stockholders of the parent	**199,077,280**	172,294,502	142,122,840	116,429,342

Profitability Ratios (%)

Return on average stockholders' equity [2]	**12.46%**	8.49%	1.94%	17.19%
Return on average total assets [3]	**1.56%**	0.96%	0.36%	1.77%
Effective tax rate [4]	**18.88%**	16.43%	30.89%	12.93%
Cost to income ratio [5]	**64.29%**	73.56%	87.37%	71.40%

1. The Group adopted IFRS 17 effective October 1, 2023. As a result, comparative financial information for periods prior to the 2023 financial year is not available.
2. Return on average stockholders' equity is calculated as net profit attributable to stockholders of the parent divided by average stockholders' equity attributable to stockholders of the parent (stockholders' equity at the end of the financial year plus stockholders' equity at the end of the prior financial year, divided by two).
3. Return on average total assets is calculated as net profit divided by average total assets (total assets at the end of the financial year plus total assets at the end of the prior financial year, divided by two).

	2021	2020	2019	2018	2017	2016
	20,075,606	26,883,412	31,164,938	28,580,966	19,107,818	14,448,560
	14,226,671	19,090,378	29,869,398	27,958,752	19,107,818	14,448,560
	292,094,624	256,816,559	171,252,858	98,779,947	76,213,792	65,747,306
	121,105,355	108,826,889	91,180,975	69,614,802	54,336,912	46,936,071
	56,977,446	58,043,329	46,752,229	35,195,598	29,804,601	28,163,649
	67,513,035	61,068,554	49,253,480	36,379,842	25,261,545	19,384,778
	3,385,126	10,284,994	4,824,734	1,960,638	729,234	612,355
	98,153,663	76,370,898	76,749,460	65,817,511	51,096,962	43,423,353
	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	94,850,111	81,565,804	64,736,903	43,428,745	33,178,281	28,839,998
	44,500,542	40,526,668	32,120,544	23,776,353	16,461,158	13,809,023
	11,146,310	9,941,198	6,941,434	3,472,372	2,359,274	1,899,414
	6,519,927	690,064	6,423,458	5,407,952	4,901,510	4,479,992
	26,595,533	27,573,476	37,588,396	33,988,916	24,009,331	18,928,553
	1,917,127,972	1,800,260,275	1,616,299,602	978,584,626	693,724,191	607,669,433
	523,488,890	452,954,936	423,102,600	372,634,701	218,615,226	189,055,786
	900,512,195	853,085,972	759,496,006	389,490,044	299,177,288	275,669,541
	41,247,661	35,552,128	37,316,963	43,575,130	39,022,524	29,832,265
	647,085,400	573,968,886	504,678,536	484,847,790	288,464,013	273,965,888
	433,056,798	405,014,541	394,615,307	38,093,007	36,185,320	35,282,653
	224,805,387	211,436,379	174,619,976	152,884,626	115,586,590	105,974,938
	136,972,443	125,066,336	124,953,101	65,558,639	38,649,556	12,061,154
	63,087,217	71,083,957	48,305,823	58,992,666	66,743,350	47,899,756
	206,665,026	200,204,923	183,870,618	139,584,328	115,993,769	103,105,310
	161,456,191	156,114,678	147,590,179	130,040,568	115,993,769	103,105,310
	8.96%	12.57%	21.52%	22.73%	17.44%	15.09%
	1.08%	1.57%	2.40%	3.42%	2.94%	2.55%
	24.52%	2.50%	17.09%	15.91%	20.42%	23.67%
	76.19%	68.48%	67.43%	60.68%	60.25%	60.65%

4. Effective tax rate is calculated as taxation expenses divided by profit before taxation.

5. Cost-to-income ratio is calculated as operating expenses (staff costs, depreciation and amortisation, finance cost and other operating expenses) divided by net operating income excluding credit impairment losses.

10-Year Financial Statistical Review

Cont'd

Stock Unit Information (J$)

	2025	2024	2023	2022
Earnings per stock unit for profit attributable to the stockholders of the company [6]	**$9.59**	$5.62	$1.06	$10.39
Dividends paid per stock unit	**$1.50**	$2.00	$0.00	$0.00
Book value per stock unit	**$82.54**	$72.59	$60.19	$50.66
Closing share price at September 30 - Jamaica Stock Exchange (JSE) [*]	**$42.04**	$53.12	$68.49	$89.89
Closing share price at September 30 - Trinidad & Tobago Stock Exchange (TTSE) [**]	**TT$1.93**	TT$2.41	TT$2.77	TT$4.50
Price earnings ratio	**4.38**	9.45	64.61	8.65
Dividends paid [J$'000]	**3,724,062**	4,906,164	0	0
Dividend yield (payment date) [%]	**3.57%**	3.77%	0.00%	0.00%
Dividend payout ratio (payment date) [%]	**15.64%**	35.59%	0.00%	0.00%
Total annual shareholder return [%]	**-18.03%**	-19.52%	-23.81%	-29.51%

Asset Quality Ratios (%)

Non-performing loans as a percentage of gross loans and advances [7]	**4.54%**	4.26%	4.11%	4.39%
Non-performing loans as a percentage of total assets	**1.20%**	1.18%	1.17%	1.26%
Non-performing loans as a percentage of equity	**14.45%**	15.81%	18.06%	22.27%
Total provision for credit losses as a percentage of gross loans and advances	**3.09%**	2.67%	2.46%	2.32%
Provision coverage ratio [8]	**68.04%**	62.78%	59.75%	52.89%

Consolidated Statement of Financial Position Ratios (%)

Loans and advances, net of provision for credit losses, as a percentage of total assets	**25.70%**	27.04%	27.86%	28.28%
Investment securities as a percentage of total assets	**52.16%**	50.38%	50.29%	47.27%
Loans and advances, net of provision for credit losses, as a percentage of customer deposits	**76.39%**	79.88%	81.92%	81.10%
Equity to total assets	**8.27%**	7.44%	6.46%	5.68%

Other Statistics

JSE Index at September 30 [*]	**325,183.33**	318,325.69	327,042.43	361,691.60
JSE Index annual movement (Twelve months ended September 30) [%]	**2.15%**	(2.67%)	(9.58%)	(12.82%)
Inflation Rate (Twelve months ended September 30) [%]	**2.14%**	5.72%	5.90%	9.23%
USD foreign exchange rate at September 30	**160.23**	157.81	154.77	152.02

6. Earnings per stock unit is calculated as net profit divided by weighted average shares outstanding for the relevant financial year.
7. Non-performing loans are loans as to which there have been no payments of principal or interest for 90 days or more.
8. Total provisions for credit losses divided by non-performing loans. In addition to provisions made, collateral is held for impaired loans, see note 49 (a) to the financial statements for further details.

	2021	2020	2019	2018	2017	2016
	$6.25	$8.01	$12.30	$11.39	$7.76	$5.87
	$0.50	$1.90	$3.40	$2.70	$2.70	$2.35
	$70.36	$65.82	$61.60	$53.00	$47.12	$41.89
	$127.52	$130.90	$208.79	$124.52	$87.02	$41.55
	TT$8.25	TT$7.75	TT$10.44	TT$5.73	TT$5.10	TT$2.60
	20.40	16.34	16.97	10.93	11.21	7.08
	1,197,040	4,680,465	8,368,730	6,660,260	6,660,260	5,796,893
	0.39%	1.45%	1.63%	2.17%	3.10%	5.66%
	8.00%	23.72%	27.64%	23.71%	34.79%	40.03%
	-2.20%	-36.40%	70.41%	46.20%	115.93%	58.37%
	6.08%	5.29%	5.28%	4.84%	2.45%	3.14%
	1.70%	1.37%	1.41%	1.86%	0.78%	0.99%
	20.14%	15.85%	15.47%	14.01%	4.67%	5.86%
	2.90%	3.98%	3.04%	2.17%	1.66%	1.97%
	47.64%	75.13%	57.64%	45.35%	67.73%	62.58%
	27.31%	25.16%	26.18%	38.08%	31.51%	31.11%
	46.97%	47.39%	46.99%	39.80%	43.13%	45.37%
	80.90%	78.92%	83.84%	76.86%	75.79%	69.01%
	8.42%	8.67%	9.13%	13.29%	16.72%	16.97%
	414,889.96	380,425.98	516,042.91	358,320.11	262,729.14	164,482.25
	9.06%	(26.28%)	44.02%	36.38%	59.73%	70.76%
	8.29%	4.84%	3.36%	4.33%	4.61%	1.83%
	146.35	141.57	134.14	134.06	129.20	127.93

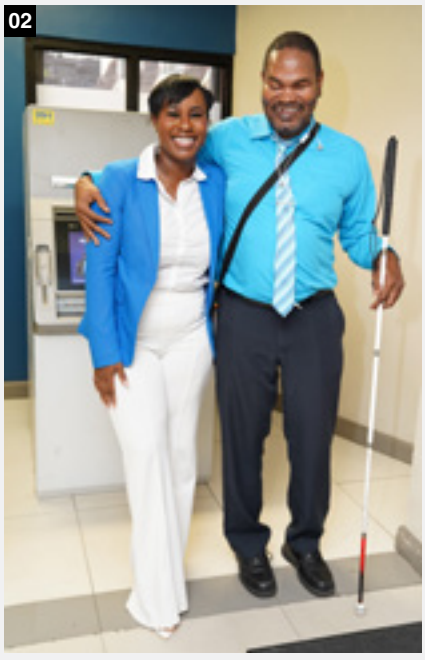
* Source: Jamaica Stock Exchange Monthly Statistics Report.
** Source: Trinidad and Tobago Stock Exchange Monthly Equity Summary Report.

Business Highlights

01



02



03



04



05



06



01 A participant celebrates while crossing the course during the My Guardian Group Walk and Run in Curaçao. **02** Daemion McLean, President of the Jamaica Society for the Blind, gets a little help from Keresa Baimbridge, Product Owner in NCB's Payment Services & Digital Channels Division, following his first experience using the audio-guidance feature on NCB's ABMs. The launch forms part of NCB's wider commitment to inclusive banking, with ABMs also equipped with braille kits to support visually impaired customers. **03** CEO of NCBJ, Bruce Bowen and Group CEO of NCBFG, Robert Almeida, share in a light moment at NCBFG's 2024 Annual General Meeting held in Kingston, Jamaica. **04** N.C.B. Foundation Project Officer, Tashna Samuels, joins students on Read Across Jamaica Day, supporting national efforts to promote literacy. N.C.B. Foundation partnered with Di Cawna Library and installed 'Free Likkle Cupboards' at schools across the island, stocked with books and essential learning supplies. **05** NCBFG Chairman, Hon. Michael Lee-Chin, OJ, is joined by family, clients and team members to mark the re-opening of the re-imagined NCB St. Ann's Bay Financial Centre. **06** Jennifer Wild, Chief Administrative Officer at Clarien Bank (left), the Honourable David Burt, Premier of Bermuda (centre), and Sandy DeSilva of The Family Centre show off their Cup Match ribbons ahead of the annual Cup Match Tag Day, which raises funds to support the Family Centre's work with children and families affected by abuse, neglect and family violence.





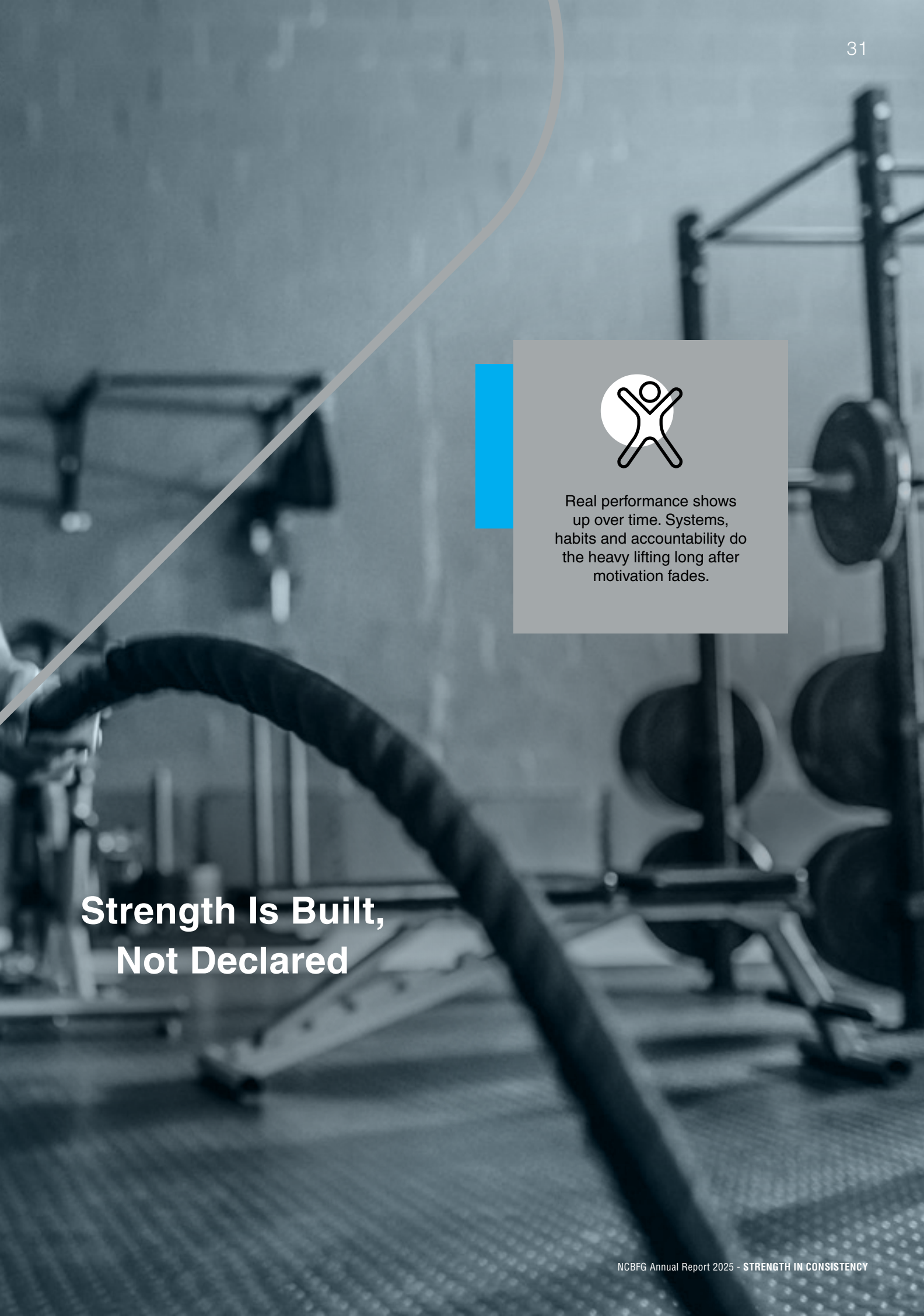






07 Sheree Martin, EVP - Chief Operating Officer, NCBJ and Donnovan Reid, Branch Manager for NCB Ocho Rios, surprise a long-standing customer during NCB's Westmoreland Customer Connect initiative in Jamaica. **08** From left: Richard Rambarran, former Country Manager for NCB Capital Markets (Guyana) Inc.; Angus Young, CEO, NCB Capital Markets Limited; Stacey-Ann Tait, Chief Investment Officer, NCB Capital Markets; and Marli Creese, CEO, NCB Merchant Bank (Trinidad and Tobago) Limited, at the Trinidad and Tobago Stock Exchange Conference. **09** Guardian Group employees form a human pink ribbon to commemorate Breast Cancer Awareness Month, wearing pink in solidarity to honour survivors and remember those lost, as well as promote early detection and preventative care. **10** Danielle Cameron-Duncan, Vice President of Payment Services & Digital Channels Division at NCBJ, gets a high five from Racquell Brown, CEO and Founder of Irie Rock Limited - a Jamaican natural skin care brand - at Expo Jamaica 2025. **11** NCB team members came together at a community outreach activity, supporting customers with on-the-ground service and engagement as part of the Bank's commitment to meeting its customers where they are.





Strength Is Built, Not Declared

Real performance shows up over time. Systems, habits and accountability do the heavy lifting long after motivation fades.

Chairman’s Message



We have weathered difficult seasons and emerged with sharper focus and deeper conviction.”

Hon. Michael Lee-Chin, OJ
Chairman

Dear Shareholders,

True strength is never forged in comfort. It emerges through challenge — by testing limits, pushing boundaries, and moving beyond what feels easy. Over the past two years, that has been our journey. We rebuilt from within, confronted long-standing inefficiencies, modernised our systems, and held ourselves to higher standards — standards aligned with global expectations of transparency, accountability, and sustainable growth. The path has been demanding, but it has made us stronger, more resilient, and better prepared for the future.

Like disciplined training, real progress is achieved through repetition, recovery, and the resolve to keep going even when it is most difficult. Today, the Group stands on a foundation that is not only resilient but enduring — built to sustain our business well beyond this phase of transformation.

Framework for Progress

Our journey is ongoing. While returns and cost-to-income ratios are not yet at the levels we aspire to, the trajectory is positive. EGC – Efficiency, Governance, and Customer Experience remains our guiding framework:

- **Efficiency:** Cloud computing and process modernisation are improving reliability and cost-effectiveness
- **Governance:** New perspectives and deeper expertise at the Board level have strengthened oversight, discipline and strategic direction
- **Customer Experience:** Service has returned to the heart of our operations, reaffirming our commitment to reliability, responsiveness and care for individuals, businesses, and communities.

This year, we launched two Centres of Excellence in investment management and pension fund administration. These initiatives are driving scale, enhancing integration, and positioning the Group to deliver superior outcomes for customers and shareholders alike.

Rebuilding with Resilience

Our strength is measured not only in financial performance but in how we respond when communities are in crisis. Just one year leading relief efforts for Hurricane Beryl, our commitment was tested again when Hurricane Melissa struck shortly after the fiscal year-end. We answered the call without hesitation. We partnered with various organisations to launch an unprecedented response, providing a lifeline to many communities displaced by the Hurricane, delivering emergency supplies, housing materials and critical aid. This again shows our strength is not merely financial in nature, but is found in our unwavering consistency of care. Even in the face of devastation, resilience is our foundation. We are helping to restore hope and impact the lives of persons in the countries we serve, turning moments like this into opportunities for renewal and resilience.



Lessons from the Low Tide

Warren Buffett once said, “You only find out who is swimming naked when the tide goes out.” The past two years were our low tide — a period that revealed inefficiencies and demanded intentional rebuilding. What matters is how we responded. We established robust frameworks that enhanced NCB Financial Group’s resilience, transparency, and governance standards.

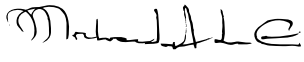
The first rule of investing is to protect your principal. The second is to never forget the first. Our responsibility is to safeguard capital and confidence, while generating sustainable returns over the long term. Success is not defined by short-term movements, but by endurance, sound governance, and disciplined execution.

A Mission Beyond the Horizon

Our mission remains unchanged: to build an organisation that proves Caribbean institutions can compete globally in both capability and character. Our people bring talent, our markets drive dynamism, and our mission of purposeful prosperity is within reach.

We have navigated challenging seasons and emerged with greater clarity and conviction. The next chapter will be written through consistency — by doing the right things, the right way, every day. That is how we will strengthen trust, expand our influence, and take our place among the world’s most respected financial institutions.

To our shareholders and partners across the Caribbean and beyond, thank you for your confidence and continued support.



Board of Directors

Committed to strong governance and oversight, the directors leverage expertise primarily in strategy, finance, leadership, risk management, and stakeholder engagement to enable robust decisions and create sustainable value.



Michael Lee-Chin is Chairman of Portland Holdings Inc. and one of the Caribbean's most accomplished business leaders. His investment philosophy, built on long-term value creation and disciplined diversification, has shaped enterprises across financial services, real estate, tourism, and renewable energy. Honoured with the Order of Jamaica as well as multiple honorary doctorates, he is globally recognised for integrating profitability with social impact. As Chairman, he continues to guide NCB Financial Group's governance and strategic direction with visionary leadership, supporting innovation, transparency, and sustainable growth across the region.

Hon. **Michael Lee-Chin** OJ,
HON. LL.D., BEng.

CHAIRMAN OF THE BOARD

NON-EXECUTIVE DIRECTOR

Primary Expertise:

Global Perspective | Financial Expertise

Appointment Date:

NCBFG - February 23, 2017



Gary Brown is a seasoned banking executive with over four decades of international experience. Formerly CEO of CIBC FirstCaribbean International Bank, he has led institutions through complex market transformations, driving sustainable profitability and sound governance. His global experience with CIBC, where he was CEO of their US broker-dealer and US Region Head for nine years, UBS, Chase and Mercy Ships International inform his pragmatic attention to proper governance and strategic insight. As Lead Independent Director, Gary brings rigorous risk discipline, financial stewardship and strong attention to ethical leadership to the Board.

Gary Brown
B.SC.

LEAD INDEPENDENT DIRECTOR

NON-EXECUTIVE INDEPENDENT DIRECTOR

Primary Expertise:

Global Perspective | Financial Expertise | Listed Company Expertise

Appointment Date:

NCBFG - February 9, 2024





Arvinder Bharath brings over 30 years of experience in banking, regulation and technological innovation having held executive roles at the Central Bank of Trinidad and Tobago, Royal Bank of Canada, Barclays Bank and, subsequently, the International Monetary Fund. Her expertise in digitalisation using emerging technologies and management of associated risks and collaboration with international organisations such as the World Bank, the World Economic Forum, the Inter-American Development Bank and other development banks positions her as a thought leader in the increasingly digital financial services industry. Arvinder's appointment strengthens the Board's capacity to navigate the evolving digital and regulatory landscape with foresight and integrity.

Arvinder Bharath

MBA, B.SC. (HONS)

NON-EXECUTIVE INDEPENDENT DIRECTOR

Primary Expertise:

Global Perspective, Governance, Regulations, Digitalization, Information Security and Risk Management

Appointment Date:

NCBFG - January 2, 2025

Sanya Goffe is a leading corporate attorney and Partner at Hart Muirhead Fatta. Her expertise in pensions, corporate law, and financial regulation contributes to the Board's strategic and compliance strength. She also serves as Chair of the Group's Corporate Governance and Nomination Committee. As President of the Pension Industry Association of Jamaica, Sanya champions financial literacy and greater retirement security and adequacy for Jamaicans. Her balanced perspective on policy, governance, and law strengthens the Group's accountability and stakeholder trust.

Sanya M. Goffe

LL.B. (HONS)

NON-EXECUTIVE INDEPENDENT DIRECTOR

Primary Expertise:

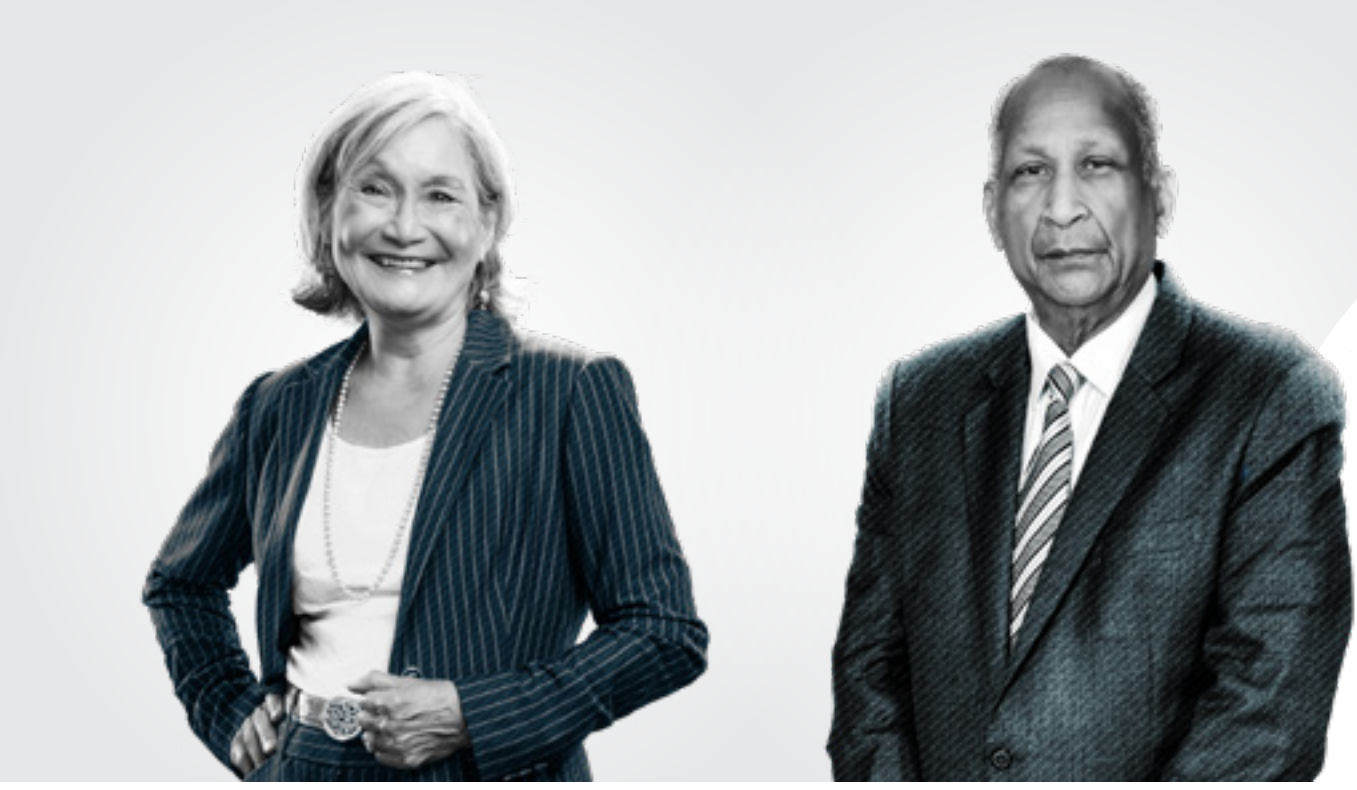
Legal Skills & Expertise | Corporate Governance | Listed Company Experience

Appointment Date:

NCBFG - April 26, 2016

Board of Directors

Cont'd



Founder and Chair of the Island Grill board, **Thalia** Lyn is a pioneering Jamaican entrepreneur and philanthropist. Her leadership in business and social development reflects her commitment to equity, education, and empowerment. As Chair of the N.C.B. Foundation, she has guided initiatives in youth education, community resilience, and national recovery. Thalia's business insight, combined with her strong moral compass and governance experience, enriches the Board's focus on purpose-driven growth and sustainable impact.

Howard Shearer is a distinguished leader in business, technology, and the nuclear sector. He previously served as Chief Executive of Hitachi Canada, where he led complex operations across highly regulated industries including nuclear energy, finance, healthcare, data privacy, and cybersecurity. Mr. Shearer currently holds several senior governance and advisory roles including Chair of the Board of the Energy Council of Canada as well as member of the Dean's Advisory Board in the Faculty of Engineering at McMaster University in Canada. His current work focuses on artificial intelligence strategy and its practical application across regulated and business environments, nuclear energy, and major infrastructure projects. He has published on governance, infrastructure, and technology. In 2024, Mr Shearer was appointed a Member of the Order of Distinction (Commander Class), a Jamaican national honour, for his significant contributions in engineering and technology.

Thalia Lyn OD, JP,

HON. LL.D., B.A. (HONS.)

NON-EXECUTIVE INDEPENDENT DIRECTOR

Primary Expertise:

Listed Company Experience | Corporate Social Responsiblity | Entrepreneurship

Appointment Date:

NCBFG - February 23, 2017

Howard L. Shearer CD,

BEng, LLM, FCAE , DSc

NON-EXECUTIVE INDEPENDENT DIRECTOR

Primary Expertise:

Information Technology/Cyber Security | Legal Skills & Expertise | Financial Expertise

Appointment Date:

NCBFG - March 13, 2024



L. Dominic Rampersad is a chartered accountant with over 30 years of experience in finance, governance and strategic leadership, primarily within the energy sector in Trinidad and Tobago. He most recently served as President of Phoenix Park Gas Processors Limited, where he led significant operational and strategic expansion initiatives. Mr. Rampersad has held senior and executive roles across finance, information technology and corporate governance and currently serves on the board of Guardian Holdings Limited and several of its subsidiaries. His experience strengthens the Board's oversight in capital discipline, risk management and long-term value creation.

Robert Almeida brings over 35 years of expertise as an investor, director and executive across diverse industries in Canada, the United States of America and the Caribbean, with a focus on financial services since 1998. As Group CEO of NCB Financial Group, he directs strategic growth, integration, and operational excellence across subsidiaries. Robert also chairs several boards, applying his financial acumen and governance experience to strengthen performance and accountability across the Group.

Bruce Bowen is a transformational leader with more than 25 years of international banking experience. As CEO of National Commercial Bank Jamaica Limited, he has led major strategic and operational shifts to strengthen profitability, governance, and customer experience. His global background, spanning executive roles in Latin America and the Caribbean, brings a strong operational lens and a disciplined approach to the Group's regional strategy.

L. Dominic Rampersad

MBA (MERIT), FCCA

NON-EXECUTIVE INDEPENDENT DIRECTOR

Primary Expertise:

Financial Expertise | Governance | Energy Sector Experience

Appointment Date:

NCBFG - December 4, 2025

Robert Almeida

B.COMM., CPA, CA

EXECUTIVE DIRECTOR

Primary Expertise:

Financial Expertise | Governance | Global Perspective

Appointment Date:

NCBFG - February 23, 2017

Bruce Bowen

B.A. (HONS)

EXECUTIVE DIRECTOR

Primary Expertise:

Global Perspective | Financial Expertise | Listed Company Expertise

Appointment Date:

NCBFG - February 9, 2024

Corporate Governance Statement

NCB Financial Group Limited (NCBFG) is a licensed financial holding company with subsidiaries operating across multiple jurisdictions and has its shares listed on stock exchanges in Jamaica and Trinidad and Tobago. Its internal governance structure incorporates principles of the Jamaica Corporate Governance Code 2021 and the Trinidad and Tobago Corporate Governance Code 2024.

It also incorporates elements of other corporate governance codes and best practices, as well as guidelines and standards provided by regulators, the Company's Articles of Incorporation and policies and charters adopted by the Board of Directors (the Board). The governance structure is reviewed on an ongoing basis in keeping with a commitment to maintain transparency and trust with all NCBFG's stakeholders.

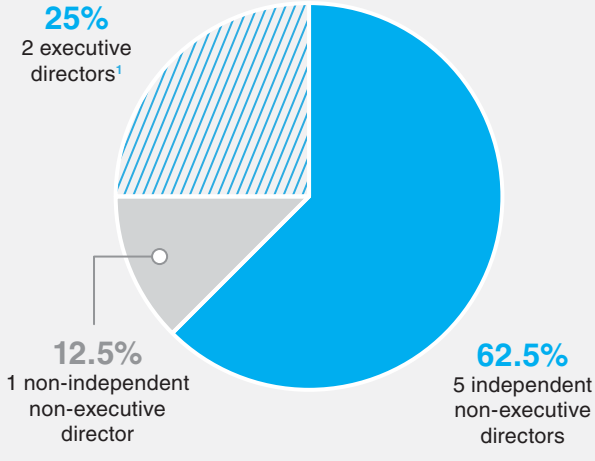
Board Composition

The Board is composed of suitably qualified and competent directors who, collectively, bring the knowledge, independence, diversity, global perspective, skills, and expertise required to provide effective oversight of the management and operations of the Group.

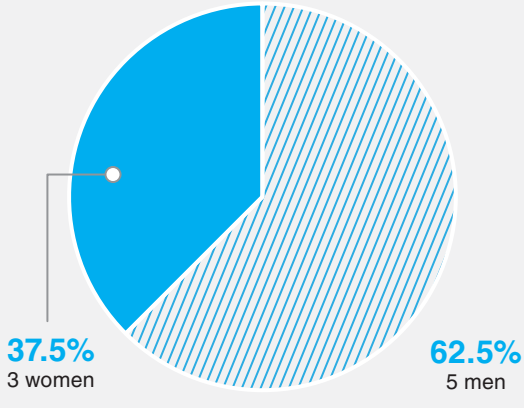
Our Articles of Incorporation (Articles) require the number of Directors be no fewer than five and no more than 16. This financial year saw the addition of one new member to the Board. As at September 30, 2025, the Board complement was eight directors, the majority (62.5%) of whom are independent in accordance with the NCBFG's Board Charter.

Profiles of our Directors may be viewed on our website at www.myncb.com/Leadership-1/Overview/Board-Of-Directors as well as on pages 34-37.

1. Balance

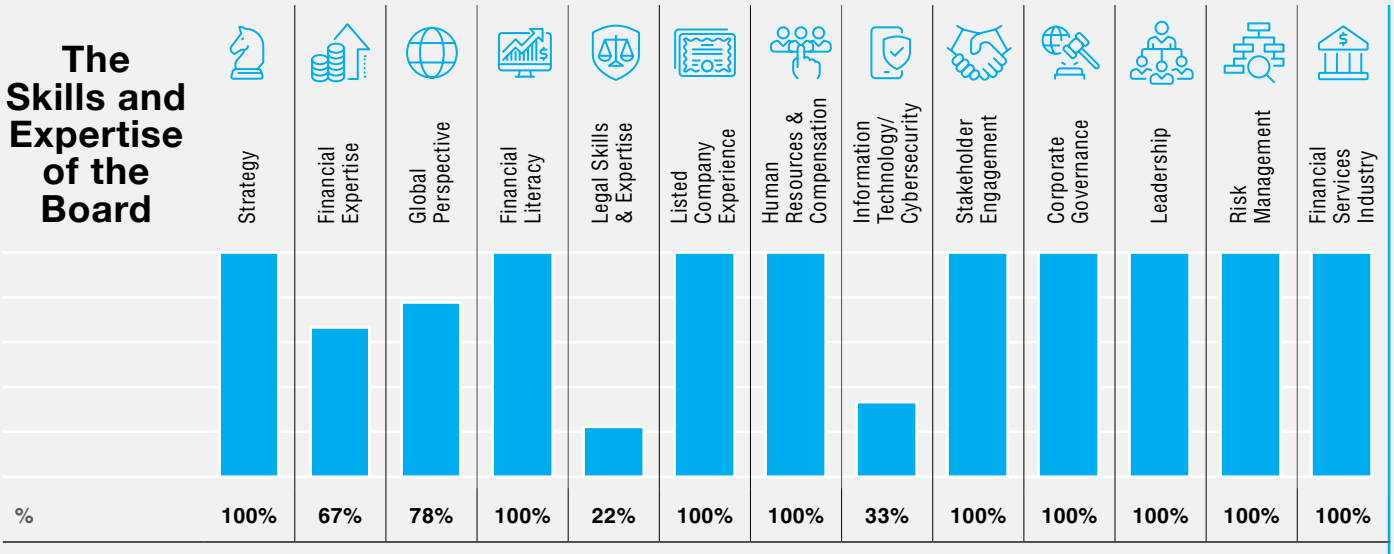


2. Composition by Gender



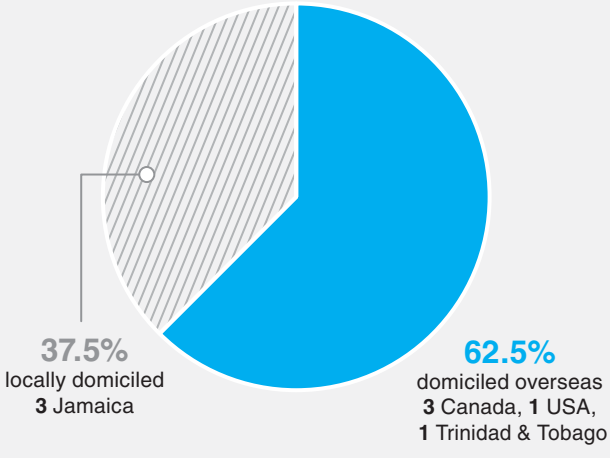
1. Bruce Bowen is currently employed to National Commercial Bank Jamaica Limited but is considered to be an Executive Director.

The Skills and Expertise of the Board

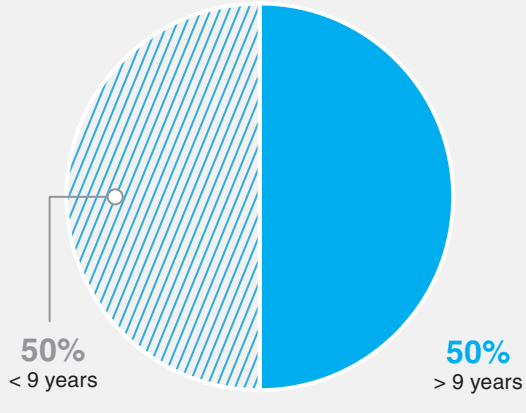


// Strategy: Demonstrated experience in developing, implementing and delivering strategic objectives. **// Financial Expertise:** Experience in financial accounting and reporting, capital management and/or actuarial expertise. **// Global Perspective:** Having a global perspective through exposure or responsibility for international operations. **// Financial literacy:** Ability to analyse and interpret financial statements. **// Legal Skills & Expertise:** Proven ability and understanding in the application of legal principles. **// Listed Company Experience:** Minimum of 1 year's experience as a non-executive director with a listed company. **// Human Resources & Compensation:** Knowledge and understanding of human resource management, talent development and compensation issues and models. **// Information Technology/Cybersecurity:** Experience in IT Governance/technology strategies and innovation &/or cybersecurity. **// Stakeholder Engagement:** Demonstrated ability to build and maintain key relationships with industry, government and regulators. **// Corporate Governance:** Knowledge and understanding of governance structures and the application of the principles of corporate governance. **// Leadership:** C-level experience (with large organisations). **// Risk Management:** Proven ability in identifying, assessing and managing macro, strategic, operational and financial risks. **// Financial Services Industry:** Exposure to and understanding of the banking, insurance and/or securities industries.

3. Board members by country of residence:



4. Tenure of directorship with the Group:



Corporate Governance Statement

The definitions of 'executive directors', 'non-executive directors' and 'independent directors' set out below are those contained in the Board Charter and are generally consistent with those outlined in The Jamaica Corporate Governance Code 2021 and the Trinidad and Tobago Corporate Governance Code 2024:

- **Executive Director** – Employed to the organisation and is normally responsible for aspects of the entity's day-to-day operations.
- **Non-Executive Director** – A director who is not an executive director.
- **Independent Director** - A director who:
  - **a.** is free of any interest, position, association or relationship that might influence or reasonably be perceived to influence, in a material respect his or her capacity to bring an independent judgment to bear on issues before the board and to act in the best interest of the entity and its shareholders generally.
  - **b.** does not represent a substantial shareholding of NCBFG;
  - **c.** is not a close relative of a significant shareholder of NCBFG; and
  - **d.** does not have an employment relationship with NCBFG or its parent companies.

The Board Charter, which includes the principal roles and responsibilities of the Board of Directors, is available on the NCBFG website at www.myncb.com

Board Leadership

The roles of the Chairman and Group Chief Executive Officer (CEO) are clearly defined, and the Board supports the separation of the two roles.

ROLE OF THE CHAIRMAN

The Chairman, Hon. Michael Lee-Chin, O.J. has the requisite skills and experience in a broad portfolio of industries and organisations, including financial services, hospitality, real estate, and health care to lead the Group. The Chairman also represents NCBFG to shareholders and the wider community.

ROLE OF THE GROUP CHIEF EXECUTIVE OFFICER

The Group CEO, Mr. Robert Almeida, is responsible for the overall management of the Group and leading the executive team. Mr Almeida also chairs the Boards of National Commercial Bank Jamaica Limited and Guardian Holdings Limited.

ROLE OF THE LEAD INDEPENDENT DIRECTOR

The Jamaica Corporate Governance Code 2021 and the Trinidad and Tobago Corporate Governance Code 2024 recommend that where a chairman is not an independent non-executive director, the board should appoint a lead independent director. The responsibilities of Mr. Gary Brown as Lead Independent Director include providing a sounding board for the Chairman and chairing meetings of the Board where the Chairman is absent; chairing discussions and decision-making by the Board on matters where the Chairman has a conflict of interest; chairing meetings of the Independent Directors, guided by the framework set out in the Board Charter and being available, as needed, for consultation with shareholders and other stakeholders.

ROLE OF THE CORPORATE SECRETARY

The Board has appointed Mr. Dave Garcia as the Corporate Secretary; and he is suitably qualified and capable of performing the duties of the position. The Corporate Secretary ensures that appropriate and timely information is provided to the Board and its committees and is responsible for advising and supporting the Chairman and Board on all governance matters. All Directors have access to the Corporate Secretary.

Independence

NCBFG's Board Charter requires that the number of independent directors be no less than one-third of the board membership. One of the responsibilities of the Board is to identify, on an annual basis, which directors meet the criteria for independence. The activities in relation to the annual review of independence have been delegated to the Corporate Governance and Nomination Committee. Independent directors are expected to not serve on the boards of competing companies.

To assist with the assessment of whether a director continues to be independent, each director is required to submit an annual declaration of his or her interests and potential areas of

conflict, which may adversely affect the director's ability to effectively carry out his or her role and fulfil his or her duties to the Company. The Board confirmed that no relationships or circumstances were identified during the annual review that would impair any director's independence. Additionally, directors are required to notify the Board of any changes in status which will affect their independence and, once so notified, the Board will consider how this may affect its functioning. In addition, at the beginning of each board meeting, all directors are required to declare whether any of them has any conflict of interest in respect of a matter on the agenda. Any potential conflicts are managed appropriately through a process that includes recusal from discussions or decisions as applicable.

As at September 30, 2025, the following Directors were determined to be independent by the Board:

- **Gary Brown** (Lead Independent Director)
- **Arvinder Bharath**
- **Sanya Goffe**
- **Thalia Lyn, OD, JP**
- **Howard Shearer, CD**

Meetings of Independent Directors

To facilitate free and open communication amongst Independent Directors, meetings are held at which only Independent Directors are present, except as may otherwise be determined by the Independent Directors themselves. These meetings are chaired by the Lead Independent Director, or, in his absence, another Independent Director elected by the others present.

The objectives of these meetings are:

- To assess the extent to which directors are able to provide an independent perspective on Board deliberations.
- To assess the extent of their independence from the controlling shareholder and from management.
- To assess the quality, quantity and timeliness of the flow of information between the Company's management and the Board that is necessary for the Board to effectively and reasonably perform its duties.
- To carry out such other purposes as may from time to time be agreed.

Except where invited, the Corporate Secretary (as a member of management) does not attend the meeting, nor does any other employee of the Company. The Lead Independent Director, where appropriate, reports on the outcome of each meeting at the next regular Board meeting, orally or in writing. If an oral report is given, any material feedback is captured in the Minutes. Action items are identified and carried out accordingly.

Meetings of the Independent Directors occur at least twice per year and usually take place after a meeting of the Corporate Governance & Nomination Committee, which comprises independent directors only.

Access to Independent Professional Assistance

Directors are entitled to obtain independent professional advice relating to the affairs of the Group or to their individual responsibilities as Directors, subject to approval of the fee by the Board if NCBFG is to pay it.

Access to Information and Management

The Board and its Committees receive relevant and comprehensive information to support effective board oversight and decision-making. The Board has unrestricted access to all company-related information. Managers and representatives who can provide additional insight into the items being discussed are invited to Board Meetings or may be required to provide additional information or briefings as required between meetings.

Board Appointment and Renewal Process

The Board recognises that it derives its strength from the diversity, independence, knowledge, skills and expertise of its members. It has delegated the development of a board succession plan, as well as the screening and selection of candidates, to the Corporate Governance & Nomination Committee, which consists exclusively of independent directors. The development of a candidate profile precedes the screening process, which includes confirming the interest and suitability of potential candidates, arranging interviews and conducting background checks. The Corporate Governance & Nomination Committee reviews the outcome of the screening process as well as the due diligence report prepared for consideration by the Board. The due diligence report, which is prepared by the Corporate Secretariat, takes into account the candidate's qualifications, experience, time commitment, background check findings and results of the interview process, as well as any other factors. The Board will then consider and, if thought fit, approve the appointment subject to any regulatory approvals and/or non-objections.

Under the Articles of NCBFG, any Director appointed to fill a casual vacancy or as an addition to the Board will hold office only until the next annual general meeting, where he/she will be eligible for election by the shareholders. The Articles also require that all non-executive directors retire at least once every three years but are eligible for re-election, if recommended by the Board, for a further three-year period. During the financial year, ongoing discussions took place in relation to the identification of additional directors,

Corporate Governance Statement

which led to one board appointment and the approval of the appointment of one additional director, subject to the non-objection of the regulators. The nomination procedure is contained in the Appendix of the Corporate Governance and Nomination Committee Charter, which is available on the NCBFG website.

Director Induction and Continuing Development

INDUCTION

Newly appointed directors are required to participate in NCBFG's comprehensive induction programme. The programme commences with the issuance of an appointment letter along with relevant documentation including policies, regulatory reports and financial information. It involves one-and-one meetings with other members of the Board, Committee Chairs, Executive Management, Heads of Group functions, Heads of major subsidiaries as well as the Group's internal and independent auditors. The programme is tailored based on experience and background of the individual. During the induction, new directors are encouraged to identify areas for which they would like additional information, further meetings or training, which are then arranged by the Corporate Secretary. On completion of the induction programme, all new Directors are expected to have sufficient knowledge and understanding of the business to enable them to effectively contribute to strategic discussions and oversight of the Group.

CONTINUING DEVELOPMENT

The Board is required to be up to date with current business, industry, regulatory and legislative developments and trends that will affect the Group's business operations. Consequently, the Group has a continuing development programme in place for its directors, which takes many different forms, through distribution of publications, payment for professional memberships, workshops, presentations at Board meetings and attendance at conferences encompassing topics including, directorship, corporate governance, business, industry or regulatory developments. Additionally, the Corporate Governance and Nomination Committee is charged with ensuring that Board members are developed through training or mentorship, where deemed necessary.

The annual continuing development calendar includes training in at least three specific areas for Directors of NCBFG as well as other Directors serving on boards within the Group. For the financial year 2025, the Board received training as follows (100% participation by directors of NCBFG):

Training Session	Topic	Presenter
Anti-Money Laundering /Counter-Financing of Terrorism /Proliferation Financing	AML Overview & Governance Lessons – TD Bank Case Study	Representatives from the Group Regulatory & Financial Crimes Compliance Unit, NCB
Information Technology /Cyber Security	▶ Security Awareness ▶ Data Privacy	▶ Elizabeth Kaye Cornell, Mandiant Consulting and Blake Renaud, Google Cloud Security ▶ Eliud George Ramocan, Bank of Jamaica ▶ Representatives from the Enterprise Information Management Unit, NCB
Corporate Governance	Sustainability on the Cusp of Change (ESG Training) – Parts 1 & 2	▶ Sara Lowe & Maria Daniel, EY

In addition to the above training sessions, the Directors of NCBFG were provided with a variety of thought leadership articles as well as updates on regulatory guidance issued during the financial year.

NCBFG also holds corporate membership in the National Association of Corporate Directors, which is extended to all those Directors who have an interest. Through membership, Directors have access to director certification programmes, conferences, online resources and educational programmes.

The Focus of The Board

During the year, the Board maintained a strong focus on governance, strategic oversight, financial performance and risk management. Some of the key activities undertaken by the Board included:

Area of Focus	Matters considered/ Activities undertaken
Group and subsidiary governance	▶ Appointment of senior management and directors to NCBFG and non-objection to appointments to boards of subsidiaries. ▶ Activities of Subsidiaries through reports and escalation of minutes. ▶ Consideration and approval of policies and revisions to existing policies and charters. ▶ Monitor developments in regulatory environment and management's compliance with applicable legislation and guidance.
Strategic oversight	▶ Opportunities for consolidation of common functions across the Group to attain efficiencies.
Financial performance and capital management	▶ Review of financial performance against approved budgets and key performance indicators. Financial forecasts and stress-testing outcomes were reviewed to ensure resilience under varying scenarios. ▶ Review and approval of financial statements and stock exchange releases, draft audited financial statements, annual budget and borrowing activities of NCBFG. ▶ Consideration and approval of interim dividend payments. ▶ Oversight of liquidity and funding strategy. ▶ Capital raising or restructuring activities
Risk Management & Internal Control	▶ Review of principal and emerging risks to ensure management has implemented appropriate systems and controls to mitigate the risks. These included credit, operational, regulatory and financial crimes, cybersecurity risks. ▶ Review of risk appetite statement. ▶ Review of trading activity reports by Directors & Executives to ensure compliance with insider trading legislation, policy and regulatory guidance. ▶ Review of cybersecurity posture and incidents

Corporate Governance Statement

Board Remuneration

The remuneration of NCBFG's Board Members is based on the premise that it should be sufficient to attract, retain and motivate suitably qualified and experienced persons required to drive the business in achieving its strategic objectives without detracting from their ability to exercise independent judgment. The Chairman and Executive Directors do not receive remuneration for directorships held in NCBFG or its wholly-owned subsidiaries whilst aggregate remuneration for Non-Executive Directors is approved by shareholders at Annual General Meetings.

There is a Non-Executive Directors' Remuneration Committee comprising those Directors who do not receive fees and is chaired by the Board Chairman. Factors that are considered when determining remuneration for Non-Executive Directors include:

- Setting appropriate amounts that do not interfere with judgment and independence.
- Size, risks and complexity of operations of the Group.
- Time commitment required.
- Comparative fees paid by similar entities.

There is no direct link between Non-Executive Directors' remuneration and the annual financial results of the Group and/or its subsidiaries. There is no requirement for share qualification nor are there are restricted stock or options held by Directors.

The annual fee structure was adjusted effective April 1, 2025, and now comprises retainers only. Each Non-Executive Director is paid a basic annual retainer plus annual retainers for each committee on which he/she serves as well as chairs.

Particulars[2]	(J$) per annum
Retainer for Non-Executive Directors	7,500,000
Plus fee: Chairman's Retainer[3]	14,000,000
Plus fee: Deputy Chairman's/Lead Independent Director's Retainer	5,500,000
Plus fee: Audit/Risk Committee Chair	1,350,000
Plus fee: Audit/Risk Committee Membership	1,650,000
Plus fee: Other Committee Chair	400,000
Plus fee: Other Committee Membership	900,000

2. Each and every line that is applicable to the Director is added and for as many roles as it is applicable.
1. This fee is used only for purposes of calculation, as it was not the actual fee paid to the Chairman. Fees paid to the Chairman were included within a contract with AIC Global Holdings Inc. which existed up to July 2025.

Fees paid for Financial Year 2025 are set out below:

Director	Q/E December 2024 ($)	Q/E March 2025 ($)	Q/E June 2025 ($)	Q/E September 2025 ($)	Total ($)
Arvinder Bharath	n/a	1,083,905	3,075,000	3,075,000	7,233,905
Gary Brown	2,150,000	1,700,000	4,637,500	4,637,500	13,125,000
Sanya Goffe	1,650,000	1,450,000	3,025,000	3,025,000	9,150,000
Thalia Lyn, OD, JP	1,312,501	962,501	2,100,000	2,100,000	6,475,002
Howard Shearer, CD	1,512,501	1,262,501	3,150,000	3,150,000	9,075,002

The total paid did not exceed the amount approved by shareholders.

Board Committees

To assist in exercising its responsibilities, the Board has established four standing committees, three of which are chaired by Independent Non-Executive Directors:

- **Audit Committee** (Chaired by Gary Brown, Lead Independent Director)
- **Corporate Governance & Nomination Committee** (Chaired by Sanya Goffe, Independent Director)
- **Group Risk Committee** (Chaired initially by Gary Brown and during the year Arvinder Bharath, Independent Director, assumed the role of Chair)
- **Talent Management & Compensation Committee** (Chaired by Hon. Michael Lee-Chin, OJ, Board Chairman)

The composition of each Committee was reviewed by the Board during the year. Each committee is guided by a board-approved charter, which may be viewed at www.myncb.com/corporategovernance.

AUDIT COMMITTEE

The Audit Committee solely comprises independent directors. The membership as at September 30, 2025, comprised:

Gary Brown (Chair)
Sanya Goffe
Howard Shearer, CD

Its purpose is to assist the Board of Directors in fulfilling oversight responsibilities for financial and operational reporting processes, the system of internal control, and the internal and external audit processes. Under the Audit Committee Charter, meetings are required to be held at least four times a year, with the possibility of more as circumstances may require. Representatives of the External Auditors, PricewaterhouseCoopers, are invitees for all Audit Committee meetings within the Group.

The Audit Committee met seven times during the financial year and PwC's engagement partner along with senior representatives attended six of those meetings (they did not attend the special meeting held to review the annual report). The Audit Committee executed its responsibilities under its Charter during the year, which included:

- Review of quarterly unaudited financial statements and Stock Exchange releases, with the External Auditor present, and recommended approval of their release by the Board, giving due consideration to whether they were complete and consistent with the information known to Committee members and reflect appropriate accounting principles.
- Review of the External Auditor's proposed audit strategy, scope and fees for the audit of the year-end financial statements as well as communications issued by them (e.g., that required under ISA 260 and internal control memoranda – general and information technology).
- Assess the independence, performance and effectiveness of the External Auditors.
- Consider the effectiveness of the company's risk management and internal control system,

Corporate Governance Statement

through the review of internal and external reports on audits conducted across the Group.

- Review the resourcing, independence and performance of the internal audit function.
- Meet separately with the External Auditor and the Group Chief Audit Executive after each regularly scheduled Audit Committee meeting.
- Review of relevant related party transactions to ensure compliance with the policy on Related Party Transactions.
- Submit a quarterly report to the Board, in writing, from the Audit Committee Chair on key matters reviewed and discussed by the Committee as well as any decisions taken.
- Confirm annually to subsidiary Audit Committees of execution of responsibilities on their behalf.
- Review and approval of the Internal Audit Charter and 3-year Strategic Plan.
- Review of the Audit Committee Charter as well as proposed revisions to policies falling under the purview of the Committee for recommendation for board approval.
- Review and pre-approval of non-audit service engagements by the Company's External Auditors and their affiliates.
- Review any reports received under the Whistleblower Policy.

CORPORATE GOVERNANCE & NOMINATION COMMITTEE

The Corporate Governance & Nomination Committee solely comprises independent directors and saw an increase in its membership during the financial year. The composition of the Committee as at September 30, 2025, was:

Sanya Goffe (Chair)
Arvinder Bharath (appointed February 12, 2025)
Gary Brown
Thalia Lyn, OD, JP
Howard Shearer, CD

The Corporate Governance & Nomination Committee ensures that the composition, structure, policies and processes of the Board meet all relevant legal and regulatory requirements and maintains global corporate governance best practice standards. The Committee is required to meet at least twice a year but meets more frequently if circumstances require.

During the financial year, the Committee held two meetings and performed the following functions:

- Reviewed the proposed revision of governance policies and recommended board approval.
- Interviewed, assessed and recommended director candidates to the Board.
- Review of governance framework recently adopted by Guardian Holdings Limited.
- Review of Standard of Sound Practice on Fitness and Propriety issued by the Bank of Jamaica and updated ongoing fit and proper due diligence process to be adopted by NCBFG.
- Considered the outcome of board and committee performance evaluations.

THE TALENT MANAGEMENT & COMPENSATION COMMITTEE

There were changes to the membership of the Talent Management Compensation Committee (TMCC) during the year, resulting in the following as at September 30, 2025:

Hon. Michael Lee-Chin, OJ (Chair)
Arvinder Bharath (appointed February 12, 2025)
Howard Shearer, CD (appointed February 12, 2025)

The TMCC supports Board oversight of:

- The Group's compensation principles and practices.
- The review of the relationship among risk, risk management and compensation in light of the Group's objectives, including its safety and soundness and the avoidance of practices that would encourage excessive or unnecessary risk-taking.
- Succession management for the senior officers in the Group and general human resource issues.
- Recruitment and retention of talent.

The Committee met three times during the financial year and continued focus on existing and required talent, development of existing key

talent and improving the culture. The Committee reviewed and approved senior management appointments within NCBJ, and also reviewed and recommended board approval of revisions to the Remuneration Policy for Directors.

GROUP RISK COMMITTEE

Following changes made in February 2025, the Group Risk Committee comprised independent non-executive directors only. As at September 30, 2025, the membership reflected:

- Arvinder Bharath (Chair) (appointed February 12, 2025 and appointed Chair March 27, 2025)
- Gary Brown
- Sanya Goffe
- Howard Shearer, CD (appointed February 12, 2025)

The Group Risk Committee assists the Board in fulfilling its responsibility with respect to oversight of the Group's risk management framework. The includes risk appetite, and the policies related to managing financial (credit, market, liquidity, capital) and non-financial (operational, regulatory compliance, financial crimes compliance, cybersecurity and information technology) risks as well as certain other risks as determined from time to time. The Committee is responsible for evaluating the adequacy of the risk management function and plays a role in the decision-making process around significant risks to be undertaken by the Group.

The Group Risk Committee held four meetings during the financial year, where the Heads of Risk for each of three major sub-groups—NCBFG and its wholly-owned subsidiaries, Clarien Bank Limited and Guardian Holdings Limited, presented reports to the Group Risk Committee, allowing for direct interrogation. Areas of focus included Information Technology; CyberSecurity; Regulatory & Financial Crimes Compliance; Insurance; Credit; Operational; Market & Liquidity; Capital adequacy/solvency; Litigation; Data Protection and Privacy; and Cross-border and Emerging Risks. Managers with responsibility for regulatory and financial crimes compliance, fraud prevention and information technology attended meetings to provide committee members with additional insight as well as updates on the progress with any board-approved plans. In addition, the Committee reviewed and recommended both new policies and proposed revisions to existing ones for Board approval.

MEETINGS AND ATTENDANCE AT BOARD AND COMMITTEE MEETINGS

The Board and its Committees meet regularly throughout the year, primarily in a virtual setting. A secure board portal is utilised to distribute board and committee meeting materials in advance of meetings. The portal also allows Directors access to archived materials as well as Board-approved policies.

The frequency of meetings held and activities undertaken were in accordance with the respective Charters. The almost perfect attendance record of our NCBFG Directors is reflected below:

Name of Director	Board Meetings	Audit	Corporate Governance & Nomination Committee	Talent Management & Compensation Committee	Group Risk Committee
	Attended / Held	Attended / Held	Attended / Held	Attended / Held	Attended / Held
Robert Almeida*	12/12	N/A	N/A	N/A	1/1
Arvinder Bharath**	7/7	N/A	2/2	2/2	3/3
Bruce Bowen*	11/12	N/A	N/A	N/A	1/1
Gary Brown^	12/12	7/7	3/3	1/1	4/4
Hon. Michael Lee-Chin, OJ	12/12	N/A	N/A	3/3	N/A
Sanya Goffe	11/12	7/7	3/3	N/A	4/4
Thalia Lyn, OD, JP	12/12	N/A	3/3	N/A	N/A
Howard Shearer, CD^^	12/12	7/7	3/3	2/2	3/3

* Messrs Almeida & Bowen ceased being members of the Group Risk Committee in February 2025

** Mrs Bharath was appointed to the Board in January 2025 and to Committees in February 2025

^ Mr Brown ceased being a member of the Talent Management & Compensation Committee in February 2025

^^ Mr Shearer was appointed a member of the Talent Management & Compensation Committee and Group Risk Committee in February 2025.

Corporate Governance Statement

Board Performance

One of the principal responsibilities of the Board is to review its performance.

BOARD & COMMITTEE EVALUATION

The last board and committee evaluation was conducted internally. The next evaluation is due to be conducted externally. The outcome of evaluations is used to guide succession planning, training and continuous improvement.

Stakeholder Engagement

DISCLOSURE AND TRANSPARENCY

The Group is committed to promoting investor confidence in the markets in which it operates by complying with its disclosure obligations in a way that provides investors with equal access to timely, balanced and effective disclosures. All market sensitive information is released to the Jamaica Stock Exchange (JSE) and the Trinidad and Tobago Stock Exchange (TTSE) in compliance with its disclosure obligations under the exchanges' listing rules. Additionally, the Group facilitates Quarterly Investor Briefings using digital platforms that allow shareholders, journalists and other stakeholders to participate. NCBFG posts all information released to the JSE and TTSE on its website.

We believe that stakeholder engagement is vital to building a sustainable business and we engage many stakeholders in a variety of ways:

Shareholders	The Annual General Meeting (AGM) and quarterly investor briefings are standing calendar events for NCBFG and represent opportunities for shareholders to ask questions or raise issues with the leadership of NCBFG. All directors attended the Annual General Meeting held on February 13, 2025, a hybrid meeting in which shareholders could participate both in person and online. Shareholders were able to ask questions of the Board and the External Auditors, and all sessions were live streamed with accessibility support. New and existing leaders of NCBFG and National Commercial Bank Jamaica Limited were introduced at the meeting. Hosting the AGM in a hybrid format allows for greater participation by shareholders across the globe via the meeting platform. Shareholder meetings and investor briefings are live streamed with a sign language interpreter present online.
Employees	The safety and wellbeing of our employees remained a priority. Our employees were kept up to date on the performance of the business as well as given the opportunity to interact with Executives via frequently held webinars and virtual town hall meetings. During this financial year, there was a roll out of various initiatives, including a new culture code, increasing disabilities awareness and a wellness campaign
Communities	The Board continues to be fully supportive of the important work being carried out by the three Foundations and companies within the Group towards improving the lives of the people living in the local communities in which we operate. Additional information on the work of our Foundations can be found under 'Operating Sustainably' on pages 118-123.
Customers	The Board regularly receives operational updates on the overall customer experience and organisational health. In addition, there were several occasions held across the Group that allowed for interaction between directors, management and employees to facilitate attaining objectives under the EGC framework and improved customer experience.

Regulators and the Government	The Board, senior management and other key personnel continue to engage regulators and/or governments in other jurisdictions in which we operate on issues critical to good governance, as well as any other issues they may deem important.
Suppliers & Business Partners	The Board recognises that our suppliers and business partners are critical to the success of our digital transformation journey and is supportive of collaboration to enhance operational performance through technology and various other means as well as for business continuity. The ethics stance of NCBFG is set out in certain policies, such as the Anti-Bribery & Corruption Policy, which is also applicable to this segment. During the year, the structure of the Supply Chain Unit was refreshed.

Making contact with the Investor Relations Team and Company Registrar: The Investor Relations team is accessible and responds to enquiries received via various channels. Contact information is available for the Investor Relations Manager and JCSD (our Registrar) and is set out under the Investor Relations tab of the NCBFG website. Shareholders' queries are generally handled there or by the Corporate Secretary's Office of NCBFG. Questions and comments may also be submitted via e-mail to ncbfginvestorqueries@jncb.com

Articles Of Incorporation

The Articles of Incorporation of NCB Financial Group Limited have not been amended since its incorporation in April 2016.

Other Key Governance Policies

In addition to the Board Charter, there are other key policies, which further illustrate our guiding philosophy as a business. These policies, charters and policy statements are all available on the Company's website and/or the intranet. There is a requirement for annual declaration by staff confirming that some of these policies have been read, understood and are being complied with. Additional details may be found under Policies and Practices on page 106.

Awards & Recognition

The Jamaica Stock Exchange (JSE) has assigned NCBFG the rating of "A" on its Corporate Governance Index (CGI). The CGI provides a numerical basis for measuring the strength of a company's adherence to corporate governance standards and best practices. These standards and best practices are based on governance codes developed by the Private Sector Organisation of Jamaica (PSOJ), but also cover legal and regulatory requirements as embodied in the Rules of the JSE, the Companies Act and the Securities Act. A rating of "A" means that "The company's performance was very good in terms of the various principles of corporate governance as documented in the JSE's Corporate Governance Index. It was also observed that the company, to varying degrees, identified all its material corporate governance risks and is actively managing the majority of them through internal controls and management systems"[(1)].

We appreciate all our stakeholders and remain committed to upholding the highest standards of corporate governance to preserve the long-term value of the NCB Financial Group.



Sanya M. Goffe
Chair
Corporate Governance & Nomination Committee

Source: (1) JSE Corporate Index Manual


8KG

Lift With a Spotter



Collaboration builds resilience. When teams support each other, risk is shared, decisions are safer and outcomes are stronger.

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CEO's Message



For the past few years, we have been in our training phase. We rebuilt form, tightened systems, improved posture and reinforced our core."

Robert Almeida
Group Chief Executive Officer

US$225M

Senior secured note in the international capital markets, strengthening our funding profile.

Dear Shareholders, Employees and Partners,

Every strong organisation is built the same way the body builds strength: through repetition, form and consistency. The work is not always visible, but over time it becomes evident in improved endurance, balance and control. When athletes step onto the playing field, they rely on a strategy that depends on their fitness. Once the game begins, conditions shift quickly and strategies must adapt. That ability to respond at speed and with precision exists only when the foundation is strong.

Coming out of the global pandemic, our organisation faced significant challenges. This required strategic adjustment and a renewed focus on strengthening our foundation. Over the past few years we rebuilt form, tightened systems, improved posture and reinforced our core. It has been a demanding and deliberate turnaround period. The gains are real, and we are now entering the stage where that groundwork translates into sustainable, lasting performance on the playing field.

- **Net profit** of J$36.9 billion, up 71% year on year.
- **Net profit attributable** to stockholders of J$23.1 billion, up 73%.
- **Return on equity** of 12.46%.
- **Return on assets** of 1.56%.
- **Cost to income ratio** improved to 64.29%, down 927 basis points
- **Equity** of J$254.3 billion, up 21%

Executing for Scale and Sustainability

With the core stabilised, we began to take on greater challenges and apply our renewed strength and fitness across the entire playing field. We established Centres of Excellence in Investment Management and Pension Fund Administration to reduce duplication and focus our strengthened capabilities on protecting and growing clients' retirement wealth.

We also executed a US$225 million senior secured note in the international capital markets. This strengthened our funding profile and signalled renewed global investor confidence. It served as a clear endorsement of the efforts invested in rebuilding strength and restoring momentum.

Performance Across the Group

- **Banking** grew deposits, improved profitability and net interest margins while maintaining disciplined credit management.
- **Corporate and Commercial Banking** supported major clients across trade, infrastructure and energy.
- **Treasury and Correspondent Banking** maintained strong liquidity and stable funding through shifting rate cycles.
- **Wealth, Asset Management & Investment Banking** the segment delivered operating profit of J$7.0 billion, a 259% increase, driven by higher net interest income, favourable investment gains and stronger fee and commission revenue.
- **Payments and Digital Channels** enhanced agility and resilience, upgrading more than 140 ABMs, introducing audio guidance and expanding cloud migration.
- **Lynk** delivered a 51% increase in remittance transactions and a 60% reduction in platform costs.

Our insurance businesses remain central to customer protection and recovery, with Guardian Group maintaining market-leading positions across the region.

- **Insurance Service Results** grew by 33%, driven by strong revenue performance across Property & Casualty and Life, Health & Pensions despite higher reinsurance-related expenses.
- **Life, Health & Pensions (LHP)** delivered operating profit of J$38.5 billion, up 61%, supported by strong underlying performance and the strategic disposal of the Netherlands-based brokerage subsidiary.
- **Property & Casualty / General Insurance** recorded a J$5.3 billion improvement from stronger underwriting performance and growth across core motor, property, and commercial lines.

People and Culture

Our progress reflects the alignment and execution of our people. Group Human Resources deepened leadership development, strengthened succession planning and continued embedding performance discipline across territories. These foundations reinforce the culture required for the next phase of growth.

CEO's Message

Responding to Hurricane Melissa

Shortly after year end, our resilience received a major test. Hurricane Melissa caused significant hardship for families and businesses across Jamaica and the region. Our teams mobilised quickly, and we were among the first financial institutions in Jamaica to restore branch operations, including in the hardest-hit parishes.

A substantial number of our ABM network remained operational throughout the storm, providing essential access to cash. Within days, service was restored to most locations.

NCBJ introduced fee waivers, moratorium and emergency refinancing for affected customers, while our Guardian teams leveraged regional resources to process disaster claims quickly. Staff also received targeted support, including financial assistance and flexible work arrangements.

The scale and diversification of our regional platform positioned us well to meet the challenges of both the storm and the rebuilding effort. Melissa tested our systems, however access was restored, relief reached those who needed it and our people were supported to recover.

Our Direction

The next phase builds on our strengthened financial, operational, technological and human foundations. Our focus will be on deeper integration, expanded digital capability and customer-centred innovation across all markets. Growth will remain deliberate and consistent, with our pace accelerating as the benefits of compounding take hold.

Strength is not the product of a single lift. It is built through steady, consistent improvement and the discipline to show up every day.

I want to thank our employees for their resilience, discipline and commitment through another demanding year. To our customers, your trust is the foundation on which every improvement stands. To our partners, regulators and communities, thank you



for your continued collaboration and support. And to our shareholders and investors, your confidence fuels the work ahead.

Our disciplined approach has rebuilt profitability and strengthened our capital base, positioning us to deliver sustainable value as we move into the next chapter.



Management Team

The Management Team of NCBFG drives oversight, governance, and performance, working collaboratively to build a world-class Caribbean financial ecosystem that enhances shareholder value through the application of international standards and best practices.



Robert Almeida
GROUP CHIEF EXECUTIVE OFFICER

Robert Almeida brings over 35 years of experience as an executive in diverse sectors across North America and the Caribbean. As Group CEO, he oversees strategic integration and operational excellence across all NCBFG subsidiaries. A founding partner of Portland Private Equity, Robert has a proven record of value creation and governance discipline in complex, multi-market environments. He also serves as Chair of Guardian Holdings Limited and National Commercial Bank Jamaica Limited, guiding both toward sustained profitability and regional growth. A Chartered Professional Accountant (CPA) and graduate of the University of Toronto, Robert's leadership blends financial acumen, foresight, and a deep understanding of the Caribbean's evolving financial landscape.

Dave Garcia
GROUP GENERAL COUNSEL
& CORPORATE SECRETARY

Dave Garcia leads NCBFG's Legal, Corporate Services, and Governance functions, overseeing legal strategy, regulatory compliance, and board administration across the Group's regional entities. A seasoned attorney with experience in civil litigation, banking, and corporate law, Dave provides counsel on complex legal matters while ensuring strong governance practices. Following the end of the financial year, he was also appointed Chief Administrative Officer with responsibilities including strengthening areas enterprise-wide such as coordination, governance and execution. Deeply engaged in community service, Dave chairs Youth Reaching Youth and serves on several educational boards, reflecting his belief in leadership through integrity and social contribution.

Malcolm Sadler
CHIEF FINANCIAL OFFICER

As Chief Financial Officer, **Malcolm** Sadler leads NCBFG's financial strategy, reporting, and capital planning functions. With extensive experience across corporate finance, treasury, and performance management, he plays a central role in driving profitability and ensuring disciplined fiscal governance. Malcolm oversees key management committees focused on financial control, balance sheet optimisation, and risk mitigation, supporting sustainable growth across subsidiaries. A member of the American Institute of Certified Public Accountants (AICPA), he has over two decades of experience in aligning financial integrity with strategic execution. His leadership continues to strengthen transparency, efficiency, and long-term shareholder value across the Group.



Misheca Seymour Senior
GROUP CHIEF COMPLIANCE OFFICER

An accomplished compliance professional and attorney-at-law, **Misheca** Seymour-Senior leads the Group's regulatory and financial crime compliance frameworks. She designs and enforces policies that meet global standards for anti-money laundering (AML), counter-financing of terrorism (CFT), and sanctions compliance. With over 20 years' experience in banking and regulation, she is also a Certified Global Sanctions Specialist and co-chairs the Jamaica Bankers Association's Compliance Committee, helping to shape national compliance practices. Misheca's leadership ensures the Group maintains a culture of integrity, accountability, and sound governance across multiple jurisdictions.

Mukisa Ricketts
GROUP CHIEF AUDIT EXECUTIVE

Mukisa Ricketts is a seasoned Chief Audit Executive with over 30 years of internal and external audit experience. As Group Chief Audit Executive of NCB Financial Group, she provides strategic oversight across multiple jurisdictions, strengthening governance, risk management, and internal control frameworks. She sets the direction of the internal audit functions within the Group, ensuring alignment with Global Internal Audit Standards and the Group's evolving risk profile. She works closely with the Board Audit Committees, supporting effective oversight through risk-based audit planning, transparent reporting, and insight on emerging risks and control effectiveness.

Richard Look Kin
GROUP CHIEF RISK OFFICER

Richard Look Kin brings over 25 years of experience in risk management, corporate banking and investment management gained from progressively senior roles at regional and multinational financial institutions. As Group Chief Risk Officer, he leads the development and implementation of an enterprise risk management framework to ensure the robust management of financial and non-financial risks which NCBFG faces in the pursuit of its strategy. His leadership ensures robust oversight and governance across the Group's regional operations, supporting informed decision-making and long-term sustainability.

Executive Summary

The Management Discussion and Analysis ("MD&A") provides management's perspective on the comprehensive overview of the financial condition, operating performance, risk profile, and strategic direction of NCB Financial Group Limited ("NCBFG" or "the Group") for the financial year ended September 30, 2025. This analysis should be read in conjunction with the audited financial statements and accompanying notes, which are prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

The management is responsible for the accuracy, reliability and completeness of the information contained in this MD&A. The analyses and disclosures are underpinned by a comprehensive internal control framework, documented policies, established risk management architecture, and robust governance structures. These systems, which include oversight from both internal and external audit functions, are designed to safeguard the Group's assets, ensure accurate recognition of liabilities, uphold the financial reporting integrity, and ensure compliance with applicable laws, regulations and supervisory expectations. The annual report undergoes a thorough review and is formally approved by the NCBFG Audit Committee to ensure accuracy, transparency and compliance with governance standards.

Reporting Framework

This MD&A has been prepared in accordance with internationally recognised principles for effective reporting, with emphasis on materiality, relevance, conciseness and comparability. The framework incorporates:

- IFRS and the IASB Conceptual Framework;
- Applicable requirements of the Bank of Jamaica, Financial Services Commission, Trinidad and Tobago Securities and Exchange Commission, Jamaica Stock Exchange, Trinidad & Tobago Stock Exchange, Singapore Stock Exchange and other relevant stakeholders;
- Global best practice standards.

Purpose and Scope of the MD&A

This MD&A presents an integrated review of:

- The Group's financial and operational performance for FY2025, including the key drivers of profitability, margins, capital adequacy and liquidity;
- Performance of the Group's major business operating segments—banking, insurance, wealth and asset management, and payment services.
- Progress on strategic initiatives and transformation programmes.
- External factors influencing results, including macroeconomic conditions, market developments, and regulatory dynamics;
- Key risks, mitigations, and emerging considerations shaping the Group's operating environment;
- Management's forward-looking perspective for FY2026 and medium-term expectations.

All amounts are expressed in Jamaican dollars unless otherwise stated.



Performance Measurement Framework

NCBFG employs a rigorous performance measurement framework to support strategic decision-making, operational discipline and long-term value creation. This framework integrates both financial and non-financial indicators, consistent with global standards for balanced corporate performance reporting.

Key financial metrics include:

- Net profit and operating profit
- Net interest margin
- Return on equity (ROE) and return on assets (ROA)
- Cost-to-income ratio
- Capital adequacy and liquidity ratios
- Segment-level profitability and contribution to the Group's results

Key non-financial and strategic metrics include:

- Customer satisfaction and service quality
- Digital adoption, innovation, and operational efficiency
- Employee engagement and talent development
- Sales effectiveness and product penetration
- Governance, compliance, and risk management indicators
- Environmental, Social and Governance (ESG) measures

Ongoing monitoring and analysis enable timely decision-making, support trend identification and alignment with the Group's strategic priorities.

Forward-Looking Statements

This MD&A contains forward-looking statements, regarding expected economic conditions, financial performance, market developments, strategy execution, and the Group's outlook for FY2026 and beyond. These statements are based on assumptions considered reasonable at the time of preparation of this report but remain subject to inherent risks and uncertainties. Actual outcomes may differ materially. NCBFG undertakes no obligation to update forward-looking statements except where required by law or regulation.

Financial Snapshot

Table 3 Three-Year Summary of Selected Core Financial Data

	Year ended September 30, 2025				
(in millions, except per stock unit amounts)	2023	2024	**2025**	**% Change (2025 - 2024)**	**Two-Year CAGR (2023 - 2025)**
Consolidated Income Statement Extract					
Banking & Investment Activities					
Net interest income	69,558	72,922	**78,267**	7%	6%
Credit impairment losses	(4,159)	(8,702)	**(10,297)**	18%	57%
Net interest income, net of credit impairment	65,399	64,220	**67,969**	6%	2%
Net fee & commission	28,559	30,674	**30,757**	0%	4%
Gain on foreign currency and investment activities	15,915	20,127	**20,949**	4%	15%
Net revenues from banking & investment activities	**118,533**	**121,037**	**142,969**	**18.1%**	**10%**
Insurance Activities					
Insurance revenue	119,062	134,035	**146,411**	9%	11%
Insurance service expenses	(79,556)	(91,387)	**(90,163)**	(1%)	6%
Insurance service results	14,528	18,519	**24,691**	33%	30%
Operating income	115,367	120,011	**144,290**	20%	12%
Staff costs	60,861	50,179	**53,458**	7%	(6%)
Other operating expenses, including depreciation & amortisation and finance cost	43,563	44,506	**45,926**	3%	3%
Net profit	7,714	21,570	**36,914**	71%	119%
Net profit attributable to stockholders of the parent	2,507	13,340	**23,132**	73%	204%
Earnings per stock unit ($)	1.06	5.62	**9.59**	71%	201%
Dividends paid per stock unit ($)	0.00	2.00	**1.50**	(25%)	
Consolidated Statement of Financial Position Extract (at year end)					
Investment securities	1,105,904	1,166,826	**1,254,924**	8%	7%
Net loans	612,689	626,240	**618,335**	(1%)	0%
Total assets	2,199,090	2,316,011	**2,405,997**	4%	5%
Customer deposits	747,872	783,967	**809,409**	3%	4%
Repurchase agreements	279,754	299,522	**280,538**	(6%)	0%
Insurance contracts liabilities	510,957	543,668	**554,267**	2%	4%
Other borrowed funds	179,648	188,824	**199,027**	5%	5%
Equity	170,746	210,743	**254,335**	21%	22%
Equity attributable to stockholders of the parent	142,123	172,295	**199,077**	16%	18%

Table 4 Key Ratios and Per Stock Unit Data

	Year ended September 30, 2025		
	2023	2024	2025
Profitability ratios			
Return on average total assets	0.36%	0.96%	**1.56%**
Return on average equity	1.94%	8.49%	**12.46%**
Cost-to-income ratio	87.37%	73.56%	**64.29%**
Per stock unit data [1]			
Dividend payout ratio (based on payment date)	0.00%	35.59%	**15.64%**
Dividend yield	0.00%	3.77%	**3.57%**
Market Price - Jamaica Stock Exchange (JSE)			
High	J$90.00	J$71.92	**J$54.54**
Low	J$64.60	J$50.03	**J$28.00**
Year end - close	J$68.49	J$53.12	**J$42.04**
Market Price - Trinidad and Tobago (TTSE)			
High	TT$5.02	TT$3.43	**TT$2.45**
Low	TT$2.70	TT$2.41	**TT$1.81**
Year end - close	TT$2.77	TT$2.41	**TT$1.93**

1. Market price data sourced from Jamaica Stock Exchange and Trinidad and Tobago Stock Exchange.

2025 Overview

The 2025 financial year (FY2025) was pivotal in the Group's turnaround journey, delivering strengthened financial performance, disciplined execution, and greater cost efficiency. These results were driven by enhanced digital capabilities, directly translating into increasing customer confidence.

Our execution continued to be anchored by the core tenets of **Efficiency, Governance** and **Customer Experience (EGC),** supported by **four core strategic priorities:**

1. **Improve and Win Customer Relationships**
2. **Deliver as a One-stop Shop**
3. **Optimise Efficiency and Enhance Productivity**
4. **Maintain World-Class Standards**

Together, these priorities are behind the successes of the Group, driving improved financial outcomes, operational discipline, resilience and superior customer experience across all our territories.

In the face of challenging economic realities and evolving market dynamics, NCBFG delivered solid financial performance recording a consolidated net profit of $36.9 billion for the year ended September 30, 2025, an increase of 71%, or J$15.3 billion, over the prior year. This performance was positively influenced by the one-off gain of $15.1 billion from the sale of an insurance subsidiary, together with improved revenues from banking and investment activities, higher insurance service results, and continued cost discipline, partially tempered by certain non-recurring adjustments. Consolidated net profit attributable to the stockholders of the parent amounted to $23.1 billion, an increase of 73% or $9.8 billion compared to the previous year. The Group continued to reinforce its capital position and overall financial resilience with stockholders' equity totalling $254.3 billion—up 21% or $43.6 billion and equity attributable to stockholders of the parent increasing by 16% to $199.1 billion.

Financial Snapshot

Operating income for the year totalled $144.3 billion, reflecting an increase of $24.3 billion or 20%, driven by improved results in five of the Group's seven business segments. This was achieved while maintaining disciplined cost control, as operating expenses of $99.4 billion rose by a modest 5% or $4.7 billion compared with the prior year despite recording operational loss provisions and other adjustments related to prior years. A substantial driver of the income growth was a one-time gain of $15.1 billion during the second quarter from the divestment of Thoma Exploitatie B.V. (Thoma Group), a Netherlands insurance brokerage subsidiary of GHL. Prior to its divestment, the Thoma Group's contribution to our overall consolidated results was not material, accounting for a net loss of $82.7 million within our consolidated income.



Net revenues from banking and investment activities amounted to $143.0 billion, an 18% or $21.9 billion increase over the previous year, primarily reflecting the one-time gain of $15.1 billion from the sale of a subsidiary. Insurance service results totalled $24.7 billion, a 33% or $6.2 billion increase compared to the prior year. This growth was driven by a 56% or $4.1 billion uplift in the property and casualty - general insurance segment, along with a $2.1 billion or 21% improvement in the life, health, and pension fund management segment, supported by strong insurance revenue expansion.

The improved performance led by the strong revenue growth, coupled with the 5% growth in total operating expenses, led to a 927 percentage point decline in the cost-to-income ratio to 64.29% from 73.56% in the previous year. Other key profitability metrics also showed marked improvement, reflecting our enhanced operational efficiency and successful execution of strategy, namely with return on assets rising to 1.56% (2024: 0.96%) and return on equity improving to 12.46% (2024: 8.49%).

Our asset base expanded by $90.0 billion or 4% to $2.41 trillion, mainly driven by growth in the investment securities portfolio, which was mainly funded by increased deposits, insurance contract liabilities and other borrowed funds underscoring strong confidence in our stability, capacity and service.

Our commitment to disciplined execution and strategic progress drove the successful delivery of key initiatives throughout the financial year.

In July 2025, NCBFG successfully issued a landmark US$225 million senior secured note in the international capital markets. The note, structured under Rule 144A/Regulation S of the US Securities Act of 1933, has a five-year maturity, strengthening the Holding Company's funding profile.

The Group also completed an internal restructuring of its Jamaican subsidiaries, consolidating pension fund administration under Guardian Life Limited and centralising investment management within NCB Capital Markets Limited. This reorganisation enhances stakeholder returns, reinforces governance and risk oversight, delivers a superior client experience, and unlocks synergies and operational efficiencies across the Group.

NCBFG continues to strengthen resilience through advanced technology. During the year, the Group accelerated its Cloud migration initiative, enhancing technological capacity, operational stability, and business continuity. These measures position NCBFG to manage risk effectively and scale operations efficiently in an evolving global landscape.

The momentum achieved this year is a direct result of our unwavering commitment to three core principles: delivering exceptional customer experiences, embedding continuous improvement and upholding rigorous governance standards. This disciplined focus has driven the strong performance across all operations and has also solidified our standing as a market leader. Our teams are delivering sustainable performance, value-oriented growth that is building a more resilient, competitive and agile Group poised for future success.

Outlook

NCBFG enters FY2026 with strong momentum, fueled by consistent financial performance, an experienced workforce, trusted leadership, and rising customer confidence.

Our employees have demonstrated agility, customer focus and a readiness to embrace new technologies and ways of working. This resilience and ability to adapt will enable the Group to maintain high service standards, support strategic transformation initiatives and respond effectively to evolving market conditions.

Customer trust is expected to strengthen further as the Group expands digital capabilities, enhances service reliability and deepens customer engagement. NCBFG is well positioned to capitalise on the growing demand for financial products and services, supporting sustained growth in the year ahead.

The Group remains committed to world-class standards, robust governance, strong risk management, and continuous investment in technology and service excellence. Benchmarking against leading global institutions will continue to anchor operational discipline and transparency.

Macroeconomic Performance

Economic growth in operating jurisdictions remained positive throughout the financial year, but the pace of growth varied across countries. Trend activity was largely influenced by global developments, particularly, still high employment and real positive wage growth in major trading partners. The region was, however, faced with strong economic headwinds due to other ongoing global conditions. Inflation remained above desired monetary policy targets, and its lagged impact began to slow consumer discretionary spending. In addition, public policy in the U.S. created uncertainties for businesses.

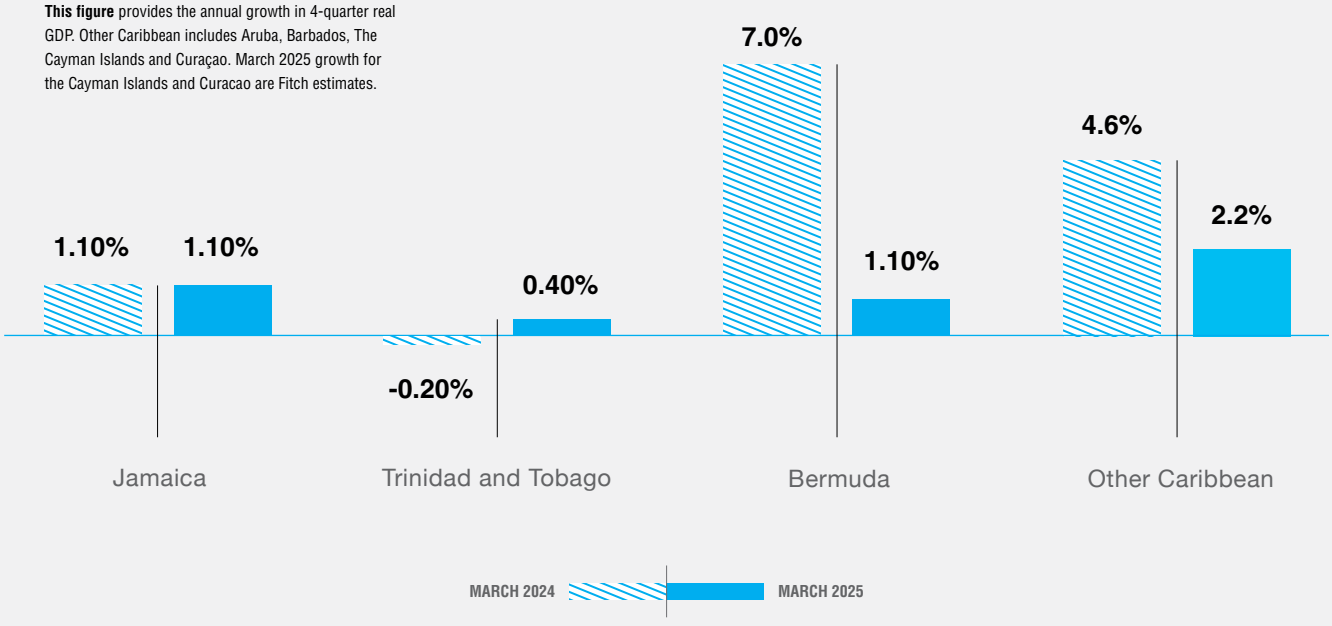
Over the year, there was a global shift in the cost of cross-border commerce to the U.S. as new international trade arrangements were negotiated. In addition, the policy stance on a number of non-trade global flows, such as immigration and temporary work, continued to shift. Economic uncertainty was compounded by the outlook for global financial markets. The U.S. Federal Reserve faced a difficult balancing act: managing inflation that remained above target while navigating a slowing labour market. Meanwhile, ongoing conflicts between Russia and Ukraine, as well as in the Middle East, kept geopolitical risks elevated. Overall, these headwinds have been impacting foreign investment to the region.

Economic Expansion

Against the background of the broad global operating environment, local developments across the region were more nuanced. For all jurisdictions, tourism growth remained positive, along with its spillover effects on other sectors. For Jamaica, after a contraction in real GDP of 0.9% in 2024, due to the effects of two weather systems, namely Hurricane Beryl and Tropical Storm Rafael, the economy returned to positive growth in 2025. The positive economic developments were influenced predominantly by goods-producing activity, namely agriculture, forestry & fishing and manufacturing. Real growth in the service sector remained relatively flat at 0.8%.[1]

1. Data is obtained from the Statistical Institute of Jamaica.

Real Economic Growth



The twin island republic of Trinidad and Tobago continues to be impacted by stagnant crude oil and natural gas output, as it grapples with relatively low global energy prices and a mature hydrocarbon sector. At the same time, real economic growth in non-energy sectors remained positive but slowed over the financial year. This moderation in Trinidad and Tobago's non-energy related activity, over the 12 months to March 2025, was due to a decline in real output associated with the manufacturing of chemical products, construction, real estate and food services.[2] The economic environment in Trinidad and Tobago was also characterised by tight liquidity in the foreign exchange market. Traditionally, foreign currency liquidity is largely determined by capital inflow related to energy-related exports. As such, the slump in the sector has created shortages in foreign exchange. Also, due to low interest rates relative to the U.S., there was additional pressure on capital outflow as residents increased their holdings of U.S. Treasuries, for example. Notwithstanding its maintenance of low interest rates, the central bank utilised bi-monthly foreign exchange interventions to support foreign currency demand and the exchange rate peg.

