IECCU
THE INSURANCE EMPLOYEES
CO-OPERATIVE CREDIT UNION LIMITED

2025
ANNUAL REPORT

"A Union of Possibilities"

Our Philosophy

The success of The Insurance Employees Co-operative Credit Union Limited is highly dependent on the co-operative effort of dedicated and committed men and women bound together by mutual interest and working towards the common objective of providing quality service to all our members. It is in this context that we set out below for all to see some of our basic beliefs.

We believe that all members should be treated justly and fairly and that there should be no favouritism.

We believe that the needs of members and employees must be recognized and that every effort should be made to satisfy their financial well-being.

We believe that employees' desire for self development, job satisfaction and knowledge of what is going on within the Credit Union should not only be encouraged but should be facilitated and assisted.

We believe that the Board of Directors is obliged to provide the members with innovative and creative services and strong Credit Union leadership.

We believe that members and employees should be encouraged to make their individual contributions to the success and growth of IECCU and that the society should have a social responsibility towards the communities within which it operates.

We believe that ours is the business of sharing and caring and that able and experienced people should avail themselves to sustaining the growth and development of the Credit Union.

We believe that our financial strength can be realized through prudent financial management, increased capital inflows and substantial surplus.

We believe in maintaining a good and effective relationship with all Credit Unions in Jamaica, the Co-operative Credit Unions. The World Council of Credit Unions and all Credit Union movements throughout the world, in order to advance the best interest of our members.

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Mission Statement

To promote the Co-operative principles of the Credit Union movement as the most effective approach for our members to achieve personal financial well being, and to provide a dynamic and friendly organization in which our employees will grow and develop, our members will prosper, and the public will respect.

Notice of SGM

Notice is hereby given that a Special General Meeting of the Insurance Employees Co-operative Credit Union Limited will be held in hybrid format at The SUMMIT, 16 Chelsea Avenue, Kingston 10, on Tuesday, July 28, 2026, commencing at 5:30 p.m.

The purpose of this Special General Meeting is:

1. To discuss and adopt the Credit Union's audited financial statements for the year ended December 31, 2025, together with the report of the Treasurer.

2. To discuss and vote on a Special Resolution to merge, by way of Transfer of Engagements, Insurance Employees Co-operative Credit Union Limited with Manchester Co-operative Credit Union Limited.

Agenda

THE INSURANCE EMPLOYEES CO-OPERATIVE CREDIT UNION LTD.
SPECIAL GENERAL MEETING

1. **ASCERTAINMENT OF QUORUM**
2. **CALL TO ORDER**
3. **READING OF THE NOTICE CONVENING THE SPECIAL GENERAL MEETING**
4. **PRESIDENT'S WELCOME AND OPENING REMARKS**
5. **PRESENTATION OF THE AUDITOR'S AND TREASURER'S REPORTS**
6. **PRESENTATION ON THE PROPOSED MERGER**
    - Rationale for the Proposed Merger
    - Benefits of the Merger to Membership
7. **CONSIDERATION AND VOTE FOR THE MERGER RESOLUTION**
8. **TERMINATION OF THE SPECIAL GENERAL MEETING**

Minutes

MINUTES OF THE SPECIAL GENERAL MEETING OF THE INSURANCE EMPLOYEES COOPERATIVE CREDIT UNION LIMITED HELD ON AUGUST 14, 2025, AT SUMMIT HOTEL, 16 CHELSEA AVENUE, KINGSTON 10, HELD IN A HYBRID FORMAT, COMMENCING AT 5:00 P.M.

CALL TO ORDER

The Chairman extended a warm welcome to all and asked that all stand for the playing of the National Anthem.

Members were thereafter asked to stand and recite the Prayer of St. Francis of Assisi.

The Assistant Secretary, Mrs. Mighty Campbell, advised that a quorum was present and then read the Notice Convening the Meeting.

The Chairman called the meeting to order at 5:35 p.m., a quorum having been ascertained. He again welcomed members online and those in person and thanked them for taking the time out to attend the Special General Meeting, convened to reflect on the past, share key updates on the performance and strategies and hear valuable questions and incites.

APOLOGIES FOR ABSENCE:

Apology received from the Secretary, Macherie Hamilton Clarke.

ADOPTION OF AGENDA

The agenda was adopted on a motion moved by Viviene Fearon Henry, seconded by Sharon Waugh.