Bermuda's economic growth reflected a continuation of the strong recovery from the Covid pandemic. By end-2024, real GDP growth was 6.5% but moderated sharply to an annual rate of 1.1% over the first quarter of 2025. Employment and household income also increased driven by the positive performance in international business and tourism.[3] As a result, it

2. Data is obtained from the Central Bank of Trinidad and Tobago.

3. Data on Bermuda is obtained from the Government of Bermuda.

Operating Environment

is estimated that consumer spending increased by 1.5% on an annual basis.

In our other Caribbean jurisdictions, real economic growth averaged 2.2%.[4] Economic expansion in Barbados was supported by tourism, construction, and business services. Tourist arrivals continued to grow in 2024, recording growth of 24.5% relative to 2023 due to increases in stopovers and cruise passenger arrivals. Visitor arrivals for the first half of 2025 grew by 18.4% relative to 2024 due to increased airlift and the International Cricket Council Men's T20 World Cup. Similarly, the economies of Aruba and Curaçao recorded greater tourism revenue in the balance of payments. Tourist arrivals in Aruba for the 12 months to June 2025 totalled 2.3 million while tourist arrivals to Curaçao totalled 1.5 million.

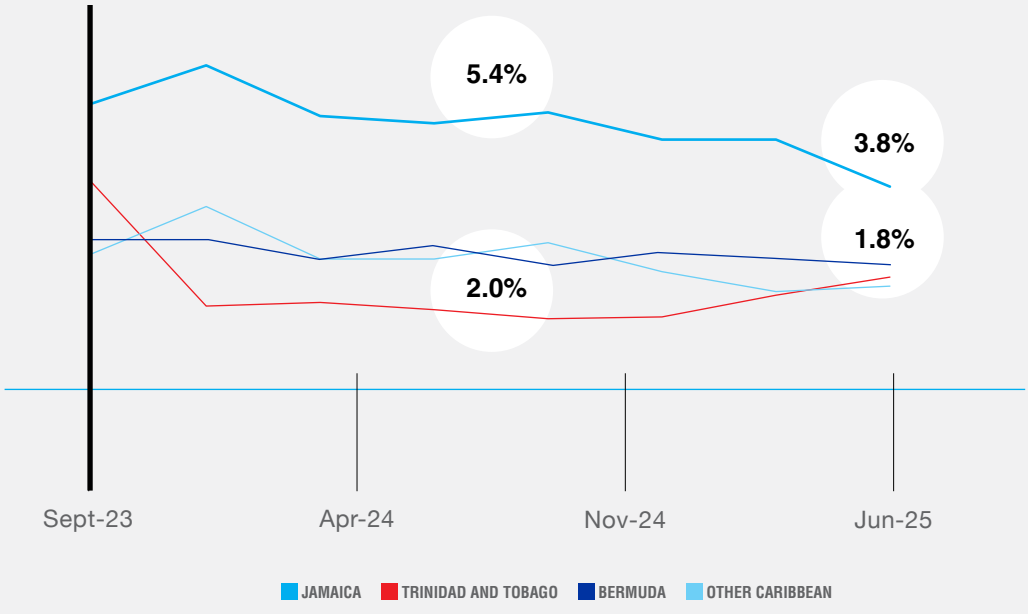
The Cost of Doing Business

Inflation and interest rates throughout the region impact operating costs, such as, compensation expenses and the cost of technological investments. In addition, interest rates influence the pricing of financial assets and liabilities like regional loan rates, bonds and other financial products.

Lower global energy, food price growth and stability in the cost of freight have allowed for inflation in operating jurisdictions to remain low and stable.

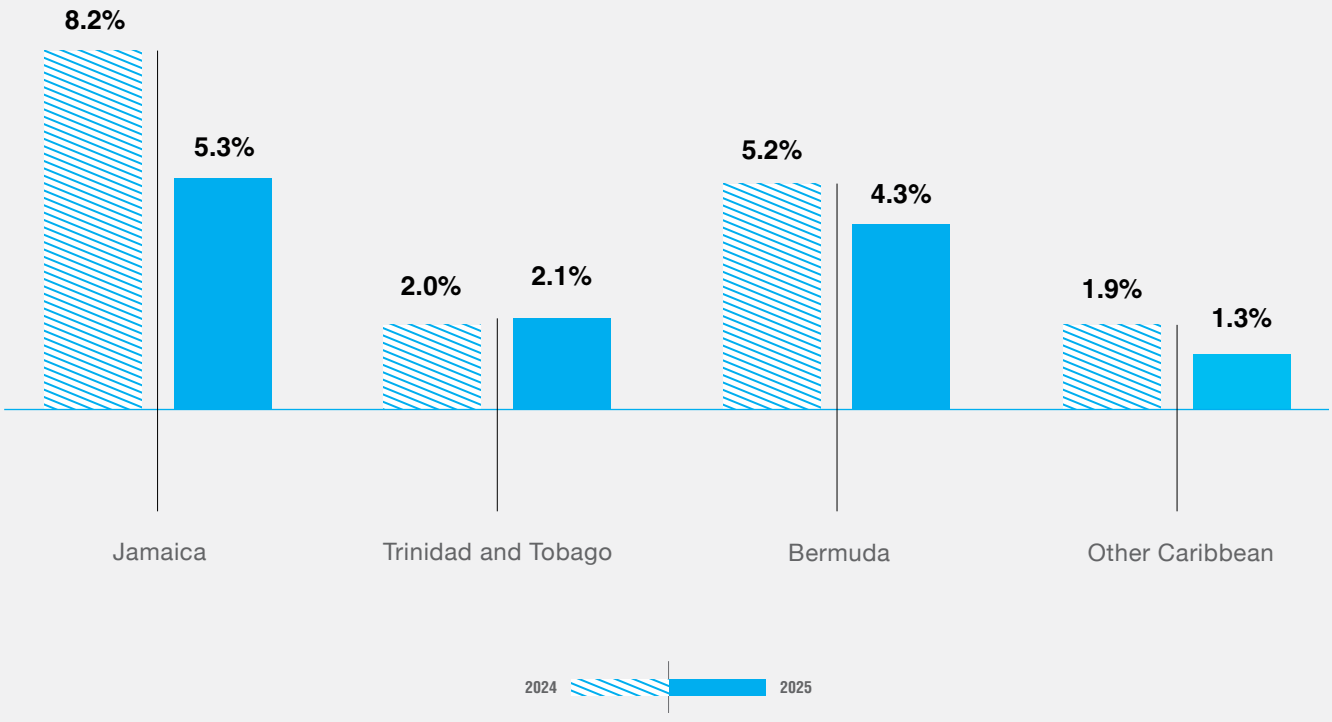
Of the operating jurisdictions, prices in Jamaica have shown the most variation. Annual inflation in Jamaica fell to 3.8% as at June 2025 from 5.4% 12 months prior. The reduction in consumer price inflation over the year primarily reflected the impact of falling energy prices, but it was also affected by other temporary factors such as a freeze on public transportation fares, a reduction in the General Consumption

Annual Consumer Price Inflation



4. Other Caribbean include Aruba, Barbados, The Cayman Islands and Curaçao. Averages for Other Caribbean are weighted averages based on economic size. Data is obtained from the Central Bank of Aruba, Barbados Statistical Service, the Cayman Islands Monetary Authority, the Central Bank of Curaçao and Sint Maarten.

3-Month Treasury Bill Yield



Tax rate on electricity and a faster pace of reduction in agricultural prices due to improved crop yields.

Based on its inflation targeting regime, Bank of Jamaica adjusted its benchmark policy rate as inflation moderated. The Monetary Policy Committee reduced the interest rate on overnight deposits from 7.0% in August 2024 to 5.75% as of May 2025.[5] The pass-through of the lower policy rate was evident in the cost of capital to financial institutions, non-financial businesses and household borrowers. For example, the average annual yield on the Government of Jamaica 30-day Treasury bill declined to 5.3% in June 2025 from 8.2% in June 2024. Similarly, the Central Bank of Curaçao and Sint Maarten cut its benchmark rate by 100 basis points to 4.75% as at May 2025.

On the other hand, monetary policy rates in Trinidad and Tobago and in Barbados have remained unchanged over the financial year. The Central Bank of Trinidad and Tobago has kept the policy repo rate at 3.5% since March 2020 in an effort to support economic activity. As well, the Central Bank of Barbados has held its central bank lending rate at 2%. However, persistent excess liquidity in the Barbados banking sector has resulted in a steady decline in 30-day Treasury bill rates, which fell to 1.2% in July 2025, from 2.4% in June 2024.

The Fiscal Position and International Buffers

Economic growth within the region was influenced by both private sector and government activity. Fiscal operations provided a sizeable impact through capital expenditures, employment and recurring spending. Revenue measures also impacted economic growth through distributive effects. A number of the operating jurisdictions held general government elections over the financial year.[6] This resulted

5. Data is obtained from Bank of Jamaica.

Operating Environment

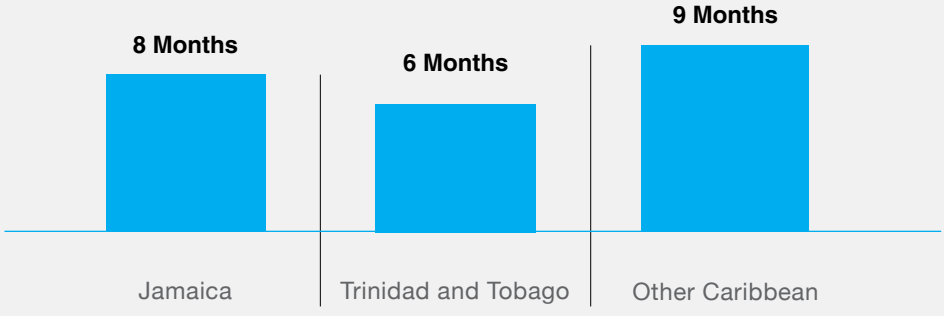
in a change of Government in one jurisdiction. Overall fiscal policy remains stable in the region, with authorities expressing a focus on enhancing the management of public finances and increasing resilience to systemic shock.

Fiscal deficits in Jamaica and in Trinidad and Tobago expanded over the 12 months to June 2025 to -1.1% and -5.7% of GDP, respectively. These developments were due to slower growth in tax revenues over the period. At the same time, Bermuda and other jurisdictions maintained small fiscal surpluses. Governments across the region have also been managing their public debt position. Notwithstanding the expanding fiscal deficits by some, public debt relative to GDP has been declining, averaging 61.9% across territories. Moreover, operating jurisdictions continue to hold sufficient financial buffers, through Net International Reserves, to support balance of payments risks.[7]

Financial Markets

Optimism surrounding anticipated interest rate cuts from the U.S. Federal Reserve led to a rally in the global bond market during the first quarter of NCBFG's 2024/25 financial year. Following a 50-basis-point (bps) cut in September 2024, the Fed implemented two additional rate cuts of 25bps each between October and December. This, combined with improving economic and fiscal performance for some sovereigns in NCBFG's operating territories, resulted in improved borrowing conditions and allowed some sovereigns to refinance existing Notes (Bahamas and Barbados) and extend debt maturities, as well as to issue new Notes (KINAIR and MOAIR). That said, from January to September 2025, the Fed maintained its benchmark interest rate within a target range of 4.25% to 4.50% for much of the period, lowering it once to 4.00%-4.25% in mid-September. Persistently high inflation, concerns over U.S. protectionist policies and geopolitical threats potentially leading to higher prices, and signs of labour market resilience for much of the period contributed to the Fed's more dovish stance. Despite the Central Bank's "wait and see" approach along with other uncertainties that lingered throughout the year, some sovereign bond prices saw slight gains (see

Net International Reserves
(Months of Goods and Services Imports)



6. These included Bermuda, The Cayman Islands, Curaçao, Jamaica, and Trinidad and Tobago.

7. Trinidad and Tobago's fiscal buffers are declining at a significant rate. Net Official Reserves fell by US$927 million or 16.7% over the 12 months to August 2025.

Regional Bond Performance

Issues	Credit Rating (S&P)	Price/Yield (Oct 1, 2024)	Price/Yield (Sep 29, 2025)	Change
JAMAN 2028	BB/Positive	$105.65 / 5.00%	$104.30 / 4.95%	($1.35) / -0.05pp
TRITOB 2027	BBB-/Negative	$101.32 / 5.33%	$101.63 / 4.82%	$0.31 / -0.51pp
BERMUD 2029	A+/Stable	$100.37 / 4.65%	$101.08 / 4.40%	$0.71 / -0.25pp
BARBAD 2029	B/Positive	$95.49 / 7.60%	$98.76 / 6.86%	$3.27 / -0.74pp

Table above), reflecting improving fundamentals, including stronger fiscal performance, significant debt reductions, and stronger economic growth. These developments resulted in rating upgrades for Jamaica and Barbados. As bond prices rose, yields moved slightly lower (see Table above), indicating a mild compression in risk premiums and a more favourable outlook from investors toward Caribbean sovereign debt.

Locally, the bond market saw improved momentum, benefiting from a more favourable interest rate environment. With inflation contained, the Bank of Jamaica (BOJ) executed four rate cuts during FY2024/25, taking the policy rate from 6.75% to 5.75%. These cuts, alongside the need to refinance maturing debt, led to a slight increase in corporate issuances through public and private placements. Secondary trading activity for local government bonds also increased and resulted in a slight price appreciation over the year. However, given the still low volume of existing corporate issuers, trading remained somewhat muted in the corporate secondary market, as some investors maintained a buy-and-hold stance.

Despite still elevated interest rates, the Jamaica Stock Exchange (JSE) recorded a marginal year-over-year gain, with the JSE Combined Index rising by 1.1% and was primarily driven by larger-cap stocks with strong earnings performances. In contrast, the Trinidad & Tobago Stock Exchange (TTSE) declined by 6.8%, weighed down by tight liquidity, elevated interest rates, and negative investor sentiment. Activity on the Barbados Stock Exchange (BSE) also slowed, dipping by 4.8% and breaking two consecutive years of growth.

In Jamaica, though seeing some decline, market interest rates remained elevated, and stocks continued to be less attractive compared to lower-risk money market instruments. This, along with uncertainty around the likely impact of US tariffs and immigration clampdowns on local companies

Regional Stock Market[8]	FY 2023	FY 2024	FY 2025
JSE (Combined Index)	-9.3%	-2.8%	-1.1%
TTSE (Composite Index)	-9.9%	-13.0%	-6.8%
BSE (Composite Index)	6.1%	8.7%	-4.8%

8. The most recent inflation data for Barbados and Trinidad and Tobago is for August 2024. And June 2024 for Bermuda and the Cayman Islands.

Operating Environment

and consumers, contributed to the lacklustre stock market performance for a third consecutive year. Although valuations appear attractive due to price declines and continued earnings growth, tight JMD liquidity and high funding costs have prevented institutional investors from capitalising on these opportunities. Year-to-date aggregate earnings growth for companies reporting within this financial year was strongest in the Financial and Real Estate sectors, which saw increases of 147.6% and 73.3%, respectively. However, while an 8.2% year-over-year increase in volumes traded on the JSE Combined Index suggests some investors may be buying select stocks at current attractive valuations, market activity remains well below its pre-pandemic peak. Of the 10.5 billion in volume traded year-to-date, TJH accounted for more than 25%, with increases in its volume traded, largely due to its offer for sale in March 2025. Meanwhile, volume traded on the TTSE increased by 54.1%, largely driven by rising activity in the Property, Conglomerates, and Banking sectors. The improvement occurred despite a falloff in institutional trading activities, which was due to regulatory restrictions on life insurers and pension funds. Additionally, the TTSE has advanced in digital transformation, boosting retail investor participation through social media and improving accessibility, thereby reviving interest among previously inactive investors. Conversely, trading volumes on the BSE declined by over 78.3% in Barbados.

Primary market activity in the Caribbean remained subdued during the financial year, with minimal new equity listings on both the Jamaica Stock Exchange (JSE) and the Trinidad and Tobago Stock Exchange (TTSE). In Jamaica, companies postponed plans for public offerings due to high interest rates, low liquidity, and overall market uncertainty. As a result, only one company, Atlantic Hardware & Plumbing Limited, was listed on the market, down from two the previous year. Additionally, there was an offer for sale for TransJamaican Highway Limited shares as the National Road Operating and Constructing Company Limited (NROCC) divested its remaining 20% stake in the company. On the secondary market, only Tropical Battery Limited raised additional

REGULATORY DEVELOPMENTS	
JAMAICA	The central bank is continuing work to implement its Basel III supervisory framework, which among other things, includes establishing minimum capital requirements for operational risk and requiring additional capital requirements for financial institutions deemed systemically important. Jamaica is also developing a new Special Resolution Regime for the winding up of insolvent financial institutions.
TRINIDAD	Regulatory authorities are seeking to address shortages in the foreign exchange market. The authorities have implemented new measures, including a facility at the Export-Import Bank of Trinidad and Tobago to provide FX specifically to small and medium-sized enterprises. The Financial Institutions (Liquidity) Regulations, 2025, were introduced to ensure the banking sector's stability via the implementation of a Liquidity Coverage Ratio requirement for banks. The Financial Intelligence Unit of Trinidad and Tobago has published new guidance to enhance the country's AML/CFT framework, specifically focusing on counter-proliferation financing.

REGULATORY DEVELOPMENTS	
BERMUDA	The enhanced Basel III requirements, which the Bermuda Monetary Authority finalised in 2024, came into effect in January 2025. The Authority also focused on improving recovery planning for banks to strengthen the banking system's resilience. And the Personal Information Protection Act (PIPA) came into force on January 1, 2025.
ARUBA	Regulators in Aruba are increasing liquidity requirements for banks and insurers. The Central Bank will progressively increase the prudential liquidity ratio (PLR) from 18% to 20% by 2026. The minimum Coverage Test Ratio (CTR) will also be increased over the next few years.
BARBADOS	The central bank launched the Barbados Payments System Modernisation Project in October 2024 to create a more efficient national digital payments system which is expected to go live by March 31, 2026. In August 2024, the Fair Credit Reporting (Fees) Regulations 2024 came into effect, as a result, the Bank will commence the process of reviewing applications for credit bureau licenses in 2025.
CAYMAN	The Virtual Asset Service Providers (VASPs) licensing regime was launched in April 2025, requiring licensing by the Monetary Authority. Several other financial laws were revised for 2025 to enhance licensing, governance, and regulatory oversight in alignment with global standards. A new regulatory policy was also introduced to identify and supervise Domestic Systemically Important Deposit-Taking Institutions, subjecting them to enhanced requirements.
CURACAO	The new Caribbean Guilder (Cg) was successfully introduced on March 31, 2025, replacing the Antillean Guilder (ANG) at a 1:1 ratio while maintaining the peg to the U.S. dollar. A deposit insurance scheme for Curaçao was successfully implemented in July 2025. The central bank is drafting new investment guidelines for insurers and pension funds and is working towards implementing a risk-based capital supervision framework.

Operating Environment

equity capital. The TTSE saw its second listing since 2019: Medcorp Limited, facilitated by Republic Wealth Management Limited, while there were no listings on the BSE.

Notwithstanding the subdued 2025, there is cautious optimism for recovering stock market activity for all three territories. In Jamaica, prospects of an FY 2026 rebound is supported by declining inflation and falling interest rates. These factors are expected to stimulate both primary and secondary market activity. We anticipate more listings and stock price appreciation on the Jamaica Stock Exchange, particularly as liquidity conditions improve, though growth may remain below pre-pandemic levels. Further interest rate declines should support higher valuations, reduce required returns, and boost investor demand. Additionally, lower inflation is likely to benefit corporate earnings. For Trinidad and Tobago, initiatives aimed at boosting retail investor participation in the market and engagement of SMEs, through targeted awareness campaigns to drive listings on the SME market, should support a modest rebound in the market.

Institutions and Policies

Our operating jurisdictions have been advancing on institutional and regulatory reforms, many of which included enhancing financial sector regulation, data protection and consumer protection.

Economic Outlook

The expectation for economic activity over the next 12 months is that of continued positive but moderated economic growth across the region. The International Monetary Fund (IMF) expects real GDP, in operating jurisdiction, to grow at an average rate of 1.9% in 2026, down from the 2.4% expected for the remainder of 2025 and 2.8% recorded in 2024.[9] Most jurisdictions will still benefit from tourism and spill-over effects to other sectors such as transportation, food and entertainment. We expect strong demand for the Caribbean tourism product, but the rate of growth in the sector will be dependent on the still uncertain labour market conditions and potential future disposable income in major trading partners.

Construction activity across the region will depend on both private and public sector developments. Large-scale infrastructure projects are expected to continue as respective governments undertake varied capital expenditure programmes. Residential and commercial real estate is expected to be largely influenced by the timing of reduced financial market uncertainty and the rate of growth in global liquidity. We expect that manufacturing activity will largely be reflective of developments in consumer spending and energy prices. In that regard, the IMF estimates that there will be a small deterioration in labour market conditions as unemployment rises in major advanced economies, increasing from 4.3% in 2025 to 4.4% by end 2025. On the other hand, the sector is expected to benefit from lower global energy prices, allowing for per-unit cost reductions in the sector.

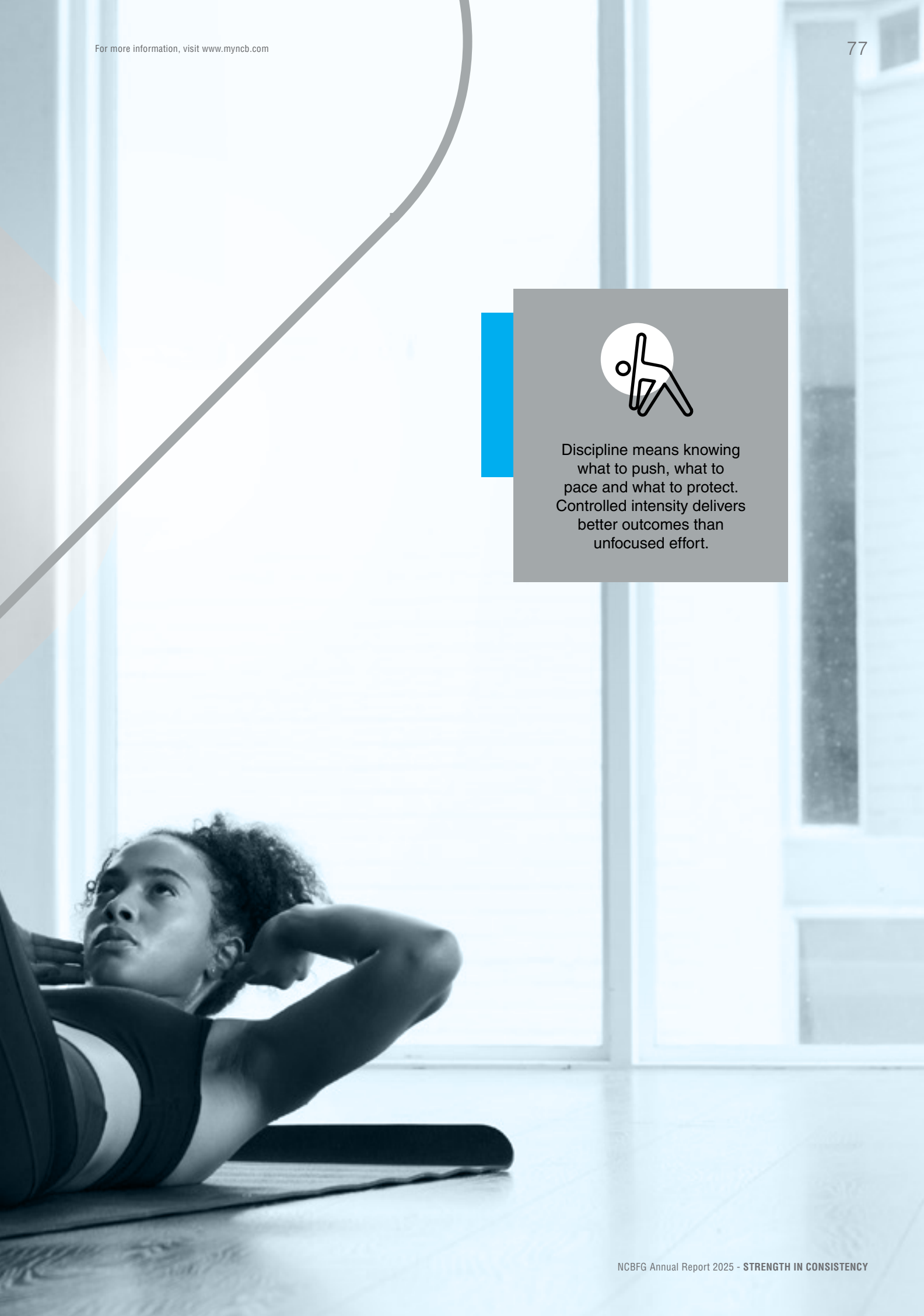
With respect to price changes, rates of inflation are expected to fall closer to major central bank targets and therefore inflation is not expected to pose a significant risk to economic activity in the near term. Accordingly, it is expected that over the next 12 months the U.S. Federal Reserve will progress on a steady path of monetary easing after considering the risk to employment. A further fall in short-term interest rates will allow for greater normalisation of the term spread of U.S. yields. In that regard, it is expected that longer-term yields will remain relatively flat when considering the view that inflation and economic growth will remain modest over the next 12 months. In addition, as money market and high-yield savings account rates decline in tandem with rate cuts investors may go for longer-dated corporate issuances.

9. IMF World Economic Outlook, April 2025. The estimate includes Aruba, Barbados, Jamaica and Trinidad and Tobago.

Operating jurisdictions are also undertaking strategic initiatives to boost financial markets. For example, the Trinidad and Tobago Stock Exchange intends to launch a new product that will allow local investors to invest in international markets with TT dollars and plans to introduce short-selling and a mobile platform. Moreover, regulatory reforms, such as the reduction of required public float from 30% to 20% of total issued share capital, should also make it easier for SMEs to list. In Barbados, continued growth in tourism and increased government investment are expected to support corporate earnings across multiple sectors. These factors could help revive trading activity and improve market liquidity over time. Uncertainty around the outlook are largely downside risks. The future of the global economy will be influenced by a number of potentially interdependent states of play. These involve trade and international policies emanating from the U.S, low economic growth in Europe, ongoing regional conflicts, and potential spillover to global markets from fiscal challenges in a number of industrialised nations. In addition, exogenous shocks related to natural disasters remain an ever-existing possibility. Lastly, Trinidad and Tobago may undertake a significant market development over the next 12 months to correct foreign currency market imbalances.

Stay in Your Training Zone





Discipline means knowing what to push, what to pace and what to protect. Controlled intensity delivers better outcomes than unfocused effort.

Income Statement Analysis

Net Operating Income

Net operating income grew by $24.3 billion or 20% over the prior year to $144.3 billion. This growth was driven by strong performance across core activities together with a one-off gain recorded in the period. The rise in revenues was attributable to a $21.9 billion increase in net results from banking and investment activities together with a $6.2 billion or 33% increase in insurance service result, stemming from a $12.4 billion increase in insurance revenues. These increases were however tempered by a $3.8 billion or 20% increase in net insurance finance expenses.

Gross revenues totalled $361.3 billion, an increase of $37.6 billion, or 12% compared to the prior year. The one-off gain from the sale of a subsidiary within the Life and Health Insurance segment, together with strong organic growth in a number of segments reflecting higher business activity across the Group. The significant non-recurring gain from the sale of a subsidiary in 2025 led to a reduction of the proportional contribution from each of our core income lines as a percentage of operating income.

Net interest income, net of credit impairment losses, contributed 47% of operating income, representing a decrease compared to 2024 (54%), primarily due to the one-off gain in 2025 together with a 18% or $1.6 billion increase in credit impairment losses. Without the gain from sale of the subsidiary, the contribution to operating income would have been 53%. Notwithstanding, net interest income remains a key source of operating income for the Group, which grew by 7% or $5.3 billion.

Net fee and commission income remained relatively stable over the prior year, with a marginal increase of $83 million. Despite the flat income, the proportional contribution from net fee and commission income fell from 26% of net operating income, to 21% in FY2025. Excluding the gain from the sale of the subsidiary, the contribution to operating income would have been 24% for 2025.

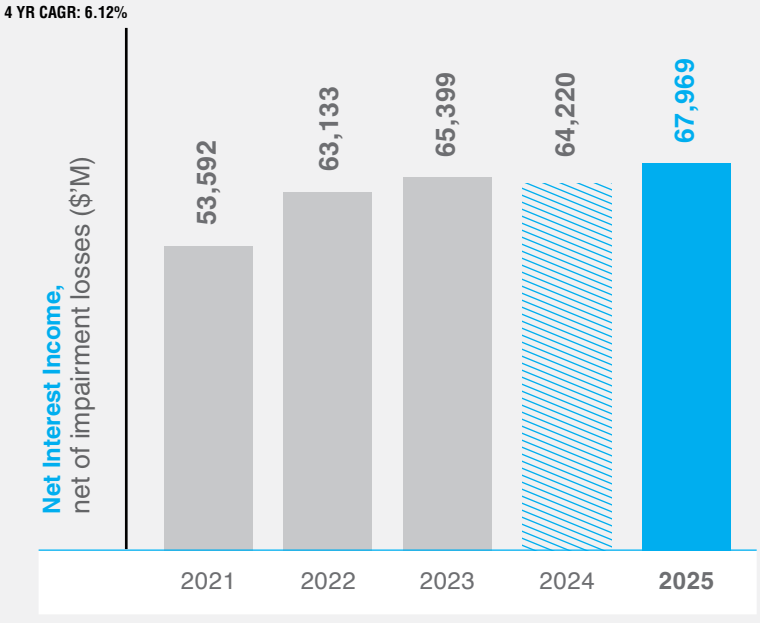
Excluding the $15.1 billion gain on sale of subsidiary, gains from foreign currency and investment activities, contributed 16% to net operating income (2024: 17%), while the insurance service results accounted for 19%, up from 15% in the prior year.

The Group's diverse revenue structure stands as a core strength, underscoring the Group's resilience and adaptability. This strategic segmentation is vital, with each business unit contributing to our robust overall financial performance.

Net Interest Income

The Group earned net interest income, net of credit impairment losses, of $68.0 billion, an increase of $3.7 billion, or 6%.

- Interest income from loans increased by $1.9 billion or 3% to $63.2 billion. The improvement was mainly a direct result of improved interest yields, achieved through our disciplined pricing strategy and active management of net interest margins.
- Interest income from investment securities, reverse repurchase agreements and deposits totalled $61.7 billion, which reflected a $3.0 billion or 5% increase over the $58.7 billion earned in the prior year.
- Interest expense marginally declined by a 1% or $421 million reduction to $46.6 billion from $47.0 billion in the prior year. This reduction was driven by favourable changes to the funding mix together with targeted efforts to manage funding costs. In July 2025, NCBFG successfully issued a US$225 million senior secured note. As anticipated, this led to a temporary rise in interest expenses, reflecting the brief overlap between the new issuance and scheduled debt repayments. [More details on net interest income item can be found in note 6 of the financial statements – **see page 231**].
- Credit impairment losses were $10.3 billion, reflecting a $1.6 billion or 18% increase over the $8.7 billion incurred in the prior year. The increase was mainly due to the impact of impairment losses on other receivables incurred in the Life and Health Insurance & Pension Fund segment, together with increased impairment provisions



on investment securities. [A summary of this expense item can be found in note 13 of the financial statements – **see page 289**].

Other Revenue Items

Non-interest income related items totalled $99.7 billion, up $24.4 billion or 32% over the prior year.

- Insurance service result totalled $24.7 billion, reflecting an increase of $6.2 billion or 33% compared to the previous year. This growth was primarily driven by higher insurance revenues from continued growth in both the Life, Health Insurance & Pensions (LHP) segment and the Property and Casualty (P&C) segment. The increase was also boosted by a $1.2 billion reduction in insurance service expenses, but overall growth was tempered by a $7.4 billion or 31% growth in the net expenses from reinsurance contracts held. Approximately $2 billion in one-off adjustments related to prior periods contributed to the increased expenses. [Additional details on this income item can be found in note 9 of the financial statements – **see page 233**].

- Net fee and commission income was $30.8 billion, relatively flat compared to the $30.7 billion recorded in the prior year. There was an increase of $2.0 billion or 5% in gross fee and commission income, mostly offset by a $1.9 billion or 15% increase in fee expenses. The higher fee and commission income resulted from increased volumes and value from Payment Services, a rise in fees earned by Corporate & Commercial and Investment Banking. [A summary by segment can be found in note 7 of the financial statements – **see page 232**].

- Gain on foreign currency and investment activities was up $821 million or 4% over the prior year's result of $20.1 billion. This increased revenue was driven by higher realised gains from the sale of debt and equity securities together with net foreign exchange gains, which was partially offset by a reduction in unrealised gains on fair value through profit & loss designated instruments. [Further details on this income item can be found in note 8 of the financial statements – **see page 232**].

- The results reflected a one-off gain on sale of subsidiary of $15.1 billion from the divestment of a Netherlands based insurance brokerage business.

Operating Expenses

Operating expenses totalled $99.4 billion, up 5% over $94.7 billion in the prior year. This increase was mainly driven by a $3.3 billion increase in staff cost.

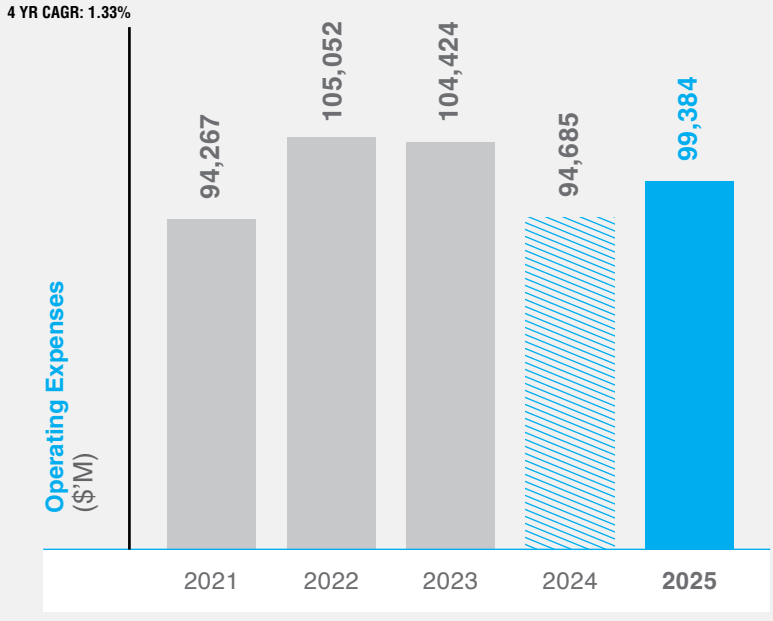
- Staff costs of $53.5 billion, increased by $3.3 billion, or 7%, mainly due to negotiated salary increases together with higher separation costs. 2024 included a reversal from the over-accrual in the 2023 financial year, while the 2025 financial year included costs from the restructuring of the Jamaican businesses and voluntary separation costs. [Further details on staff costs can be found in note 12 of the financial statements – **see page 288**].

- Depreciation and amortisation charges totalled $8.2 billion, reflecting a $237 million or 3% decline relative to the prior year. Finance costs decreased by 12% or $217 million to close the year at $1.6 billion. [Additional details on these expenses can be found in notes 27, 28, and 29 of the financial statements – **see pages 301, 304 and 306**].

Financial Performance

- Other operating expenses totalled $36.1 billion reflecting a $1.9 billion or 5% increase over the prior year. The main drivers of the increase were:
  - Property, vehicle and ABM maintenance and utilities costs grew by $1.9 billion or 17% mainly because of increased technological maintenance and licencing costs associated with the ongoing migration of applications and services to the Cloud.
  - Card rebate costs increased by 33% or $634 million directly linked to the usage by our customers.
  - Operational losses rose by 8% or $371 million mainly due to provisions related to prior periods for unreconciled balances.
  - These increases were tempered by technical, consultancy and professional fees, which declined by $1.4 billion due to a reduction in external consulting services and augmented resources.

The Group continues to build a future-ready operational core, focussed on streamlined processes, strong governance and improved customer experience. Our strategic investment in enhanced technology and AI-driven solutions is central to improving operational efficiencies and strengthening our long-term capabilities. This integrated approach fortifies our solid foundation while positioning the Group for sustained growth and innovation.



Segment Performance

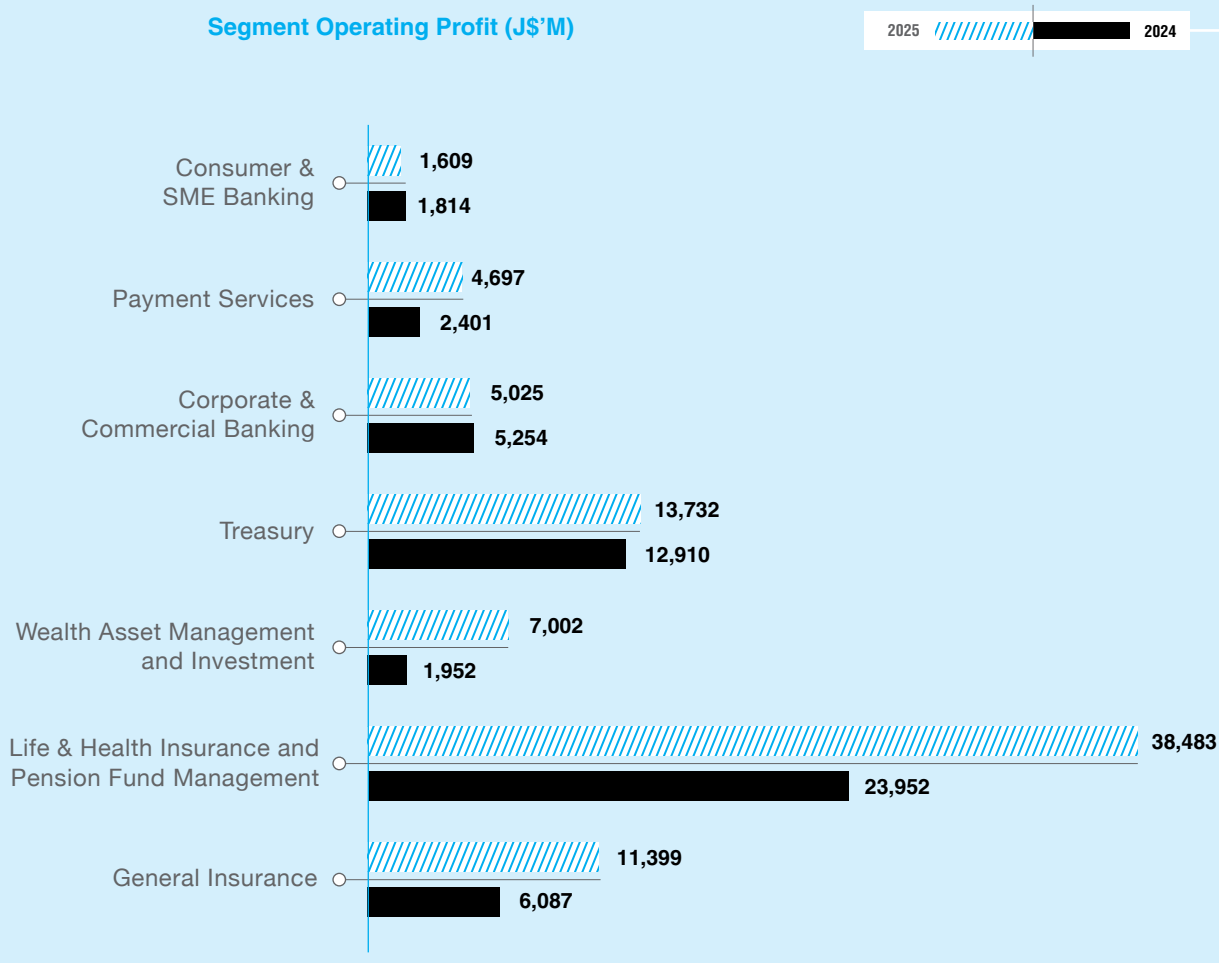
Five of our seven operating segments delivered higher operating profit over the prior year, underscoring the strength and adaptability of our business model and the impact of our strategic priorities. Growth was driven by robust performance in insurance, wealth management, treasury management, and payment services — reflecting our emphasis on innovation, customer engagement, and operational efficiency. These results reinforce our commitment to generating sustainable value across a diversified portfolio.

CONSUMER AND SME BANKING (CSME)

The Consumer and SME Banking segment delivers retail and small and medium business banking services across Jamaica, Bermuda and the Cayman Islands through the NCB and Clarien brands. Operating profit within this segment was $1.6 billion, marginally lower than $1.8 billion reported in the prior year.
Net interest income increased by $2.2 billion or 7%, driven by improved yields together with lower funding costs. This performance was further supported by loan growth in specific portfolios, particularly high-yielding digital loans, consumer mortgages, and SME financing.

Net fee and commission income grew by $310 million or 5%, driven by growth in digital lending activity coupled with higher credit-related fees from loans disbursed during the year. Our simple, safe and convenient digital offerings continue to enable us to support a broader customer base, enhancing our ability to generate fees from our digital channels.

The improved revenues were tempered by increased credit impairment losses, together with higher operating expenses mainly due to higher property, maintenance and utility costs.



In the new financial year, our CSME segment will continue prioritising growth through deeper customer engagement, improved sales effectiveness, and disciplined cost management.

PAYMENT SERVICES

The Payment Services segment remains a central enabler of the Group's digital-first strategy, supporting card services, merchant acquiring, digital wallets and innovative payment technology solutions. Through an integrated suite of card services, this segment plays a central role in advancing financial inclusion, enhancing customer convenience and supporting the growth of businesses of all sizes. With a focus on reliability, security and continuous innovation, the payments segment remains a critical driver of transaction volumes, fee-based revenue and customer engagement across the Group.

For the financial year, the segment recorded an operating profit of $4.7 billion, reflecting a $2.3 billion or 96% increase when compared to the previous financial year. This increase was driven primarily by a $1.7 billion or 28% improvement in net interest income and a $1.0 billion or 10% improvement in net fee and commissions income. The growth in fees was supported by higher transaction volumes, reflecting increased use and adoption of card and electronic payment channels. These improvements were partially offset by a $1.1 billion increase in operating expenditure primarily due to higher card-rebate expenses associated with increased usage and promotional incentives along with allocated technological support costs. The Payments Services segment continues to enhance customer convenience and broaden digital adoption through ongoing investment in technology, innovative solutions, strengthened cybersecurity, and targeted partnerships across the payments ecosystem.

Financial Performance

Table 5 Segment Selected Financial Data [1]

	Consumer & SME Banking			Payment Services			Corporate & Commercial Banking		
Year ended September 30	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**
Segment's Contribution of Performance (%)									
{Segment Result as a percentage of Consolidated Statement Result}									
Total revenue	14.9%	15.1%	**18.3%**	10.4%	10.7%	**10.8%**	6.7%	6.3%	**6.6%**
Net interest income	42.1%	50.6%	**41.7%**	13.1%	10.4%	**10.2%**	13.8%	15.5%	**10.4%**
Total operating income	27.0%	28.2%	**24.5%**	14.4%	13.1%	**13.1%**	9.0%	7.5%	**6.1%**
Total operating expenses	30.6%	33.8%	**33.9%**	13.6%	12.5%	**14.3%**	3.3%	3.3%	**3.8%**
Operating profit	-6.6%	4.4%	**3.6%**	5.5%	5.9%	**10.5%**	22.9%	12.8%	**11.2%**
Total assets	26.0%	25.6%	**25.4%**	2.2%	2.6%	**2.5%**	9.0%	6.3%	**9.3%**
Selected Segment Performance Indicators (%)									
Cost-to-income ratio	91.3%	84.9%	**84.6%**	85.2%	74.0%	**68.2%**	38.5%	34.0%	**38.5%**
Operating profit as a percentage of average assets	(0.1%)	0.3%	**0.3%**	3.3%	4.5%	**7.8%**	3.3%	3.1%	**2.7%**
Selected Segment Financial Data (in millions)									
Total revenue	43,321	49,003	**66,072**	30,264	34,780	**38,985**	19,394	20,418	**23,906**
Total operating income	31,187	33,266	**35,333**	16,638	15,508	**18,868**	10,365	8,908	**8,839**
Net interest income, net of credit impairment losses	25,553	26,615	**28,106**	6,584	4,064	**6,102**	9,213	7,477	**7,060**
Insurance service results [3]	-	-	-	-	-	-	-	-	-
Net insurance finance expenses [3]	-	-	-	-	-	-	-	-	-
Other income	5,634	6,651	**7,228**	10,054	11,444	**12,766**	1,153	1,431	**1,779**
Total direct operating expense	19,372	18,771	**20,398**	9,055	6,945	**7,308**	2,202	1,842	**1,808**
Operating profit	(719)	1,814	**1,609**	1,495	2,401	**4,697**	6,219	5,254	**5,025**
Segment assets	572,507	581,484	**610,372**	47,175	59,725	**60,443**	195,370	143,107	**222,910**
Segment liabilities	498,846	517,506	**529,361**	20,004	22,271	**40,922**	184,901	145,033	**164,095**

1. Segment data do not give effect to the elimination of intersegment transactions.

	Treasury & Correspondent Banking			Wealth, Asset Management & Investment Banking			Life & Health Insurance & Pension Fund Management			General Insurance		
	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**
	11.3%	11.9%	**15.6%**	10.0%	8.3%	**8.7%**	33.8%	34.7%	**38.4%**	23.3%	21.9%	**21.4%**
	4.4%	12.2%	**10.8%**	10.4%	8.1%	**8.9%**	25.0%	2.5%	**38.2%**	1.2%	2.5%	**2.3%**
	11.5%	13.7%	**11.9%**	13.5%	8.3%	**10.3%**	23.4%	28.9%	**34.2%**	13.0%	7.6%	**9.9%**
	3.5%	4.0%	**3.4%**	10.8%	14.2%	**7.9%**	13.7%	11.3%	**10.9%**	13.1%	3.3%	**2.9%**
	36.4%	31.5%	**30.6%**	31.2%	4.8%	**15.6%**	65.8%	94.6%	**85.7%**	23.2%	24.0%	**25.4%**
	18.3%	19.1%	**19.2%**	20.9%	19.9%	**19.2%**	29.4%	28.7%	**30.9%**	4.7%	3.8%	**4.2%**
	26.4%	20.4%	**19.8%**	46.2%	76.6%	**49.8%**	34.1%	30.5%	**21.4%**	58.6%	33.3%	**20.3%**
	2.4%	3.1%	**3.1%**	1.9%	0.4%	**1.5%**	2.8%	3.7%	**5.5%**	5.7%	6.4%	**12.1%**
	32,838	38,352	**56,313**	29,221	26,975	**31,332**	98,441	112,224	**138,619**	67,911	70,988	**77,337**
	13,258	16,203	**17,131**	15,641	9,850	**14,878**	26,990	34,684	**49,365**	15,006	9,177	**14,328**
	3,530	7,374	**8,440**	6,252	4,425	**6,050**	15,040	15,208	**28,471**	844	1,670	**1,708**
	-	-	-	-	-	-	6,565	10,010	**12,114**	7,076	7,285	**11,351**
	-	-	-	-	-	-	(17,342)	(18,759)	**(22,724)**	(353)	(786)	**(645)**
	9,728	8,829	**8,691**	9,390	5,425	**8,828**	22,727	28,225	**31,505**	7,437	1,009	**1,914**
	2,301	2,201	**2,203**	7,182	7,897	**7,877**	9,120	10,732	**10,882**	8,710	3,091	**2,928**
	9,888	12,910	**13,732**	8,459	1,952	**7,002**	17,870	23,952	**38,483**	6,296	6,087	**11,399**
	395,857	434,565	**461,293**	450,680	452,610	**460,970**	634,365	663,948	**742,930**	102,116	88,148	**100,750**
	416,148	439,052	**529,901**	401,536	415,198	**409,911**	528,989	568,133	**585,293**	52,174	61,106	**54,844**

Financial Performance

CORPORATE AND COMMERCIAL BANKING

The Corporate and Commercial Banking segment provides customised financial solutions to large corporations, public-sector entities, and high-net-worth business clients. The segment plays a pivotal role in enabling business growth and economic development, leveraging deep industry expertise, disciplined risk management, and a relationship-driven approach to meet the evolving needs of its clients.

The segment recorded net operating profit of $5.0 billion, down $228 million or 4% compared to the prior year. The decline in performance was primarily driven by a $1.2 billion reduction in net interest income resulting from our deliberate strategy to reposition the loan portfolio and enhance its asset quality. This proactive approach led to fewer loan disbursements compared to the prior year. Having established a more resilient portfolio and a higher-quality foundation, our focus for the next financial year will be on converting our robust deal pipeline and pursuing strategic portfolio growth. Net fee and commission income increased by $348 million or 24% due to improved collections for cash management services, increased trade finance flows and advisory services.

Credit impairment losses reflected a reduction in the current period due to a significant provision that was taken on a large tourism sector exposure in the prior year, with no similar classification in the current year. The segment will continue to focus on portfolio health, disciplined risk management and expansion of fee-based services, while strengthening client relationships and cross-selling opportunities across the Group.

TREASURY AND CORRESPONDENT BANKING

The Treasury and Correspondent Banking segment supports the Group's liquidity management, foreign exchange operations and market risk governance, while maintaining correspondent banking relationships that enable international transactions. The segment reported an operating profit of $13.7 billion, reflecting an $823 million or 6% improvement when compared to the prior year. The improvement in performance was primarily driven by a $1.1 billion increase in net interest income. This was driven primarily by improved yields on NCBJ's investment portfolio as we successfully capitalised on favourable market opportunities. This was supported by an improved liquidity position, which enabled more efficient deployment of our balance sheet. Furthermore, disciplined liability management and reduced funding costs led to lower interest expenses, providing an uplift to the overall operating results.

Looking ahead, the Treasury and Correspondent Banking segment's strategy will drive value and ensure stability through continued focus on optimising liquidity, improving balance sheet efficiency, and enhancing risk management frameworks.

WEALTH, ASSET MANAGEMENT AND INVESTMENT BANKING

The Wealth, Asset Management and Investment Banking segment provides portfolio management, advisory, capital markets structuring and brokerage services to individual and institutional clients across the region. By combining deep market expertise with disciplined investment strategies, this segment plays a pivotal role in supporting clients' financial goals while contributing to the Group's overall growth and performance.

This segment reported an operating profit of $7.0 billion reflecting a $5.0 billion or 259% improvement compared to the prior year. This improvement was primarily driven by a $2.0 billion or 40% increase in net interest income, reflecting improved liquidity and favourable prevailing pricing conditions. Gains from investment activities was up $2.0 billion or 162%, driven by favourable market activities and trading opportunities. Net fee and commission income increased by 38% or $1.2 billion due to heightened client activity and greater demand for advisory and investment solutions.

Going forward, the segment remains focused on deepening client relationships, expanding advisory capabilities and enhancing product offerings to meet increasing demand for wealth management and investment banking solutions across the region.

LIFE & HEALTH INSURANCE AND PENSION FUND MANAGEMENT

The Life & Health Insurance and Pension Fund Management segment provides short- and long-term protection and retirement planning solutions across the region. Through a broad portfolio of life and health insurance products, retirement planning services, and pension fund administration, the segment delivers tailored offerings that help clients manage risk, safeguard their future, and build financial resilience.

For the financial year, this segment reported an operating profit of $38.5 billion, reflecting a $14.5 billion or 61% improvement relative to the prior year. This performance was significantly influenced by the divestment of

Thoma Exploitatie B.V. the insurance brokerage subsidiary based in the Netherlands. The sale, which formed part of the Group's broader portfolio optimisation strategy, generated a substantial one-off gain of $15.1 billion that materially enhanced this segment's results.

That transaction aligned with the Group's focus on core markets and enhanced capital efficiency. The segment is dedicated to ensuring product relevance including innovation solutions across all portfolios and improved risk-based pricing to support evolving customer needs, which will be underpinned by strength in consistency and disciplined risk management.

GENERAL INSURANCE

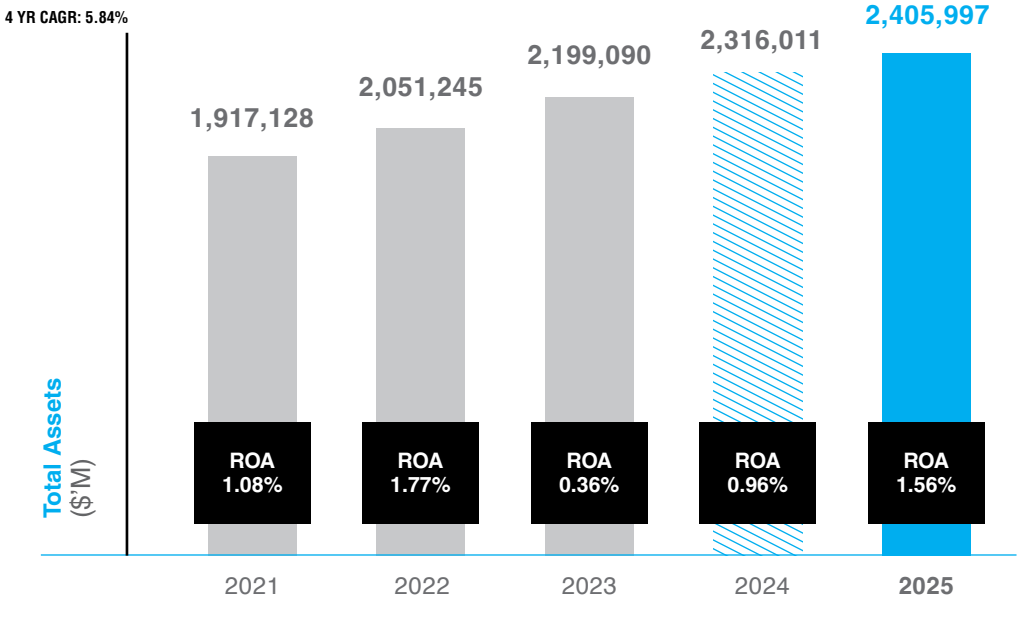
The General Insurance segment provides property, motor, liability, marine and specialty coverage across the Caribbean. Leveraging robust underwriting expertise, strong reinsurance partnerships, and a growing regional footprint, the segment continues to support NCBFG's commitment to resilience, risk protection, and long-term value creation for its customers and stakeholders.

For the 2025 financial year, the segment reported operating profit of $11.4 billion, reflecting a $5.3 billion or 87% increase over the prior year. The Insurance service result improved by $4.1 billion or 56%, driven primarily by strong performance within the Property and Casualty (P&C) insurance portfolio. The segment also benefited from lower insurance service expenses as the prior year included increased insurance claims following the passage of Hurricane Beryl. We remain committed to offering comprehensive coverage across the various business lines, ensuring that our clients are supported when life takes an unexpected turn.

Consolidated Statement of Financial Position Overview

Assets Overview

As at September 2025, the asset base of the Group was $2.41 trillion, representing a $90.0 billion or 4% increase when compared to September 2024. This expansion of assets was largely attributable to investment securities, which grew by $88.1 billion or 8%. The shift reflects the deployment of available liquidity into high-quality instruments.



Financial Performance

Our return on average total assets (ROA) was 1.56% representing a rebound from 0.96% in the previous year. As we implement our strategic initiatives, we expect further improvements in the ratio.

Cash in Hand and Balances at Central Banks

These assets represent cash, balances placed with central banks and statutory reserves held to enable the Group's ability to respond adequately to market dynamics and compliance with regulatory requirements. These balances totalled $107.4 billion, an increase of 12%, or $11.8 billion. Statutory reserves with central banks represent the required cash holdings for prescribed deposit liabilities for local and foreign exchange liabilities held by licensed deposit-taking institutions in the Group. Statutory reserves increased by $3.8 billion or 8% and are not available for investment, lending, or any other use by the Group. Also included in these balances are operational balances held at central banks, which were $5.8 billion or 27% higher than the balances held in September 2024.

Due from Banks

These balances include placements with banks, short-term deposits and other balances held with correspondent banks, which slightly declined by $682 million. These balances are held to facilitate normal business activities, including the payment of wire transfers, bank drafts, treasury related activities, as well as to satisfy liquidity requirements within the Group.

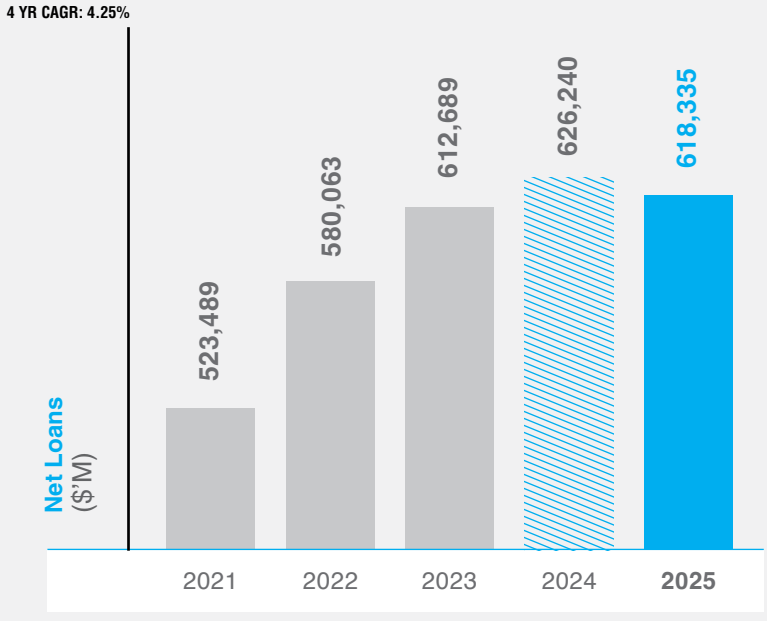
Investment Securities

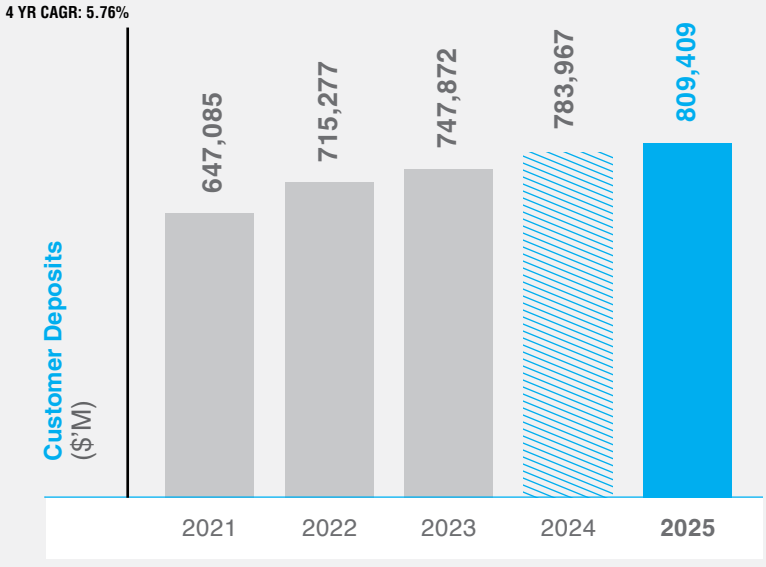
Investment securities totalled $1.25 trillion, an increase of 8% or $88.1 billion when compared to the prior year. The growth was driven by increased investment holdings as well as improving market prices. Our investment securities portfolio remains the largest interest-bearing asset portfolio for the Group, constituting 52% of total assets and encompassing various instruments, including debt securities (government securities and corporate bonds), equity securities (both quoted and unquoted) and collective investment schemes. These instruments are categorised as fair value through profit and loss, fair value through other comprehensive income, and carried at amortised cost.

Net Loans

The Group's loans and advances, net of credit impairment losses, totalled $618.3 billion, a 1% or $7.9 billion decline from the prior year. During the financial year, we strategically focused on asset quality and executed targeted loan origination growth in key products and segments. The loan portfolio remains robust and represents the second largest asset on our balance sheet, accounting for 26% of total assets.

Non-performing loans totalled $28.8 billion, an increase of $1.5 billion or 6% over the prior year. This resulted in a 28-basis-point increase in the NPL ratio to 4.54%, up from 4.26% in the prior year. Notwithstanding this increase, the Group's resilience remains grounded in a proactive credit risk management framework that ensures the portfolio is appropriately balanced to perform soundly across varying economic conditions.





Liabilities Overview

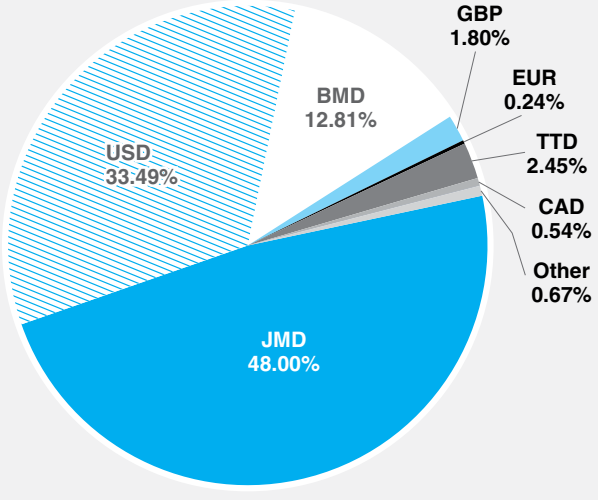
Funding

Our funding portfolio consists of short and medium to long-term borrowing arrangements under the following main funding lines: customer deposits, obligations under repurchase agreements, obligations under securitisation arrangements, amounts due to banks, other borrowed funds, mutual funds, segregated fund liabilities, investment contract liabilities and liabilities under annuity and insurance contracts.

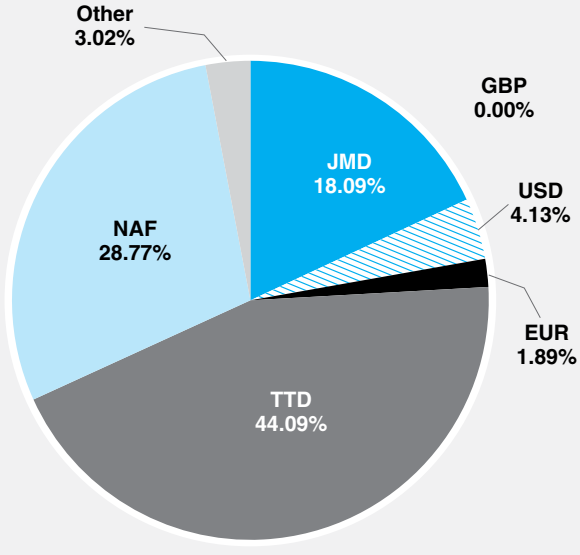
Customers Deposits

Our customer deposits portfolio closed the year at $809.4 billion, a 3% or $25.4 billion increase compared to the prior year. The Group experienced robust growth in its core deposit portfolios, with current accounts increasing by 4% and savings accounts rising by 7%. Customer deposits represent 38% of total liabilities and remain the Group's primary funding source, underscoring the trust and confidence our customers place in our banking services. Of our total customer deposits, 48% is denominated in Jamaica dollar currency and 33% is denominated in United States dollar currency.

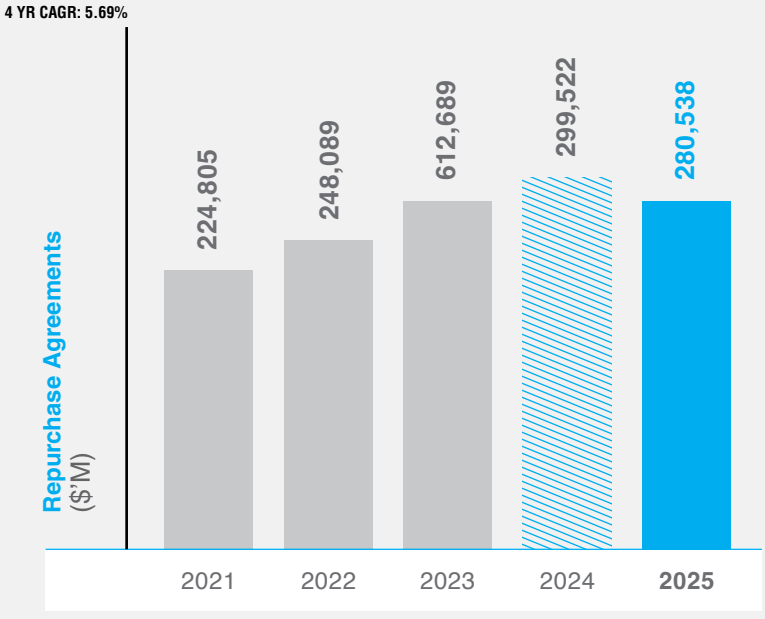
Customer Deposits by Currency



Insurance Contract & Investment Contract Liabilities by Currency



Financial Performance



Insurance Contracts and Investment Contract Liabilities

Insurance contract liabilities totalled $554.3 billion, a 2% or $10.6 billion increase over the prior year. This growth in our insurance segment was driven by continued strong customer demand as clients continued to service their policies coupled with new business growth across all territories. Our life insurance subsidiaries issue life and health insurance and annuity contracts. These contracts insure human life events (for example, death, survival or critical illness) over a long duration. The general insurance subsidiaries issue property and casualty insurance contracts. Casualty insurance contracts protect our customers against the risk of causing harm to third parties as a result of their legitimate activities. Damages covered include both contractual and non-contractual events. Property insurance contracts mainly compensate our customers for damage suffered to their properties or for the value of property lost.

Investment contract liabilities totalled $47.1 billion at the end of the year, down from $48.5 billion in the prior year.

Repurchase Agreements

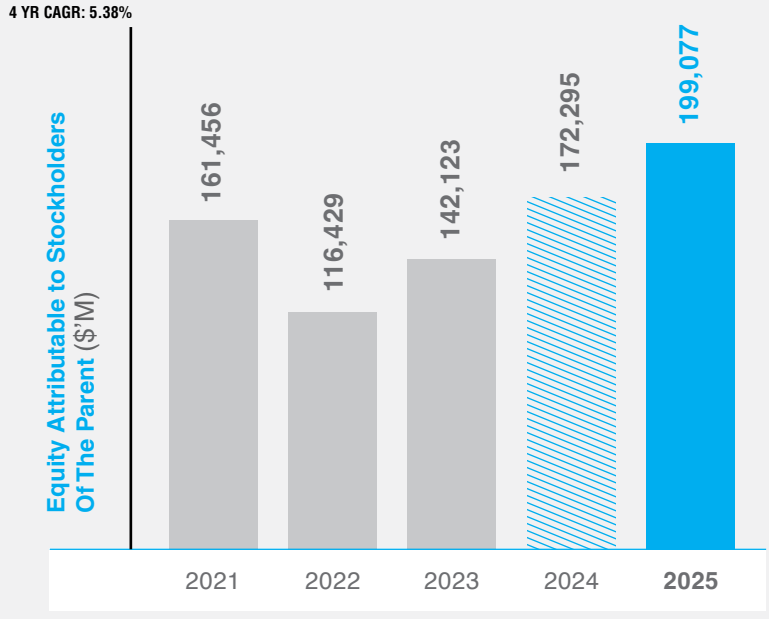
Repurchase agreements totalled $280.5 billion, a decline of $19.0 billion, or 6%, from the prior year, mainly due to a decline in balances held by our subsidiary, NCB Capital Markets Limited, and short-term funding accessed by other members of the Group. Repurchase agreement funding arrangements are used primarily by the Group as short-term funding and as a product for corporate and limited individual clients and continues to be third largest funding source for the Group. Repurchase agreements involve short-term loans where there is a sale of securities with a subsequent agreement for repurchase later.

Other Borrowed Funds

Other borrowed funds amounted to $199.0 billion and comprises of multiple funding sources. As of September 2025, this represented a 5% or $10.2 billion increase, compared to the previous year. The main driver of this change was corporate notes, which totalled $182.3 billion, an 18% increase, or $28.3 billion, over the prior year. Each funding source offers distinct terms, tenures, and interest rates, which were utilised to benefit our customers. At the holding company level, NCBFG focussed on debt reduction and refinancing activities during the year. During the year, NCBFG successfully issued US$225 million in senior secured notes maturing in 2030. The proceeds of this issuance were allocated to the repayment of existing debt arrangements.

Obligations Under Securitisation Arrangements

Obligations under securitisation arrangements decreased by $7.6 billion or 8% to $85.4 billion when compared to the prior year due to scheduled amortised payments. These arrangements include the Diversified Payments Rights (DPR) arrangement and a Merchant Voucher Receivables (MVR) arrangement. Under the DPR arrangement, NCBJ assigns its rights to all present and future DPRs (NCBJ's right to receive payments from correspondent banks based overseas) to an offshore special purpose vehicle. The DPR transaction was reaffirmed by Fitch Ratings in November 2025 at BBB- and assigned Rating Watch Negative. Under the MVR arrangement, NCBJ entered a structured financing transaction involving the sale of future flows due from Visa International Service Association (Visa) and MasterCard International Incorporated



Stockholders' Equity

The Group's total stockholders' equity of $254.3 billion, increased by $43.6 billion, or 21%, compared to the previous year. The equity attributable to the company's stockholders rose to $199.1 billion, reflecting an increase of $26.8 billion, or 16%. This growth was largely due to an $18.7 billion increase in retained earnings and a $5.5 billion increase in insurance finance reserves. The return on average equity for the Group increased to 12.46% from 8.49%, primarily driven by increased profitability.

Capital Management

We focus on strengthening the Group's financial resilience by managing capital prudently and proactively on an individual entity basis. In a landscape marked by evolving capital standards and requirements, together with heightened exposure to a range of potential disasters, both natural and

(MasterCard) related to international merchant vouchers acquired by NCBJ in Jamaica. The MVR transaction was reaffirmed by Fitch ratings at BBB- with a Rating Watch Negative. These funding arrangements were placed on Rating Watch Negative in November 2025 as a result of the potential challenges stemming from the recent natural disaster – Hurricane Melissa. This was not unique to the Group but resulting from the outlook for Jamaica.

Capital Ratios by Entity - For the Year ended September 30, 2025

	National Commercial Bank Jamaica Limited (NCBJ)	**NCB Capital Markets Limited** (NCBCM)	**NCB** (Cayman) **Limited**	**NCB Insurance Agency & Fund Managers Limited** (NCBIA)	**NCB Merchant Bank** (Trinidad and Tobago) **Limited** (NCBMBTT)	**NCB Capital Markets** (Barbados) **Limited**	**Clarien Bank Limited**
As at **September 2025**	**14.77%**	**19.14%**	**32.26%**	Solvency Ratio: **741%** Capital: **$3.71 billion**	**23.05%**	Capital: **$196.86 million**	**29.93%**
Minimum Required:	12.50%	10.00%	12.00%	Minimum Required Capital: $5.0 million	10.00%	Minimum Required Capital: $5.0 million	17.65%
Ratio	Regulatory Capital to Risk Weighted Assets	Capital to Risk Weighted Assets	Capital to Risk Weighted Assets	Solvency Ratio	Capital to Risk Weighted Assets		Common Equity Tier 1 Ratio
Regulatory Authority	Bank of Jamaica (BOJ)	Financial Services Commission (FSC) - Jamaica	Cayman Islands Monetary Authority	FSC - Jamaica	Central Bank of Trinidad & Tobago	FSC - Barbados	Bermuda Monetary Authority

Financial Performance

Capital Ratios by Entity - For the Year ended September 30, 2025 Cont'd

	Guardian Life of the Caribbean Limited (GLOC)	Guardian General Insurance Limited (GGIL)	Guardian Life Limited (GLL)	Guardian General Insurance Jamaica Limited (GGIJL)	Guardian Group Trust Limited (GGTL)	Guardian Re (SAC) Limited	FATUM Life Aruba	FATUM General Aruba	FATUM Life NV	FATUM General Curacao	FATUM Health NV
Ratio	**268%**	**201%**	**261%**	**255%**	**40%**	**179%**	**132%**	**551%**	**278%**	**683%**	**441%**
Minimum Required:	150%	150%	100%	150%	10%	100%	100%	100%	100%	100%	100%
Regulatory Authority	Central Bank of Trinidad and Tobago	Central Bank of Trinidad and Tobago	BOJ, FSC - Jamaica	BOJ, FSC - Jamaica	Central Bank of Trinidad and Tobago	Bermuda Monetary Authority	Central Bank of Aruba	Central Bank of Aruba	Central Bank of Curacao and Sint Maarten	Central Bank of Curacao and Sint Maarten	Central Bank of Curacao and Sint Maarten

man-made, maintaining robust capital levels is vital to support long term viability. The maintenance of adequate capital levels also supports delivering on our strategic and shareholder commitments, while meeting our regulatory obligations.

All regulated entities continued to comply with, and in most cases surpass, the capital thresholds required in their respective jurisdictions. Each entity operates under a comprehensive capital framework that aligns with the Group's overarching policy, ensuring disciplined oversight, adequate buffers to withstand shocks from extreme events, efficient utilisation of the statement of financial position, an appropriate balance between risk and return, and timely adjustments in response to regulatory developments and emerging risk conditions. [Refer to note 49(f) of the financial statements, **page 399–402**].

As of September 30, 2025, the Jamaica Stock Exchange share price was J$42.04 (2024: J$53.12), with a price-to-earnings ratio of 4.38 (2024: 9.45). On the Trinidad & Tobago Stock Exchange, the price at September 30, 2025 was TT$1.93 (2024: TT$2.41). We are committed to enhancing the Group's strength, driving business growth, and delivering greater shareholder value.

Related and Connected Party Transactions

The Group considers the following individuals or entities to be related:

- Persons with significant control or influence over NCBFG, immediate relatives of that person, as well as companies controlled by that person
- Subsidiaries
- Associated companies of the Group
- Directors and key management personnel and their immediate families
- Companies controlled by directors and related by virtue of common directorship.

Parties are related or connected if one party has the ability to control or exercise significant influence over the other party in making financial or operational decisions.

In the normal course of business, we may engage in financial and commercial transactions with related parties. These transactions are executed on an arm's length basis, on substantially the same terms, including interest rates and collateral, where applicable, as those prevailing at the time for comparable transactions with unrelated parties (with the exception of loans included under the staff loan policy). The Related Party Transactions Policy & Procedural Framework states

that the Audit Committee reviews and approves all material related party transactions and those not in the ordinary course of business or not at arm's length (up to US$1 million). (Other relevant Committees with appropriate oversight limits, such as the Conduct Review & Corporate Governance Committee of NCBIA may also review and approve related party transactions.

Staff Loans and Other Concessionary Facilities

Through our banking subsidiaries, we provide credit facilities at concessionary rates to employees and pensioners. The amounts that can be borrowed at concessionary rates are capped and all amounts in excess of the cap are accessible through normal customer facilities. The benefit of the discounted rate is assessed annually and if determined to be material, included in the financial statements.

Other Major Related Party Transactions

Related parties may engage in transactions involving financial assets or financial liabilities such as investment securities, reverse repurchase agreements, repurchase agreements or corporate notes, which are executed at prevailing fair market prices. From time to time, these transactions may involve corporate finance services for which fees are charged at rates that are consistent with those charged for similar services to unrelated customers. Transactions and balances between the Group companies are eliminated on consolidation of the financial statements.

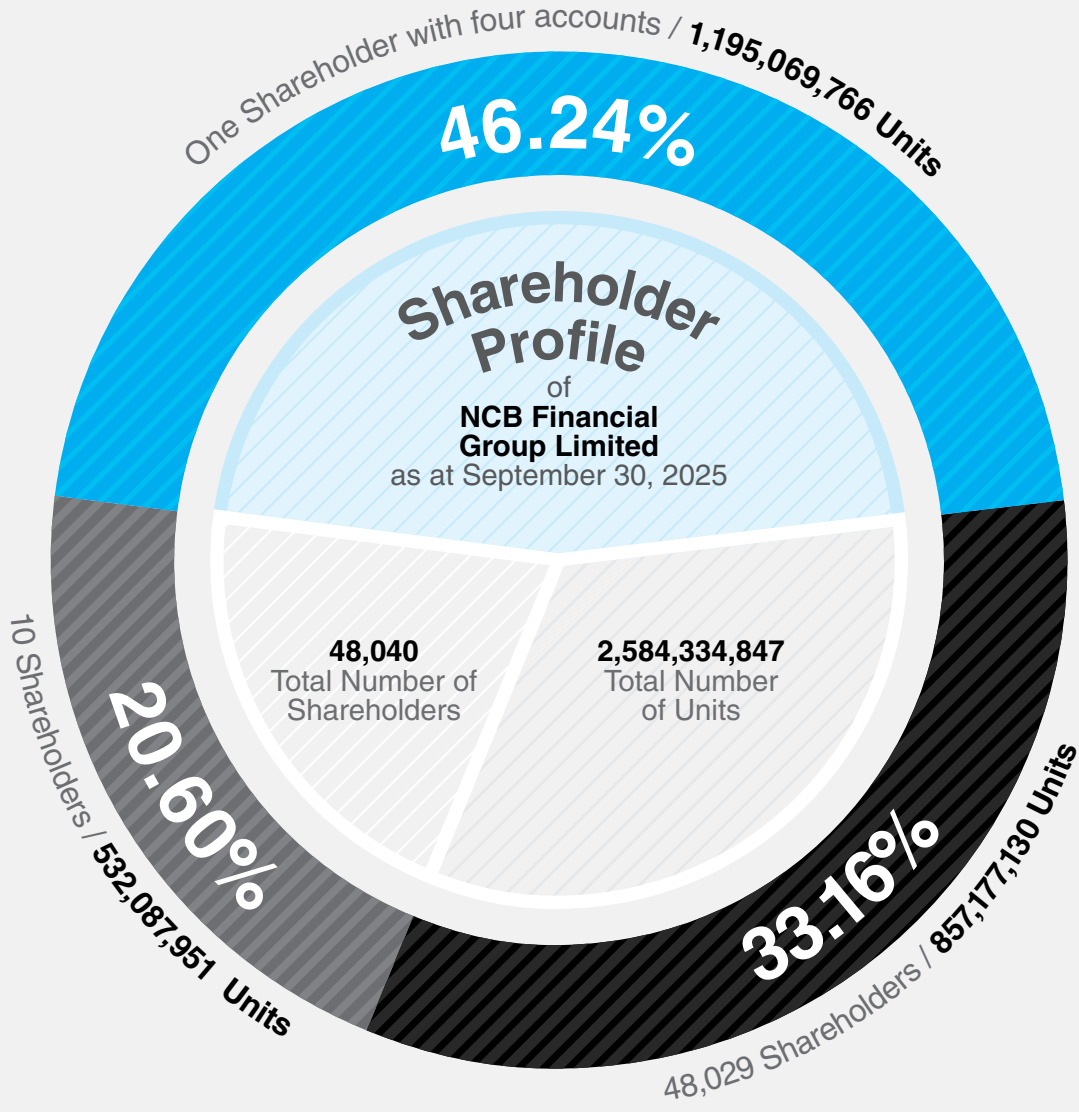
In the normal course of business, we also enter into agreements with related parties, which typically involve the provision of advisory, insurance and other services. These services are provided on terms which are consistent with those offered to other unrelated customers.
[A summary of related party transactions and balances can be found in note 46 of the financial statements - **see pages 332 - 335]**.

NCBFG Total Shareholder Return

	For the Year ended September 30, 2025						
	2021	**2022**	**2023**	**2024**	**2025**	**Three-Year CAGR (%)**	**Five-Year CAGR (%)**
Closing Price of Common Shares ($ per share)	127.52	89.89	68.49	53.12	**42.04**	(22%)	(20%)
Dividend Paid ($ per share)	0.50	0.00	0.00	2.00	**1.50**	n/a	(5%)

						Three-Year Shareholder Return	**Five-Year Shareholder Return**
NCBFG Shareholder Return (%)	**(2%)**	**(30%)**	**(24%)**	**(20%)**	**(18%)**	**(49%)**	**(65%)**
JSE Index Annual Movement (%)	**9%**	**(13%)**	**(10%)**	**(3%)**	**2%**		

Shareholdings



10 Largest Shareholders
of NCB Financial Group Limited as at September 30, 2025

Name of Shareholder	Units	Percentage Ownership
AIC (Barbados) Limited	**1,195,069,766**	46.24%
MF&G Asset Management Ltd.- NCB Share Scheme	**101,406,205**	3.92%
National Insurance Fund	**90,864,532**	3.52%
Sagicor PIF Equity Fund	**62,139,507**	2.40%
NCB Staff Pension Fund (1986)	**54,715,172**	2.12%
Harprop Limited	**46,434,102**	1.80%
AIC Global Holdings Inc.	**45,449,690**	1.76%
Cornerstone Financial Holdings Limited	**42,166,400**	1.63%
Ideal Portfolio Services Co. Limited	**32,280,450**	1.25%
SJIML A/C 3119	**30,659,032**	1.19%

Shareholding Report

September 30, 2025

	Directors [1.]	Total	Direct	Connected Parties
Interest/ Ownership of Stock Units by Directors of NCB Financial Group Limited as at September 30, 2025	Robert Almeida	**66,075,067**	1,851,684	64,223,383
	Arvinder Bharath	**64,223,383**	0	64,223,383
	Bruce Bowen	**64,420,233**	196,850	64,223,383
	Gary Brown	**64,223,383**	0	64,223,383
	Sanya Goffe	**64,295,383**	72,000	64,223,383
	Hon. Michael Lee-Chin, OJ	**1,399,231,755**	146,698	1,399,085,057
	Thalia Lyn, OD[2].	**129,531,465**	480,799	129,050,666
	Howard Shearer	**64,223,383**	0	64,223,383

	Executives	Total	Direct	Connected Parties
Interest/ Ownership of Stock Units by Executives/ Senior Managers of NCB Financial Group Limited as at September 30, 2025	Robert Almeida[1].	**66,075,067**	1,851,684	64,223,383
	Dave Garcia	**175,027**	175,027	0
	Richard Look Kin	**106,250**	106,250	0
	Malcolm Sadler[2].	**64,756,050**	50,004	64,706,046
	Misheca Seymour-Senior	**27,655**	27,655	0
	Mukisa Wilson Ricketts	**87,552**	87,552	0

	Executives	Total	Direct	Connected Parties
Interest/ Ownership of Stock Units by Executives/ Senior Managers of Subsidiaries of NCB Financial Group Limited as at September 30, 2025	Bruce Bowen[1].	**64,420,233**	196,850	64,223,383
	Danielle Cameron Duncan	**99,617**	99,617	0
	Ian Chinapoo	**0**	0	0
	Jacqueline De Lisser	**30,606**	30,606	0
	Perrin Gayle	**830**	830	0
	Hopelin Hines	**10,571**	10,571	0
	Sheree Martin	**9,666**	9,666	0
	Taryn Minott	**2,550**	2,550	0
	Jason Saunders	**29,470**	29,470	0
	Antonio Spence	**7,823**	7,823	0
	Ky-Ann Taylor	**17,989**	17,989	0
	Ian Truran	**0**	0	0
	Tanya Watson Francis	**156,791**	156,791	0
	Angus Young	**210,888**	210,888	0

1.Connected parties for all directors include shares of 69,256,890 held by subsidiaries and managed funds for the GuardianGroup.

2.Connected parties for Thalia Lyn, Malcolm Sadler and Allison Wynter include shares of 64,675,993 held as trustees of theN.C.B. Staff Pension Fund.

Banking

The banking segment, comprising National Commercial Bank Jamaica Limited (NCBJ) and Clarien Bank Limited (CBL), has a strategic focus on expanding and deepening customer relationships.

Growth
NCBJ recorded deposit growth of J$49 billion, supported by targeted campaigns for salaried workers, small businesses, and new retail clients. Despite reductions in net loans, key portfolios expanded due to programmes for micro and small enterprises and priority sectors such as construction, energy, and trade.

Clarien advanced its digital transformation, upgrading online and mobile banking platforms to deliver faster onboarding and improved authentication, contributing to higher transaction volumes and customer satisfaction.

Customer Connection and Accessibility
The Remote Service Centre model expanded across key locations, processing thousands of weekend transactions monthly and improving satisfaction levels. Our service model is built on flexibility and a deep understanding of customer preferences. This year, guided by data, analytics and extensive feedback, we evolved our branch strategy by reinstating our previously digital-only locations as full service hubs, complete with teller service and deposit facilities, to offer our customers a full spectrum of banking choices.

Service channels were expanded through the introduction of AI-powered chatbots on the Bank's website and within the Customer Care Centre, providing faster, more convenient support for customers.

Corporate and Commercial Banking
Corporate and Commercial Banking maintained strong momentum, deepening relationships with government and corporate clients. Financing was provided to support trade, infrastructure, and energy projects, while the SME Growth Fund continued to expand access to capital and advisory support for small and medium-sized enterprises.

NCBJ supported financial inclusion through SME education sessions and community banking initiatives, while Clarien continued to integrate sustainability considerations into its governance and risk frameworks. Both institutions aligned their operations with the Group's priorities for responsible growth, customer accessibility, and sound environmental awareness.



NCB team members and panellists get in the frame at NCB's SME Conference, held in Jamaica in July 2025. The conference focused on helping SMEs navigate the digital shift with practical tools for success.

Payment Services

Broadening Digital Access and Inclusion. The Payment Services segment continues to be a cornerstone of NCB Financial Group's regional strategy, expanding secure, accessible, and reliable digital payment solutions.

In 2025, the business focused on strengthening customer trust, increasing merchant adoption, and delivering consistent, seamless digital experiences across all platforms.

Performance Highlights

Card spending across NCBJ's network reached J$594.9 billion, a 10% year-over-year increase, supported by higher transaction volumes and the continued shift toward contactless and digital payments. Credit and debit card usage both grew steadily, driven by convenience, rewards programmes, and continuous education around secure digital behaviour.

NCB continues to operate the largest ABM network in Jamaica, providing essential cash access infrastructure that serves NCB customers together with those of other banks. Over 140 ABMs have been upgraded over the past 2 years, with enhanced capabilities such as braille kits and in this financial year, 39 were outfitted with audio guidance technology to support visually impaired users. The Group also introduced AI-powered chatbots on the NCBJ website and Customer Care Centre, enabling faster responses and improved service continuity.

Expanding Merchant Acceptance and ePOS Growth

Adoption of NCB ePOS, Jamaica's lowest-cost card-present solution, expanded rapidly following its launch. Over 4,000 active terminals are now in use, with 85% of participating merchants representing micro, small, and medium enterprises (MSMEs). Average transaction values increased by 182%, from approximately J$7,000 to J$20,000, demonstrating both confidence and higher engagement among small business operators.

Beyond convenience, ePOS has become a powerful enabler of financial inclusion. The platform provides MSMEs with digital transaction histories that strengthen their access to credit. Merchants are now using these data insights to qualify for Merchant Advance Loans and expanded credit limits, linking digital adoption directly to business growth.

To encourage uptake, NCB waived monthly ePOS fees until April 2026, further removing barriers for small merchants. The organisation also continued nationwide education and engagement efforts, showcasing ePOS at major events including Kingston Kitchen, JMEA Expo, and the Jamaica Food and Drink Festival.

Lynk: Strengthening Everyday Digital Finance

NCB's mobile wallet, Lynk, continued to drive digital inclusion by providing Jamaicans with fast, easy, and secure access to cashless transactions. The platform recorded a 51% increase in remittance transactions and a 60% reduction in platform costs, highlighting improved efficiency and scalability. Strategic partnerships with financial and retail partners broadened its ecosystem, supporting local entrepreneurs and unbanked users across Jamaica.

Operational Resilience and Service Continuity

In 2025, NCB strengthened its digital resilience through continued cloud migration, reducing downtime and increasing processing speed across payment systems. The migration also improved fraud detection and data protection, supporting the Group's wider EGC framework.

During Hurricane Melissa, NCB's payments infrastructure demonstrated its strength. Despite widespread national disruption, a significant number of ABMs remained operational, providing critical access to cash and ensuring continuity of service in affected communities. This reliability reinforced customer trust and showcased the Group's ability to maintain essential financial access during emergencies.

Treasury & Correspondent Banking

Treasury and Correspondent Banking segment continues to play a critical role in supporting NCBJ's financial strength through disciplined liquidity management, strong balance sheet governance, and efficient access to global financial markets.

Liquidity and Funding Strength
At the core of the division's mandate is maintaining a resilient funding and liquidity position. Through proactive asset and liability management, diversified funding sources, and strong risk oversight, the Treasury ensures that the Bank is well positioned to meet customer demand across changing market conditions while remaining aligned with regulatory and prudential standards.

Deepening Institutional Partnerships and Enhancing Customer Centricity
Our commitment to customers is reinforced through long-standing relationships with correspondent banks and global financial institutions. These partnerships enable efficient cross-border payments, trade settlements, and access to international markets. Continued investment in automation and straight-through processing has improved operational efficiency, reduced processing times, and strengthened risk controls through real-time monitoring and decision-making.

Foreign Exchange & Market Solutions
Treasury also leads NCBJ's foreign exchange operations, maintaining the Bank's position as Jamaica's leading FX provider. In a dynamic global environment, we continue to ensure reliable access to hard currency for our customers, supporting personal and business transactions across trade, travel, remittances, and investment. Our market leadership was once again recognised internationally, with NCB being named Best FX Bank in Jamaica for 2025 by Global Finance Magazine.

Looking Forward
Looking ahead, the division remains focused on strengthening liquidity, expanding funding channels, and enhancing market solutions through continued digitalisation and process optimisation. Through disciplined financial stewardship, operational efficiency and strong global partnerships, the Treasury and Correspondent Banking Division supports NCBJ's ability to deliver consistent, high-quality banking services to its customers.

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Insurance and Pension Fund Management

The Insurance and Pension Fund Management segment, comprising Guardian Holdings Limited (GHL), and NCB Insurance Agency & Fund Managers Limited (NCBIA), delivered another year of resilient performance and strategic transformation. The segment remained a significant contributor to Group profitability.

Financial Performance
Guardian Group recorded solid results across its territories, achieving an 8% year-over-year increase in Gross Written Premiums and a 7% rise in property average rates, while managing expenses 2% below the prior year.

The Group maintained a combined Assets Under Management of TT$8 billion, its highest level in four years, supported by growth in Corporate Treasury, Mutual Funds, and Private Wealth portfolios. These business lines contributed a combined TT$37 million in fee and interest income, underpinned by disciplined cost management and a 67% efficiency ratio.

Innovation and Product Expansion
Across the region, Guardian Group subsidiaries continued to innovate to strengthen customer engagement and expand product offerings:

- **Guardian General Insurance Limited (GGIL) Trinidad** launched two new motor campaigns and introduced Queen Guard and EV Motor policies, as well as securing regulatory approval for a new **Cyber Product** launched in September 2025.
- **GGIL Barbados** enhanced customer convenience through its C360 online platform, allowing policyholders to pay premiums and manage accounts seamlessly.
- **GGIL Northern Agencies** introduced direct marine policy processing, improving turnaround times.
- **Guardian Group Fatum (GGF)** in the Dutch Caribbean achieved strong results, and the business continued expanding into **Suriname, France, Germany,** and **Italy,** and is pursuing licensing with the Central Bank of Suriname.

Guardian Life Limited (GLL) Jamaica: Building Strength Through Inclusion and Impact
In Jamaica, GLL maintained its leadership in the life, health, and annuities space while expanding access to previously underserved sectors. A standout initiative was the launch of the Jamaica Entertainers and Creatives Insurance Plan (JECIP), developed in partnership with the Ministry of Culture, Gender, Entertainment and Sport. The plan now covers more than 4,400 entertainers and creatives, providing access to Group Health, Group Life, and Personal Accident insurance.

Segments

Operational Strength and Risk Management

Guardian Group continued to improve operational efficiency and underwriting excellence. Automation of the homeowner renewal workflow standardised risk assessment, while AI and data-maturity roadmaps were developed to strengthen analytics and claims management.

Reinsurance treaties were finalised across markets, improving P&L resilience and strengthening risk capital positions.

Pensions and Investment Integration

A major milestone during the year was the continued development of the Centre of Excellence (CoE) for Pension Fund Administration.

The Pension Fund Administration CoE, based at Guardian Life, consolidates over 80 years of pension expertise, unifying administration under a model focused on accuracy, regulatory compliance, and superior client experience. These initiatives will streamline operations, improve investment outcomes, and position the Group as a regional leader in integrated wealth and pension services.




I choose
a fresh
approach
to growing
wealth
CAPITAL MARKETS

Wealth, Asset Management, & Investments

The Wealth, Asset Management and Investment Banking segment, led by NCB Capital Markets Limited (NCBCM), delivered a solid performance in 2025, underscoring the Group's position as the Caribbean's leading integrated investment house. The business successfully navigated a competitive and volatile market by deepening client relationships, expanding regional deal flow, and delivering strong returns across key asset classes.

Performance and Market Leadership

This segment ended the year with J$314 billion in total assets, reflecting steady fund inflows and disciplined risk management across all portfolios. In line with our commitment to create wealth for our clients, our unit trust funds delivered strong returns to investors, with returns on five funds exceeding their respective benchmarks and the NCB Real Estate Unit Trust Fund emerging as the top-ranked fund nationally, underscoring the strength and consistency of our investment strategies.

The team continued to strengthen NCBCM's investment banking presence across Jamaica, Trinidad and Tobago, Guyana and Barbados, executing a number of landmark deals with national and regional impact. The business closed 30 transactions spanning debt and equity capital markets, and advisory mandates.

Investment Banking

A key highlight of the year was the TransJamaican Highway (TJH) public share offer, which raised J$12 billion, exceeding its J$9 billion target by 33%. The transaction re-energised Jamaica's equities market, generating over 3,000 new client accounts, including 1,800 digital onboardings. The deal showcased NCBCM's ability to execute complex mandates while deepening retail investor participation.

Regionally, NCBCM arranged two major sovereign bond transactions in Barbados:

- **Queen Elizabeth Hospital** Bond Issue, closed April 2025, supporting healthcare infrastructure.
- **Barbados Port** Inc. Bond Issue, closed May 2025, facilitating expansion and modernisation of critical logistics assets.

Together, these transactions reinforced the firm's expertise in nation-building projects and its capacity to mobilise private capital for public good.
In Trinidad and Tobago, NCB Merchant Bank (Trinidad and Tobago Limited) completed a US$85 million debt refinancing for NCB Financial Group, secured two SME IPO mandates for the TTSE, and arranged a TT$459 million government bond placement, demonstrating its versatility across corporate and sovereign markets.

Alternatives and Fund Management

The NCB Real Estate Unit Trust Fund delivered standout performance, ranking number one locally as of July 2025, with three of six funds outperforming benchmarks. By August 2025, five funds had exceeded benchmarks and three ranked in the top three nationally.



Angus Young, CEO, NCBCM, and **Canute** Sadler, CEO of Stanmark Processing Company Limited, mark the signing of a landmark agreement between NCB Capital Markets Limited and Stanmark Processing Company Limited. Team members from both organisations were present to recognise the milestone, which formalises a strategic partnership supporting Stanmark's continued growth and expansion.

The Real Estate Fund recorded a 17.51% financial year return and a 68.70% cumulative return since inception, driven by property revaluations and higher lease income. Over J$271 million has been distributed to investors across eight cash distributions, providing consistent returns through income and portfolio growth.

NCBCM's Real Estate Fund raised J$2.25 billion in new funds under management (FUM) during the financial year, underscoring market confidence and investor appetite for alternative real-asset exposure. The firm also divested its Stratus Alternative Funds SCC investment management rights to Eppley Limited in April 2025, marking a strategic repositioning towards more flexible, locally anchored alternative investment structures.

Investment Management Centre of Excellence (IM CoE)

A major structural milestone was NCBCM's licensing as an Investment Manager for Pension Funds, formalising the establishment of the Investment Management Centre of Excellence. The IM CoE consolidates expertise from NCBCM, NCBIA, and Guardian Life to drive consistency in investment governance, risk oversight, and performance measurement across Group-managed portfolios exceeding J$2.3 trillion in AUM.

The Centre, which began operations in October 2025, is expected to unlock synergies, build further depth and continuity, optimise operational efficiency, and improve transparency for institutional and high-net-worth clients.

Positioned for Continued Growth

The Wealth segment enters the new financial year with strong momentum. With a robust deal pipeline, an expanding client base, and disciplined investment framework, NCBCM is well placed to deepen its regional presence and capture new opportunities in a changing economic landscape. The focus remains clear: disciplined execution, innovation that expands investment options, building investor confidence, and delivering consistent long-term value for clients and shareholders alike.

Operating Sustainably

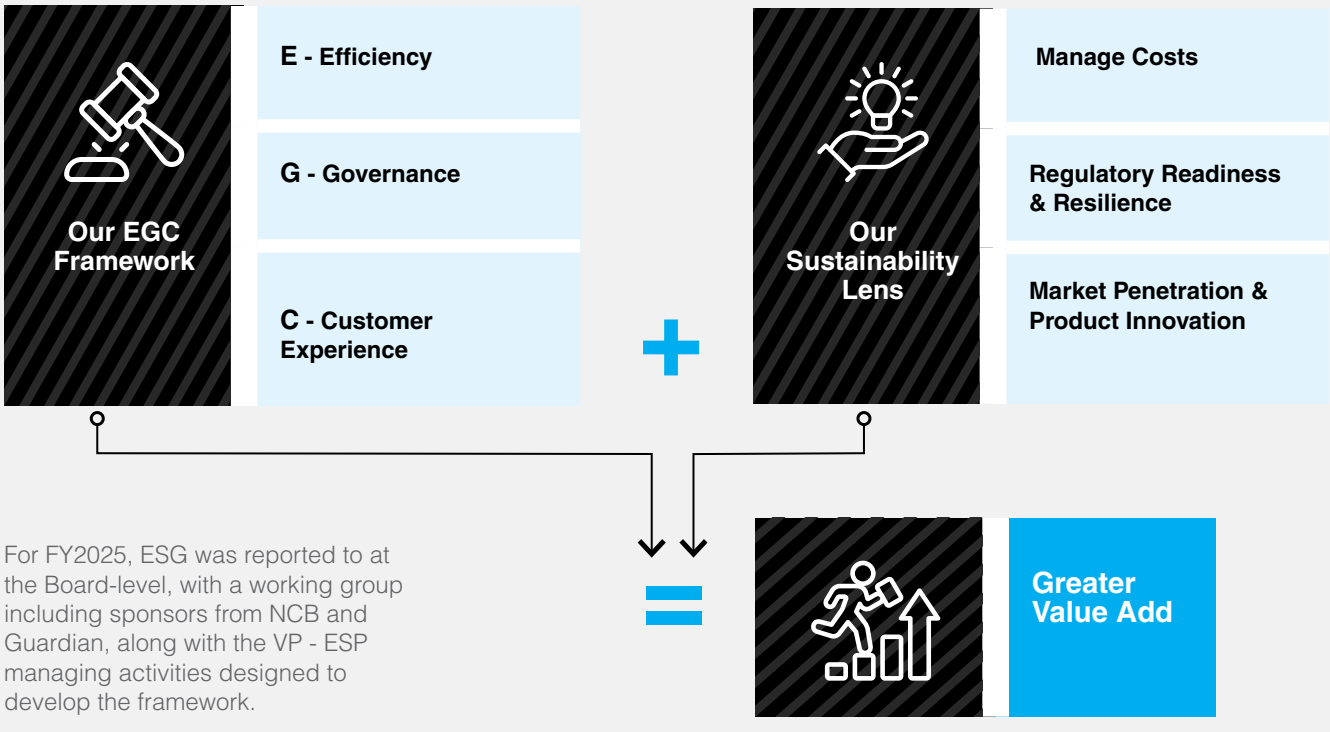


NCB's solar carport exemplifies the Group's commitment to sustainable infrastructure through the integration of renewable energy into operational facilities supporting daily operations while lowering carbon emissions and long-term energy costs.

At NCB Financial Group, sustainability is rooted in long-standing social and governance principles that have consistently guided how we operate and how we support our people, customers and communities. Strong governance, accountability and responsible business practices remain central to the Group's approach to creating long-term value.

As external expectations and climate-related risks continue to evolve, the Group has also begun to place greater emphasis on integrating environmental considerations into its operations and Enterprise Risk Management. This includes improving resource efficiency, strengthening climate risk awareness and progressively embedding environmental factors into decision-making processes. During the year, the Group focused on incremental actions to support this transition, reinforcing governance structures and building internal capability to better understand and respond to emerging environmental risks. This measured approach reflects our commitment to steadily advancing sustainability integration across the Group.

Sustainability principles are already deeply embedded within the Group's Efficiency, Governance and Customer Experience (EGC) framework, which guides how performance, risk and customer outcomes are managed. By progressively strengthening environmental integration within this framework, the Group enhances resilience and supports the delivery of sustainable, longer-term value across its businesses.



For FY2025, ESG was reported to at the Board-level, with a working group including sponsors from NCB and Guardian, along with the VP - ESP managing activities designed to develop the framework.

Sharpening Our ESG Focus on What Matters Most

Understanding what matters most to stakeholders and to the long-term resilience of the business is central to how the Group shapes its sustainability direction. During the period, the Group advanced towards completing its Double Materiality Assessment (DMA) in partnership with Business for Social Responsibility (BSR), a global sustainability consultancy. The DMA, once completed will provide a structured and evidence-based view of the Environmental, Social and Governance topics that are most significant to the Group. The assessment expanded on the single materiality ESG assessment conducted in the prior year, this time adopting a double materiality approach, combining both the financial and impact materiality lens.

Stakeholder engagement was a core component of the assessment. Structured discussions were held with internal stakeholders across risk, finance, strategy, legal, people, operations and customer-facing teams, alongside selected external stakeholders with relevant expertise or relationships to the Group. This engagement helped refine topic relevance, assess the severity and likelihood of impacts and identify areas of vulnerability and opportunity.

The DMA topics disclosed below are the preliminary output of the ongoing assessment and remain subject to further validation. The results will be refined as part of the final phase of the DMA process, which is targeted for completion in Q2 2026. Notwithstanding their preliminary status, these topics provide a credible foundation for shaping the Group's sustainability priorities and risk management approach.

Strategy & Finances
Ability to meet strategic objectives, grow revenues and remain competitive

Reputation & Regulation
Brand trust and loyalty, compliance and legal exposure.

Operations & Customers
Deliver reliability and customer satisfaction

Financial Materiality
How sustainability topics affect the Group's financial position and future prospects

The "outside-in" view considers how sustainability topics show up as business risks and opportunities.

Double materiality links both perspectives

what matters to the business and what matters because of the business.

Impact Materiality
How the Group's activities and operations affect people and the planet

Planet
Through climate change and eco-system impacts, resource use, emissions and waste that influence environmental stability

People
Through employment practices, employee wellbeing, customer outcomes, financial inclusion and community resilience

The "inside-out" perspective considers how the Group's activities affect people and the environment, considering the scale, reach and significance of those impacts.

Double Materiality Assessment (DMA) Preliminary Topics	Environmental	Social	Governance
	Climate Vulnerability & Resilience	Customer Service & Experience	Data Privacy & Cybersecurity
	Energy Use & Emissions	Local/Regional Development and Community Engagement	Business Ethics & Transparency
		Talent Attraction, Retention and Development	Business Reliability
		Financial Inclusion, Access & Education	

Final DMA outcomes will be incorporated into future disclosures and used to further strengthen the Group's sustainability strategy, risk management and reporting.

Policies and Practices

The Group's Policies and Practices Framework governs our approach to consistent decision-making, robust risk management and full compliance across our subsidiaries. This structured approach is fundamental to reinforcing accountability throughout the organisation.

Key Governance Policies:

- Corporate Disclosure Policy
- Dividend Policy
- Remuneration Policy for Directors
- Securities Trading Policy
- Code of Business Conduct

Information Security and Data Protection Practices:

- Information Security Policy safeguards digital assets through technology controls, monitoring and audits.
- Data Protection Policy ensures responsible handling of personal data in line with local and international laws.

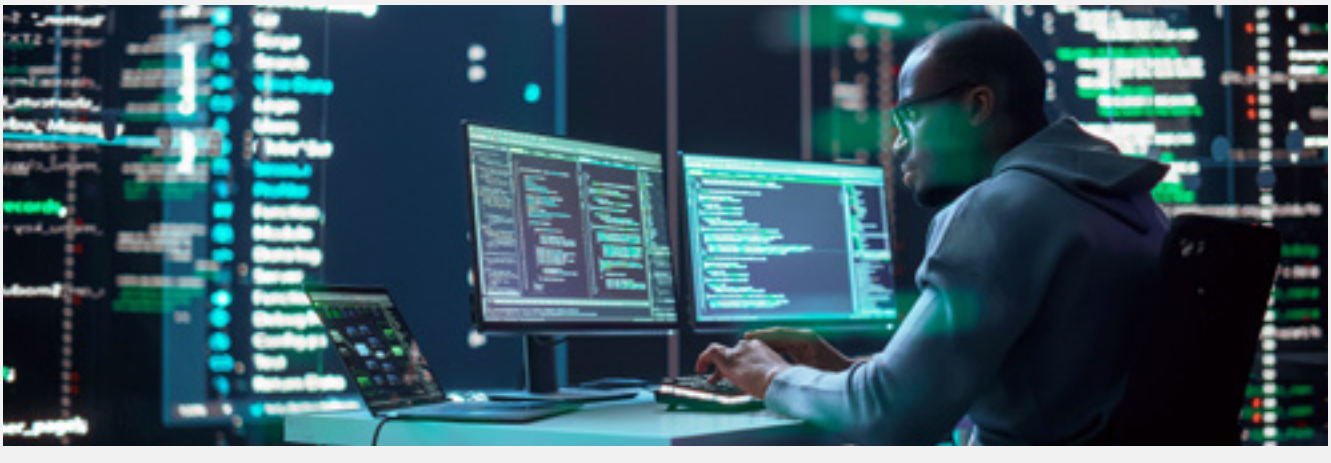
People and Culture are core to our success which is underpinned by:

- Talent acquisition and leadership development
- Performance management and succession planning
- Diversity, inclusion and equal opportunity
- Occupational health, safety and wellbeing
- Ethics, whistleblower protection and anti-harassment

Risk and Compliance Enforcement guided by:

- Enterprise Risk Management Policy
- Regulatory and Financial Crimes Policy
- Anti-Bribery and Corruption Policy

All policies are reviewed regularly. Updates are approved by the relevant boards.



Building Resilience Through Disciplined Risk Management

Resilience is built through consistency and discipline. During FY2025, as global and local monetary conditions began to ease following policy rate reductions in all but the second quarter, the Group continued to strengthen its Enterprise Risk Management framework to support early risk identification, accurate assessment and effective mitigation.

The Group's approach to risk management is grounded in a clear risk appetite and a strong culture of accountability, with risk embedded in day-to-day decision-making and owned by business leaders within approved tolerances. Through a consistent enterprise-wide framework, the Group balances risk and opportunity, enabling disciplined growth while safeguarding financial strength, operational resilience and stakeholder trust.

Principles

- Independent central oversight
- Decisions within the ERM framework
- Balanced risk and return
- Clear understanding, measurement and management of risks
- First-line ownership by business units
- Three lines of defence model

Architecture

- Defined governance structure and roles
- Documented risk appetite
- Policies and procedures for identification, measurement, monitoring and reporting

Governance and Oversight

Board committees include Risk, Audit and Corporate Governance and Nomination, mirrored across subsidiaries. Management committees oversee capital adequacy, credit, market, liquidity, operational, fraud, legal and regulatory risks. The Three Lines Model assigns accountability to business units, risk and compliance and internal audit.

Core Risk Categories

- **Capital Adequacy:** Sufficient capital to support growth, absorb shocks and meet regulatory requirements, tested through active monitoring and stress scenarios.
- **Credit Risk:** Managed through disciplined underwriting, portfolio diversification and ongoing monitoring, with policy enforcement by Group Risk Management.
- **Market and Liquidity Risks:** Managed through diversified funding sources, daily monitoring and clear benchmarks, including deposits, repos and long-term funding in domestic, regional and international markets.
- **Operational Risk:** Mitigated through strong controls, continuity and disaster recovery planning and robust cyber defences. Focus areas include cybersecurity, third-party management, IT integrity, data

and model risk. Cyber insurance and regular testing support preparedness.

- **Insurance Risk:** Guardian Holdings Limited manages underwriting, reserving and catastrophe exposures through delegated authorities, actuarial controls and AM Best-rated reinsurance. Climate-related perils are stress-tested through catastrophe modelling.
- **Legal and Regulatory Risk:** Managed through continuous policy review, legal guidance and compliance monitoring, with escalation to committees and boards.
- **Reputational Risk:** Addressed through a culture of transparency and accountability. Issues with potential reputational impact are escalated quickly.
- **Climate Risk:** Represents the potential financial, operational and strategic impacts arising from physical hazards such as hurricanes, flooding and extreme weather, as well as transition risks associated with policy, regulatory, market and technological shifts. Given the Group's geographic footprint, climate risk has the potential to affect asset quality, underwriting performance, business continuity and customer resilience. The Group manages climate risk through its Enterprise Risk Management framework, supported by robust reinsurance arrangements, business continuity planning and the progressive integration of climate considerations into risk assessment and decision-making. Ongoing monitoring, training and scenario analysis are being advanced to strengthen preparedness and resilience over time.

A consistent culture of risk awareness is reinforced through regular reviews, training and stress testing.

Climate Resilience Through Action & Innovation

Protecting the natural environment and strengthening climate resilience are integral to the Group's approach to risk management, product innovation and long-term value creation. Across operations, insurance and financing solutions and targeted community initiatives, the Group continued to take practical steps to reduce environmental impact and support resilience in an increasingly volatile climate.

Climate-responsive insurance solutions are a core part of this approach. During the year, Guardian General Insurance partnered with the Caribbean Catastrophe Risk Insurance Facility (CCRIF) to develop a parametric micro-insurance product designed to provide rapid financial relief following defined extreme weather events. By delivering automatic cash payouts based on independently verified weather triggers, the product enables faster recovery without the need for traditional claims assessments. It is targeted at individuals and small operators, including farmers, fisherfolk, vendors and micro-entrepreneurs, strengthening access to climate risk protection among underserved segments and supporting community-level resilience. The product will be launched in November 2025.

The Group also supported environmental outcomes through electric vehicle (EV) financing and insurance solutions, encouraging the transition to lower-emission transport. EV loans and tailored motor insurance products were structured to support adoption while appropriately managing emerging risks associated with new vehicle technologies.

Recognising that effective environmental action depends on internal capability, the Group also advanced climate risk training during the year. Targeted sessions were delivered by ThinkZero, a sustainability consultancy, to senior leaders and key risk personnel across the Group. The sessions served to strengthen understanding of physical and transition climate risks and support their integration into enterprise risk management and strategic decision-making.

In addition, in June 2025, the Chief Executive Officer of NCBJ joined the Caribbean Chapter Consultative Group of the Glasgow Financial Alliance for Net Zero (GFANZ). This positions the Group to help shape the region's climate finance agenda and to mobilise private investment in sustainable development. The Group's participation in GFANZ also provides access to leading global practices and emerging climate and resilience-focused finance tools, supporting the Group's continued evolution in this area.

Beyond products and capacity-building, the Group remained actively engaged in environmental stewardship and employee-led action. In 2025, coastal clean-up initiatives mobilised employees across the Group and resulted in the removal of over 1,000 pounds of waste from coastal environments. These activities contributed to environmental restoration while reinforcing employee engagement, environmental awareness and shared responsibility.

Operational efforts to reduce waste and promote circularity also extended to the greening of a major Guardian Group staff event during the year. This pilot implemented structured waste-management practices, including waste separation at source, composting of organic materials and diversion of recyclables such as plastics, aluminium cans and tetra packs. Certified compostable packaging and reusable alternatives were introduced where feasible. As a result, over 250 pounds of waste were diverted from landfill, with contamination rates of less than 5 per cent at targeted collection points. The pilot provided valuable operational insight and established a practical reference point for scaling sustainable event practices across future Group activities.

Investment in renewable energy continued to support emissions reduction and operational efficiency across NCBJ and Guardian Group. Most notably, solar installations in the Dutch Caribbean generated approximately 9,500 kilowatt-hours (kWh) of electricity per month, reducing reliance on grid-supplied power and lowering operating emissions. Over the financial year, these installations delivered approximately J$10 million in cost savings, reinforcing the business case for renewable energy investment.

Subsequent Event: Hurricane Melissa

Hurricane Melissa impacted Jamaica after the close of the reporting period. Importantly, the Group had already advanced several key measures prior to the event, including robust reinsurance arrangements, established business continuity management (BCM) protocols and ongoing efforts to strengthen preparedness and awareness.

While the financial effects of the event are not reflected in the Group's 2025 results, the hurricane underscores the increasing frequency and severity of climate-related physical risks affecting the Caribbean and highlight the relevance of these risks to the Group's operating environment.

In response to the event, the Group activated its business continuity and employee-support arrangements, prioritising the safety, wellbeing, and recovery of affected team members. Support measures were also extended to impacted communities, reflecting the Group's longstanding commitment to social responsibility and resilience.

Further details on the Group's community-based response and recovery initiatives are outlined in the Community and Social Impact section of this Report. Hurricane Melissa also reinforced several of the key findings of the Group's Double Materiality Assessment (DMA), particularly in relation to climate-related physical risks, community resilience and the importance of financial inclusion during periods of disruption.

The event has informed ongoing discussions around strengthening climate risk management, enhancing preparedness and advancing resilience-focused solutions across the Group.



From Insights to Action: Looking Ahead to 2026

Looking ahead, insights from Hurricane Melissa and the Group's Double Materiality Assessment (DMA) will shape the Group's approach to climate resilience and sustainability.

These actions, outlined below are intended to further embed sustainability into the Group's operating model and strengthen resilience to emerging risks.

Key Areas of Focus for 2026:

- Strengthening climate risk integration within ERM, including enhanced oversight of physical and transition risks and development and application of the Group's climate risk taxonomy.
- Advancing governance and risk discipline, including articulation of an ESG risk appetite and clearer linkage between material ESG topics, strategy, and decision-making.
- Progressing climate risk assessment and scenario analysis to support forward-looking risk management and resilience planning.
- Enhancing ESG data and disclosure readiness, by strengthening data pipelines across subsidiaries, in line with emerging sustainability reporting requirements e.g. IFRS S1 and S2 and the EU's Corporate Sustainability Reporting Directive (CSRD).
- Reviewing products and financing activities to assess alignment with ESG priorities and support the development of solutions that promote responsible finance, faster recovery and climate resilience.
- Developing an Environmental and Social Management System (ESMS) to support consistent identification and management of environmental and social risks in financing activities.
- Deepening partnerships and capability-building, including training and collaboration to enhance the Group's ability to respond effectively to future climate-related events.
- Strengthening communities through sustainable development, responsible governance and inclusive social impact that improves quality of life for all.

Technology, Innovation & Analytics

Technology and data remain at the centre of NCBFG's transformation, enabling efficient, secure, and connected operations across more than 20 territories throughout the Caribbean and Bermuda. Each subsidiary continues to leverage digital tools, automation, and analytics to deliver consistent, world-class customer experiences.

Cloud Migration and Systems Modernisation

As a key pillar of our technology transformation strategy, we advanced our multi-year pgrogramme achieving significat milestones this year. By transitioning critical banking, insurance and investment platforms to highly secure and scalable cloud environments, we are building a more resilient and agile foundation for future innovation and growth. The migration has improved processing speeds, resilience, and integration across subsidiaries, while delivering cost savings and enhanced disaster recovery capability.

In 2025, the Enterprise Information Management (EIM) team successfully migrated key production servers to the cloud, supporting the Group's data modernisation objectives. The migration underpins the shift toward real-time analytics, smarter automation, and improved uptime, all of which strengthen decision-making and customer responsiveness across the Group.

Technology Enablement Across Subsidiaries

Digital innovation is reshaping how customers interact with the Group's businesses.

- **Clarien Bank** expanded its digital ecosystem with secure, cloud-enabled onboarding for foreign currency accounts.
- **Guardian Life** launched Oracle Insurance Policy Administration (OIPA) and introduced non-wet signature functionality, reducing manual intervention and processing time.
- **NCBJ** deployed AI-enabled chatbots on its website and Customer Care Centre, improving service speed and accessibility.
- **EIM's FinFusion Hub** equipped sales teams with integrated customer insights, generating J$1.2 billion in qualified leads for various sales initiatives.
- **NCB Insurance Agency & Fund Managers Limited (NCBIA)** enhanced its pension administration platform, giving advisors real-time access to client portfolios.

Together, these initiatives have reduced paperwork, improved onboarding times, and enhanced the overall customer experience across digital and physical channels.

Data and Analytics Leadership

The Enterprise Information Management unit continued to strengthen the Group's analytics infrastructure, delivering measurable business impact:

- The IFRS9 Provisions Ecosystem, deployed in May 2025, reduced provisioning expenses through automation and improved data accuracy.

- The Risk Profiler solution automated customer investment risk updates via WhatsApp integration, improving compliance and responsiveness.
- Credit and Pricing Enablement initiatives delivered value as part of the Group's risk-based pricing framework.
- AI model operations were formalised, introducing automation in model deployment and lifecycle management to scale analytics across business lines.

These solutions demonstrate how technology and analytics are combining to drive smarter decision-making, optimise risk management, and enhance profitability.

Cybersecurity and Data Governance

Cybersecurity and data integrity are central to the Group's digital strategy. The Cybersecurity Operations Centre (CSOC) provides continuous monitoring across all territories, supported by advanced detection systems and multi-layered defences. The Group's Information Security and Data Protection policies align with global standards, ensuring that every subsidiary operates with consistent governance and accountability.

Building an Intelligent Future

The convergence of data, automation, and cloud computing is redefining how the Group operates. Predictive analytics, AI-driven insights, and process automation now power everything from credit decisioning to collections and provisioning. As the Group continues to invest in these capabilities, technology and analytics remain key to building resilience, consistency, and competitive strength across the region — ensuring that every customer experience is informed, secure, and seamlessly delivered.

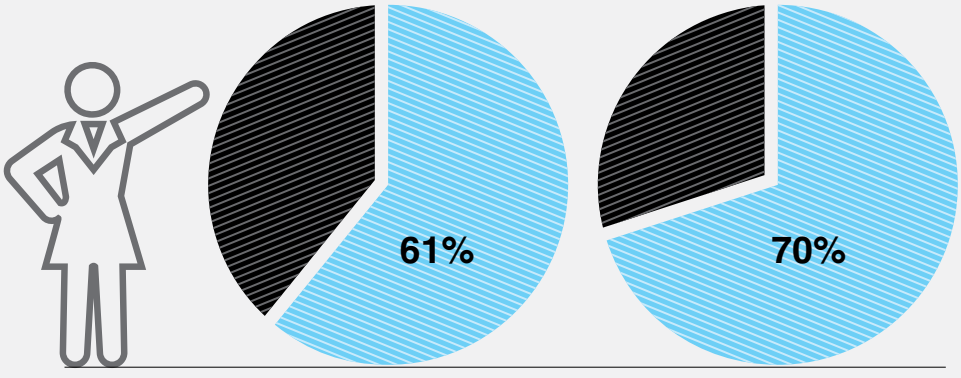


World Class People and Culture

Our people are our greatest asset and a source of disciplined strength that underpins sustainable performance. Our investment in talent development, employee wellbeing and inclusive leadership throughout the year equipped us to navigate change, respond effectively to emerging risks and sustain performance in an increasingly complex operating environment.

Workforce Composition and Diversity

The Group continues to benefit from a diverse workforce across subsidiaries and leadership levels. We are proud of the strong representation of female talent across the organisation and remain committed to fostering an inclusive, equitable workplace for all.



	NCB		Guardian Group		Clarien Group		Total Group	
	Male	Female	Male	Female	Male	Female	Male	Female
Executives	43%	**57%**	33%	**67%**	39%	**61%**	39%	**61%**
Senior Manager/Managers	44%	**56%**	32%	**68%**	39%	**61%**	39%	**61%**
All Other Employees	34%	**66%**	27%	**73%**	30%	**70%**	30%	**70%**
Overall	35%	**65%**	27%	**73%**	32%	**68%**	31%	**69%**


STAFF
GRATITUDE DAY

Operating Sustainably

Our approach to diversity and inclusion is embedded within broader people and governance practices, ensuring that talent development, succession planning and leadership pipelines are shaped by fairness, merit and long-term capability needs.

Employee Engagement and Wellbeing

Supporting workforce wellbeing is a core component of the Group's people strategy, recognising the link between employee health, engagement and sustainable performance.

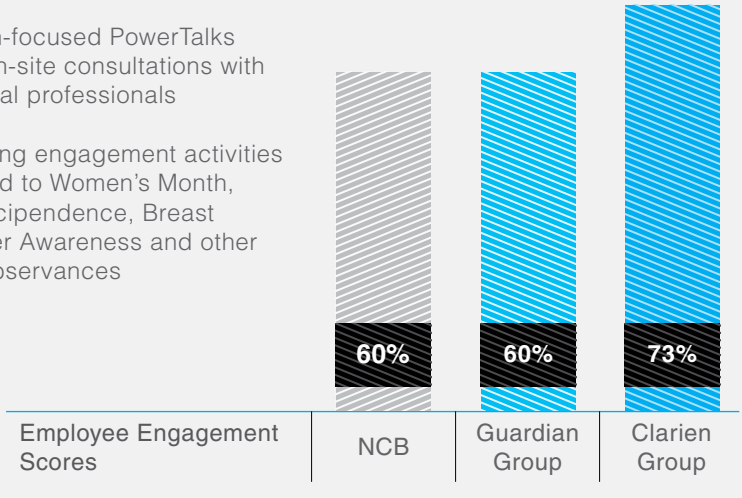
Within NCB, a comprehensive enterprise health and wellness strategy was implemented, addressing physical, mental and emotional wellbeing. Key initiatives included:

- Staff Gratitude Day – "Pass the Spark", with over 95% participation across branches and divisions
- NCB Moves Wellness Campaign, engaging more than 1,000 employees through physical activity challenges, walking meetings and "No Elevator Day"
- Health-focused PowerTalks and on-site consultations with medical professionals
- Ongoing engagement activities aligned to Women's Month, Emancipendence, Breast Cancer Awareness and other key observances

NCB's Employee General Meeting (Ignite 27), hosted at Jamaica College also brought together over 850 employees and marked the launch of the Bank's new strategic direction. The event also recognised more than 130 Pinnacle Award recipients, reinforcing a culture of performance, recognition and engagement.

Within Guardian Group, employee wellbeing was supported through subsidiary-level frameworks encompassing health, safety and wellness practices tailored to local operating contexts and regulatory requirements. In Trinidad and Tobago, for example, wellness months held during September and October featured a range of initiatives including onsite massages, health and vision screenings and blood drives aimed at promoting preventive care and employee engagement.

During the year, employee engagement remained stable across subsidiaries, with insights captured through surveys and feedback mechanisms to inform continuous improvement. Engagement scores reflected consistent participation across the Group, providing a strong platform for targeted action.



Results as at September 30, 2025 as the surveys were all conducted within the 2025 financial year.

Collectively, these initiatives support workforce stability, morale and the sustained ability to execute strategy in a demanding operating environment.

Leadership Engagement and Organisational Alignment

Effective leadership engagement is essential to executing strategy, managing risk and sustaining performance across NCBFG. While leadership engagement activities are tailored to the operating context of each subsidiary, they are aligned to common Group expectations around accountability, execution discipline and organisational culture.

Within NCB, leadership engagement was reinforced through structured communication fora designed to deepen understanding of strategic priorities and operating expectations. These included State of the Business Town Halls, chaired by the NCB Chief Executive Officer, with average attendance exceeding 800 employees per session. The sessions provided regular updates on performance and strategy. Leadership roadshows were also used to strengthen engagement and alignment across business units, improving understanding of strategic priorities and execution focus. This was complemented at the executive level by a Strategy Coaching and Capability Workshop, which supported strategy recalibration and strengthened planning discipline.

Performance Management and Leadership Capability

Building and sustaining a high-performance culture remains a priority across the Group. During the year, NCB strengthened the effectiveness and consistency of its performance management framework, leveraging structured workshops

engaging people leaders across the organisation. These sessions reinforced best practices in:

- Setting SMART goals aligned to strategic objectives
- Building trust as the foundation of high-performing teams
- Managing underperformance with fairness, clarity and accountability

The work helped to strengthen leadership capability, bolstered performance discipline and served to reinforce a people strategy that supports sustainable growth.

At Guardian Group, learning is deeply embedded in organisational culture through the philosophy "Learn Today, Lead Tomorrow". The ExecOnline Applied Experience Platform (AEP), launched in 2023, continued to provide executives and people leaders with access to on-demand development experiences from leading global institutions including Harvard, Yale, Wharton and Duke. Since the AEP launch, over 500 leaders completed courses, representing more than 1,700 learning hours, applying insights directly to live business challenges and strengthening succession planning.

The Group also remained committed to building a strong and sustainable talent pipeline as part of its succession planning strategy. At NCB, the Mentorship Programme was redesigned to support career growth, skills development and leadership readiness. The programme engaged over 90 mentors and mentees through a multi-tiered structure combining group workshops, mentorship pods and personalised development pathways to support performance, productivity and leadership depth.

Managing Workforce Transitions with Discipline and Care

The period also highlighted the Group's ability to manage complex workforce matters with discipline and care, including collective bargaining engagements and the transition of employee health plans. These processes were navigated through structured dialogue, transparent communication and collaborative engagement, resulting in stable industrial relations and continued focus on execution and performance.

People as a Source of Long-Term Value

Taken together, these disciplined investments in our people reflect the Group's conviction that valuing, developing and supporting our workforce is central to sustainable performance. By strengthening leadership capability, fostering engagement, promoting wellbeing and embedding continuous learning, the Group reinforced its ability to adapt and deliver long-term value in service of its purpose.



Employees gather for NCB's 2025 Employee General Meeting, themed Ignite '27, bringing teams together to align on strategy, performance and the road ahead.

Community and Social Impact

Community and social impact is embedded in how we operate across the markets we serve. Our approach recognises that education, health, financial inclusion and community resilience are deeply interconnected, and that long-term economic progress depends on sustained, well-governed investment in people and institutions.

Community engagement and social investment are delivered through a combination of Group-led initiatives and the foundations and corporate citizenship programmes of our subsidiaries, including N.C.B. Foundation, Clarien Foundation, and Guardian Group Charitable Foundation. Together, these entities support programmes aligned with national priorities, community-identified needs and regional development challenges across Jamaica, Bermuda and the wider Caribbean.

Education and Human Capital Development

Education remains a major focus of NCBFG's social investment, with emphasis on improving access, supporting achievement and strengthening skills pipelines across our footprint.

In Jamaica, this work is led by N.C.B. Foundation, which has invested over J$2 billion to date in education and community development initiatives. Through its annual Scholarships and Grants Programme, the Foundation provides financial support at the primary, secondary and tertiary levels, assisting students with tuition, examination fees, learning resources and other education-related costs. These investments are targeted at reducing financial barriers at key transition points and enabling students to progress through the education system.

The Foundation's CSEC/CAPE National Bursary Programme further supports national human capital development by covering examination costs for approved subjects, while helping to expand access to qualifications aligned with Jamaica's digital and technology-driven economy.

Across the wider Group, education initiatives extend beyond Jamaica. Guardian Group Charitable Foundation supports academic achievement through scholarships and grants across multiple territories, awarding J$6 million in 2025 (including renewals) to national top performers and children of policyholders and employees. In Bermuda, Clarien Foundation continues to invest in youth development and education through direct charitable giving and the Clarien Education Fund, which provides annual support to students from under-represented communities attending private schools.

Community Development, Literacy and Financial Inclusion

NCBFG's community development programmes focus on practical interventions that strengthen literacy, learning access and financial capability across different population groups.

In Jamaica, N.C.B. Foundation supported Read Across Jamaica Day, the national literacy initiative coordinated by the Ministry of Education, Youth and Information. Through school visits, book donations and volunteer participation, the Foundation reinforced the importance of reading and early learning, particularly in underserved communities.

To further support access ti educational resources, N.C.B. Foundation partnered with the Free Likkle Cupboard to install cupboards stocked with books, stationery and school supplies in 14 schools across the island. These cupboards provide open, dignified access to learning materials for children and families who may not otherwise be able to afford them, supporting school readiness and continued engagement with education.

Financial Literacy is addressed through N.C.B. Foundation's partnership with Di Cawna Library, which delivers financial literacy sessions in NCB branches and community spaces. These sessions focus on practical money management topics such as budgeting, saving and responsible use of financial services, and are designed to reach individuals who may have limited access to formal financial education.

In Bermuda, Clarien Foundation supports a wide range of community-based organisations focused on youth development, senior services, health and human services. Clarien's approach combines financial contributions with structured employee volunteerism, donation-matching and coordinated outreach projects, strengthening the capacity of local charities while deepening staff engagement.

Health, Wellness and Active Living

Across the Caribbean, Guardian Group plays a significant role in promoting health, wellness and active living through large-scale, community-based initiatives.

Guardian Group supports cancer research and awareness across multiple territories, blood donation drives, and public wellness initiatives. These efforts are complemented by sustained investment in physical activity and sport as vehicles for youth development, healthy lifestyles and community engagement.

Under the theme, 'Going the XMILE', Guardian Group Foundation brought together approximately 10,000 participants across Aruba, Bonaire, Curaçao and Sint Maarten in its largest Dutch Caribbean wellness initiative. Participants walked, ran and celebrated the importance of healthy



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1 Chairman of NCBFG, Michael Lee-Chin, gets in the frame with the 2025 cohort of N.C.B. Foundation Scholars. N.C.B. Foundation celebrated over 17 years of providing scholarships and grants to Jamaican students pursuing tertiary studies, and an investment of over $1 billion in education since its inception. **2** Mellissa Parkes-Johnson - Branch Account Associate from HWT Branch poses with students of Cockburn Primary School during Read Across Jamaica Day 2025. **3** A Guardian Group Foundation representative stands with student awardees recognised for academic excellence, including national top performers and children of policyholders and employees.

Operating Sustainably

living, community connection and wellbeing. This flagship event reflects Guardian Group Dutch Caribbean's commitment to fostering healthier, stronger communities across all islands.

Guardian Group also supports youth development through sport across the region. In Trinidad and Tobago, the Group partnered with former national goalkeeper Shaka Hislop and the Second Half Sports Foundation to donate sports equipment to the Police Service's Hearts and Minds Community Outreach Programme, reaching youth in underserved communities. Additional initiatives included sponsorship of grassroots football competitions, youth tournaments in Barbados, and support for senior athletes representing their countries internationally.

Giving Back

Giving back remains a defining expression of NCBFG's commitment to empathy, dignity and shared responsibility, delivered through flagship programmes that respond directly to individual and community needs.

In Jamaica, N.C.B. Foundation's Grant a Wish programme provides targeted support to individuals and families facing significant hardship. Now in its 13th year, Grant a Wish supports a wide range of needs, including education-related expenses, medical care, housing assistance and essential household support. The programme is designed to be accessible and



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1 Grant a Wish recipients for 2024 at the Grant a Wish Reveal Ceremony, celebrating the top three winners across categories including Medical Assistance, Persons with Disabilities, Community Hero, Open Category, and Charities. **2** and **3** Under the theme, 'Going the XMILE', Guardian Group Foundation brought together approximately 10,000 participants across Aruba, Bonaire, Curaçao and Sint Maarten in its largest Dutch Caribbean wellness initiative.

responsive, meeting people where they are and offering timely assistance that can make a meaningful difference in their lives.

Across the Caribbean, Guardian Group's Shoebox Project remains a long-standing regional initiative that brings together employees and advisers to spread joy during the festive season. Each year, volunteers pack and distribute gift-filled shoeboxes containing toys, school supplies and essentials to children in vulnerable circumstances. In 2024, more than 1,000 shoeboxes were distributed across Jamaica, Trinidad and Tobago, Barbados and the Dutch Caribbean, reinforcing the power of collective giving and regional solidarity.

Disaster Relief and Emergency Response

NCBFG plays a central role in disaster response through N.C.B. Foundation, which leads coordinated relief and recovery efforts in Jamaica during national emergencies.

Following Hurricane Beryl in 2024, the Foundation launched the Building a Better Jamaica Fund (BABJ), raising J$459 million to support emergency relief and recovery efforts that benefitted 11,137 families, 1,191 farms & fisheries, and 1,821 homes/roofs & facilities.

Across the region, Guardian Group also supported disaster-affected communities through financial assistance, in-kind donations and employee-led relief drives following severe weather events.









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Operating Sustainably

Employee Engagement and Volunteerism

Employee participation remains a key driver of NCBFG's community impact. Across subsidiaries, staff contribute time, skills and resources to volunteer projects, donation drives and outreach initiatives.

In Jamaica, Guardian Life Limited and Guardian General Insurance Jamaica Limited invested J$1.5 million in Labour Day activities in 2025, supporting improvement works at police stations and community facilities. In Bermuda, Clarien employees participate in structured outreach programmes coordinated through Clarien Foundation, supported by donation-matching and volunteer led initiatives. Similarly, N.C.B. Foundation's volunteer corps, 'The NCBees' stand at over 200 strong.



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1 BBJF 1 - Ms. Susan Moore, Director of Partnership and Development; Mohammad Mohiuddin, Country Representative Officer in Charge, UNICEF Jamaica; Perrin Gayle, CEO, NCB Foundation; and Andrew Pairman, Deputy Chair, NCB Foundation, at the official handover of nutrition buckets to the Ministry of Health and the Early Stimulation Programme under the Building a Better Jamaica Fund Hurricane Beryl response. **2** Clarien employees work alongside the Bermuda National Trust to plant native and endemic trees and shrubs at Sherwin Nature Reserve, continuing a second partnership this year to support long-term ecological sustainability along the Warwick section of the Railway Trail. **3** Guardian employees painting community and police facilities as part of Labour Day activities in Jamaica.

Community and Social Impact – Investment Snapshot

Focus Area	Key Programmes and Activities	Impact/ Investment / Scale
Education and Human Capital	▶ N.C.B. Foundation Scholarships and Grants ▶ CSEC/CAPE National Bursary Programme ▶ Read Across Jamaica Day ▶ Free Likkle Cupboard (books and school supplies) ▶ Guardian Group scholarships and grants ▶ Clarien Education Fund	▶ > J$35M used to fund scholarships and grants to support 177 students. (N.C.B. Foundation) ▶ J$6.0M (Guardian Group Foundation) ▶ US$30,000 annually (Clarien Education Fund)
Community Development and Financial Inclusion	▶ Audio Guidance Solution at ABMs for the Blind and Visually Impaired ▶ Community outreach programmes ▶ Grant a Wish (Jamaica)	Increased independence and improved accessibility available at 40 ABMs with Braille kits installed on >190 machines. Ongoing Group and subsidiary investment - N.C.B Annual programme funding and in-kind contributions
Health, Wellness and Active Living	▶ Shoebox Project (regional) ▶ 5K and 10K charity runs ▶ United Way National Day of Caring ▶ Going the XMILE (Dutch Caribbean) ▶ Youth and senior sport initiatives	Regional participation exceeding 10,000 persons in flagship wellness events
Disaster Relief and Emergency Response	▶ Building a Better Jamaica Fund	▶ J$459M raised - 12,685 lives impacted, 1,821 roofs restored, 1,191 farms & fisheries supported.
Employee Volunteerism	▶ Labour Day projects (Community refurbishments and outreach)	J$1.5M (Guardian Group, Jamaica). Food Security in Primary Schools



Small Reps, Big Results



Consistent effort compounds. Even the smallest improvements, repeated daily, build capability that outperforms big, irregular bursts.

Financial Statements

September 30, 2025

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Directors' Report

The directors submit herewith the Consolidated Income Statement of NCB Financial Group Limited and its subsidiaries for the year ended September 30, 2025, together with the Consolidated Statement of Financial Position as at that date:

Operating Results

	$'000
Gross operating revenue	361,312,047
Profit before taxation	45,506,305
Taxation	(8,591,829)
Net profit	36,914,476

Dividends

The following dividends were paid during the financial year:

- $0.50 per ordinary stock unit was paid in June 2025;
- $0.50 per ordinary stock unit was paid in September 2025; and
- $0.50 per ordinary stock unit was paid in December 2025

The directors recommend that the Company's final dividend be $1.50 per ordinary stock unit representing the aggregate of the interim dividends approved for the financial year 2025.

Directors

During the financial year, the Board of Directors comprised:

- Hon. Michael A. Lee-Chin, OJ – Chairman
- Mr Robert W. Almeida
- Mr Bruce F. Bowen
- Mr Gary W. Brown
- Mrs Sanya M. Goffe
- Mrs Thalia G. Lyn, OD
- Howard L. Shearer, CD
- Mrs Arvinder Bharath (appointed January 2, 2025)

Corporate Secretary

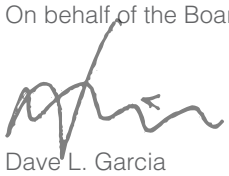
The Corporate Secretary is Mr Dave L. Garcia.

Pursuant to Article 94 of the Company's Articles of Incorporation, one-third of the Board other than the Managing Director (that is, our Group Chief Executive Officer) and Deputy Managing Director or, if the number of members of the Board is not three or a multiple of three, then the number nearest one-third, shall retire from office at each Annual General Meeting. The Directors retiring under this Article are **the Honourable Michael Lee-Chin**, **OJ** and **Mr. Gary Brown** who, being eligible, offer themselves for re-election.

Mr. Lance Dominic Rampersad was appointed a director effective December 4, 2025. Pursuant to Article 100 of the Company's Articles of Incorporation, his appointment expires on the date of the Annual General Meeting and, being eligible, he offers himself for re-election.

It is recommended that auditors PricewaterhouseCoopers, having signified their willingness to serve, be appointed auditors of NCB Financial Group Limited (NCBFG), until the conclusion of the next Annual General Meeting of NCBFG, at a remuneration to be agreed by the directors.

On behalf of the Board



Dave L. Garcia
Corporate Secretary

Independent auditor's report

To the Members of NCB Financial Group Limited

Report on the audit of the consolidated and stand-alone financial statements

Our opinion

In our opinion, the consolidated financial statements and the stand-alone financial statements give a true and fair view of the consolidated financial position of NCB Financial Group Limited (the Company) and its subsidiaries (together 'the Group') and the stand-alone financial position of the Company as at September 30, 2025, and of their consolidated and stand-alone financial performance and their consolidated and stand-alone cash flows for the year then ended in accordance with IFRS Accounting Standards and with the requirements of the Jamaican Companies Act.

What we have audited

The Group's consolidated and stand-alone financial statements comprise:

- the consolidated statement of financial position as at September 30, 2025;
- the consolidated income statement for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- the company statement of financial position as at September 30, 2025;
- the company statement of comprehensive income for the year then ended;
- the company statement of changes in equity for the year then ended;
- the company statement of cash flows for the year then ended; and
- the notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated and stand-alone financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

PricewaterhouseCoopers, Scotiabank Centre, Duke Street, Box 372, Kingston, Jamaica
T: (876) 922 6230, F: (876) 922 7581, www.pwc.com/jm

B.L. Scott B.J. Denning G.A. Reece P.A. Williams R.S. Nathan C.I. Bell-Wisdom G.K. Moore T.N. Smith DaSilva K.D. Powell.

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have also fulfilled our other ethical responsibilities in accordance with the IESBA Code.

Our audit approach

Audit scope

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated and stand-alone financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including, among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

How we tailored our group audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and stand-alone financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and stand-alone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined that there are no key audit matters, as it pertains to the stand-alone financial statements, in our report.

Key audit matter	How our audit addressed the key audit matter
Valuation of insurance contract liabilities - Estimation of fulfilment cash flows (Group) *See notes 2(v), 3(d), 9 and 49(e) to the financial statements for disclosures of related accounting policies, judgements, estimates and balances* As at September 30, 2025, insurance contract liabilities totalled $554 billion or 26% of the total liabilities of the Group. Insurance contract liabilities measured under the variable fee approach and general measurement model consist of: • Contractual Service Margin (CSM) which is a component of the carrying amount of the asset or liability for a group of insurance contacts issued representing unearned profit that the Group will recognise as it provides insurance contract services in the future. • Fulfilment cash flows (FCFs) which are current estimates of future cash flows within the contract boundary of a group of contracts that the Group expects to collect from premiums and pay out for claims, benefits and expenses, adjusted to reflect the timing and uncertainty of those amounts. FCFs comprise unbiased and probability-weighted estimates of future cash flows, discounted to present value to reflect the time value of money and financial risks, plus a risk adjustment for non-financial risk (risk adjustment). Measurement of the FCFs requires management judgement in estimating the probability-weighted mean of future cash flows on a present value basis, in addition to applying a risk adjustment. Estimates of expected cash flows incorporate best estimate assumptions for mortality, morbidity, longevity, expenses, and policyholder behaviour, as well as assumptions for discount rates and the risk adjustment. The assumptions are reviewed and updated annually by the Appointed Actuaries. We focused on this area due to the judgement applied by management when determining the FCFs and the corresponding high degree of auditor judgment and effort required in evaluating the assumptions described above.	Our approach to addressing the matter, with the assistance of our actuarial experts and risk assurance specialist, included the following procedures, amongst others: • Updated our understanding of management's end-to end process and controls supporting the determination of the FCFs. • Tested the accuracy and completeness of a sample of the data used in the estimates of future cash flows. • Assessed the reasonableness of management's best-estimate assumptions for mortality, morbidity, longevity, expenses, and policyholder behaviour (lapse and surrenders), economic assumptions for discount rates, and the adjustment for non-financial risk by: - Evaluating whether management's assumptions were determined in accordance with the requirements of IFRS 17. - Evaluating the Group's internal experience studies for appropriateness by considering published industry studies, market data and component specific facts and circumstances. • Evaluated a sample of actuarial models used in management's determination of the FCFs by: - Assessing the appropriateness of the model of product features. - Assessing the appropriateness of the application best-estimate assumptions. • Assessed the disclosures within the financial statements against the requirements of IFRS 17.

Key audit matter	How our audit addressed the key audit matter
IFRS 9 'Financial Instruments' – ***Probabilities of Default, Forward Looking Information and Significant Increase in Credit Risk (Group)*** *See notes 2(i), 3 (c), 21 and 22 to the financial statements for disclosures of related accounting policies, judgements, estimates and balances* As at September 30, 2025, the Group's loans and advances totalled $638 billion. The Group's investment securities measured at amortised cost and fair value through other comprehensive income (FVOCI) totalled $947 billion. The resultant impairment recorded under the expected credit loss (ECL) impairment model amounted to $19.6 billion for loans and advances and $1.5 billion for debt securities. In aggregate, the above exposures represent 65% of total assets at the reporting date. In assessing impairment, IFRS 9 prescribes a forward looking ECL impairment model which takes into account reasonable and supportable forward looking information as well as probabilities of default (PD). PDs represent the likelihood of a borrower defaulting on its obligation over the next twelve months or over the remaining lifetime of the obligation. The twelve month and lifetime PDs are determined differently for loans and investments. For investment securities, which include debt securities comprising sovereign and corporate securities, PDs are developed by reference to external data collated by Standard & Poor's (S&P) with adjustments for industry and country specific risks, where appropriate. For loans and advances, management developed PDs based on the Group's specific historical default rates for each industry classification. In performing historical analyses, management identified economic variables impacting credit risk and ECLs for each portfolio. The estimation and application of forward looking information requires significant judgement. Stage 1 and Stage 2 credit loss allowances are modelled based on the macroeconomic variables (or changes in	Our approach to addressing the matter, with the assistance of our valuation specialist, involved the following procedures, amongst others: • Updated our understanding of management's ECL model including any changes to source data and assumptions. • Tested the completeness of all loans and advances and debt securities to determine whether all items were included in the ECL models by agreeing the models to detailed loans and securities listings. • Evaluated the reasonableness of management's judgements pertaining to PD, SICR and forward looking information, including macroeconomic factors, impacting the weighting of the scenarios as follows: **Debt securities** PD: • Tested the critical data fields used in the ECL model, such as the maturity date, amortised cost, accrued interest, credit rating and interest rate by tracing data back to relevant source documents. • Agreed the credit ratings and historical default rates used to calculate the PDs, on a sample basis, to external sources such as external rating agencies. SICR: • Tested, on a sample basis, the accuracy of the initial credit risk and the credit risk at the reporting date using rating agency definitions of 'investment grade' and evaluated the appropriateness of the group classification of debt securities as Stage 2.

Key audit matter	How our audit addressed the key audit matter
macroeconomic variables) which most closely correlate with credit losses in the relevant portfolio. Each macroeconomic scenario used in the ECL calculation incorporates forecasts of the relevant macroeconomic variables. In the event of a significant increase in credit risk (SICR), an allowance (or provision) is required for ECL resulting from all possible default events over the expected life of the financial instrument (lifetime ECL). The consideration of days past due as well as adverse changes in a borrower's credit rating, industry or the economic environment are factors considered in determining whether there has been a SICR. The estimation of ECL in Stage 1 and Stage 2 is a discounted probability-weighted estimate that considers a minimum of three future macroeconomic scenarios. The base case scenario is derived from macroeconomic forecasts which are publicly available. Upside and downside scenarios are set relative to the base case scenario adjusted for reasonably possible alternative macroeconomic conditions. We focused on this area due to the complexity of the techniques used to determine PDs and the number of significant judgements made by management regarding SICR and possible future economic scenarios as it pertains to debt securities and loans and advances.	• Performed an independent qualitative assessment for a sample of borrowers to determine whether there was any adverse public information affecting the criteria used to perform the staging. **Loans and advances** PD: • Tested the critical data fields used in the ECL model for the PD determination, such as default date, effective interest rate, write-off data, and loan type by tracing data back to source documents. • Reperformed the calculation of days past due, a key data input into the PD parameter, in the Group's banking system on a sample basis. SICR: • Evaluated, on a sample basis, the staging of loans and advances and compared our results to those identified and classified by management. **Forward Looking Information (Debt Securities & Loans and advances)**: • Assessed the reasonableness of the Group's methodology for determining economic scenarios considering industry and component specific facts and circumstances within each of the jurisdictions in which the Group operates. • Evaluated the reasonableness of the increase in the weighting used for the worst case scenario by agreeing the forward looking economic information to external sources published or pronounced by reputable third parties. • Sensitized the probability weightings used in the ECL calculation.

Key audit matter	How our audit addressed the key audit matter
Valuation of unquoted corporate debt and government securities classified as fair value through profit or loss and fair value through other comprehensive income (Group). *See notes 3(a) and 50 to the financial statements for disclosures of related accounting policies, judgements, estimates and balances*	
As at September 30, 2025, unquoted corporate debt and government securities classified as investment securities at fair value through profit or loss and fair value through other comprehensive income together account for $37 billion or 2% of total assets of the Group. These securities are classified and disclosed as Level 3 within the fair value hierarchy as one or more of the significant inputs is based on unobservable market data. For unquoted corporate debt and government securities, management uses valuation techniques which utilise the application of a market yield curve adjusted by a risk premium to discount the contractual cash flows of the instruments. We focused on this area as the yield curve is an unobservable input requiring management's judgement and estimation, which is subject to high estimation uncertainty.	Our approach to addressing the matter, with the assistance of our internal valuation expert, involved the following procedures, amongst others: • Updated our understanding of management's approach to performing the fair value assessment. This included updating our understanding of the process by which management's key assumptions and methodologies were developed and assessing their appropriateness. • Tested the source data inputs used in the valuation model by performing confirmation procedures on a sample basis, and agreeing the issuance date, maturity date, coupon rate and risk premium at issuance to source documentation. • Developed independent territory specific yield curves using industry data and experience and compared to management's yield curves. • Tested, on a sample basis, the contractual cash flows of the underlying securities by comparing to source documentation and evaluating the impact of any variations.

Key audit matter	How our audit addressed the key audit matter
Goodwill *impairment (Group)* *See notes 2(n)(i) and 28 to the financial statements for disclosures of related accounting policies, judgements, estimates and balances* The total carrying value of goodwill is $20 billion or 1% of total assets as at September 30, 2025. In accordance with IAS 36, 'Impairment of Assets', management performed an annual goodwill impairment assessment to determine whether the carrying value exceeded the recoverable amount of the cash generating unit (CGU) to which the goodwill is allocated and is therefore impaired at the reporting date. Goodwill relating to the recoverable amount of a CGU is calculated as the higher of the value-in-use and fair value less costs of disposal. Management determined the recoverable amount by reference to value-in-use which is based on discounted cash flow projections over which management makes significant judgements on key inputs. As a result of the assessment, management determined there was no impairment as at September 30, 2025. We focused on this area as the goodwill impairment assessment requires significant management judgement and estimation, is sensitive to changes in key assumptions and due to the potential impact of the increased volatility of prices in various markets on those key assumptions. The key assumptions were assessed by management as being: • revenue growth rate; • terminal growth rate; • insurance service expenses; and • discount rate.	Our approach to addressing the matter, with the assistance of our internal valuation expert, involved the following procedures, amongst others: • Updated our understanding of management's approach to performing their annual impairment assessment. This included the process by which management's key assumptions and methodologies were developed and assessing their appropriateness. • Compared previous forecasts to actual results in order to assess the performance of the business and the extent to which reliance could be placed on management's ability to forecast. • Assessed whether the four-year forecast used in the valuation model was consistent with the Board approved business plan, and that the key assumptions were subject to oversight from the Board of Directors. • Evaluated the revenue growth rate and the discount rate against valuations of similar companies. • Compared the key assumptions, revenue growth rate, terminal growth rate, insurance service expenses and discount rate to externally derived benchmark data. • Tested the calculations for mathematical accuracy and assessed the sensitivity of the calculations by varying the key assumptions and adjustments within management's cash flow forecast.

Other information

Management is responsible for the other information. The other information comprises the Annual Report (but does not include the consolidated and stand-alone financial statements and our auditor's report thereon), which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated and stand-alone financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and stand-alone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and stand-alone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the consolidated and stand-alone financial statements

Management is responsible for the preparation of the consolidated and stand-alone financial statements that give a true and fair view in accordance with IFRS Accounting Standards and with the requirements of the Jamaican Companies Act, and for such internal control as management determines is necessary to enable the preparation of consolidated and stand-alone financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and stand-alone financial statements, management is responsible for assessing the Group and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group and Company's financial reporting process.

Auditor's responsibilities for the audit of the consolidated and stand-alone financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated and stand-alone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and stand-alone financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and stand-alone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group and Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group or Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and stand-alone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group or Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and stand-alone financial statements, including the disclosures, and whether the consolidated and stand-alone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and stand-alone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

As required by the Jamaican Companies Act, we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been kept, so far as appears from our examination of those records, and the accompanying consolidated and stand-alone financial statements are in agreement therewith and give the information required by the Jamaican Companies Act, in the manner so required.

The engagement partner on the audit resulting in this independent auditor's report is Paul Williams.



Chartered Accountants
Kingston, Jamaica
1 December 2025

NCB Financial Group Limited

Consolidated Income Statement

Year ended September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 $'000	2024 $'000
Operating Income			
Banking and investment activities			
Interest income		124,892,422	119,968,251
Interest expense		(46,625,767)	(47,046,292)
Net interest income	6	78,266,655	72,921,959
Fee and commission income		45,468,390	43,433,706
Fee and commission expense		(14,711,519)	(12,759,662)
Net fee and commission income	7	30,756,871	30,674,044
Gain on foreign currency and investment activities	8	20,948,566	20,126,979
Gain on sale of subsidiary	54	15,118,303	-
Credit impairment losses	13	(10,297,194)	(8,701,833)
Dividend income	11	3,085,381	2,830,114
Other operating income		5,090,330	3,185,587
		33,945,386	17,440,847
Net income from banking and investment activities		142,968,912	121,036,850
Insurance activities			
Insurance revenue	9	146,411,132	134,034,735
Insurance service expenses	9	(90,163,483)	(91,386,712)
Net expenses from reinsurance contracts held		(31,556,763)	(24,128,849)
Insurance service results		24,690,886	18,519,174
Finance expenses from insurance contracts issued	9	(23,666,976)	(19,726,671)
Finance income from reinsurance contracts held	9	297,523	181,365
Net insurance finance expenses		(23,369,453)	(19,545,306)
Net operating income		144,290,345	120,010,718
Operating Expenses			
Staff costs	12	53,458,070	50,178,822
Depreciation and amortisation		8,155,359	8,392,150
Finance cost		1,634,416	1,851,561
Other operating expenses		36,135,926	34,262,483
	14	99,383,771	94,685,016
Operating Profit		44,906,574	25,325,702
Share of profit of associates	24	599,731	483,495
Profit before Taxation		45,506,305	25,809,197
Taxation	15	(8,591,829)	(4,239,670)
NET PROFIT		36,914,476	21,569,527
Attributable to:			
Stockholders of the parent		23,131,671	13,340,354
Non-controlling interest	10	13,782,805	8,229,173
		36,914,476	21,569,527
Earnings per stock unit			
Basic and diluted (expressed in $)	16	9.59	5.62

NCB Financial Group Limited

Consolidated Statement of Comprehensive Income

Year ended September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 $'000	2024 $'000
Net Profit		36,914,476	21,569,527
Other Comprehensive Income, net of tax -			
Items that will not be reclassified to profit or loss			
Remeasurements of post-employment benefit obligations		(115,008)	(527,364)
Other		118,896	(290,805)
		3,888	(818,169)
Items that may be reclassified subsequently to profit or loss			
Currency translation gains		2,860,478	1,488,959
Finance income from insurance contracts issued		5,542,252	(769,747)
Finance expense from reinsurance contracts held		(21,741)	(3,447)
Expected credit reversals on debt instruments at fair value through other comprehensive income (FVOCI)		77,091	123,849
Unrealised gains on securities classified as FVOCI		5,025,503	16,844,336
Realised fair value (gains)/losses on sale and maturity of securities designated as FVOCI		(661,711)	620,371
		12,821,872	18,304,321
Total other comprehensive income		12,825,760	17,486,152
TOTAL COMPREHENSIVE INCOME		49,740,236	39,055,679
Total comprehensive income attributable to:			
Stockholders of parent		30,472,559	27,754,980
Non-controlling interest	10	19,267,677	11,300,699
		49,740,236	39,055,679

NCB Financial Group Limited

Consolidated Statement of Financial Position

September **30, 2025** (expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 $'000	2024 $'000
ASSETS			
Cash in hand and balances at Central Banks	17	107,416,455	95,650,691
Due from banks	18	160,706,941	161,388,635
Derivative financial instruments	19	1,917,654	1,492,033
Reverse repurchase agreements	20	9,468,202	5,608,887
Loans and advances, net of provision for credit losses	21	618,335,447	626,239,936
Investment securities	22	1,012,847,644	916,895,767
Pledged assets	23	250,869,874	257,469,144
Investment in associates	24	10,130,334	9,758,044
Investment properties	25	38,877,284	37,486,987
Intangible assets	28	48,530,871	54,290,390
Property and equipment	29	27,193,381	28,373,663
Right-of-use assets	27	7,411,018	4,234,591
Properties for development and sale	26	2,780,792	3,653,895
Insurance contract assets	9	4,976,080	2,516,590
Reinsurance contract assets	9	18,927,382	22,884,452
Deferred income tax assets	30	24,260,251	23,487,618
Income tax recoverable		11,213,565	9,027,033
Letters of credit and undertaking		3,425,606	4,337,120
Other assets	31	46,708,166	51,215,369
Total Assets		2,405,996,947	2,316,010,845

NCB Financial Group Limited

Consolidated Statement of Financial Position (Continued)

September **30, 2025** (expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 $'000	2024 $'000
LIABILITIES			
Due to banks	32	20,758,638	19,610,529
Customer deposits		809,409,035	783,966,976
Repurchase agreements		280,537,873	299,522,341
Obligations under securitisation arrangements	33	85,442,202	92,999,381
Other borrowed funds	34	199,027,277	188,823,509
Deferred income tax liabilities	30	7,902,413	6,986,478
Third party interest in mutual funds	36	39,542,538	37,698,993
Investment contract liabilities	9	47,125,170	48,467,665
Reinsurance contract liabilities	9	4,527,032	2,388,610
Insurance contract liabilities	9	554,267,314	543,668,456
Post-employment benefit obligations	40	7,848,051	8,090,749
Letters of credit and undertaking		3,425,606	4,337,120
Lease liabilities	27	7,293,685	4,280,559
Other liabilities	38	84,554,765	64,426,671
Total Liabilities		2,151,661,599	2,105,268,037
STOCKHOLDERS' EQUITY			
Share capital	39	161,190,103	161,170,899
Treasury shares	39	(25,674,883)	(25,674,883)
Reserves from scheme of arrangement	41	(147,034,858)	(147,034,858)
Fair value and capital reserves	41	7,625,436	5,808,947
Insurance finance reserves		15,113,218	9,592,707
Loan loss reserve	42	3,658,632	2,954,297
Banking reserve fund	43	18,046,308	18,003,840
Retained earnings reserve	44	65,544,904	65,544,904
Retained earnings		100,608,420	81,928,649
Equity attributable to stockholders of the parent		199,077,280	172,294,502
Non-controlling interest	10	55,258,068	38,448,306
Total stockholders' equity		254,335,348	210,742,808
Total stockholders' equity and liabilities		2,405,996,947	2,316,010,845

Approved for issue by the Board of Directors on 28 November 2025 and signed on its behalf by:

Robert Almeida	Group Chief Executive Officer	Malcolm Sadler	Chief Financial Officer
Gary Brown	Lead Independent Director	Dave Garcia	Corporate Secretary

NCB Financial Group Limited

Consolidated Statement of Changes in Equity

Year ended September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

	Share Capital	Treasury Shares	Reserves from the Scheme of Arrangement	Fair Value and Capital Reserves	Insurance reserves	Loan Loss Reserve	Banking Reserve Fund	Retained Earnings Reserve	Retained Earnings	Non-controlling interest	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance at October 1, 2023	153,827,330	(25,674,883)	(147,034,858)	(10,197,042)	10,365,901	5,753,840	6,933,408	75,270,000	72,879,144	28,623,506	170,746,346
Total comprehensive income:											
Net profit	-	-	-	-	-	-	-	-	13,340,354	8,229,173	21,569,527
Other comprehensive income	-	-	-	16,005,989	(773,194)	-	-	-	(818,169)	3,071,526	17,486,152
Transfer from Loan Loss Reserve	-	-	-	-	-	(2,799,543)	-	-	2,799,543	-	-
Transfer to Banking Reserve Fund	-	-	-	-	-	-	1,345,336	-	(1,345,336)	-	-
Issue of additional shares	7,343,569	-	-	-	-	-	-	-	-	-	7,343,569
Transfer from Retained Earnings Reserve	-	-	-	-	-	-	9,725,096	(9,725,096)	-	-	-
Transactions with owners of the Company -											
Dividends paid	-	-	-	-	-	-	-	-	(4,926,887)	-	(4,926,887)
Dividends paid non-controlling interest	-	-	-	-	-	-	-	-	-	(1,475,899)	(1,475,899)
Balance at September 30, 2024	161,170,899	(25,674,883)	(147,034,858)	5,808,947	9,592,707	2,954,297	18,003,840	65,544,904	81,928,649	38,448,306	210,742,808
Total comprehensive income:											
Net profit	-	-	-	-	-	-	-	-	23,131,671	13,782,805	36,914,476
Other comprehensive income	-	-	-	2,384,374	5,520,511	-	-	-	3,888	5,484,872	13,393,645
Release of reserves on disposal of subsidiary	-	-	-	(567,885)	-	-	-	-	-	-	(567,885)
Transfer to Loan Loss Reserve	-	-	-	-	-	704,335	-	-	(704,335)	-	-
Transfer to Banking Reserve Fund	-	-	-	-	-	-	42,468	-	(42,468)	-	-
Issue of additional shares	19,204	-	-	-	-	-	-	-	-	-	19,204
Transactions with owners of the Company -											
Dividends paid	-	-	-	-	-	-	-	-	(3,708,985)	-	(3,708,985)
Dividends paid non-controlling interest	-	-	-	-	-	-	-	-	-	(2,457,915)	(2,457,915)
Balance at September 30, 2025	161,190,103	(25,674,883)	(147,034,858)	7,625,436	15,113,218	3,658,632	18,046,308	65,544,904	100,608,420	55,258,068	254,335,348

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NCB Financial Group Limited

Consolidated Statement of Cash Flows

Year ended September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 $'000	2024 $'000
Cash Flows from Operating Activities			
Net profit		36,914,476	21,569,527
Adjustments to reconcile net profit to net cash provided by operating activities		32,147,043	81,600,603
Net cash provided by operating activities	45	69,061,519	103,170,130
Cash Flows from Investing Activities			
Acquisition of property and equipment	29	(1,982,541)	(2,914,626)
Acquisition of intangible assets – computer software	28	(3,093,250)	(4,582,877)
Proceeds from disposal of property and equipment		998,657	208,084
Purchase of investment property	25	(421,797)	(151,937)
Purchase of property for development and resale		(249,144)	(122,056)
Proceeds from disposal of subsidiary net of cash divested	54	17,780,577	-
Proceeds from disposal of investment property		587,804	186,104
Proceeds from disposal of property for development and resale		1,596,520	1,135,568
Purchase of investment securities		(729,136,713)	(635,206,991)
Sales / maturities of investment securities		689,584,897	590,716,478
Net cash used in investing activities		(24,334,990)	(53,081,031)
Cash Flows from Financing Activities			
Proceeds from additional public offer		-	2,413,671
Repayment of securitisation arrangements		(7,739,380)	(6,248,786)
Proceeds from other borrowed funds		60,189,329	44,497,934
Repayments of other borrowed funds		(48,687,676)	(37,358,967)
Due to banks		(4,018,036)	(3,577,210)
Lease liabilities		(1,126,244)	(1,349,093)
Dividends paid		(6,166,900)	(6,402,786)
Net cash used in financing activities		(7,548,907)	(8,025,237)
Net increase in exchange rate changes on cash and cash equivalents		1,265,725	1,099,137
Net increase in cash and cash equivalents		38,443,347	38,561,253
Cash and cash equivalents at beginning of period		194,242,686	155,681,433
Cash and Cash Equivalents at End of Period		232,686,033	194,242,686
Comprising:			
Cash in hand and balances at Central Banks	17	53,608,484	45,637,992
Due from banks	18	152,978,987	153,737,237
Reverse repurchase agreements	20	5,644,758	300,000
Investment securities	22	41,212,442	10,153,245
Due to banks	32	(20,758,638)	(15,585,788)
		232,686,033	194,242,686

NCB Financial Group Limited

Company Statement of Comprehensive Income

Year ended September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 $'000	2024 $'000
Income			
Management fees	7	5,500,000	5,500,000
Dividend income	11	11,449,871	14,828,603
Credit impairment recovered/(losses)	13	12,292	(18,732)
Losses on foreign currency activities	8	(712,050)	(186,096)
		16,250,113	20,123,775
Expenses			
Staff costs	12	778,049	730,119
Depreciation		352	381
Finance cost		-	60,346
Other operating expenses		1,713,030	1,070,179
	14	2,491,431	1,861,025
Operating profit		13,758,682	18,262,750
Interest income	6	2,622,998	2,514,529
Interest expense	6	(10,766,610)	(9,114,209)
Profit before Taxation		5,615,070	11,663,070
Taxation	15	-	-
NET PROFIT		5,615,070	11,663,070
Other comprehensive income			
Changes in unrealised (losses)/gains on securities classified as FVOCI		(934)	5,409
TOTAL COMPREHENSIVE INCOME		5,614,136	11,668,479

NCB Financial Group Limited

Company Statement of Financial Position

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 $'000	2024 $'000
ASSETS			
Due from banks	18	31,620,471	3,366,039
Loans and advances, net of provision for credit losses	21	61,868,051	53,695,983
Investment securities	22	1,071,443	12,420,331
Investment in subsidiaries		177,583,096	177,583,096
Property and equipment		147	499
Investment property		340,149	340,149
Deferred income tax assets	30	10,744,325	10,743,858
Income tax recoverable		853,544	671,521
Due from related party		-	6,913,446
Other assets	31	6,227,939	937,354
Total Assets		290,309,165	266,672,276
LIABILITIES			
Due to banks	32	8,278,356	10,196,459
Other borrowed funds	34	107,240,282	90,720,344
Other liabilities	38	17,143,665	10,017,889
Total Liabilities		132,662,303	110,934,692
EQUITY			
Share capital	39	161,190,103	161,170,899
Treasury shares		(11,232,294)	(11,232,294)
Fair value reserves		5,741	6,675
Retained earnings		7,683,312	5,792,304
Total Equity		157,646,862	155,737,584
Total Equity and Liabilities		290,309,165	266,672,276

Approved for issue by the Board of Directors on 28 November 2025 and signed on its behalf by:



Robert Almeida — Group Chief Executive Officer



Malcolm Sadler — Chief Financial Officer



Gary Brown — Lead Independent Director



Dave Garcia — Corporate Secretary

NCB Financial Group Limited

Company Statement of Changes in Equity

Year ended September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

	Share Capital	Treasury Shares	Fair Value Reserves	Retained Earnings / (Accumulated Deficit)	Total
	$'000	$'000	$'000	$'000	$'000
Balance at October 1, 2023	153,827,330	(11,232,294)	1,266	(964,602)	141,631,700
Total comprehensive income					
Net profit	-	-	-	11,663,070	11,663,070
Other comprehensive income	-	-	5,409	-	5,409
Transactions with owners of the Company:					
Issue of shares	7,343,569	-	-	-	7,343,569
Dividends paid	-	-	-	(4,906,164)	(4,906,164)
Balance at September 30, 2024	161,170,899	(11,232,294)	6,675	5,792,304	155,737,584
Total comprehensive income					
Net profit	-	-	-	5,615,070	5,615,070
Other comprehensive income	-	-	(934)	-	(934)
Transactions with owners of the Company:					
Issue of shares	19,204	-	-	-	19,204
Dividends paid	-	-	-	(3,724,062)	(3,724,062)
Balance at September 30, 2025	161,190,103	(11,232,294)	5,741	7,683,312	157,646,862

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NCB Financial Group Limited

Company Statement of Cash Flows

Year ended September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 $'000	2024 $'000
Cash Flows from Operating Activities			
Net profit		5,615,070	11,663,070
Adjustments to reconcile net profit to cash provided by operating activities			
Finance cost		-	60,346
Interest income	6	(2,622,998)	(2,514,529)
Interest expense	6	10,766,610	9,114,209
Foreign exchange losses	8	253,711	589,581
Amortisation of upfront borrowing fees		568,137	367,484
Provision for credit (recoveries)/losses		(12,292)	18,732
Changes in operating assets and liabilities:			
Loans and advances		(1,246,330)	(1,661,808)
Other		971,868	3,816,546
		8,678,706	9,790,561
Interest received		2,749,190	2,514,529
Interest paid		(10,166,796)	(9,503,186)
Income tax paid		(182,490)	(90,401)
		1,078,610	2,711,503
Net cash provided by operating activities		6,693,680	14,374,573
Cash Flows from Investing Activities			
Proceeds from sale of investments		11,222,696	10,140,640
Net cash provided by investing activities		11,222,696	10,140,640
Cash Flows from Financing Activities			
Proceeds from additional public offer		-	2,413,671
Proceeds from other borrowed funds		59,080,914	25,093,088
Non-cash dividend received from subsidiaries		-	(9,793,685)
Repayment of other borrowed funds		(42,920,317)	(28,611,094)
Repayment of lease liabilities		-	(63,637)
Due to banks		(1,851,840)	(8,744,500)
Dividends paid		(3,724,062)	(4,906,164)
Net cash provided by/(used in) financing activities		10,584,695	(24,612,321)
Net (decrease)/increase of exchange rate changes on cash and cash equivalents		(246,639)	447,100
Net increase in cash and cash equivalents		28,254,432	349,992
Cash and cash equivalents at beginning of period		3,366,039	3,016,047
Cash and Cash Equivalents at End of Period	18	31,620,471	3,366,039

Non-Cash adjustment:

(a) In current year, stocks were issued to an executive where no cash payment was required of $19,204,550.

(b) In the prior year, stocks were issued in connection with a separation package of executives where no cash payment was required in the amount of $4,929,896,000.

1. Identification and Principal Activities

(a) NCB Financial Group Limited ("the Company"), incorporated in 2016 and domiciled in Jamaica, is licensed to operate as a financial holding company under the Banking Services Act, 2014. The Company is 46.24% (2024 – 47.49%) owned by AIC (Barbados) Limited. Portland Holdings Inc, through its ownership of AIC (Barbados) Limited, holds a majority controlling interest in the Company. Hon. Michael A. Lee-Chin, OJ, Chairman of the Company, holds a controlling interest in Portland Holdings Inc, a corporation incorporated in Canada.

The Company's registered office is located at 32 Trafalgar Road, Kingston 10, Jamaica.

The Company's ordinary stock units are listed on the Jamaica Stock Exchange and the Trinidad and Tobago Stock Exchange.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

1. Identification and Principal Activities (Continued)

(b) The Company's subsidiaries and other consolidated entities, listed below, which together with the Company are referred to as "the Group", engage in the following principal activities:

	Country of Incorporation	Principal Activities	Percentage Ownership by the Company and its Subsidiaries	
			Company	Subsidiary
National Commercial Bank Jamaica Limited	Jamaica	Commercial Banking	100	
Data-Cap Processing Limited	Jamaica	Dormant		100
MSIB Limited	Jamaica	Dormant		100
NCB Capital Markets Limited	Jamaica	Securities Dealing and Stock Brokerage Services		100
NCB Capital Markets (Cayman) Ltd.	Cayman	Securities Dealing		100
NCB Merchant Bank (Trinidad and Tobago) Limited	Trinidad & Tobago	Merchant Banking		100
NCB Capital Markets (Barbados) Limited	Barbados	Brokerage Services		100
NCB Capital Markets SA	Dominican Republic	Inactive		100
NCB Capital Markets (Guyana) Inc	Guyana	Inactive		100
NCB (Cayman) Limited	Cayman	Commercial Banking		100
NCB Trust Company (Cayman) Limited	Cayman	Dormant		100
NCB Employee Share Scheme	Jamaica	Dormant		100
NCB Insurance Agency & Fund Managers Limited	Jamaica	Brokerage		100
N.C.B. (Investments) Limited	Jamaica	Dormant		100
N.C.B. Jamaica (Nominees) Limited	Jamaica	Dormant		100
NCB Remittance Services (Jamaica) Limited	Jamaica	Dormant		100
NCB Financial Services UK Limited	United Kingdom	Dormant		100
West Indies Trust Company Limited	Jamaica	Trust and Estate Management Services		100
NCB Global Holdings Limited	Trinidad & Tobago	Holding Company	100	
Guardian Holdings Limited	Trinidad & Tobago	Holding Company		61.77
Guardian Life of the Caribbean Limited	Trinidad & Tobago	Life and Health Insurance and Pensions Services		100
Guardian Life Limited	Jamaica	Life and Health Insurance and Pensions Services		100
Fatum Life Insurance N.V.	Curacao	Life and Health Insurance and Pensions Services		100
Fatum Life Aruba N.V.	Aruba	Life and Health Insurance and Pensions Services		100
Fatum Health N.V.	Curacao	Life and Health Insurance and Pensions Services		100
Guardian Life (OECS) Limited	Grenada	Life and Health Insurance and Pensions Services		100
Guardian General Insurance Limited	T&T	Property and Casualty Insurance Services		100

1. Identification and Principal Activities (Continued)

	Country of Incorporation	Principal Activities	Percentage Ownership by the Company and its Subsidiaries	
			Company	Subsidiary
Guardian Holdings Limited (Continued)				
Guardian General Insurance Jamaica Limited	Jamaica	Property and Casualty Insurance Services		100
Fatum General Insurance N.V.	Curacao	Property and Casualty Insurance Services		100
Guardian Group Nederland N.V	Netherlands	Property and Casualty Insurance Services		100
Fatum General Insurance Aruba N.V.	Aruba	Property and Casualty Insurance Services		100
Fatum Brokers Holding B.V.	Curacao	Property and Casualty Insurance Services		100
Guardian Re (S.A.C) Limited	Bermuda	Property and Casualty Insurance Services		100
Guardian General (OECS) Limited	Grenada	Property and Casualty Insurance Services		100
Guardian Group Trust Limited	Trinidad & Tobago	Asset Management		100
Guardian Asset Management and Investment Services Limited	Trinidad & Tobago	Asset Management		100
Laevulose Inc. Limited	Trinidad & Tobago	Strategic Alternative Investments		100
Clarien Group Limited	Bermuda	Holding Company	50.10	
Clarien Bank Limited	Bermuda	Commercial Banking		100
First Bermuda Group Limited	Bermuda	Holding Company		100
Onshore Nominees Limited	Bermuda	Nominee Entity of First Bermuda Group Limited		100
Offshore Nominees Limited	Bermuda	Nominee Entity of First Bermuda Group Limited		100
Clarien Investments Limited (“CIL”)	Bermuda	Investment Management		100
Clarien Brokerage Limited	Bermuda	Brokerage Services		100
Clarien Trust Limited	Bermuda	Trust administration		100
Clarien BSX Services Limited	Bermuda	Trading member of Bermuda Stock Exchange		100
TFOB (2021) Limited	Jamaica	Digital/Electronic Payments		100

NCB Financial Group Limited

Notes to the Financial Statements

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1. Identification and Principal Activities (Continued)

The shareholdings for all subsidiaries are the same as they were in the prior year.

(c) The Group's associates are as follows:

	Principal Activities	Percentage ownership
		2025
RGM Limited	Property Investment	33.33
Royal Star Holdings	Insurance	26.32
Elite Diagnostic Limited	Medical Imaging Services	18.69
Capital Infrastructure Group Limited (Note 3 (g))	Property Investment	76.00
Mundo Finance Limited	Micro Financing	50.00

The Group's associates are incorporated either in Jamaica or Trinidad & Tobago.

(d) Mundo has ceased operations in November 2023 and the entity is being wound up, a full provision for write off was made for the carrying amount.

(e) Thoma Exploitatie B.V disposal during the year the Group's main insurance subsidiary, Guardian Holding Limited (GHL), successfully completed the sale of its Netherlands insurance brokerage business, Thoma Exploitatie B.V. (Thoma Group) to PIB Group Limited on January 24, 2025.

The sale of the Thoma Group resulted in a net gain to NCBFG of $15.1 billion, reflected in the consolidated income statement. (See note 54 for further details)

2. Material Accounting Policies

(a) Basis of preparation

These financial statements have been prepared in accordance with and comply with IFRS Accounting Standards and interpretations issued by the IFRS Interpretations Committee (IFRS IC) applicable to companies reporting under IFRS Accounting Standards and have been prepared under the historical cost convention as modified by the revaluation of FVOCI securities, derivatives, investment property, certain property and equipment, defined benefit pension plans where plan assets are measured at fair value and financial assets and liabilities at fair value through profit or loss.

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group's accounting policies. Although these estimates are based on management's best knowledge of current events and action, actual results could differ from these estimates. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

Standards, interpretations, impact from adoption and amendments to existing standards effective during the current year

Certain new standards, interpretations and amendments to existing standards have been published that became effective during the current financial year. The Group has assessed the relevance of all such new interpretations and amendments, and has adopted the following, which are relevant to its operations.

2. Material Accounting Policies (Continued)

(a) Basis of preparation (continued)

Standards, interpretations, impact from adoption and amendments to existing standards effective during financial year (continued)

Amendment to IAS 1 – Non-current liabilities with covenants (effective for annual periods beginning on or after 1 January 2024). These amendments clarify how conditions with which an entity must comply within twelve months after the reporting period affect the classification of a liability. The amendments also aim to improve information an entity provides related to liabilities subject to these conditions. The amendment had no significant impact on the operation or financial statements of the Group.

Amendments to IAS 1, Presentation of financial statements, on classification of liabilities, (effective for annual periods beginning on or after 1 January 2024). Amendments to IAS 1, 'Presentation of financial statements', clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. It also requires additional disclosures for liabilities that are classified as non-current but are subject to covenants that further details if the facts and circumstances indicate that an entity has difficulty complying with the future covenants.

The Group does not present its statement of financial position split between current and non-current. The Group is exposed to the current/non-current distinction only within the notes to the financial statements where maturity disclosures are required. While the Group may be required to make disclosures about its covenants where breaches will result in the immediate liabilities, such disclosures is required only where the likelihood of a breach occurring is higher than remote. This is not the case for the Group, and therefore these amendments had no impact on the Group's financial statements.

Amendment to IAS 16- Leases on sales and leaseback (effective for annual periods beginning on or after 1 January 2024). These amendments include requirements for sale and leaseback transactions in IFRS 16 to explain how an entity accounts for a sale and leaseback after the date of the transaction. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted. The amendment had no significant impact on the operation or financial statements of the Group.

Amendment to IAS 7 and IFRS 7 - Supplier finance (effective for annual periods beginning on or after 1 January 2024). These amendments require disclosures to enhance the transparency of supplier finance arrangements and their effects on an entity's liabilities, cash flows and exposure to liquidity risk.
The disclosure requirements are the IASB's response to investors' concerns that some companies' supplier finance arrangements are not sufficiently visible, hindering investors' analysis. The amendment had no significant impact on the operation or financial statements of the Group.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(a) Basis of preparation (continued)

Standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the Group

Amendments to IAS 21 - Lack of Exchangeability (effective for annual periods beginning on or after 1 January 2025). An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations. The Group is currently assessing the impact of this amendment.