WELCOME:

He welcomed and introduced the Board of Directors seated at the head table, namely, Lesa Robinson, Vice President; Diana Facey, Treasurer; Charmaine Mighty Campbell, Acting Secretary; Anphia Morgan; Aldane Milton, Barrington Lawrence and Paulette Small who was online, himself Andre McFarlane and Mr. Mark Bowen, General Manager.

Welcome was extended to the following guests:

Mr. Mark Wallen	Past President
Mrs. Bernita Locke	Past President
Mrs. Sheryl Ramsay-Brown	Department of Co-operatives & Friendly Societies
Mr. Thomas Wint	Auditor
Ms. Vera Lindo	Jamaica Co-operative Credit Union League
Ms. Joyce James	Stenographer

MINUTES OF THE 48th AGM:

The minutes having been previously circulated were taken as read on a motion moved by Winston Delahaye, seconded by Judith Miller Smith.

Corrections

Page 8, Paragraph 2, 'Mrs. Mitchel Nembhard' should read Michelle Nembhard'

The Minutes were confirmed on a motion moved by Mrs. Maureen Stanley Sang, seconded by Shaneika Fearon.

Matters Arising:

(No matter arose)

REPORTS:

Board of Director's Report

The President, Mr. Andre McFarlane, presented the 2024 Annual Report of IECCU.

He highlighted the following:

- That as the economic and social landscapes

Minutes

continued to evolve, IECCU remained grounded to it mission, 'To serve our members with honesty, care and financial solutions that improve lives'.

- With the continued growth of the Credit Union in 2024, the financial foundation remained strong which enabled the Credit Union to return value directly to its members through competitive rates, low fees, community programmes and reinvestment in digital tools and service enhancements. Their commitment to financial wellness and education also deepened with new outreach initiatives and member resources launched throughout the year.
- Real GDP contracted by 9% in 2024 while public debt fell dramatically moving from 146% of GDP a decade ago to 75% in 2023, targeting 65% by 2026.
- Inflation ended 2024 at 5%, the lowest in six years and was within BOJ's 4-6% target.
- Unemployment hit historic lows, around 4-4.2% with pockets of higher youth and female joblessness.
- Total assets across credit union reached approximately J$180.3B by the end of 2023 which was a 9.2% annual increase compared to the previous year.
- The number of credit entities declined from over 40 to 25 and was projected to drop further in the coming years due to mergers.

During 2024, savings increased moving from $1.67B to $1.73B and loans increased in tandem throughout the year.

He noted that the wide disparity between savings and loans had been declining, indicating a decreasing availability of loanable funds relative to the demand for loans.

- There were increases in loan loss reserves during the year, operational costs and restated fee income to comply with IFRS 15 which contributed to the deficit of $13.7M for 2024.
- The meeting's attention was drawn to the Board Members attendance at meeting on Page 20.
- 2024 was marked by operational improvements and targeted staff training. Despite global and national challenges, IECCU upheld its mission of empowering members financially.
- Albeit 2024 was a productive year, there were areas for improvement as communicated by the regulatory bodies.
- Through the Jamaica Cooperative Credit Union League and private consultants, staff and volunteers were trained in several areas.
- In the area of marketing, field visits were made to Guardian Life, Mandeville and Ocho Rios branches; Sagicor Life, Knutsford and Montego Bay branches; Rainforest Seafoods; Key Insurance Brokers; Gallagher and others. These efforts supported the 14.4% growth in membership which surpassed the annual target.
- Several promotional campaigns were carried out during 2024 to include MV Loan Promotion, Study Bride Educational Loan, GH Premium Plan, Special Holiday Loan Campaign, and Payday/ Payroll Loan.
- As it concerned social media and Member Engagement, there were over 730 new followers in relation to Instagram and 215 new followers in relation to Facebook.
- Website traffic increased via pop-up promotions and application support. Over 300,000 messages were sent via SMS and emails to members re campaign promotions, reminders for inactive/delinquent accounts, birthday and event announcements.
- The Credit Union participated in JCCUL's Financial Literacy Month.

- In relation to corporate social responsibilities, they carried out the following:

  - On-site "Learn About IECCU" presentation with insurance companies;
  - In-branch campaigns in relation to the FIP and Access Plus Debit Mastercard done in collaboration with CUNA Caribbean Insurance and the Jamaica Co-operative Credit Union League.
  - IECCU was represented by six staff members at the Credit Unions of Jamaica Nex-Gen Youth Summit, held under the theme, "Be the Change", on May 30, 2024.