Amendments to IFRS 9, 'Financial Instruments' and IFRS 7, 'Financial Instruments: Disclosures', 'the Classification and Measurement of Financial Instruments', (effective for annual periods beginning on or after 1 January 2026). On 30 May 2024, the IASB issued targeted amendments to IFRS 9 and IFRS 7 to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

(a) clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;

(b) clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;

(c) add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and

(d) update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

The amendments in (b) are most relevant to financial institutions, but the amendments in (a), (c) and (d) are relevant to all entities. It is not anticipated that the amendments will have a significant impact on the Group's financial statements.

IFRS 18, 'Presentation and Disclosure in Financial Statements', (effective for annual periods beginning on or after 1 January 2027). This is the new standard on presentation and disclosure in financial statements, which replaces IAS 1, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:

- the structure of the statement of profit or loss with defined subtotals;
- requirement to determine the most useful structure summary for presenting expenses in the statement of profit or loss • required disclosures in a single note within the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

Management is assessing the impact of this new standard on the Group's financial statements.

2. Material Accounting Policies (Continued)

(a) Basis of preparation (continued)

Standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the Group (continued)

IFRS 19 Subsidiaries without Public Accountability: Disclosures (effective for annual periods beginning on or after 1 January 2027). This new standard works alongside other IFRS Accounting Standards. An eligible subsidiary applies the requirements in other IFRS Accounting Standards except for the disclosure requirements and instead applies the reduced disclosure requirements in IFRS 19. IFRS 19's reduced disclosure requirements balance the information needs of the users of eligible subsidiaries' financial statements with cost savings for preparers. IFRS 19 is a voluntary standard for eligible subsidiaries. A subsidiary is eligible if:

- it does not have public accountability; and
- it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with IFRS Accounting Standards.

The Group is currently assessing the impact of this standard.

There are no other standards, interpretations or amendments to existing standards that are not yet effective that would be expected to have a material impact on the operations of the Group.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(b) Basis of consolidation (continued)

Subsidiaries

Subsidiaries are those entities which the Group controls because the Group (i) has power to direct relevant activities of the entities that significantly affect their returns, (ii) has exposure, or rights, to variable returns from its involvement with the entities, and (iii) has the ability to use its power over the entities to affect the amount of the entities' returns. The existence and effect of substantive rights, including substantive potential voting rights, are considered when assessing whether the Group has power over another entity. For a right to be substantive the holder must have practical ability to exercise that right when decisions about the direction of the relevant activities of the entities need to be made. The Group may have power over an entity even when it holds no ownership interests in the entity, or when it holds less than a majority of voting power in an entity. In such cases, the Group exercises judgment and assesses its power to direct the relevant activities of the entity, as well as its voting rights relative to the size and dispersion of holdings of the other vote holders to determine if it has de-facto power over the entity. Protective rights of other investors, such as those that relate to fundamental changes in the entity's activities or apply only in exceptional circumstances, do not prevent the Group from controlling an entity. Subsidiaries are consolidated from the date on which control is transferred to the Group and are no longer consolidated from the date that control ceases.

The Group uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets and liabilities acquired and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the cost of the acquisition, the non-controlling interest recognised and the fair value of any previously held equity interest in the acquiree, over the fair value of the net identifiable assets acquired is recorded as goodwill. If there is no excess and there is a shortfall, the Group reassesses the net identifiable assets acquired. If after reassessment, a shortfall remains, the acquisition is deemed to be a bargain purchase and the shortfall is recognised in income as a gain on acquisition. Any non-controlling interest balances represent the equity in a subsidiary not attributable to NCBFG's stockholders.

Intercompany transactions, balances and unrealised gains and losses on transactions between Group companies are eliminated. Accounting policies of subsidiaries have been changed, where necessary, to ensure consistency with the policies adopted by the Group. In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment.

Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. The Group's investments in associates include goodwill identified on acquisition.

2. Material Accounting Policies (Continued)

(b) Basis of consolidation (continued)

Associates (continued)

The Group's share of its associates' post-acquisition profits or losses is recognised in the consolidated income statement, and its share of post-acquisition movements in reserves is recognised in other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equal or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate. Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

The Group determines at each reporting date whether there is any objective evidence that investments in associates are impaired. If this is the case, the Group recognises an impairment charge in the income statement for the difference between the recoverable amount of the associate and its carrying value.

The results of associates with financial reporting year-ends that are different from the Group are determined by using the results for the most recent audited period as well as the period covered by management accounts to ensure that a year's result is accounted for where applicable.

Investments in associates are accounted for using the equity method of accounting (as described above) and are initially recognised at cost.

In the Company's separate financial statements, investments in associates are accounted for at cost less impairment.

(c) Segment reporting

An operating segment is a component of the Group that engages in business activities from which it earns revenues and incurs expenses and whose operating results are regularly reviewed by the chief operating decision maker to make decisions about resources to be allocated to the segment. Operating segments are reported in a manner consistent with the internal reporting to the chief operating decision maker. The chief operating decision maker is the Group Chief Executive Officer.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(d) Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The financial statements are presented in Jamaican dollars ("the presentation currency"), which is the Company's functional currency.

Transactions and balances

Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions. At the date of the statement of financial position, monetary assets and liabilities denominated in foreign currencies are translated using the closing exchange rate.

Exchange differences resulting from the settlement of transactions at rates different from those at the dates of the transactions, and unrealised foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognised in the income statement.

Exchange differences on non-monetary financial assets are a component of the change in their fair value. Depending on the classification of a non-monetary financial asset, exchange differences are either recognised in the income statement (applicable for trading securities), or within other comprehensive income if non-monetary financial assets are classified as FVOCI. In the case of changes in the fair value of monetary assets denominated in foreign currency classified as FVOCI, a distinction is made between translation differences resulting from changes in amortised cost of the security and other changes in the carrying amount of the security. Translation differences related to changes in the amortised cost are recognised in the income statement, and other changes in the carrying amount, except impairment, are recognised in other comprehensive income.

Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement;
- Income and expenses for each income statement are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and,
- All resulting exchange differences are recognised in other comprehensive income and accumulated as a separate component of equity.

2. Material Accounting Policies (Continued)

(e) Revenue recognition

Interest income
Interest income is recognised in the income statement for all interest-bearing instruments on an accrual basis using the effective interest method based on the actual purchase price. Interest income includes coupons earned on fixed income investments and accrued discounts on treasury bills and other discounted instruments.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and of allocating the interest income or interest expenses over the relevant period. The effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Group estimates cash flows considering the contractual terms of the financial instrument but does not consider future credit losses. The calculation includes all fees paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs and all other premiums or discounts.

The Group accounts for interest income on loans in accordance with the regulations in the various territories. These regulations stipulate that, where collection of interest is considered doubtful or where the loan is in non-performing status (payment of principal or interest is outstanding for 90 days or more), interest should be taken into account on the cash basis and all previously accrued but uncollected interest be reversed in the period that collection is doubtful or the loan becomes non-performing. IFRS Accounting Standards require that when loans are impaired, they are written down to their recoverable amounts and interest income is thereafter recognised by applying the original effective interest rate to the recoverable amount. The difference between the regulatory and IFRS Accounting Standards bases of interest recognition was assessed to be immaterial.

Fee and commission income
Fee and commission income is generally recognised on an accrual basis when the service has been provided. Fees and commissions arising from negotiating or participating in the negotiation of a transaction for a third party are recognised on completion of the underlying transaction.

Insurance income
Premium income is recognised on the accrual basis in accordance with the terms of the underlying contracts as outlined in Note 2(v).

Dividend income
Dividend income is recognised when the right to receive payment is established.

Rental Income
Rental income is recognised on an accrual basis.

Realised and unrealised investment gains and losses
Realised and unrealised gains and losses on investments measured at amortised cost or fair value through profit or loss are recognised in the consolidated income statement in the period in which they arise.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(e) Revenue recognition (continued)

Dividend distributions

Dividend distributions to the company's shareholders are recognised as an appropriation in the Group's consolidated financial statements in the period in which the dividends are approved by the Group's Board of Directors.

(f) Assets under management

The Group provides custody and trustee discretionary investment management services to third parties. Such assets under management represent the managed funds administered by the trust company.

Subscriptions, distributions and redemptions on mutual funds portfolio

Subscriptions - Units relating to the various pools of mutual funds consolidated in the Group's financial statements could be subscribed based on the net asset value per unit of the underlying funds determined on each business day.

Distributions - The net income and net realised capital gains of the various pools of mutual funds are calculated and accrued to the investor daily and distributed monthly. Investors have the option either to receive a cash distribution or to reinvest income distributions into units at the prevailing subscription price as at the date of distribution.

Redemptions - Units relating to the various pools of mutual funds consolidated in the Group's financial statements are redeemed at a price per unit based on the net asset value of the underlying funds published on the date that the request is made.

(g) Income taxes

Taxation expense in the income statement comprises current and deferred income tax charges.

Current income tax charges are based on taxable profits for the year, which differ from the profit before tax reported because it excludes items that are taxable or deductible in other years, and items that are never taxable or deductible. The Group's liability for current tax is calculated at tax rates that have been enacted or substantively enacted at the date of the statement of financial position.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Currently enacted or substantively enacted tax rates are used in the determination of deferred income tax.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

2. Material Accounting Policies (Continued)

(g) Income taxes (continued)

Deferred tax is charged or credited in the income statement, except where it relates to items charged or credited to other comprehensive income or equity, in which case, deferred tax is also dealt with in other comprehensive income or equity.

(h) Cash and cash equivalents

Cash and cash equivalent are carried on the statement of financial position at cost. For the purpose of the statement of cash flows, cash and cash equivalents comprise balances with original maturity less than 90 days' including cash and balances at Central Banks (excluding statutory reserves), due from banks, investment securities, reverse repurchase agreements and due to banks.

(i) Financial assets

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through OCI or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at FVOCI.

Business model assessment

The business models are determined at the level which best reflects how the Group manages portfolios of assets to achieve business objectives. Judgment is used in determining business models, supported by relevant and objective evidence including:

- How the performance and risks of a portfolio of assets are managed, evaluated and reported to key management and how the managers of the portfolio are compensated;
- How the Group intends to generate profits from holding the portfolio of assets;
- The past experience on how the cash flows of the portfolio of assets were collected; and
- The historical and future expectations of asset sales within a portfolio.

The Group reclassifies debt instruments only when its business model for managing those assets changes. The reclassification takes place from the start of the first reporting period following the change. Such changes are expected to be infrequent.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(i) Financial assets (continued)

Solely payments of principal and interest ("SPPI")
Where the business model is to collect or, to collect and sell a financial instrument's contractual cash flows, the Group assesses whether those cash flows represent SPPI. In making this assessment, the Group considers whether the contractual cash flows are consistent with a basic lending arrangement. Where the contractual terms introduce exposure to risk or volatility that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at FVPL. The cash flows of financial assets which contain an embedded derivative are not disaggregated when determining whether their cash flows are solely payments of principal and interest but are considered in their entirety. Principal amounts include par repayments from lending and financing arrangements, and interest primarily relates to basic lending returns, including compensation for credit risk and the time value of money associated with the principal amount outstanding over a period of time. Interest can also include other basic lending risks and costs (for example, liquidity risk, servicing or administrative costs) associated with holding the financial asset for a period of time, and a profit margin.

Equity instruments
The Group has elected to measure equity holdings that fall under IFRS 9 at FVPL, unless they form part of a strategic acquisition that is not held for trading purposes.

Debt instruments
The Group classifies portfolios of debt instruments, including hybrid contracts, based on:

(i) the Group's business model for managing the asset; and,
(ii) the cash flow characteristics of the asset.

2. Material Accounting Policies (Continued)

(i) Financial assets (continued)

Initial recognition
Financial assets and liabilities are recognised when the Group becomes party to a contractual provision of the instrument. At initial recognition, regular way purchase of financial assets are recorded at fair value. The carrying value of financial assets at initial recognition includes any directly attributable transaction costs. Purchases of financial assets are recognised on the date on which the Group becomes the beneficial owner of the security. Purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset.

De-recognition
The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or when it transfers the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred, or in which the Group neither transfers nor retains substantially all the risks and rewards of ownership and it does not retain control of the financial asset. Any interest in transferred financial assets that qualify for de-recognition that is created or retained by the Group is recognised as a separate asset or liability in the consolidated statement of financial position. On de-recognition of a financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset transferred), and the sum of (i) the consideration received (including any new asset obtained less any new liability assumed) and (ii) any cumulative gain or loss that had been recognised in other comprehensive income ("OCI") is recognised in profit or loss.

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired.

Classification of financial assets
Financial assets are measured based on the business model and the resulting classification. As required by IFRS 9, the Group applies a principles-based approach to the classification of financial assets on its business model and the nature of the cash flows of the asset. Financial instruments are classified as either:

- FVPL
- FVOCI or
- amortised cost

Financial assets measured at fair value through profit and loss (FVPL)
Financial instruments are classified in this category if they meet one of the criteria set out below and are so designated irrevocably at inception:

- this designation removes or significantly reduces an accounting mismatch; or
- when a group of financial assets and liabilities or a group of financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, or
- the financial instrument is held for trading purposes.
- the financial instrument is a derivative that is not designated as a hedge.

NCB Financial Group Limited

Notes to the Financial Statements

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2. Material Accounting Policies (Continued)

(i) Financial assets (continued)

Financial assets measured at fair value through other comprehensive income (FVOCI)
Financial assets held for a business model that is achieved by both collecting and selling contractual cash flows and that contain contractual terms that give rise on specified dates to cash flows that SPPI are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains and losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in net gains / (losses) on investment securities. Foreign exchange gains or losses are presented in gain on foreign currency and investment activities and impairment losses are presented as a separate line item in the income statement, as credit impairment losses.

Financial assets measured at amortised cost
Financial assets that are held to collect the contractual cash flows and that contain contractual terms that give rise on specified dates to cash flows that are SPPI are measured at amortised cost. Any gain or loss arising on derecognition is recognised directly in profit or loss together with foreign exchange gains or losses in gain on foreign currency and investment activities. Impairment losses are presented as a separate line item in the income statement, as credit impairment losses.

Impairment of financial assets
Under IFRS 9 the Group applies an impairment model that recognises expected credit losses ("ECL") on financial assets measured at amortised cost and FVOCI and off balance sheet loan commitments and financial guarantees which were previously provided for under IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

An allowance (or provision in the case of some loan commitments and financial guarantees) is required for ECL resulting from default events that are possible within the next 12 months (or less, where the remaining life is less than 12 months) ('12-month ECL').

In the event of a significant increase in credit risk (SICR) an allowance (or provision) is required for ECL resulting from all possible default events over the expected life of the financial instrument ('lifetime ECL'). Financial assets where 12-month ECL is recognised are considered to be 'stage 1'; financial assets which are considered to have experienced a significant increase in credit risk are in 'stage 2'; and financial assets for which there is objective evidence of impairment and are therefore considered to be in default or otherwise credit-impaired are in 'stage 3'.

To determine whether the life-time credit risk has increased significantly since initial recognition, the Group considers reasonable and supportable information that is available, including information from the past as well as forward-looking information. Factors such as whether payments of principal and interest are in delinquency, an adverse change in credit rating of the borrower and adverse changes in the borrower's industry and economic environment are considered in determining whether there has been a significant increase in the credit risk of the borrower.

2. Material Accounting Policies (Continued)

(i) Financial assets (continued)

Purchased or originated credit-impaired assets (POCI)
Financial assets that are purchased or originated at a deep discount that reflects their incurred credit losses, are considered to be already credit-impaired on initial recognition. The Group calculates the credit adjusted effective interest rate, which is based on the originated fair value instead of its gross carrying amount and incorporates the impact of expected credit losses in estimated future cash flows. The ECL of these financial assets is always measured on a life time basis and changes in the ECL are recorded in the Income Statement.

Definition of default
The Group determines that a financial instrument is in default, credit-impaired and in stage 3 by considering relevant objective evidence, primarily whether:

- contractual payments of either principal or interest are past due for 90 days or more;
- there are other indications that the borrower is unlikely to pay such as that a concession has been granted to the borrower for economic or legal reasons relating to the borrower's financial condition; and
- the financial asset is otherwise considered to be in default.

If such unlikeliness to pay is not identified at an earlier stage, it is deemed to occur when an exposure is greater than 90 days past due.

Write-offs
Financial assets (and the related impairment allowances) are normally written off, either partially or in full, when there is no realistic prospect of recovery. Where loans are secured, write offs generally occur after receipt of any proceeds from the realisation of security. In circumstances where the net realisable value of any collateral has been determined and there is no reasonable expectation of further recovery, write-off may be earlier.

Recognition and Measurement of ECL
The general approach to recognising and measuring ECL reflects:

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- The time value of money; and,
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

Expected credit losses are calculated by multiplying the following three main components:

- The probability of default ("PD");
- The loss given default ("LGD"); and,
- The exposure at default ("EAD"), discounted at the original effective interest rate.

Management has calculated these inputs based on the estimated forward looking economic and historical experience of the portfolios adjusted for the current point in time. A simplified approach to calculating the ECL is applied to other receivables which do not contain a significant financing component. Generally, these receivables are due within 12 months unless there are extenuating circumstances. Under this approach, an estimate is made of the life-time ECL on initial recognition. For ECL provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous.

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2. Material Accounting Policies (Continued)

(i) Financial assets (continued)

Recognition and Measurement of ECL (continued)
The PD, LGD and EAD models which support these determinations are reviewed periodically. Therefore, the underlying models and their calibration, including how they react to forward-looking economic conditions remain subject to review and refinement. This is particularly relevant for lifetime PDs, and for the incorporation of scenarios which have not generally been subject to experience gained through stress testing. The exercise of judgment in making estimations requires the use of assumptions which are subjective and sensitive to risk factors, in particular to changes in economic and credit conditions across geographical areas. Many of the risk factors have a high degree of interdependency and there is no single factor to which impairment allowances as a whole are sensitive. Therefore, sensitivities are considered in relation to key portfolios which are particularly sensitive to a few factors and these results are not extrapolated to the wider population of financial assets.

The measurement of ECL for each stage and the assessment of significant increases in credit risk consider information about past events and current conditions as well as reasonable and supportable forecasts of future events and economic conditions.

For a revolving commitment, the Group includes the current drawn balance plus any further amount that is expected to be drawn up to the current contractual limit by the time of default, should it occur.

For credit impaired financial assets, based on management's assessment of the borrower, a specific provision of expected life-time losses which incorporates collateral and recoveries from other credit-enhancements recoveries is calculated and recorded as the ECL. The resulting ECL is the difference between the carrying amount and the present value of expected cash flows discounted at the original effective interest rate.

Forward looking information
The estimation and application of forward-looking information requires significant judgment. PD, LGD and EAD inputs used to estimate Stage 1 and Stage 2 credit loss allowances are modelled based on the macroeconomic variables (or changes in macroeconomic variables) that are most closely correlated with credit losses in the relevant portfolio. Each macroeconomic scenario used in the ECL calculation has forecasts of the relevant macroeconomic variables. The estimation of ECL in Stage 1 and Stage 2 is a discounted probability-weighted estimate that considers a minimum of three future macroeconomic scenarios. The base case scenario is based on macroeconomic forecasts that are publicly available. Upside and downside scenarios are set relative to the base case scenario based on reasonably possible alternative macroeconomic conditions.

Scenario design, including the identification of additional downside scenarios occurs on at least an annual basis and more frequently if conditions warrant. Scenarios are probability-weighted according to the best estimate of their relative likelihood based on historical frequency and current trends and conditions. Probability weights are updated on an annual basis or more frequently as warranted. The base scenario reflects the most likely outcome and is assigned the highest weighting.

2. Material Accounting Policies (Continued)

(i) Financial assets (continued)

Forward looking information (continued)
The weightings assigned to each economic scenario as at October 1, 2024 and September 30, 2025 vary by jurisdiction and were as follows:

	Base	Best Case	Worst Case
Scenarios	90%	5%	5%

ECL on financial assets measured at amortised cost and FVOCI, are recognised in the income statement. For FVOCI financial assets, there is a corresponding adjustment to OCI, while for financial assets measured at amortised cost, the ECL is adjusted against the carrying amount of the asset. Unrealised gains and losses arising from changes in fair value on FVOCI assets are measured in other comprehensive income. For FVOCI assets, when the asset is sold, the cumulative gain or loss in OCI (including ECL there recognised) is reclassified to investment income in determining the gain or loss on disposal.

Modification of loans
The Group sometimes renegotiates or otherwise modifies the contractual cash flows of loans to customers and debt instruments. When this happens, the Group assesses whether or not the new terms are substantially different to the original terms. The Group does this by considering, among others, the following factors:

- If the borrower is in financial difficulty, whether the modification merely reduces the contractual cash flow to amounts the borrower is expected to be able to pay.
- Whether any substantial new terms are introduced, such as a profit share/equity-based return that substantially affects the risk profile of the loan.
- Significant extension of the loan term when the borrower is not in financial difficulty.
- Significant change in the interest rate.
- Change in the currency in which the loan is denominated.
- Insertion of collateral, other security or credit enhancements that significantly affect the credit risk associated with the loan.

If the terms are substantially different, the Group derecognises the original financial asset and recognises a new asset at fair value and recalculates the new effective interest rate for the asset. The date of negotiation is consequently considered to be the date of initial recognition for impairment calculation purposes and the purpose of determining if there has been a significant increase in credit risk. At this point the Group will assess if the asset is POCI.

Acceptance, guarantees, indemnities, letters of credit and undertakings
Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and others on behalf of customers to secure loans, overdrafts and other banking facilities.

Financial guarantee contracts are initially measured at fair value and subsequently measured at the higher of:

- The amount of the loss allowance; and,
- The premium received on initial recognition less income recognised in accordance with the principles of IFRS 15.

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2. Material Accounting Policies (Continued)

(i) Financial assets (continued)

Acceptance, guarantees, indemnities, letters of credit and undertakings (continued)

Loan commitments provided by the Group are measured as the amount net of loss allowance for the portfolio. The Group has not provided any commitment to provide loans at a below-market interest rate, or that can be settled net in cash or by delivering or issuing another financial instrument.

For loan commitments and financial guarantee contracts, the loss allowance is recognised as a provision. However, for contracts that include both a loan and an undrawn commitment and the Group cannot separately identify the excepted credit losses on the undrawn commitment component from those on the loan component, the expected credit losses on the undrawn commitment are recognised together with the loss allowance for the loan. To the extent that the combined expected credit losses exceed the gross carrying amount of the loan, the ECL is recognised as a provision.

(j) Derivative financial instruments

Derivatives are financial instruments that derive their value from the price of underlying items such as equities, bonds, interest rates, foreign exchange, credit spreads, commodities or other indices. Derivatives enable users to increase, reduce or alter exposure to credit or market risk. The Group transacts derivatives to manage its own exposure to interest rate and foreign exchange risk.

Derivative instruments are initially recognised at fair value on the date a derivative contract is entered into, and subsequently are re-measured at their fair value at the date of each statement of financial position. Fair values are obtained from quoted market prices and discounted cash flow models as appropriate. Derivatives are carried as assets when fair value is positive and as liabilities when fair value is negative. Assets and liabilities are set off where the contracts are with the same counterparty, a legal right of set off exists and the cash flows are intended to be settled on a net basis.

Gains and losses from changes in the fair value of derivatives are included in the income statement.

(k) Repurchase and reverse repurchase transactions

Securities sold under agreements to repurchase (repurchase agreements) and securities purchased under agreements to resell (reverse repurchase agreements) are treated as collateralised financing transactions. The difference between the sale/purchase and repurchase/resale price is treated as interest and accrued over the life of the agreements using the effective yield method.

(l) Loans and advances and provisions for credit losses

Loans and advances are recognised when cash is advanced to borrowers. They are initially recorded at fair value and subsequently measured at amortised cost using the effective interest rate method.

Provision for credit losses determined under the Bank of Jamaica (BOJ) regulatory requirements

The effect of the provision for credit losses determined under the BOJ regulatory requirements for Jamaican deposit taking institutions is to preserve capital. No amounts are booked to the income statement in respect of regulatory provisions. Provisions calculated based on regulatory requirements that exceed the amounts required under IFRS Accounting Standards are transferred from retained earnings to a non-distributable loan loss reserve in stockholders' equity.

The provision for credit losses determined under the BOJ regulatory requirements comprises a "specific provision" and a "general provision". The specific is determined based on each specific loan for which problems have been identified. The general provision is considered to be prudential in nature and is established to absorb portfolio losses.

2. Material Accounting Policies (Continued)

(l) Loans and advances and provisions for credit losses (continued)

Provision for credit losses determined under the Bank of Jamaica (BOJ) regulatory requirements (continued)

The specific provision is established for the estimated net loss for all non-performing loans and performing loans that meet specified criteria. Loans are considered to be non-performing where a principal or interest payment is contractually 90 days or more in arrears. At the time of classification as non-performing, any interest that is contractually due but in arrears is reversed from the income statement and interest is thereafter recognised in the income statement on the cash basis only. The estimated net loss is defined as the net exposure remaining after deducting the estimated net realisable value of the collateral (as defined by and determined by the regulations) from the outstanding principal balance of the loan. The regulations quantify the specific provision at ranges from 20% to 100% of each non-performing loan depending on the length of time the loan has been in arrears. In addition, where a non-performing loan is fully secured but the collateral is unrealised for a period of 12 months, a provision of 50% of the amounts outstanding should be made. Where the collateral is unrealised for a further 6 months (with limited exceptions which allow for up to a further 15 months) a full provision is made. The regulations further require that the specific provision for each loan should not be less than 1% of the amounts outstanding.

A general provision is established for all loans (other than loans for which specific provisions were established) at 1% of the amounts outstanding.

(m) Investment properties

Investment property is held for long-term rental yields and is, therefore, treated as a long-term investment. Investment property is measured initially at cost, including transaction costs, and is subsequently carried at fair value, representing open market value determined annually by the directors or by independent valuators. Changes in fair values are recorded in the income statement.

If investment properties become owner-occupied, they are reclassified as property and equipment, and their fair value at the date of reclassification becomes its cost for subsequent accounting periods. Alternatively, where properties classified as held for use become investment properties because of a change in use, these properties are accounted for as investment properties and any differences arising between the carrying amount and the fair value of these items at the date of transfer are recognised in the consolidated statement of comprehensive income. However, if a fair value gain reverses a previous impairment loss, the gain is recognised in the consolidated income statement.

Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Upon disposal, any surplus previously recorded in the property revaluation reserve in equity is transferred to retained earnings.

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2. Material Accounting Policies (Continued)

(n) Intangible assets

(i) Goodwill

Goodwill arises on the acquisition of subsidiaries or associates and represents the excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured at fair value is less than the fair value of the net assets of the subsidiary acquired, negative goodwill, in the case of a bargain purchase, the difference is recognised directly in the income statement.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Cash Generating Unit (CGUs), or groups of CGUs, that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of the CGU containing the goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

(ii) Contractual customer and distribution relationships, trade name, mutual fund and renewal rights

These assets are associated with the acquisition of a subsidiary and are measured at fair value as at the date of acquisition. These assets are amortised using the straight line method over their useful lives, not exceeding a period of twenty years.

(iii) Computer software

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their expected useful life of three years.

Costs that are directly associated with the production of identifiable and unique software products controlled by the Group, and that will probably generate benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include the software development team's employee costs and an appropriate portion of relevant overheads. All other costs associated with developing or maintaining computer software programmes are recognised as an expense as incurred.

Intangible assets with indefinite useful lives are assessed for impairment annually, or more frequently if events changed in circumstances indicate a potential impairment.

2. Material Accounting Policies (Continued)

(o) Property and equipment

Land and buildings are shown at deemed cost less impairment losses, and less subsequent depreciation for buildings. All other property and equipment are stated at historical cost less accumulated depreciation and impairment losses.

Subsequent costs are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to other operating expenses during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated on the straight-line basis, unless otherwise stated, at annual rates that will write off the carrying value of each asset over the period of its expected useful life. Annual depreciation rates or periods over which depreciation is charged are as follows:

Freehold Buildings & Leasehold improvements	2% & Period of lease
Motor Vehicles, Furniture & Equipment	5% - 33 1/3%
Leased assets	Shorter of period of lease or useful life of asset

Gains or losses on disposals are determined by comparing proceeds with carrying amount. These are included in other operating income in the income statement.

(p) Properties for development and re-sale

Properties for sale or under construction that are intended for sale, are classified as properties for development and sale. These balances are carried at the lower of cost and net realisable values. These properties include offices, retail shops and residential units. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated selling expenses. An external valuation specialist was engaged in determining the net realisable value for the office and retail shops, and a discounted cash flow model was used as there is a lack of comparable data because of the nature of the properties. For the residential units, data from binding sales transactions are used to assess the net realisable value. Impairment losses on properties for development and sale are recognised in the consolidated income statement when the net realisable value is lower than cost. Subsequently, where cost is less than the net realisable value, a reversal of any prior impairment losses is recognised in the consolidated income statement.

(q) Impairment of long lived assets

Property and equipment and intangibles are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount, which is the higher of an asset's net selling price and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows.

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2. Material Accounting Policies (Continued)

(r) Financial liabilities

The Group's financial liabilities comprise primarily amounts due to banks, customer deposits, repurchase agreements, obligations under securitisation arrangements, other borrowed funds, liabilities under annuity and insurance contracts, liabilities under letters of credit and undertaking and other liabilities.

The recognition and measurement of liabilities under annuity and insurance contracts is detailed in Note 2(v); short term liabilities FVTPL are measured at fair value and other financial liabilities are measured at amortised cost.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the assets and settle the liabilities simultaneously.

(s) Borrowings

Borrowings, including those arising under securitisation arrangements, are recognised initially at fair value, being their issue proceeds, net of transaction costs incurred. Subsequently, borrowings are stated at amortised cost and any difference between net proceeds and the redemption value is recognised in the income statement over the period of the borrowings using the effective yield method.

(t) Structured products

Structured products are recognised initially at the nominal amount when funds are received. Derivatives are separately accounted for at FVPL (Note 19) and subsequently measured at fair value. The non-derivative elements are stated at amortised cost using the effective interest method.

2. Material Accounting Policies (Continued)

(u) Leases

The Group has changed its accounting policy for leases where the Group is the lessee.

As lessee

The Group leases various buildings and equipment. Rental contracts are typically made for fixed periods of 1-10 years but may have extension options as described below.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the Group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and,
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

The right-of-use assets are presented within property and equipment. Right-of-use assets are measured initially at cost comprising the following:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date less any lease incentive received;
- any initial direct costs; and,
- restoration costs.

Subsequently the right-of-use assets are measured at cost less accumulated depreciation and any accumulated impairment losses are adjusted for remeasurement of the lease liability due to reassessment or lease modifications.

The right of use assets are depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. The amortisation period for the right-of-use assets is 1 to 10 years.

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2. Material Accounting Policies (Continued)

(u) Leases (continued)

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. The lease payments are discounted using the lessee's incremental borrowing rates, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Short-term leases are leases with a lease term of 12 months or less.

The Group has used the following practical expedients permitted by the standard:

- applying a single discount rate to a portfolio of leases with reasonably similar characteristics;
- relying on previous assessments on whether leases are onerous as an alternative to performing an impairment review; there were no onerous contracts;
- accounting for operating leases with a remaining lease term of less than 12 months is classified as short-term leases;
- excluding initial direct costs for the measurement of the right-of-use assets at the date of initial application; and,
- using hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

The Group has also elected not to reassess whether a contract is, or contains a lease at the date of initial application. Instead, for contracts entered into before the transition date the Group relied on its assessment made applying IAS 17 and Interpretation in determining whether an arrangement contains a Lease.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement

Summary of measurement approaches

The Group uses different measurement approaches, depending on the type of contracts, as follows:

Contracts issued	Product Classification	Measurement model
Traditional Life and Interest Sensitive without Guarantees		
Traditional life and critical illness contracts - participating; non-participating; interest sensitive non-participating	Insurance contracts	General Measurement Model
Individual Life Personal Accident	Insurance contracts	General Measurement Model
Group Life Term (5-year contract duration)	Insurance contracts	General Measurement Model
Annuities		
Group annuity contracts - defined benefits; defined contribution; savings benefits	Insurance contracts	General Measurement Model
Traditional annuity contracts - deferred benefit; immediate benefit; lifestyle; non-participating	Insurance contracts	General Measurement Model
Individual annuity lifestyle	Insurance contracts with direct participation features	Variable Fee Approach
Unit linked life and interest sensitive with guarantees		
Unit and Equity Linked contracts - annuity; critical illness; life	Insurance contracts with direct participation features	Variable Fee Approach
Unit and Equity Linked contracts - life & critical illness Evolution series	Insurance contracts with direct participation features	Variable Fee Approach
Short term Group life and Health contracts		
Group life; individual and group health	Insurance contracts	Premium Allocation Approach
Property and Casualty		
Property; motor; casualty such as employers' liability and public liability; marine; accident; engineering; bonding and crime	Insurance contracts	Premium Allocation Approach
Long term reinsurance contracts		
Individual life and critical illness reinsurance contracts	Reinsurance contracts held	General Measurement Model
Individual Life Personal Accident Reinsurance contracts	Reinsurance contracts held	General Measurement Model
Short-term reinsurance contracts - Life, Health & Pensions		
Group life; health	Reinsurance contracts held	Premium Allocation Approach
Short-term reinsurance contracts - Property & Casualty		
Property; motor; casualty; marine; accident; engineering; bonding and crime	Reinsurance contracts held	Premium Allocation Approach

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2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Definition and Classification

Insurance contracts are contracts under which the Group accepts significant insurance risk from a policyholder by agreeing to compensate the policyholder if a specified uncertain future event adversely affects the policyholder. In making this assessment, all substantive rights and obligations, including those arising from law or regulation, are considered on a contract-by-contract basis. The Group uses judgment to assess whether a contract transfers insurance risk (i.e. if there is a scenario with commercial substance in which the Group has the possibility of a loss on a present value basis) and whether the accepted insurance risk is significant.
The Group defines as significant insurance risk the possibility of having to pay benefits on the occurrence of an insured event that are at least 10% more, on a present value basis, than the benefits payable if the insured event did not occur'.

Classified as investment contracts and follow financial instruments accounting under IFRS 9. Some investment contracts without discretionary participation features issued by the Group fall under this category. Refer to Note 9. The Group does not have any investment contracts with discretionary participation features, whereby the investor has the right and is expected to receive, as a supplement to the amount not subject to the Group's discretion, potentially significant additional benefits based on the return of specified pools of investment assets.

The Group issues certain insurance contracts that are substantially investment-related service contracts where the return on the underlying items is shared with policyholders. Underlying items comprise specified portfolios of investment assets that determine amounts payable to policyholders.

An insurance contract with direct participation features is defined by the Group as one which, at inception, meets the following criteria:

- The contractual terms specify that the policyholders participate in a share of a clearly identified pool of underlying items;
- The Group expects to pay to the policyholder an amount equal to a substantial share of the fair value returns on the underlying items; and
- The Group expects a substantial proportion of any change in the amounts to be paid to the policyholder to vary with the change in fair value of the underlying items.

Investment components in most Traditional Life, Critical Illness, and Annuity products comprise cash surrender values less policy loans and applicable surrender fees. These are not considered significant.

The Group uses judgment to assess whether the amounts expected to be paid to the policyholders constitute a substantial share of the fair value on the underlying returns.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Definition and Classification (continued)

Insurance contracts with direct participation features are viewed as creating an obligation to pay policyholders an amount that is equal to the fair value of the underlying items, less a variable fee for service. The variable fee comprises the Group's share of the fair value of the underlying items, which is based on a fixed percentage of investment management fees (withdrawn annually from policyholder account values based on the fair value of underlying assets and specified in the contracts with policyholders) less the FCF that do not vary based on the returns on underlying items. The measurement approach for insurance contracts with direct participation features is referred to as the VFA. The VFA modifies the accounting model in IFRS 17 (referred to as the GMM) to reflect that the consideration an entity receives for the contracts is a variable fee.

Direct participating contracts issued by the Group are contracts with direct participation features where the Group holds the pool of underlying assets and accounts for these groups of contracts under the VFA. All other insurance contracts originated by the Group are without direct participation features.

In the normal course of business, the Group uses reinsurance to mitigate its risk exposures. A reinsurance contract transfers significant risk if it transfers substantially all the insurance risk resulting from the insured portion of the underlying insurance contracts, even if it does not expose the reinsurer to the possibility of significant loss.

All references to insurance contracts in these consolidated financial statements apply to insurance contracts issued or acquired, reinsurance contracts held or issued and insurance contracts with or without direct participation features, unless specifically stated otherwise.

Aggregation bases for disclosure purposes
Insurance contracts are classified into five main categories.

i. Property and casualty insurance contracts
These contracts are principally property, motor, casualty (employers' liability, public liability), and marine contracts.

Property insurance contracts indemnify the Group's customers in the event of a loss from a specified insured peril such as fire, windstorm or earthquake up to the insured amount and within the terms of the policy conditions. These contracts are issued for both private and commercial risks.

Motor insurance contracts indemnify the Group's customers for their legal requirement under the respective country's road traffic legislation, which in certain instances stipulate unlimited coverage for third party liability. These contracts may be extended for additional coverage such as physical damage, theft and personal accident.

Casualty insurance contracts provide coverage for liability exposures that indemnify the Group's customers against actions from third parties, which are subject to the policy limits and conditions. The typical protection offered is designed for employers who become legally liable to pay compensation to injured employees (employers' liability) and employers who become liable to pay compensation to third parties for bodily harm or property damage (public liability).

Marine insurance contracts indemnify the Group's customers for loss or damage to their insured cargo, commercial hull and pleasure craft vessels. Third party coverage is also provided.

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2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Aggregation bases for disclosure purposes (continued)

Claims and loss adjustment expenses are charged to income as incurred based on the estimated liability for compensation owed to contract holders. They arise from events that have occurred up to the consolidated statement of financial position date, even if they have not yet been reported to the Group. Liabilities for unpaid claims are estimated using techniques such as the input of assessments for individual cases reported to the Group and statistical analyses for the claims incurred but not reported ('IBNR'), and to estimate the expected ultimate cost of more complex claims that may be affected by external factors such as court decisions. Estimates are continually revised as more information becomes available and for the effects of anticipated inflation. Adjustments arising on these revisions are recognised within claims expense in the current year.

ii. Short-term group life and health insurance contracts

These contracts are principally group life, group health, and individual health insurance policies.

Group life contracts protect the Group's customers from the consequences of events (such as death or critical illness) that would affect the ability of the customer or his/her dependants to maintain their current level of income. Health insurance contracts provide for both unexpected and preventative medical treatment and drugs. On these contracts, the benefits paid on occurrence of the specified insurance event are either fixed or linked to the extent of the economic loss suffered by the policyholder. There are no maturity or surrender benefits.

Claims and loss adjustment expenses arise, are estimated, and charged similarly to that of the property and casualty insurance contracts.

iii. Traditional life and interest sensitive without guarantees

These contracts insure events associated with human mortality over a long duration. A liability for policyholders' benefits that are expected to be incurred in the future is established on acceptance of the insurance risk, and is based on key assumptions made with respect to variables such as mortality, persistency, investment returns and expense inflation.

Actuarial liabilities are calculated using best estimates of future cash flows arising from the insurance contracts in force, with a risk adjustment. As experience unfolds, the risk adjustment will be included in future income to the extent they are no longer required to cover adverse experience.

In addition to death benefits, some of these contracts contain a discretionary participation feature that entitles the holders to a bonus or dividend declared from time to time. The discretionary element of the benefits payable under these policies, as well as the guaranteed elements are treated as liabilities. The actuarial calculations make allowance for future expected policyholder bonuses and dividends.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Aggregation bases for disclosure purposes (continued)

iv. Unit linked life and interest sensitive with guarantees

The premiums paid for these contracts contain an element that covers the insured event and another which is used to accumulate cash values available for withdrawal at the option of the policyholder. These cash values earn interest.

The liabilities arising from the unit-linked contracts comprise the liability for the insured risk and the accumulated cash value. The liability for the insured risk is determined in a manner identical to the liability for traditional life and interest sensitive contracts without guarantees and is included in the policyholders' liability balance, while the liability for the accumulated cash value is carried at fair value of the assets which fund the liabilities.

The Jamaican life insurance subsidiary issues interest-sensitive policies. The liability for the interest-sensitive policies is determined as the sum of the liability for the insured risk (as determined above for unit-linked policies) and the liability for the accumulated cash values. The entire liability for the interest-sensitive policies is recorded in insurance contracts. For the Trinidad and Tobago life insurance subsidiary, the insurance contracts prescribe no fixed terms.

v. Annuities

These contracts ensure events associated with human longevity over a long duration. A liability for policyholders' benefits that are expected to be incurred in the future is established on acceptance of the insurance risk and is based on key assumptions similar to those made for traditional life products, except that morbidity is also a key variable. Some of the annuities include unit-linked elements containing guarantees that entitle the holders to a minimum guaranteed crediting rate over the life of the policy and provide for minimum annuity purchase rates. These guarantees are allowed for in the liability calculations.

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Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Aggregation bases for disclosure purposes (continued)

Unit of account

The Group manages insurance contracts issued by product lines and certain sub-categories, where each sub-category includes contracts that are subject to similar risks. All insurance contracts within a specified sub-category represent a portfolio of contracts. Each portfolio is further disaggregated into groups of contracts that are issued within a year (annual cohorts) for all contracts issued September 30, 2022 and prior, and within a quarter (quarterly cohorts) for all GMM and VFA contracts issued October 1 2022 and after. All PAA portfolios are disaggregated into annual cohorts regardless of their issue date. All portfolios are further disaggregated as follows:

(i) Contracts that are onerous at initial recognition;

(ii) Contracts that at initial recognition have no significant possibility of becoming onerous subsequently; or

(iii) A group of remaining contracts.

These groups represent the level of aggregation at which insurance contracts are initially recognised and measured. Such groups are not subsequently reconsidered.

For each portfolio of contracts, the Group determines the appropriate level at which reasonable and supportable information is available to assess whether these contracts are onerous at initial recognition and whether non-onerous contracts have a significant possibility of becoming onerous. This level of granularity determines sets of contracts. The Group uses significant judgment to conclude that all contracts within a set are sufficiently homogeneous and will be allocated to the same group without performing an individual contract assessment.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Unit of account (continued)

For all long-term and short-term products, sets of contracts usually correspond to policyholder pricing groups that the Group determined to have similar insurance risk and that are priced within the same insurance rate ranges. The Group monitors the profitability of contracts and the likelihood of changes in insurance, financial and other exposures resulting in these contracts becoming onerous at a portfolio level with no information available at a more granular level.

Some individual and group health products, unit-linked annuity products, defined benefit annuity products, and Lifestyle individual annuity products have break-even profitability or are loss making, and therefore were allocated to groups of contracts that were onerous or remaining at initial recognition. All other contracts issued are always priced with high expected profitability margins, and thus, such contracts are allocated to groups of contracts that have no significant possibility of becoming onerous at initial recognition.

For the property and casualty contracts measured using the PAA, the Group assumes that no such contracts are onerous at initial recognition, unless facts and circumstances indicate otherwise. If facts and circumstances indicate that some contracts are onerous, an additional assessment is performed to distinguish onerous contracts from non-onerous ones. For non-onerous contracts, the Group assesses the likelihood of changes in the applicable facts and circumstances in the subsequent periods in determining whether contracts have a significant possibility of becoming onerous. This assessment is performed at a portfolio level.

Portfolios of reinsurance contracts held are assessed for aggregation separately from portfolios of insurance contracts issued. Applying the grouping requirements to reinsurance contracts held, the Group aggregates reinsurance contracts into quarterly and annual cohorts in line with how this was defined for insurance contracts. These portfolios then were further disaggregated as follows:

(i) Contracts for which there is a net gain at initial recognition, if any;
(ii) Contracts for which at initial recognition there is no significant possibility of a net gain arising subsequently; and
(iii) Remaining contracts in the portfolio, if any.

Reinsurance contracts held are assessed for aggregation requirements on an individual contract basis. The Group tracks internal management information reflecting historical experiences of such contracts' performance, by treaty and sub-divided by line of business. This information is used as a basis for price negotiations with reinsurers as well as setting retention amounts. The Group's assessment of the performance of the treaties have concluded that some reinsurance contracts held are in a net cost position without a significant possibility of a net gain arising subsequently while other reinsurance contracts have a net gain at initial recognition.

Transition approaches that were applied by the Group on adoption of IFRS 17 with respect to contracts aggregation requirements are included in Note 9.

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2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Unit of account (continued)

Before the Group accounts for an insurance contract based on the guidance in IFRS 17, it analyses whether the contract contains components that should be separated. IFRS 17 distinguishes three categories of components that have to be accounted for separately:

- Cash flows relating to embedded derivatives that are required to be separated;
- Cash flows relating to distinct investment components; and
- Promises to transfer distinct goods non-insurance services.

The Group does not have any products with components that require separation. The Group therefore applies IFRS 17 to all components of the contract. In assessing whether the contract should be further separated, the following considerations are made:

(i) Whether there is interdependency between the different risks covered;
(ii) Whether components lapse together; and
(iii) Whether components can be priced and sold separately.

The Group does not have any contracts that require further separation of insurance contracts.

Recognition and derecognition

Groups of insurance contracts issued are initially recognised from the earliest of the following:

- The beginning of the coverage period;
- The date when the first payment from the policyholder is due or actually received, if there is no due date; and
- When the Group determines that a group of contracts become onerous.

Insurance contracts acquired in a business combination or a portfolio transfer are accounted for as if they were entered into at the date of acquisition on transfer.

A group of reinsurance contracts held that covers the losses of separate insurance contracts on a proportionate basis (proportionate or quota share reinsurance) is recognised from the earlier of:

- The beginning of the coverage period of the group; and
- The date the Group recognised an onerous group of underlying insurance contracts, if the Group entered into the related reinsurance contract held in the group at or before that date.

The Group does not recognise a group of quota share reinsurance contracts held until it has recognised at least one insurance contract in a group of the underlying insurance contracts, if that date is later than the beginning of the coverage period of the group of reinsurance contracts held. A gap between the start of the coverage period for a quota share contract and that of the underlying contracts rarely occurs in practice.

A group of reinsurance contracts held that covers aggregate losses from underlying contracts in excess of a specified amount (non- proportionate reinsurance contracts, such as excess of loss reinsurance) is recognised at the beginning of the coverage period of that group.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Recognition and derecognition continued
Only contracts that meet the recognition criteria by the end of the reporting period are included in the groups. When contracts meet the recognition criteria in the groups after the reporting date, they are added to the groups in the reporting period in which they meet the recognition criteria, subject to the annual cohorts' restriction. Composition of the groups is not reassessed in subsequent periods.

Accounting for contract modification and derecognition

An insurance contract is derecognised when it is:

- Extinguished (i.e. when the obligation specified in the insurance contract expires or is discharged or cancelled); or
- The contract is modified and certain additional criteria are met.

When an insurance contract is modified by the Group as a result of an agreement with the counterparties or due to a change in the regulations, the group treats changes in cash flows caused by the modification as changes in estimates of the FCF, unless the conditions for the derecognition of the original contract are met. The Group derecognises the original contract and recognises the modified contract as a new contract if any of the following conditions are present:

(a) If the modified terms had been included at contract inception and the Group would have concluded that the modified contract:
  (i) Is not in scope of IFRS 17;
  (ii) Results in different separable components;
  (iii) Results in a different contract boundary; or
  (iv) Belongs to a different group of contracts

(b) The original contract represents an insurance contract with direct participation features, but the modified contract no longer meets that definition, or vice versa; or

(c) The original contract was accounted for under the PAA, but the modification means that the contract no longer meets the eligibility criteria for that approach.

NCB Financial Group Limited

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Recognition and derecognition (continued)

When an insurance contract not accounted for under the PAA is derecognised from within a group of insurance contracts, the Group:

(a) Adjusts the FCF to eliminate the present value of future cash flows and risk adjustment for non-financial risk relating to the rights and obligations removed from the group.

(b) Adjusts the CSM (unless the decrease in the FCF is allocated to the loss component of the LRC of the group) in the following manner, depending on the reason for the derecognition:
(i) If the contract is extinguished, in the same amount as the adjustment to the FCF relating to future service.
(ii) If the contract is transferred to a third party, in the amount of the FCF adjustment in (a) less than the premium charged by the third party.
(iii) If the original contract is modified resulting in its derecognition, in the amount of the FCF adjustment in (a) adjusted for the premium the Group would have charged had it entered into a contract with equivalent terms as the new contract at the date of the contract modification, less any additional premium charged for the modification. When recognising the new contract in this case, the Group assumes such a hypothetical premium as actually received.

(c) Adjusts the number of coverage units for the expected remaining coverage to reflect the number of coverage units removed.
When an insurance contract accounted for under the PAA is derecognised, adjustments to remove related rights and obligations to account for the effect of the derecognition result in the following amounts being charged immediately to profit or loss:
(a) If the contract is extinguished, any net difference between the derecognised part of the LRC of the original contract and any other cash flows arising from extinguishment;
(b) If the contract is transferred to the third party, any net difference between the derecognised part of the LRC of the original contract and the premium charged by the third party; or
(c) If the original contract is modified resulting in its derecognition, any net difference between the derecognised part of the LRC and the hypothetical premium that the entity would have charged if it had entered into a contract with equivalent terms as the new contract at the date of the contract modification, less any additional premium charged for the modification.

Measurement

Fulfilment cash flows

Fulfilment cash flows within contract boundary

The FCF are the current estimates of the future cash flows within the contract boundary of a group of contracts that the Group expects to collect from premiums and pay out for claims, benefits and expenses, adjusted to reflect the timing and the uncertainty of those amounts.

The estimates of future cash flows:
(a) Are based on a probability weighted mean of the full range of possible outcomes;
(b) Are determined from the perspective of the Group, provided the estimates are consistent with observable market prices for market variables; and
(c) Reflect conditions existing at the measurement date.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Fulfilment cash flows continued

Fulfilment cash flows within contract boundary (continued)

An explicit risk adjustment for non-financial risk is estimated separately from the other estimates. For contracts measured under the PAA, unless the contracts are onerous, the explicit risk adjustment for non-financial risk is only estimated for the measurement of the LIC.

The estimates of future cash flows are adjusted using the current discount rates to reflect the time value of money and the financial risks related to those cash flows, to the extent not included in the estimates of cash flows. The discount rates reflect the characteristics of the cash flows arising from the groups of insurance contracts, including timing, currency and liquidity of cash flows. The determination of the discount rate that reflects the characteristics of the cash flows and liquidity characteristics of the insurance contracts requires significant judgment and estimation. Refer to Note 9.

Risk of the Group's non-performance is not included in the measurement of groups of insurance contracts issued. In the measurement of reinsurance contracts held, the probability weighted estimates of the present value of future cash flows include the potential credit losses and other disputes of the reinsurer to reflect the non-performance risk of the reinsurer.

The Group estimates certain FCF at a policy level, which is then aggregated into the relevant profitability groups, cohorts, and portfolios.

The Group uses consistent assumptions to measure the estimates of the present value of future cash flows for the group of reinsurance contracts held and such estimates for the groups of underlying insurance contracts.

Contract boundary
The Group uses the concept of contract boundary to determine what cash flows should be considered in the measurement of groups of insurance contracts. This assessment is reviewed every reporting period.

Cash flows are within the boundary of an insurance contract if they arise from the rights and obligations that exist during the period in which the policyholder is obligated to pay premiums or the Group has a substantive obligation to provide the policyholder with insurance contract services. A substantive obligation ends when:

(a) The Group has the practical ability to reprice the risks of the particular policyholder or change the level of benefits so that the price fully reflects those risks; or

(b) Both of the following criteria are satisfied:

(i) The Group has the practical ability to reprice the contract or a portfolio of contracts so that the price fully reflects the reassessed risk of that portfolio; and
(j) the pricing of the premiums up to the date when the risks are reassessed does not take into account the risks that relate to periods after the reassessment date.

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2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Fulfilment cash flows (continued)

Fulfilment cash flows within contract boundary (continued)

In assessing the practical ability to reprice, risks transferred from the policyholder to the Group, such as insurance risk and financial risk, are considered; other risks, such as lapse or surrender and expense risk, are not included.

Riders, representing add-on provisions to a basic insurance policy that provide additional benefits to the policyholder at additional cost, that are issued together with the main insurance contracts form part of a single insurance contract with all the cash flows within its boundary.

Some insurance contracts issued by the Group provide policyholders with an option to buy an annuity upon the initially issued policies maturity. The Group assesses its practical ability to reprice such insurance contracts in their entirety to determine if annuity-related cash flows are within or outside of the insurance contract boundary. As a result of this assessment, non-guaranteed annuity options are not measured by the Group until they are exercised.

Cash flows outside the insurance contracts boundary relate to future insurance contracts and are recognised when those contracts meet the recognition criteria.

For groups of reinsurance contracts held, cash flows are within the contract boundary if they arise from substantive rights and obligations of the Group that exist during the reporting period in which the Group is compelled to pay amounts to the reinsurer or in which the Group has a substantive right to receive services from the reinsurer.
The Group's individual life reinsurance agreements held have an unlimited duration but are cancellable for new underlying business with a 60 day notice period by either party. Thus, the Group treats such reinsurance contracts as a series of contracts that cover underlying business in force at the end of the reporting period. Estimates of future cash flows arising from all underlying contracts in force at the reporting period are included in the measurement of the reinsurance contracts.

The Group's group life reinsurance contracts and some of its property and casualty reinsurance contracts held provide coverage for claims incurring during the period of the reinsurance treaty coverage. Thus, all cash flows arising from claims incurred and expected to be incurred in the accident year are included in the measurement of the reinsurance contracts held. The premium status of reinsurance policies are aligned with that of the underlying insurance policy. As a result, if the underlying policy is terminated, reinsurance premiums cease; if the underlying policy is reinstated, reissued, converted or otherwise continued after being previously terminated, reinsurance premiums will recommence, with specific rules applied.

The Group's health reinsurance contracts and some of its property and casualty reinsurance contracts held provide coverage for claims incurring during the period of the reinsurance treaty coverage, and up to one year after (i.e., risk attaching reinsurance contracts). Thus, all cash flows arising from claims incurred and expected to be incurred in the two year period are included in the measurement of the reinsurance contracts held.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Fulfilment cash flows (continued)

Fulfilment cash flows within contract boundary (continued)
Cash flows that are not directly attributable to a portfolio of insurance contracts, such as some product development and training costs, are recognised in other operating expenses as incurred.

Insurance acquisition costs
The Group defines acquisition cash flows as cash flows that arise from costs of selling, underwriting and starting a group of insurance contracts (issued or expected to be issued) and that are directly attributable to the portfolio of insurance contracts to which the group belongs. Insurance acquisition cash flows are allocated to groups of insurance contracts on a systematic and rational basis. Insurance acquisition cash flows that are directly attributable to a group of insurance contracts are allocated:

(a) To that group; and
(b) To groups that will include insurance contracts that are expected to arise from renewals of the insurance contracts in that group.

Insurance acquisition cash flows not directly attributable to a group of contracts but directly attributable to a portfolio of contracts are allocated to groups of contracts in the portfolio or expected to be in the portfolio.

The Group does not pay (or recognise a liability, applying a standard other than IFRS 17) directly attributable acquisition costs to originate a group of insurance contracts before they are recognised. The Group therefore does not recognise insurance acquisition cash flows assets.

Risk adjustment for non-financial risk

The risk adjustment for non-financial risk is applied to the present value of the estimated future cash flows and reflects the compensation the Group requires for bearing the uncertainty about the amount and timing of the cash flows from non-financial risk as the Group fulfils insurance contracts.

For reinsurance contracts held, the risk adjustment for non-financial risk represents the amount of risk being transferred by the Group to the reinsurer.
Methods and assumptions used to determine the risk adjustment for non-financial risk are discussed in Note 3 (d).

Initial measurement - Groups of contracts measured under the GMM and/or the VFA

Contractual service margin
The CSM is a component of the carrying amount of the asset or liability for a group of insurance contracts issued representing the unearned profit that the Company will recognise as it provides insurance contract services in the future.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Initial measurement - Groups of contracts measured under the GMM and/or the VFA (continued)

Contractual service margin (continued)

At initial recognition, the CSM is an amount that results in no income or expenses (unless a group of contracts is onerous) arising from:

(a) The initial recognition of the FCF;
(b) Cash flows arising from the contracts in the group at that date;
(c) The derecognition of any insurance acquisition cash flows asset; and
(d) The derecognition of any other pre-recognition cash flows. Insurance revenue and insurance service expenses are recognised immediately for any such assets derecognised.

When the above calculation results in a net outflow, the group of insurance contracts issued is onerous. A loss from onerous insurance contracts is recognised in profit or loss immediately, with no CSM recognised on the balance sheet on initial recognition, and a loss component is established in the amount of loss recognised (refer to the Onerous contracts – Loss component section below).

For groups of reinsurance contracts held, any net gain or loss at initial recognition is recognised as the CSM unless the net cost of purchasing reinsurance relates to past events, in which case the Group recognises the net cost immediately in profit or loss. For reinsurance contracts held, the CSM represents a deferred gain or loss that the Group will recognise as a reinsurance expense as it receives insurance contract services from the reinsurer in the future and is calculated as the sum of:
(a) The initial recognition of the FCF; and
(b) Cash flows arising from the contracts in the group at that date;
(c) The amount derecognised at the date of initial recognition of any asset or liability previously recognised for cash flows related to the group of reinsurance contracts held (other pre-recognition cash flows); and Any income recognised in profit or loss when the entity recognises a loss on initial recognition of an onerous group of underlying insurance contracts or on addition of onerous underlying insurance contracts to that group.

A loss-recovery component is established or adjusted within the remaining coverage for reinsurance contracts held for the amount of income recognised in (d) above. This amount is calculated by multiplying the loss recognised on underlying insurance contracts by the percentage of claims on underlying insurance contracts that the Group expects to recover from the reinsurance contracts held that are entered into before or at the same time as the loss is recognised on the underlying insurance contracts.

When underlying insurance contracts are included in the same group with insurance contracts issued that are not reinsured, the Group applies a systematic and rational method of allocation to determine the portion of losses that relates to underlying insurance contracts.

For insurance contracts acquired in a portfolio transfer or a business combination within the scope of IFRS 3, at initial recognition, the CSM is an amount that results in no income or expenses arising from:
(a) The initial recognition of the FCF; and
(b) Cash flows arising from the contracts in the group at that date, including the fair value of the groups of contracts acquired as at the acquisition date as a proxy of the premiums received.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Subsequent measurement - Groups of contracts measured under the GMM and/or the VFA

The carrying amount at the end of each reporting period of a group of insurance contracts issued is the sum of:
(a) The LRC, comprising:
  (i) The FCF related to future service allocated to the group at that date; and
  (ii) The CSM of the group at that date; and
(b) The LIC, comprising the FCF related to past service allocated to the group at the reporting date.

The carrying amount at the end of each reporting period of a group of reinsurance contracts held is the sum of:
(a) The remaining coverage, comprising:
  (i) The FCF related to future service allocated to the group at that date; and
  (ii) The CSM of the group at that date; and
(b) The incurred claims, comprising the FCF related to past service allocated to the group at the reporting date.

Changes in fulfilment cash flows

The FCF are updated by the Group for current assumptions at the end of every reporting period, using the current estimates of the amount, timing and uncertainty of future cash flows and of discount rates.
The way in which the changes in estimates of the FCF are treated depends on which estimate is being updated:
(a) Changes that relate to current or past service are recognised in profit or loss; and
(b) Changes that relate to future service are recognised by adjusting the CSM or the loss component within the LRC as per the policy below.

For insurance contracts under the GMM, the following adjustments relate to future service and thus adjust the CSM:
(a) Experience adjustments arising from premiums received in the period that relate to future service and related cash flows such as insurance acquisition cash flows and premium-based taxes;
(b) Changes in estimates of the present value of future cash flows in the LRC, except those described in the following paragraph;
(c) Differences between any investment component expected to become payable in the period and the actual investment component that becomes payable in the period, determined by comparing (i) the actual investment component that becomes payable in a period with (ii) the payment in the period that was expected at the start of the period plus any insurance finance income or expenses related to that expected payment before it becomes payable; and
(d) Changes in the risk adjustment for non-financial risk that relate to future service.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Subsequent measurement - Groups of contracts measured under the GMM and/or the VFA (continued)

Changes in fulfilment cash flows (continued)
Adjustments (a), (b), and (d) are measured using the locked-in discount rates as described in the section 'Interest accretion on the CSM'.
For insurance contracts under the GMM, the following adjustments do not relate to future service and thus do not adjust the CSM:

(a) Changes in the FCF for the effect of the time value of money and the effect of financial risk and changes thereof.

(b) Changes in the FCF relating to the LIC;

(c) Experience adjustments – arising from premiums received in the period that do not relate to future service and related cash flows, such as insurance acquisition cash flows and premium-based taxes; and

(d) Experience adjustments relating to insurance service expenses (excluding insurance acquisition cash flows).

When no commitment is specified, the effect of all changes in assumptions that relate to financial risk and changes thereof on the FCF is recognised in insurance finance income or expenses.

For insurance contracts under the VFA, the following adjustments relate to future service and thus adjust the CSM:

(a) Changes in the Group's share of the fair value of the underlying items; and

(b) Changes in the FCF that do not vary based on the returns of underlying items:

(i) Changes in the effect of the time value of money and financial risks including the effect of financial guarantees;

(ii) Experience adjustments arising from premiums received in the period that relate to future service and related cash flows such as insurance acquisition cash flows and premium-based taxes;

(iii) Changes in estimates of the present value of future cash flows in the LRC, except those described in the following paragraph;

(iv) Differences between any investment component expected to become payable in the period and the actual investment component that becomes payable in the period, determined by comparing (i) the actual investment component that becomes payable in a period with (ii) the payment in the period that was expected at the start of the period plus any insurance finance income or expenses related to that expected payment before it becomes payable; and

(v) Changes in the risk adjustment for non-financial risk that relate to future service. Adjustments (ii) to (v) are measured using the current discount rates.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Subsequent measurement - Groups of contracts measured under the GMM and/or the VFA (continued)

Changes in fulfilment cash flows (continued)

For insurance contracts under the VFA, the following adjustments do not relate to future service and thus do not adjust the CSM:

(a) Changes in the obligation to pay the policyholder the amount equal to the fair value of the underlying items;

(b) Changes in the FCF that do not vary based on the returns of underlying items;

(i) Changes in the FCF relating to the LIC; and
(ii) Experience adjustments relating to insurance service expenses (excluding insurance acquisition cash flows).

The Group does not have any products with complex guarantees and does not use derivatives to economically hedge the risks.

Changes to the contractual service margin

For insurance contracts issued, at the end of each reporting period, the carrying amount of the CSM is adjusted by the Group to reflect the effect of the following changes:

(a) The effect of any new contracts added to the group.

(b) For contracts measured under the GMM, interest accrued on the carrying amount of the CSM.

(c) Changes in the FCF relating to future service are recognised by adjusting the CSM. Changes in the FCF are recognised in the CSM to the extent the CSM is available. When an increase in the FCF exceeds the carrying amount of the CSM, the CSM is reduced to zero, the excess is recognised in insurance service expenses and a loss component is recognised within the LRC. When the CSM is zero, changes in the FCF adjust the loss component within the LRC with correspondence to insurance service expenses.
The excess of any decrease in the FCF over the loss component reduces the loss component to zero and reinstates the CSM.

(d) The effect of any currency exchange differences.

(e) The amount recognised as insurance revenue for services provided during the period determined after all other adjustments above.

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2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Subsequent measurement - Groups of contracts measured under the GMM and/or the VFA (continued)

Changes to contractual service margin (continued)

For reinsurance contracts held, at the end of each reporting period, the carrying amount of the CSM is adjusted by the Group to reflect the effect of the following changes:

(a) The effect of any new contracts added to the group.
(b) Interest accreted on the carrying amount of the CSM.
(c) Income recognised in profit or loss when the entity recognises a loss on initial recognition of an onerous group of underlying insurance contracts or on addition of onerous underlying insurance contracts to that group. A loss-recovery component is established or adjusted within the remaining coverage for reinsurance contracts held for the amount of income recognised.
(d) Reversals of a loss-recovery component other than changes in the FCF of reinsurance contracts held.
(e) Changes in the FCF, to the extent that the change relates to future service, unless the change results from a change in FCF allocated to a group of underlying insurance contracts that does not adjust the CSM for the group of underlying insurance contracts.
(f) The effect of any currency exchange differences.
(g) The amount recognised in profit or loss for insurance contract services received during the period, determined after all other adjustments above.

Income referred to in (c) above is calculated by multiplying the loss recognised on underlying insurance contracts by the percentage of claims on underlying insurance contracts that the Group expects to recover from the reinsurance contract held that is entered into before or at the same time as the loss is recognised on the underlying insurance contracts.

For the purposes of (c)–(e) above, when underlying insurance contracts are included in the same group with insurance contracts issued that are not reinsured, the Group applies a systematic and rational method of allocation to determine the portion of losses that relates to underlying insurance contracts.

Refer to the Reinsurance contracts held – Loss recovery component section below for loss-recovery component accounting.

The Group does not have any reinsurance contracts held measured under the GMM with underlying contracts measured under the PAA.

Interest accretion on the CSM:

Under the GMM, interest is accreted on the CSM using discount rates determined at initial recognition that are applied to nominal cash flows that do not vary based on the returns of underlying items (locked-in discount rates).

Adjusting the CSM for changes in the FCF relating to future service:

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Subsequent measurement - Groups of contracts measured under the GMM and/or the VFA (continued)

Changes to contractual service margin (continued)

Release of the CSM to profit or loss:

The amount of the CSM recognised in profit or loss for services in the period is determined by the allocation of the CSM remaining at the end of the reporting period over the current and remaining expected coverage period of the group of insurance contracts based on coverage units.

The coverage period is defined as a period during which the entity provides insurance contract services. Insurance contract services include coverage for an insured event (insurance coverage), the generation of an investment return for the policyholder, if applicable (investment- return service) for the contracts under the GMM, and the management of underlying items on behalf of the policyholder (investment-related service) for the contracts under the VFA. The period of investment-return service or investment-related service ends at or before the date when all amounts due to current policyholders relating to those services have been paid. Investment-return services are provided only when an investment component exists in insurance contracts or the policyholder has a right to withdraw an amount, and the Group expects these amounts to include an investment return that is achieved by the Group by performing investment activities to generate that investment return.

For contracts issued, the Group determines the coverage period for the CSM recognition as follows:

(a) For life insurance contracts, the coverage period corresponds to the policy coverage for mortality risk for life insurance policies and longevity risk for deferred annuities; and

(b) For insurance contracts with investment components, the coverage period corresponds to the period in which insurance or investment return and investment-related services are expected to be provided.

The total number of coverage units in a group is the quantity of coverage provided by the contracts in the group over the expected coverage period. In instances where multiple services are provided to a policyholder, the coverage units are calculated based on each rider, but aggregated to produce the total contract's coverage units. The coverage units are determined at each reporting period-end prospectively by considering:

(a) The quantity of benefits provided by contracts in the group;
(b) The expected coverage duration of contracts in the group; and
(c) The likelihood of insured events occurring, only to the extent that they affect the expected duration of contracts in the group.

The Group uses the amount that it expects the policyholder to be able to validly claim in each period if an insured event occurs at the basis for the quantity of benefits.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Subsequent measurement - Groups of contracts measured under the GMM and/or the VFA (continued)

Changes to contractual service margin (continued)

The Group determines coverage units as follows:

(a) For products under the "Traditional life and interest sensitive without guarantees" category, coverage units are determined based on the policies' face values that are equal to the fixed death benefit amounts;
(b) For products under the "Unit linked life and interest sensitive with guarantees" category, coverage units are based on the fixed death benefits amounts (during the insurance coverage period) plus policyholders' account values;
(c) For products under the "Annuities" category that are in the accumulation phase, coverage units are based on policy size (i.e., the value of the accumulated funds). When they are in the annuitisation phase, coverage units are based on the annuity payout. The coverage units were summed (weights are 50%/50%).

The Group reflects the time value of money in the allocation of the CSM to coverage units using discount rates that are applied to nominal cash flows that do not vary based on the returns of underlying items. For GMM contracts, these discount rates are determined at initial recognition, while for VFA contracts, current discount rates are applied.

For reinsurance contracts held, the CSM is released to profit or loss as services are received from the reinsurer in the period.

Coverage units for the proportionate term life reinsurance contracts are based on the insurance coverage provided by the reinsurer and are determined by the ceded policies' fixed face values taking into account new business projected within the reinsurance contract boundary.

The coverage period for these contracts is determined based on the coverage of all underlying contracts whose cash flows are included in the reinsurance contract boundary. Refer to the 'Contract boundary' section within this Note above.

Onerous contracts - Loss component:

When adjustments to the CSM exceed the amount of the CSM, the group of contracts becomes onerous and the Group recognises the excess in insurance service expenses and records it as a loss component of the LRC.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Subsequent measurement - Groups of contracts measured under the GMM and/or the VFA (continued)

Changes to contractual service margin (continued)

When a loss component exists, the Group allocates the following between the loss component and the remaining component of the LRC for the respective group of contracts, based on the ratio of the loss component to the FCF relating to the expected future cash outflows:

(a) Expected incurred claims and expenses for the period;
(b) Changes in the risk adjustment for non-financial risk for the risk expired; and
(c) Finance income (expenses) from insurance contracts issued.

The amounts of loss component allocation in (a) and (b) above reduce the respective components of insurance revenue and are reflected in insurance services expenses.

Decreases in the FCF in subsequent periods reduce the remaining loss component and reinstate the CSM after the loss component is reduced to zero. Increases in the FCF in subsequent periods increase the loss component.

Reinsurance contracts held – Loss-recovery component:

A loss-recovery component is established or adjusted within the asset for remaining coverage for reinsurance contracts held for the amount of income recognised in profit or loss when the Group recognises a loss on initial recognition of an onerous group of underlying insurance contracts or on addition of onerous underlying insurance contracts to that group.

Subsequently, the loss-recovery component is adjusted to reflect changes in the loss component of an onerous group of underlying insurance contracts discussed in the Onerous contracts – Loss component section above. The loss-recovery component is further adjusted, if required, to ensure that it does not exceed the portion of the carrying amount of the loss component of the onerous group of underlying insurance contracts that the Group expects to recover from the group of reinsurance contracts held.

The loss-recovery component determines the amounts that are presented as a reduction of incurred claims recovery from reinsurance contracts held and are consequently excluded from the reinsurance expenses determination.

Initial and subsequent measurement - Groups of contracts measured under the PAA

The Group uses the PAA for measuring contracts with a coverage period of one year or less. The PAA eligibility test was applied to risk-attaching reinsurance contracts, and it was concluded that the PAA can also be used for such contracts.

For insurance contracts issued, insurance acquisition cash flows are deferred and recognised over the coverage period of contracts in a group.
For insurance contracts issued, on initial recognition, the Group measures the LRC at the amounts of premiums received, less any acquisition cash flows paid and any amounts arising from the derecognition of the prepaid acquisition cash flows asset and the derecognition of any other relevant pre-recognition cash flows.

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2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Initial and subsequent measurement - Groups of contracts measured under the PAA (continued)

For reinsurance contracts held, on initial recognition, the Group measures the remaining coverage at the amount of ceding premiums paid.

The carrying amount of a group of insurance contracts issued at the end of each reporting period is the sum of:

(a) The LRC; and
(b) The LIC, comprising the FCF related to past service allocated to the group at the reporting date.

The carrying amount of a group of reinsurance contracts held at the end of each reporting period is the sum of:

(a) The remaining coverage; and
(b) The incurred claims, comprising the FCF related to past service allocated to the group at the reporting date.

For insurance contracts issued, at each of the subsequent reporting dates, the LRC is:

(a) Increased for premiums received in the period, excluding amounts that relate to premium receivables included in the LIC;
(b) Decreased for insurance acquisition cash flows paid in the period;
(c) Decreased for the amounts of expected premiums received recognised as insurance revenue for the services provided in the period;
(d) Increased for the amortisation of insurance acquisition cash flows in the period recognised as insurance service expenses.

For reinsurance contracts held, at each of the subsequent reporting dates, the remaining coverage is:

(a) Increased for ceding premiums paid in the period; and
(b) Decreased for the amounts of ceding premiums recognised as reinsurance expenses for the services received in the period.

The Group does not adjust the LRC for insurance contracts issued and the remaining coverage for reinsurance contracts held for the effect of the time value of money as insurance premiums are due within the coverage of contracts, which is one year or less.

There are no investment components within insurance contracts issued and reinsurance contracts held that are measured under the PAA.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Initial and subsequent measurement - Groups of contracts measured under the PAA continued

For contracts measured under the PAA, the LIC is measured similarly to the LIC's measurement under the GMM. The health insurance contracts typically have a settlement period of one year and less, and therefore the future cash flows are not adjusted for the time value of money. For property and casualty and group life insurance contracts, future cash flows are adjusted for the time value of money since these insurance contracts sometimes have claims with a settlement period of over one year. Some of these insurance contracts permit the Group to sell (usually damaged) property acquired in settling a claim (salvage). The Group may also have the right to pursue third parties for payment of some or all costs (subrogation). The estimated cost of claims includes a deduction for the expected value of salvage and other recoveries.

If facts and circumstances indicate that a group of insurance contracts measured under the PAA is onerous on initial recognition or becomes onerous subsequently, the Group increases the carrying amount of the LRC to the amounts of the FCF determined under the GMM with the amount of such an increase recognised in insurance service expenses, and a loss component is established for the amount of the loss recognised. Subsequently, the loss component is remeasured at each reporting date as the difference between the amounts of the FCF determined under the GMM relating to the future service and the carrying amount of the LRC without the loss component where applicable, resulting changes in the loss component are disaggregated between insurance service expenses and insurance finance income or expenses for the effect of the time value of money, financial risk and effect of changes therein.

When a loss is recognised on initial recognition of an onerous group of underlying insurance contracts or on addition of onerous underlying insurance contracts to that group, the carrying amount of the asset for remaining coverage for reinsurance contracts held measured under the PAA is increased by the amount of income recognised in profit or loss and a loss-recovery component is established or adjusted for the amount of income recognised. The referred income is calculated by multiplying the loss recognised on underlying insurance contracts by the percentage of claims on underlying insurance contracts that the Group expects to recover from the reinsurance contract held that are entered into before or at the same time as the loss is recognised on the underlying insurance contracts.

When underlying insurance contracts are included in the same group with insurance contracts issued that are not reinsured, the Group applies a systematic and rational method of allocation to determine the portion of losses that relates to underlying insurance contracts.

Where applicable, changes in the loss-recovery component are disaggregated between net income from reinsurance contracts held (refer to note 9) and insurance finance income or expenses for the effect of the time value of money, financial risk and effect of changes therein in proportion to the disaggregation applied to the changes in the underlying loss component.

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2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Measurement (continued)

Initial and subsequent measurement - Groups of contracts measured under the PAA (continued)

The Group does not have any reinsurance contracts held measured under the PAA with underlying contracts measured under the GMM.

Amounts recognised in comprehensive income

Insurance service result from insurance contracts issued

Insurance revenue
As the Group provides services under the group of insurance contracts, it reduces the LRC and recognises insurance revenue. The amount of insurance revenue recognised in the reporting period depicts the transfer of promised services at an amount that reflects the portion of consideration the Group expects to be entitled to in an exchange for those services.

For contracts measured under the GMM and/or the VFA, insurance revenue comprises the following:

- Amounts relating to the changes in the LRC:
  a) Insurance claims and expenses incurred in the period measured at the amounts expected at the beginning of the period, excluding:
     - amounts related to the loss component;
     - repayments of investment components and policyholder rights to withdraw an amount;
     - amounts of transaction-based taxes collected in a fiduciary capacity; and
     - insurance acquisition expenses;
     - amounts related to the risk adjustment for non-financial risk (see (b));
  b) Changes in the risk adjustment for non-financial risk, excluding:
     - changes included in insurance finance income (expenses);
     - changes that relate to future coverage (which adjust the CSM); and
     - amounts allocated to the loss component;
  c) Amounts of the CSM recognised in profit or loss for the services provided in the period; and
  d) Experience adjustments arising from premiums received in the period that relate to past and current service and related cash flows such as insurance acquisition cash flows and premium-based taxes.
  e) Other amounts, including any other pre-recognition cash flows assets derecognised at the date of initial recognition.
- Insurance acquisition cash flows recovery is determined by allocating the portion of premiums related to the recovery of those cash flows on the basis of the passage of time over the expected coverage of a group of contracts.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Amounts recognised in comprehensive income (continued)

Insurance service result from insurance contracts issued (continued)

Insurance revenue continued

For groups of insurance contracts measured under the PAA, the Group recognises insurance revenue based on the passage of time over the coverage period of a group of contracts.

Insurance service expenses

Insurance service expenses include the following:

(a) Incurred claims and benefits excluding investment components reduced by loss component allocations;

(b) Other incurred directly attributable insurance service expenses, including amounts of any other pre-recognition cash flows assets (other than insurance acquisition cash flows) derecognised at the date of initial recognition;

(c) Amortisation of insurance acquisition cash flows;

(d) Changes that relate to past service (i.e. changes in the FCF relating to the LIC); and

(e) Changes that relate to future service (i.e. losses/reversals on onerous groups of contracts from changes in the loss components).

(f) Insurance acquisition cash flows assets impairment.

For contracts measured under the GMM and/or the VFA, amortisation of insurance acquisition cash flows is reflected in insurance service expenses in the same amount as insurance acquisition cash flows recovery reflected within insurance revenue as described above.

For contracts measured under the PAA, amortisation of insurance acquisition cash flows is based on the passage of time.

Other expenses not meeting the above categories are included in other operating expenses in the consolidated statement of income or loss.

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2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Amounts recognised in comprehensive income (continued)

Insurance service result from reinsurance contracts held

Net income (expenses) from reinsurance contracts held

The Group presents financial performance of groups of reinsurance contracts held on a net basis in net income (expenses) from reinsurance contracts held, comprising the following amounts:

(a) Reinsurance expenses;

(b) Incurred claims recovery;

(c) Other incurred directly attributable insurance service expenses;

(d) Changes that relate to past service – changes in the FCF relating to incurred claims recovery;

(e) Effect of changes in risk of reinsurer non-performance;

(f) Amounts relating to accounting for onerous groups of underlying insurance contracts issued:
   i. Income on initial recognition of onerous underlying contracts;
   ii. Reinsurance contracts held under the GMM: reversals of a loss-recovery component other than changes in the FCF of reinsurance contracts held; and
   iii. Reinsurance contracts held under the GMM: changes in the FCF of reinsurance contracts held from onerous underlying contracts.

Reinsurance expenses are recognised similarly to insurance revenue. The amount of reinsurance expenses recognised in the reporting period depicts the transfer of received services at an amount that reflects the portion of ceding premiums the Group expects to pay in exchange for those services.

For contracts measured under the GMM and/or the VFA, reinsurance expenses comprise the following amounts relating to changes in the remaining coverage:

(a) Claims and other directly attributable expenses recovery in the period, measured at the amounts expected to be incurred at the beginning of the period, excluding:
   - Amounts allocated to the loss-recovery component;
   - Repayments of investment components;
   - Amounts related to the risk adjustment for non-financial risk (see (b));

(b) Changes in the risk adjustment for non-financial risk, excluding:
   - Changes included in finance income (expenses) from reinsurance contracts held; and
   - Changes that relate to future coverage (which adjust the CSM);
   - Amounts allocated to the loss-recovery component;

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Insurance service result from reinsurance contracts held (continued)

Net income (expenses) from reinsurance contracts held (continued)

(a) Amounts of the CSM recognised in profit or loss for the services received in the period; and

(b) Experience adjustments – arising from premiums paid in the period other than those that relate to future service.

For groups of reinsurance contracts held measured under the PAA, the Group recognises reinsurance expenses based on the passage of time over the coverage period of a group of contracts

Ceding commissions that are not contingent on claims of the underlying contracts issued reduce ceding premiums and are accounted for as part of reinsurance expenses. Ceding commissions that are contingent on claims of the underlying contracts issued reduce incurred claims recovery.

Insurance finance income or expenses

Insurance finance income or expenses comprise the change in the carrying amount of the group of insurance contracts arising from:

(a) The effect of the time value of money and changes in the time value of money; and

(b) The effect of financial risk and changes in financial risk.

For contracts measured under the GMM, the main amounts within insurance finance income or expenses are:

(a) Interest accreted on the FCF and the CSM; and

(b) The effect of changes in interest rates and other financial assumptions.

For contracts measured under the VFA, insurance finance income or expenses comprise changes in the value of underlying items (excluding additions and withdrawals).

For contracts measured under the PAA, the main amounts within insurance finance income or expenses are:

(a) Interest accreted on the LIC; and

(b) The effect of changes in interest rates and other financial assumptions.

The Group disaggregate changes in the risk adjustment for non-financial risk between insurance service result and insurance finance income or expenses.

For the contracts measured under the VFA and the PAA, the Group includes all insurance finance income or expenses for the period in profit or loss (i.e. the profit or loss option (the PL option) is applied).

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2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Amounts recognised in comprehensive income (continued)

Insurance service result from reinsurance contracts held (continued)

Net income (expenses) from reinsurance contracts held (continued)

For the contracts measured using the GMM, except for those supported by investments measured at fair value through profit or loss, the OCI option is applied. The investments held by the Group that are used to support the GMM portfolio are typically measured at either amortised cost or at fair value through OCI, therefore the use of the OCI option results in the elimination of accounting mismatches with the associated assets. When the OCI option is applied, the impact of the change in discount rate is posted to the OCI. The difference between the liability measured on current rates and the liabilities measured on locked-in rates at any point in time represent the accumulation of amounts in OCI. Interest accreted on the BEL and CSM are also posted to the P&L for these portfolios.

Groups of insurance and reinsurance contracts, including the CSM, that generate cash flows in a foreign currency are treated as monetary items. Where these groups of insurance and reinsurance contracts generate cash flows in multiple currencies, the Group has opted to maintain the underlying cash flows in their transactional currencies. The risk adjustment is also denominated in multiple currencies reflecting the currencies of its related fulfilment cash flows. The CSM, loss component, and the loss recovery component within each insurance and reinsurance group is however assigned a single currency ("the CSM Currency") in order to operate the mechanics of IFRS 17. This currency is determined separately for each insurance or reinsurance group based on the predominant currency in which the underlying cash flows are denominated.

The impact of adjusting the CSM, loss component, or loss recovery component in the CSM Currency due to changes in the exchange rate between the currencies of the underlying cash flows and the CSM Currency are accounted for as changes in financial risk - i.e., within effects of changes in interest rates and other financial assumptions'. Applying IAS 21 at the end of the reporting period, the carrying amount of the group of insurance or reinsurance contracts (including the CSM, loss component, or loss recovery component) is translated into the functional currency at the closing rate, with the resulting impact presented as foreign exchange differences. Both the foreign exchange differences and changes in financial risk are accounted for within 'finance expenses from insurance contracts issued' for insurance contracts and 'finance income from reinsurance contracts held' for reinsurance contracts.

Classification

The Group issues contracts that transfer insurance risk or financial risk or both. Insurance contracts are those contracts that transfer significant insurance risk. Such contracts may also transfer financial risk. As a general guideline, the Group defines as significant insurance risk the possibility of having to pay benefits on the occurrence of an insured event that are at least 10% more than the benefits payable on a present value basis if the insured event did not occur.

Investment contracts are those contracts that transfer financial risk with no significant insurance risk.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Classification (continued)

A number of insurance contracts contain a discretionary participation feature, which entitles the holder to receive, as a supplement to guaranteed benefits, additional benefits or bonuses:

(a) That are likely to be a significant portion of the total contractual benefits;

(b) Whose amount or timing is contractually at the discretion of the Group; and

(c) That are contractually based on:

i. the performance of a specified pool of contracts or a specified type of contract;
ii. realised and/or unrealised investment returns on a specified pool of assets held by the Group; or
iii. the profit or loss of the Group, fund or other entity that issues the contract.

The terms and conditions of these contracts set out the basis for the determination of the amounts on which discretionary benefits are based and within which the Group may exercise its discretion as to the quantum and timing of their payments to contract holders, which will be subject to the advice of the Group's actuary or a locally appointed actuary.

Investment contracts

The Group issues investment contracts including deposit administration contracts and individual deferred annuity contracts. Premiums are recognised directly as liabilities. These liabilities are increased by credited interest or change in the unit prices and are decreased by policy administration fees, mortality and surrender charges and any withdrawals. Revenue consists of investment income and interest credited is treated as an expense.

Reinsurance contracts held

Contracts entered into by the Group with reinsurers under which the Group is compensated for losses on one or more contracts issued by the Group and that meet the classification requirements for insurance contracts are classified as reinsurance contracts held.

Contracts that do not meet these classification requirements are classified as financial assets. Insurance contracts entered into by the Group under which the contract holder is another insurer (inward reinsurance) are included with insurance contracts.

Receivables and payables other than those for contracts under IFRS 17

Receivables and payables are recognised when due. These include amounts due to and from agents and brokers. If there is objective evidence that the receivable is impaired, the Group reduces the carrying amount of the receivable accordingly and recognises that impairment loss in the consolidated statement of income.

Insurance finance reserve

The insurance finance reserve comprises the cumulative insurance finance income and expenses recognised in other comprehensive income. If the Group derecognises a contract without direct participation features as a result of a transfer to a third party or a contract modification, then any remaining amounts of accumulated other comprehensive income for the contract are reclassified to profit or loss as a reclassification adjustment.

2. Material Accounting Policies (Continued)

(v) Insurance and investment contracts – classification, recognition and measurement (continued)

Salvage and subrogation reimbursements
Some insurance contracts permit the Group to sell (usually damaged) property acquired in settling a claim (salvage). The Group may also have the right to pursue third parties for payment of some or all costs (subrogation). The estimated cost of claims includes a deduction for the expected value of salvage and other recoveries.

(w) Provisions
Provisions are recognised when there is a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made.

(x) Post-employment benefits

The Group operates various post-employment schemes, including both defined benefit and defined contribution pension plans and post-employment medical plans.

Pension benefits
The Group and its subsidiaries operate a number of retirement plans, the assets of which are generally held in separate trustee administered funds. The pension plans are funded by payments from employees and by the relevant companies, taking into account the recommendations of independent qualified actuaries. The Group has both defined benefit and defined contribution plans.

Defined benefit pension plans
A defined benefit pension plan is a plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors, such as age, years of service and compensation.

The amount recognised in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the statement of financial position date less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates on sovereign and corporate bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating to the terms of the related pension obligation.

The current service cost of the defined benefit plan, included in staff costs in the income statement, reflects the increase in the defined benefit obligation resulting from employee service in the current year, benefit changes, curtailments and settlements.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. The cost is included in staff costs in the income statement.

Past-service costs are recognised immediately in expenses.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

Defined contribution pension plans
A defined contribution pension plan is a plan under which the Group pays fixed contributions into a separate fund. The Group has no legal or constructive obligations to pay further contributions. The contributions are charged to the income statement in the period to which they relate.

2. Material Accounting Policies (Continued)

(x) Post-employment benefits (continued)

Other post-employment benefit obligations
The Group provides post-employment health care benefits to its retirees. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment using an accounting methodology similar to that for defined benefit pension plans. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited in other comprehensive income in the period in which they arise. These obligations are valued annually by independent qualified actuaries.

Termination benefits
Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the statement of financial position date are discounted to present value.

Annual leave
Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the year end date.

Other employee benefits
The Group makes loans to employees at interest rates below the comparable market rate. The loans revert to market rate if the employee leaves either the Group or the related party company. Reduced rate employee loans are financial assets and under IFRS 9, they are initially recognized at fair value and thereafter at amortized cost. For the Group's employees, the difference between fair value and the amount of the loan is recorded as a prepaid benefit with a corresponding decrease in the carrying value of loans and advances. The benefit is recognized as an expense over the expected service life of the employee, with a corresponding increase in interest income.

(y) Acceptances, guarantees, indemnities, letters of credit and undertakings
Acceptances, guarantees, indemnities and letters of credit and undertakings are various forms of contractual commitments to advance funds to or on behalf of customers and include:

(i) Obligations on the part of the Group to make payments (directly or indirectly) to a designated third party contingent upon a default by the Group's customer in the performance of an obligation under the terms of that customer's contract with the third party; and
(ii) Obligations to guarantee or stand as surety for the benefit of a third party.

Where obligations under acceptances, guarantees, indemnities and letters of credit and undertakings are not considered to be contingent, the amounts are reported as a liability in the statement of financial position. There are equal and offsetting claims against customers in the event of a call on these commitments, which are reported as an asset.

Where obligations are considered to be contingent, the amounts are disclosed in Note 52.

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2. Material Accounting Policies (Continued)

(z) Share capital

Share issue costs
Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, for the proceeds.

Dividends on ordinary shares
Dividends on ordinary shares are recognised in equity in the period in which they are declared.

Treasury shares
Subject to the applicable laws of the relevant jurisdictions in which the Company, its subsidiaries or consolidated entities operate, where the Company, its subsidiaries or consolidated entities acquire the shares of the Company, the consideration paid, including any directly attributable incremental costs (net of taxes) is deducted from equity attributable to the Company's stockholders until the shares are cancelled, reissued or disposed. Where the shares are subsequently sold or reissued, any consideration received, net of directly attributable incremental transaction costs and the related income tax effects, are included in equity attributable to the Company's stockholders.

(aa) Offsetting of financial instruments
Financial assets and liabilities are offset with the net amount presented in the statements of financial position, only if the Group holds a currently enforceable legal right to set off the recognized amounts and there is an intention to settle on a net basis or to realise assets and settle the liability simultaneously. The legal right to set off the recognized amounts must be enforceable in both the normal course of business, and in the event of default, insolvency or bankruptcy of both the Group and its counterparty. In all other situations they are presented gross. When financial assets and financial liabilities are offset in the statement of financial position, the associated income and expense items will also be offset in the income statements, unless specifically prohibited by an applicable accounting standard.

(ab) Fiduciary activities
Subsidiaries within the Group acts as trustee and in other fiduciary capacities that result in holding or placing of assets on behalf of individuals, trusts, retirement benefit plans and other third parties. These assets and income arising thereon are excluded from these financial statements, as they are not assets of the Group.

(ac) Interest expense
Interest expense is computed by applying the effective interest rate based to the gross carrying amount of a financial asset (liability), except for financial assets that subsequently become credit impaired. For credit-impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial asset (i.e. after deduction of the loss allowance). Interest includes coupon interest and accrued discount and premium on financial instruments.

3. Critical Accounting Estimates and judgments in Applying Accounting Policies

The Group's financial statements and its financial results are influenced by accounting policies, assumptions, estimates and management judgment, which necessarily have to be made in the course of preparation of the financial statements.

The Group makes estimates and assumptions that may affect the reported amounts of assets and liabilities within the next financial year. All estimates and assumptions required in conformity with IFRS Accounting Standards are best estimates undertaken in accordance with the applicable standard.

Estimates and judgments are continuously evaluated and are based on past experience and other factors, including expectations with regard to future events. Accounting policies and management's judgments for certain items are especially critical for the Group's results and financial position due to their materiality.

(a) ***Fair value of investment securities***
Management uses its judgment in selecting appropriate valuation techniques to determine fair value of investment securities. These techniques are described in Note 50.

(b) ***Income taxes***
There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for actual and anticipated tax audit issues based on estimates of whether additional taxes will be due. In determining these estimates, management considers the merit of any tax audit issues raised, based on their interpretation of the taxation laws, and their knowledge of any precedents established by the taxation authorities. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences could materially impact the current tax and deferred tax provisions in the period in which such determination is made.

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3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(c) Impairment of financial assets

In determining ECL, management is required to exercise judgment in defining what is considered a significant increase in credit risk and in making assumptions and estimates to incorporate relevant information about past events, current conditions and forecasts of economic conditions. Further information about the judgments involved is included in the sections 'Measurement of ECL' and 'Forward-looking information'.

Establishing staging

The Group establishes staging for different categories of financial assets according to the following criteria:

Debt securities and Deposits.

The Group uses its internal credit rating model to determine which of the three stages an asset is to be categorized for the purposes of ECL. The Group's internal credit rating model is a scale which allows for distinctions in risk characteristics and is referenced to the rating scale of international credit rating agencies. The scale is summarised in the following table:

Internal Rating	Classification	External rating – S&P or equivalent
Low Risk	Investment Grade	AAA – BBB
Medium Risk	Non-Investment Grade	BB – B
High Risk	Non-Investment Grade	CCC - C
Default	Default	D

For investment securities, once the asset has experienced a significant increase in credit risk the investment will move from Stage 1 to Stage 2. The Group has assumed that the credit risk of a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial asset that is investment grade is considered low credit risk. Stage 1 instruments are classified as follows:

- investment grade, or
- below investment grade at origination and have not been downgraded more than 2 notches since origination.

Stage 2 instruments are assets which:

- have been downgraded from investment grade to below investment grade, or
- are rated below investment grade at origination and have been downgraded more than 2 notches since origination.

3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(c) Impairment of financial assets (continued)

Debt securities and deposits. (continued)

Stage 3 instruments are assets in default where estimated future cash flows have been impacted negatively.

Other assets measured at amortised cost include, lease receivables, loan commitments and financial guarantee contracts. The assessment of significant increase in credit risk for these assets requires significant judgment. Movements between Stage 1 and Stage 2 are based on whether an instrument's credit risk at the reporting date has increased significantly relative to the date it was initially recognised. For the purposes of this assessment, credit risk is based on an instrument's lifetime PD, not the losses the Bank expects to incur.

All loans receive an initial risk rating at origination. The Group has established a credit quality review process involving analysis of the ability of borrowers and other counterparties to meet interest and capital repayment obligations based on factors that include days past due ("DPD"), performance and other known material changes. Ratings of individual loans are based on the following criteria:

- Credit structure and cash flow stability;
- Specific loan and collateral characteristics;
- Guarantees and other credit support;
- Macro-economic factors; and,
- Financial and management information for commercial loans.

This assessment results in each facility being classified as "low risk", "medium risk" or "high risk". The Group considers loans that have missed a full payment cycle, to have experienced a significant increase in credit risk. The Bank assesses loans as having experienced a significant increase in credit risk if any other qualitative indicator is triggered such as, known financial difficulty, credit issue with another account, expected forbearance or restructuring. If any of these factors indicates that a significant increase in credit risk has occurred, the instrument is moved from Stage 1 to Stage 2.

The thresholds for movement between Stage 1 and Stage 2 are symmetrical. After a financial asset has migrated to Stage 2, if its credit risk is no longer considered to have significantly increased relative to its initial recognition, the financial asset will move back to Stage 1.

Forward looking information
When management determines the macro-economic factors that impact the portfolios of financial assets, they first determine all readily available information within the relevant market. Portfolios of financial assets are segregated based on product type, historical performance and homogenous country exposures. There is often limited timely macro-economic data for Caribbean markets. Management assesses data sources from local governments, International Monetary Fund and other reliable data sources. A regression analysis is performed to determine which factors are most closely correlated with the credit losses for each portfolio. Where projections are available, these are used to forecast up to three years and subsequently the long term average performance is then used for the remaining life of the product. These projections are reassessed on an annual basis.

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3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(d) Insurance contracts

Definition and classification

Definition and classification determines whether contracts are in the scope of IFRS 17 and, for contracts determined to be in scope of IFRS 17, what measurement model is applicable.

Determining whether a contract issued accepts significant insurance risk and, similarly, whether a reinsurance contract held transfers significant insurance risk requires judgment. Refer to Note 2 (v) which gives details on how the Group determines the classification of insurance products with investment components as insurance or investment contracts.

Determining whether a contract issued that does not transfer significant insurance risk meets the definition of an investment contract with discretionary participation features requires judgment. The Group does not issue any investment contracts with discretionary participation features.

Determining whether contracts that were determined to be in the scope of IFRS 17 meet the definition of an insurance contract with direct participation features requires judgment:

(a) Whether the pool of underlying items is clearly identified;

(b) Whether amounts that an entity expects to pay to the policyholders constitute a substantial share of the fair value returns on the underlying items; and

(c) Whether the Group expects the proportion of any change in the amounts to be paid to the policyholders that vary with the change in fair value of the underlying items to be substantial.

Significant judgment is applied to determine whether the proportion to be paid by the Group to life contract policyholders and to direct participating contract policyholders is substantial.

The Group applies the PAA to some insurance contracts with a coverage period of more than one year. The eligibility assessment involved significant judgment on whether the application of the PAA will produce a measurement of the liability for the LRC that would not differ materially from the one that would be produced applying the GMM.

Several subsidiaries in the Group act as agents in relation to the insurance contract services being provided by other parties via fronting arrangements. Where the Group has determined that it retains no credit or insurance risk on these contracts, the assets and liabilities arising out of these arrangements are not accounted for under IFRS 17, but are instead accounted for under the relevant IFRS Accounting Standards. Where the Group retains insurance or credit risk, these arrangements are accounted for as 100% reinsured contracts

3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(d) Insurance contracts (continued)

Unit of account

Judgment is involved in combination of insurance contracts and separation of distinct components, however the Group neither separated components of its insurance contracts nor combined any insurance contracts.

Judgments involved in the identification of portfolios of contracts, as required by paragraph 14 of IFRS 17 (that is, having similar risks and being managed together) are not an area of significant judgment for the Group. This is due to the Group historically managing its insurance and reinsurance portfolios in a way that, consistent with regulatory considerations, clearly distinguishes groups of products by their associated risks.

Judgment is required in aggregating insurance contracts issued on initial recognition into groups of onerous contracts, groups of contracts with no significant possibility of becoming onerous and groups of other contracts. A similar grouping assessment is required for reinsurance contracts held.

For contracts measured under the PAA, the assessment of the likelihood of adverse changes in applicable facts and circumstances is an area of judgment. For insurance contracts issued measured under the PAA, management judgment is required to assess whether facts and circumstances indicate that a group of contracts has become onerous. Further, judgment is required to assess whether facts and circumstances indicate any changes in the onerous group's profitability and whether any loss component remeasurement is required. In 2023 and 2024, the Group did not identify any facts or circumstances that might have indicated that a group of contracts measured under the PAA had become onerous. All contracts measured by the Group in 2023 and 2024 under the PAA were determined to be non-onerous on initial recognition.

Measurement - Fulfilment cash flows

The concept of a contract boundary is used to determine which future cash flows should be considered in the measurement of a contract in the scope of IFRS 17. judgment is involved to determine when the Group is capable of repricing the entire contracts to reflect the reassessed risks, when policyholders are obliged to pay premiums and when premiums reflect risks beyond the coverage period. Only those liabilities or assets relating to expected premiums or claims driven by substantive rights and obligations are recognised within the boundary of the insurance contract. The Group applied judgment to the determination of the contract boundaries of several deferred annuity products with guaranteed annuitisation rates.

The Group uses judgment to determine which cash flows within the boundary of insurance contracts are those that relate directly to fulfilment of the contract. The Group performs regular expense studies and uses judgment to determine the extent to which fixed and variable overheads are directly attributable to fulfilling insurance contracts.

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3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(d) Insurance contracts (continued)

Financial performance

The Group applied significant judgments in the following aspects of the determination of the CSM amounts that were recognised in profit or loss in 2025 and 2024:

(a) For individual life GMM contracts without any accumulating Fund - coverage units are determined based on the quantity of benefits provided via the Face Amount of the coverage.

(b) For individual life contracts that have an accumulated Fund Balance, coverage units are determined based on the quantity of benefits provided via the Face Amount of the coverage plus the Fund Value.

(c) For annuity contracts that are still in the accumulation phase, coverage units are determined based on the value of the fund accumulated to date.

(d) For annuity contracts that are in the annuitisation phase, coverage units are determined based on the value of expected annuity payout.

In performing the above determination, management applied judgment that might significantly impact the CSM carrying values and amounts of the CSM allocation recognised in profit or loss for the period.

Discount rates

A mix of the bottom-up and top-down approaches was applied in the determination of the discount rates for different territories.

The bottom-up approach was used to derive the discount rate for the cash flows of all territories except for the Netherland Antilles. Under this approach, the discount rate is determined as the government yield curve for the relevant territory, which is adjusted for a credit risk premium and an illiquidity premium. The credit risk premium is quantified by finding the average spread between the government yield curve and that of the US Treasury on the assumption that the US Treasury yield curve is risk free. The illiquidity premium is determined by differences in liquidity characteristics between the financial assets used to derive the government yield and the relevant liability cash flows, as illustrated by government bond bid-ask spreads. The government yield curve and the relevant liability are denominated in the same currency as the product being measured for the portfolios denominated in Trinidad & Tobago dollars and Jamaican dollars, with the Trinidad & Tobago curve used as a proxy for portfolios denominated in all other currencies. Given the limited term of the government yield curves, for the unobservable period, the yield curve was interpolated between an ultimate rate and the last observable point using the Smith-Wilson method.

3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(d) Insurance contracts (continued)

Discount rates (continued)

The top-down approach was used to derive the discount rate for the cash flows within the Netherland Antilles. One curve was used for Curacao and Aruba due to the similarities in corporate and retail interest rates, the interconnectedness of the islands, identical exchange rate regimes and similar statuses within the Dutch Kingdom. Under this approach, the discount rate is determined based on a combination of a local currency yield curve and a US Treasury yield curve, in keeping with the standard financial profile for life insurance portfolios in the Dutch Caribbean. For the local currency yield curve, observations of interest rates within the Dutch Caribbean market were used as a starting point. The observations included time deposit rates from commercial banks, interest rates on commercial loans, and mortgage interest rates from various financial institutions. Given that there is no active secondary market for local investments, a specified Illiquidity Premium was not considered necessary. The US Treasury curve represents a risk free curve therefore no credit spreads will be deducted. An Illiquidity Premium will be added to this curve to account for the lesser liquidity of the Group's insurance portfolio versus US Treasury investments.

Observable market information was used from 2010 to capture the low interest environment that much of the world, including the Caribbean, has been in since the 2008 financial crisis. Going back further than this point was considered inappropriate as it is not reflective of the current economic environment.

Cash flows varying based on underlying items are discounted using a discount rate that reflects the variability of the underlying assets. Insurance contracts with direct participating features include investment components where cash flows vary based on the return of investment assets. The cash flows arising from the investment component are discounted using the expected return of the assets supporting the investment component. There are limited financial guarantees in these products. The liabilities associated with these guarantees are measured using a market consistent deterministic interest scenario.

3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(d) Insurance contracts (continued)

Discount rates (continued)

The weighted average yield curves used to discount the estimates of future cash flows that do not vary based on the returns of the underling items are as follows:

	As at 30 September 2025					As at 30 September 2024				
	1 year	5 years	10 years	20 years	30 years	1 year	5 years	10 years	20 years	30 years
Traditional life and sensitive without guarantees										
- Trinidad and Tobago	4.9%	4.94%-5.4%	4.73-5.45%	4.73%-7.45%	7.13%-7.89%	4.1%	3.7%-8.3%	5.5% - 8.0%	8.3%-10.2%	10.2%
- Jamaica	6.3%	7.2%	8.5%	11%	13.1%	6.8%	7.5%	9.7%	13.0%	13.7%
- Dutch Caribbean	3.0%	4.7%	6.2%	6.5%	5.8%	3.3%	4.6%	6.1%	6.2%	5.9%
Annuities										
- Trinidad and Tobago	5.3%	5.25%-5.76%	5.05%-5.76%	5.05%-7.77%	7.45%-8.2%	4.4%	4.1-8.6%	6.9-8.3%	8.6%-10.5%	10.5%
- Jamaica	7.3%	8.2%	9.5%	12.1%	14.2%	7.2%	8.0%	10.2%	13.4%	14.2%
- Dutch Caribbean	3.0%	4.7%	6.2%	6.5%	5.8%	3.3%	4.6%	6.1%	6.2%	5.9%
Unit linked life and sensitive with guarantees										
- Trinidad and Tobago	4.52%-6.45%	4.43%-7.01%	4.71%-6.74%	4.75%-7.01%	4.78%-6.4%	4.5%-6.7%	3.7%-6.6%	4.4%-6.5%	4.8%%-6.9%	5.0%-6.4%
- Jamaica	5.7%	6.6%	7.9%	10.5%	12.5%	6.5%	7.3%	9.5%	12.7%	13.5%
- Dutch Caribbean	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Property and casualty										
- Trinidad and Tobago	5.25%-6.02%	6.24%-6.75%	N/A	N/A	N/A	4.8%-5.8%	5.9%-6.5%	N/A	N/A	N/A
- Jamaica	7.4%	7.8%	N/A	N/A	N/A	4.8%	5.9%	N/A	N/A	N/A
- Dutch Caribbean	2.2%-3.0%	2.4%-4.3%	N/A	N/A	N/A	3.7%	4.6%	N/A	N/A	N/A

3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(d) Insurance contracts (continued)

Estimates of future cash flows to fulfil insurance contracts

Included in the measurement of each group of contracts in the scope of IFRS 17 are all the future cash flows within the boundary of each group of contracts. The estimates of these future cash flows are based on probability weighted expected future cash flows. The Group estimates which cash flows are expected and the probability that they will occur as at the measurement date. In making these expectations, the Group uses information about past events, current conditions and forecasts of future conditions. The Group's estimate of future cash flows is based on a best estimate deterministic scenario that specifies the amount, timing and probability of cash flows.

Expenses related cash flows are determined at a cohort level and are allocated on a systematic basis similar to the activity based costing method. The Group has determined that this method results in a systematic and rational allocation. Similar methods are consistently applied to allocate expenses of a similar nature. Acquisition cash flows and expenses of an administrative policy maintenance nature are allocated to groups of contracts based on the number of contracts initiated for the period, and in force for the period, respectively. Claims settlement related expense are allocated based on the number of claims incurred.

For the long-term insurance contracts without investment components, uncertainty in the estimation of future claims and benefit payments and premium receipts arises primarily from the unpredictability of long-term changes in the mortality rates, the variability in the policyholder behaviour and uncertainties regarding future inflation rates and expenses growth.

Uncertainty of future claims and benefit payments arises primarily from the variability in policyholder behaviour. The interest rate guarantee embedded in insurance contracts was measured using a best estimate deterministic scenario, representing the most likely future interest rate environment.

For the short-term insurance contracts, uncertainty in the estimation of future claims and benefit payments arises primarily from the severity and frequency of claims and uncertainties regarding future inflation rates leading to claims and claims-handling expenses growth.

Assumptions used to develop estimates about future cash flows are reassessed at each reporting date and adjusted where required.

NCB Financial Group Limited

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3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(d) Insurance contracts (continued)

Methods used to measure the risk adjustment for non-financial risk

The risk adjustment for non-financial risk is the compensation that is required for bearing the uncertainty about the amount and timing of cash flows that arises from non-financial risk as the insurance contract is fulfilled. Because the risk adjustment represents compensation for uncertainty, estimates are made on the degree of diversification benefits and expected favourable and unfavourable outcomes in a way that reflects the Group's degree of risk aversion. The Group estimates an adjustment for non-financial risk separately from all other estimates.

For insurers within the Life, Health, and Pensions Segment, the risk adjustment was calculated on a full contract basis, thereby considering risks that may emerge over the entire life of the insurance contract. Given the long-term nature of the related risks, this approach is appropriate to capture the uncertainty embedded in the underlying contracts, without adding the complexity of performing projections on an annual basis. The risk adjustment is further calculated at a coverage level in accordance with the related risk profile, and then aggregated up to profitability groups, cohorts, and portfolios. To determine the variability of the reserves, the risk margin approach was used.

With the risk margin approach, the risk adjustment is determined by calculating and combining explicit risk margins for non-financial risks as outlined in guidance provided by the Central Bank of Trinidad and Tobago and the Financial Services Commission of Jamaica, with reasonable adjustments applied by long-term insurers in the Dutch Caribbean as may be suitable for their territories. Quantification of the confidence level is done using a quantile technique based on an underlying normal probability distribution assumption for the future cash flows. The Group's weighted average confidence level corresponding to the results of this technique was 74% (2024: 77%). The confidence levels by territory were as follow: Trinidad and Tobago life insurance subsidiaries - 73% - 74% (2024: 75% - 78%), Jamaican life insurance subsidiary - 73% (2024: 76%), Dutch Caribbean life insurance subsidiaries - 76% (2024: 82%). Consideration of the amount of diversification benefit is done at the entity level reflecting the diversification in contracts sold across portfolios as this reflects the potential for risk reduction when the entity has a diversified portfolio of insurance contracts.

3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(d) Insurance contracts (continued)

Methods used to measure the risk adjustment for non-financial risk (continued)

For insurers in the Property and Casualty Segment, the risk adjustment was calculated on a one-year basis given the short-term nature of the contracts in this segment. These calculations are performed at a Line of Business level, which is effectively equivalent to a portfolio, summed for all territories. The risk adjustment is then allocated to the various territories on a basis proportional to the discounted present value of future cash flows. To determine the variability of the reserves for property and casualty contracts, the Group used the Over Dispersed - Poisson (ODP) Bootstrap approach. The ODP Bootstrap approach is widely used in the Property & Casualty industry for estimating loss reserve variability. The Group used this approach to replicate the paid and incurred chain-ladder methods. The various portfolios were analysed using aggregated loss triangles up to a particular accident year that combined the various territories for which valuations are carried out. The confidence level range was 70% to 95%.

The methods and assumptions used to determine the risk adjustment for non-financial risk were not changed in 2025 and 2024.

(e) Future obligations for post-employment benefits

The cost of these benefits and the present value of the future obligations depend on a number of factors that are determined by actuaries using a number of assumptions. The assumptions used in determining the net periodic cost or income for retirement benefits include the expected long-term rate of return on the relevant plan assets, the discount rate and, in the case of health benefits, the expected rate of increase in health costs. Any changes in these assumptions will impact the net periodic cost or income recorded for retirement benefits and may affect planned funding of the pension plans. The expected return on plan assets assumption is determined on a uniform basis, considering long-term historical returns, asset allocation and future estimates of long-term investment returns. The Group determines the appropriate discount rate at the end of each year, which represents the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the retirement benefit obligations. In determining the appropriate discount rate, the Group considered interest rate on government bonds that are denominated in the currency in which the benefits will be paid, and have terms to maturity approximating the terms of the related obligations. The expected rate of increase of health costs has been determined by comparing the historical relationship of the actual health cost increases with the rate of inflation. Other key assumptions for the retirement benefits are based on current market conditions.

(f) Interests in structured entities

Unit Trust Scheme

A subsidiary of the Group manages a Unit Trust Scheme comprising seven portfolios – the JMD Money Market Portfolio, the JMD High Yield Asset and Loans Portfolio, the Real Estate Portfolio, the Caribbean Equity Portfolio, the USD Money Market Portfolio, the USD Indexed Bond Portfolio (inactive) and the USD Bond Portfolio. The Unit Trust has an independent trustee. A subsidiary of the Group is the investment manager of the Unit Trust. Determining whether the Group controls the Unit Trust requires judgment. This would include a consideration of the investors' rights to remove the investment manager and an assessment of the exposure to variability arising from the aggregate economic interests of the Group in the Trust.

One of the Group's subsidiaries, as investment manager, earns income from preliminary charges ranging from 0-2.3% and management fees ranging from 1.5-2.5% on these Unit Trust portfolios. The Group owns 2025 – 0.44% (2024 – 0.48%) of the units in the Unit Trust at September 30, 2025.

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3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(f) Interests in structured entities (continued)

In addition, pending the availability of investments consistent with the investment objective of each portfolio, a significant portion of the Unit Trust funds are invested in cash equivalent instruments issued by the Group. These are short-term fixed rate instruments with maturities of 90 days or less, collateralised by Government of Jamaica securities, that face an insignificant risk of changes in fair value. The interest margin earned by the Group on these instruments is immaterial to the results of its operations.

Management has concluded that, although the contractual terms provide the Group with power over the Unit Trust, the Group is acting as an agent for the investors in the Unit Trust as management does not consider the Group's aggregate economic exposure and interest in the Unit Trust to be significant. Management does not believe that the investment of Unit Trust funds in cash equivalent instruments issued by the Group changes this conclusion as (i) this investment is intended to be temporary and not representative of the Unit Trust's purpose or investment objective (ii) the investment is in cash equivalent instruments subject to an insignificant risk of changes in fair value that bear interest at market rates and (iii) the investment does not expose the Group to any additional variability of returns from the Unit Trust beyond its insignificant aggregate interest through fees and unit holdings. The Unit Trust has therefore not been consolidated.

Mutual Funds

The Group manages a series of mutual funds through its trust and asset management subsidiaries, Guardian Group Trust Limited and Guardian Asset Management and Investment Services Limited. These funds invest mainly in equity securities, debt securities and cash and cash equivalents. As at the consolidated statement of financial position date, the Group has determined that it controls specific funds by virtue of an entrenched management contract. Similar to the Group's consolidation of its subsidiaries, the assets and liabilities of these funds have been consolidated in the financial statements on a line-by-line basis. The carrying value of the total investments and cash held by the funds are recorded as investment securities of mutual fund unit holders and cash and cash equivalents of mutual fund unit holders respectively on the consolidated statement of financial position. Interests held by external parties in the funds that are consolidated are recorded as third party interest in mutual funds measured at net assets value on the consolidated statement of financial position.

3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(g) Investment in associates

The Company entered into a private equity investment agreement to acquire 76% of the issued ordinary share capital in Capital Infrastructure Group Limited, while the remaining 24% is owned jointly by two other investors. The investment was done in two tranches.

The acquired entity specialize in infrastructure projects and has three classes of shares namely two classes of preference shares A&B and the ordinary shares. The management of the entity is undertaken jointly by the two other investors who also jointly owns all the preference shares issued by the entity. The managers through an oversight committee is responsible for the relevant activities of the entity and they also have the right to appoint the majority of the directors to the Board

The determination of whether an investment is an associate, a joint arrangement or a subsidiary requires consideration of all facts and circumstances, and typically begins with an analysis of the company's proportion of the investee's voting rights. judgment may be required to determine the existence of significant influence, joint control or control when it involves elements such as contractual arrangements between shareholders, voting rights, restrictions on board representation or relevant activities of the investee. Consideration is also given to whether the Company has power over the investee and an assessment of the exposure to variability arising from the aggregate economic interests in the investee as well as whether the Company has the ability to use its power to affect the amount of its return.

Both managers are acting as principals and not agents, in operating the entity through the management contract coupled with substantial power by virtue of Class B Preference Shares. Individually, each manager has a sizeable interest in the common equity of the entity that gives them sufficient exposure to variable returns in addition to the at-market compensation for services through Class A and Class B fixed cumulative dividends. The investment in the entity is therefore deemed to be an associate as though it does not have control it has significant influence by way of its representation on the Board of Directors and the Infrastructure Oversight Committee.

The company's investments in associates and are presented in note 24. The company exercised judgment in determining whether it obtained significant influence over the entity during the 2025 financial year, pursuant to the transactions described in note 24.

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3. Critical Accounting Estimates and judgments in Applying Accounting Policies (Continued)

(h) Business model assessment

Classification and measurement of financial assets depends on the results of the SPPI and the business model test. The Group determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgment reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Group monitors financial assets measured at amortised cost or fair value through other comprehensive income that are derecognised prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Group's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets. Factors considered by the Group's business units in determining the business model for a group of assets are disclosed in Note 2 (i).

Effective 1 January 2023, the Group's Jamaican life insurance subsidiary changed its business model where certain financial assets backing its life and annuity portfolios, previously classified as amortised cost and fair value through other comprehensive income, were reclassified to the fair value through profit or loss category which represents how these financial assets are managed.

The change in business model was determined by senior management as a result of external and internal changes, which were significant to the Group's Jamaican life insurance operations and demonstrable to external parties in accordance with IFRS 9, Financial Instruments. This change was supported by the implementation of several strategies which materially affected the operations of the life entity were demonstrable to external parties, and resulted in material changes to risk management, solvency, and investment strategy of the Jamaican entity.

The Group recognised as fair value gain of $3.3 billion in the consolidated statement of income as a result of the business model change. The carrying value of the investment securities reclassified from amortised cost and fair value through other comprehensive income to fair value through profit or loss are disclosed in Note 54.

4. Responsibilities of the Appointed Actuaries and External Auditors

The Boards of Directors of the insurance subsidiaries, pursuant to the legislation in the various jurisdictions where the Group operates, appoint the Actuaries. Their responsibility is to carry out an annual valuation of the Group's policyholders' liabilities in accordance with accepted actuarial practice and regulatory requirements and report thereon to the policyholders and shareholders. In performing the valuations for life insurance policies and annuities, the Actuaries make assumptions as to the future rates of interest, asset defaults, mortality, morbidity, claims experience, policy termination, inflation, reinsurance recoveries, expenses and other contingencies, taking into consideration the circumstances of the Group and the insurance policies in force. In performing valuations for the general insurance company's assumptions are also made in relation to loss ratios, earned income ratios, loss development factors etc.

The shareholders pursuant to the legislation in the various jurisdictions where the Group operates appoint the external auditors. Their responsibility is to conduct an independent and objective audit of the financial statements in accordance with International Standards on Auditing and report thereon to the shareholders. In carrying out their audit, the auditors also make use of the work of the Appointed Actuaries and their reports on the policyholders' liabilities.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

5. Segment Reporting

The Group is organised into the following business segments:

(a) Consumer & SME banking – This incorporates the provision of banking services to individual and small and medium business clients.

(b) Payment services – This incorporates the provision of card related and digital/electronic payment services.

(c) Corporate & commercial banking – This incorporates the provision of banking services to large corporate clients.

(d) Treasury & correspondent banking – This incorporates the Group's liquidity and investment management function, management of correspondent bank relationships, and relationships with other financial institutions as well as foreign currency dealing activities.

(e) Wealth, asset management & investment banking – This incorporates stock brokerage, securities trading, investment management and other financial services provided by certain overseas subsidiaries.

(f) Life and health insurance & pension fund management – This incorporates life insurance, health insurance, pension and investment management services.

(g) General insurance – This incorporates property and casualty insurance services.

The Group's trustee services and the outstanding transactions and balances of certain inactive subsidiaries are classified as unallocated for segment reporting.

Unallocated assets and liabilities
Unallocated assets and liabilities comprise current income tax payable and recoverable, deferred income tax assets and liabilities and assets and liabilities of support units of the Group that are not allocated to the banking segments.

Direct allocated costs and unallocated corporate expenses
Costs incurred by the support units of National Commercial Bank Jamaica Limited ("NCBJ") are allocated to the business segments based on certain criteria determined by management. These criteria include staff complement, square footage and time spent providing the service to the business segment. The expenses that are allocated are mainly staff costs, depreciation and amortisation and other operating expenses and are treated as direct allocated costs.

Costs allocated to the banking segments are reported directly by those segments to the President & Group Chief Executive Officer and Board of Directors. Costs allocated to the non-banking segments are not included in the individual internal reports presented by those segments and are treated as unallocated corporate expenses.

Eliminations
Eliminations comprise inter-segment transactions.

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September 30, **2025** (expressed in Jamaican dollars unless otherwise indicated)

5. Segment Reporting (Continued)

Year ended September 30, 2025	Consumer & SME Banking $'000	Payment Services $'000	Corporate & Commercial Banking $'000	Treasury & Correspondent Banking $'000	Wealth, Asset Management & Investment Banking $'000	Life &Health Insurance & Pension Fund Management $'000	General Insurance $'000	Other & Consolidation Adjustments $'000	Total $'000
External revenue	46,727,203	38,723,560	15,678,151	24,012,397	26,294,617	134,140,208	76,883,856	(1,445,468)	361,014,524
Revenue from other segments	19,344,891	261,827	8,227,433	32,300,414	5,037,055	4,479,200	452,886	(70,103,706)	-
Total revenue	66,072,094	38,985,387	23,905,584	56,312,811	31,331,672	138,619,408	77,336,742	(71,549,174)	361,014,524
Net interest income	32,619,126	8,000,367	8,120,706	8,484,121	6,973,894	29,935,086	1,808,878	(18,329,997)	77,612,181
Net fee and commission income	6,735,717	12,018,455	1,778,535	477,819	4,452,898	4,021,681	496,672	(1,175,824)	28,805,953
Gain/(loss) on foreign currency and investment activities	49,204	555,181	-	8,212,822	3,288,143	8,515,008	1,081,683	(753,475)	20,948,566
Gain on sale of subsidiary	-	-	-	-	-	15,118,303	-	-	15,118,303
Net result from insurance activities	-	-	-	-	-	12,113,606	11,350,977	1,226,303	24,690,886
Insurance finance expenses	-	-	-	-	-	(22,724,210)	(645,243)	-	(23,369,453)
Credit impairment (losses)/reversals	(4,513,339)	(1,898,656)	(1,060,435)	(43,751)	(924,040)	(1,464,168)	(100,959)	(291,846)	(10,297,194)
Other operating income and dividend income	442,734	192,614	241	19	1,087,364	3,850,030	335,628	(1,201,667)	4,706,963
Total operating income/(loss)	35,333,442	18,867,961	8,839,047	17,131,030	14,878,259	49,365,336	14,327,636	(20,526,506)	138,216,205
Total operating expenses	20,397,726	7,307,636	1,807,618	2,203,253	7,876,511	10,882,418	2,928,347	4,074,525	57,478,034
Operating profit/(loss) before allocated costs	14,935,716	11,560,325	7,031,429	14,927,777	7,001,748	38,482,918	11,399,289	(24,601,031)	80,738,171
Allocated costs	(13,326,221)	(6,863,055)	(2,006,411)	(1,195,448)	-	-	-	-	(23,391,135)
Operating profit/(loss) c/fwd	1,609,495	4,697,270	5,025,018	13,732,329	7,001,748	38,482,918	11,399,289	(24,601,031)	57,347,036

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September 30, 2025 (expressed in Jamaican dollars unless otherwise indicated)

5. Segment Reporting (Continued)

Year ended September 30, 2025	Consumer & SME Banking $'000	Payment Services $'000	Corporate & Commercial Banking $'000	Treasury & Correspondent Banking $'000	Wealth, Asset Management & Investment Banking $'000	Life & Health Insurance & Pension Fund Management $'000	General Insurance $'000	Other & Consolidation Adjustments $'000	Total $'000
Operating (loss)/ profit b/fwd	1,609,495	4,697,270	5,025,018	13,732,329	7,001,748	38,482,918	11,399,289	(24,601,031)	57,347,036
Unallocated corporate expenses									(12,440,462)
Share of profit of associates									599,731
Profit before Taxation									45,506,305
Taxation									(8,591,829)
Net Profit									36,914,476
Segment assets	610,372,126	60,442,645	222,910,325	461,292,652	460,970,258	742,930,397	100,749,900	(299,275,506)	2,360,392,797
Associates									10,130,334
Unallocated assets									35,473,816
Total assets									2,405,996,947
Segment liabilities	529,360,557	40,922,114	164,094,988	529,900,637	409,911,106	585,293,383	54,844,244	(170,567,843)	2,143,759,186
Unallocated liabilities									7,902,413
Total liabilities									2,151,661,599
Capital expenditure	2,130,899	640,990	287,684	191,004	328,576	1,018,232	82,070	396,336	5,075,791

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5. Segment Reporting (Continued)

Year ended September 30, 2025	Total per segment report $'000	Allocated expenses $'000	Unallocated corporate expenses $'000	Total per income statement $'000
Reconciliation to income statement				
Net interest income	77,612,181	505,026	149,448	78,266,655
Net fee and commission income	28,805,952	437,947	1,512,972	30,756,871
Gain on foreign currency and investment activities	20,948,566	-	-	20,948,566
Net result from insurance activities	24,690,886	-	-	24,690,886
Other operating income and dividend income	4,706,964	164,851	3,303,896	8,175,711
Insurance finance expenses	(23,369,453)	-	-	(23,369,453)
Credit impairment losses	(10,297,194)	-	-	(10,297,194)
Tota operating expenses	(57,478,034)	(24,498,959)	(17,406,778)	(99,383,771)
Operating profit	65,619,868	(23,391,135)	(12,440,462)	29,788,271

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September 30, 2025 (expressed in Jamaican dollars unless otherwise indicated)

5. Segment Reporting (Continued)

Year ended September 30, 2024	Consumer & SME Banking	Payment Services	Corporate & Commercial Banking	Treasury & Correspondent Banking	Wealth, Asset Management & Investment Banking	Life &Health Insurance & Pension Fund Management	General Insurance	Other & Consolidation Adjustments	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
External revenue	44,339,709	34,784,644	16,057,986	23,001,730	21,767,461	111,317,216	70,446,947	1,863,679	323,579,372
Revenue from other segments	4,663,268	(4,501)	4,360,105	15,350,265	5,207,657	906,375	540,581	(31,023,750)	-
Total revenue	49,002,977	34,780,143	20,418,091	38,351,995	26,975,118	112,223,591	70,987,528	(29,160,071)	323,579,372
Net interest income	30,381,148	6,261,989	9,310,104	7,341,271	4,975,691	28,109,618	1,682,052	(15,572,690)	72,489,183
Net fee and commission income	6,426,150	10,971,883	1,430,921	675,973	3,227,364	3,903,405	743,633	1,830,897	29,210,226
Gain/(loss) on foreign currency and investment activities	37,239	471,176	(417)	8,154,984	1,254,431	10,172,178	(84,003)	121,391	20,126,979
Net result from insurance activities	-	-	-	-	-	10,010,203	7,284,585	1,224,386	18,519,174
Insurance finance expenses	-	-	-	-	-	(18,759,051)	(786,256)	-	(19,545,307)
Credit impairment (losses)/reversals	(3,766,094)	(2,197,873)	(1,832,790)	32,315	(461,646)	(511,358)	(12,552)	48,165	(8,701,833)
Other operating income and dividend income	187,905	903	484	(1,742)	853,928	1,759,456	349,735	2,892,593	6,043,262
Total operating income/(loss)	33,266,348	15,508,078	8,908,302	16,202,801	9,849,768	34,684,451	9,177,194	(9,455,258)	118,141,684
Total operating expenses	18,770,571	6,944,900	1,842,407	2,201,379	7,897,487	10,732,083	3,090,573	3,991,453	55,470,853
Operating profit/(loss) before allocated costs	14,495,777	8,563,178	7,065,895	14,001,422	1,952,281	23,952,368	6,086,621	(13,446,711	62,670,831
Allocated costs	(12,681,438)	(6,161,854)	(1,812,386)	(1,091,605)	-	-	-	-	(21,747,283)
Operating profit/(loss) c/fwd	1,814,339	2,401,324	5,253,509	12,909,817	1,952,281	23,952,368	6,086,621	(13,446,711)	40,923,548

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September 30, **2025** (expressed in Jamaican dollars unless otherwise indicated)

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5. Segment Reporting (Continued)

Year ended September 30, 2024	Consumer & SME Banking	Payment Services	Corporate & Commercial Banking	Treasury & Correspondent Banking	Wealth, Asset Management & Investment Banking	Life & Health Insurance & Pension Fund Management	General Insurance	Other & Consolidation Adjustments	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Operating (loss)/ profit b/fwd	1,814,339	2,401,324	5,253,509	12,909,817	1,952,281	23,952,368	6,086,621	(13,446,711)	40,923,548
Unallocated corporate expenses									(15,597,846)
Share of profit of associates									483,495
Profit before Taxation									25,809,197
Taxation									(4,239,670)
Net Profit									21,569,527
Segment assets	581,483,586	59,274,688	143,107,390	434,564,994	452,610,329	663,948,424	88,147,650	(149,398,913)	2,273,738,148
Associates									9,758,045
Unallocated assets									32,514,652
Total assets									2,316,010,845
Segment liabilities	517,506,422	22,271,241	145,032,884	439,052,348	415,198,364	568,132,648	61,106,276	(70,018,624)	2,098,281,559
Unallocated liabilities									6,986,478
Total liabilities									2,105,268,037
Capital expenditure	2,761,212	1,677,952	75,678	144,570	261,655	831,093	118,082	1,627,261	7,497,503

Notes to the Financial Statements

5. Segment Reporting (Continued)

Year ended September 30, 2024	Total per segment report $'000	Allocated expenses $'000	Unallocated corporate expenses $'000	Total per income statement $'000
Reconciliation to income statement				
Net interest income	72,489,183	336,378	96,398	72,921,959
Net fee and commission income	29,210,226	392,072	1,071,746	30,674,044
Gain on foreign currency and investment activities	20,126,979	-	-	20,126,979
Net result from insurance activities	18,519,174	-	-	18,519,174
Other operating income and dividend income	6,043,262	151,139	(178,699)	6,015,702
Insurance finance expenses	(19,545,307)			(19,545,307)
Credit impairment losses	(8,701,833)	-	-	(8,701,833)
Tota operating expenses	(55,470,853)	(22,626,872)	(16,587,291)	(94,685,016)
Operating profit	62,670,831	(21,747,283)	(15,597,846)	25,325,702

5. Segment Reporting (Continued)

Geographical

The Group operates mainly via four geographical segments: Jamaica, Trinidad & Tobago, Dutch Antilles & Bermuda. It operates in life and health insurance & pension fund management and general insurance segments within all four geographical segments and primarily in Jamaica within the commercial & consumer, payment services, corporate banking, treasury & correspondent banking and wealth, asset management & investment banking segments. Jamaica represents 56.68% (2024 – 65.23%), Trinidad & Tobago represents 8.54% (2024 – 17.76), Bermuda represents 7.57% (2024 – 8.54%) and Dutch Antilles represents 18.68% (2024 – 7.13%) of total operating income.

The Group's geographic information:

	Jamaica	Trinidad &Tobago	Dutch Antilles	Bermuda	Other	Total
			2025			
	$'000	$'000	$'000	$'000	$000	$'000
Revenue	177,371,091	63,178,290	50,982,682	16,225,338	53,554,645	361,312,046
Total assets	1,249,376,503	473,594,243	235,875,185	214,087,837	233,063,179	2,405,996,947
			2024			
Revenue	167,734,116	56,816,135	33,170,096	15,712,749	50,146,277	323,579,373
Total assets	1,196,012,919	469,814,303	208,706,769	219,297,983	222,178,871	2,316,010,845

Segment assets consist of investments that match insurance and banking liabilities, intangible assets and other operating assets such as receivables and cash. They exclude deferred income taxes, retirement benefit assets, investment in associates and investment in subsidiaries.

Segment liabilities comprise insurance liabilities, financial liabilities arising mainly from investment contracts and borrowing arrangements. They exclude items such as taxation, retirement benefit liabilities and business development loans.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

6. Net Interest Income

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Interest income				
Loans and advances	63,167,291	61,280,097	2,008,714	1,994,783
Investment securities –				
Fair value through other comprehensive income	27,124,309	28,752,301	486,272	492,464
Amortised cost	20,144,912	16,735,336	-	-
Fair value through profit & loss	12,430,182	12,479,490	-	-
Reverse repurchase agreements	572,699	401,493	-	-
Deposits and other	1,453,029	319,534	128,012	27,282
	124,892,422	119,968,251	2,622,998	2,514,529
Interest expense				
Customer deposits	8,904,388	8,701,190	-	-
Repurchase agreements	14,665,304	16,209,770	-	-
Changes in investment contract benefits	1,661,486	1,607,559	-	-
Securitisation arrangements	5,278,906	5,677,382	-	-
Other borrowed funds and amounts due to banks	16,115,683	14,850,391	10,766,610	9,114,209
	46,625,767	47,046,292	10,766,610	9,114,209
Net interest income/(expense)	78,266,655	72,921,959	(8,143,612)	(6,599,680)

7. Net Fee and Commission Income

	The Group		The Company	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Fee and commission income				
Consumer & SME Banking	6,242,611	6,684,483	-	-
Payment services	24,525,724	21,711,046	-	-
Corporate & commercial banking	4,859,569	2,631,947	-	-
Management fees	-	-	**5,500,000**	**5,500,000**
Treasury and correspondent banking	513,642	708,192	-	-
Wealth, asset management & investment banking	3,980,554	3,101,029	-	-
Life and health insurance & pension fund management	2,626,321	2,540,086	-	-
Brokerage fees	2,011,254	4,522,123	-	-
Other	708,715	1,534,800	-	-
	45,468,390	43,433,706	**5,500,000**	**5,500,000**
Fee and commission expense				
Payment services	(14,711,519)	(12,759,662)	-	-
	30,756,871	30,674,044	**5,500,000**	**5,500,000**

8. Gain/(loss) on Foreign Currency and Investment Activities

	The Group		The Company	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Net foreign exchange gains/(losses)	8,217,904	7,552,975	(253,711)	(589,581)
Gain on sale of debt securities held for trading	170,428	1,573,961	-	-
Gain on sale of debt securities at FVOCI	4,380,566	1,086,343	389,754	296,565
Unrealised gains/(losses) on FVPL instruments	5,680,044	8,771,551	(741,411)	238
FV losses on properties for development and resale	(24,431)	(84,846)	-	-
Gain/(Loss) on sale of equity securities	2,037,301	1,391,574	(106,682)	106,682
Gain on sale of properties for development and sale	250,182	209,144	-	-
Losses on sale of investment properties	(34,576)	(14,899)	-	-
Fair value gain on revaluation of investment property (Note 25)	636,174	383,616	-	-
Other	(365,026)	(742,440)	-	-
	20,948,566	20,126,979	(712,050)	(186,096)

Net foreign exchange gains/(losses) include gains and losses arising from translation of assets and liabilities denominated in foreign currencies as well as those arising from foreign currency dealing activities.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

9. Insurance Contracts under IFRS 17

9.1 Composition of the consolidated statement of financial position

	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Total $'000
As at 30 September 2025						
Net Insurance contract liabilities						
- Insurance contract liabilities excluding insurance acquisition cash flows assets and other pre-recognition cash flows	83,583,621	380,714,372	44,319,070	3,601,540	37,072,631	549,291,234
As represented by:						
- Insurance contract liability	85,041,533	380,714,372	44,478,035	6,094,573	37,938,801	554,267,314
- Insurance contract asset	(1,457,912)	-	(158,965)	(2,493,033)	(866,170)	(4,976,080)
	83,583,621	380,714,372	44,319,070	3,601,540	37,072,631	549,291,234
As at 30 September 2024						
Net Insurance contract liabilities						
- Insurance contract liabilities excluding insurance acquisition cash flows assets and other pre recognition cash flows	83,750,228	371,191,586	39,434,001	4,209,843	42,566,208	541,151,866
As represented by:						
- Insurance contract liability	85,330,886	371,191,961	39,700,945	4,832,697	42,611,967	543,668,456
- Insurance contract asset	(1,580,658)	(375)	(266,944)	(622,854)	(45,759)	(2,516,590)
	83,750,228	371,191,586	39,434,001	4,209,843	42,566,208	541,151,866

	2025 $'000	2024 $'000
Insurance contract liability		
Current portion	35,620,245	36,659,764
Non-current portion	518,647,069	507,008,692
	554,267,314	543,668,456
Insurance contract asset		
Current portion	3,547,651	908,673
Non-current portion	1,428,429	1,607,917
	4,976,080	2,516,590

9. Insurance Contracts under IFRS 17 (Continued)

9.1 Composition of the consolidated statement of financial position

	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Total $'000
As at 30 September 2025						
Net Reinsurance contract assets						
- Reinsurance contract assets excluding other pre-recognition cash flows	1,049,542	-	-	1,643,537	11,707,271	14,400,350
As represented by:						
- Reinsurance contract liability	(444,660)	-	-	(99,810)	(3,982,562)	(4,527,032)
Reinsurance contract asset	1,494,202	-	-	1,743,347	15,689,833	18,927,382
	1,049,542	-	-	1,643,537	11,707,271	14,400,350
As at 30 September 2024						
Net Reinsurance contract assets						
- Reinsurance contract assets excluding other pre-recognition cash flows	657,349	-	-	1,726,717	18,111,776	20,495,842
As represented by:						
- Reinsurance contract liability	(374,387)	-	-	(118,988)	(1,895,235)	(2,388,610)
Reinsurance contract asset	1,031,736	-	-	1,845,705	20,007,011	22,884,452
	657,349	-	-	1,726,717	18,111,776	20,495,842

	2025 $'000	2024 $'000
Reinsurance contract liability		
Current portion	2,230,914	1,061,758
Non-current portion	2,296,118	1,326,852
	4,527,032	2,388,610
Reinsurance contract asset		
Current portion	10,126,020	11,115,402
Non-current portion	8,801,362	11,769,050
	18,927,382	22,884,452

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

9. Insurance Contracts under IFRS 17 (Continued)

9.2 Insurance revenue and expenses

9.2.1 Insurance revenue and insurance service result

	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Total $'000
For the year ended at 30 September 2025						
Insurance revenue						
Expected incurred claims and other directly attributable expenses	6,724,390	14,748,115	5,423,743	-	-	26,896,248
Change in the risk adjustment for non- financial risk for risk expired	898,025	139,260	1,072,247	-	-	2,109,532
- CSM recognised for the services provided	3,266,391	3,436,600	3,079,310	-	-	9,782,301
Insurance acquisition cash flow recovery	1,807,453	413,159	1,442,583	-	-	3,663,195
Insurance revenue from contracts not measured under PAA	12,696,259	18,737,134	11,017,883	-	-	42,451,276
Insurance revenue from contracts measured under PAA	-	-	-	29,988,299	73,971,557	103,959,856
Total insurance revenue	12,696,259	18,737,134	11,017,883	29,988,299	73,971,557	146,411,132
Insurance service expenses						
Incurred claims and other directly attributed expenses	(6,305,407)	(19,158,142)	(5,700,257)	(23,304,056)	(23,299,460)	(77,767,322)
Changes that relate to past service – changes in the FCF relating to the LIC	823,625	-	-	1,156,438	2,756,320	4,736,383
Losses on onerous contracts and reversal of those losses	228,136	1,035,276	162,314	-	-	1,425,726
Insurance acquisition cash flows amortisation	(1,806,281)	(412,891)	(1,441,649)	(2,340,076)	(12,557,373)	(18,558,270)
Total insurance service expenses	(7,059,927)	(18,535,757)	(6,979,592)	(24,487,694)	(33,100,513)	(90,163,483)

9. Insurance Contracts under IFRS 17 (Continued)
9.2 Insurance revenue and expenses (continued)
9.2.1 Insurance revenue and insurance service result (continued)

	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Total $'000
For the year ended at 30 September 2025						
Amounts relating to the changes in the remaining coverage:						
Expected incurred claims and other directly attributable expenses recovery	(1,306,195)	-	-	-	-	(1,306,195)
- CSM recognised for the services received Experience adjustments- arising from premiums received in the period other than those that relate to future service	(278,074)	-	-	-	-	(278,074)
-Change in the risk adjustment for non-financial risk for the risk expire	(101,847)	-	-	-	-	(101,847)
Reinsurance expenses – contracts not measured under PAA	(1,686,116)	-	-	-	-	(1,686,116)
Reinsurance expenses – contracts measured under PAA	-	-	-	(2,825,002)	(36,906,264)	(39,731,266)
Other incurred directly attributable expenses	(36,930)	-	-	(33,452)	(156,000)	(226,382)
Incurred claims recovery	945,437	-	-	1,376,316	10,010,160	12,331,913
Changes that relates to past service- changes in the FCF relating to incurred claims recovery	-	-	-	(71,044)	(2,170,367)	(2,241,411)
Income on initial recognition of onerous underlying contracts	11,285	-	-	-	-	11,285
Reinsurance contracts held under the GMM:						
Changes in the FCF of reinsurance contracts held from onerous underlying contracts	(14,786)	-	-	-	-	(14,786)
Total net income (expenses) from reinsurance contract held	(781,110)	-	-	(1,553,182)	(29,222,471)	(31,556,763)
Total Insurance service result	4,855,222	201,375	4,038,292	3,947,423	11,648,574	24,690,886

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9. Insurance Contracts under IFRS 17 (Continued)

9.2 Insurance revenue and expenses (continued)

9.2.1 Insurance revenue and insurance service result (continued)

	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Total $'000
For the year ended at 30 September 2024						
Insurance revenue						
Expected incurred claims and other directly attributable expenses	5,705,184	14,651,142	3,926,678	-	-	24,283,004
Change in the risk adjustment for non- financial risk for risk expired	790,177	276,713	1,020,345	-	-	2,087,235
- CSM recognised for the services provided	2,520,220	3,113,147	3,886,738	-	-	9,520,105
Insurance acquisition cash flow recovery	1,420,226	284,244	1,029,608	-	-	2,734,078
Insurance revenue from contracts not measured under PAA	10,435,807	18,325,246	9,863,369	-	-	38,624,422
Insurance revenue from contracts measured under PAA	-	-	-	27,881,479	67,528,834	95,410,313
Total insurance revenue	10,435,807	18,325,246	9,863,369	27,881,479	67,528,834	134,034,735
Insurance service expenses						
Incurred claims and other directly attributed expenses	(5,608,768)	(14,870,140)	(8,902,204)	(23,034,440)	(20,134,292)	(72,549,844)
Changes that relate to past service – changes in the FCF relating to the LIC	-	-	-	857,149	(1,890,303)	(1,033,154)
Losses on onerous contracts and reversal of those losses	(1,098,413)	(1,462,502)	190,603	-	-	(2,370,312)
Insurance acquisition cash flows amortisation	(1,420,274)	(284,253)	(1,029,642)	(1,732,779)	(10,966,454)	(15,433,402)
Total insurance service expenses	(8,127,455)	(16,616,895)	(9,741,243)	(23,910,070)	(32,991,049)	(91,386,712)

9. Insurance Contracts under IFRS 17 (Continued)

9.2 Insurance revenue and expenses (continued)

9.2.1 Insurance revenue and insurance service result (continued)

	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Total $'000
For the year ended at 30 September 2024						
Amounts relating to the changes in the remaining coverage:						
Expected incurred claims and other directly attributable expenses recovery	(1,302,208)	-	-	-	-	(1,302,208)
- CSM recognised for the services received Experience adjustments- arising from premiums received in the period other than those that relate to future service	(171,857)	-	-	-	-	(171,857)
-Change in the risk adjustment for non-financial risk for the risk expire	(101,616)	-	-	-	-	(101,616)
Reinsurance expenses – contracts not measured under PAA	(1,575,681)	-	-	-	-	(1,575,681)
Reinsurance expenses – contracts measured under PAA	-	-	-	(2,235,067)	(35,814,509)	(38,049,576)
Other incurred directly attributable expenses	152,059	-	-	(35,085)	(176,275)	(59,301)
Incurred claims recovery	4,704,527	-	-	1,647,884	7,765,499	14,117,910
Changes that relates to past service- changes in the FCF relating to incurred claims recovery	-	-	-	(75,320)	1,519,191	1,443,871
Income on initial recognition of onerous underlying contracts	12,758	-	-	-	-	12,758
Reinsurance contracts held under the GMM:						
Changes in the FCF of reinsurance contracts held from onerous underlying contracts	(18,830)	-	-	-	-	(18,830)
Total net income (expenses) from reinsurance contract held	3,274,833	-	-	(697,588)	(26,706,094)	(24,128,849)
Total Insurance service result	5,583,184	1,708,351	122,127	3,273,821	7,831,691	18,519,174

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9. Insurance Contracts under IFRS 17 (Continued)

9.2 Insurance revenue and expenses (continued)
9.2.2 Amounts determined on transition to IFRS 17

For insurance contracts measured under the GMM and/or the VFA, an analysis of insurance revenue for insurance contracts issued and the CSM by transition method is included in the following tables. Insurance contracts measured under the PAA are not included in these tables because the Group applied the full retrospective approach to such contracts.

	2025			
	Traditional life and interest sensitive without guarantees	Annuities	Unit linked life and interest sensitive with guarantees	Total
Insurance contracts issued	**$'000**	**$'000**	**$'000**	**$'000**
Insurance revenue				
- New contracts and contracts measured under the full retrospective approach at transition	6,771,999	2,422,592	4,181,451	13,376,042
- Contracts measured under the fair value approach at transition	5,924,259	16,314,543	6,836,432	29,075,234
	12,696,258	18,737,135	11,017,883	42,451,276
CSM as at 30 September				
- New contracts and contracts measured under the full retrospective approach at transition	14,357,599	9,810,012	12,755,341	36,922,952
- Contracts measured under the fair value approach at transition	12,439,677	36,688,850	11,567,439	60,695,966
	26,797,276	46,498,862	24,322,780	97,618,918

	Long-term business
Reinsurance contracts held	**$'000**
CSM as at 30 September	
- New contracts and contracts measured under the full retrospective approach at transition	151,978
- Contracts measured under the fair value approach at transition	2,071,825
	2,223,803

9. Insurance Contracts under IFRS 17 (Continued)

9.2 Insurance revenue and expenses (continued)
9.2.2 Amounts determined on transition to IFRS 17

	2024			
	Traditional life and interest sensitive without guarantees	Annuities	Unit linked life and interest sensitive with guarantees	Total
Insurance contracts issued	**$'000**	**$'000**	**$'000**	**$'000**
Insurance revenue				
- New contracts and contracts measured under the full retrospective approach at transition	4,786,502	907,224	2,369,100	8,062,826
- Contracts measured under the fair value approach at transition	5,649,305	17,418,021	7,494,269	30,561,595
	10,435,807	18,325,245	9,863,369	38,624,421
CSM as at 30 September				
- New contracts and contracts measured under the full retrospective approach at transition	7,780,361	4,186,875	7,469,044	19,436,280
- Contracts measured under the fair value approach at transition	10,385,011	36,624,504	11,643,676	58,653,191
	18,165,372	40,811,379	19,112,720	78,089,471

	Long-term business
Reinsurance contracts held	**$'000**
CSM as at 30 September	
- New contracts and contracts measured under the full retrospective approach at transition	78,771
- Contracts measured under the fair value approach at transition	1,532,838
	1,611,609

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9. Insurance Contracts under IFRS 17 (Continued)

9.2.3 Expected recognition of the contractual service margin

An analysis of the expected recognition of the CSM remaining at the end of the reporting period in profit or loss is provided in the following table:

	Insurance contracts issued			
	Traditional life and interest sensitive without guarantees	Annuities	Unit linked life and interest sensitive with guarantees	Total CSM for insurance contracts issued
Number of years until expected to be recognised	**$'000**	**$'000**	**$'000**	**$'000**
As at 30 September 2025				
Up to 1 year	3,114,044	4,093,591	3,009,230	10,216,865
1 to 3 years	5,040,169	7,131,117	4,996,052	17,167,338
3 to 5 years	3,857,706	5,414,265	3,969,066	13,241,037
5 to 10 years	6,206,480	9,415,684	5,965,850	21,588,014
More than 10 years	8,869,791	20,949,000	6,646,633	36,465,424
Total	27,088,190	47,003,657	24,586,831	98,678,678
As at 30 September 2024				
Up to 1 year	2,343,014	3,143,823	2,554,364	8,041,201
1 to 3 years	3,824,215	5,465,363	4,309,113	13,598,691
3 to 5 years	2,911,866	4,984,236	3,424,303	11,320,405
5 to 10 years	5,661,209	9,622,983	5,150,107	20,434,299
More than 10 years	3,675,393	18,157,372	3,938,215	25,770,980
Total	18,415,697	41,373,777	19,376,102	79,165,576

	Long-term business - Reinsurance contracts held	
	2025	2024
	$'000	$'000
Number of years until expected to be recognised		
Up to 1 year	(257,090)	(201,514)
1 to 3 years	(416,221)	(337,995)
3 to 5 years	(317,076)	(271,253)
5 to 10 years	(452,962)	(421,387)
More than 10 years	(804,596)	(401,669)
Total	(2,247,945)	(1,633,818)

9. Insurance Contracts under IFRS 17 (Continued)

9.3. Traditional life and interest sensitive without guarantees – Insurance contracts issued

9.3.1 Reconciliation of the liability of remaining coverage and the liability for incurred claims

	2025			
	LRC			
	Excluding loss component	Loss component	LIC	Total
	$'000	$'000	$'000	$'000
Opening insurance contract liabilities	61,050,592	2,753,887	21,526,408	85,330,887
Opening insurance contract assets	(2,919,196)	116,388	1,222,149	(1,580,659)
Net balance at 1 October	58,131,396	2,870,275	22,748,557	83,750,228
Insurance revenue	(12,696,258)	-	-	(12,696,258)
Insurance service expenses				
Incurred claims and other directly attributable expenses	-	911,316	5,395,491	6,306,807
Changes that relate to past service	-	-	(823,808)	(823,808)
Gains on onerous contracts and reversal of those losses	-	(228,187)	-	(228,187)
Insurance acquisition cash flows amortisation	1,806,682	-	-	1,806,682
Insurance service expenses	1,806,682	683,129	4,571,683	7,061,494
Insurance service result	(10,889,576)	683,129	4,571,683	(5,634,764)
Finance (income) expenses from insurance contracts issued	5,432,251	126,732	-	5,558,983
Total amounts recognised in comprehensive income	(5,457,325)	809,861	4,571,683	(75,781)
Investment components	(6,883,562)	-	6,883,562	-
Cash flows				
Premiums received	17,166,437	-	-	17,166,437
Claims and other directly attributable expenses paid	-	-	(14,052,701)	(14,052,701)
Insurance acquisition cash flows	(3,931,638)	-	-	(3,931,638)
Total cash flows	13,234,799	-	(14,052,701)	(817,902)
Exchange rate adjustments	353,643	36,418	337,015	727,076
Net balance as at 30 September	59,378,951	3,716,554	20,488,116	83,583,621
Closing insurance contract liabilities	62,181,707	3,580,786	19,279,040	85,041,533
Closing insurance contract assets	(2,802,756)	135,768	1,209,076	(1,457,912)
Net balance as at 30 September	59,378,951	3,716,554	20,488,116	83,583,621

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9. Insurance Contracts under IFRS 17 (Continued)

9.3 Traditional life and interest sensitive without guarantees – Insurance contracts issued

9.3.1 Reconciliation of the liability of remaining coverage and the liability for incurred claims

	2024			
	LRC			
	Excluding loss component	Loss component	LIC	Total
	$'000	$'000	$'000	$'000
Opening insurance contract liabilities	62,060,696	1,205,010	20,150,088	83,415,794
Opening insurance contract assets	(2,412,547)	97,865	890,107	(1,424,575)
Net balance at 1 October	59,648,149	1,302,875	21,040,195	81,991,219
Insurance revenue	(10,435,807)	-	-	(10,435,807)
Insurance service expenses				
Incurred claims and other directly attributable expenses	-	384,233	5,224,535	5,608,768
Losses on onerous contracts and reversal of those losses	-	1,098,413	-	1,098,413
Insurance acquisition cash flows amortisation	1,420,274	-	-	1,420,274
Insurance service expenses	1,420,274	1,482,646	5,224,535	8,127,455
Insurance service result	(9,015,533)	1,482,646	5,224,535	(2,308,352)
Finance (income) expenses from insurance contracts issued	2,068,336	45,693	-	2,114,029
Total amounts recognised in comprehensive income	(6,947,197)	1,528,339	5,224,535	(194,323)
Investment components	(7,473,613)	-	7,473,613	-
Cash flows				
Premiums received	16,857,240	-	-	16,857,240
Claims and other directly attributable expenses paid	-	-	(11,419,557)	(11,419,557)
Insurance acquisition cash flows	(4,427,749)	-	-	(4,427,749)
Total cash flows	12,429,491	-	(11,419,557)	1,009,934
Exchange rate adjustments	474,566	39,061	429,771	943,398
Net balance as at 30 September	58,131,396	2,870,275	22,748,557	83,750,228
Closing insurance contract liabilities	61,050,592	2,753,887	21,526,408	85,330,887
Closing insurance contract assets	(2,919,196)	116,388	1,222,149	(1,580,659)
Net balance as at 30 September	58,131,396	2,870,275	22,748,557	83,750,228

9. Insurance Contracts under IFRS 17 (Continued)

9.3 Traditional life and interest sensitive without guarantees – Insurance contracts issued
9.3.2 Reconciliation of the measurement components of insurance contract balances

	2025			
	Present value of future cash flows	Risk adjustment for non-financial risk	Contractual service margin	Total
	$'000	$'000	$'000	$'000
Opening insurance contract liabilities	69,055,893	3,814,192	12,460,801	85,330,886
Opening insurance contract asset	(8,939,617)	1,404,062	5,954,897	(1,580,658)
Net balance at 1 October	60,116,276	5,218,254	18,415,698	83,750,228
Changes that relate to current service				
CSM recognised for the services provided	-	-	(3,266,391)	(3,266,391)
Change in the risk adjustment for non-financial risk for the risk expired	-	(898,025)	-	(898,025)
Experience adjustments – relating to insurance service expenses	(414,895)	-	-	(414,895)
	(414,895)	(898,025)	(3,266,391)	(4,579,311)
Changes that relate to future service				
Changes in estimates that adjust the CSM	(7,528,915)	848,130	6,637,840	(42,945)
Changes in estimates that result in onerous contract losses or reversal of losses	(233,112)	(27,911)	-	(261,023)
Contracts initially recognised in the period	(4,765,697)	791,511	4,049,966	75,780
	(12,527,724)	1,611,730	10,687,806	(228,188)
Changes that relate to past service – changes in the FCF relating to the LIC	(823,808)	-	-	(823,808)
Insurance service result				
Finance (income) expenses from insurance contracts issued	4,463,940	4,839	1,090,204	5,558,983
Total amounts recognised in comprehensive income	(9,302,486)	718,545	8,511,620	(72,321)
Cash flows				
Premiums received	17,166,437	-	-	17,166,437
Claims and other directly attributable expenses paid	(14,052,701)	-	-	(14,052,701)
Insurance acquisition cash flows	(3,931,638)	-	-	(3,931,638)
Total cash flows	(817,902)	-	-	(817,902)
Exchange rate adjustments	477,385	85,360	160,872	723,617
	50,473,273	6,022,159	27,088,189	83,583,621
Closing insurance contract liabilities	61,809,247	4,337,066	18,895,220	85,041,533
Closing insurance contract assets	(11,335,974)	1,685,093	8,192,969	(1,457,912)
	50,473,273	6,022,159	27,088,189	83,583,621

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9. Insurance Contracts under IFRS 17 (Continued)

9.3 Traditional life and interest sensitive without guarantees – Insurance contracts issued

9.3.2 Reconciliation of the measurement components of insurance contract balances

	2024			
	Present value of future cash flows	Risk adjustment for non-financial risk	Contractual service margin	Total
	$'000	$'000	$'000	$'000
Opening insurance contract liabilities	70,203,643	3,706,926	9,505,226	83,415,795
Opening insurance contract asset	(5,357,839)	1,157,065	2,776,199	(1,424,575)
Net balance at 1 October	64,845,804	4,863,991	12,281,425	81,991,220
Changes that relate to current service				
CSM recognised for the services provided	-	-	(2,520,219)	(2,520,219)
Change in the risk adjustment for non-financial risk for the risk expired	-	(790,177)	-	(790,177)
Experience adjustments – relating to insurance service expenses	(96,604)	-	-	(96,604)
	(96,604)	(790,177)	(2,520,219)	(3,407,000)
Changes that relate to future service				
Changes in estimates that adjust the CSM	(3,142,207)	(73,955)	3,216,050	(112)
Changes in estimates that result in onerous contract losses or reversal of losses	1,046,572	(11,806)	-	1,034,766
Contracts initially recognised in the period	(5,285,222)	774,161	4,543,628	32,567
	(7,380,857)	688,400	7,759,678	1,067,221
Insurance service result	(7,477,461)	(101,777)	5,239,459	(2,339,779)
Finance (income) expenses from insurance contracts issued	1,218,949	254,195	640,886	2,114,030
Total amounts recognised in comprehensive income	(6,258,512)	152,418	5,880,345	(225,749)
Cash flows				
Premiums received	16,857,240	-	-	16,857,240
Claims and other directly attributable expenses paid	(11,419,557)	-	-	(11,419,557)
Insurance acquisition cash flows	(4,427,749)	-	-	(4,427,749)
Total cash flows	1,009,934	-	-	1,009,934
Exchange rate adjustments	519,050	201,845	253,928	974,823
	60,116,276	5,218,254	18,415,698	83,750,228
Closing insurance contract liabilities	69,055,893	3,814,192	12,460,801	85,330,886
Closing insurance contract assets	(8,939,617)	1,404,062	5,954,897	(1,580,658)
	60,116,276	5,218,254	18,415,698	83,750,228

9. Insurance Contracts under IFRS 17 (Continued)
9.3 Traditional life and interest sensitive without guarantees – Insurance contracts issued
9.3.3 Impact of contracts recognized for the year

	Non-onerous contracts originated	Onerous contracts originated	Total
	$'000	$'000	$'000
30 September 2025			
Estimates of the present value of future cash outflows			
- Insurance acquisition cash flows	1,746,123	47,073	1,793,196
- Claims and other directly attributable expenses	6,137,514	140,913	6,278,427
Estimates of the present value of future cash outflows	7,883,637	187,986	8,071,623
Estimates of the present value of future cash inflows	(12,718,102)	(119,218)	(12,837,320)
Risk adjustment for non-financial risk	784,475	7,036	791,511
CSM	4,049,966	-	4,049,966
Increase in insurance contract liabilities from contracts recognised in the period	(24)	75,804	75,780
30 September 2024			
Estimates of the present value of future cash outflows			
- Insurance acquisition cash flows	1,442,421	20,655	1,463,076
- Claims and other directly attributable expenses	7,888,210	219,405	8,107,615
	9,330,631	240,060	9,570,691
Estimates of the present value of future cash outflows	(14,872,758)	(212,403)	(15,085,161)
Risk adjustment for non-financial risk	801,511	6,229	807,740
CSM	4,740,710	-	4,740,710
Increase in insurance contract liabilities from contracts recognised in the period	94	33,886	33,980

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9. Insurance Contracts under IFRS 17 (Continued)

9.3 Traditional life and interest sensitive without guarantees – Insurance contracts issued

9.3.4 Amounts determined on transition to IFRS 17

	New contracts and contracts measured under the full retrospective approach	Contracts measured under the fair value approach	Total
	$'000	$'000	$'000
30 September 2025			
Insurance revenue	6,771,999	5,924,259	12,696,258
CSM as at 1 October	7,887,578	10,528,120	18,415,698
Changes that relate to current service			
CSM recognised for the services provided	(1,879,699)	(1,386,691)	(3,266,390)
Changes that relate to future service			
Changes in estimates that adjust the CSM	3,810,264	2,827,577	6,637,841
Contracts initially recognised in the period	4,049,966	-	4,049,966
Finance expenses from insurance contracts issued	511,863	578,341	1,090,204
Total amounts recognised in comprehensive income	6,492,394	2,019,227	8,511,621
Exchange rate adjustments	38,571	122,299	160,870
CSM as at 30 September	14,418,543	12,669,646	27,088,189
30 September 2024			
Insurance revenue	4,461,602	5,974,205	10,435,807
CSM as at 1 October	3,615,789	8,665,636	12,281,425
Changes that relate to current service			
CSM recognised for the services provided	(923,741)	(1,596,479)	(2,520,220)
Changes that relate to future service			
Changes in estimates that adjust the CSM	162,300	3,147,635	3,309,935
Contracts initially recognised in the period	4,676,269	-	4,676,269
Finance expenses from insurance contracts issued	268,721	357,886	626,607
Total amounts recognized in comprehensive income	4,183,549	1,909,042	6,092,591
Exchange rate adjustments	88,240	(46,558)	41,682
CSM as at 30 September	7,887,578	10,528,120	18,415,698

9. Insurance Contracts under IFRS 17 (Continued)

9.4 Long term business – Reinsurance contracts held
9.4.1 Reconciliation of the remaining coverage and incurred claims

	2025			
	Remaining coverage			
	Excluding loss-recovery component	Loss-recovery component	Incurred claims	Total
	$'000	$'000	$'000	$'000
Opening reinsurance contract assets	(268,864)	(2,342)	1,302,942	1,031,736
Opening reinsurance contract liabilities	(517,659)	3,419	139,853	(374,387)
Net balance as at 1 October	(786,523)	1,077	1,442,795	657,349
Net income (expenses) from reinsurance contracts held				
- Reinsurance expenses	(1,686,115)	-	-	(1,686,115)
- Other incurred directly attributable expenses	-	-	(36,930)	(36,930)
- Incurred claims recovery	-	-	945,437	945,437
- Income on initial recognition of onerous underlying contracts	-	11,285	-	11,285
- Reversals of a loss-recovery component other than changes in the FCF of reinsurance contracts held	-	-	-	-
- Changes in the FCF of reinsurance contracts held from onerous underlying contracts	-	(14,786)	-	(14,786)
Net income (expenses) from reinsurance contracts held	(1,686,115)	(3,501)	908,507	(781,109)
Finance income from reinsurance contracts held	(100,681)	-	-	(100,681)
Total amounts recognised in comprehensive income	(1,786,796)	(3,501)	908,507	(881,790)
Cash flows				
Premiums paid net of ceding commissions and other directly attributable expenses paid	2,121,427	-	318,048	2,439,475
Recoveries from reinsurance	-	-	(1,175,822)	(1,175,822)
Total cash flows	2,121,427	-	(857,774)	1,263,653
Exchange rate adjustments	(20,780)	(185)	31,295	10,330
Net balance as at 30 September	(472,672)	(2,609)	1,524,823	1,049,542
Closing reinsurance contract assets	35,152	(2,585)	1,461,636	1,494,203
Closing reinsurance contract liabilities	(507,824)	(24)	63,187	(444,661)
Net balance as at 30 September	(472,672)	(2,609)	1,524,823	1,049,542

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9. Insurance Contracts under IFRS 17 (Continued)

9.4 Long term business – Reinsurance contracts held

9.4.1 Reconciliation of the remaining coverage and incurred claims

	2024			
	Remaining coverage			
	Excluding loss-recovery component	Loss-recovery component	Incurred claims	Total
	$'000	$'000	$'000	$'000
Opening reinsurance contract assets	(472,424)	46	1,206,618	734,240
Opening reinsurance contract liabilities	(897,822)	8,657	309,737	(579,428)
Net balance as at 1 October	(1,370,246)	8,703	1,516,355	154,812
Net income (expenses) from reinsurance contracts held				
- Reinsurance expenses	(1,575,682)	-	-	(1,575,682)
- Other incurred directly attributable expenses	-	-	152,059	152,059
- Incurred claims recovery	-	(378)	4,704,907	4,704,529
- Income on initial recognition of onerous underlying contracts	-	12,758	-	12,758
- Reversals of a loss-recovery component other than changes in the FCF of reinsurance contracts held	-	(898)	(260)	(1,158)
- Changes in the FCF of reinsurance contracts held from onerous underlying contracts	-	(17,672)	-	(17,672)
Net income (expenses) from reinsurance contracts held	(1,575,682)	(6,190)	4,856,706	3,274,834
Finance income from reinsurance contracts held	11,128	-	-	11,128
Total amounts recognised in comprehensive income	(1,564,554)	(6,190)	4,856,706	3,285,962
Cash flows				
Premiums paid net of ceding commissions and other directly attributable expenses paid	2,153,140	-	43,886	2,197,026
Recoveries from reinsurance	-	-	(4,960,139)	(4,960,139)
Total cash flows	2,153,140	-	(4,916,253)	(2,763,113)
Exchange rate adjustments	(4,863)	(1,436)	(14,013)	(20,312)
Net balance as at 30 September	(786,523)	1,077	1,442,795	657,349
Closing reinsurance contract assets	(268,864)	(2,342)	1,302,942	1,031,736
Closing reinsurance contract liabilities	(517,659)	3,419	139,853	(374,387)
Net balance as at 30 September	(786,523)	1,077	1,442,795	657,349

9. Insurance Contracts under IFRS 17 (Continued)
9.4 Long term business – Reinsurance contracts held
9.4.2 Reconciliation of the measurement components of reinsurance contract balances

	2025			
	Present value of future cash flows $'000	Risk adjustment for non-financial risk $'000	Contractual service margin $'000	Total $'000
Opening reinsurance contract assets	(963,963)	597,211	1,398,489	1,031,737
Opening reinsurance contract liabilities	(638,380)	28,664	235,329	(374,387)
Net balance as at 1 October	(1,602,343)	625,875	1,633,818	657,350
Changes that relate to current service				
- CSM recognised for the services received	-	-	(278,074)	(278,074)
- Change in the risk adjustment for non-financial risk for the risk expired	-	(101,847)	-	(101,847)
- Experience adjustments – relating to incurred claims and other directly attributable expenses recovery	(397,688)	-	-	(397,688)
	(397,688)	(101,847)	(278,074)	(777,609)
Changes that relate to future service				
- Changes in estimates that adjust the CSM	(958,519)	211,832	746,687	-
- Contracts initially recognised in the period	(61,581)	4,826	56,755	-
- CSM adjustment for income on initial recognition of onerous underlying contracts	-	-	11,285	11,285
- Changes in the FCF of reinsurance contracts held from onerous underlying contracts	(14,857)	71	-	(14,786)
- Reversals of a loss-recovery component other than changes in the FCF of reinsurance contracts held	-	-	-	-
	(1,034,957)	216,729	814,727	(3,501)
Net income (expenses) from reinsurance contracts held	(1,432,645)	114,882	536,653	(781,110)
Finance income (expenses) from reinsurance contracts held	(208,809)	9,490	98,637	(100,682)
Total amounts recognised in comprehensive income	(1,641,454)	124,372	635,290	(881,792)
Cash flows				
- Premiums paid net of ceding commissions and other directly attributable expenses paid	2,439,475	-	-	2,439,475
- Recoveries from reinsurance	(1,175,822)	-	-	(1,175,822)
Total cash flows	1,263,653	-	-	1,263,653
Exchange rate adjustments	25,533	5,962	(21,164)	10,331
Net balance as at 30 September	(1,954,611)	756,209	2,247,944	1,049,542
Closing reinsurance contract assets	(1,207,368)	678,885	2,022,685	1,494,202
Closing reinsurance contract liabilities	(747,243)	77,324	225,259	(444,660)
Net balance as at 30 September	(1,954,611)	756,209	2,247,944	1,049,542

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9. Insurance Contracts under IFRS 17 (Continued)

9.4 Long term business – Reinsurance contracts held

9.4.2 Reconciliation of the measurement components of reinsurance contract balances

	2024			
	Present value of future cash flows $'000	Risk adjustment for non-financial risk $'000	Contractual service margin $'000	Total $'000
Opening reinsurance contract assets	(918,327)	668,338	984,229	734,240
Opening reinsurance contract liabilities	(548,521)	25,672	(56,579)	(579,428)
Net balance as at 1 October	(1,466,848)	694,010	927,650	154,812
Changes that relate to current service				
- CSM recognised for the services received	-	-	(171,857)	(171,857)
- Change in the risk adjustment for non-financial risk for the risk expired	-	(101,616)	-	(101,616)
- Experience adjustments – relating to incurred claims and other directly attributable expenses recovery	3,554,380	-	(898)	3,553,482
	3,554,380	(101,616)	(172,755)	3,280,009
Changes that relate to future service				
- Changes in estimates that adjust the CSM	(762,017)	(35,156)	797,173	-
- Contracts initially recognised in the period	10,726	(4,064)	(6,662)	-
- CSM adjustment for income on initial recognition of onerous underlying contracts	-	-	12,758	12,758
- Changes in the FCF of reinsurance contracts held from onerous underlying contracts	(17,294)	(378)	(260)	(17,932)
- Experience adjustments – arising from ceded premiums paid in the period that relate to future service	-	-	-	-
	(768,585)	(39,598)	803,009	(5,174)
Net income (expenses) from reinsurance contracts held	2,785,795	(141,214)	630,254	3,274,835
Finance income (expenses) from reinsurance contracts held	(70,572)	34,707	46,993	11,128
Total amounts recognised in comprehensive income	2,715,223	(106,507)	677,247	3,285,963
Cash flows				
- Premiums paid net of ceding commissions and other directly attributable expenses paid	2,197,025	-	-	2,197,025
- Recoveries from reinsurance	(4,960,139)	-	-	(4,960,139)
Total cash flows	(2,763,114)	-	-	(2,763,114)
Exchange rate adjustments	(87,604)	38,372	28,921	(20,311)
Net balance as at 30 September	(1,602,343)	625,875	1,633,818	657,350
Closing reinsurance contract assets	(963,963)	597,211	1,398,489	1,031,737
Closing reinsurance contract liabilities	(638,380)	28,664	235,329	(374,387)
Net balance as at 30 September	(1,602,343)	625,875	1,633,818	657,350

9. Insurance Contracts under IFRS 17 (Continued)

9.4 Long term business – Reinsurance contracts held
9.4.3 Impact of contracts recongnised in the year

	Contracts originated not in a net gain	Contracts originated in a net gain	Total
	$'000	$'000	$'000
30 September 2025			
Estimates of the present value of future cash inflows	(112,635)	33,712	(78,923)
Estimates of the present value of future cash outflows	61,155	(43,814)	17,341
Risk adjustment for non-financial risk	1,727	3,099	4,826
CSM	49,753	7,003	56,756
Increase in reinsurance contract assets from contracts recognised in the period	-	-	-
30 September 2024			
Estimates of the present value of future cash inflows	-	(46,977)	(46,977)
Estimates of the present value of future cash outflows	-	57,609	57,609
Risk adjustment for non-financial risk	-	(4,028)	(4,028)
CSM	-	(6,604)	(6,604)
Increase in reinsurance contract assets from contracts recognised in the period	-	-	-

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9. Insurance Contracts under IFRS 17 (Continued)

9.4 Long term business – Reinsurance contracts held
9.4.4 Amounts determined on transition to IFRS17

	New contracts and contracts measured under the full retrospective approach	Contracts measured under the fair value approach	Total
	$'000	$'000	$'000
30 September 2025			
CSM as at 1 October	79,856	1,553,960	1,633,816
Changes that relate to current service			
- CSM recognised for the services received	(6,340)	(271,734)	(278,074)
Changes that relate to future service			
- Changes in estimates that adjust the CSM	9,439	737,248	746,687
- Contracts initially recognised in the period	56,755	-	56,755
- Adjustment for income on initial recognition of onerous underlying contracts	11,285	-	11,285
- Experience adjustments – arising from ceded premiums paid in the period that relate to future service	-	-	-
Finance income from reinsurance contracts held	1,903	96,735	98,638
Total amounts recognised in comprehensive income	73,042	562,249	635,291
Exchange rate adjustments	(237)	(20,925)	(21,162)
CSM as at 30 September	152,661	2,095,284	2,247,945
30 September 2024			
CSM as at 1 October	18,967	908,683	927,650
Changes that relate to current service			
- CSM recognised for the services received	(3,119)	(168,739)	(171,858)
Changes that relate to future service			
- Changes in estimates that adjust the CSM	57,955	739,218	797,173
-Contracts initially recognised in the period	(6,663)	-	(6,663)
- Adjustment for income on initial recognition of onerous underlying contracts	12,758	-	12,758
-Experience adjustments – arising from cede premiums paid in the period that relate to future service	-	(1,158)	(1,158)
Finance income from reinsurance contracts held	709	46,284	46,993
Total amounts recognised in comprehensive income	61,640	615,605	677,245
Exchange rate adjustments	(751)	29,672	28,921
CSM as at 30 September	79,856	1,553,960	1,633,816

9. Insurance Contracts under IFRS 17 (Continued)

9.5 Unit linked life and Interest sensitive with guarantees - Insurance contracts issued

9.5.1 Reconciliation of the liability for remaining coverage and the liability for incurred claims

	2025			
	LRC			
	Excluding loss component $'000	Loss component $'000	LIC $'000	Total $'000
Opening insurance contract liabilities	33,508,798	274,274	5,917,873	39,700,945
Opening insurance contract asset	(266,944)	-	-	(266,944)
Net balance as at 1 October	33,241,854	274,274	5,917,873	39,434,001
Insurance revenue	(11,017,883)	-	-	(11,017,883)
Insurance service expenses				
Incurred claims and other directly attributable expenses	-	(1,126)	5,702,648	5,701,522
Losses on onerous contracts and reversal of those losses	-	(162,350)	-	(162,350)
Insurance acquisition cash flows amortisation	1,441,969	-	-	1,441,969
Insurance service expenses	1,441,969	(163,476)	5,702,648	6,981,141
Insurance service result	(9,575,914)	(163,476)	5,702,648	(4,036,742)
Finance expenses from insurance contracts issued	2,699,435	-	-	2,699,435
Total amounts recognised in comprehensive income	(6,876,479)	(163,476)	5,702,648	(1,337,307)
Investment components	(7,719,609)	-	7,719,609	-
Cash flows				
Premiums received	23,596,563	-	-	23,596,563
Claims and other directly attributable expenses paid	-	-	(13,462,288)	(13,462,288)
Insurance acquisition cash flows	(4,326,346)	-	-	(4,326,346)
Total cash flows	19,270,217	-	(13,462,288)	5,807,929
Exchange rate adjustments	314,017	(4,893)	105,323	414,447
Net balance as at 30 September	38,230,000	105,905	5,983,165	44,319,070
Closing insurance contract liabilities	38,406,493	105,905	5,965,637	44,478,035
Closing insurance contract assets	(176,493)	-	17,528	(158,965)
Net balance as at 30 September	38,230,000	105,905	5,983,165	44,319,070

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9. Insurance Contracts under IFRS 17 (Continued)

9.5 Unit linked life and Interest sensitive with guarantees - Insurance contracts issued (continued)

9.5.1 Reconciliation of the liability for remaining coverage and the liability for incurred claims

	2024			
	LRC			
	Excluding loss component $'000	Loss component $'000	LIC $'000	Total $'000
Opening insurance contract liabilities	27,801,001	321,471	5,705,831	33,828,303
Opening insurance contract asset	(259,220)	-	-	(259,220)
Net balance as at 1 October	27,541,781	321,471	5,705,831	33,569,083
Insurance revenue	(9,863,369)	-	-	(9,863,369)
Insurance service expenses				
Incurred claims and other directly attributable expenses	-	144,841	8,757,363	8,902,204
Losses on onerous contracts and reversal of those losses	-	(190,603)	-	(190,603)
Insurance acquisition cash flows amortisation	1,029,642	-	-	1,029,642
Insurance service expenses	1,029,642	(45,762)	8,757,363	9,741,243
Insurance service result	(8,833,727)	(45,762)	8,757,363	(122,126)
Finance expenses from insurance contracts issued	2,680,445	95	-	2,680,540
Total amounts recognised in comprehensive income	(6,153,282)	(45,667)	8,757,363	2,558,414
Investment components	(7,969,284)	-	7,969,284	-
Cash flows				
Premiums received	23,305,277	-	-	23,305,277
Claims and other directly attributable expenses paid	-	-	(16,725,723)	(16,725,723)
Insurance acquisition cash flows	(3,868,757)	-	-	(3,868,757)
Total cash flows	19,436,520	-	(16,725,723)	2,710,797
Exchange rate adjustments	386,119	(1,530)	211,118	595,707
Net balance as at 30 September	33,241,854	274,274	5,917,873	39,434,001
Closing insurance contract liabilities	33,508,798	274,274	5,917,873	39,700,945
Closing insurance contract assets	(266,944)	-	-	(266.944)
Net balance as at 30 September	33,241,854	274,274	5,917,873	39,434,001

9. Insurance Contracts under IFRS 17 (Continued)

9.5 Unit linked life and Interest sensitive with guarantees - Insurance contracts issued (continued)
9.5.2 Reconciliation of the measurement components of insurance contract balances

	2025			
	Present value of future cash flows $'000	Risk adjustment for non-financial risk $'000	Contractual service margin $'000	Total $'000
Opening insurance contract liabilities	14,732,062	5,592,781	19,376,101	39,700,944
Opening insurance contract assets	(266,944)	-	-	(266,944)
Net balance as at 1 October	14,465,118	5,592,781	19,376,101	39,434,000
Changes that relate to current service				
- CSM recognised for the services provided	-	-	(3,079,310)	(3,079,310)
- Change in the risk adjustment for non-financial risk for the risk expired	-	(1,072,247)	-	(1,072,247)
- Experience adjustments – relating to insurance service expenses	280,210	-	-	280,210
	280,210	(1,072,247)	(3,079,310)	(3,871,347)
Changes that relate to future service				
- Changes in estimates that adjust the CSM	(6,401,093)	721,829	5,679,241	(23)
- Changes in estimates that result in onerous contract losses or reversal of losses	(204,099)	41,584	-	(162,515)
- Contracts initially recognised in the period	(2,914,615)	734,658	2,180,145	188
	(9,519,807)	1,498,071	7,859,386	(162,350)
Insurance service result	(9,239,597)	425,824	4,780,076	(4,033,697)
Finance expenses from insurance contracts issued	2,699,435	-	-	2,699,435
Total amounts recognised in comprehensive income	(6,540,162)	425,824	4,780,076	(1,334,262)
Cash flows				
Premiums received	23,596,563	-	-	23,596,563
Claims and other directly attributable expenses paid	(13,462,288)	-	-	(13,462,288)
Insurance acquisition cash flows	(4,326,346)	-	-	(4,326,346)
Total cash flows	5,807,929	-	-	5,807,929
Exchange rate adjustments	(65,333)	46,083	430,653	411,403
Net balance as at 30 September	13,667,552	6,064,688	24,586,830	44,319,070
Closing insurance contract liabilities	15,625,508	5,755,985	23,096,542	44,478,035
Closing insurance contract assets	(1,957,956)	308,703	1,490,288	(158,965)
	13,667,552	6,064,688	24,586,830	44,319,070

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9. Insurance Contracts under IFRS 17 (Continued)

9.5 Unit linked life and Interest sensitive with guarantees - Insurance contracts issued (continued)

9.5.2 Reconciliation of the measurement components of insurance contract balances

	2024			
	Present value of future cash flows $'000	Risk adjustment for non-financial risk $'000	Contractual service margin $'000	Total $'000
Opening insurance contract liabilities	9,007,727	6,301,540	18,519,037	33,828,304
Opening insurance contract assets	-	(259,220)	-	(259,220)
Net balance as at 1 October	9,007,727	6,042,320	18,519,037	33,569,084
Changes that relate to current service				
- CSM recognised for the services provided	-	-	(3,776,493)	(3,776,493)
- Change in the risk adjustment for non-financial risk for the risk expired	-	(991,403)	-	(991,403)
- Experience adjustments – relating to insurance service expenses	4,834,107	-	-	4,834,107
	4,834,107	(991,403)	(3,776,493)	66,211
Changes that relate to future service				
- Changes in estimates that adjust the CSM	(3,076,309)	(83,472)	3,159,826	45
- Changes in estimates that result in onerous contract losses or reversal of losses	(106,208)	(79,050)	-	(185,258)
- Contracts initially recognised in the period	(2,609,707)	789,266	1,820,463	22
	(5,792,224)	626,744	4,980,289	(185,191)
Insurance service result	(958,117)	(364,659)	1,203,796	(118,980)
Finance expenses from insurance contracts issued	2,546,481	17,552	(17,552)	2,546,481
Total amounts recognised in comprehensive income	1,588,364	(347,107)	1,186,244	2,427,501
Cash flows				
Premiums received	23,305,277	-	-	23,305,277
Claims and other directly attributable expenses paid	(16,725,723)	-	-	(16,725,723)
Insurance acquisition cash flows	(3,868,757)	-	-	(3,868,757)
Total cash flows	2,710,797	-	-	2,710,797
Exchange rate adjustments	1,158,230	(102,432)	(329,180)	726,618
Net balance as at 30 September	14,465,118	5,592,781	19,376,101	39,434,000
Closing insurance contract liabilities	14,732,062	5,592,781	19,376,101	39,700,944
Closing insurance contract assets	(266,944)	-	-	(266,944)
	14,465,118	5,592,781	19,376,101	39,434,000

9. Insurance Contracts under IFRS 17 (Continued)

9.5 Unit linked life and Interest sensitive with guarantees - Insurance contracts issued (continued)

9.5.3 Impact of contracts recognised for the year

	Non-onerous contracts originated	Onerous contracts originated	Total
	$'000	$'000	$'000
30 September 2025			
Estimates of the present value of future cash outflows			
- Insurance acquisition cash flows	3,194,049	14,401	3,208,450
- Claims and other directly attributable expenses	7,758,438	23,009	7,781,447
Estimates of the present value of future cash outflows	10,952,487	37,410	10,989,897
Estimates of the present value of future cash inflows	(13,864,874)	(39,638)	(13,904,512)
Risk adjustment for non-financial risk	732,289	2,369	734,658
CSM	2,180,145	-	2,180,145
Increase in insurance contract liabilities from contracts recognised in the period	47	141	188
30 September 2024			
Estimates of the present value of future cash outflows			
- Insurance acquisition cash flows	3,851,779	-	3,851,779
- Claims and other directly attributable expenses	10,173,943	117	10,174,060
Estimates of the present value of future cash outflows	14,025,722	117	14,025,839
Estimates of the present value of future cash inflows	(16,748,626)	(117)	(16,748,743)
Risk adjustment for non-financial risk	823,501	-	823,501
CSM	1,899,427	-	1,899,427
Increase in insurance contract liabilities from contracts recognised in the period	24	-	24

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9. Insurance Contracts under IFRS 17 (Continued)

9.5 Unit linked life and Interest sensitive with guarantees - Insurance contracts issued (continued)

9.5.4 Amounts determined on transition to IFRS 17

	New contracts and contracts measured under the full retrospective approach $'000	Contracts measured under the fair value approach $'000	Total $'000
30 September 2025			
Insurance revenue	4,181,451	6,836,432	11,017,883
CSM as at 1 October	7,571,970	11,804,131	19,376,101
Changes that relate to current service			
CSM recognised for the services provided	(1,338,285)	(1,741,025)	(3,079,310)
Changes that relate to future service			
Changes in estimates that adjust the CSM	4,400,092	1,279,149	5,679,241
Finance expenses from insurance contracts issued	-	-	-
Contracts initially recognised in the period	2,180,145		2,180,145
Total amounts recognised in comprehensive income	5,241,952	(461,876)	4,780,076
Exchange rate adjustments	(262,527)	693,181	430,654
CSM as at 30 September	12,551,395	12,035,436	24,586,831
30 September 2024			
Insurance revenue	2,968,080	6,895,289	9,863,369
CSM as at 1 October	3,940,612	14,578,425	18,519,037
CSM recognised for the services provided	(674,843)	(3,101,649)	(3,776,492)
Changes that relate to future service			
Changes in estimates that adjust the CSM	2,325,378	834,447	3,159,825
Finance expenses from insurance contracts issued	-	(17,552)	(17,552)
Contracts initially recognised in the period	1,820,463	-	1,820,463
Total amounts recognised in comprehensive income	3,452,998	(2,284,754)	1,186,244
Exchange rate adjustments	160,360	(489,540)	(329,180)
CSM as at 30 September	7,571,970	11,804,131	19,376,101

9. Insurance Contracts under IFRS 17 (Continued)

9.5 Annuities - Insurance contracts issued

9.5.1 Reconciliation of the liability for remaining coverage and the liability for incurred claims

	2025			
	LRC			
	Excluding loss component	Loss component	LIC	Total
	$'000	$'000	$'000	$'000
Opening insurance contract liabilities	360,268,120	5,713,314	5,210,504	371,191,938
Opening insurance contract assets	-	-	(375)	(375)
Net balance as at 1 October	360,268,120	5,713,314	5,210,129	371,191,563
Insurance revenue	(18,737,135)	-	-	(18,737,135)
Insurance service expenses				
Incurred claims and other directly attributable expenses	-	(207,125)	19,369,522	19,162,397
Losses on onerous contracts and reversal of those losses	-	(1,035,506)	-	(1,035,506)
Insurance acquisition cash flows amortisation	412,983	-	-	412,983
Insurance service expenses	412,983	(1,242,631)	19,369,522	18,539,874
Insurance service result	(18,324,152)	(1,242,631)	19,369,522	(197,261)
Finance income (expenses) from insurance contracts issued	5,542,140	80,056	-	5,622,196
Total amounts recognised in comprehensive income	(12,782,012)	(1,162,575)	19,369,522	5,424,935
Investment components	(18,659,121)	-	18,659,121	-
Cash flows				
Premiums received	38,548,688	-	-	38,548,688
Claims and other directly attributable expenses paid	-	-	(36,241,161)	(36,241,161)
Insurance acquisition cash flows	(1,089,461)	-	-	(1,089,461)
Total cash flows	37,459,227	-	(36,241,161)	1,218,066
Exchange rate adjustments	1,655,096	928,397	296,314	2,879,807
Net balance as at 30 September	367,941,310	5,479,136	7,293,925	380,714,371
Closing insurance contract liabilities	367,941,310	5,479,136	7,293,925	380,714,371
Closing insurance contract assets	-	-	-	-
Net balance as at 30 September	367,941,310	5,479,136	7,293,925	380,714,371

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9. Insurance Contracts under IFRS 17 (Continued)

9.6 Annuities - Insurance contracts issued

9.6.1 Reconciliation of the liability for remaining coverage and the liability for incurred claims

	2024			
	LRC			
	Excluding loss component	Loss component	LIC	Total
	$'000	$'000	$'000	$'000
Opening insurance contract liabilities	339,831,990	4,157,375	5,503,947	349,493,312
Opening insurance contract assets	-	-	-	-
Net balance as at 1 October	339,831,990	4,157,375	5,503,947	349,493,312
Insurance revenue	(18,325,246)	-	-	(18,325,246)
Insurance service expenses				
Incurred claims and other directly attributable expenses	-	(74,684)	14,944,825	14,870,141
Losses on onerous contracts and reversal of those losses	-	1,462,502	-	1,462,502
Insurance acquisition cash flows amortisation	284,253	-	-	284,253
Insurance service expenses	284,253	1,387,818	14,944,825	16,616,896
Insurance service result	(18,040,993)	1,387,818	14,944,825	(1,708,350)
Finance income (expenses) from insurance contracts issued	16,025,792	64,415	-	16,090,207
Total amounts recognised in comprehensive income	(2,015,201)	1,452,233	14,944,825	14,381,857
Investment components	(16,385,270)	-	16,385,270	-
Cash flows				
Premiums received	34,922,812	-	-	34,922,812
Claims and other directly attributable expenses paid	-	-	(31,946,640)	(31,946,640)
Insurance acquisition cash flows	(1,194,562)	-	-	(1,194,562)
Total cash flows	33,728,250	-	(31,946,640)	1,781,610
Exchange rate adjustments	5,108,351	103,706	322,727	5,534,784
Net balance as at 30 September	360,268,120	5,713,314	5,210,129	371,191,563
Closing insurance contract liabilities	360,268,120	5,713,314	5,210,504	371,191,938
Closing insurance contract assets	-	-	(375)	(375)
Net balance as at 30 September	360,268,120	5,713,314	5,210,129	371,191,563

9.Insurance Contracts under IFRS 17 (Continued)

9.6 Annuities - Insurance contracts issued
9.6.2 Reconciliation of the measurement components of insurance contract balances

	2025			
	Present value of future cash flows $'000	Risk adjustment for non-financial risk $'000	Contractual service margin $'000	Total $'000
Opening insurance contract liabilities	321,534,837	3,948,121	41,373,777	366,856,735
Opening insurance contract assets	(375)	-	-	(375)
Net balance as at 1 October	321,534,462	3,948,121	41,373,777	366,856,360
Changes that relate to current service	-	-	(3,436,600)	(3,436,600)
- CSM recognised for the services provided				
- Change in the risk adjustment for non-financial risk for the risk expired	-	(139,260)	-	(139,260)
- Experience adjustments – relating to insurance service expenses	4,422,452	-	-	4,422,452
	4,422,452	(139,260)	(3,436,600)	846,592
Changes that relate to future service				
- Changes in estimates that adjust the CSM (see Note (a) below)	(6,007,530)	392,343	5,615,093	(94)
- Changes in estimates that result in onerous contract losses or reversal of losses	(1,224,383)	(27,934)	-	(1,252,317)
- Contracts initially recognised in the period	(1,684,955)	163,687	1,738,173	216,905
	(8,916,868)	528,096	7,353,266	(1,035,506)
Insurance service result	(4,494,416)	388,836	3,916,666	(188,914)
Finance expenses (income) from insurance contracts issued	3,898,753	509,725	1,213,718	5,622,196
Total amounts recognised in comprehensive income	(595,663)	898,561	5,130,384	5,433,282
Cash flows				
Premiums received	38,548,688	-	-	38,548,688
Claims and other directly attributable expenses paid	(36,241,161)	-	-	(36,241,161)
Insurance acquisition cash flows	(1,089,461)	-	-	(1,089,461)
Total cash flows	1,218,066	-	-	1,218,066
Exchange rate adjustments	6,743,944	(36,777)	499,496	7,206,663
Net balance as at 30 September	328,900,809	4,809,905	47,003,657	380,714,371
Closing insurance contract liabilities	328,900,809	4,809,905	47,003,657	380,714,371
Closing insurance contract assets	-	-	-	-
Net balance as at 30 September	328,900,809	4,809,905	47,003,657	380,714,371

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9.Insurance Contracts under IFRS 17 (Continued)

9.6 Annuities - Insurance contracts issued (continued)
9.6.2 Reconciliation of the measurement components of insurance contract balances (continued)

	2024			
	Present value of future cash flows $'000	Risk adjustment for non-financial risk $'000	Contractual service margin $'000	Total $'000
Opening insurance contract liabilities	297,547,494	3,986,376	43,205,790	344,739,660
Opening insurance contract assets	-	-	-	-
Net balance as at 1 October	297,547,494	3,986,376	43,205,790	344,739,660
Changes that relate to current service				
- CSM recognised for the services provided	-	-	(3,024,844)	(3,024,844)
- Change in the risk adjustment for non-financial risk for the risk expired	-	(268,865)	-	(268,865)
- Experience adjustments – relating to insurance service expenses	212,304	-	-	212,304
	212,304	(268,865)	(3,024,844)	(3,081,405)
Changes that relate to future service				
- Changes in estimates that adjust the CSM (see Note (a) below)	2,120,750	(174,350)	(1,946,378)	22
- Changes in estimates that result in onerous contract losses or reversal of losses	1,323,584	224	-	1,323,808
- Contracts initially recognised in the period	(1,891,501)	146,092	1,842,549	97,140
	1,552,833	(28,034)	(103,829)	1,420,970
Insurance service result	1,765,137	(296,899)	(3,128,673)	(1,660,435)
Finance expenses (income) from insurance contracts issued	14,338,229	143,466	803,810	15,285,505
Total amounts recognised in comprehensive income	16,103,366	(153,433)	(2,324,863)	13,625,070
Cash flows				
Premiums received	34,922,812	-	-	34,922,812
Claims and other directly attributable expenses paid	(31,946,640)	-	-	(31,946,640)
Insurance acquisition cash flows	(1,194,562)	-	-	(1,194,562)
Total cash flows	1,781,610	-	-	1,781,610
Exchange rate adjustments	6,101,992	115,178	492,850	6,710,020
Net balance as at 30 September	321,534,462	3,948,121	41,373,777	366,856,360
Closing insurance contract liabilities	321,534,837	3,948,121	41,373,777	366,856,735
Closing insurance contract assets	(375)	-	-	(375)
Net balance as at 30 September	321,534,462	3,948,121	41,373,777	366,856,360

9.Insurance Contracts under IFRS 17 (Continued)

9.6 Annuities - Insurance contracts issued (continued)
9.6.3 Impact of contracts recognised for the year

	Non-onerous contracts originated	Onerous contracts originated	Total
	$'000	$'000	$'000
30 September 2025			
Estimates of the present value of future cash outflows			
- Insurance acquisition cash flows	385,729	122,807	508,536
- Claims and other directly attributable expenses	12,524,392	611,547	13,135,939
Estimates of the present value of future cash outflows	12,910,121	734,354	13,644,475
Estimates of the present value of future cash inflows	(14,782,054)	(547,376)	(15,329,430)
Risk adjustment for non-financial risk	133,760	29,927	163,687
CSM	1,738,173	-	1,738,173
Increase in insurance contract liabilities from contracts recognised in the period	-	216,905	216,905
30 September 2024			
Estimates of the present value of future cash outflows			
- Insurance acquisition cash flows	489,300	47,750	537,050
- Claims and other directly attributable expenses	10,154,623	456,959	10,611,582
Estimates of the present value of future cash outflows	10,643,923	504,709	11,148,632
Estimates of the present value of future cash inflows	(12,707,488)	(414,689)	(13,122,177)
Risk adjustment for non-financial risk	141,118	11,311	152,429
CSM	1,922,470	-	1,922,470
Increase in insurance contract liabilities from contracts recognised in the period	23	101,331	101,354

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9.Insurance Contracts under IFRS 17 (Continued)

9.6 Annuities - Insurance contracts issued (continued)
9.6.4 Amounts determined on transition to IFRS 17

	New contracts and contracts measured under the full retrospective approach	Contracts measured under the fair value approach	Total
	$'000	$'000	$'000
30 September 2025			
Insurance revenue	2,422,592	16,314,543	18,737,135
CSM as at 1 October	4,244,574	37,129,203	41,373,777
Changes that relate to current service			
- CSM recognised for the services provided	(349,688)	(3,086,912)	(3,436,600)
Changes that relate to future service			
- Changes in estimates that adjust the CSM	4,016,215	1,598,878	5,615,093
- Finance expenses from contracts issued	1,738,173	-	1,738,173
- Contracts initially recognised in the period	146,676	1,067,042	1,213,718
Total amounts recognised in comprehensive income	5,551,376	(420,992)	5,130,384
Exchange rate adjustments	(19,344)	518,841	499,497
CSM as at 30 September	9,776,606	37,227,052	47,003,658
30 September 2024			
Insurance revenue	2,304,836	16,020,410	18,325,246
CSM as at 1 October	2,992,480	40,213,311	43,205,791
Changes that relate to current service			
- CSM recognised for the services provided	(210,394)	(2,902,753)	(3,113,147)
Changes that relate to future service			
- Changes in estimates that adjust the CSM	(628,386)	(1,374,812)	(2,003,198)
- Finance expenses from contracts issued	129,082	698,194	827,276
- Contracts initially recognised in the period	1,896,338	-	1,896,338
Total amounts recognised in comprehensive income	1,186,640	(3,579,371)	(2,392,731)
Exchange rate adjustments	65,452	495,266	560,718
CSM as at 30 September	4,244,572	37,129,206	41,373,778

9. Insurance Contracts under IFRS 17 (Continued)

9.7 Short-term group life and health - Reinsurance contracts held

9.7.1 Reconciliation of the liability for remaining coverage and the liability for incurred claims

	2025				
	Excluding loss component $'000	Loss component $'000	Present value of future cash flows $'000	Risk adjustment for non-financial risk $'000	Total $'000
Opening insurance contract liabilities	3,117,150	-	1,317,766	397,782	4,832,698
Opening insurance contract assets	(3,428,097)	-	2,672,040	133,203	(622,854)
Net balance as at 1 October	(310,947)	-	3,989,806	530,985	4,209,844
Insurance revenue	(29,988,299)	-	-	-	(29,988,299)
Insurance service expenses					
Incurred claims and other directly attributable expenses	-	-	22,166,444	1,142,786	23,309,230
Changes that relate to past service – changes in the FCF relating to the LIC	-	-	-	(1,156,694)	(1,156,694)
Insurance acquisition cash flows amortisation	2,340,595	-	-	-	2,340,595
Insurance service expenses	2,340,595	-	22,166,444	(13,908)	24,493,131
Insurance service result	(27,647,704)	-	22,166,444	(13,908)	(5,495,168)
Finance (income) expenses from insurance contracts issued	18,041	-	-	-	18,041
Total amounts recognised in comprehensive income	(27,629,663)	-	22,166,444	(13,908)	(5,477,127)
Cash flows					
Premiums received	28,599,730	-	-	-	28,599,730
Claims and other directly attributable expenses paid	-	-	(21,864,577)	-	(21,864,577)
Insurance acquisition cash flows	(1,867,112)	-	-	-	(1,867,112)
Total cash flows	26,732,618	-	(21,864,577)	-	4,868,041
Exchange rate adjustment	(226,083)	-	221,199	5,666	782
Net balance as at 30 September	(1,434,075)	-	4,512,872	522,743	3,601,540
Closing insurance contract liabilities	2,524,152		3,117,009	453,412	6,094,573
Closing insurance contract assets	(3,958,227)	-	1,395,863	69,331	(2,493,033)
Net balance as at 30 September	(1,434,075)	-	4,512,872	522,743	3,601,540

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9. Insurance Contracts under IFRS 17 (Continued)

9.7 Short-term group life and health - Reinsurance contracts held (continued)

9.7.1 Reconciliation of the liability for remaining coverage and the liability for incurred claims

	Excluding loss component $'000	Loss component $'000	2024 Present value of future cash flows $'000	Risk adjustment for non-financial risk $'000	Total $'000
Opening insurance contract liabilities	1,999,112	-	2,717,186	284,823	5,001,121
Opening insurance contract assets	(1,566,022)	-	1,122,553	56,028	(387,441)
Net balance as at 1 October	433,090	-	3,839,739	340.851	4,613,680
Insurance revenue	(27,881,479)	-	-	-	(27,881,479)
Insurance service expenses					
Incurred claims and other directly attributable expenses	-	-	21,997,521	1,036,919	23,034,440
Changes that relate to past service – changes in the FCF relating to the LIC	-	-	-	(857,149)	(857,149)
Insurance acquisition cash flows amortisation	1,732,779	-	-	-	1,732,779
Insurance service expenses	1,732,779	-	21,997,521	179,770	23,910,070
Insurance service result	(26,148,700)	-	21,997,521	179,770	(3,971,409)
Finance (income) expenses from insurance contracts issued	-	-	-	-	-
Total amounts recognised in comprehensive income	(26,148,700)	-	21,997,521	179,770	(3,971,409)
Cash flows		-			
Premiums received	27,799,652		-	-	27,799,652
Claims and other directly attributable expenses paid	-	-	(22,201,437)	-	(22,201,437)
Insurance acquisition cash flows	(2,071,995)	-	-	-	(2,071,995)
Total cash flows	25,727,657	-	(22,201,437)	-	3,526,220
Exchange rate adjustment	(322,994)	-	353,983	10,364	41,353
Net balance as at 30 September	(310,947)	-	3,989,806	530,985	4,209,844
Closing insurance contract liabilities	3,117,150	-	1,317,766	397,782	4,832,698
Closing insurance contract assets	(3,428,097)	-	2,672,040	133,203	(622,854)
Net balance as at 30 September	(310,947)	-	3,989,806	530,985	4,209,844

9.Insurance Contracts under IFRS 17 (Continued)

9.8 Short-term group life and health - Reinsurance contracts held

9.8.1.Reconciliation of the remaining coverage and incurred claims

	2025				
	Remaining coverage		Incurred claims		
	Excluding loss-recovery component	Loss-recovery component	Present value of future cash flows	Risk adjustment for non-financial risk	Total
	$'000	$'000	$'000	$'000	$'000
Opening reinsurance contract assets	336,449	-	1,392,938	116,318	1,845,705
Opening reinsurance contract liabilities	(129,620)	-	14,192	(3,560)	(118,988)
Net balance as at 1 October	206,829	-	1,407,130	112,758	1,726,717
Net income (expenses) from reinsurance contracts held					
- Reinsurance expenses	(2,825,002)	-	-	-	(2,825,002)
- Other incurred directly attributable expenses					
- Incurred claims recovery	-	-	(33,452)	-	(33,452)
- Changes that relate to past	-	-	1,327,179	49,137	1,376,316
service – changes in the FCF					
relating to incurred claims recovery	-	-	(355)	(70,690)	(71,045)
Net income (expenses) from reinsurance contracts held	(2,825,002)	-	1,293,372	(21,553)	(1,553,183)
Finance income (expenses) from reinsurance contracts held	-	-	8,762	-	8,762
Total amounts recognised in comprehensive income	(2,825,002)	-	1,302,134	(21,553)	(1,544,421)
Cash flows					
Premiums paid net of ceding commissions and other directly attributable expenses paid	2,581,173	-	22,652	-	2,603,825
Recoveries from reinsurance	-	-	(1,163,417)	-	(1,163,417)
Total cash flows	2,581,173	-	(1,140,765)	-	1,440,408
Exchange rate adjustments	5,691	-	13,961	1,181	20,833
Net balance as at 30 September	(31,309)	-	1,582,460	92,386	1,643,537
Closing reinsurance contract assets	95,612	-	1,557,579	90,156	1,743,347
Closing reinsurance contract liabilities	(126,921)	-	24,881	2,230	(99,810)
Net balance as at 30 September	(31,309)	-	1,582,460	92,386	1,643,537

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9.Insurance Contracts under IFRS 17 (Continued)

9.8 Short-term group life and health - Reinsurance contracts held

9.8.1.Reconciliation of the remaining coverage and incurred claims

	2024				
	Remaining coverage		Incurred claims		
	Excluding loss-recovery component	Loss-recovery component	Present value of future cash flows	Risk adjustment for non-financial risk	Total
	$'000	$'000	$'000	$'000	$'000
Opening reinsurance contract assets	85,167	-	1,675,414	126,889	1,887,470
Opening reinsurance contract liabilities	(116,786)	-	54,352	(1,699)	(64,133)
Net balance as at 1 October	(31,619)	-	1,729,766	125,190	1,823,337
Net income (expenses) from reinsurance contracts held					
- Reinsurance expenses	(2,235,067)	-	-	-	(2,235,067)
- Other incurred directly attributable expenses	-	-	(35,085)	-	(35,085)
- Incurred claims recovery	-	-	1,593,425	54,459	1,647,884
- Changes that relate to past	-				
service – changes in the FCF		-	(709)	(74,612)	(75,321)
relating to incurred claims recovery	-	-	-	-	-
Net income (expenses) from reinsurance contracts held	(2,235,067)	-	1,557,631	(20,153)	(697,589)
Finance income (expenses) from reinsurance contracts held	-	-	-	-	
Total amounts recognised in comprehensive income	(2,235,067)	-	1,557,631	(20,153)	(697,589)
Cash flows					
Premiums paid net of ceding commissions and other directly attributable expenses paid	2,451,441	-	21,123	-	2,472,564
Recoveries from reinsurance	-	-	(1,924,625)	-	(1,924,625)
Total cash flows	2,451,441	-	(1,903,502)	-	547,939
Exchange rate adjustments	22,074	-	23,235	7,721	53,030
Net balance as at 30 September	206,829	-	1,407,130	112,758	1,726,717
Closing reinsurance contract assets	336,449	-	1,392,938	116,318	1,845,705
Closing reinsurance contract liabilities	(129,620)	-	14,192	(3,560)	(118,988)
Net balance as at 30 September	206,829	-	1,407,130	112,758	1,726,717

9.Insurance Contracts under IFRS 17 (Continued)

9.9 Property and casualty - Insurance contracts issued

9.9.1 Reconciliation of the liability for remaining coverage and the liability for incurred claims

	2025				
	LRC	LRC	LIC	LIC	
	Excluding loss component	Loss component	Present value of future cash flows	Risk adjustment for non-financial risk	Total
	$'000	$'000	$'000	$'000	$'000
Opening insurance contract liabilities	17,699,755	-	23,105,754	1,806,457	42,611,966
Opening insurance contract assets	(46,203)	-	444	-	(45,759)
Net balance as at 1 October	17,653,552	-	23,106,198	1,806,457	42,566,207
Contracts derecognised on disposal of subsidiary/outgoing portfolio transfer	(258,529)	-	(2,864,706)	-	(3,123,235)
Insurance revenue	(72,733,535)	-	-	-	(72,733,535)
Insurance service expenses					
Incurred claims and other directly attributable expenses	-	-	22,873,215	431,418	23,304,633
Changes that relate to past service –					
changes in the FCF relating to the LIC	-	-	(1,720,418)	(1,036,515)	(2,756,933)
Insurance acquisition cash flows amortisation	12,560,161	-	-	-	12,560,161
Insurance service expenses	12,560,161	-	21,152,797	(605,097)	33,107,861
Insurance service result	(60,173,374)	-	21,152,797	(605,097)	(39,625,674)
Finance expenses from insurance contracts issued	-	-	850,928	-	850,928
Total amounts recognised in comprehensive income	(60,173,374)	-	22,003,725	(605,097)	(38,774,746)
Cash flows					
Premiums received	70,839,213	-	-	-	70,839,213
Claims and other directly attributable expenses paid	-	-	(24,806,872)	-	(24,806,872)
Insurance acquisition cash flows	(10,682,777)	-	-	-	(10,682,777)
Total cash flows	60,156,436	-	(24,806,872)	-	35,349,564
Exchange rate adjustment	(365,656)	-	1,370,277	50,221	1,054,842
Net balance as at 30 September	17,012,429	-	18,808,622	1,251,581	37,072,632
Closing insurance contract liabilities	17,857,964	-	18,830,467	1,250,371	37,938,802
Closing insurance contract assets	(845,535)	-	(21,845)	1,210	(866,170)
Net balance as at 30 September	17,012,429	-	18,808,622	1,251,581	37,072,632

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9.Insurance Contracts under IFRS 17 (Continued)

9.9. Property and casualty - Insurance contracts issued (continued)

9.9.1 Reconciliation of the liability for remaining coverage and the liability for incurred claims (continued)

	2024				
	LRC	LRC	LIC	LIC	
	Excluding loss component	Loss component	Present value of future cash flows	Risk adjustment for non-financial risk	Total
	$'000	$'000	$'000	$'000	$'000
Opening insurance contract liabilities	17,166,656	-	20,421,433	1,630,844	39,218,933
Opening insurance contract assets	(320,369)	-	-	-	(320,369)
Net balance as at 1 October	16,846,287	-	20,421,433	1,630,844	38,898,564
Insurance revenue	(67,528,833)	-	-	-	(67,528,833)
Insurance service expenses					
Incurred claims and other directly attributable expenses	-	-	18,769,599	1,364,694	20,134,293
Changes that relate to past service –		-	3,134,388	(1,244,085)	1,890,303
changes in the FCF relating to the LIC	-				
Insurance acquisition cash flows amortisation	10,966,454	-	-	-	10,966,454
Insurance service expenses	10,966,454	-	21,903,987	120,609	32,991,050
Insurance service result	(56,562,379)	-	21,903,987	120,609	(34,537,783)
Finance expenses from insurance contracts issued	-	-	974,654	-	974,654
Total amounts recognised in comprehensive income	(56,562,379)	-	22,878,641	120,609	(33,563,129)
Cash flows					
Premiums received	64,413,398	-	-	-	64,413,398
Claims and other directly attributable expenses paid	-	-	(21,770,355)	-	(21,770,355)
Insurance acquisition cash flows	(6,611,145)	-	-	-	(6,611,145)
Total cash flows	57,802,253	-	(21,770,355)	-	36,031,898
Exchange rate adjustment	(432,608)	-	1,576,481	55,003	1,198,876
Net balance as at 30 September	17,653,553	-	23,106,200	1,806,456	42,566,209
Closing insurance contract liabilities	17,699,757	-	23,105,754	1,806,456	42,611,967
Closing insurance contract assets	(46,204)	-	446	-	(45,758)
Net balance as at 30 September	17,653,553	-	23,106,200	1,806,456	42,566,209

9.Insurance Contracts under IFRS 17 (Continued)

9.10 Property and casualty - Reinsurance contracts held
9.10.1 Reconciliation of the remaining coverage and incurred claims

	2025				
	Remaining coverage		Incurred claims		
	Excluding loss-recovery component	Loss-recovery component	Present value of future cash flows	Risk adjustment for non-financial risk	Total
	$'000	$'000	$'000	$'000	$'000
Opening reinsurance contract assets	3,599,635	-	15,274,099	1,133,277	20,007,011
Opening reinsurance contract liabilities	(1,958,886)	-	62,573	1,077	(1,895,236)
Net balance as at 1 October	1,640,749	-	15,336,672	1,134,354	18,111,775
Contracts derecognised on disposal of subsidiary/outgoing portfolio transfer	-	-	(2,757,052)	-	(2,757,052)
Net income/(expenses) from reinsurance contracts held					
- Reinsurance expenses	(36,906,265)	-	-	-	(36,906,265)
- Other incurred directly attributable expenses	-	-	(156,000)	-	(156,000)
- Incurred claims recovery	-	-	9,921,916	88,244	10,010,160
- Changes that relate to past service – changes in the FCF relating to incurred claims recovery	-	-	(1,430,445)	(739,921)	(2,170,366)
Net income/(expenses) from reinsurance contracts held	(36,906,265)	-	8,335,471	(651,677)	(29,222,471)
Finance income from reinsurance contracts held	-	-	230,702	-	230,702
Total amounts recognised in comprehensive income	(36,906,265)	-	8,566,173	(651,677)	(28,991,769)
Cash flows					
Premiums paid net of ceding commissions and other directly attributable expenses paid	33,446,968	-	39,729	-	33,486,697
Recoveries from reinsurance	-	-	(8,958,690)	-	(8,958,690)
Total cash flows	33,446,968	-	(8,918,961)	-	24,528,007
Exchange rate adjustments	(168,678)	-	953,247	31,741	816,310
Net balance as at 30 September	(1,987,226)	-	13,180,079	514,418	11,707,271
Closing reinsurance contract assets	2,637,077	-	12,611,938	440,818	15,689,833
Closing reinsurance contract liabilities	(4,624,303)	-	568,141	73,600	(3,982,562)
Net balance as at 30 September	(1,987,226)	-	13,180,079	514,418	11,707,271

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

9.Insurance Contracts under IFRS 17 (Continued)

9.10 Property and casualty - Reinsurance contracts held

9.10.1 Reconciliation of the remaining coverage and incurred claims

	2024				
	Remaining coverage		Incurred claims		
	Excluding loss-recovery component	Loss-recovery component	Present value of future cash flows	Risk adjustment for non-financial risk	Total
	$'000	$'000	$'000	$'000	$'000
Opening reinsurance contract assets	2,857,784	-	13,916,104	851,232	17,625,120
Opening reinsurance contract liabilities	(2,936,544)	-	70,218	1,516	(2,864,810)
Net balance as at 1 October	(78,760)	-	13,986,322	852,748	14,760,310
Net income/(expenses) from reinsurance contracts held					
- Reinsurance expenses	(35,814,509)	-	-	-	(35,814,509)
- Other incurred directly attributable expenses	-	-	(176,275)	-	(176,275)
- Incurred claims recovery			6,666,169	1,099,329	7,765,498
- Changes that relate to past service – changes in the FCF relating to incurred claims recovery	-	-	2,370,870	(851,679)	1,519,191
Net income/(expenses) from reinsurance contracts held	(35,814,509)	-	8,860,764	247,650	(26,706,095)
Finance income from reinsurance contracts held	-	-	170,794	-	170,794
Total amounts recognised in comprehensive income	(35,814,509)	-	9,031,558	247,650	(26,535,301)
Cash flows					
Premiums paid net of ceding commissions and other directly attributable expenses paid	37,095,998	-	(42,598)	-	37,053,400
Recoveries from reinsurance	-	-	(7,934,789)	-	(7,934,789)
Total cash flows	37,095,998	-	(7,977,387)	-	29,118,611
Exchange rate adjustments	438,020	-	296,179	33,956	768,155
Net balance as at 30 September	1,640,749	-	15,336,672	1,134,354	18,111,775
Closing reinsurance contract assets	3,599,635	-	15,274,099	1,133,277	20,007,011
Closing reinsurance contract liabilities	(1,958,886)	-	62,573	1,077	(1,895,236)
Net balance as at 30 September	1,640,749	-	15,336,672	1,134,354	18,111,775

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September 30, **2025** (expressed in Jamaican dollars unless otherwise indicated)

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9. Insurance Contracts under IFRS 17 (Continued)

9.11 Investment income and insurance finance expenses

For the year ended 30 September 2025	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Other $'000	Total $'000
Net investment income/(expenses) - underlying assets							
- Investment income	8,031,587	16,034,389	3,390,117	21,701	-	-	27,477,794
- Net realised losses on financial assets	1,592,068	1,336,748	7,718	399	-	-	2,936,933
- Net impairment losses on financial assets	(555,025)	(729,008)	-	(7,718)	-	-	(1,291,751)
- Net fair value gains/(losses)	7,648	4,902,842	569,125	7,460	-	-	5,487,075
(includes net gain on reclassification of financial assets)	-	-	-	-	-	-	-
- Other income	1,046,121	1,247,247	17,971	5,537	-	-	2,316,876
	10,122,399	22,792,218	3,984,931	27,379	-	-	36,926,927
Net investment income/(expenses) - other investments							
- Investment income	-	-	-	124,410	1,805,275	4,941,833	6,871,518
- Net realised gains on financial assets	-	-	-	-	15,648	409,078	424,726
- Net impairment gains/(losses) on financial assets	-	-	-	(11,871)	(109,654)	(981,394)	(1,102,919)
- Net realised gains on other assets	-	-	-	-	-	232,281	232,281
- Net fair value (losses)/gains	-	-	-	1,947	821,465	1,387,728	2,211,140
- Other income/(loss)	-	-	-	1,267	(107,237)	217,407	111,437
	-	-	-	115,753	2,425,497	6,206,933	8,748,183
Net investment income/(expenses) - other							
- Fee income	609,946	71,015	282	88,070	495,671	687,201	1,952,185
- Other income	2,792	164	-	5,889	395,870	3,276,170	3,680,885
- Net loss on third party interests in mutual funds	-	-	-	-	-	(360,070)	(360,070)
- Investment contract benefits	-	-	-	-	-	(1,661,299)	(1,661,299)
- Net fair value adjustments to properties	-	-	-	-	14,757	(25,009)	(10,252)
	612,738	71,179	282	93,959	906,298	1,916,993	3,601,449
Total net investment income	10,735,137	22,863,397	3,985,213	237,091	3,331,795	8,123,926	49,276,559

Underlying assets are those assets that are either contractually linked to the relevant insurance contracts or they are specifically used to back insurance contracts.

Notes to the Financial Statements

9. Insurance Contracts under IFRS 17 (Continued)

9.11 Investment income and insurance finance expenses (continued)

For the year ended 30 September 2025 (continued)	Traditional life and interest sensitive without guarantees	Annuities	Unit linked life and interest sensitive with guarantees	Short-term group life and health contracts	Property and casualty	Other	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Finance income/(expenses) from insurance contracts issued							
- Changes in fair value of underlying assets of contracts measured under the VFA	-	(5,410,804)	(2,699,435)	-	-	-	(8,110,239)
- Interest accreted	(2,869,649)	(10,196,026)	-	(18,041)	(862,109)	-	(13,945,825)
- Effect of changes in interest rates and other financial assumptions	(2,803,100)	9,967,461	-	-	11,182	-	7,175,543
- Effect of Changes in FCF at current rates when CSM is unlocked at locked in rates	113,977	17,172	-	-	-	-	131,149
- Foreign exchange differences	(211)	-	-	-	-	-	(211)
	(5,558,983)	(5,622,197)	(2,699,435)	(18,041)	(850,927)	-	(14,749,583)
Finance income/(expenses) from reinsurance contracts held							
- Interest accreted	(26,404)	-	-	8,762	233,615	-	215,973
- Effect of changes in interest rates and other financial assumptions	(74,137)	-	-	-	(2,913)	-	(77,050)
- Effect of changes in FCF at current rates when CSM is unlocked at locked-in rates	(141)	-	-	-	-	-	(141)
	(100,682)	-	-	8,762	230,702	-	138,782
Net insurance finance income/(expenses)	(2,903,782)	9,967,461	-	8,762	241,884	-	7,314,325
Summary of the amounts recognised in profit or loss							
- Net investment income - underlying assets	8,974,694	22,651,011	3,984,932	27,378	-	-	35,638,015
- Net investment income - other investments	-	-	-	113,806	1,888,677	6,320,200	8,322,683
- Net investment income/(expenses) - other	612,738	71,179	282	93,959	906,298	1,916,994	3,601,450
- Finance expenses from insurance contracts issued	(3,457,527)	(16,503,588)	(2,699,435)	(18,041)	(850,928)	-	(23,529,519)
- Finance income/(expenses) from reinsurance contracts held	(79,375)	-	-	8,762	230,702	-	160,089
	6,050,530	6,218,602	1,285,779	225,864	2,174,749	8,237,194	24,192,718

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September 30, **2025** (expressed in Jamaican dollars unless otherwise indicated)

9. Insurance Contracts under IFRS 17 (Continued)

9.11 Investment income and insurance finance expenses (continued)

For the year ended 30 September 2025 (continued)	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Other $'000	Total $'000
Summary of the amounts recognised in OCI							
- Net investment income - underlying assets	1,147,705	141,208	-	-	-	-	1,288,913
- Net investment income - other investments	-	-	-	1,947	536,820	(113,267)	425,500
- Finance income from insurance contracts issued	(2,101,456)	10,881,391	-	-	-	-	8,779,935
- Finance income from reinsurance contracts held	(21,306)	-	-	-	-	-	(21,306)
	(975,057)	11,022,599	-	1,947	536,820	(113,267)	10,473,042
Summary of the amounts recognised							
- Insurance service result	4,856,226	189,325	4,033,096	3,943,594	10,626,375	-	23,648,616
- Net investment income	9,145,533	23,926,997	3,985,213	237,091	3,331,795	8,649,932	49,276,561
- Finance income/(expenses) from insurance contracts issued	(5,558,983)	(5,622,197)	(2,699,435)	(18,041)	(850,928)	-	(14,749,584)
- Finance income/(expenses) from reinsurance contracts held	(100,681)	-	-	8,762	230,702	-	138,783
Net insurance and investment result	8,342,095	18,494,125	5,318,874	4,171,406	13,337,944	8,649,932	58,314,376

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9. Insurance Contracts under IFRS 17 (Continued)

9.11 Investment income and insurance finance expenses

For the year ended 30 September 2024	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Other $'000	Total $'000
Net investment income/(expenses) - underlying assets							
- Investment income	7,153,448	14,891,063	3,185,660	37,931	-	-	25,268,102
- Net realised losses on financial assets	373,255	780,109	64,641	1,347	-	-	1,219,352
- Net impairment losses on financial assets	(113,907)	(240,360)	-	(292)	-	-	(354,559)
- Net fair value gains/(losses) (includes net gain on reclassification of financial assets)	3,831,168	6,206,037	11,245	13,242	-	-	10,061,692
- Other income	2,581	336,670	24,734	7,878	-	-	371,863
	11,246,545	21,973,519	3,286,280	60,106	-	-	36,566,450
Net investment income/(expenses) - other investments							
- Investment income	-	-	-	185,303	1,613,546	4,823,289	6,622,138
- Net realised gains on financial assets	-	-	-	-	24,352	268,505	292,857
- Net impairment gains/(losses) on financial assets	-	-	-	13,893	(13,646)	898	1,145
- Net realised gains on other assets	-	-	-	-	-	160,883	160,883
- Net fair value (losses)/gains	-	-	-	6,038	(25,677)	2,345,646	2,326,007
- Other income/(loss)	-	-	-	4,624	(104,659)	148,853	48,818
	-	-	-	209,858	1,493,916	7,748,074	9,451,848
Net investment income/(expenses) - other							
- Fee income	494,613	35,822	6,352	86,861	723,099	604,188	1,950,935
- Other income	(9,270)	337	-	17,574	210,531	2,655,135	2,874,307
- Net loss on third party interests in mutual funds	-	-	-	-	-	(717,219)	(717,219)
- Investment contract benefits	-	-	-	-	-	(1,562,507)	(1,562,507)
- Net fair value adjustments to properties	64,528	-	-	-	(9,270)	(119,944)	(64,686)
	549,871	36,159	6,352	104,435	924,360	859,653	2,480,830
Total net investment income	11,796,416	22,009,678	3,292,632	374,399	2,418,276	8,607,727	48,499,128

Underlying assets are those assets that are either contractually linked to the relevant insurance contracts or they are specifically used to back insurance contracts.

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September 30, **2025** (expressed in Jamaican dollars unless otherwise indicated)

9. Insurance Contracts under IFRS 17 (Continued)

9.11 Investment income and insurance finance expenses (continued)

For the year ended 30 September 2024 (continued)	Traditional life and interest sensitive without guarantees	Annuities	Unit linked life and interest sensitive with guarantees	Short-term group life and health contracts	Property and casualty	Other	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Finance income/(expenses) from insurance contracts issued							
- Changes in fair value of underlying assets of contracts measured under the VFA	-	(6,839,326)	(2,680,540)	-	-	-	(9,519,866)
- Interest accreted	(2,332,501)	(8,733,017)	-	-	(943,585)	-	(12,009,103)
- Effect of changes in interest rates and other financial assumptions	219,086	(517,864)	-	-	(31,069)	-	(329,847)
- Foreign exchange differences	(614)	-	-	-	-	-	(614)
	(2,114,029)	(16,090,207)	(2,680,540)	-	(974,654)	-	(21,859,430)
Finance income/(expenses) from reinsurance contracts held							
- Interest accreted	(64,760)	-	-	-	168,526	-	103,766
- Effect of changes in interest rates and other financial assumptions	75,888	-	-	-	2,268	-	78,156
- Effect of changes in FCF at current rates when CSM is unlocked at locked-in rates	-	-	-	-	-	-	-
	11,128	-	-	-	170,794	-	181,922
Net insurance finance income/(expenses)	(2,102,901)	(16,090,207)	(2,680,540)	-	(803,860)	-	(21,677,508)
Summary of the amounts recognised in profit or loss							
- Net investment income - underlying assets	9,018,374	20,681,918	3,286,279	54,069	-	(520,738)	32,519,902
- Net investment income - other investments	-	-	-	209,858	1,371,952	7,528,655	9,110,465
- Net investment income/(expenses) - other	549,872	36,158	6,352	104,435	924,361	859,653	2,480,831
- Finance expenses from insurance contracts issued	(1,727,408)	(13,959,273)	(2,546,481)	-	(925,909)	-	(19,159,071)
- Finance income/(expenses) from reinsurance contracts held	13,871	-	-	-	162,252	-	176,123
	7,854,709	6,758,803	746,150	368,362	1,532,656	7,867,570	25,128,250

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9. Insurance Contracts under IFRS 17 (Continued)

9.11 Investment income and insurance finance expenses (continued)

For the year ended 30 September 2024 (continued)	Traditional life and interest sensitive without guarantees $'000	Annuities $'000	Unit linked life and interest sensitive with guarantees $'000	Short-term group life and health contracts $'000	Property and casualty $'000	Other $'000	Total $'000
Summary of the amounts recognised in OCI							
- Net investment income - underlying assets	2,228,171	1,291,600	-	6,038	-	520,738	4,046,547
- Net investment income - other investments	-	-	-	-	121,964	219,419	341,383
- Finance income from insurance contracts issued	(280,895)	(1,326,232)	-	-	-	-	(1,607,127)
- Finance income from reinsurance contracts held	(3,299)	-	-	-	-	-	(3,299)
	1,943,977	(34,632)	-	6,038	121,964	740,157	2,777,504
Summary of the amounts recognised							
- Insurance service result	5,354,195	1,660,433	118,979	3,196,837	8,188,730	-	18,519,174
- Net investment income	11,796,416	22,009,677	3,292,631	374,399	2,418,277	8,607,727	48,499,127
- Finance income/(expenses) from insurance contracts issued	(2,008,303)	(15,285,505)	(2,546,481)	-	(925,909)	-	(20,766,198)
- Finance income/(expenses) from reinsurance contracts held	10,571	-	-	-	162,252	-	172,823
Net insurance and investment result	15,152,879	8,384,605	865,129	3,571,236	9,843,350	8,607,727	46,424,926

9. Insurance Contracts under IFRS 17 (Continued)

9.12 Claims development tables - short-term insurance contracts (non-life)

The development of insurance liabilities provides a measure of the Group's ability to estimate the ultimate value of claims. Claims development tables are disclosed on an accident year basis (where the reference is to the actual date of the event that caused the claim), with the exception of international property and casualty claims, which is disclosed by underwriting year account.

	Total $'000
Insurance claims - gross	
- By accident year	23,032,714
- By underwriting year	261,573
Total liability	23,294,287
Insurance claims - net	
- By accident year	7,691,574
- By underwriting year	283,371
Total liability	7,974,945

The Group provides information on the gross and net claims development for the current reporting period and seven years prior to it. The Group considers that there is no significant uncertainty with regard to claims that were incurred more than eight years before the reporting period.

The top half of each table below illustrates how the Group's estimate of total claims outstanding for each accident year/underwriting year has changed at successive year-ends. The bottom half of the table reconciles the cumulative claims to the amount appearing on the consolidated statement of financial position as per summary below.

9. Insurance Contracts under IFRS 17 (Continued)

9.12 Claims development tables - short-term insurance contracts (non-life)

Insurance claims - gross

Accident year	2018	2019	2020	2021	2022	2023	2024	2025	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Estimate of ultimate claims costs:									
- at end of accident year	30,164,401	44,707,492	28,902,337	31,015,202	32,930,701	40,108,805	39,109,026	40,986,290	
- one year later	26,450,053	39,152,147	27,856,685	29,144,081	32,878,448	35,093,755	32,254,092		
- two years later	26,342,559	39,322,568	27,808,843	29,172,140	33,172,302	35,226,249			
- three years later	26,288,645	39,710,634	27,741,885	29,649,912	31,642,024				
- four years later	26,304,252	39,395,053	27,614,727	28,559,550					
- five years later	26,280,628	39,155,088	27,198,601						
- six years later	26,446,472	40,382,333							
- seven years later	25,662,203								
Cumulative gross claims	25,662,203	40,382,333	27,198,601	28,559,550	31,642,024	35,226,249	32,254,092	40,986,290	261,911,342
Cumulative payments to date	(25,561,753)	(40,224,601)	(26,984,727)	(28,092,357)	(31,057,801)	(34,048,316)	(30,616,983)	(23,223,059)	(239,809,597)
Gross cumulative claims liabilities - 2018 to 2025	100,450	157,732	213,874	467,193	584,223	1,177,933	1,637,109	17,763,231	22,101,745
Liability in respect of prior years									948,191
Effect of discounting									(1,621,599)
Effect of the risk adjustment margin for non-financial risk									1,604,377
Gross LIC for contracts originated									23,032,714

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9. Insurance Contracts under IFRS 17 (Continued)

9.12 Claims development tables - short-term insurance contracts (non-life)

Insurance claims - gross									
Underwriting year	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**Total**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Estimate of ultimate claims costs:									
- at end of underwriting year	469,020	248,196	515,153	2,830,246					
- one year later	531,187	386,169	679,241	3,318,003					
- two years later	498,336	357,161	594,635	3,357,590					
- three years later	490,319	329,931	550,897	3,279,223					
- four years later	488,730	301,255	546,557	3,267,695					
- five years later	486,809	302,370	625,233						
- six years later	482,800	300,449							
- seven years later	481,187								
Cumulative gross claims	481,187	300,449	625,233	3,267,695	-	-	-	-	4,674,564
Cumulative payments to date	(481,187)	(301,089)	(626,846)	(3,270,328)	-	-	-	-	(4,679,450)
Gross cumulative claims liabilities - 2018 to 2025	-	(640)	(1,613)	(2,633)	-	-	-	-	(4,886)
Liability in respect of prior years									178,177
Effect of discounting									(22,177)
Effect of the risk adjustment margin for non-financial risk									110,459
Gross LIC for contracts originated									261,573

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9. Insurance Contracts under IFRS 17 (Continued)

9.12 Claims development tables - short-term insurance contracts (non-life)

Insurance claims - net

Accident year	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**Total**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Estimate of ultimate claims costs:									
- at end of accident year	22,355,276	27,527,750	20,803,152	21,125,256	25,462,845	27,334,511	26,138,741	22,461,015	
- one year later	20,642,788	28,920,529	20,345,968	20,347,392	24,523,335	25,957,077	24,306,496		
- two years later	20,551,541	28,824,325	20,171,491	20,152,493	24,912,659	26,722,347			
- three years later	20,476,186	28,612,064	20,095,828	20,408,421	23,834,061				
- four years later	20,401,732	28,378,265	20,087,099	20,261,766					
- five years later	20,325,475	28,304,049	19,725,171						
- six years later	20,491,152	28,403,194							
- seven years later	20,282,615								
Cumulative gross claims	20,282,615	28,403,194	19,725,171	20,261,766	23,834,061	26,722,347	24,306,496	22,461,015	185,996,665
Cumulative payments to date	(20,189,162)	(28,269,965)	(19,558,996)	(19,992,200)	(23,412,361)	(26,111,962)	(23,482,023)	(17,935,928)	(178,952,597)
Gross cumulative claims liabilities - 2018 to 2025	93,453	133,229	166,175	269,566	421,700	610,385	824,473	4,525,087	7,044,068
Liability in respect of prior years									551,704
Effect of discounting									(890,387)
Effect of the risk adjustment margin for non-financial risk									986,189
Gross LIC for contracts originated									7,691,574

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9. Insurance Contracts under IFRS 17 (Continued)

9.12 Claims development tables - short-term insurance contracts (non-life)

Insurance claims - net

Underwriting year	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**Total**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Estimate of ultimate claims costs:									
- at end of underwriting year	469,020	248,196	515,153	2,830,246	-	-	-	-	
- one year later	531,187	386,169	679,241	3,318,003	-	-	-		
- two years later	498,336	357,161	594,635	3,357,590	-	-			
- three years later	490,319	329,931	550,897	3,279,223	-				
- four years later	488,730	301,255	546,557	3,267,695					
- five years later	486,809	302,370	625,233						
- six years later	482,800	300,449							
- seven years later	481,187								
Cumulative gross claims	481,187	300,449	625,233	3,267,695	-	-	-	-	4,674,564
Cumulative payments to date	(481,187)	(301,089)	(626,846)	(3,267,695)	-	-	-	-	(4,676,817)
Gross cumulative claims liabilities - 2018 to 2025	-	(640)	(1,613)	-	-	-	-	-	(2,253)
Liability in respect of prior years									179,316
Effect of discounting									(18,027)
Effect of the risk adjustment margin for non-financial risk									124,335
Gross LIC for contracts originated									283,371

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10. Non-Controlling Interest

The table below shows the summarised financial information for Guardian Holdings Limited and Clarien Group Limited that has non-controlling interest:

	Guardian Holdings Limited		Clarien Group Limited	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Beginning of year	25,419,177	18,646,502	13,029,129	9,977,004
Share of net profit of subsidiaries	12,743,165	7,199,497	1,039,640	1,029,676
Revaluation surplus	1,092,943	412,679	284,144	531,395
Remeasurement of post-employment benefits obligations	(77,463)	(534,698)	-	-
Other reserves	3,821,896	880,998	363,352	1,781,152
Dividends paid	(2,085,268)	(1,185,801)	(372,647)	(290,098)
End of year	40,914,450	25,419,177	14,343,618	13,029,129

The table below shows the summarised financial information for Guardian Holdings Limited and Clarien Group Limited that has non-controlling interest:

	Guardian Holdings Limited		Clarien Group Limited	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Statement of financial positions				
Current assets	188,134,815	194,121,680	64,702,961	70,437,301
Current liabilities	133,622,718	119,337,461	119,593,844	180,047,424
Total current net assets/(liabilities)	54,512,097	74,784,219	(54,890,883)	(109,610,123)
Non-Current assets	720,541,996	660,960,119	149,384,876	148,860,682
Non current liabilities	630,919,423	634,375,404	69,733,440	16,922,652
Total non-current net assets	89,622,573	26,584,715	79,651,436	131,938,030
Net assets	144,134,670	101,368,934	24,760,553	22,327,907

10. Non-Controlling Interest (Continued)

	Guardian Holdings Limited		Clarien Group Limited	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Statement of comprehensive income/(loss)				
Revenue	213,387,260	185,325,324	16,225,338	17,879,835
Direct profit for the period	34,023,498	19,228,292	2,085,960	2,209,806
Consolidation adjustments	(690,605)	(336,866)	(6,265)	(150,042)
Other comprehensive income/(loss)	12,653,350	1,985,296	1,297,587	4,634,363
Total comprehensive income/(loss)	45,986,243	20,876,722	3,377,282	6,694,127
Profit allocated to NCI	12,743,165	7,199,497	1,039,640	1,029,676
OCI allocated to NCI	4,837,376	758,979	647,496	2,312,547
Accumulated non-controlling interest	17,580,541	7,958,476	1,687,136	3,342,223

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10. Non-Controlling Interest (Continued)

Summarised cash flows

The information below represents amounts before intercompany eliminations

	Guardian Holdings Limited		Clarien Group Limited	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Cash flows from operating activities				
Cash generated from operations	(11,136,853)	6,569,063	(6,358,775)	6,731,573
Interest paid	(5,479,611)	(4,745,979)	(2,886,084)	(2,360,272)
Income tax paid	(7,918,802)	(5,426,060)	-	-
Net cash generated from/(used in) operating activities	23,382,831	26,161,127	(4,249,171)	8,964,805
Net cash (used in)/provided by investing activities	(25,067,022)	(5,085,801)	15,364,570	(11,527,868)
Net cash (used in)/provided by financing activities	(10,780,428)	239,873	(817,179)	(916,428)
Net increase in cash and cash equivalents:				
Cash and cash equivalents at beginning of year	94,929,614	72,386,944	16,927,331	20,013,413
Exchange(loss)/gains on cash and cash equivalents	(679,511)	1,227,471	692,172	393,409
Net (decrease)/increase in cash and cash equivalents during the year	(13,326,923)	21,315,199	10,298,219	(3,479,491)
Cash and cash equivalents at end of year	80,923,180	94,929,614	27,917,722	16,927,331

11. Dividend Income

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Subsidiaries	-	-	11,390,426	14,715,083
Other equity securities	3,085,381	2,830,114	59,445	113,520
	3,085,381	2,830,114	11,449,871	14,828,603

12. Staff Costs

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Wages, salaries, allowances and benefits	42,397,041	41,143,154	707,516	1,638,169
Payroll taxes	2,666,480	2,482,867	55,317	121,832
Pension costs – defined contribution plans	1,444,518	1,461,768	15,216	17,179
Pension costs – defined benefit plans (Note 40 (a))	960,119	571,310	-	-
Staff profit share	3,122,083	3,401,062	-	-
Separation/termination benefits	1,167,227	(864,782)	-	(1,047,061)
Other post-employment benefits (Note 40 (b))	557,586	940,793	-	-
Other staff costs	1,143,016	1,042,650	-	-
	53,458,070	50,178,822	778,049	730,119

Wages, salaries, allowances and benefits
Included in wages, salaries, allowances and benefits are base salaries for employees. Amounts also include annual incentive and merit awards based on performance, annual and non-annual lump-sum fringe benefits, including those that have been agreed based on collective bargaining with the trade unions representing staff.

Employees are categorised as permanent pensionable, contract, part-time and temporary.

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13. Credit Impairment Losses / (Recovered)

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Investment securities	1,347,329	193,631	12,292	(18,732)
Loans and advances (Note 21)	7,551,238	8,262,920	-	-
Other receivables	1,398,627	245,282	-	-
	10,297,194	8,701,833	12,292	(18,732)

14. Total Operating Expenses

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Staff costs	53,458,070	50,178,822	778,049	730,119
Depreciation	8,155,359	8,392,150	351	381
Finance cost	1,634,416	1,851,561	-	60,346
Auditors' remuneration - current year	533,584	676,880	10,695	11,258
Credit card rebates	2,562,389	1,928,036	-	-
Insurance and premiums	1,475,888	1,843,852	-	1,265
Irrecoverable general consumption tax and asset tax	5,637,228	5,619,268	73,307	159,371
License and transaction processing fees	1,782,959	1,688,943	107,660	110,232
Marketing, customer care, advertising and donations	3,347,917	3,226,900	3,589	39,407
Operating lease rentals	631,139	333,474	-	-
Property, vehicle and ABM maintenance and utilities	12,966,763	11,110,116	-	33,382
Stationery	704,312	654,830	-	549
Technical, consultancy and professional fees	6,129,964	7,579,025	241,038	219,454
Travelling, courier and telecommunication	2,637,277	2,598,309	39,533	12,271
Management and royalty fees	2,176,196	2,336,860	359,591	255,863
Operational losses	5,234,989	4,863,597	256,021	-
Other	7,620,457	6,960,073	621,597	227,127
	116,688,907	111,842,696	2,491,431	1,861,025
Represented by:				
Insurance service expenses				
Amounts attributed to insurance acquisition cash flows incurred during the year	7,027,883	7,118,422	-	-
Other directly attributable expenses	10,277,253	10,039,258	-	-
	17,305,136	17,157,680	-	-
Other operating expenses	99,383,771	94,685,016	2,491,431	1,861,025
	116,688,907	111,842,696	2,491,431	1,861,025

14. Total Operating Expenses (Continued)

Expenses attributed to insurance acquisition cash flows and other directly attributable expenses comprise expenses incurred by the Group in the reporting period that relate directly to the fulfilment of contracts issued within IFRS 17's scope and reinsurance contracts held. These expenses are recognised in the consolidated statement of income or loss based on IFRS 17 measurement requirements.

15. Taxation

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Current:				
Income tax	8,082,665	7,144,571	-	-
Prior year over provision	(371,473)	(89,417)	-	-
Business levy and green funds levy	281,422	298,302	-	-
Deferred income tax (Note 30)	599,215	(3,113,786)	-	-
	8,591,829	4,239,670	-	-

Income tax is calculated at rates of 25% for the Jamaican life insurance subsidiary, 33⅓% for the Company and other Jamaican regulated companies. Taxation for subsidiaries in other jurisdictions is calculated at the rates prevailing in the relevant jurisdiction. The theoretical charge for the year can be reconciled as follows:

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Profit/(loss) before tax	45,506,312	25,809,197	5,615,069	11,663,070
Tax calculated at actual tax rates	16,190,047	9,558,099	1,871,690	3,887,690
Income not subject to tax	(22,587,071)	(16,473,901)	-	-
Expenses not deductible for tax purposes	11,677,278	11,007,049	484,895	1,055,178
Effect of share of profit of associates included net of tax	53,116	(11,140)	-	-
Effect of change in tax rate applicable to life insurance subsidiary	(80,968)	(763,928)	-	-
Effect of different tax rates applicable to dividend income	763,632	870,100	(3,796,808)	(4,942,868)
Deferred tax not recognised	1,795,858	43,605	1,440,223	-
Prior year over provision	(371,473)	(89,417)	-	-
Business Levy	281,422	298,302	-	-
Other	869,988	(199,099)	-	-
Taxation	8,591,829	4,239,670	-	-

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

15. Taxation (Continued)

Tax (charge)/credit relating to components of other comprehensive income are as follows:

	The Group 2025		
At the year end	**Before Tax $'000**	**Tax $'000**	**After Tax $'000**
Currency translation gains	2,860,478	-	2,860,478
ECL and fair value gains on FVOCI investments, net of gains recycled to profit or loss	(1,411,963)	486,870	(925,093)
Insurance finance reserves	5,520,511	-	5,520,511
Remeasurement of post-employment benefit obligation	(84,051)	(30,957)	(115,008)
Other comprehensive income	6,884,975	455,913	7,340,888
Recyclable			486,870
Non-recyclable			(30,957)
Deferred income tax (Note 30)		455,913	

	The Group 2024		
At the year end	**Before Tax $'000**	**Tax $'000**	**After Tax $'000**
Currency translation gains	1,488,959	-	1,488,959
ECL and fair value gains on FVOCI investments, net of gains recycled to profit or loss	15,639,279	(705,502)	14,995,566
Insurance finance reserves	(1,251,730)	-	(1,251,730)
Remeasurement of post-employment benefit obligation	173,099	(700,463)	(527,364)
Other comprehensive income	16,049,607	(1,405,965)	14,705,431
Recyclable			(705,502)
Non-recyclable			(700,463)
Deferred income tax (Note 30)		(1,405,965)	

16. Earnings per Stock Unit

Basic earnings per stock unit is calculated by dividing the net profit attributable to stockholders of the parent by the weighted average number of ordinary stock units in issue during the year. Diluted earnings per stock unit equals basic earnings per stock unit as there are no potential dilutive ordinary stock units.

	2025	2024
Net profit attributable to stockholders of the parent ($'000)	23,131,671	13,340,354
Weighted average number of ordinary stock units in issue ('000)	2,411,886	2,373,483
Basic and diluted earnings per stock unit ($)	9.59	5.62

17. Cash in Hand and Balances at Central Banks

	The Group	
	2025	2024
	$'000	$'000
Cash in hand	26,164,718	23,963,995
Balances with central banks other than statutory reserves	27,443,766	21,673,997
Included in cash and cash equivalents	53,608,484	45,637,992
Statutory reserves with central banks – non-interest-bearing	53,807,971	50,012,699
	107,416,455	95,650,691

Statutory reserves with central banks represent the required ratio of prescribed functional and foreign currency liabilities. They are not available for investment, lending or other use by the Group.

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18. Due from other Banks

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Placements with NCBJ	-	-	18,640,071	3,328,130
Items in course of collection from banks	3,247,394	(580,969)	-	-
Placements with banks	166,303,681	165,925,985	12,980,400	37,909
	169,551,075	165,345,016	31,620,471	3,366,039
Expected credit losses	(510,189)	(480,190)	-	-
Interest receivable	459,908	4,063,185	-	-
	169,500,794	168,928,011	31,620,471	3,366,039
Less: Placements pledged as collateral for letters of credit (Note 23)	(8,793,853)	(7,539,376)	-	-
	160,706,941	161,388,635	31,620,471	3,366,039

Placements with banks include short term fixed deposits and other balances held with correspondent banks. These bank balances are held to facilitate the payment of wire transfers, bank drafts, treasury related activities and to satisfy liquidity requirements.

The amounts included as cash equivalents in the statement of cash flows are as follows:

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Placements with NCBJ	-	-	18,640,071	3,328,130
Placements with other banks	156,622,151	157,325,451	12,980,400	37,909
Less: amounts restricted to the settlement of obligations under securitisation arrangements	(3,643,164)	(3,588,214)	-	-
	152,978,987	153,737,237	31,620,471	3,366,039

19. Derivative Financial Instruments

The carrying values of derivatives for the Group are as follows:

	The Group	
	2025	2024
	$'000	$'000
Assets		
Equity indexed options	1,917,654	1,492,033
Liabilities		
Equity indexed options	-	-

Derivatives are carried at fair value and carried in the statement of financial position as separate assets and liabilities. Asset values represent the cost to the Group of replacing all transactions with a fair value in the Group's favour assuming that all relevant counterparties default at the same time, and that transactions can be replaced instantaneously. Liability values represent the cost to the Group counterparties of replacing all their transactions with the Group with a fair value in their favour if the Group was to default. Derivative assets and liabilities on different transactions are only set off if the transactions are with the same counterparty, a legal right of set-off exists and the cash flows are intended to be settled on a net basis.

Equity indexed options
The derivative liability represents the equity index option element of principal protected notes issued by the Group and is carried at fair value.

The embedded derivative asset represents equity index options purchased by the Group to match the liability. The terms of the purchased options are identical to those included in the principal protected notes issued by the Group. The Group is exposed to credit risk on purchased options to the extent of the carrying amount, which is their fair value.

20. Reverse Repurchase Agreements

The Group entered into collateralised reverse repurchase agreements which may result in credit exposure in the event that the counterparty to the transaction is unable to fulfill its contractual obligations. Included within reverse repurchase agreements is related accrued interest receivable of $85,868,000 (2024 – $19,709,000) for the Group.

At September 30, 2025, the Group held $13,816,161,000 (2024 – $7,566,051,000) of securities, mainly representing Government of Jamaica debt securities, as collateral for reverse repurchase agreements. Of amounts received as collateral for reverse repurchase agreements, the Group has pledged $Nil (2024 – $Nil) as collateral for some of their own repurchase agreements.

Included in reverse repurchase agreements for the Group are securities with an original maturity of less than 90 days amounting to $5,644,758,000 (2024 – $300,000,000) which are regarded as cash equivalents for purposes of the statement of cash flows.

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21. Loans and Advances

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Gross loans and advances, includes mortgage loans	633,922,088	640,106,622	60,220,745	52,078,752
Provision for credit losses	(19,576,868)	(17,104,502)	(4,963)	(14,267)
	614,345,220	623,002,120	60,215,782	52,064,485
Interest receivable	3,990,227	3,237,816	1,652,269	1,631,498
	618,335,447	626,239,936	61,868,051	53,695,983

The current portion of loans and advances amounted to $111,153,275,000 (2024 – $177,972,466,000) for the Group.

The movement in the provision for credit losses determined under the requirements of IFRS 9 is as follows:

	The Group	
	2025	**2024**
	$'000	**$'000**
Balance at beginning of year	17,104,502	15,336,258
Provided during the year	8,923,985	9,144,401
Recoveries	(1,372,747)	(881,481)
Net charge to the income statement (Note 13)	7,551,238	8,262,920
Write-offs	(5,078,872)	(6,494,676)
Balance at end of year	19,576,868	17,104,502

The provision for credit losses at the end of the year includes $4,973,802,000 (2024 - $5,576,453,000) relating to non-BOJ regulated entities within the Group, which are not considered in calculating the excess reserves required to meet the BOJ's loan loss provision.

The provision for credit losses determined under BOJ regulatory requirements is as follows:

	The Group	
	2025	**2024**
	$'000	**$'000**
Specific provision	18,812,147	15,728,690
General provision	4,423,353	4,330,109
	23,235,500	20,058,799
Excess of regulatory provision over IFRS 9 provision recognised in NCBJ reflected in non-distributable loan loss reserve (Note 42)	3,658,632	2,954,297

22. Investment Securities

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Investment Securities Classified as FVPL:				
Government of Jamaica debt securities	56,217,638	54,954,226	-	-
Other Government securities	112,310,896	112,238,968	-	-
Corporate debt securities	23,363,657	21,183,345	-	-
Quoted and unquoted equities	113,088,653	106,906,030	953,250	4,812,492
Collective Investment Schemes	2,565,627	1,830,604	-	-
Interest receivable	2,980,145	3,139,501	-	-
	310,526,616	300,252,674	953,250	4,812,492
Investment securities at FVOCI:				
Government of Jamaica debt securities	181,956,849	159,297,266	-	-
Other Government securities	194,587,904	220,032,747	-	-
Corporate debt securities	159,516,678	122,844,347	118,097	7,481,171
Interest receivable	6,425,931	6,112,477	96	126,332
	542,487,362	508,286,837	118,193	7,607,503
Investment securities at Amortised Cost:				
Government of Jamaica debt securities	172,594,665	165,425,417	-	-
Other Government Securities	204,346,999	165,393,659	-	-
Corporate Debt Securities	21,076,842	23,013,441	-	-
Interest receivable	5,361,736	5,134,711	-	-
	403,380,242	358,967,228	-	-
Expected credit losses	(1,470,555)	(681,204)	-	336
	1,254,923,665	1,166,825,535	1,071,443	12,420,331
Total investment securities, as above	1,254,923,665	1,166,825,535	1,071,443	12,420,331
Less: Pledged securities (Note 23)	(242,076,021)	(249,929,768)	-	-
Amount reported on the statement of financial position	1,012,847,644	916,895,767	1,071,443	12,420,331

The current portion of total investment securities amounted to $270,571,485,000 (2024 - $138,666,736,000) for the Group. Included in investment securities are debt securities with an original maturity of less than 90 days amounting to $41,212,442,000 (2024 - $10,153,245,000) for the Group which are regarded as cash equivalents for purposes of the statement of cash flows.

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23. Pledged Assets

	The Group	
	2025	**2024**
	$'000	**$'000**
Investment securities classified as FVOCI and amortised cost pledged as collateral for:		
Repurchase agreements	229,627,511	239,531,161
Clearing services	2,414,805	1,504,398
Investment securities held as security in respect of life insurance subsidiary	13,652,561	8,894,209
	245,694,877	249,929,768
Placements with banks pledged as collateral for letters of credit (Note 18)	5,174,998	7,539,376
	250,869,874	257,469,144

The regulators hold investment assets for certain insurance subsidiaries in accordance with the legal requirements of the respective countries or territories.

24. Investment in Associates

	The Group	
	2025	**2024**
	$'000	**$'000**
At the beginning of the year	9,758,044	7,247,770
Additions	-	2,348,778
Disposal	-	(202,357)
Share of profits	599,731	483,495
Dividends received:		
Other	(388,735)	(334,660)
Movement in other reserves and exchange rate adjustments	161,294	215,018
At end of year	10,130,334	9,758,044

24. Investment in Associates (Continued)

The following tables present summarised financial information in respect of the Group's associates.

	RGM Limited $'000	Royal Star Holdings $'000	Capital Infrastructure Group Limited $'000	Other individually immaterial associates $'000	Total $'000
2025					
Current assets	2,085,208	-	4,946,658	323,397	7,355,263
Non-current assets	17,859,316	33,433,899	3,849,715	790,753	55,933,683
Current liabilities	794,278	-	474,124	435,852	1,704,254
Non-current liabilities	5,469,151	19,801,001	4,075,160	135,293	29,480,605
Revenue	4,273,144	29,740,329	963,150	853,824	35,830,447
Profit from continuing operations	623,928	2,143,989	(169,204)	32,024	2,630,737
Other comprehensive (loss)/income	2,989	-	-	-	2,989
Total comprehensive income	626,917	2,143,989	(169,204)	32,024	2,633,726
Percentage ownership	33%	26%	76%		
Net assets of the associate - 100%	13,681,095	12,615,875	3,012,827		
Group share of net assets	4,560,357	3,307,875	2,289,749		

	RGM Limited $'000	Royal Star Holdings $'000	Capital Infrastructure Group Limited $'000	Other individually immaterial associates $'000	Total $'000
2024					
Current assets	2,250,344	12,608,524	2,835,136	195,451	17,889,455
Non-current assets	17,325,219	13,764,131	1,768,310	871,214	33,728,874
Current liabilities	740,413	1,004,332	112,679	253,145	2,110,569
Non-current liabilities	5,695,469	14,042,342	1,161,672	302,185	21,201,668
Revenue	4,216,787	17,640,752	209,262	823,586	22,890,387
Profit from continuing operations	785,570	694,670	65,809	13,127	1,559,176
Other comprehensive (loss)/income	(1,626)	287,536	-	-	285,910
Total comprehensive income	783,944	982,206	65,809	13,127	1,845,086
Percentage ownership	33%	26%	76%		
Net assets of the associate - 100%	13,139,681	10,358,022	3,329,095		
Group share of net assets	4,379,894	2,715,865	2,530,112		

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25. Investment Properties

	The Group	
	2025	**2024**
	$'000	**$'000**
Balance at beginning of year	37,486,987	36,593,367
Additions	421,797	151,937
Disposals	(587,804)	(204,071)
Fair value gains (Note 8)	636,174	383,616
Foreign exchange adjustments	1,248,838	552,981
Re-classification to / (from) property and equipment & properties for development & resale (Note 26 & 29)	(328,708)	9,157
Balance at end of year	38,877,284	37,486,987
Income earned from the properties	2,521,306	2,177,635
Expenses incurred by the properties	(1,989,170)	(1,290,015)

The Group did not classify any properties held under operating leases as investment properties. The properties held are stated at fair market value, as appraised by professional, independent valuators. The value for the property was determined using the direct capitalisation approach, comparable sales approach and income and sales comparison approach.

The valuations of investment property have been classified as Level 3 of the fair value hierarchy under IFRS 13, 'Fair Value Measurement'.

Several valuations have been performed using a comparable sales approach but, as there have been a limited number of similar sales in the respective markets, these valuations incorporate unobservable inputs determined based on the valuators' judgment regarding size, age, condition and state of the local economy. Similarly, the valuations that are performed using the direct capitalisation and income approaches rely on unobservable inputs based on the valuator's judgment given the varying levels of income between properties within a relatively small geographic area as well as the unavailability of risk-adjusted discount rates for properties. These valuations are sensitive to the aforementioned adjustments for the unobservable inputs, which inputs may result in the values realised, either through use or sale, being different from the amounts recognised in these financial statements.

25. Investment Properties(continued)

The following table summarizes the quantitative information about the significant unobservable inputs used in recurring level 3 fair value measurements.

	The Group					
Description	Fair value at		Unobservable inputs	Range of unobservable inputs	Impact	
	2025	2024			Positive impact	Negative impact
	$'000	$'000			$'000	$'000
Investment properties	38,071,201	37,486,987	Discount rate	+/-1%	39,733	(38,898)
			Capitalization rate per square foot/acre	Various ranges	(6,802)	2,972
			Comparable properties	+/-5%	6,551	(6,551)

Relationship of unobservable inputs to fair value
Significant increases/(decreases) in estimated price per square feet in isolation would result in a significantly higher(lower) fair value on a linear basis.

26. Properties for Development and Sale

	The Group	
	2025	2024
	$'000	$'000
At the beginning of the year	3,653,895	4,151,956
Additions	249,144	122,148
Reclassification from investment properties (Note 25)	-	(9,157)
Foreign exchange adjustments	248,522	106,228
Fair value gains (Note 8)	(24,431)	(84,846)
Disposals	(1,346,338)	(632,434)
At the end of the year	2,780,792	3,653,895

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27. Leases

The statement of financial position shows the following amounts relating to leases:

	2025 $'000	2024 $'000
Right-of-use assets		
Buildings	6,678,086	3,474,316
Motor vehicles	688,500	693,340
Equipment	44,432	66,935
	7,411,018	4,234,591
Lease liabilities		
Current	1,588,946	1,374,298
Non-current	5,704,739	2,906,261
	7,293,685	4,280,559

Rights-of-use assets

(i) Amounts recognised in the statement of financial position

a) The statement of financial position shows the following amounts relating to leases:

Right-of-use assets	2025 $'000	2024 $'000
Buildings	6,678,086	3,474,316
Motor vehicles	688,500	693,340
Equipment	44,432	66,935
	7,411,018	4,234,591

b) As at 30 September 2025, leasehold Improvements and furniture, fittings and equipment where the Group is a lessee under a finance lease are as follows:

27. Leases (Continued)

	Leasehold Improvements $'000	Equipment $'000	Motor Vehicles $'000
Cost	2,061,815	351,616	1,779,964
Accumulated depreciation	(1,720,967)	(307,184)	(1,091,464)
Net book values	340,848	44,432	688,500

Leased assets previously classified as operating leases are presented as in the property and equipment disclosure note.

During the financial year additions through new leases and acquisitions amounted to $4,369,071,000

(ii) Amounts recognised in the statement of profit or loss

The statement of profit or loss shows the following amounts relating to leases:

Depreciation charge on right-of-use assets	2025 $'000	2024 $'000
Buildings	1,100,830	1,129,382
Equipment	66,958	69,237
Motor Vehicles	325,610	381,142
	1,493,398	1,579,761

Amounts recognised in the statement of comprehensive income relating to leases:

	2025 $'000	2024 $'000
Depreciation charge of right-of-use assets	1,493,398	1,579,761
Interest expense on lease liabilities	141,018	271,800
Total expenses related to leases	1,634,416	1,851,561

The Group's leasing activities

The Group leases various buildings to facilitate: execution of banking services at branches and ABMs, general business operations and housing for employees. Rental contracts are typically made for fixed periods of 1 to 10 years. Leases are negotiated on an individual basis and contain a wide range of different terms and conditions (including termination and renewal rights). Extension and termination options are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. The extension and termination options held are exercisable by both the Group and the respective lessor.

The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

To determine the incremental borrowing rate, the Group:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received;

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27. Leases (Continued)

The Group's leasing activities (continued)

- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group, which do not have recent third party financing; and,
- makes adjustments specific to the lease, e.g. term, country, currency and security.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. While the Group revalues its land and buildings that are presented within property and equipment, it has chosen not to do so for the right-of-use buildings held by the Group.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low value assets comprise IT equipment and small items of office furniture.

Extension and termination options are included in a number of property and equipment leases across the Group. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). For leases of land and buildings, management has included various extension options in the lease liability, as relocating would from existing locations would be onerous.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and,
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee. During the current financial year, the financial effect of revising lease terms to reflect the effect of exercising extension and termination options was an increase in recognised lease liabilities and right-of-use assets of $715,580,000.

28. Intangible Assets

	The Group					
	Trade name	Core deposit & other customer relationships	Computer software	Goodwill	Other	Total
	$'000	$'000	$'000	$'000	$'000	$'000
			2025			
Net book value, at beginning of year	3,265,658	5,509,273	25,110,474	20,350,796	54,189	54,290,390
Additions	-	-	3,093,250	-	-	3,093,250
Translation adjustments	-	-	(2,668,660)	-		(2,668,660)
Reclassification & adjustments	-	59,737	(622,676)	-	-	(562,939)
Amortisation charge	(40,384)	(1,258,779)	(4,290,795)	-	(31,212)	(5,621,170)
Net book value, at end of year	3,225,274	4,310,231	20,621,593	20,350,796	22,977	48,530,871
Cost	3,627,504	16,059,058	80,104,789	20,350,796	115,185	120,257,332
Accumulated amortisation	(402,230)	(11,748,827)	(59,483,196)	-	(92,208)	(71,726,461)
Closing net book value	3,225,274	4,310,231	20,621,593	20,350,796	22,977	48,530,871

	The Group					
	Trade name	Core deposit & other customer relationships	Computer software	Goodwill	Other	Total
	$'000	$'000	$'000	$'000	$'000	$'000
			2024			
Net book value, at beginning of year	3,309,690	6,772,714	23,251,397	20,350,796	197,259	53,881,856
Additions	-	-	4,582,877	-	-	4,582,877
Translation adjustments	-	-	1,664,004	-	(7)	1,663,997
Reclassification & adjustments	-	-	(26,637)	-	-	(26,637)
Amortisation charge	(44,032)	(1,263,441)	(4,361,167)	-	(143,063)	(5,811,703)
Net book value, at end of year	3,265,658	5,509,273	25,110,474	20,350,796	54,189	54,290,390
Cost	3,627,504	16,059,058	74,616,086	20,350,796	115,185	114,768,629
Accumulated amortisation	(361,846)	(10,549,785)	(49,505,612)	-	(60,996)	(60,478,239)
Closing net book value	3,265,658	5,509,273	25,110,474	20,350,796	54,189	54,290,390

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28. Intangible Assets (Continued)

Computer software for the Group at year end include items with a cost of $2,909,284,000 (2024 - $4,594,637,000) on which no amortisation has yet been charged as these software applications are in the process of implementation.

Impairment tests for goodwill

The Group determines whether goodwill is impaired at least on an annual basis or when events or changes in circumstances indicate that the carrying value may be impaired. This requires an estimation of the recoverable amount of the cash generating unit (CGU) to which the goodwill is allocated. The recoverable amount is usually determined by reference to the value in use. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the CGU and also to choose an appropriate discount rate in order to calculate the present value of those future cash flows.

The allocation of goodwill to the Group's cash generating units (CGUs) allocated fully to Guardian Holding Limited.

	The Group	
	2025	**2024**
	$'000	**$'000**
Guardian Holdings Limited:	20,350,796	20,350,796

The Group determines whether goodwill is impaired at least on an annual basis or when events or changes in circumstances indicate that the carrying value may be impaired. This requires an estimation of the recoverable amount of the cash generating unit (CGU) to which the goodwill is allocated. The recoverable amount is usually determined by reference to the value in use. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the CGU and also to choose an appropriate discount rate in order to calculate the present value of those future cash flows. No impairment was identified.

The recoverable amount of a CGU is determined based on value in use calculations. These calculations use cash flow projections based on financial budgets approved by management covering a five-year period. Cash flows beyond the five-year period are extrapolated using the estimated growth rates stated below. The growth rate does not exceed the long-term average growth rate for the industry in which the CGU operates. Key assumptions used for value in use calculations:

Insurance service expenses	66.1%
Revenue growth rate	4.0%
Terminal growth rate	3.5%
Discount rate	11.6%

Sensitivity analysis
Currently management has a headroom of $32,567,000 on the goodwill. Management is of the view that the discount rate is the most significant assumption and as a result, the said rate was adjusted +/-1% which shows the results below:

	-1%	+1%
Discount rate	$18,964,000	($15,724,000)

29. Property and Equipment

	Freehold Land and Buildings and Leasehold Improvements $'000	Motor Vehicles, Furniture & Equipment $'000	Work-in-Progress $'000	Total $'000
Cost -				
At September 30, 2023	21,650,088	37,751,919	2,699,645	62,101,652
Reclassification and adjustments	-	(967,343)	-	(967,343)
Additions	78,417	3,172,918	(336,709)	2,914,626
Disposals	-	(3,091,701)	-	(3,091,701)
Transfers	21,705	170,697	(180,705)	11,697
Reclassification and adjustments	-	(336,740)	354,427	17,687
Exchange rate adjustments	-	50,392	-	50,392
At September 30, 2024	21,750,210	36,750,142	2,536,658	61,037,010
Reclassification and adjustments	-	(134,941)	-	(134,941)
Additions	440,465	1,032,142	509,934	1,982,541
Disposals	(1,057,797)	(1,702,218)	(105,559)	(2,865,574)
Transfers	117,474	180,723	(294,605)	3,592
Transfer from investment properties	327,180	1,528	-	328,708
Reclassification and adjustments	(29,388)	(36,903)	(95,008)	(161,299)
Exchange rate adjustments	(178,907)	(7,133)	(6,675)	(192,715)
At September 30, 2025	21,369,237	36,083,340	2,544,745	59,997,322
Accumulated Depreciation -				
At September 30, 2023	5,599,483	27,358,812	-	32,958,295
Charge for the year	260,548	2,319,518	-	2,580,066
Disposals	-	(2,860,945)	-	(2,860,945)
Reclassifications and adjustments	4,877	(18,946)	-	(14,069)
At September 30, 2024	5,864,908	26,798,439	-	32,663,347
Charge for the year	686,901	1,847,288	-	2,534,189
Disposals	(663,160)	(1,691,183)	-	(2,354,343)
Reclassifications and adjustments	(28,909)	(10,343)	-	(39,252)
At September 30, 2025	5,859,740	26,944,201	-	32,803,941
Net Book Value -				
September 30, 2025	15,509,497	9,139,139	2,544,745	27,193,381
September 30, 2024	15,885,302	9,951,703	2,536,658	28,373,663

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30. Deferred Income Taxes

Deferred income taxes are calculated on all temporary differences under the liability method using a tax rate of 25% for the Jamaican life insurance subsidiary, 33⅓% for the Company and other Jamaican regulated companies, 21% for the subsidiary incorporated in the United Kingdom, 30% for subsidiaries incorporated in Montserrat, St Lucia and Trinidad (non-life), 22% for subsidiaries incorporated in Curacao, 32.5% for the subsidiary incorporated in St Vincent, 28% for the subsidiary incorporated in Grenada, and 25%, for all other subsidiaries with the exception of the subsidiaries incorporated in Cayman Islands and Bermuda which are not subject to income tax.

The net assets recognised in the statement of financial position are as follows:

	The Group		The Company	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Deferred tax assets	(24,260,251)	(23,487,618)	(10,744,325)	(10,743,858)
Deferred tax liabilities	7,902,413	6,986,478	-	-
Net asset at end of year	(16,357,838)	(16,501,140)	(10,744,325)	(10,743,858)

The movement in the net deferred income tax balance is as follows:

,

	The Group		The Company	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Net asset at beginning of year	(16,501,140)	(14,793,319)	(10,743,858)	(10,746,562)
Deferred tax credited in the income statement (Note 15)	599,215	(3,113,786)	-	-
Deferred tax charge / (credited) to other comprehensive income (Note 15)	(455,913)	1,405,965	(467)	2,704
Net asset at end of year	(16,357,838)	(16,501,140)	(10,744,325)	(10,743,858)

The amounts shown in the statement of financial position included the following:

	The Group		The Company	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Deferred tax assets to be recovered after more than 12 months	2,858,612	3,829,697	-	-
Deferred tax liabilities to be settled after more than 12 months	(7,624,556)	(7,295,701)	-	-

30. Deferred Income Taxes (Continued)

Deferred income tax assets and liabilities, prior to offsetting of balances, are due to the following items:

	The Group		The Company	
	2025	2024	2025	2024
	$'000	$'000	$'000	$'000
Deferred income tax assets:				
Property and equipment	3,668,363	3,088,310	-	-
Investment securities classified as FVOCI	1,625,795	1,124,856	-	-
Credit impairment losses	383,032	688,589	-	-
Pensions and other post-retirement benefits	2,050,546	2,061,378	-	-
Interest payable	616,451	1,046,261	193,547	193,547
Unrealised foreign exchange losses	5,075,486	4,917,464	134,231	134,231
Unutilised tax losses	14,635,918	14,656,379	10,392,469	10,392,469
Other temporary differences	2,935,971	3,501,856	103,831	103,831
	30,991,562	31,085,093	10,824,078	10,824,078
Deferred income tax liabilities:				
Property and equipment	641,314	813,788	-	-
Intangible assets	52,466	1,065,669	-	-
Investment securities at FVPL	2,895,390	3,346,458	-	-
Investment securities classified as FVOCI	3,431,232	4,176,919	-	-
Interest receivable	730,496	608,188	79,591	79,591
Unrealised foreign exchange gains	2,910,854	2,495,666	-	-
Credit Impairment Losses	20,612	-	-	-
Other temporary differences	3,951,360	2,077,265	162	629
	14,633,724	14,583,953	79,753	80,220
Net deferred tax asset	(16,357,838)	(16,501,140)	(10,744,325)	(10,743,858)

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30. Deferred Income Taxes (Continued)

The amounts recognised in the income statement are due to the following items:

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Property and equipment	(548,343)	(782,917)	-	
Intangible assets	(20,784)	(27,835)	-	-
Investment securities	(535,640)	761,900	-	-
Credit impairment losses	250,535	(856,107)	-	-
Pensions and other post-retirement benefits	(74,951)	(259,006)	-	-
Future distributions	-	-	-	-
Interest receivable	114,975	(15,526)	-	-
Interest payable	506,335	(219,411)	-	-
Accrued profit share	-	-	-	-
Accrued vacation leave	(97,983)	(20,500)	-	-
Unrealised foreign exchange gains and losses	280,513	581,761	-	-
Unutilised tax losses	(387,626)	(1,990,963)	-	-
Other temporary differences	1,112,184	(285,183)	-	-
	599,215	(3,113,787)	-	-

The amounts recognised in other comprehensive income are due to the following items:

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Unrealised gains on FVOCI	(827,452)	670,651	(467)	2,704
Realised fair value gains on sale and maturity of investments	275,354	34,851	-	-
Remeasurement of the post-employment benefit obligation	96,185	700,463	-	-
	(455,913)	1,405,965	(467)	2,704

31. Other Assets

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Due from merchants, financial institutions, clients and payment systems providers	25,447,008	37,118,725	1,658,393	120,126
Prepayments	2,553,372	3,592,431	-	142,443
Due from Related Parties	-	-	4,243,875	396,406
Fronting receivables	12,680,743	11,148,337	-	-
Repossessed assets	278,963	274,765	-	-
Other	9,260,840	404,899	325,671	278,379
	50,220,926	52,539,157	6,227,939	937,354
Less ECL on receivables	(3,512,760)	(1,323,788)	-	-
	46,708,166	51,215,369	6,227,939	937,354

The fair values of other assets approximate carrying values. The current portion of other assets for the Group is $46,444,481,000 (2024 - $52,222,512,000).

32. Due to Banks

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Items in course of payment	4,357,468	3,775,380	-	-
Borrowings from other banks	14,848,279	14,936,166	8,011,560	9,863,400
Deposits from banks	929,173	207,454	-	-
	20,134,920	18,919,000	8,011,560	9,863,400
Interest payable	623,718	691,529	266,796	333,059
	20,758,638	19,610,529	8,278,356	10,196,459

The current portion of due to banks is $71,909,000,000 (2024 - $11,594,602,000)

Items in the course of payment primarily represent cheques drawn by the Group which have been accounted for as a deduction from its bank balances but which have not been presented on its bank accounts. These relate to accounts held with banks outside of Jamaica and at central banks. Borrowings from banks are denominated in United States dollars and have various maturity dates. These attract interest at 2.77% – 5.96% per annum.

The amounts included as cash equivalents in the statement of cash flows are as follows:

	The Group	
	2025 $'000	2024 $'000
Total due to banks	20,758,638	19,610,529
Less: amounts with original maturities of greater than 90 days	-	(4,024,741)
	20,758,638	15,585,788

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33. Obligations Under Securitisation Arrangements

	The Group	
	2025	**2024**
	$'000	**$'000**
Diversified payment rights		
Principal outstanding – US$193,382,000 (2024 – US$226,366,000)	30,985,840	35,723,893
Merchant voucher receivables		
Principal outstanding – US$338,381,000 (2024 – US$362,239,000)	54,219,188	57,166,494
	85,205,028	92,890,387
Unamortised transaction fees	(587,662)	(763,027)
	84,617,366	92,127,360
Interest payable	824,836	872,021
Net liability	85,442,202	92,999,381

The current portion of obligations under securitisation arrangements amounted to $17,234,825,000 (2024 –$14,116,128,000).

Diversified Payment Rights

NCBJ has entered into a structured financing transaction involving securitisation of its Diversified Payment Rights. A Diversified Payment Right ("DPR") is a right of NCBJ to receive payments from correspondent banks based overseas whenever a payment order is initiated by a person or entity situated overseas in favour of a person or entity situated in Jamaica. Under these securitisation transactions, NCBJ assigns its rights to all present and future DPRs to an offshore special purpose vehicle, Jamaica Diversified Payment Rights Company Limited ("JDPR"), which then issues notes which are secured by the DPR flows. The cash flows generated by the DPRs are used by JDPR to make scheduled principal and interest payments to the note holders and any excess cash is transferred to NCBJ, provided no early amortisation event or default has occurred under the terms of the notes.

On September 30, 2020, NCBJ raised US$250 million through the DPR Securitisation (Series 2020-1 Notes). The transaction was structured on a mortgage-style amortisation basis with an interest-only period of 3.25-year (13 quarters) and thereafter quarterly principal amortisation, beginning March 15, 2024 to final maturity on September 15, 2030. Interest is due and payable on a quarterly basis calculated at a rate of 5.25% beginning December 15, 2020.

The above arrangement requires the Bank to maintain a minimum capital adequacy of 12.5%. As at the year end, the Bank's capital adequacy ratio exceeded 15%.

33. Obligations Under Securitisation Arrangements (Continued)

Merchant Voucher Receivables

NCBJ has entered into a structured financing transaction involving securitisation of its Merchant Voucher Receivables (MVR). This arrangement involves the sale of future flows due from Visa International Service Association (Visa) and MasterCard International Incorporated (MasterCard) related to international merchant vouchers acquired by NCBJ in Jamaica.

A merchant voucher is created when an international Visa or MasterCard cardholder pays for goods or services at a NCB merchant. NCB approves the charge, pays the merchant under contractual terms, and submits the merchant voucher information to Visa or MasterCard for settlement. Upon approval and receipt of the charge information, Visa or MasterCard is obligated to pay the amounts due, and this represents a receivable under the transaction.

Arising from this arrangement, NCBJ transferred its rights to all future receivables to an off-shore special purpose company (SPC), Jamaica Merchant Voucher Receivables Limited ("JMVR"), which then issues notes which are secured by the MVR flows. The cash flows generated by the MVR are used by JMVR to make scheduled principal and interest payments to the note holders and any excess cash is transferred to NCBJ, provided no early amortisation event or default has occurred under the terms of the notes.

On November 21, 2016, NCBJ raised US$150 million through the MVR securitisation transaction (Series 2016-1 Notes). The transaction was structured on a mortgage-style amortisation basis with an interest-only period of forty-one months and thereafter quarterly principal amortisation, beginning July 7, 2022 to final maturity on January 8, 2027. Interest is due and payable on a quarterly basis calculated at a rate of 5.625% beginning January 9, 2021.

On August 30, 2022, NCBJ raised an additional US$300 million through the MVR securitisation transaction (Series 2022-1 Notes). The transaction was structured on a mortgage-style amortisation basis with an interest-only period of thirty-nine months and thereafter quarterly principal amortisation, beginning April 7, 2026 to final maturity on October 7, 2032. Interest is due and payable on a quarterly basis calculated at a rate of 6.12% beginning October 7, 2022.

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34. Other Borrowed Funds

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
(a) Development Bank of Jamaica	6,757,349	6,944,995	-	-
(b) Corporate notes	146,217,949	154,006,665	66,616,761	77,178,317
(c) Corporate notes	36,052,020	-	36,052,020	-
(d) National Housing Trust	5,031,266	5,223,681	-	-
(e) Other	4,822,227	20,429,520	-	-
(f) Other	-	1,262,515	4,806,936	13,414,224
	198,880,811	187,867,376	107,475,717	90,592,541
Unamortised transaction fees	(1,705,080)	(514,405)	(1,486,283)	(456,967)
Interest payable	1,851,546	1,470,538	1,250,848	584,770
	199,027,277	188,823,509	107,240,282	90,720,344

The current portion of other borrowed funds amounted to $61,511,687 (2024 – $77,849,301) for the Group and $33,608,698,000 (2024- $62,987,573,000) for the Company.

(a) The loans from Development Bank of Jamaica are granted in both Jamaican and US dollars and are utilised by the Group to finance customers with viable ventures in agricultural, agro-industrial, construction, manufacturing, mining and tourism sectors of the economy. These loans are for terms up to 12 years and at rates ranging from 3.5% - 7%.

(b) Corporate notes are both unsecured and secured variable and fixed rate notes issued in a combination of Jamaican dollars and United States dollars. The notes are repayable between 2025 and 2030. The fixed rate notes attract interest between 6.75% and 12.50% and the variable rate notes attract interest based on weighted average treasury bill yield plus 2.25% - 2.5% per annum.

(c) During the year, the Group issued senior secured notes of US$225,000,000 at 11% due in 2030. Interest is paid semi-annual in arrears. In general, the senior secured notes (i) are senior obligations of the issuer of the respective notes that rank equally with all of the existing and future senior debt of such issuer and are senior to all existing and future subordinated debt of such issuer, (ii) contain, in most instances, certain guarantees from certain subsidiaries of the issuers of the notes as specified in the respective indentures and (iii) Secured by a first-priority charge over shares in Guardian Holdings Limited (GHL) held by NCBFG's subsidiary, NCB Global Holdings Limited (NCBGH), and by a lien over an escrow account holding a portion of the proceeds until certain debts are repaid. In addition, the indentures governing the notes contain various covenants that among other things limit the Group's ability to incur additional debt, maintenance of minimum cash balance, make dividends or other distributions in respect to capital stock, make certain investments or sell assets, create certain liens or engage in sale and leaseback transactions, engage in certain transactions with affiliates and enter into other lines of business

(d) The loans from National Housing Trust (NHT) are granted as part of the Joint Financing Mortgage Programme. Under the partnership agreement, NHT contributors were able to access their NHT loans directly from NCBJ at the prevailing interest rate offered by NHT. These loans are for the terms up to 25 years at rates ranging from 0% - 4%. The Joint Financing Mortgage Programme (JFMP) was discontinued and replaced by the External Financing Mortgage Programme, EFMP which was fully implemented in August 2023. The final disbursement under the JFMP was in December 2023 on which the final payment is due and payable in December 2048.

(e) On March 28, 2025, NCB Global Holdings Limited accessed a secured loan of US$30 million from First Citizens Bank Limited. Interest is due and payable on a quarterly basis calculated at a rate of 9.56494% per annum beginning June 30, 2025. The facility will be fully repaid on March 31, 2026.

34. Other Borrowed Funds (continued)

(f) On March 28, 2025, NCB Global Holdings Limited extended an unsecured loan of US$30 million to NCB Financial Group Limited. Interest is due and payable on a quarterly basis calculated at a rate of 11.25287% per annum beginning June 30, 2025. The facility will be fully repaid on March 31, 2026.

35. Interests in Structured Entities

A structured entity is an entity in which voting or similar rights are not the dominant factor in deciding control. Structured entities are generally created to achieve a narrow and well defined objective with restrictions around their on-going activities. An interest in a structured entity is any form of contractual or non-contractual involvement which creates variability in returns arising from the performance of the entity for the Group. Such interests include holdings of debt or equity securities and investment management agreements. Structured entities are assessed for consolidation in accordance with the accounting policy set out in Note 2(f).

Consolidated Structured Entities

Securitisation Vehicles

NCBJ uses securitisation as a source of financing and a means of risk transfer. Securitisation of its DPR and MVR (Note 33) is conducted through structured entities, JDPR and JMVR, exempted limited liability companies incorporated under the laws of the Cayman Islands. The relationship between the transferred rights and the associated liabilities is that holders of Notes may only look to cash flows from the securitised assets for payments of principal and interest due to them under the terms of their Notes.

Mutual Funds

The Group manages a series of mutual funds through its trust and asset management subsidiaries, Guardian Group Trust Limited and Guardian Asset Management and Investment Services Limited. The funds comprise four Caribbean investment based funds and six International investment based funds. These funds invest mainly in equity securities, debt securities and cash and cash equivalents. Guardian Asset Management is the Trustee, Income and Paying Agent, Registrar and Fund Administrator of these Mutual Funds. Guardian Life of the Caribbean acts in the capacity of Portfolio Manager.

As at the consolidated statement of financial position date, the Group has determined that it controls these mutual funds, as defined in note 3, specific funds. Management has concluded that the contractual terms provide the Group with power over the Mutual Funds and the Group's aggregate interest in the Mutual Funds is significant.

Unconsolidated Structured Entity

(i) Unit Trust

The Group manages a Unit Trust Scheme comprising seven portfolios – the JMD Money Market Portfolio, the JMD High Yield Portfolio, the High Yield Asset and Loans Portfolio, the Caribbean Equity Portfolio, the USD Money Market Portfolio, the USD Indexed Bond Portfolio and the USD Bond Portfolio.

The Unit Trust has an independent trustee. The Group is the investment manager of the Unit Trust and is entitled to receive management fees based on the assets under management. The Group also holds units in the Unit Trust.

35. Interests in Structured Entities (Continued)

***Unconsolidated Structured Entity* (continued)**

(a) Unit Trust (continued)

The table below shows the total assets of the Unit Trust, the Group's interest in and income arising from involvement with the Unit Trust as well as the maximum exposure to loss. The maximum exposure to loss from the Group's interests represents the maximum loss that the Group could incur as a result of its involvement with the Unit Trust regardless of the probability of the loss being incurred. The income from the Group's interest includes recurring and non-recurring fees and any mark-to-market gains/losses on a net basis.

	The Group	
	2025	**2024**
	$'000	**$'000**
Total assets of the Unit Trust	39,029,807	34,548,833
The Group's interest – Carrying value of units held	170,034	166,366
Maximum exposure to loss	170,034	166,366
Liability to the Unit Trust in relation to investment in repurchase obligations (included in repurchase obligations on the consolidated statement of financial position)	3,086,364	1,411,005
Total income from the Group's interests	850,521	747,871

The Group has not provided any non-contractual financial support during the period and does not anticipate providing non-contractual support to the Unit Trust in the future.

(ii) Stratus Alternative Funds SCC

Stratus Alternative Funds SCC ("the Company") is a segregated cell company duly incorporated under the laws of Barbados. The Company was incorporated to facilitate the creation of a variety of alternative funds for investments.

The company operates five funds. NCB Capital Markets Limited, a wholly owned subsidiary of the Group manages all the funds, except for one fund that is jointly managed by Paynter (Jamaica) Limited, a wholly owned subsidiary of Eppley Limited.

The fund managers are entitled to management fees based on a fixed fee above set hurdle rates as well as the performance of the assets under management. The powers of appointment and removal of the investment manager are also vested in the directors of the alternative investment company. Subsidiaries in the Group hold investments in some of the portfolio funds established and operated by company.

The Board of Directors of Stratus on September 26, 2024 resolved to wind up two funds solely managed by NCBCM.

35. Interests in Structured Entities (Continued)

***Unconsolidated Structured Entity* (continued)**

(b) Stratus Alternative Funds (continued)

The table below shows the total assets of the company, the Group's interest in and income arising from involvement with the company as well as the maximum exposure to loss. The maximum exposure to loss from the Group's interests represents the maximum loss that the Group could incur as a result of its involvement with the company regardless of the probability of the loss being incurred. The income from the Group's interest includes recurring and non-recurring fees and any mark-to-market gains/losses on a net basis.

	The Group	
	2025	**2024**
	$'000	**$'000**
Total assets of the company	-	11,996,630
Maximum exposure to loss	703,076	764,483
Liability to Stratus Alternative Funds SCC in relation to investment in repurchase obligations (included in repurchase obligations on the statement of financial position)	-	2,129,895
Interest Expense paid for repurchase obligations - Stratus	15,352	44,579
Management fees earned by the Group	136,792	212,911
Gain from sale of Management rights	290,885	-
Dividend income earned	13,424	40,149
Loss on investments in Stratus Alternative Funds	-	(9,137)
Total income from the company's interests	441,101	243,923

The company did provide any non-contractual financial support during the period and does not anticipate providing any non-contractual support to the Stratus Alternative Funds SCC in the future.

During the year, the company sold its investment management rights in **Stratus Alternative Funds SCC**. The transaction was executed with an effective date of **April 1, 2025**, in accordance with the terms of the sale agreement.

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35. Interests in Structured Entities (Continued)

Unconsolidated Structured Entity **(continued)**

(c) Origo

Origio ICC has an independent trustee, and the company serves as the investment manager for Origio ICC and its cells. Under this arrangement, the company earns management fees based on the assets under management.

	The Group	
	2025	**2024**
	$'000	**$'000**
Total assets of the Origo Holdings IC (Origo)	2,033,571	-
Maximum exposure to loss	1,359,464	-
Liability to Stratus Alternative Funds SCC in relation to investment in repurchase obligations (included in repurchase obligations on the statement of financial position)	149,374	-
Interest Expense paid for repurchase obligations	9,782	-
Management fees earned by the Group	9,409	-
Gain on investments	37,837	-
Income earned from investment securities	62,773	-
Total income from the company's interests	110,109	-

36. Third Party Interests in Mutual Funds

	The Group	
	2025	**2024**
	$'000	**$'000**
Opening balance	37,698,993	38,910,757
Share of net income	364,039	748,329
Unrealised losses	219,970	(227,929)
Net change in mutual fund holder balances	1,443,254	(1,908,255)
Distributions	(667,951)	(596,625)
Exchange rate adjustment	484,233	772,716
Balance at end of year	39,542,538	37,698,993

37. Investment Contract Liabilities

Investment contract liabilities carry floating rates of interest and therefore the carrying amounts approximate their fair values

	The Group	
	2025 $'000	2024 $'000
The movements in the liabilities arising from investment contracts are summarized below:		
Opening balance	48,467,665	47,085,621
Premiums received	4,154,551	4,602,754
Fees deducted from account balances	(95,777)	(59,529)
Account balances paid on surrender and other terminations in the year	(7,415,227)	(5,243,546)
Interest credited through income	1,679,614	1,630,281
Other movements	(28,392)	(126,271)
Exchange rate adjustments	362,736	578,355
Balance at end of year	47,125,170	48,467,665

38. Other Liabilities

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Accrued staff benefits	8,949,972	7,009,569	153,453	121,326
Due to customers, merchants and clients	33,252,749	18,901,016	9,367,177	528,710
Accrued other operating expenses	18,541,848	10,488,261	932,462	899,014
Fronting payables	11,151,535	8,985,368	-	-
Due to Governments	1,686,777	1,873,435	-	-
Due to related parties	-	-	6,690,537	8,468,839
Other	10,971,884	17,169,022	36	-
	84,554,765	64,426,671	17,143,665	10,017,889

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39. Share Capital

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Authorised – unlimited issued and fully paid up – 2,584,334,847 (2024 – 2,583,804,807)				
	161,190,103	161,170,899	161,190,103	161,170,899
Treasury shares	(25,674,883)	(25,674,883)	(11,232,294)	(11,232,294)
	135,515,220	**135,496,016**	**149,957,809**	**149,938,605**

As at September 30, 2025 entities within the Group and the Company held NCBFG ordinary stock units totalling 165,966,238 (2024: 171,918,846) and 75,339,470 (2024: 75,339,470), respectively. These shares are held by the NCB Employee Share Scheme, a custodian appointed by NCB Financial Group Limited and entities controlled by Guardian Holdings Limited and the Company reports them as Treasury Shares.

The NCB Employee Share Scheme was established in 1986 to acquire certain shares of NCB Group Limited, the then holding company for the Group, for the beneficial interest of eligible employees. As at September 30, 2024, the scheme held 1,255,751 (2024: 1,255,751) stock units of the Company's ordinary stock.

As at September 30, 2025 a total of 26,066,735 (2024: 26,066,735) stock units of the Company's ordinary stock were held by a custodian on behalf of the Company and one of its subsidiaries. The stock units are held for distribution as incentives.

40. Post-employment Benefits

Liabilities recognised in the statement of financial position are as follows:

	The Group	
	2025	2024
	$'000	$'000
Pension schemes	(255,700)	(1,095,831)
Other post-employment benefits	8,103,751	9,186,580
	7,848,051	8,090,749

The amounts recognised in the income statement are as follows:

	The Group	
	2025	2024
	$'000	$'000
Pension schemes (Note 12)	960,119	571,310
Other post-employment benefits	399,826	789,713
	1,359,945	1,361,023

The amounts recognised in the statement of comprehensive income are as follows:

	The Group	
	2025	2024
	$'000	$'000
Pension schemes	661,751	(1,415,841)
Other post-employment benefits	(1,057,087)	(2,444,819)
	(395,336)	(3,860,660)

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40. Post-employment Benefits (Continued)

(a) Pension schemes

The Group's subsidiaries have established the following pension schemes covering all permanent employees. The assets of funded plans are held independently of the Group's assets in separate trustee administered funds. The Group's pension schemes are regulated by the respective regulators in the jurisdictions where they operate.

National Commercial Bank Staff Pension Fund 1986

This is a defined benefit scheme, which comprises the following pension funds which were merged on September 30, 1999:

- National Commercial Bank Staff Pension Fund 1975 (NCB 1975 Fund)
- National Commercial Bank Staff Pension Fund 1986 (NCB 1986 Fund)
- Mutual Security Bank Superannuation Scheme (MSB Fund)
- Computer Service and Programming Limited Pension Fund (CSP Fund).

Members' rights under each of the funds as at the date of merger were fully preserved in the NCB 1986 Fund and members of the merged funds receive pension benefits from the NCB 1986 Fund in respect of service up to the date of merger. The scheme was closed to new members effective October 1, 1999.

No asset has been recognised in relation to the NCBJ defined benefit scheme as, under the rules of the scheme, the employer would not benefit from any surplus on the winding up of the scheme. No additional current service cost has been incurred since closure of the scheme and the employer only makes a nominal contribution in order to retain the tax exempt status of the fund.

National Commercial Bank Staff Pension Fund 1999

This is a defined contribution scheme which is funded by payments from employees and by the employers of the relevant companies. Participating Group companies contribute an amount equivalent to 5% of employees' salary to the scheme each pay cycle and employees must contribute at least 5% and up to a maximum of 15%. Contribution to the scheme for the year was $651,741,000 (2024 – $615,810,000).

GHL

GHL operates a number of defined benefit and defined contribution plans, the assets of which are held in separate trustee-administered funds. The plans are generally funded by payments from employees and by the relevant Group companies after taking account of the recommendations of the external qualified actuaries. The plans are governed by trust and/or fund deeds and rules and are administered in accordance with the laws of the jurisdiction in which the plan is established. Responsibility for the governance of the plans, including investment strategies, lies with the Board of Trustees/Foundation. Contribution to the plans for the year was $493,922,000 (2024 - $563,021,000)

40. Post-employment Benefits (Continued)

(a) Pension schemes (continued)

The amounts recognised in the statement of financial position in respect of defined benefit pension schemes are as follows:

	2025		2024	
	NCBJ $'000	GHL $'000	NCBJ $'000	GHL $'000
Present value of funded obligations	25,045,197	22,012,205	22,485,590	21,869,391
Fair value of plan assets	(24,012,244)	(23,312,670)	(24,346,379)	(22,977,704)
Over– funded obligations	1,032,953	(1,300,465)	(1,860,789)	(1,108,313)
Limitation on pension assets	-	11,812	1,860,789	12,482
	1,032,953	(1,288,653)	-	(1,095,831)

The schemes are valued by independent actuaries annually using the projected unit credit method; the latest such valuation being carried out as at September 30, 2023 for the Bank and GHL schemes.

The movement in the defined benefit obligation is as follows:

	2025		2024	
	NCBJ $'000	GHL $'000	NCBJ $'000	GHL $'000
At beginning of year	22,485,590	21,881,872	21,558,089	20,486,117
Foreign exchange	-	266,076	-	440,386
Employee's contributions	-	48,956	-	48,640
Service cost	-	530,452	-	583,769
Interest cost	2,343,534	1,414,743	2,345,095	1,340,996
Remeasurements:				
Experience losses/(gains)	(40,063)	(26,281)	191,931	(473,375)
Gains/(losses) from changes in financial assumptions	2,617,614	(676,632)	722,399	656,084
Demographic assumptions	-	16,959	-	22,247
Benefits paid	(2,361,478)	(1,432,129)	(2,331,924)	(1,222,992)
At end of year	25,045,197	22,024,016	22,485,590	21,881,872

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40. Post-employment Benefits (Continued)

(a) Pension schemes (continued)

The movement in the fair value of plan assets is as follows:

	2025		2024	
	NCBJ $'000	GHL $'000	NCBJ $'000	GHL $'000
At beginning of year	24,346,379	22,977,704	25,477,003	22,741,085
Exchange	-	271,826	-	507,638
Interest on plan assets	2,548,220	1,484,715	2,795,770	1,397,106
Remeasurement – return on plan assets, excluding amounts included in interest on plan assets.	(981,878)	(1,074,115)	(1,594,470)	(1,233,109)
Contributions	461,000	1,106,112	-	809,544
Administration fees	-	(38,638)	-	(43,651)
Settlements	-	17,149	-	22,083
Benefits paid	(2,361,477)	(1,432,083)	(2,331,924)	(1,222,992)
At end of year	24,012,244	23,312,670	24,346,379	22,977,704

The amounts recognised in the income statement are as follows:

	2025	2024	2025	2024
	NCBJ $'000	NCBJ $'000	GHL $'000	GHL $'000
Current service cost	461,000	-	530,452	583,769
Administration fees	-	-	38,638	43,652
Net interest expense	-	-	(69,971)	(56,111)
Total, included in staff costs	461,000	-	499,119	571,310

The amounts recognised in other comprehensive income are as follows:

	2025		2024	
	NCBJ $'000	GHL $'000	NCBJ $'000	GHL $'000
(Gains)/losses on present value of funded obligations	2,577,551	702,913	914,330	(182,709)
Losses/(gains) on fair value of plan assets	981,878	(1,074,115)	1,594,470	(1,233,109)
Change in effect of asset ceiling	(2,065,476)		(2,508,800)	-
Net (loss)/gain	1,493,953	(371,202)	-	(1,415,818)

40. Post-employment Benefits (Continued)

(a) Pension schemes (continued)

Plan assets for the NCBJ defined benefit pension scheme are comprised as follows:

	2025		2024	
	$'000	%	$'000	%
Debt securities	9,457,084	39.58	8,623,102	35.42
Equity securities	10,354,384	43.33	12,009,134	49.33
Real estate	3,609,278	15.10	3,068,661	12.60
Other	476,278	1.99	645,481	2.65
	23,897,024	100.00	24,346,378	100.00

These plan assets included:

- Ordinary stock units of the Company with a fair value of $2,671,119,000 (2024 – $3,618,621,808).
- Repurchase obligations, promissory notes and lease obligations of the Group aggregating $2,300,408,000(2024 – $160,169,851).
- Properties occupied by the Group with a fair value of $1,060,500,000 (2024 - $702,000,000).

Plan assets for the GHL defined benefit pension scheme are comprised as follows:

	2025		2024	
	$'000	%	$'000	%
Debt securities	12,058,075	51.72	11,597,325	50.47
Equity securities	4,681,585	20.08	4,264,103	18.56
Real estate and other	6,573,010	28.20	7,116,276	30.97
	23,312,670	100.00	22,977,704	100.00

Expected contributions to NCBJ's and GHL's defined benefit pension schemes for the year ending September 30, 2026 are $461,000,000 and $869,918,000 respectively.

The principal actuarial assumptions used are as follows:

	2025		2024	
	NCBJ	GHL	NCBJ	GHL
Discount rate	9.50%	5.38%-7.6%	11.00%	4.9%-7.3%
Future salary increases	5.00%	0.0%-5.5%	7.00%	5.2%
Future pension increases	2.50%	3.5%	2.50%	3.5%

Post-employment mortality for active members and mortality for pensioners is based on the 1994 Group Annuity Mortality tables (GAM (94) (U.S. mortality tables) with no age setback.

The average duration of the defined benefit pension obligation at September 30, 2025 is 8.6 years (2024 – 8.1 years) for NCBJ's defined benefit scheme and 15 years for the GHL scheme.

NCB Financial Group Limited

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

40. Post-employment Benefits (Continued)

(a) Pension schemes (continued)

The sensitivity of the defined benefit pension obligation to changes in the principal assumptions is as follows:

NCBJ

		2025	
		Increase/(decrease) in defined benefit obligation	
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		$'000	$'000
Discount rate	1%	(1,835,117)	2,121,116
Future salary increases	1%	26,968	(21,265)
Future pension increases	1%	2,072,961	(1,817,484)
Life expectancy	1 year	706,000	(762,000)

GHL

		Increase/(decrease) in defined benefit obligation	
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		$'000	$'000
Discount rate	1%	(1,920,172)	2,332,455
Future salary increases	1%	388,517	(343,095)
Life expectancy	1 year	459,508	(476,349)

40. Post-employment Benefits (Continued)

(a) Pension schemes (continued)

NCBJ

		2024	
		Increase/(decrease) in defined benefit obligation	
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		$'000	$'000
Discount rate	1%	(1,538,396)	1,767,026
Future salary increases	1%	1,731,705	(1,528,531)
Future pension increases	1%	30,805	(29,976)
Life expectancy	1 year	571,000	(592,000)

GHL

		Increase/(decrease) in defined benefit obligation	
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		$'000	$'000
Discount rate	1%	(2,029,257)	2,480,643
Future salary increases	1%	395,510	(348,650)
Life expectancy	1%	1,014,055	(868,417)

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated.

NCB Financial Group Limited

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40. Post-employment Benefits (Continued)

(b) Other post-employment benefits

In addition to pension benefits, the Group offers medical and life insurance benefits that contribute to the health care and life insurance coverage of employees and beneficiaries after retirement. The method of accounting and frequency of valuations are similar to those used for defined benefit pension schemes.

In addition to the assumptions used for pension schemes, the main actuarial assumption is a long-term increase in health costs of 2.0 percentage points above CPI per year (2024 – 2.0 percentage points above CPI).

The average duration of the other post-employment benefits obligation at September 30, 2025 is 8.6 years for the NCBJ, and between 15 years for GHL.

The amounts recognised in the statement of financial position are as follows:

	The Group	
	2025	**2024**
	$'000	**$'000**
Present value of unfunded obligations	8,103,751	9,186,580

The movement in the defined benefit obligation is as follows:

	The Group	
	2025	**2024**
	$'000	**$'000**
At beginning of the year	9,186,580	10,076,338
Curtailment		
Employer contributions	(134,107)	(146,598)
Service costs	(297,012)	(76,554)
Interest cost	854,598	1,017,366
Remeasurements:		
Experience gains	(157,222)	130,832
Demographic assumptions (loss) / gain	(746,696)	838,175
Gain from changes in financial assumptions	(486,326)	(2,550,443)
Exchange movement	41,696	48,563
Benefits paid	(157,760)	(151,099)
At end of year	8,103,751	9,186,580

The amounts recognised in the income statement are as follows:

	The Group	
	2025	**2024**
	$'000	**$'000**
Service cost	(297,012)	(76,553)
Net interest expense	854,598	1,017,346
Total, included in staff costs (Note 12)	557,586	940,793

40. Post-employment Benefits (Continued)

(b) Other post-employment benefits (continued)

The sensitivity of the other post-employment benefit obligation to changes in the principal assumptions is as follows:

NCBJ	2025		
	Increase/(decrease) in obligation		
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		$'000	$'000
Discount rate	1%	(669,674)	843,019
Medical cost inflation	1%	851,556	(686,059)
Life expectancy	1 year	132,450	(132.450)

GHL			
	Increase/(decrease) in obligation		
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		$'000	$'000
Discount rate	1%	(358,679)	445,965
Medical cost inflation	1%	447,340	(365,605)
Life expectancy	1 year	2,562	(2,704)

NCBJ	2024		
	Increase/(decrease) in obligation		
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		$'000	$'000
Discount rate	1%	(879,846)	1,120,381
Medical cost inflation	1%	1,127,878	(898,457)
Life expectancy	1 year	171,300	(171,300)

GHL			
	Increase/(decrease) in obligation		
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		$'000	$'000
Discount rate	1%	(371,647)	466,444
Medical cost inflation	1%	466,772	(378,204)
Life expectancy	1 year	(5,620)	5,410

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated.

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40. Post-employment Benefits (Continued)

(c) Risks associated with pension plans and post-employment schemes

Through its defined benefit pension and other post-employment benefit schemes, the Group is exposed to a number of risks, the most significant of which are detailed below. The Group does not use derivatives to manage its plan risk. Investments are well diversified, such that failure of any single investment would not have a material impact on the overall level of assets.

Asset volatility risk

The schemes' liabilities are calculated using a discount rate set with reference to sovereign bond yields; if the schemes' assets underperform this yield, this will create a deficit.

Interest rate risk

The schemes' liabilities are calculated using a discount rate set with reference to sovereign bond yields. A decrease in sovereign bond yields will increase the schemes' liabilities, although this will be partially offset by an increase in the value of the schemes' fixed-rate bond holdings.

Salary risk

The present values of the defined benefit schemes' liabilities are calculated by reference to the future salaries of participants. As such, an increase in the salaries of participants will increase the schemes' liabilities.

Longevity risk

The majority of the schemes' obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the schemes' liabilities.

41. Fair Value and Capital Reserves

	The Group	
	2025	2024
	$'000	$'000
Fair value reserve	(23,463,792)	(21,046,182)
Capital reserve (excluding scheme of arrangement)	31,089,228	26,855,129
	7,625,436	5,808,947
Reserves from the scheme of arrangement	(147,034,858)	(147,034,858)
	(139,409,422)	(141,225,911)
Capital reserve comprises:		
Realised –		
Surplus on revaluation of property and equipment	92,991	92,991
Retained earnings capitalised	98,167	98,167
Share redemption reserve	1,095,381	1,095,381
Unrealised –		
Translation reserve	10,302,589	7,442,111
Surplus on revaluation of property and equipment	651,155	458,838
Contributed surplus	18,476,261	18,711,658
Other	372,684	(1,044,017)
	31,089,228	26,855,129
Reserve from the scheme of arrangement	(147,034,858)	(147,034,858)
	(115,945,630)	(120,179,729)

42. Loan Loss Reserve

This is a non-distributable reserve for NCBJ representing the excess of the provision for credit losses determined using the Bank of Jamaica's regulatory requirements over the amount determined under IFRS 9 (Note 21).

43. Banking Reserve Fund

This fund is maintained in accordance with the Banking Services Act, 2014, enacted in Jamaica, which requires that a minimum of 15% of the net profits, as defined by the Act, of NCBJ be transferred to the reserve fund until the amount of the fund is equal to 50% of the paid-up capital of the Bank and thereafter 10% of the net profits until the amount of the fund is equal to the paid-up capital of the Bank. The amount of the fund has surpassed the paid-up capital of the Bank and therefore no further mandatory transfers were required.

The Financial Institutions Act, 2008, enacted in Trinidad and Tobago, which is applicable for the Group's regulated subsidiary in that country, requires that a minimum of 10% of the profit for the year in each period be transferred to a statutory reserve account until the balance on this reserve is not less than the paid-up capital.

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44. Retained Earnings Reserve

The Banking Services Act 2014 permits the transfer of any portion of NCBJ's net profit to a retained earnings reserve. This reserve constitutes a part of the capital base and regulatory capital of NCBJ.

45. Cash Flows from Operating Activities

	Note	The Group 2025 $'000	2024 $'000
Net profit		36,914,476	21,569,527
Adjustments to reconcile net profit to net cash flow provided by operating activities:			
Depreciation	29	2,534,189	2,580,448
Amortisation of intangible assets	28	5,621,170	5,811,702
Finance cost		1,634,416	1,851,561
Dividend from associates	24	388,735	334,660
Credit impairment losses	13	10,297,194	8,701,833
Gain on disposal of subsidiary	55	(15,118,303)	-
Foreign exchange gains on disposal of subsidiary	55	(406,991)	-
Share of after tax profits of associates	24	(599,731)	(483,495)
Interest income	6	(124,892,422)	(107,488,761)
Interest expense	6	46,625,767	47,046,292
Income tax expense	15	8,591,829	4,239,670
Unrealised exchange gains on securitisation arrangements		54,021	889,838
Amortisation of upfront fees on securitisation arrangements		175,365	199,254
Amortisation of upfront fees on other borrowed funds		568,137	367,484
Unrealised exchange losses on other borrowed funds		(2,132,184)	1,343,939
Change in post-employment benefit obligations	40	(657,117)	2,585,887
Foreign exchange gains	8	(8,217,904)	(8,268,007)
Gains on disposal of property and equipment and intangible assets		(492,452)	(215,762)
Gains on properties for development and resale		(250,182)	(209,144)
Gains on disposal of investment properties		34,576	14,899
Fair value gains on investment property	25	(636,174)	(383,616)
Fair value and losses on properties for development and resale		24,431	84,846
Fair value gains on derivative financial instruments		(425,621)	(674,487)
Changes in operating assets and liabilities:			
Statutory reserves at Central Bank		(3,795,272)	(1,110,855)
Pledged assets included in due from banks		(225,794)	1,303,338
Restricted cash included in due from banks		(54,950)	(1,272,580)
Reverse repurchase agreements		1,551,603	(890,379)
Loans and advances		(1,654,351)	(22,509,225)
Customer deposits		25,621,271	35,217,289
Repurchase agreements		(17,317,651)	17,678,333
Insurance contract assets/liabilities		9,256,363	32,710,994
Reinsurance contract assets/liabilities		2,138,422	(1,119,762)
Other		32,811,447	11,648,788
Cash (used in)/generated from operations		(28,948,163)	29,984,982
Interest received		123,602,926	103,985,623
Interest paid		(48,319,738)	(44,922,516)
Income tax paid		(14,187,982)	(7,447,486)
		32,147,043	81,600,603
Net cash provided by operating activities		69,061,519	103,170,130

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46. Related Party Transactions and Balances

Parties are considered to be related if one party has the ability to control or exercise significant influence over the other party in making financial or operational decisions. Related party transactions are in the ordinary course of business. The volumes of related party transactions, outstanding balances at the year end and related expenses and income for the year are as follows:

	The Group							
	Parent and companies controlled by major shareholder		Associated companies of the Group		Directors and key management personnel (and their families)		Companies controlled by directors and related by virtue of common directorship	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Loans and advances								
Balance at September 30	409	1,237	1,304,011	1,767,481	1,013,396	1,24,563	1,325,273	1,099,359
Interest income earned	514	814	46,344	55,575	54,578	50,458	47,608	82,763
Investment securities								
Balance at September 30	-	-	6,683,685	7,015,141	-		7,195,914	6,974,781
Interest income earned	-	-	244,030	430,320	-		145,293	211,288
Reverse repurchase agreements								
Balance at September 30	-	-	-	-	-	-	-	-
Interest income earned	-	-	-	-	-	-	-	-
Other assets								
Balance at September 30	67,770	64,915	-	-	-	-	140,241	136,299
Fee and commission income	105	31	63	49	314	553	475,938	421,483
Other operating income	-	181	-	-	3,586	4,308	48,240	878,835
Dividend income	-	-	332,942	282,714	-	-	407,664	140,171

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46. Related Party Transactions and Balances (Continued)

	The Group (Continued)							
	Parent and companies controlled by major shareholder		Associated companies of the Group		Directors and key management personnel (and their families)		Companies controlled by directors and related by virtue of common directorship	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Customer deposits								
Balance at September 30	156,850	420,907	178,973	139,722	1,900,428	1,923,063	6,570,726	4,226,159
Interest expense	-	94	117	74	16,591	16,849	50,423	461
Repurchase agreements								
Balance at September 30	-	-	-	-	125,581	1,240,006	334,970	416,623
Interest expense	-	-	-	-	5,799	24,707	20,838	81,273
Borrowed Funds								
Balance at September 30	-	-	-	-	28,579	28,833	168,684	85,560
Interest expense	-	-	-	-	1,798	3,923	13,758	6,999
Other liabilities								
Balance at September 30	2	2	-	-	10,944	11,232	6,192	6,192
Operating expenses	1,664,953	1,998,547	-	-	848,812	758,607	1,079,830	1,035,910

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September 30, **2025** (expressed in Jamaican dollars unless otherwise indicated)

46. Related Party Transactions and Balances (Continued)

	The Company					
	Parent, subsidiaries and companies controlled by major shareholder		Directors and key management personnel (and their families)		Companies controlled by directors and related by virtue of common directorship	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Loans and advances						
Balance at September 30	61,873,014	53,710,250	-	-	-	-
Interest income earned	2,008,714	1,994,783	-	-	-	-
Investment securities						
Balance at September 30	-	7,126,192	-	-	-	-
Interest income earned	473,890	491,342	-	-	-	-
Deposits with related party						
Balance at September 30	18,640,069	3,328,130	-	-	-	-
Interest income earned	4,602	27,282	-	-	-	-
Other assets						
Balance at September 30	4,250,889	7,657,572	-	-	-	-
Fee and commission income	5,500,000	5,500,000	-	-	-	-
Dividend income	11,390,426	14,715,083	-	-	-	-
Borrowed funds						
Balance at September 30	14,295,532	22,441,83	28,579	28,833	168,684	85,560
Interest expense	1,544,883	2,012,467	1,798	3,923	13,758	6,999
Other liabilities						
Balance at September 30	8,647,120	8,580,096		-	- -	-
Operating Expenses	721,630	441,123	29,792	38,342	85,110	74,431

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46. Related Party Transactions and Balances (Continued)

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Key management compensation:				
Salaries and other short-term benefits	6,063,027	5,504,091	777,275	528,334
Post-employment benefits	484,859	481,031	29,856	29,152
	6,547,886	5,985,122	807,131	557,486
Directors' emoluments:				
Fees	55,449	35,566	45,058	24,826
Management remuneration:				
Share benefits – cash settlement	136,004	93,272	116,190	72,131
Salaries and other benefits	663,371	566,335	399,991	206,521
	799,375	659,607	516,181	278,652

47. Dividends

The following dividends were paid by NCB Financial Group Limited during the year.

- $0.50 per ordinary stock unit was paid in December 2024
- $0.50 per ordinary stock unit was paid in June 2025
- $0.50 per ordinary stock unit was paid in September 2025

The Board of Directors, at its meeting on November 13, 2025, approved an interim dividend of $0.50 per ordinary stock unit. The dividend is payable on December 12, 2025, to stockholders on record as at November 28, 2025.

48. Fiduciary Activities

The Group provides custody, trustee, corporate administration, investment management and advisory services to third parties which involve the Group making allocation and purchase and sale decisions in relation to a wide range of financial instruments. Those assets that are held as custodians or trustees are not included in these financial statements. At September 30, 2025, the Group had financial assets under administration of approximately $361,574,913,000 (2024 –$279,491,282,000).

49. Financial Risk Management

The Group takes an enterprise-wide approach to the identification, measurement, monitoring, reporting and management of all its risks. The principal financial risks faced by the organisation are identified as: credit, market, interest rate and liquidity risks.

The Group's risk management framework guides its risk-taking activity and ensures that it is in conformity with regulatory requirements, applicable laws, the Group's risk appetite, shareholder expectations and standards of best practice. The framework incorporates a comprehensive risk governance structure and appropriate policies and procedures.

Risk Governance Structure

The Group's risk governance structure seeks to manage risk/reward by ensuring that revenue-generation activities are compliant with the Group's standards and risk tolerance, while maximising long term shareholder value. The Group's comprehensive risk governance structure incorporates: (a) oversight effected through the Board, Board committees and relevant management committees, (b) administrative controls effected through the establishment of policies, and (c) organisational controls effected through segregation of duties. These controls are reviewed on an ongoing basis to ensure that they provide effective governance of the Group's risk-taking activities.

Risk limits and benchmarks are integral to the risk management process, as they characterise the Group's risk tolerance and conform to regulatory requirements. Limits are established for:

(i) Credit and Counterparty risk - exposures to individuals, groups, counterparty, country;
(ii) Market risk - rate gap exposure, currency exposure, market value exposure; and
(iii) Liquidity risk - liquidity gaps, funding exposures/liability diversification and liquid assets levels.

Limits and benchmarks are monitored on an ongoing basis and reported to the relevant governance committees.

Policies & Procedures

Rigorous policies and operational procedures are established throughout the organisation and are approved by the relevant management personnel and/or governance committees.

These policies and procedures incorporate requirements for compliance monitoring, maintenance of contingency plans and the provision of reports to management and the relevant governance committees and/ or the Board of Directors.

(a) Credit risk

This is defined as potential for loss to the organisation arising from failure of a borrower, guarantor or counterparty to honour their contractual obligations to the Group.

The Group incurs credit and counterparty risk primarily in its loan business, reverse repurchase arrangements, and certain investment activities. There is also credit risk in off-statement of financial position financial instruments, such as loan commitments. Credit risk management is facilitated by a cadre of loans officers and credit risk personnel, who together operate within a control framework which employs a hierarchical level of authorisations for transactions that expose the organisation to credit risk. Operating practices include the establishment of limits, ongoing monitoring of credit risk exposures, a disciplined approach to provisioning and loan loss evaluation in addition to ongoing reporting of portfolio exposures to the relevant governance committees and the regulators.

Credit risk arising from derivative financial instruments is, at any time, limited to those with positive fair values, as recorded in the statement of financial position.

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Credit-related commitment risks arise from guarantees which may require payment on behalf of customers. Such payments are collected from customers based on the terms of the letters of credit. They expose the Group to risks similar to loans and these are mitigated by the same control policies and processes.

Credit review process
The Group has established a credit quality review process involving regular analysis of the ability of borrowers and other counterparties to meet interest and capital repayment obligations.

The Group employs the following classifications in assessing its exposures to its borrowing customers. The classifications are in line with the Jamaican Central Bank regulations.

Standard
Special Mention
Sub-Standard
Doubtful
Loss

Exposure to credit risk is mitigated by the taking of financial or physical assets.

Collateral and other credit enhancements
The amount and type of collateral required depend on an assessment of the credit risk of the counterparty. Guidelines are implemented regarding the acceptability of different types of collateral.

The main types of collateral obtained are as follows:

(i) Loans – mortgages over residential properties, charges over business assets such as
(ii) premises, inventory and accounts receivable and charges over financial instruments such as debt securities.

(iii) Securities lending and reverse repurchase transactions – cash or securities.

The Group may also obtain guarantees from parent companies for loans to their subsidiaries.

Collateral values are monitored with a view to requesting additional collateral where market values are compromised or the terms in the loan agreements dictate.

The Group closely monitors collateral held for financial assets considered to be credit-impaired, as it becomes more likely that the Group will take possession of collateral to mitigate potential credit losses. Financial assets that are credit-impaired and related collateral held in order to mitigate potential losses are shown below.

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

	The Group 2025			
	Gross exposure	Impairment allowance	Carrying amount	Fair value of collateral held
Credit-impaired assets	$000	$000	$000	$000
Loans and advances	30,899,593	(16,380,222)	14,519,371	22,242,803
Debt securities	6,805,835	(1,018,328)	5,787,507	-
Total credit-impaired assets	37,705,428	(17,398,550)	20,306,878	22,242,803

	The Group 2024			
	Gross exposure	Impairment allowance	Carrying amount	Fair value of collateral held
Credit-impaired assets	$000	$000	$000	$000
Loans and advances	27,790,558	(13,324,386)	14,466,172	32,960,683
Debt securities	6,225,799	(246,219)	5,979,580	-
Total credit-impaired assets	34,016,357	(13,570,605)	20,445,752	32,960,683

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Impairment loss provision methodology
Provisions for impairment losses are assessed under three categories as described below:

Sub-standard, Doubtful or Loss rated loans
The Group identifies substandard, doubtful or loss rated loans as determined by Bank of Jamaica Regulations. The calculated provision is adjusted by the future cash flow from the realisation of the related collateral.

Individually Significant, Standard and Special Mention loans
Individually significant loans are reviewed to determine whether the loans show objective evidence of impairment and to determine the extent of provision required. Impairment may be determined through assessment of a number of factors, which include:

(iv) Any significant financial difficulty being experienced by the borrower.
(ii) Breach of contract, such as default term, delinquency in principal and interest.
(v) High probability of bankruptcy or other financial reorganisation by the borrower.

Collectively assessed provisions
All loans, excluding those that are impaired, are assessed on a portfolio basis where possible, in order to reflect the homogenous nature of the loans. The provision is determined by a quantitative review of the respective portfolios.

The tables below show the loans and the associated impairment provision for each internal rating class:

	The Group			
	2025		2024	
	Loans $'000	Impairment provision $'000	Loans $'000	Impairment provision $'000
Standard	579,232,948	3,005,105	585,523,478	3,586,477
Special Mention	18,042,683	358,289	12,911,945	374,747
Sub-Standard	8,526,600	89,535	19,546,021	265,081
Doubtful	8,159,300	3,418,239	7,302,072	3,305,739
Loss	19,960,557	12,705,700	14,823,106	9,572,458
	633,922,088	19,576,868	640,106,622	17,104,502

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

The credit quality of loans is summarised as follows:

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Unimpaired	604,327,258	620,249,739	60,220,745	52,078,752
Impaired	29,594,831	19,856,883	-	-
Gross	633,922,089	640,106,622	60,220,745	52,078,752
Less: provision for credit losses	(19,576,868)	(17,104,502)	(4,962)	(14,266)
Net	614,345,221	623,002,120	60,215,783	52,064,486

The ageing analysis of past due but not impaired loans is as follows:

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Less than 30 days	62,686,625	69,456,421	-	-
31 to 60 days	12,032,463	10,643,204	-	-
61 to 90 days	7,112,889	5,418,627	-	-
Greater than 90 days	284,843	1,298,004	-	-
	82,116,820	86,816,256	-	-

Of the aggregate amount of gross past due but not impaired loans $8,726,584,000 was secured as at September 30, 2025 (2024 – $71,543,104,000).

Restructured loans
Restructuring activities include extended payment arrangements, approved external management plans, and modification and deferral of payments. Following restructuring, a previously overdue customer account is reset to a normal status and managed together with other similar accounts. Restructuring policies and practices are based on indicators or criteria which, in the judgment of management, indicate that payment will most likely continue. These policies are kept under continuous review. Restructuring is most commonly applied to term loans.

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Restructured loans (continued)

The determination of whether a loan would qualify for renegotiation is made only if all factors indicate that the borrower is able to repay in full (including interest). In making this assessment, the Group takes its historic experience with the borrowers, their expected future cash flows, collateral valuations and any guarantees into consideration. Therefore, at the time of modification, all renegotiated loans are interest bearing with interest being calculated using the terms of the modified loan.

All renegotiated loans are individually assessed for impairment as the active renegotiation of a loan as a result of borrower difficulty, is considered a trigger for determining whether the loan should be tested for impairment. In carrying out its assessment, the Group uses the same methodology as with any other loan in the portfolio that exhibits other objective evidence of impairment. These loans are, however, actively monitored for at least 12 months from the time of renegotiation to determine whether circumstances have changed that would result in the loan being impaired or whether there should be an increase in the current level of impairment.

Credit risk exposure

The table below represents a worst case scenario of credit risk exposure of the Group and the Company at the date of the statement of financial position, without taking account of any collateral held or other credit enhancements. For on-statement of financial position assets, the exposures set out below are based on net carrying amounts as reported in the statement of financial position.

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Credit risk exposures relating to on- statement of financial position assets:				
Balances with Central Banks	107,416,455	95,650,691	-	-
Due from banks	169,500,794	168,928,010	31,620,471	3,366,039
Derivative financial instruments	1,917,654	1,492,033	-	-
Reverse repurchase agreements	9,468,202	5,610,152	-	-
Loans and advances, net of credit impairment losses	618,335,447	626,239,936	-	-
Investment securities	1,256,394,221	1,167,661,950	1,071,443	12,420,331
Customers' liability – letters of credit and undertaking	3,425,606	4,337,120	-	-
Reinsurance contract assets	18,927,382	22,884,452	-	-
Insurance contract assets	4,976,080	2,516,590	-	-
Other assets	47,667,554	47,622,938	6,227,939	7,708,357
	2,238,029,395	2,142,943,872	38,919,853	23,494,727
Credit risk exposures relating to off- statement of financial position items:				
Credit commitments	72,784,244	74,948,330	-	-
Acceptances, guarantees and indemnities	15,048,177	19,072,127	-	-
	87,832,421	94,020,457	-	-

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Credit exposures

(vi) Loans

The majority of loans are made to customers in Jamaica and Bermuda. The following table summarises the credit exposure for loans at their carrying amounts, as categorised by the industry sectors:

	The Group		The Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Agriculture	5,112,839	4,863,611	-	-
Public Sector	30,523,389	29,673,686	-	-
Construction and land development	23,852,660	27,855,613		
Other financial institutions	13,884,125	14,907,517	60,220,745	52,078,752
Distribution	62,692,887	61,106,852	-	-
Electricity, water and gas	7,008,114	7,744,510	-	-
Entertainment	1,177,100	1,390,069	-	-
Manufacturing	6,665,222	8,290,598	-	-
Mining and processing	29,368	53,514	-	-
Personal	325,798,060	329,434,478		-
Professional and other services	50,833,762	46,900,489	-	-
Tourism	70,036,803	71,725,195	-	-
Transportation storage and communication	2,772,797	3,045,964	-	-
Overseas residents	33,534,961	33,114,526	-	-
Total	633,922,087	640,106,622	60,220,745	52,078,752
Expected credit losses	(19,576,868)	(17,104,502)	(4,963)	(14,267)
	614,345,219	623,002,120	60,215,782	52,064,485
Interest receivable	3,990,228	3,237,816	1,652,269	1,631,498
Net	618,335,447	626,239,936	61,868,051	53,695,983

(vii) Debt securities

The following table summarises the credit exposure for debt securities at their carrying amounts, as categorised by issuer:

	The Group	
	2025 $'000	2024 $'000
Government of Jamaica and Bank of Jamaica	410,769,152	379,260,168
Other corporate bonds	203,957,177	168,958,477
Foreign governments	511,245,799	496,164,771
	1,125,972,128	1,044,383,416
Expected credit losses	(1,470,555)	(681,204)
Interest receivable	14,767,813	14,386,689
	1,139,269,386	1,058,088,901

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Maximum exposure to credit risk

The following tables contain an analysis of the credit risk exposure of financial instruments for which an ECL allowance is recognized at September 30, 2025.

	The Group				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	$000	$000	$000	$000	$000
Risk rating					
Low	508,970,770	104,198	-	-	509,074,968
Medium	421,429,674	7,027,636	-	570,323	429,027,633
High	1,500,621	123,529	-	-	1,624,150
Default	-	-	3,009,585	4,080,071	7,089,656
Gross carrying amount	931,901,065	7,255,363	3,009,585	4,650,394	946,816,407
Loss allowance on amortised cost	(371,599)	(91,816)	(1,007,132)	-	(1,470,547)
Carrying amount	931,529,466	7,163,547	2,002,453	4,650,394	945,345,860

	The Group				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	$000	$000	$000	$000	$000
Risk rating					
Low	454,608,460	-	-	-	454,608,460
Medium	398,649,175	3,805,701	-	640,464	403,095,340
High	2,317,429	1,686,469	-	-	4,003,898
Default	-	-	1,103,536	4,442,831	5,546,367
Gross carrying amount	855,575,064	5,492,170	1,103,536	5,083,295	867,254,065
Loss allowance on amortised cost	(358,504)	(115,426)	(207,274)	-	(681,204)
Carrying amount	855,216,560	5,376,744	896,262	5,083,295	866,572,861

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Maximum exposure to credit risk(continued)

	The Group				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
LOANS AND ADVANCES	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	354,285,792	7,756,369	267,389	-	362,309,550
Medium	153,824,903	7,355,853	715,697	-	161,896,453
High	77,666,098	2,357,423	10,124,215	-	90,147,736
Default	-	-	19,568,348	-	19,568,348
Gross carrying amount	585,776,793	17,469,645	30,675,649	-	633,922,087
Loss allowance	(2,537,268)	(676,306)	(16,363,294)	-	(19,576,868)
Carrying amount	583,239,525	16,793,339	14,312,355	-	614,345,219

	The Group				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
LOANS AND ADVANCES	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	356,882,390	6,742,820	265,131	-	363,890,341
Medium	155,517,839	3,993,449	827,143	-	160,338,431
High	85,858,709	3,612,916	11,560,720	-	101,032,345
Default	-	-	14,845,505	-	14,845,505
Gross carrying amount	598,258,938	14,349,185	27,498,499	-	640,106,622
Loss allowance	(3,228,286)	(558,555)	(13,317,661)	-	(17,104,502)
Carrying amount	595,030,652	13,790,630	14,180,838	-	623,002,120

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Maximum exposure to credit risk(continued)

	The Group				
	ECL staging				
	2025				
DUE FROM BANKS, REINSURANCE and OTHER ASSETS	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
	$000	$000	$000	$000	$000
Risk rating					
Low	160,008,750	4,771,243	-	-	164,779,993
Medium	50,205,177	8,838,885	-	-	59,044,062
High	704,763	5,587,248	12,808	-	6,304,819
Default	-	-	1,306,265	-	1,306,265
Gross carrying amount	210,918,690	19,197,376	1,319,073	-	231,435,139
Loss allowance	(455,310)	(2,652,306)	(1,319,073)	-	(4,426,689)
Carrying amount	210,463,380	16,545,070	-	-	227,008,450

	The Group				
	ECL staging				
	2024				
DUE FROM BANKS, REINSURANCE and OTHER ASSETS	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
	$000	$000	$000	$000	$000
Risk rating					
Low	171,209,310	2,240,911	-	-	173,450,221
Medium	46,458,852	8,273,650	-	-	54,732,502
High	686,856	6,227,063	12,622	-	6,926,541
Default	-	-	946,517	-	946,517
Gross carrying amount	218,355,018	16,741,624	959,139	-	236,055,781
Loss allowance	(426,305)	(1,457,432)	(868,042)	-	(2,751,779)
Carrying amount	217,928,713	15,284,192	91,097	-	233,304,002

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Maximum exposure to credit risk(continued)

	The Company				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	118,193	-	-	-	118,193
Gross carrying amount	118,193	-	-	-	118,193

	The Company				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	12,420,331	-	-	-	12,420,331
Gross carrying amount	12,420,331	-	-	-	12,420,331

	The Company				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
LOANS AND ADVANCES	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	60,220,745	-	-	-	60,220,745
Gross carrying amount	60,220,745	-	-	-	60,220,745
Loss allowance	(4,962)	-	-	-	(4,962)
Carrying amount	60,215,783	-	-	-	60,215,783

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Maximum exposure to credit risk(continued)

	The Company				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
LOANS AND ADVANCES	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	52,078,752	-	-	-	52,078,752
Gross carrying amount	52,078,752	-	-	-	52,078,752
Loss allowance	(14,266)	-	-	-	(14,266)
Carrying amount	52,064,486	-	-	-	52,064,486

	The Company				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DUE FROM BANKS, REINSURANCE and OTHER ASSETS	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	37,848,410	-	-	-	37,848,410
Gross carrying amount	37,848,410	-	-	-	37,848,410
Loss allowance	-	-	-	-	-
Carrying amount	37,848,410	-	-	-	37,848,410

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Maximum exposure to credit risk(continued)

	The Company				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DUE FROM BANKS, REINSURANCE and OTHER ASSETS	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	11,216,839	-	-	-	11,216,839
Gross carrying amount					
Loss allowance	-	-	-	-	-
Carrying amount	11,216,839	-	-	-	11,216,839

The following tables contain an analysis of the expected credit losses. For debt securities, the amounts disclosed include instruments at amortised cost (ECL disclosed in maximum exposure to credit risk) and FVOCI:

	The Group				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	315,537	-	-	-	315,537
Medium	735,477	164,563	-	-	900,040
High	184,355	10,341	10,745	-	205,441
Default	2,799	-	1,034,765	-	1,037,564
Loss allowance	1,238,168	174,904	1,045,510	-	2,458,582

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

	The Group				
	ECL staging				
	2024				
DEBT SECURITIES	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
	$000	$000	$000	$000	$000
Risk rating					
Low	259,509	-	-	-	259,509
Medium	645,235	98,183	-	-	743,418
High	252,335	100,977	-	-	353,312
Default	-	-	233,316	-	233,316
Loss allowance	1,157,079	199,160	233,316	-	1,589,555

	The Group				
	ECL staging				
	2025				
LOANS AND ADVANCES	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
	$000	$000	$000	$000	$000
Risk rating					
Low	1,589,980	307,334	70,788	-	1,968,102
Medium	615,311	179,900	33,301	-	828,512
High	331,977	189,073	3,604,291	-	4,125,341
Default	-	-	12,654,913	-	12,654,913
Loss allowance	2,537,268	676,307	16,363,293	-	19,576,868

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

	The Group				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
LOANS AND ADVANCES	$000	$000	$000	$000	$000
Risk rating					
Low	1,917,076	341,814	54,530	-	2,313,420
Medium	906,686	67,529	31,145	-	1,005,360
High	404,522	149,213	3,661,433	-	4,215,168
Default	-	-	9,570,554	-	9,570,554
Loss allowance	3,228,284	558,556	13,317,662	-	17,104,502

	The Group				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DUE FROM BANKS, REINSURANCE and OTHER ASSETS	$000	$000	$000	$000	$000
Risk rating					
Low	203,770	22,367	-	-	226,137
Medium	244,401	808,510	-	-	1,052,911
High	7,139	1,821,429	416,565	-	2,245,133
Default	-	-	902,508	-	902,508
Loss allowance	455,310	2,652,306	1,319,073	-	4,426,689

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

	The Group				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DUE FROM BANKS, REINSURANCE and OTHER ASSETS	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	116,201	15,175	-	-	131,376
Medium	276,265	796,757	-	-	1,073,022
High	33,839	645,500	12,622	-	691,961
Default	-	-	855,420	-	855,420
Loss allowance	426,305	1,457,432	868,042	-	2,751,779

	The Company				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	47	-	-	-	47
Medium	-	6,960	-	-	6,960
Loss allowance	47	6,960	-	-	7,007

	The Company				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	**$000**	**$000**	**$000**	**$000**	**$000**
Risk rating					
Low	10,012	-	-	-	10,012
Loss allowance	10,012	-	-	-	10,012

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

	The Company				
	ECL staging				
	2025				
LOANS AND ADVANCES	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
	$000	$000	$000	$000	$000
Risk rating					
Low	4,962	-	-	-	4,962
Loss allowance	4,962	-	-	-	4,962

	ECL staging				
	2024				
LOANS AND ADVANCES	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
	$000	$000	$000	$000	$000
Risk rating					
Low	14,267	-	-	-	14,267
Loss allowance	14,267	-	-	-	14,267

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Loss allowance

The following tables explain the changes in the loss allowance between the beginning and the end of the annual period due to these factors:

	The Group				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	$000	$000	$000	$000	$000
Loss allowance as at October 1, 2024	1,157,079	199,160	233,316	-	1,589,555
Transfers:					
Transfer from Stage 1 to Stage 2	(33,864)	33,864	-	-	-
Transfer from Stage 1 to Stage 3	(25,664)	-	25,664	-	-
Transfer from Stage 2 to Stage 3	-	(5,337)	5,337	-	-
Transfer from Stage 2 to Stage 1	29,412	(29,412)	-	-	-
Transfer from Stage 3 to Stage 2	-	14,587	(14,587)	-	-
New financial assets originated or purchased	152,010	-	-	-	152,010
Financial assets derecognised during the period	(41,694)	(94,623)	(75,925)	-	(212,242)
Write offs	(95)	-	-	-	(95)
Changes to principal	(56,195)	-	-	-	(56,195)
Changes to input to ECL model	30,117	48,070	868,708	-	946,895
Foreign exchange movement	27,062	8,595	2,997	-	38,654
Loss allowance as at September 30, 2025	1,238,168	174,904	1,045,510	-	2,458,582

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Loss allowance (continued)

	The Group				
	ECL staging				
	2024				
DEBT SECURITIES	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
	$000	$000	$000	$000	$000
Loss allowance as at October 1, 2023	1,135,532	455,956	129,667	-	1,721,155
Transfers:					
Transfer from Stage 1 to Stage 2	(28,131)	28,131	-	-	-
Transfer from Stage 2 to Stage 3	-	(26,603)	26,603	-	-
Transfer from Stage 2 to Stage 1	38,289	(38,289)	-	-	-
Transfer from Stage 3 to Stage 1	2,342	-	(2,342)	-	-
New financial assets originated or purchased	121,029	(19,082)	-	-	101,947
Financial assets derecognised during the period	(92,789)	(31,743)	35,572	-	(88,960)
Write offs	(187)	-	-	-	(187)
Changes to principal	(49,679)	-	-	-	(49,679)
Changes to input to ECL model	34,020	(169,770)	41,239	-	(94,511)
Foreign exchange movement	(3,347)	560	2,577	-	(210)
Loss allowance as at September 30, 2024	1,157,079	199,160	233,316	-	1,589,555

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Loss allowance (continued)

	The Group ECL staging 2025				
LOANS AND ADVANCES	**Stage 1 12-month ECL** **$000**	**Stage 2 Lifetime ECL** **$000**	**Stage 3 Lifetime ECL** **$000**	**Purchased credit-impaired** **$000**	**Total** **$000**
Loss allowance as at October 1, 2024	3,228,283	558,557	13,317,662	-	17,104,502
Transfers:					
Transfer from Stage 1 to Stage 2	(140,600)	140,600	-	-	-
Transfer from Stage 1 to Stage 3	(94,026)	-	94,026	-	-
Transfer from Stage 2 to Stage 3	23,234	(99,308)	76,074	-	-
Transfer from Stage 2 to Stage 1	111,407	(111,407)	-	-	-
Transfer from Stage 3 to Stage 1	7,915	-	(7,915)	-	-
Transfer from Stage 3 to Stage 2	-	149,235	(149,235)	-	-
New financial assets originated or purchased	522,720	40,165	8,361,117	-	8,924,002
Financial assets derecognized during the period	(127,968)	(16,910)	(307,796)	-	(452,674)
Write offs	(170,421)	-	(5,732,211)	-	(5,902,632)
Changes to principal	(411,943)	15,813	15,053	-	(381,077)
Changes to input to ECL model	(423,879)	(4,829)	614,270	-	185,562
Foreign exchange movement	12,547	4,390	82,248	-	99,185
Loss allowance as at September 30, 2025	2,537,269	676,306	16,363,293	-	19,576,868

	The Group ECL staging 2024				
LOANS AND ADVANCES	**Stage 1 12-month ECL** **$000**	**Stage 2 Lifetime ECL** **$000**	**Stage 3 Lifetime ECL** **$000**	**Purchased credit-impaired** **$000**	**Total** **$000**
Loss allowance as at October 1, 2023	3,114,189	468,590	11,753,479	-	15,336,258
Transfers:					
Transfer from Stage 1 to Stage 2	(76,496)	76,496	-	-	-
Transfer from Stage 1 to Stage 3	(57,544)	-	57,544	-	-
Transfer from Stage 2 to Stage 3	-	(89,450)	89,450	-	-
Transfer from Stage 2 to Stage 1	80,569	(80,569)	-	-	-
Transfer from Stage 3 to Stage 1	14,087	-	(14,087)	-	-
Transfer from Stage 3 to Stage 2	-	60,705	(60,705)	-	-
New financial assets originated or purchased	689,934	55,820	757,026	-	1,502,780
Financial assets during the period	(71,530)	(6,550)	(2,857,500)	-	(2,935,580)
Write offs	(57,164)	-	(2,288,353)	-	(2,345,517)
Changes to principal	(152,473)	80,489	(1,970)	-	(73,954)
Changes to input to ECL model	(262,980)	(12,876)	5,806,199	-	5,530,343
Foreign exchange movement	7,691	5,902	76,579	-	90,172
Loss allowance as at September 30, 2024	3,228,283	558,557	13,317,662	-	17,104,502

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Loss allowance (continued)

	The Group				
	ECL staging				
	2025				
DUE FROM BANKS, REINSURANCE ASSET and OTHER ASSETS	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
	$000	$000	$000	$000	$000
Loss allowance as at October 1, 2024	426,305	1,457,432	868,042	-	2,751,779
Stage 2 to 3					
New financial assets originated or purchased	218,191	-	403,757	-	621,948
Financial assets derecognized	(138,590)	83,088	-	-	(55,502)
Write offs	(242,954)	(125,402)	(24,739)	-	(393,095)
Changes to inputs to ECL model	73,885	1,286,637	(7,187)	-	1,353,335
Foreign exchange changes	118,473	(49,449)	79,200	-	148,224
Loss allowance as at September 30, 2025	455,310	2,652,306	1,319,073	-	4,426,689

	The Group				
	ECL staging				
	2024				
DUE FROM BANKS, REINSURANCE ASSET and OTHER ASSETS	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
	$000	$000	$000	$000	$000
Loss allowance as at October 1, 2023	435,963	1,225,792	1,242,645	-	2,904,400
Stage 2 to 3	-	12,716	(12,716)	-	-
New financial assets originated or purchased	96,868	148,635	9,765	-	255,268
Write offs	(221,560)	(28,477)	(361,928)	-	(611,965)
Changes to inputs to ECL model	76,905	57,656	(51,965)	-	82,596
Foreign exchange changes	38,129	41,110	42,241	-	121,480
Loss allowance as at September 30, 2024	426,305	1,457,432	868,042	-	2,751,779

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Loss allowance (continued)

	The Company				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	**$000**	**$000**	**$000**	**$000**	**$000**
Loss allowance as at October 1, 2024	10,012	-	-	-	10,012
Stage 1 to 2	(1,171)	1,171	-	-	-
Financial assets derecognized	(8,806)	-	-	-	(8,806)
Changes to principal	(106)	-	-	-	(106)
Changes to input to the ECL model	118	5,789	-	-	5,907
Loss allowance as at September 30, 2025	47	6,960	-	-	7,007

	The Company				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
DEBT SECURITIES	**$000**	**$000**	**$000**	**$000**	**$000**
Loss allowance as at October 1, 2023	1,898	-	-	-	1,898
Changes to input to the ECL model	8,114	-	-	-	8,114
Loss allowance as at September 30, 2024	10,012	-	-	-	10,012

	The Company				
	ECL staging				
	2025				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
LOANS AND ADVANCES	**$000**	**$000**	**$000**	**$000**	**$000**
Loss allowance as at October 1, 2024	14,267	-	-	-	14,267
Changes to input to the ECL model	(9,305)	-	-	-	(9,305)
Loss allowance as at September 30, 2025	4,962	-	-	-	4,962

	The Company				
	ECL staging				
	2024				
	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
LOANS AND ADVANCES	**$000**	**$000**	**$000**	**$000**	**$000**
Loss allowance as at October 1, 2023	3,150	-	-	-	3,150
Changes to input to the ECL model	11,117	-	-	-	11,117
Loss allowance as at September 30, 2024	14,267	-	-	-	14,267

49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Loss allowance (continued)

The most significant period-end assumptions used for the ECL estimate are set out in the tables below

At October 1, 2024 and September 30, 2025

Economic variable assumptions for exposure – securities

Macroeconomic variables used in the Group's ECL models for securities include, but are not limited to, Global Gross Domestic Product growth, Global Consumer Price Index and interest rates. The impact of these economic variables has been determined by performing statistical analysis to understand that a correlation exists between certain variables. The PDs and LGDs are impacted by long-term changes in the various data sets gathered from external rating agencies (Standard & Poor, Moody's) and the International Monetary Fund. Macroeconomic variable assumptions in the expected credit loss models include Global Gross Domestic Product growth of 2.8 (2024: - 2.9) and Global Consumer Price Index 4.3 (2024: 5.8).

Economic variable assumptions for exposure – loans and advances

For lending operations in Jamaica and Trinidad and Tobago, management has examined the information within the market and selected economic metrics that have a significant correlation to credit losses.

Expected state for the next 12 months		Jamaica	Trinidad
GDP growth	Base	Negative	Stable
	Upside	Stable	Positive
	Downside	Stable	Negative
Inflation	Base	Negative	Stable
	Upside	Stable	Positive
	Downside	Stable	Negative

The Bermuda subsidiaries macroeconomic variables include, but are not limited to, unemployment rates, collateral normalization rates and interest rates. The impact of these economic variables has been determined by performing statistical analyses to confirm that a correlation exists between certain variables, mainly default rates. The PD is impacted by changes in unemployment rate data gathered from an external rating agency. Collateral normalization rate changes impact the LGD and interest rates estimations will impact future year balances in the calculation of ECL. The impact of any reasonably possible fluctuations in these variables is considered by management to be immaterial.

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49. Financial Risk Management (Continued)

(a) Credit risk (continued)

Sensitivity analysis

Set out below are the changes in ECL as at 30 September 2025 that would result from a reasonably possible change in the PDs and LGDs used by the Group:

PD Sensitivity

	The Group 2025		
			Impact on ECL
Financial Assets	**Actual PD ranges applied**	**% Change in PD**	**Impact**
			$'000
Debt securities	0.002% - 0.415%	+/- 30%	685,919
Loans and advances	0% - 12.92%	+/- 30%	658,612
Repurchase agreements	0.005% -0.01%	+/- 30%	3,102
Cash and cash equivalents	0.001% - 0.02%	+/- 30%	252,683
Commitments, guarantees & LCs	0.003% – 1.325%	+/- 30%	6,409
Total			1,606,725

	The Group 2024		
			Impact on ECL
Financial Assets	**Actual PD ranges applied**	**% Change in PD**	**Impact**
			$'000
Debt securities	0.004% - 5.18%	+/- 30%	403,023
Loans and advances	0% - 12.92%	+/- 30%	780,463
Repurchase agreements	0.001% -0.0162%	+/- 30%	5,873
Cash and cash equivalents	0.001% - 0.02%	+/- 30%	89,235
Commitments, guarantees & LCs	0.003% – 2.522%	+/- 30%	5,996
Total			1,284,590

49. Financial Risk Management (Continued)

(b) Liquidity risk

The Group's liquidity risk policy is designed to ensure that it can meet cash obligations when they fall due and take advantage of unanticipated earnings enhancement opportunities.

Liquidity management within the Group, which incorporates funding risk management, ensures that there is a sufficient level of liquid assets available in addition to stable funding lines to meet on-going cash commitments even during periods of stress. The management of liquidity risk is executed within a framework which comprises:

(i)Oversight by relevant governance committees;
(ii)Daily management of liquidity by the relevant treasury/investment units within each Group company;
(iii)Use of tools to measure the Group's exposures;
(iv)Establishment and monitoring of limits/benchmarks for maturity mismatches and funding concentrations;
(v)Diversification of funding sources;
(vi)Maintenance of committed lines of credits; and
(vii)Monitoring of adherence to regulatory ratios.

Monitoring and reporting take the form of cash flow measurement and projections for the next day, week and month, respectively, as these are key periods for liquidity management. The starting point for those projections is an analysis of the contractual maturity of the financial liabilities and the expected collection date of the financial assets.

The matching of the maturities and interest rates of assets and liabilities is fundamental to the management of the Group's liquidity exposure. It is unusual for companies to be completely matched since business transacted is often of uncertain term and of different types. An unmatched position potentially enhances profitability, but can also increase the risk of loss.

The maturities of assets and liabilities and the ability to replace, at an acceptable cost, interest-bearing liabilities as they mature, are important factors in assessing the liquidity of the Group and its exposure to changes in interest rates and exchange rates.

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

49. Financial Risk Management (Continued)

(b) Liquidity risk (continued)

Cash flows of financial liabilities

The tables below present the contractual maturities of undiscounted cash flows (both interest and principal cash flows) of the financial assets (expected) and liabilities (contractual and expected) based on the remaining period.

	The Group					
	Within 1 Month	2 to 3 Months	4 to 12 Months	1 to 5 Years	Over 5 Years	Total
	$'000	$'000	$'000	$'000	$'000	$'000
As at September 30, 2025:						
Due to Banks	12,861,141	7,858,598	108,680	39,279	-	20,867,698
Customer deposits	739,354,433	24,477,054	67,273,264	23,166,698	-	854,271,449
Repurchase agreements	77,725,760	95,991,000	67,953,323	38,333,600	14,229,336	294,233,019
Obligations under 222ecuritization arrangements	1,811,467	1,771,610	13,651,748	65,485,277	19,680,470	102,400,572
Other borrowed funds	925,807	15,990,862	43,843,152	179,452,986	26,698,011	266,910,818
Third party interests in mutual funds	39,542,538	-	-	-	-	39,542,538
Lease liabilities	146,907	283,528	1,158,511	3,814,987	5,275,713	10,679,646
Liabilities under annuity , insurance and investment contracts	8,277,914	10,740,476	37,854,022	114,234,049	1,120,159,683	1,291,266,144
Other	73,918,016	-	-	-	-	73,918,016
Total financial liabilities (contractual maturity dates)	954,563,983	157,113,128	231,842,700	424,526,876	1,186,043,213	2,954,089,900
Total financial liabilities (expected maturity dates)	347,314,460	150,752,608	224,436,903	428,051,928	1,803,534,001	2,954,089,900
Total financial assets (expected maturity dates)	428,853,085	100,649,021	204,805,740	757,970,447	1,336,637,613	2,828,915,906

49. Financial Risk Management (Continued)

(b) Liquidity risk (continued)

Cash flows of financial liabilities (continued)

	The Group					
	Within 1 Month	2 to 3 Months	4 to 12 Months	1 to 5 Years	Over 5 Years	Total
	$'000	$'000	$'000	$'000	$'000	$'000
As at September 30, 2024:						
Due to Banks	6,653,567	4,513,102	427,932	10,706,959	-	22,301,560
Customer deposits	674,452,934	34,655,032	76,029,954	20,853,016	-	805,990,936
Repurchase agreements	88,165,748	233,242,343	176,716,668	62,879,216	14,748,233	575,752,208
Obligations under securitization arrangements	1,784,144	1,744,888	10,587,096	65,877,899	34,978,114	114,972,141
Other borrowed funds	250,858	7,023,292	70,878,828	160,275,639	14,913,460	253,342,077
Third party interests in mutual funds	37,698,993	-	-	-	-	37,698,993
Lease liabilities	210,695	269,423	1,126,010	3,291,123	1,114,667	6,011,918
Liabilities under annuity , insurance and investment contracts	8,611,437	9,885,267	31,379,006	151,237,241	979,496,448	1,180,609,399
Other	55,543,667	-	-	-	-	55,543,667
Total financial liabilities (contractual maturity dates)	873,372,043	291,333,347	367,145,494	475,121,093	1,045,250,922	3,052,222,899
Total financial liabilities (expected maturity dates)	335,042,549	280,457,336	395,152,836	524,544,505	1,517,025,673	3,052,222,899
Total financial assets (expected maturity dates)	394,028,222	249,408,975	383,798,067	981,571,310	1,348,015,584	3,356,822,158

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49. Financial Risk Management (Continued)

(b) Liquidity risk (continued)

Cash flows of financial liabilities (continued)

	The Company					
	Within 1 Month	2 to 3 Months	4 to 12 Months	1 to 5 Years	Over 5 Years	Total
	$'000	$'000	$'000	$'000	$'000	$'000
As at September 30, 2025:						
Due to banks	-	8,486,745	-	-	-	8,486,745
Other borrowed funds	-	2,500,873	31,101,825	109,581,176	-	143,183,874
Lease Liabilities	-	-	-	-	-	-
Other	17,020,561	-	-	-	-	17,020,561
Total financial liabilities (contractual maturity dates)	17,020,561	10,987,618	31,101,825	109,581,176	-	168,691,180
Total financial liabilities (expected maturity dates)	17,020,561	10,987,618	31,101,825	109,581,176	-	168,691,180
Total financial assets (expected maturity dates)	38,752,713	39,996,190	263,257	14,958,359	131,944	94,102,463

	The Company					
	Within 1 Month	2 to 3 Months	4 to 12 Months	1 to 5 Years	Over 5 Years	Total
	$'000	$'000	$'000	$'000	$'000	$'000
As at September 30, 2024:						
Due to banks	-	422,640	422,640	10,694,898	-	11,540,178
Other borrowed funds	-	634,927	62,352,646	41,244,576	-	104,232,149
Lease Liabilities	-	-	-	-	-	-
Other	9,908,838	-	-	-	-	9,908,838
Total financial liabilities (contractual maturity dates)	9,908,838	1,057,567	62,775,286	51,939,474	-	125,681,165
Total financial liabilities (expected maturity dates)	9,908,838	1,057,567	62,775,286	51,939,474	-	125,681,165
Total financial assets (expected maturity dates)	15,886,960	1,773,501	14,964,806	41,736,945	7,687,003	82,049,215

Assets available to meet all of the liabilities and to cover outstanding loan commitments include cash, central bank balances, items in the course of collection, investment securities and other eligible bills, loans and advances to banks, and loans and advances to customers. In the normal course of business, a proportion of customer loans contractually repayable within one year will be extended. In addition, debt securities and treasury and other bills have been pledged to secure liabilities. The Group is also able to meet unexpected net cash outflows by selling securities and accessing additional funding sources from other financial institutions.

49. Financial Risk Management (Continued)

(b) Liquidity risk (continued)
Cash flows of financial liabilities (continued)

Off-statement of financial position items
The tables below show the contractual expiry by maturity of commitments.

	The Group			
	No later than 1 year $'000	1 to 5 years $'000	Over 5 years $'000	Total $'000
At September 30, 2025				
Credit commitments	67,406,113	20,180	4,076,687	71,502,980
Guarantees, acceptances and other financial facilities	10,419,067	1,061,033	3,568,077	15,048,177
Capital commitments	6,568,550	-	-	6,568,550
	84,393,730	1,081,213	7,644,764	93,119,707
At September 30, 2024				
Credit commitments	73,213,565	171,682	1,563,083	74,948,330
Guarantees, acceptances and other financial facilities	16,679,382	1,265,073	2,458,621	20,403,076
Capital commitments	4,170,505	-	-	4,170,505
	94,063,452	1,436,755	4,021,704	99,521,911

Capital commitments are in relation to approved expenditures for property and equipment and computer software that were unused as at the end of the respective financial years either because they relate to work in progress or are awaiting the start of the project. Of the total capital commitments, planned expenditure valuing $2,075,347,000 (2024 – $622,286,000) for the Group has already been contracted.

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49. Financial Risk Management (Continued)

(c) Market risk (continued)

The Group takes on exposure to market risk, which is defined as the potential for loss arising from changes in the market value of the organisation's financial instruments due to changes in certain market variables, such as interest rates, foreign exchange rates, equity prices, market liquidity and credit spreads.

The Group incurs market risk primarily in treasury, trading and banking activities. The Group takes a comprehensive governance approach in accordance with the enterprise-wide risk management framework. This includes:

- Oversight provided by the relevant governance committees.
- An independent market risk oversight function.
- The utilisation of tools and models to measure market risk exposure.
- Limit setting mechanisms and a monitoring process.
- The utilisation of scenario analysis and of stress testing for worst case events.

(i) Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Foreign exchange risk occurs when the Group takes an open position in a currency. To control this exchange risk, the Group has approved limits for net open positions in each currency for both intra-day and overnight.

The Group also has transactional currency exposure. Such exposure arises from having financial assets in currencies other than those in which financial liabilities are expected to be settled. The Group ensures that its net exposure is kept to an acceptable level by buying or selling foreign assets to address short term imbalances.

49. Financial Risk Management (Continued)

© Market risk (continued)

(i) Currency risk (continued)

Concentrations of currency risk – on- and off-statement of financial position financial instruments

The tables below summarise the Group's and the Company's exposure to foreign currency exchange rate risk as at the date of the statement of financial position.

September 30, 2025	J$ $'000	US$ $'000	BMD $'000
Assets			
Cash in hand and balances at Central Banks	66,429,899	33,108,160	1,597,665
Due from banks	12,552,736	82,881,979	1,588,246
Reverse repurchase agreements	5,949,956	1,983,249	-
Loans and advances net of provision for credit losses	374,038,939	119,011,475	76,361,864
Investment securities	294,220,853	602,354,814	-
Derivative financial instruments	9,935		-
Reinsurance assets	585,645	2,799,243	-
Other	12,517,125	21,239,684	1,523,799
Total financial assets	766,305,088	863,378,604	81,071,574
Liabilities			
Due to banks	2,005,084	16,771,414	345,138
Customer deposits	388,491,371	271,085,730	103,713,490
Repurchase agreements	110,795,529	144,687,789	-
Obligations under securitisation arrangements	-	86,029,864	-
Other borrowed funds	54,190,297	81,816,324	-
Insurance/reinsurance contract liabilities and investment contracts	109,614,226	25,028,908	-
Lease liabilities	4,910,536	409,580	949,851
Third party interest in mutual funds		17,182,442	--
Other	32,724,691	22,596,414	1,276,882
Total financial liabilities	702,731,734	665,608,465	106,285,361
Net on-statement of financial position	63,573,354	197,770,139	(25,213,787)
Guarantees, acceptances and other financial facilities	5,437,774	6,549,883	-
Credit commitments	52,047,123	18,841,906	1,895,215

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The Group						
GBP	**EURO**	**TT**	**CAD**	**NAF**	**Other**	**Total**
$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
2,098,530	23,536	2,673,604	575,490	-	909,570	107,416,454
6,024,464	3,135,484	12,453,422	2,129,704	29,045,670	19,689,090	169,500,795
-	-	599,616	-		935,381	9,468,202
	1,466,545	10,681,129	-	36,775,496	-	618,335,448
7,283,108	10,893,976	246,754,680	5,813,175	57,542,792	30,602,825	1,255,466,223
-	-	1,907,718			-	1,917,653
-	7,922,234	5,121,189		1,760,446	5,714,705	23,903,462
119,297	365,028	711,878	222,886	2,777,635	4,677,463	44,154,795
15,525,399	23,806,803	280,903,236	8,741,255	127,902,039	62,529,034	2,230,163,032
293,289	569,451	130,465	634,944	-	12,620	20,762,405
14,566,347	1,907,702	19,822,856	4,364,798	-	5,452,999	809,405,293
-	15	17,345,192			7,709,348	280,537,873
-	-	-	-	-	-	86,029,864
-	-	62,368,893	-	-	2,355,845	200,731,359
4,649	11,439,308	267,171,971	-	174,339,748	18,320,706	605,919,516
-	332,943	485,321	-	204,458	996	7,293,685
-	-	22,360,096	-	-	-	39,542,538
93,948	399,350	8,590,323	5,867	5,558,989	2,671,552	73,918,016
14,958,233	14,648,769	398,275,117	5,005,609	180,103,195	36,524,066	2,124,140,549
567,166	9,158,034	(117,371,881)	3,735,646	(52,201,156)	26,004,968	106,022,483
-	-	3,006,362	54,158	-	-	15,048,177
-	-	-	-	-	-	72,784,244

49. Financial Risk Management (Continued)

(c) Market risk (continued)

(i) Currency risk (continued)

Concentrations of currency risk – on- and off-statement of financial position financial instruments (continued)

September 30, 2024	J$ $'000	US$ $'000	BMD $'000
Assets			
Cash in hand and balances at Central Banks	61,652,972	27,749,702	1,493,555
Due from banks	32,202,722	45,634,597	2,503,094
Reverse repurchase agreements	4,797,347	811,540	-
Loans and advances net of provision for credit losses	367,844,735	135,983,126	79,448,503
Investment securities	268,892,583	546,342,882	-
Derivative financial instruments	26,556	1,465,476	-
Reinsurance assets	1,519,794	5,572,197	-
Other	20,692,028	17,421,442	717,898
Total financial assets	757,628,737	780,980,962	84,163,050
Liabilities			
Due to banks	1,713,149	17,488,306	-
Customer deposits	443,471,864	299,259,451	2,173,736
Repurchase agreements	134,844,006	156,593,167	-
Obligations under securitisation arrangements	-	93,762,408	-
Other borrowed funds	57,101,612	64,108,415	-
Insurance/reinsurance contract liabilities and investment contracts	107,581,504	22,609,078	-
Lease liabilities	1,285,907	1,526,464	-
Third party interest in mutual funds	-	14,233,020	-
Other	23,662,324	16,948,547	1,351,207
Total financial liabilities	769,660,366	686,528,856	3,524,943
Net on-statement of financial position	(12,031,629)	94,452,106	80,638,107
Guarantees, acceptances and other financial facilities	6,003,530	9,313,360	-
Credit commitments	54,854,878	18,185,318	1,908,134

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The Group						
GBP	EURO	TT	CAD	NAF	Other	Total
$'000	$'000	$'000	$'000	$'000	$'000	$'000
2,104,023	23,176	2,079,948	511,426	-	35,889	95,650,691
8,183,977	7,571,930	23,092,092	1,219,970	33,392,948	15,126,681	168,928,011
-	-	-	-	-	-	5,608,887
-	1,679,202	9,821,457	-	31,462,913	-	626,239,936
6,776,661	8,333,864	246,961,360	4,219,224	53,857,153	31,441,807	1,166,825,534
-	-	-	-	-	-	1,492,032
5,975,201	4,029,734	3,622,140	-	981,972	3,700,004	25,401,042
38,450	573,618	2,055,895	32,793	3,231,180	2,859,633	47,622,937
23,078,312	22,211,524	287,632,892	5,983,413	122,926,166	53,164,014	2,137,766,768
282,243	33,090	2,271	58,823	-	32,649	19,610,531
12,929,935	3,649,108	16,223,597	5,654,695	604,587	-	783,966,973
-	-	2,951,267	-	-	5,133,901	299,522,341
-	-	-	-	-	-	93,762,408
-	-	65,953,309	-	-	2,319,427	189,482,763
-			-			
5,357,358	10,052,824	258,345,835		173,145,295	17,432,837	594,524,731
-	590,466	637,053	-	240,669	-	4,280,559
-	-	23,465,973	-	-	-	37,698,993
115,668	1,768,474	4,786,051	60,253	6,212,076	639,068	55,543,668
18,685,204	16,093,962	372,365,356	5,773,771	180,202,627	25,557,882	2,078,392,967
4,393,108	6,117,562	(84,732,464)	209,642	(57,276,461)	27,606,132	59,376,103
4,223	65,932	4,904,614	111,417	-	-	20,403,076
-	-	-	-	-	-	74,948,330

49. Financial Risk Management (Continued)

(c) Market risk (continued)

(i) Currency risk (continued)

Concentrations of currency risk–on- and off-balance sheet financial instruments (continued)

September 30, 2025	J$ $'000	US$ $'000	Total $'000
Assets			
Due from banks	10,452,633	21,167,839	31,620,472
Loan to related party	7,344,449	54,523,603	61,868,052
Investment securities	664,470	406,973	1,071,443
Other	4,365,753	1,813,238	6,178,991
Total financial assets	22,827,305	77,911,653	100,738,958
Liabilities			
Due to banks	-	8,278,356	8,278,356
Other borrowed funds	40,957,112	67,769,452	108,726,564
Other	7,295,753	9,724,865	17,020,618
Total financial liabilities	48,252,865	85,772,673	134,025,538
Net on-statement of financial position	(25,425,560)	(7,861,020)	(33,286,580)

September 30, 2024	J$ $'000	US$ $'000	Total $'000
Assets			
Due from banks	3,107,699	258,340	3,366,039
Loan to related party	-	53,695,983	53,695,983
Investment securities	11,998,832	421,499	12,420,331
Other	7,629,165	79,192	7,708,357
Total financial assets	22,735,696	54,455,014	77,190,710
Liabilities			
Due to banks	-	10,196,458	10,196,458
Other borrowed funds	45,182,914	45,994,398	91,177,312
Other	7,150,273	2,758,565	9,908,838
Total financial liabilities	52,333,187	58,949,421	111,282,608
Net on-statement of financial position	(29,597,491)	(4,494,407)	(34,091,898)

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49. Financial Risk Management (Continued)

(c) Market risk (continued)

(i) Currency risk (continued)

Concentrations of currency risk – on- and off-statement of financial position financial instruments (continued)

Foreign currency sensitivity

The following table indicates the currencies to which the Group and the Company have significant exposures on its monetary assets and liabilities and its forecast cash flows. The change in currency rates below represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis represents the outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for changes in foreign currency rates. The sensitivity analysis includes loans and advances to customers, investment securities and deposits. The correlation of variables will have a significant effect in determining the ultimate impact on market risk, but to demonstrate the impact due to changes in each variable, variables had to be considered on an individual basis. It should be noted that movements in these variables are non-linear. There was no effect on other comprehensive income.

	2025			2024		
	% Change in Currency Rate	Effect on Profit before Taxation		% Change in Currency Rate	Effect on Profit before Taxation	
		The Group $'000	The Company $'000		The Group $'000	The Company $'000
Currency:						
USD	Appreciation 1%	(1,690,969)	78,610	Appreciation 2%	(1,859,710)	89,888
	Depreciation 10%	16,909,692	(786,102)	Depreciation 8%	7,438,841	(359,553)
GBP	Appreciation 1%	(4,581)	-	Appreciation 2%	(48,953)	-
	Depreciation 10%	45,815	-	Depreciation 8%	195,811	-
TTD	Appreciation 1%	1,173,719	-	Appreciation 2%	1,696,619	-
	Depreciation 10%	(11,737,188)	-	Depreciation 8%	(6,786,476)	-
EUR	Appreciation 1%	(91,580)	-	Appreciation 2%	(161,261)	-
	Depreciation 10%	915,803	-	Depreciation 8%	645,042	-
CAN	Appreciation 1%	(37,595)	-	Appreciation 2%	(4,193)	-
	Depreciation 10%	375,946	-	Depreciation 8%	16,771	-
NAF	Appreciation 1%	522,011	-	Appreciation 2%	1,145,529	-
	Depreciation 10%	(5,220,115)	-	Depreciation 8%	(4,582,117)	-
BMD	Appreciation 1%	252,137	-	Appreciation 2%	(1,612,762)	-
	Depreciation 10%	(2,521,378)	-	Depreciation 8%	6,451,049	-

49. Financial Risk Management (Continued)

(b) Market risk (continued)

(ii) Interest rate risk

Interest rate risk arises when the Group's principal and interest cash flows from on- and off-statement of financial position items have mismatched repricing dates. The short term impact is experienced on the Group's net interest income and long term impact is felt on its equity.

The Group incurs interest rate mismatches from its interest bearing assets and liabilities with the size of such exposure being heavily dependent on the direction and degree of interest rate movements in addition to the size and maturity structure of the mismatched position. The Group's policy requires that such mismatches are managed. Accordingly, the Board requires that a comprehensive system of limits, gap analysis and stress testing be used to manage the Group's exposure.

Floating rate instruments expose the Group to cash flow interest risk, whereas fixed interest rate instruments expose the Group to fair value interest risk.

The Group's interest rate risk policy requires it to manage interest rate risk by maintaining an appropriate mix of fixed and variable rate instruments. The policy also requires it to manage the maturities of interest bearing financial assets and interest bearing financial liabilities. Limits are established and monitored with respect to the level of mismatch of interest rate repricing that may be undertaken.

NCB Financial Group Limited

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

49. Financial Risk Management (Continued)

(c) Market risk (continued)

(ii) Interest rate risk (continued)

The following tables summarise the exposure to interest rate risk. It includes the financial instruments at carrying amounts, categorised by the earlier of contractual repricing or maturity dates.

	The Group						
	Within 1 Month	2 to 3 Months	4 to 12 Months	1 to 5 Years	Over 5 Years	Non-Interest Bearing	Total
September 30, 2025	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Assets							
Cash in hand and balances at Central Banks	24,672,383	-	-	-	801,061	81,943,011	107,416,455
Due from banks	87,322,247	7,545,839	24,111,032	9,469,305	539,322	40,513,050	169,500,795
Reverse repurchase agreements	6,471,046	2,704,416	216,565	-	-	76,175	9,468,202
Loans and advances net of provision for credit impairment losses	101,979,425	34,208,962	24,326,733	196,261,502	252,126,507	9,432,317	618,335,446
Investment securities classified as FVOCI	58,539,309	45,396,533	66,124,983	366,005,936	600,517,479	118,339,425	1,254,923,665
Reinsurance asset	896,313	1,971,000	14,929,177	2,835,841	581,352	2,689,780	23,903,463
Derivative financial instruments	-	-	-	-	-	1,917,653	1,917,653
Other	-	-	-	-	-	44,742,558	44,742,558
Total financial assets	279,880,723	91,826,750	129,708,490	574,572,584	854,565,721	299,653,969	2,230,208,237
Liabilities							
Due to banks	389,393	7,491,565	37,429	101,707	-	12,742,311	20,762,405
Customer deposits	641,947,722	24,004,788	66,024,862	22,061,476	-	55,370,187	809,409,035
Repurchase agreements	137,399,216	77,089,327	63,149,405	528,611	142,314	2,229,001	280,537,874
Obligations under securitisation arrangements	989,524	1,364,921	10,180,763	54,414,173	18,255,648	824,835	86,029,864
Other borrowed funds	816,979	12,503,538	26,546,037	153,218,810	6,355,067	1,290,928	200,731,359
Lease liabilities	57,552	241,124	855,734	2,672,341	2,437,976	1,028,958	7,293,685
Insurance/reinsurance contract liabilities and investment contracts	2,421,233	6,070,589	26,929,913	102,455,938	443,630,416	24,411,427	605,919,516
Third party interest in mutual funds	39,542,538	-	-	-	-	-	39,542,538
Other	-	-	-	-	-	73,918,016	73,918,016
Total financial liabilities	823,564,157	128,765,852	193,724,143	335,453,056	470,821,421	171,953,458	2,124,144,292
On-statement of financial position interest sensitivity gap	(543,683,434)	(36,939,102)	(78,431,499)	253,535,374	383,744,300	127,838,306	106,063,945
Cumulative interest sensitivity gap	(543,683,434)	(580,622,536)	(659,054,035)	(405,518,661)	(21,774,361)	106,063,945	-

49. Financial Risk Management (Continued)

(c) Market risk (continued)

(ii) Interest rate risk (continued)

	The Group						
	Within 1 Month	2 to 3 Months	4 to 12 Months	1 to 5 Years	Over 5 Years	Non-Interest Bearing	Total
September 30, 2024	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Assets							
Cash in hand and balances at Central Banks	19,509,231	511,003	1,493,555	-	786,664	73,350,238	95,650,691
Due from banks	67,355,815	5,803,377	23,869,750	19,026,515	4,418,804	48,453,750	168,928,011
Reverse repurchase agreements	2,672,403	2,642,505	274,269	-	-	19,710	5,608,887
Loans and advances net of provision for credit impairment losses	114,436,067	29,882,593	29,642,857	185,215,168	263,825,435	3,237,816	626,239,936
Investment securities classified as FVOCI	42,916,050	50,953,502	82,453,618	313,718,790	553,660,253	123,123,321	1,166,825,534
Reinsurance asset	716,152	1,799,431	12,919,727	5,506,485	817,951	3,641,296	25,401,042
Derivative financial instruments	-	-	-	-	-	1,492,032	1,492,032
Other	-	-	-	-	-	47,622,937	47,622,937
Total financial assets	247,605,718	91,592,411	150,653,776	523,466,958	823,509,107	300,941,100	2,137,769,070
Liabilities							
Due to banks	283,623	4,025,842	353,021	9,875,460	-	5,072,585	19,610,531
Customer deposits	669,419,137	25,080,111	64,953,619	19,862,810	-	4,651,296	783,966,973
Repurchase agreements	65,407,786	121,010,301	108,548,398	662,142	-	3,893,714	299,522,341
Obligations under securitisation arrangements	-	2,197,665	6,772,858	51,947,471	31,972,393	872,021	93,762,408
Other borrowed funds	4,847,413	3,385,325	15,512,424	149,198,323	15,068,740	1,470,538	189,482,763
Lease liabilities	200,681	171,220	1,002,397	1,403,000	474,311	1,028,950	4,280,559
Insurance/reinsurance contract liabilities and investment contracts	1,823,341	5,102,030	24,116,414	108,723,373	430,751,842	24,007,731	594,524,731
Third party interest in mutual funds	37,698,993	-	-	-	-	-	37,698,993
Other	-	-	-	-	-	55,543,668	55,543,668
Total financial liabilities	779,680,974	160,972,494	221,259,131	341,672,579	478,267,286	96,540,503	2,078,392,967
On-statement of financial position interest sensitivity gap	(532,075,256)	(69,380,083)	(70,605,355)	181,794,379	345,241,821	204,400,597	59,376,103
Cumulative interest sensitivity gap	(532,075,256)	(601,455,339)	(672,060,694)	(490,266,315)	(145,024,494)	59,376,103	

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49. Financial Risk Management (Continued)

(c) Market risk (continued)

(ii) Interest rate risk (continued)

	The Company						
September 30, 2025	**Within 1 Month** $'000	**2 to 3 Months** $'000	**4 to 12 Months** $'000	**1 to 5 Years** $'000	**Over 5 Years** $'000	**Non-Interest Bearing** $'000	**Total** $'000
Assets							
Due from banks	31,581,689	-	-	-	-	38,780	31,620,469
Loan to related party	-	38,455,488	14,415,846	-	-	8,996,718	61,868,052
Investment securities classified as FVOCI	-	-	-	-	118,097	953,346	1,071,443
Other	-	-	-	-	-	6,178,992	6,178,992
Total financial assets	31,581,689	38,455,488	14,415,846		118,097	16,167,836	100,738,956
Liabilities							
Due to banks	-	8,011,560	-	-	-	266,796	8,278,356
Other borrowed funds	-	1,836,784	21,535,497	84,103,436	-	1,250,847	108,726,564
Derivative financial instruments	-	-	-	-	-	-	
Lease liabilities	-	-	-	-	-	-	
Other	-	-	-	-	-	17,020,617	17,020,617
Total financial liabilities	-	9,848,344	21,535,497	84,103,436	-	18,538,260	134,025,537
On-statement of financial position interest sensitivity gap	31,581,689	28,607,144	(7,119,651)	(84,103,436)	118,097	(2,370,424)	(33,286,581)
Cumulative interest sensitivity gap	31,581,689	60,188,833	53,069,182	(31,034,254)	(30,916,157)	(33,286,581)	

	The Company						
September 30, 2024	**Within 1 Month** $'000	**2 to 3 Months** $'000	**4 to 12 Months** $'000	**1 to 5 Years** $'000	**Over 5 Years** $'000	**Non-Interest Bearing** $'000	**Total** $'000
Assets							
Due from banks	3,366,039	-	-	-	-	-	3,366,039
Loan to related party	-	-	14,203,296	37,875,456	-	1,617,231	53,695,983
Investment securities classified as FVOCI	2,670	-	-	309,112	7,169,725	4,938,824	12,420,331
Other	-	-	-	-	-	7,708,357	7,708,357
Total financial assets	3,368,709	-	14,203,296	38,184,568	7,169,725	14,264,412	77,190,710
Liabilities							
Due to banks	-	-	-	9,863,400	-	333,059	10,196,459
Other borrowed funds	-	-	55,244,800	35,347,741	-	584,770	91,177,311
Derivative financial instruments	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-
Other	-	-	-	-	-	9,908,838	9,908,838
Total financial liabilities	-	-	55,244,800	45,211,141	-	10,826,667	111,282,608
On-statement of financial position interest sensitivity gap	3,368,709	-	(41,041,504)	(7,026,573)	7,169,725	3,437,745	(34,091,898)
Cumulative interest sensitivity gap	3,368,709	3,368,709	(37,672,795)	(44,699,368)	(37,529,643)	(34,091,898)	

49. Financial Risk Management (Continued)

(c) Market risk (continued)

(ii) Interest rate risk (continued)

The tables below summarise the effective interest rates for financial instruments by major currencies.

	The Group							The Company			
	J$	US$	CAN$	GBP	BMD	TTD	EURO	J$	US$	TT$	GBP
	%	%	%	%	%	%	%	%	%	%	%
September 30, 2025											
Assets											
Balances at Central Banks	6.25	-	-	-	-	-	-	-	-	-	-
Reverse repurchases agreements	5.21	3.24	-	-	-	3.69	-	-	-	-	-
Loans and advances	10.35	7.42	-	-	-	-	-	-	3.86	-	-
Investment securities	6.55	4.61	2.83	4.05	-	6.00	1.99	8.50	8.85	-	-
Liabilities											
Due to banks	-	8.50	-	-	-	7.00	-	-	8.50	-	-
Customer deposits	1.00	0.56	0.10	0.12	-	-	0.11	-	-	-	-
Lease liabilities	10.22	-	-	-	-	-	-	-	-	-	-
Repurchase agreements	5.06	3.57	-	-	-	3.0	-	-	-	-	-
Obligations under securitisation arrangements	-	5.77	-	-	-	-	-	-	-	-	-
Other borrowed funds	9.70	9.37	-	-	-	6.00	-	11.07	10.21	-	-

	The Group							The Company			
	J$	US$	CAN$	GBP	BMD	TTD	EURO	J$	US$	TT$	GBP
	%	%	%	%	%	%	%	%	%	%	%
September 30, 2024											
Assets											
Balances at Central Banks	6.25	-	-	-	-	-	-	-	-	-	-
Reverse repurchases agreements	7.01	4.49	-	-	-	3.30	-	-	-	-	-
Loans and advances	9.35	8.00	-	-	-	-	-	-	3.89	-	-
Investment securities	7.06	3.20	5.66	4.92	-	5.41	2.82	7.01	-	-	-
Liabilities											
Due to banks	-	6.43	-	-	-	-		-	8.50	-	-
Customer deposits	1.03	1.02	0.44	0.09	1.4	-	0.01	-	-	-	-
Lease liabilities	10.00	-	-	-	-	-	-	-	-	-	-
Repurchase agreements	8.58	4.52	-	-	-	2.98	-	-	-	-	-
Obligations under securitisation arrangements	-	5.72	-	-	-	-	-	-	-	-	-
Other borrowed funds	8.74	6.88	-	-	-	5.55	-	10.66	8.00	-	-

NCB Financial Group Limited

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

49. Financial Risk Management (Continued)

(c) Market risk (continued)

(ii) Interest rate risk (continued)

Interest rate sensitivity

The following table indicates the sensitivity to a reasonable possible change in interest rates, with all other variables held constant, on the income statement and stockholders' equity.

The sensitivity of the profit or loss is the effect of the assumed changes in interest rates on net income based on the floating rate of non-trading financial assets and financial liabilities. The sensitivity of other comprehensive income is calculated by revaluing fixed rate FVOCI financial assets for the effects of the assumed changes in interest rates.

	The Group	
	Effect on Net Profit Before Tax	Effect on Other Comprehensive Income
	2025 $'000	2025 $'000
Change in basis points:		
Decrease - JMD -100 and USD -75	3,464,910	20,292,911
Increase - JMD +25 and USD +25	(2,028,096)	(8,733,133)

	Effect on Net Profit Before Tax	Effect on Other Comprehensive Income
	2024 $'000	2024 $'000
Change in basis points:		
Decrease - JMD -25 and USD -50	305,618	2,988,232
Increase - JMD +25 and USD +25	(593,921)	(1,823,249)

The financial instruments of the Company attract a fixed rate of interest and are not subject to fair value interest rate risk.

49. Financial Risk Management (Continued)

(c) Market risk (continued)

(iii) Other price risk

The Group is exposed to equity securities price risk because of investments held by the Group and classified either as at fair value through profit or loss or available-for-sale. To manage its price risk arising from investments in equity securities, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Group.

The Group's investments in quoted equity securities are of entities that are publicly traded on the relevant stock exchanges.

Sensitivity to changes in price of equity securities

The following table indicates the sensitivity to a reasonable possible change in prices of equity securities, with all other variables held constant, on the income statement and stockholders' equity.

The sensitivity of the profit or loss is the effect of the assumed fair value changes of investment securities classified at fair value through profit or loss. The sensitivity of other comprehensive income is the effect of the assumed fair value changes of investment securities classified as FVOCI.

	The Group			
	Effect on Net Profit Before Tax	Effect on Other Comprehensive Income	Effect on Net Profit Before Tax	Effect on Other Comprehensive Income
	2025 $'000	2025 $'000	2024 $'000	2024 $'000
Percentage change in share price				
10% decrease	(11,565,428)	-	(10,774,244)	-
10% increase	11,565,428	-	10,774,244	-

(d) Derivative financial instruments

The Group's derivative transactions are primarily directed at hedging its risk exposures which arise during the normal course of its treasury and investment activities. When entering into derivative transactions, the Group employs the same credit risk management procedures to assess and approve potential credit exposures that are used for traditional lending.

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49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17

The Group issues contracts that transfer insurance risk or financial risk or both. This section summarises these risks and the way the Group manages them.

The risk under any one insurance contract is the possibility that the insured event occurs and the uncertainty of the amount of the resulting claim. By the very nature of an insurance contract, this risk is random and therefore unpredictable.

For a portfolio of insurance contracts where the theory of probability is applied to pricing and provisioning, the principal risk that the Group faces under its insurance contracts is that the actual claims and benefit payments exceed the carrying amount of the insurance liabilities. This could occur because the frequency or severity of claims and benefits are greater than estimated. Insurance events are random and the actual number and amount of claims and benefits will vary from year to year from the level established using statistical techniques.

Experience shows that the larger the portfolio of similar insurance contracts, the smaller the relative variability about the expected outcome will be. In addition, a more diversified portfolio is less likely to be affected across the board by a change in any subset of the portfolio. The Group has developed its insurance underwriting strategy to diversify the type of insurance risks accepted and within each of these categories to achieve a sufficiently large population of risks to reduce the variability of the expected outcome.

Factors that aggravate insurance risk include lack of risk diversification in terms of type and amount of risk, geographical location and type of industry covered.

Property and Casualty insurance risks

(a) Exposures to risks and how they arise

Property

For property insurance contracts, climatic changes give rise to more frequent and severe extreme weather events (for example, flooding and hurricanes) and their consequences (for example, subsidence claims). The cost of rebuilding properties, of replacement or indemnity for contents and the time taken to restart operations for business interruption are the key factors that influence the level of claims under these policies. The greatest likelihood of significant losses on these contracts arises from storm or flood damage.

Casualty

There are several variables that affect the risk arising from these contracts. These mainly relate to the inherent risks of the business activities carried out by individual contract holders and the risk management procedures they adopted. The compensation paid on these contracts is the monetary awards granted for bodily injury suffered by employees (for employer's liability cover) or members of the public (for public liability cover). Such awards are lump-sum payments that are calculated as the present value of the lost earnings and rehabilitation expenses that the injured party will incur as a result of the accident.

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)
Property and Casualty insurance risks (continued)

(b) Objectives, policies and processes for managing risks

Property
For certain contracts, the Group has also limited the number of claims that can be paid in any policy year or introduced a maximum amount payable for claims in any policy year. The Group also has the right to re-price the risk on renewal and the ability to impose deductibles and reject fraudulent claims. These contracts are underwritten by reference to the commercial replacement value of the properties and contents insured, and claims payment limits are always included to cap the amount payable on occurrence of the insured event. The Group analyses the property exposures using in-house and external modelling tools and purchases sufficient reinsurance protection to cover its perceived liabilities.

The Group's reinsurance arrangements include proportional quota share and surplus arrangements and non-proportional excess of loss placements on a per claimant and a per occurrence basis.

Property insurance risk concentration by product and geography is included in the tables below with reference to the carrying amount of the net insurance contract liabilities arising from these contracts.

	2025			
	Business	**Residential**	**Other**	**Total**
Property:	**$'000**	**$'000**	**$'000**	**$'000**
Trinidad & Tobago	758,747	747,220	-	1,505,967
Jamaica	3,252,136	382,682	-	3,634,818
Dutch Caribbean	2,043,771	1,498,424	-	3,542,195
Other territories	4,597,833	9,627,945	-	14,225,778
	10,652,487	12,256,271	-	22,908,758
		2024		
Trinidad & Tobago	1,230,135	1,211,025	-	2,441,160
Jamaica	4,325,248	576,205	-	4,901,453
Dutch Caribbean	4,410,677	5,755,983	-	10,166,660
Other territories	3,081,179	3,043,336	-	6,124,515
	13,047,239	10,586,549	-	23,633,788

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)
Property and Casualty insurance risks (continued)

(b) Objectives, policies and processes for managing risks (continued)

Casualty
Risk exposures for casualty insurance can be affected by several factors. The Group manages these risks through its underwriting strategy, adequate reinsurance arrangements and proactive claims handling.

The underwriting strategy attempts to ensure that the underwritten risks are well diversified in terms of type and amount of risk, industry and geography.

Underwriting limits are in place to enforce appropriate risk selection criteria. For example, the Group has the right not to renew individual policies, it can impose deductibles and it has the right to reject the payment of a fraudulent claim. Insurance contracts also entitle the Group to pursue third parties for payment of some or all costs (subrogation).

The Group's reinsurance arrangements include non-proportional excess of loss placements on a per claimant and a per occurrence basis.

Casualty insurance risk concentration by product and geography is included in the tables below with reference to the carrying amount of the insurance contract liabilities arising from these contracts.

	2025			
	Liability cover			
	Employer's	Public	Other	Total
Casualty:	**$'000**	**$'000**	**$'000**	**$'000**
Trinidad & Tobago	801,133	164,444	2,873,438	3,839,015
Jamaica	192,693	730,379	2,809,539	3,732,611
Dutch Caribbean	6,357	250,117	-	256,474
Other territories	1,319,559	1,937,913	3,078,299	6,335,771
	2,319,742	3,082,853	8,761,276	14,163,871
	2024			
Trinidad & Tobago	858,535	176,222	3,079,353	4,114,110
Jamaica	191,467	754,113	2,409,194	3,354,774
Dutch Caribbean	56,344	2,200,796	-	2,257,140
Other territories	745,120	166,550	8,294,750	9,206,420
	1,851,466	3,297,681	13,783,297	18,932,444

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)
Property and Casualty insurance risks (continued)

(c) Methods used to measure risks

Property
Property claims are analysed separately for subsidence and non-subsidence claims. The development of large losses/catastrophes is analysed separately. Non-subsidence claims can be estimated with greater reliability, and the Group's estimation processes reflect all the factors that influence the amount and timing of cash flows from these contracts. The shorter settlement period for these claims allows the Group to achieve a higher degree of certainty about the estimated cost of claims and relatively little claims are expected to have occurred without being reported at year end. The longer time needed to assess the emergence of a subsidence claim makes the estimation process more uncertain.

Casualty
The Group is liable for all insured events that occurred during the term of the contract, even if the loss is discovered after the end of the contract term. As a result, liability claims are settled over a long period of time and a large element of the claims provision relates to claims incurred but not reported.

The estimated cost of claims includes direct expenses to be incurred in settling claims. The Group takes all reasonable steps to ensure that it has appropriate information regarding its claims exposures. However, given the uncertainty in establishing claims provisions, it is likely that the final outcome will prove to be different from the original liability established. The liability for these contracts comprises a liability for incurred claims, consisting of probability weighted discounted cash flows and a risk adjustment, and a liability for remaining coverage, consisting of the unearned premiums received less acquisition costs.

In calculating the liability, the Group's estimation techniques are a combination of loss-ratio-based estimates (where the loss ratio is defined as the ratio between the ultimate cost of insurance claims and insurance premiums earned in a particular financial year in relation to such claims) and an estimate based upon actual claims experience using predetermined formulae where greater weight is given to actual claims experience as time passes.

The initial loss-ratio estimate is an important assumption in the estimation technique and is based on previous years' experience, adjusted for factors such as premium rate changes, anticipated market experience and historical claims inflation.

In estimating the liability for incurred claims, the Group considers any information available from loss adjusters and information on the cost of settling claims with similar characteristics in previous periods. Large claims are assessed on a case-by-case basis or projected separately in order to allow for the possible distortive effect of their development and incidence on the rest of the portfolio. The portion of the liability for incurred claims that have not yet been reported is generally subject to a greater degree of uncertainty than the estimation of the cost of settling claims already notified to the Group, where information about the claim event is available. These claims may not be apparent to the insurer until many years after the event that gave rise to the claims has happened.

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)
Property and Casualty insurance risks (continued)

(c) Methods used to measure risks (continued)

Casualty
Where possible, the Group adopts multiple techniques to estimate the required level of provisions. This provides a greater understanding of the trends inherent in the experience being projected. The projections given by the various methodologies also assist in estimating the range of possible outcomes. The most appropriate estimation technique is selected taking into account the characteristics of the business class and the extent of the development of each accident year.

Note 9.12 presents the development of the estimate of ultimate claim cost for claims notified in a given year. This gives an indication of the accuracy of the Group's estimation technique for claims payments.

(d) Changes in assumptions

The Group's assumptions in respect of property and casualty insurance contracts have not significantly changed from the prior year.

(e) Sensitivity analysis

The following table presents information on how reasonably possibly changes in assumptions made by the group with regards to underwriting risk variables impact profit or loss or equity before and after risk mitigation by reinsurance contracts held. These contracts are measured under the PAA, and thus, only the LIC component of the insurance liabilities is sensitive to possible changes in underwriting risk variables.

	The Group			
	Profit or loss impact 2025 $'000	Equity impact 2025 $'000	Profit or loss impact 2024 $'000	Equity impact 2024 $'000
Property:				
Worsening of unpaid claims and expenses- 5%				
-Net insurance contracts liabilities/assets	(575,566)	(439,342)	(605,910)	(451,869)
-Net resinsurance assets/liabilities	415,567	310,156	384,340	276,327
Casualty:				
Worsening of unpaid claims and expenses- 5%				
-Net insurance contracts liabilities/assets	(518,103)	(383,539)	(747,919)	(614,178)
-Net resinsurance assets/liabilities	258,327	194,832	411,222	351,384

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Short-Term group life and health contracts

(a) Exposures to risks and how they arise

Short-duration life insurance contracts are contracts that are typically of a short tenure. These contracts are mainly issued to employers to insure their commitments to their employees. The risk is affected by the nature of the industry in which the employer operates. The risk of death and disability will vary by industry.

(b) Objectives, policies and processes for managing risks

The Group attempts to manage risk through its underwriting and claims handling. Additionally, there is reinsurance on short-duration life insurance contracts.

Short-duration life insurance risk concentration by geography is included in the tables below with reference to the carrying value of net insurance contract liabilities arising from these contracts.

	The Group	
	2025 $'000	2024 $'000
Trinidad & Tobago	722,576	1,245,263
Jamaica	1,211,472	1,359,895
Dutch Caribbean	1,149,945	1,370,784
Other territories	517,572	233,901
	3,601,565	4,209,843

(c) Methods used to measure risks

There is no need to estimate mortality rates or morbidity rates for future years because these contracts have short duration. However, for incurred disability income claims, it is necessary to estimate the rates of recovery from disability for future years. The Group currently does so using conservative assumptions.

(c) Changes in assumptions

The Group's assumptions in respect of short duration life insurance contracts have not significantly changed from the prior year.

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Short-Term group life and health contracts (continued)

(d) Sensitivity analysis

The following table represents information on how reasonably possible changes in assumptions made by the group with regards to underwriting risk variables impact profit or loss or equity before and after risk migration by reinsurance contracts held. These contracts are measured under PAA, and thus, only the LIC component is sensitive to possible changes In underwriting risk variables.

	The Group			
	Impact on profit	Impact on equity	Impact on profit	Impact on equity
	2025		2024	
	$'000	$'000	$'000	$'000
Worsening of unpaid claims and expenses- 5% increase				
-Net insurance contracts liabilities/assets	(84,114)	(66,744)	30,693	48,918
-Net resinsurance assets/liabilities	76,727	64,500	74,942	61,689

Long-term insurance contracts

(a) Exposures to risks and how they arise

For contracts where death is the insured risk, the most significant factors that could increase the overall frequency of claims are epidemics or widespread changes in lifestyle, such as in eating, smoking and exercise habits, resulting in earlier or more claims than expected. For contracts where survival is the insured risk, the most significant factor is continued improvement in medical science and social conditions that would increase longevity.

(b) Objectives, policies and processes for managing risks

At present, these risks do not vary significantly in relation to the location of the risk insured by the Group. However, undue concentration could have an impact on the severity of benefit payments on a portfolio basis.

For contracts with fixed and guaranteed terms, there are no mitigating terms and conditions that reduce the insurance risk accepted. For contracts without fixed terms, a significant portion of the insurance risk is shared with the insured party. The Group charges for mortality risk on a monthly basis for most life and critical insurance contracts without fixed terms. It has the right to alter these charges based on its mortality experience and hence minimise its exposure to mortality risk.

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Long-term insurance contracts (continued)

(b) Objectives, policies and processes for managing risks (continued)

The Group manages these risks through its underwriting strategy and reinsurance arrangements. Medical selection is included in the Group's underwriting procedures with premiums varied to reflect the health condition and family medical history of the applicants. The Group uses excess of loss reinsurance contracts with retention limits that vary by product.

The table below presents the concentration of insured benefits across five bands per individual life assured. The benefit insured figures are shown gross and net of the reinsurance contracts described above. These tables do not include annuity contracts, for which a separate analysis is reported further below.

For the Trinidadian life insurance subsidiary:

	Total Benefits Assured - Individual			
	2025			
	Before Re-insurance		After Re-insurance	
Benefits assured per life assured ($'000)	**$'000**	%	**$'000**	%
TT$0 - 250	500,478,809	21.4	491,913,262	25.5
TT$251 - 500	664,992,864	28.5	604,202,681	31.3
TT$501 - 1,000	623,902,022	26.7	515,519,975	26.7
TT$1,001 - 3,000	384,614,628	16.5	274,372,040	14.2
TT$3,001 and over (TT$)	161,987,222	6.9	44,869,041	2.3
Total	2,335,975,545	100.0	1,930,876,999	100.0

The risk is concentrated in the lower value band. This has not changed from last year.

	Total Benefits Assured – Individual			
	2024			
	Before Re-insurance		After Re-insurance	
Benefits assured per life assured ($'000)	**$'000**	%	**$'000**	%
TT$0 - 250	494,867,290	22.4	485,378,634	26.9
TT$251 - 500	642,980,591	29.1	578,642,318	32.1
TT$501 - 1,000	586,144,034	26.5	472,313,409	26.2
TT$1,001 - 3,000	345,837,847	15.6	233,684,480	13.0
TT$3,001 and over (TT$)	140,854,736	6.4	32,977,181	1.8
Total	2,210,684,498	100.0	1,802,996,022	100.0

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Long-term insurance contracts (continued)

(b) Objectives, policies and processes for managing risks (continued)

For the Jamaican life insurance subsidiary:

	Total Benefits Assured – Individual			
	2025			
	Before Re-insurance		After Re-insurance	
Benefits assured per life assured ($'000)	**$'000**	%	**$'000**	%
1,000 - 5,000	404,233,751	68.1	402,308,076	69.8
5,001 - 10,000	97,094,862	16.4	93,605,371	16.2
10,001 - 15,000	24,692,000	4.2	22,691,018	4.0
15,001 - 20,000	19,585,394	3.3	17,352,156	3.0
20,001 and over	47,402,302	8.0	40,350,453	7.0
Total	593,008,309	100.0	576,307,074	100.0

The risk is concentrated in the lower value band. This has not changed from last year. The risk is concentrated in the lower value band. This has not changed from last year.

	Total Benefits Assured – Individual			
	2024			
	Before Re-insurance		After Re-insurance	
Benefits assured per life assured ($'000)	**$'000**	%	**$'000**	%
1,000 - 5,000	383,132,969	70.4	381,155,349	72.4
5,001 - 10,000	83,366,169	15.3	79,731,032	15.1
10,001 - 15,000	20,266,953	3.7	18,196,035	3.5
15,001 - 20,000	16,624,885	3.1	14,348,120	2.7
20,001 and over	40,508,498	7.5	33,037,835	6.3
Total	543,899,474	100.0	526,468,371	100.0

For the Dutch Caribbean life insurance subsidiary:

	Total Benefits Assured - Individual			
	2025			
	Before Re-insurance		After Re-insurance	
Benefits assured per life assured ($'000)	**$'000**	%	**$'000**	%
NAF$0 - 500	262,262,043	86.5	254,644,473	92.5
NAF$501- 1,000	25,464,101	8.4	11,814,315	4.3
NAF$1,001 – 1,500	8,520,268	2.8	5,373,184	1.9
NAF$1,501 - 2,000	3,730,714	1.2	2,002,690	0.7
More than 2,000 NAF	3,408,183	1.1	1,748,185	0.6
Total	303,385,309	100.0	275,582,847	100.0

The risk is concentrated in the lower value bands. This has not changed from last year.

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Long-term insurance contracts (continued)

(b) Objectives, policies and processes for managing risks (continued)

For the Dutch Caribbean life insurance subsidiary:

	Total Benefits Assured – Individual			
	2024			
	Before Re-insurance		After Re-insurance	
Benefits assured per life assured ($'000)	**$'000**	%	**$'000**	%
NAF$0 - 500	228,678,700	87.6	222,420,069	94.4
NAF$501- 1,000	20,986,337	8.0	8,996,851	3.8
NAF$1,001 – 1,500	5,782,867	2.2	2,397,626	1.0
NAF$1,501 - 2,000	3,414,795	1.3	1,236,832	0.5
More than 2,000 NAF	2,221,778	0.9	488,832	0.3
Total	261,084,477	100.0	235,540,210	100.0

The following tables for annuity insurance contracts illustrate the concentration of risk based on five bands that group these contracts in relation to the amount payable per annum, as if the annuity were in payment at the year end. The Group does not hold any reinsurance contracts against the liabilities carried for these contracts.

Insurance risk for contracts disclosed in this note is also affected by the contract holders' right to pay reduced or no future premiums, to terminate the contract completely, or to exercise a guaranteed annuity option. As a result, the amount of insurance risk is also subject to contract holder behaviour.

For the Trinidadian life insurance subsidiary

	Total annuities payable per annum			
	2025		2024	
Annuity payable per annum per life ($'000)	**$'000**	%	**$'000**	%
TT$0 – 5,000	170,397	3.2	169,243	3.3
TT$5,001 -10,000	728,244	13.5	681,399	13.4
TT$10,001 – 20,000	1,287,372	23.8	1,210,487	23.7
More than 20,000 (TT$)	3,219,427	59.5	3,041,181	59.6
Total	5,405,440	100.0	5,102,310	100.0

The greatest concentration remains at the highest band, which is consistent with the prior year.

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49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Long-term insurance contracts (continued)

(b) Objectives, policies and processes for managing risks (continued)

For the Jamaican life insurance subsidiary

	Total annuities payable per annum			
	2025		2024	
Annuity payable per annum per life ($'000)	**$'000**	%	**$'000**	%
0 – 200,000	496,889	11.7	458,926	13.1
200,001 -300,000	255,952	6.1	230,107	6.6
300,001 – 400,000	264,704	6.2	219,405	6.3
400,001- 500,000	215,369	5.1	163,248	4.7
More than 500,000	3,004,581	70.9	2,425,681	69.3
Total	4,237,495	100.0	3,497,367	100.0

The greatest risk concentration remains at the highest band and lowest band, which is consistent with the prior year.

For the Dutch Caribbean life insurance subsidiary

	Total annuities payable per annum			
	2025		2024	
Annuity payable per annum per life ($'000)	**$'000**	%	**$'000**	%
NAF$0 - 10,000	995,961	30.8	961,247	31.1
NAF$10,001 - 20,000	708,439	21.9	684,069	22.1
NAF$20,001 - 30,000	441,316	13.7	428,249	13.9
NAF$30,001 - 40,000	247,698	7.7	238,819	7.7
NAF$40,001 - 50,000	209,012	6.5	189,945	6.1
More than NAF$50,000	626,537	19.4	587,328	19.1
Total	3,228,963	100.0	3,089,657	100.0

The risk is spread over all bands, which is consistent with the prior year.

(c) Methods used to measure risks

For long-term insurance contracts, the Group determines assumptions in relation to future deaths and other benefits, voluntary termination, investment returns, administrative expenses and other items that are appropriate to the policies, their location and the local statutory reserving requirements.

The nature and method of determining the significant assumptions made by the Group in the computation of policyholders' liabilities are described in the following paragraphs.

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)
Long-term insurance contracts (continued)

(c) Methods used to measure risks (continued)

I. Mortality & Morbidity

An appropriate base table of standard mortality or morbidity is chosen depending on the type of contract. Supplemental information, such as reinsurance rates, is used where standard tables are not available. An investigation into the Group's experience in recent years is performed, and the standard actuarial tables are adjusted where appropriate to reflect the Group's own experience or expectations. For contracts that insure the risk of longevity, appropriate but not excessive prudent allowance is made for expected mortality improvements.

Assumptions and methods used to derive mortality and morbidity assumptions did not change during the year. The following assumptions were used:

	The Group			
	Smoker status	Mortality Table	Percentage of table	
Gender			2025	2024
For the Trinidadian life insurance subsidiary:				
Male	Non-smoker	CIA9704	100% - 141%	100%- 141%
Male	Smoker	CIA9704	100% - 141%	100%- 141%
Female	Non-smoker	CIA9704	100% - 141%	100%- 141%
Female	Smoker	CIA9704	100% - 141%	100%- 141%
For the Jamaican life insurance subsidiary:				
Male	Non-smoker	CIA9704	66.6%-267%	9.5%-154.3%
Male	Smoker	CIA9704	32.6%-172.6%	35%- 124.4%
Female	Non-smoker	CIA9704	83.5%-273.4%	24.5%- 160.1%
Female	Smoker	CIA9704	31.4%-200.7%	38.8%- 194.4%
For the Dutch Caribbean life insurance subsidiary:				
Male	Non-smoker	GBM/V0510(-4/-4)	1%	1%
Male	Smoker	GBM/V0510(-4/-4)	1%	1%
Female	Non-smoker	GBM/V0510(-4/-4)	1%	1%
Female	Smoker	GBM/V0510(-4/-4)	1%	1%

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49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)
Long-term insurance contracts (continued)

(c) Methods used to measure risks (continued)

II. Terminations
Estimates of the amounts and timings of future benefit and premium payments are based on Group experience over extended periods. Terminations (lapses and surrenders) and variable premium assumptions vary by product type and policy duration.

III. Policy maintenance expense and inflation
Amounts are included in policyholders' liabilities to provide for the future costs of administering policies in force. Expenses comprise expenses directly attributable to the groups of contracts including an allocation of fixed and variable overheads. The expense base is determined from a review of current, recent and expected Group expense levels and allowance is made for future expense inflation.

Inflation rates are sourced from various international and regional economic journals and reports. These inflation rates assumed are summarised in the following table.

	2025	2024
Trinidad & Tobago	2.0%	2.0%
Jamaica	4.0% - 4.5%	4.0% - 4.5%
Dutch Caribbean	1.0%	1.0%

IV. Tax

It has been assumed that current tax legislation and rates for long-term insurance companies continue unaltered.

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)
Long-term insurance contracts (continued)

(d) Sensitivity analysis
The following tables present the sensitivity of the value of insurance liabilities disclosed in this note to movements in the assumptions used in the estimation of insurance liabilities. The sensitivities have been performed on the assumption that all assumptions remain constant.

	The Group			
	Impact on profit	Impact on equity	Impact on profit	Impact on equity
	2025		2024	
	$'000	$'000	$'000	$'000
Traditional life and interest sensitivity without guarantee:				
For the Trinidadian life insurance subsidiary:				
+10% Worsening mortality				
-Net insurance contracts liabilities/assets	(142,769)	(121,378)	(121,247)	(103,048)
-Net reinsurance assets/liabilities	51,665	43,904	46,212	39,261
	(91,104)	(77,474)	(75,035)	(63,787)
-1% lowering of interest rates				
-Net insurance contracts liabilities/assets	-	(540,990)	-	(515,471)
-Net reinsurance assets/liabilities	-	(64,056)	-	(57,252)
	-	(605,046)	-	(572,723)
+5% % worsening of base renewal expense				
-Net insurance contracts liabilities/assets	(9,702)	(8,229)	(8,753)	(7,436)
-Net reinsurance assets/liabilities	-	-	-	-
	(9,702)	(8,229)	(8,753)	(7,436)
+ 1% worsening of expense inflation rate				
-Net insurance contracts liabilities/assets	(16,131)	(13,723)	(16,720)	(14,203)
-Net reinsurance assets/liabilities	(23)	(23)	(23)	(23)
	(16,154)	(13,746)	(16,743)	(14,226)
For the Jamaican life insurance subsidiary:				
+10% Worsening mortality				
-Net insurance contracts liabilities/assets	(47,598)	(35,698)	(43,764)	(32,817)
-Net reinsurance assets/liabilities	7,387	5,541	6,305	4,734
	(40,211)	(30,157)	(37,459)	(28,083)

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September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Long-term insurance contracts (continued)

(d) Sensitivity analysis (continued)

	The Group			
	Impact on profit	Impact on equity	Impact on profit	Impact on equity
	2025		2024	
For the Jamaican life insurance subsidiary (continued):	$'000	$'000	$'000	$'000
+5% Improvement in annuitant mortality				
-Net insurance contracts liabilities/assets	-	-	-	-
-Net reinsurance assets/liabilities	-	-	-	-
	-	-	-	-
- 1% lowering of interest rates				
-Net insurance contracts liabilities/assets	(892,431)	(669,312)	(744,362)	(558,266)
-Net reinsurance assets/liabilities	76,493	57,370	60,161	45,127
	(815,938)	(611,942)	(684,201)	(513,139)
+5% worsening of base renewal expense				
-Net insurance contracts liabilities/assets	(20,760)	(15,570)	(17,852)	(13,395)
-Net reinsurance assets/liabilities	-	-	-	-
	(20,760)	(15,570)	(17,852)	(13,395)
+ 1% worsening of expense inflation rate				
-Net insurance contracts liabilities/assets	(33,875)	(25,412)	(27,783)	(20,831)
-Net reinsurance assets/liabilities	-	-	-	-
	(33,875)	(25,412)	(27,783)	(20,831)
For the Dutch Caribbean life insurance subsidiary:				
+10% Worsening mortality				
-Net insurance contracts liabilities/assets	(50,683)	(46,031)	(28,799)	(28,545)
-Net reinsurance assets/liabilities	-	-	-	-
	(50,683)	(46,031)	(28,799)	(28,545)
+10% Improvement in annuitant				
-Net insurance contracts liabilities/assets	45,049	41,192	(268,867)	(230,138)
-Net reinsurance assets/liabilities	-	-	-	-
	45,049	41,192	(268,867)	(230,138)

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)
Long-term insurance contracts (continued)

(d) Sensitivity analysis (continued)

	The Group			
	Impact on profit	Impact on equity	Impact on profit	Impact on equity
	2025		2024	
For the Dutch Caribbean life insurance subsidiary (continued):	$'000	$'000	$'000	$'000
- 1% lowering of interest rates				
-Net insurance contracts liabilities/assets	-	(2,471,731)	-	(2,270,292)
-Net reinsurance assets/liabilities	-	(444)	-	(1,316)
	-	(2,472,175)	-	(2,271,608)
+10% worsening of base expense				
-Net insurance contracts liabilities/assets	(77,451)	(67,936)	(90,046)	(89,191)
-Net reinsurance assets/liabilities	-	-	-	-
	(77,451)	(67,936)	(90,046)	(89,191)
Annuities:				
For the Trinidadian life insurance subsidiary:				
+10% Worsening mortality				
-Net insurance contracts liabilities/assets	4,278	3,624	3,303	2,818
-Net reinsurance assets/liabilities	-	-	-	-
	4,278	3,624	3,303	2,818
+0.5% Improvement in annuitant				
-Net insurance contracts liabilities/assets	(77,592)	(65,949)	(76,004)	(64,619)
-Net reinsurance assets/liabilities	-	-	-	-
	(77,592)	(65,949)	(76,004)	(64,619)
-1% lowering of interest rates				
-Net insurance contracts liabilities/assets	(671,065)	(2,082,137)	(720,182)	(2,226,550)
-Net reinsurance assets/liabilities	-	-	-	-
	(671,065)	(2,082,137)	(720,182)	(2,226,550)

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49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Long-term insurance contracts (continued)

(d) Sensitivity analysis (continued)

	The Group			
	Impact on profit	Impact on equity	Impact on profit	Impact on equity
	2025		2024	
Annuities (continued):	**$'000**	**$'000**	**$'000**	**$'000**
For the Trinidadian life insurance subsidiary (continued):				
+5% worsening of base renewal expense				
-Net insurance contracts liabilities/assets	(41,963)	(35,651)	(34,157)	(29,030)
-Net reinsurance assets/liabilities	-	-	-	-
	(41,963)	(35,651)	(34,157)	(29,030)
+ 1% worsening of expense inflation rate				
-Net insurance contracts liabilities/assets	(74,272)	(63,144)	(61,847)	(52,586)
-Net reinsurance assets/liabilities	-	-	-	-
	(74,272)	(63,144)	(61,847)	(52,586)
For the Jamaican life insurance subsidiary:				
+10% Worsening mortality				
-Net insurance contracts liabilities/assets	58,422	43,810	52,078	39,076
-Net reinsurance assets/liabilities	-	-	-	-
	58,422	43,810	52,078	39,076
+0.5% Improvement in annuitant -Net insurance contracts liabilities/assets	(28,661)	(21,484)	(25,566)	(19,169)
-Net reinsurance assets/liabilities	-	-	-	-
	(28,661)	(21,484)	(25,566)	(19,169)
- 1% lowering of interest rates				
-Net insurance contracts liabilities/assets	(3,378,095)	(2,533,566)	(3,030,981)	(2,273,225)
-Net reinsurance assets/liabilities	-	-	-	-
	(3,378,095)	(2,533,566)	(3,030,981)	(2,273,225)

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)
Long-term insurance contracts (continued)
(d) Sensitivity analysis (continued)

	The Group			
	Impact on profit	Impact on equity	Impact on profit	Impact on equity
	2025		2024	
Annuities (continued):	$'000	$'000	$'000	$'000
For the Jamaican life insurance subsidiary (continued):				
+5% worsening of base renewal expense				
-Net insurance contracts liabilities/assets	(4,442)	(3,320)	(4,249)	(3,187)
-Net reinsurance assets/liabilities	-	-	-	-
	(4,442)	(3,320)	(4,249)	(3,187)
+ 1% worsening of expense inflation rate				
-Net insurance contracts liabilities/assets	(9,094)	(6,803)	(7,575)	(5,681)
-Net reinsurance assets/liabilities	-	-	-	-
	(9,094)	(6,803)	(7,575)	(5,681)
For the Dutch Caribbean life insurance subsidiary:				
+10% Worsening mortality				
-Net insurance contracts liabilities/assets	35,301	28,521	51,085	41,155
-Net reinsurance assets/liabilities	-	-	-	-
	35,301	28,521	51,085	41,155
+0.5% Improvement in annuitant				
-Net insurance contracts liabilities/assets	(114,412))	(92,857)	(233,025)	(186,281)
-Net reinsurance assets/liabilities	-	-	-	-
	(114,412)	(92,857)	(233,025)	(186,281)
- 1% lowering of interest rates				
-Net insurance contracts liabilities/assets	-	(22,568,427)	-	(9,440,888)
-Net reinsurance assets/liabilities	-	-	-	-
	-	(22,568,427)	-	(9,440,888)

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49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Long-term insurance contracts (continued)

(d) Sensitivity analysis (continued)

	The Group			
	Impact on profit	Impact on equity	Impact on profit	Impact on equity
	2025		2024	
Annuities (continued):	**$'000**	**$'000**	**$'000**	**$'000**
For the Dutch Caribbean life insurance subsidiary (continued):				
+5% worsening of base renewal expense				
-Net insurance contracts liabilities/assets	(113,617)	(91,431)	(28,014)	(23,048)
-Net reinsurance assets/liabilities	-	-	-	-
	(113,617)	(91,431)	(28,014)	(23,048)
Unit linked life and interest sensitivity without guarantee : For the Trinidadian life insurance subsidiary:				
+10% Worsening mortality				
-Net insurance contracts liabilities/assets	(350,272)	(297,742)	(336,904)	(286,373)
-Net reinsurance assets/liabilities	83,576	71,046	83,602	71,062
	(266,696)	(226,696)	(253,302)	(215,311)
- 1% lowering of interest rates				
-Net insurance contracts liabilities/assets	190,180	161,659	194,156	165,034
-Net reinsurance assets/liabilities	(9,328)	(7,925)	(9,423)	(8,014)
	180,852	153,734	184,733	157,020
+5% worsening of base renewal expense				
-Net insurance contracts liabilities/assets	(47,691)	(40,537)	(48,730)	(41,432)
-Net reinsurance assets/liabilities	-	-	-	-
	(47,691)	(40,537)	(48,730)	(41,432)
+ 1% worsening of expense inflation rate				
-Net insurance contracts liabilities/assets	(77,171)	(65,599)	(91,131)	(77,459)
-Net reinsurance assets/liabilities	(23)	(23)	(23)	(23)
	(77,194)	(65,622)	(91,154)	(77,482)

49. Financial Risk Management (Continued)

(e) Insurance risk under IFRS 17 (continued)

Long-term insurance contracts (continued)

(d) Sensitivity analysis (continued)

	The Group			
	Impact on profit	Impact on equity	Impact on profit	Impact on equity
	2025		2024	
Unit linked life and interest sensitivity without guarantee (continued): For the Jamaican life insurance subsidiary:	$'000	$'000	$'000	$'000
+10% Worsening mortality				
-Net insurance contracts liabilities/assets	(78,129)	(58,609)	(67,298)	(50,462)
-Net reinsurance assets/liabilities	-	-	-	-
	(78,129)	(58,609)	(67,298)	(50,462)
- 1% lowering of interest rates				
-Net insurance contracts liabilities/assets	(53,676)	(40,257)	(52,402)	(39,307)
-Net reinsurance assets/liabilities	-	-	-	-
	(53,676)	(40,257)	(52,402)	(39,307)
+5% worsening of base renewal expense				
-Net insurance contracts liabilities/assets	(20,292)	(15,219)	(15,266)	(11,455)
-Net reinsurance assets/liabilities	-	-	-	-
	(20,292)	(15,219)	(15,266)	(11,455)
+ 1% worsening of expense inflation rate				
-Net insurance contracts liabilities/assets	(41,122)	(30,836)	(29,307)	(21,986)
-Net reinsurance assets/liabilities	-	-	-	-
	(41,122)	(30,836)	(29,307)	(21,986)

49. Financial Risk Management (Continued)

(f) Capital management

The Group's objectives when managing capital, which is a broader concept than the 'equity' on the face of the statement of financial position, are:

- To comply with the capital requirements set by the regulators of the financial markets where the entities within the Group operate;
- To safeguard the Group's ability to continue as a going concern so that it can continue to provide returns for stockholders and benefits for other stakeholders; and
- To maintain a strong capital base to support the development of its business.

All of the Group's significant subsidiaries and associates are individually regulated by the relevant regulator in their jurisdiction or other regulators. The regulatory requirements to which the subsidiaries are subject, include minimum capital and liquidity requirements which may limit their ability to extract capital or funds for other uses. The Group's subsidiaries and associates are also subject to statutory requirements to restrict distributions of capital and generally to maintain solvency. In most cases, the regulatory restrictions are more onerous than the statutory restrictions. Certain Group subsidiaries also raise finance using their financial assets as collateral. Encumbered assets are not available for transfer around the Group. The assets typically affected are disclosed in Note 23.

(i) National Commercial Bank Jamaica Limited

Capital adequacy and the use of regulatory capital are monitored daily by the Bank's management, employing techniques based on the guidelines developed by the Bank of Jamaica (BOJ/Central Bank), and the relevant management committees. The required information is filed with the regulator at the stipulated intervals.

The Central Bank requires the Bank to:

- Hold a specified level of the regulatory capital, and
- Maintain a ratio of total regulatory capital to the risk-weighted assets.

The Bank's regulatory capital is divided into two tiers:

Tier 1 capital: ordinary share capital, non-redeemable non-cumulative preference shares, statutory reserve fund and retained earnings reserves. Goodwill, other intangibles and any net loss arising from the aggregate of: current year profit or loss, undistributed profits or accumulated losses for prior financial years any loss positions on revaluation reserves arising from fair value accounting, are deducted in arriving at Tier 1 capital; and

Tier 2 capital: non-redeemable cumulative preference shares, redeemable preference shares having an original term to maturity of five years or more, qualifying subordinated debt and general provisions for loss.

Equity investments in unconsolidated subsidiaries, substantial investment in any other unconsolidated entities or companies and share of accumulated losses of any unconsolidated entities are deducted from Tier 1 and Tier 2 capital to arrive at the regulatory capital. The risk-weighted assets are measured by means of a hierarchy of four risk weights classified according to the nature of and reflecting an estimate of credit, market and other risks associated with each asset and counterparty, taking into account any eligible collateral or guarantees. A similar treatment is adopted for off-statement of financial position exposure, with some adjustments to reflect the more contingent nature of the potential losses.

The Bank met all the regulatory capital requirements as at September 30, 2025.

49. Financial Risk Management (Continued)

(f) Capital management (continued)

(ii) NCB Insurance Agency & Fund Management Limited (NCBIA)

NCBIA maintains a capital structure consisting mainly of shareholders' funds consistent with its profile and the regulatory and market requirements. The company is subject to a number of regulatory capital tests and also employs scenario testing on an annual basis to assess the adequacy of capital. The company has met all of these requirements during the year. Capital adequacy is managed at the operational level.

In reporting financial strength, capital and solvency is measured using the regulations prescribed by the Financial Services Commission (FSC) in Jamaica. These regulatory capital tests are based upon required levels of solvency capital and a series of prudent assumptions in respect of the type of business written by the company.

The relevant capital requirement is the Minimum Continuing Capital Surplus Ratio (MCCSR) determined in accordance with the FSC regulations. This ratio is calculated by the Appointed Actuary and reviewed by executive management, the Audit Committee and the Board of Directors. This measure is a risk-based formula that compares available capital and surplus to a minimum requirement set by the FSC in regard to the asset and liability profile of the company. The company met all FSC regulatory capital requirements as at September 30, 2025.

The company's capital position is sensitive to changes in market conditions, due to both changes in the value of assets and the effect that changes in investment conditions may have on the value of the liabilities. The most significant sensitivities arise from changes in interest rates and expenses. The company's capital position is also sensitive to assumptions and experience relating to mortality and persistency.

NCB Financial Group Limited

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49. Financial Risk Management (Continued)

(f) Capital management (continued)

(iii) NCB Capital Markets Limited (NCBCM)

The company is regulated by the FSC and is subject to regulatory capital tests employed by the regulator. Under the FSC regulations, the level of capital adequacy determines the maximum amount of liabilities including repurchase agreements NCBCM is able to offer to clients. In addition to the requirements of the FSC, NCBCM also engages in periodic internal testing which is reviewed by the Risk Management Committee. Capital adequacy is managed at the operational level of NCBCM.

The regulatory capital of the company is divided into two tiers:

(i) Tier 1 capital: share capital, retained earnings and reserves created from appropriations of retained earnings.

(ii) Tier 2 capital: qualifying subordinated debt or loan capital, qualifying capital reserves and unrealised gains derived from the fair valuation of equity instruments classified as FVOCI.

The FSC requires that the company maintains a capital base comprising at least 50% of Tier 1 capital.

In addition, the FSC employs certain ratios to test capital adequacy and solvency. The results of these ratios are included in a mandatory quarterly report submitted to the FSC. Two of the critical early warning ratios relating to the test for capital adequacy are 'Capital over Total Assets' and the 'Capital Base over Risk Weighted Assets (RWA)'.

There was no change in relation to how the company manages its capital during the financial year.

NCBCM met all the FSC regulatory capital requirements as at September 30, 2025.

(iv) Clarien Bank Limited

Capital is held to provide a cushion for unexpected losses. The Board sets the internal level of capital with the aim of ensuring minimum regulatory capital levels are always exceeded whilst allowing for growth in the business.

Basel III superseded Basel II and took effect on January 1, 2015 with transitional arrangements until full implementation in 2023. The three pillar framework of Basel II is unchanged but there have been changes to the detailed requirements within each pillar. Pillar 3 has more detailed disclosure requirements and will adopt generic templates over the course of the transition to allow improved comparability and transparency between institutions covered by Basel accords.

49. Financial Risk Management (Continued)

(f) Capital management (continued)

(iv) Clarien Bank Limited (continued)

The key elements of the Basel III capital requirements as set by the Bermuda regulatory, the BMA are as follows:

- Common equity Tier 1 (CET1) being the highest form of regulatory capital, comprising of common shares, accumulated reserves after regulatory deductions. Minimum Basel III capital ratios will be CET1 at least 4.5% of Risk Weighted Assets (RWAs), Tier 1 of at least 6.0% of RWAs and Total Capital of at least 8.0% of RWAs.
- A capital conservation buffer set 2.5% and is comprise of CET 1 capital.
- A capital surcharge for Domestic Systemically Important Banks ranging between 0.5% and 3.0% for all Bermuda Banks has also been implemented.
- Introduction of a non-risk based Leverage Ratio, being a measure of Tier 1 capital held against total assets, including certain off-statement of financial position financial commitments.

Clarien has complied with all externally imposed minimum capital requirements throughout the current year.

(v) Guardian Holdings Limited

In each country in which the Group operates, the local insurance regulator indicates the required minimum amount and type of capital that must be held by each of the subsidiaries in addition to their insurance liabilities. The Group is also subject to insurance solvency regulations in all the territories in which it issues insurance and investment contracts. The minimum required capital must be maintained at all times throughout the year. The Group monitors these requirements throughout the year to ensure compliance. The Group has complied with these minimum capital requirements.

The Trinidadian trust services subsidiary holds a license under the Financial Institutions Act 2008 and the Securities Industries Act 2012. Under the Financial Institutions Act, the subsidiary is required to have a minimum paid up share capital of $15 million and to transfer a minimum of 10% of its profit after tax to a Statutory Reserve Fund until the balance in the Fund is not less than the paid up capital of the subsidiary as well as the subsidiary 's regulatory capital shall be no less than 10% of its risk weighted assets. Under the Securities Industries Act 2012, the subsidiary is required to have minimum capital of $6 million, of which at least $3 million shall be regulatory capital. The subsidiary has complied with these requirements.

The Trinidadian asset management subsidiary holds a license under the Securities Industries Act 2012, and as such, the subsidiary is required to have a minimum capital of $6 million, of which at least $3 million shall be regulatory capital. The subsidiary has complied with this requirement.

NCB Financial Group Limited

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50. Fair Values of Financial Instruments

The Group measures fair values using the following fair value hierarchy which reflects the significance of the inputs used in making the measurements:

- Level 1 – inputs that are quoted market prices (unadjusted) in active markets for identical instruments.
- Level 2 – inputs other than quoted market prices included within level 1 that are observable, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3 – inputs that are unobservable.

The objective of valuation techniques is to arrive at a fair value measurement that reflects the price that would be received to sell the asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date.

The fair value of financial instruments traded in active markets is based on quoted market prices at the date of the statement of financial position. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets is the current bid price. These instruments are grouped in Level 1 and comprise most equity securities that are quoted on the Jamaica Stock Exchange.

The fair value of financial instruments not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2. This category includes government bonds, certificates of deposit, commercial paper and most liquid corporate bonds. Indicative prices or yields of these instruments are obtained from regular, publicly available quotes by reputable pricing services, dealers and brokers, such as Bloomberg and Oppenheimer. The Group's derivatives are also included in Level 2. The embedded put option is valued using a discounted cash flow model representing the difference between the present values of future cash flows with and without exercise of the put option using observable market yields for government bonds of similar tenure. Equity-linked options are valued using standard option pricing models using observable market data from Bloomberg.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Unquoted equities are carried at cost as the fair value cannot be reliably determined. These securities are classified at level 3.

50. Fair Values of Financial Instruments (Continued)

The following tables provide an analysis of financial instruments held as at the date of the statement of financial position that, subsequent to initial recognition, are measured at fair value. The financial instruments are classified in the fair value hierarchy into which the fair value measurement is categorised:

	The Group			
	Level 1	Level 2	Level 3	Total
	$'000	$'000	$'000	$'000
At September 30, 2025				
Financial assets				
Investment securities classified as FVOCI				
Government of Jamaica debt securities	-	181,745,182	211,667	181,956,849
Other Government Securities	36,023,549	156,390,248	2,174,107	194,587,904
Corporate Debt Securities	7,107,588	118,135,056	34,274,034	159,516,678
	43,131,137	456,270,486	36,659,808	536,061,431
Investment securities at fair value through profit or loss				
Government of Jamaica debt securities	-	56,217,638	-	56,217,638
Other Government Securities	6,419,524	105,891,372	-	112,310,896
Corporate Debt Securities	1,903,236	20,195,210	1,265,209	23,363,655
Quoted & Unquoted equity securities	97,281,446	1,677,479	14,129,730	113,088,655
Other securities	-	2,392,715	172,912	2,565,627
	105,604,206	186,374,414	15,567,851	307,546,471
Derivative financial instruments	-	1,917,654	-	1,917,654
	148,735,343	644,562,554	52,227,659	845,525,556

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50. Fair Values of Financial Instruments (Continued)

	The Group			
	Level 1	Level 2	Level 3	Total
	$'000	$'000	$'000	$'000
At September 30, 2024				
Financial assets				
Investment securities classified as FVOCI				
Government of Jamaica debt securities	-	158,880,525	416,741	159,297,266
Other Government Securities	56,596,843	150,366,680	13,069,224	220,032,747
Corporate Debt Securities	4,557,463	88,274,628	30,012,256	122,844,347
	61,154,306	397,521,833	43,498,221	502,174,360
Investment securities at fair value through profit or loss				
Government of Jamaica debt securities	-	54,954,226	-	54,954,226
Other Government Securities	12,574,613	99,664,355	-	112,238,968
Corporate Debt Securities	2,539,540	18,643,805	-	21,183,345
Quoted & Unquoted equity securities	86,989,861	1,918,897	17,997,272	106,906,030
Other securities	9,133	1,656,185	165,286	1,830,604
	102,113,147	176,837,468	18,162,558	297,113,173
Derivative financial instruments	-	1,462,068	-	1,462,068
	163,267,453	575,821,369	61,660,779	800,749,601

The movement in the Group's financial assets classified as Level 3 during the year is as follows:

	The Group	
	2025 $'000	2024 $'000
At start of year	61,660,779	56,759,741
Transfer between levels	196,512	152,616
Acquisitions	15,339,183	8,176,329
Disposals	(26,852,996)	(3,436,320)
Fair value gains	1,884,181	8,413
At end of year	52,227,659	61,660,779

50. Fair Values of Financial Instruments (Continued)

Sensitivity analysis

The following table summarises the quantitative information about the significant unobservable inputs used in Level 3 fair value measurements.

	2025			
Description	**Unobservable input**	**Range of input**	**Change in basis points**	**Change in fair value $'000**
Other corporate bonds	Risk premium		JMD -100 and USD -75	968,591
			JMD +25 and USD +25	95,573

	2024			
Description	**Unobservable input**	**Range of input**	**Change in basis points**	**Change in fair value $'000**
Other corporate bonds	Risk premium		JMD -50 and USD -50	258,068
			JMD +200 and USD +200	(38,028)

The Group's level 3 unquoted equity securities would decrease in value by $100,589,000 (2024 - $163,784,000) should there be a (2025 - 2.5%, 2024 - 3%) decrease and an increase in value by $100,589,000 should there be a (2025 – 2.5%, 2024 - 6%) increase (2024 - $327,568,000).

The carrying value (excluding accrued interest) (Note 22) and fair value of investment securities classified as amortised cost are as follows:

	The Group	
	Carrying Value $'000	**Fair Value $'000**
At September 30, 2025	398,018,506	388,957,320
At September 30, 2024	353,832,517	429,341,570

Similar to debt securities classified as FVOCI the above fair value measurements fall within Level 2 of the fair value hierarchy as indicative prices or yields of these instruments are obtained from regular, publicly available quotes by reputable pricing services, dealers and brokers, such as Bloomberg and Oppenheimer.

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

50. Fair Values of Financial Instruments (Continued)

The fair values for all other financial instruments approximate their carrying values and also fall within Level 2 based on the following:

- The fair value of liquid assets and other assets maturing within one year (such as cash and balances at Central Banks and amounts due from banks) is assumed to approximate their carrying amount. This assumption is applied to liquid assets and the short-term elements of all other financial assets and financial liabilities;
- The fair value of demand deposits and savings accounts with no specific maturity is assumed to be the amount payable on demand at the date of the statement of financial position;
- The fair value of variable rate loans is assumed to approximate their carrying amounts and management does not believe that, after deduction of provision for credit losses, there is any significant difference between the fair value of fixed rate loans and their carrying values as interest rates approximate current market rates offered on similar loans.

51. Reconciliation of Liabilities arising from Financial Activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash. Financing activities represent bank and other loans, excluding bank overdrafts and amounts included as cash and cash equivalents:

	The Group			
Liabilities	**Other borrowed funds $'000**	**Obligation under securitisation arrangements $'000**	**Lease liabilities $'000**	**Total $'000**
At 1 October 2023	179,647,541	98,195,007	5,002,161	282,844,709
Cash movements -				
Drawdowns	44,497,934	-		44,497,934
Repayment – principal	(37,372,906)	(6,248,786)	(1,729,837)	(45,351,529)
Non-cash movements -				
Additions	-	-	1,008,235	1,008,235
Amortisation of upfront fees	367,484	199,254		566,738
Foreign exchange adjustments	1,344,884	889,838		2,234,722
Interest payable	338,572	(35,932)	-	302,640
At 30 September 2024	188,823,509	92,999,381	4,280,559	286,103,449
Cash movements -				
Drawdowns	60,189,329	-		60,189,329
Repayment – principal	(48,687,676)	(7,739,380)	(1,126,244)	(57,553,300)
Non-cash movements -				
Additions	-	-	4,139,370	4,139,370
Amortisation of upfront fees	568,137	175,365	-	743,502
Foreign exchange adjustments	(2,132,184)	54,022	-	(2,078,162)
Interest payable	266,162	(47,186)	-	218,976
At 30 September 2025	199,027,277	85,442,202	7,293,685	291,763,164

51. Reconciliation of Liabilities arising from Financial Activities (Continued)

	The Company		
Liabilities	**Other borrowed funds $'000**	**Lease liabilities $'000**	**Total $'000**
At 01 October 2023	93,511,913	63,637	93,575,550
Cash movements -			
Drawdowns	25,093,088	-	25,093,088
Repayment	(28,611,094)	(63,637)	(28,674,731)
Non-cash movements -			
Foreign exchange adjustments	453,956	-	453,956
Amortisation of upfront fees	367,484	-	367,484
Interest payable	(95,003)	-	(95,003)
At 30 September 2024	90,720,344	-	90,720,344
Cash movements -			
Drawdowns	59,080,914	-	59,080,914
Repayment	(42,920,317)	-	(42,920,317)
Non-cash movements -			
Additions		-	
Foreign exchange adjustments	(874,874)	-	(874,874)
Amortisation of upfront fees	568,137	-	568,137
Interest payable	666,078	-	666,078
At 30 September 2025	107,240,282	-	107,240,282

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

52. Litigation and Contingent Liabilities

The Group is subject to various claims, disputes and legal proceedings, as part of the normal course of business. Provision is made for such matters when, in the opinion of management and its professional advisors, it is probable that a payment will be made by the Group, and the amount can be reasonably estimated.

In respect of claims filed against the Group for which, according to the principles outlined above, no provision has been made, management is of the opinion that such claims are without merit and can be successfully defended. Significant matters are as follows:

a) Suit was filed by a claimant seeking specific performance, damages for breach of contract, interest and costs. At the time of trial, the claim against National Commercial Bank Jamaica Limited ("the Bank") was quantified by the Claimant at approximately J$31.4 billion plus interest and costs. The Supreme Court issued judgment in the Bank's favour, with the Court ordering a company (placed by the Bank into receivership) to pay the Claimant J$5 million plus interest. However, the claim had to be re-tried due to the retirement of the trial judge. Following the re-trial, in January 2023, the Supreme Court handed down its decision in which the company the Bank had placed into receivership was ordered to pay the Claimant J$2.5 million plus interest, while no adverse orders were made against the Bank. The Claimants appealed that decision. The Bank in turn filed a Counter Notice of Appeal asking the Court of Appeal to affirm the judgment on additional grounds. The Appeal was heard over two days. We await the decision of the Court. No provision has been made for this claim as the Bank's attorneys are of the view that the Bank ought to succeed in defending the judgment on appeal.

b) Suit was filed against Guardian Life Limited (Jamaica) by a claimant seeking damages for, among other things, wrongful dismissal. No provision has been recommended by the company's attorneys.

c) The Board of Inland Revenue ("BIR") sought to tax the profit on the sale of investments of certain Guardian Life of the Caribbean Limited ("GLOC") products earned for the years 1994-2001. GLOC appealed BIR's adverse decisions. However, in the course of the financial year, GLOC decided to take advantage of a tax amnesty that was offered by the government, and the sum of TT$105M which had been set aside as a provision was paid to the government.

d) Guardian Life of the Caribbean Limited (GLOC) denied three claims submitted by beneficiaries of deceased policyholders on the basis of, among other things, misrepresentation and non-disclosure of material facts. GLOC's attorneys have recommended a provision of approximately TT$7.14 million for two of the three claims. No provision was recommended for the third claim as the company's attorneys were of the opinion that that claim was unlikely to succeed.

A number of other suits have been filed by stakeholders of the Group. In some instances, counter- claims have been filed by the Group. No provision has been made where the Group's attorneys are of the view that the Group has a good defense against these claims.

53. Offsetting Financial Assets and Financial Liabilities

The following financial assets are subject to offsetting, enforceable master netting arrangements and similar agreements.

	The Group						
	2025						
	Related amounts not set off in the statement of financial position						
	Gross amounts of financial assets $'000	Gross amounts set off on the balance sheet $'000	Net amounts of financial assets presented on the balance sheet $'000	Impact of master netting agreements $'000	Cash collateral $'000	Financial instruments collateral $'000	Net amounts $'000
	2025						
Assets							
Cash resources	276,917,249	-	276,917,249	-	(3,643,164)	(8,793,853)	264,480,232
Financial investments	1,254,923,665	-	1,254,923,665	(229,627,511)	-	(12,448,510)	1,012,847,644
	1,531,840,914	-	1,531,840,914	(229,627,511)	(3,643,164)	(21,242,363)	1,277,327,876
	2024						
Assets							
Cash resources	264,568,701	-	264,568,701	-	(3,588,214)	(7,539,376)	253,441,111
Financial investments	1,166,525,535	-	1,166,525,535	(239,531,161)	-	(10,398,607)	916,595,767
	1,431,094,236	-	1,431,094,236	(239,531,161)	(3,588,214)	(17,937,983)	1,170,036,878

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

53. Offsetting Financial Assets and Financial Liabilities (Continued)

The following financial assets are subject to offsetting, enforceable master netting arrangements and similar agreements.

	The Group						
	2025						
	Related amounts not set off in the statement of financial position						
	Gross amounts of financial assets	Gross amounts set off on the balance sheet	Net amounts of financial assets presented on the balance sheet	Impact of master netting agreements	Cash collateral	Financial instruments collateral	Net amounts
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Liabilities							
Repurchase agreements	280,537,873	-	280,537,873	(229,627,511)	-	-	50,910,362
Obligations under securitisation agreements	85,442,202	-	85,442,202	-	(3,643,164)	-	81,799,038
	365,980,075	-	365,980,075	(229,627,511)	(3,643,164)	-	132,709,400
	2024						
Liabilities							
Repurchase agreements	300,495,327	-	300,495,327	(239,531,161)	-	-	60,964,166
Obligations under securitisation agreements	92,999,381	-	92,999,381	-	(3,588,214)	-	89,411,167
	393,494,708	-	393,494,708	(239,531,161)	(3,588,214)	-	150,375,333

54. Sale of Subsidiary

(a) The Group's main insurance subsidiary, Guardian Holdings Limited, announced the successful completion of the sale of its Netherlands insurance brokerage business, Thoma Exploitatie B.V. (Thoma Group) to PIB Group Limited on January 24, 2025.

(b) The below financial performance presented reflects the operations for the year ended 30 September 2025.

These figures are included in the line “Gain on foreign currency and investment activities.

	2025 $'000
Revenue	457,082
Expenses	(508,489)
Operating loss before tax	(51,407)
Income tax expense	(31,327)
Loss from operations on subsidiary disposed of	(82,734)

(c) Details of the sale of the subsidiary.

	2025 $'000
Gross consideration	21,009,543
Less expenses	(531,140)
Net consideration	20,478,403
Less net assets of Thoma	(4,953,109)
Foreign exchange gains from sale	(406,991)
Gain on disposal of Thoma Group	15,118,303

(c) Purchase consideration- cash inflow

	2025 $'000
Cash consideration	20,478,403
Less: Cash and bank balances disposed of	(2,697,826)
Net inflow of cash- investing activities	17,780,577

NCB Financial Group Limited

Notes to the Financial Statements

September **30**, **2025** (expressed in Jamaican dollars unless otherwise indicated)

55. Reorganisation of Pension Business

In September 2025, the Group completed the transfer of the pension fund portfolio from NCB Insurance Agency & Fund Managers Limited (NCBIA) to Guardian Life Limited (GLL).

This internal reorganization is aligned with the Group's strategy to strengthen capital and operational efficiency, reduce duplication, and unlock synergies across the subsidiaries. By consolidating expertise and resources into a dedicated centre of excellence, NCBFG is enhancing its ability to deliver consistent value to clients and shareholders.

The transaction does not have a material impact on the earnings or asset base of NCBFG, but it represents a meaningful step in reinforcing the Group's foundation for sustainable growth and long-term performance.

56. Subsequent event – Hurricane Melissa

On October 28, 2025, following the close of the financial year, Jamaica was impacted by hurricane Melissa, a category 5 hurricane system. The hurricane caused extensive damage to infrastructure, property, and key economic sectors across the island, with the western region bearing the brunt of the impact.

The Group is in the process of assessing the full financial impact of the hurricane on its operations. At this time, a reasonable estimate if the financial effect cannot be made. The potential impacts are expected to include, but are not limited to:

- Credit losses: an assessment of the loan portfolio is underway to determine the potential for increased expected credit losses resulting from the economic disruption to borrowers. This is in line with IFRS 9's guidance on expected credit losses.
- Insurance claims: the Group anticipates claims from clients under insurance policies covering property damage and business disruption. We expect the general insurance business segment to be mainly impacted as a result. While claims have begun to be submitted; an evaluation of the total expected impact is underway. The Group maintains reinsurance arrangements which are expected to mitigate the financial effect on overall operations.

Corporate Directory

JAMAICA HEAD QUARTERS:

32 Trafalgar Road, Kingston 10 Jamaica W.I.	JA: 888-NCB-FIRST (622-3477) US: 1-866-622-3477 UK: 0-800-032-2973

NCB Financial Group Limited	**www.myncb.com**
Robert Almeida	Group Chief Executive Officer
Malcolm Sadler	Chief Financial Officer
Dave Garcia	Group General Counsel & Chief Administrative Officer
Mukisa Ricketts	Group Chief Audit Executive
Misheca Seymour-Senior	Group Chief Compliance Officer
Richard Look Kin	Group Chief Risk Officer

National Commercial Bank Jamaica Limited	**www.jncb.com**
Bruce Bowen	Chief Executive Officer*
Sheree Martin	Interim Chief Executive Officer*
Perrin Gayle	Executive Vice President, Retail Banking
Dave Garcia	Executive Vice President, Corporate Services
Tanya Watson-Francis	Executive Vice President, Treasury & Capital Management
Angus Young	Executive Vice President, Corporate & Investment Banking
Jacqueline De Lisser	Chief Financial Officer
Richard Look Kin	Group Chief Risk Officer
Ky-Ann Taylor	General Counsel
Danielle Cameron-Duncan	Vice President, Payments & Digital Channels
Dr Karrian Hepburn Malcolm	Vice President, Wealth Management
Dr Hopelin Hines	Vice President, Group Human Resources
Taryn Minott	Vice President, Group Underwriting & Credit Support
Saravanan Thangavelu	Chief Technology Officer

*Bruce Bowen demits office February 28, 2026. Consequently, Sheree Martin was appointed Interim CEO on January 19, 2026.

NCB Capital Markets Limited	**www.ncbcapitalmarkets.com**
Angus Young	Chief Executive Officer

NCB Insurance Agency & Fund Managers Limited	**www.ncbinsurance.com**
Antonio Spence	Head – NCB Insurance Agency & Fund Managers Limited

CORPORATE DIRECTORY

Clarien Bank Limited

Point House 6 Front Street HM 11, Bermuda	**www.clarienbank.com**	+1 441-296-6969

Ian Truran	Chief Executive Officer
Minish Parikh	Chief Operating Officer
Jonathan Raynor	Chief Risk Officer
Vishram Sawant	Chief Financial Officer
Simon Van de Weg	Chief Banking Officer
Miguel DaPonte, CFA	Chief Wealth Management Officer
Jennifer Wild	Chief Administrative Officer

Guardian Group

1 Guardian Drive, Westmoorings, Trinidad and Tobago	**www.myguardiangroup.com**	1-868-226-MYGG (6944)

Ian Chinapoo	Group Chief Executive Officer
Greer Quan	Group Chief Operating Officer & President, GSSL
Keesha Sahadeo	Group Chief Financial Officer
Krystal Baynes-Hoseinee	Chief Governance Officer & Head of Legal (Eastern Caribbean)
Richard Look Kin	Group Chief Risk Officer
Sasha Ali-Soondarsingh	Group Head, Internal Audit
Karen Kelshall Lee	Group Head, Compliance
Robert Chen	Group Chief Strategy Officer & Group EVP, Pensions & Bancassurance
Shera Mungroo	Chief Product Officer
Ayesha Boucaud-Claxton	Group Head, Marketing & Communication
Shinelle Grant-Sealey	Vice President, Environmental, Social & Governance
Rachael Sudan	Vice President, Human Capital
Karen Bhoorasingh	President, Guardian General Insurance Jamaica Ltd. & CTO (P&C Group)
Diego Frãnkel	President & CEO, Guardian Group Dutch Caribbean
Miguel Martinez	President, Guardian Asset Management
Meghon Miller-Brown	President, Guardian Life Limited
Dean Romany	President, Guardian General Insurance Limited
Samanta Saugh	President, Guardian Life of the Caribbean Limited

Contact information

Investor Relations

Belinda Williams
Investor Relations Manager
williamsbn@jncb.com

Registrar Services**

Jamaica Central Securities Depository Ltd.
40 Harbour Street, Kingston
jcsdrs@jamstockex.com | 876-967-3271

Glossary

CURRENCIES AND UNITS

Amounts throughout this report are represented in Jamaican Dollars unless otherwise indicated.

B or **Bn** – Billion
BMD – Bermudian Dollar
BBD – Barbados Dollar
CAD – Canadian Dollar
EUR – Euro
GBP – British Pound Sterling
J$ or **JMD** – Jamaican Dollar
K – Thousand
M or **Mn** – Million
NAF – Netherlands Antilles Guilder
T or **Tn** – Trillion
TT$ or **TTD** – Trinidad and Tobago Dollars
US$ or **USD** – United States Dollars

ENTITIES

A

AARP – American Association of Retired Professionals
ACAMS – Association of Certified Anti-Money Laundering Specialists

B

BOJ – Bank of Jamaica
BSE – Barbados Stock Exchange

C

CariCRIS – Caribbean Information and Credit Ratings Services Limited
CDB – Caribbean Development Bank
CBB – Central Bank of Barbados
CBL – Clarien Bank Limited
CBTT – Central Bank of Trinidad and Tobago
CGL – Clarien Group Limited
CIMA – The Cayman Islands Monetary Authority

F

FSC – Financial Services Commission

G

GHL – Guardian Holdings Limited
GLOC – Guardian Life of the Caribbean

I

IASB – International Accounting Standards Board
ICAJ – Institute of Chartered Accountants of Jamaica
IMF – International Monetary Fund
IDB – Inter American Development Bank

J

JBA – Jamaica Bankers' Association
JSE – Jamaica Stock Exchange
JTA – Jamaica Teachers' Association

N

NACD – National Association of Corporate Directors
NCB or **NCB Group** – NCB Financial Group Limited and its subsidiaries
NCBCM – NCB Capital Markets Limited
NCBFG – NCB Financial Group Limited
NCBGH – NCB Global Holdings Limited
NCBIA or **NCBIAFM** – NCB Insurance Agency and Fund Managers Limited
NCBJ – National Commercial Bank Jamaica Limited
NCBMBTT – NCB Merchant Bank (Trinidad and Tobago) Limited (formerly NCB Global Finance Limited)
NHT – National Housing Trust (Jamaica)

O

ODPEM – Office of Disaster Preparedness and Emergency Management
OECD – Organisation for Economic Co-operation and Development
OPEC+ – Organisation of the Petroleum Exporting Countries

P

PWC – PricewaterhouseCoopers
PSOJ – The Private Sector Organisation of Jamaica

S

SBA – Small Business Association
STATIN – The Statistical Institute of Jamaica

T

TFOB – TFOB (2021) Limited
TTCD – Trinidad & Tobago Central Depository
TTSE – Trinidad and Tobago Stock Exchange

W

WBAF – World Business Angels Investment Forum

TITLES

CEO – Chief Executive Officer
CFO – Chief Financial Officer
EVP – Executive Vice President
AVP – Assistant Vice President

OTHER ABBREVIATIONS

2021F – Forecasted for calendar year 2021
2022F – Forecasted for calendar year 2022
2023F – Forecasted for calendar year 2023
2024F – Forecasted for calendar year 2024

A

ABM – Automated Banking Machine
AGM – Annual General Meeting
AI – Artificial Intelligence
AMEX – American Express
AML/CFT – Anti-Money Laundering and Counter-terrorism Financing
APOs – Additional Public Offers
ATM – Automated Teller Machine
AUM – Assets Under Management

B

BDR – Business Development Representative
BEPS – Base Erosion and Profit Shifting
BERT (2022) – Barbados Economic Recovery and Transformation Plan
BOT – British Overseas Territory
BPO – Business Process Outsourcing

C

CAGR* – Compounded Annual Growth Rate
CBDC – Central Bank Digital Currency
CBIT – Comprehensive Business Income Tax
CD account – Certificate of Deposit account
CET1 – Common Equity Tier 1
CGI – Corporate Governance Index
CGU – Cash generating unit
CPI – Consumer Price Index
CPPM – Caribbean Policyholder Premium Method
CRM – Customer Relationship Management System
CSP Fund – Computer Service and Programming Limited Pension Fund
CSR – Corporate Social Responsibility

* The Compounded Annual Growth Rate (CAGR) is a measure of growth over multiple time periods.

D

DEH – Digital Enhancement Hub
DM – Developed Markets
DPF – Discretionary participation features
DPPP – Data Protection and Privacy Programme
DPR – Diversified Payments Rights
DTI – Deposit-taking Institution

E

EAD – Exposure at default
ECL – Expected credit loss
EFF – Extended Fund Facility
EGC – Efficiency, Governance, and Customer Experience
e-KYC – Electronic Know Your Customer
EM – Emerging Market
EMBI – Emerging Market Bond Index
EMBI+ – Emerging Market Bond Index Plus
EPS – Earnings per stock unit
e-POS – Electronic Point of Sale
ESG – Environmental, Social and Governance

F

FX – Foreign Exchange
FY – Financial Year or Fiscal Year
Finacle – A core banking system that provides digital banking functionalities for NCBJ
Fintech – Financial Technology
FVOCI – Fair Valued through Other Comprehensive Income
FVPL – Fair Valued through Profit and Loss

G

G7 or **G-7 –** Group of Seven (an intergovermental organisation made up of the world's seven largest developed economies)
GDP – Gross Domestic Product
GGApp – Guardian General App
GoIPO – NCB Capital Markets Limited – powered electronic platform for IPO submissions
GOJ – Government of Jamaica

H

H1 – First six months of the year or first half of the year
H2 – Last six months of the year or second half of the year
HR – Human Resources
HSF – Heritage Stabilisation Fund

I

iABM – Intelligent Automated Banking Machine
IBOR – Inter-bank offered rates
IBNR – Incurred but not reported
IDRs – Issuer Default Ratings
IESBA Code – International Ethics Standards Board for Accountants
IFRS – International Financial Reporting Standards
IPO – Initial Public Offering
ISA – International Standards on Auditing
IT – Information Technology

J

JAM-DEX – Jamaican Digital Exchange (Jamaican's Central Bank Digital Currency)
JCSD – Jamaica Central Securities Depository
JMVR – Jamaica Merchant Voucher Receivables

K

KYC – Know Your Customer
KPI – Key Performance Indicator

L

LAR – Loans and receivables
LGD – Loss given default
LHP – Life and Health Insurance and Pension Fund Management
LMS – Liquidity Management System
Lynk – Mobile wallet of TFOB (2021) Limited

M

MCCSR – Minimum Continuing Capital Surplus Ratio
MD&A – Management Discussion & Analysis
mPOS – Mobile Point of Sale
MSME – Micro, Small and Medium Enterprises
MVR – Merchant Voucher Receivables

N

NAV – Net Asset Value
NFC – Near-field communication
NPL – Non performing loan

O

OCI – Other Comprehensive Income
OIPA – Oracle Insurance Policy Administration

P

P2P – Peer-to-peer
PCI – Payment Card Industry
PD – Probability of default
P/E Ratio – Price to Earning Ratio
PMFL – Public Management and Finance Law
POCI – Purchased or originated credit-impaired
POS – Point of Sale
PPM – Policyholder Premium Method
PPV – Public passenger vehicle
PY – Prior year

Q

Q1 – Quarter 1 or first quarter
Q2 – Quarter 2 or second quarter
Q3 – Quarter 3 or third quarter
Q4 – Quarter 4 or fourth quarter

R

REPO – Repurchase Agreements
ROA – Return on Assets
RPA – Robotic Process Automation
RWA – Risk Weighted Assets

S

SDR – Special Drawing Right
SICR – Significant increase in credit risk
SIFI – Systemically Important Financial Institution
SME – Small and Medium–Sized Enterprise
SOE – State-owned enterprises
S&P – Standard & Poor's
SPC – Special purpose company
SPPI – Solely payments of principal and interest
STP – Straight-through processing

T

T & T or TT – Trinidad and Tobago
TOP – Trinidad Online Platform

U

UI/UX - User Interface/User Experience
UK – United Kingdom
US – United States
UWI – University of the West Indies

V

VAM – Virtual Account Management
VAT – Value Added Tax

Y

YoY – Year over year

Investments Securities/instruments

BARBAD 2029
BERMUD 2029
JAMAN 2028
TRITOB 2026

Notes

NCB FINANCIAL GROUP LIMITED

Affix J$100 Postage Stamp Here

Annual General Meeting

Form of Proxy

I/We ..... of .....

..... being a Member/Members of the abovenamed Company, hereby appoint

..... of .....

or failing him/her ..... of .....

as my/our Proxy to vote for me/us and on my/our behalf at the Annual General Meeting of the Company to be held on February 13, 2026, at 10a.m. and at any adjournment thereof.

» **Please indicate by inserting a cross in the appropriate square how you wish your votes to be cast. Unless otherwise instructed, the Proxy will vote or abstain from voting, at his/her discretion.**

RESOLUTION		FOR	AGAINST
Audited Financial Statements	**1**	☐	☐
Declaration of Dividend	**2**	☐	☐
Election of Directors	**3 (a)(i)**	☐	☐
	3 (a)(ii)	☐	☐
	3 (b)	☐	☐
Directors' Remuneration	**4 (a)**	☐	☐
	4 (b)	☐	☐
Appointment of Auditors and their Remuneration	**5**	☐	☐

SIGNATURE

Signed this ..... day of 2026

NOTES:

1. This Form of Proxy must be received by the Secretary of the Company not less than 48 hours before the time appointed for the Meeting.
2. This Form of Proxy should bear stamp duty of J$100. Adhesive stamps may be used and are to be cancelled by the person signing the proxy.
3. If the appointer is a Corporation, this Form of Proxy must be executed under its Common Seal or under the hand of an officer or attorney duly authorised in writing.

NCB FINANCIAL GROUP LIMITED

Annual Report **2025**

STRENGTH in Consistency

DESIGN:
Graphics & Production Unit
Group Marketing & Communications

PHOTOGRAPHY:
William Richards

AUDITORS:
PricewaterhouseCoopers

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NCB
FINANCIAL GROUP
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