- 2024 PEP Scholarship was awarded to the sole qualified applicant, Rojaun Grant, and who also received a bursary valued at $25,000 from the Jamaica Co-operative Credit Union Lague to support his first year at Jamaica College.

- Part of the community outreach efforts included the provision of medical and food supplies to Richmond Park Nazarene Basic School, and Rosseau Primary School was the recipient of the Annual Labour Day Project.

- IECCU commenced the Risk and Compliance Project in 2023 and ended in February 2024. The heads of department were appraised of the importance of risk management and were trained in developing risk registers. Risk registers were now developed for each department.

- All regulatory reports were submitted to the competent authorities.

- Several Policy and Procedures documents were reviewed and would be finalized and approved in 2025.

- Members were encouraged to consider upgrading to the Access Plus Debit MasterCard which offers enhanced security with PIN and chip technology, convenient contactless transactions, e-commerce capabilities and international usage. The Chairman noted that since the formal launch in August 2022, IECCU had been no reports of fraudulent transactions, but the difficulties they encountered were reported to the League and the programmers who sought to resolve the problem as they emerged.

- Efforts to deliver statements via email without compromising the domain yielded fruit as a solution was found at the end of 2022.

  Statements of accounts were sent electronically for 2023 and the Credit Union was consistent with the delivery of quarterly statements for 2024. Members were nonetheless urged to utilize internet banking for continuous access to balances and transaction information.

- The Delinquency Ratio at the end of 2024 stood at 7.34%. Difficulty locating some of the members remained a challenge and members were implored to keep their payments current, and should they experience challenges that they make arrangement for their loans to be current within the shortest possible time.

- Merger discussions were held with other credit unions of similar asset size brokered by the Department of Cooperatives and the League, and a recommendation would be made to the members in short order.

- Condolences were offered to the families of 6 members who passed on during the year, namely, Grantley Green, Hopeton Norman, Joyce Archibald, Susan Blake-Smith and Georgia Mitchell. It was noted that special tribute was paid to Past President Neville Hendricks who was great friend of IECCU for several decades.

- In closing, the Chairman thanked the members for their continued loyalty, the staff for their dedication and the Board and leadership team for their vision and stewardship. He assured the meeting that IECCU remained focused on service to its members based on co-operative principles.

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There being no questions/comments, the Report of the Board of Directors was adopted on a motion moved by Shirley Daley, seconded by Lorna Moncrieffe.

AUDITOR'S AND TREASURER'S REPORT

Auditor's Report

The Treasurer invited Mr. Thomas Wint from Bogle & Associates to read the Auditor's Report. She asked the meeting to allow the Auditor to read the abbreviated Auditor's Report, which was accepted on a motion moved by Susan Scarlett Campbell, seconded by Corinthia Griffiths.

Mr. Wint read the report which stated, among other things, that the financial statements gave a true and fair view of the financial performance and cash flows of the Credit Union for the year ended in accordance with the International Financial Reporting Standards and the requirements of the Co-operative Societies Act.

Treasurer's Report

The Treasurer, Diana Facey, presented the report for the year ended 2023 and highlighted the following:

- All credit unions in 2024 adopted the IFRS 15 as a requirement by the Department of Co-operatives and Friendly Societies, which required restating the audited financials from 2022. This standard required fee income on loans to be amortized over the period of the loan rather than assigned to the year of origination. This measure assigned income received in the current year to future years, thus the overview would be based on the restated results.
- Total assets grew by 2.8% or $63M to close 2024 at $2.228 Billion compared to $2.2 billion in 2023.
- During the year, finance costs associated with deposit products increased marginally by 6.65% or $1.2million moving from $18.2 Million to $19.5 million which was in line with the increase in deposits over the period.
- Interest income on loans increased by 10.3% as loans increased by $189 million or 12.6%.
- Operating expenses increased by $28 million or 16.7% and this was driven by staff cost of $17 million, administrative cost of $7 million and finance cost of $1.5 million.
- The expected credit loss improved slightly by $4.2 million.
- There was a deficit of $13.7 million for the year 2024 compared to an overall surplus of $3.39 million in 2023.
- Loans after provisions increased by 12.7% with interest on loan overall increasing by $6 million or 4%.
- Investment income increased by $11 million or 50% arising from the strategy of identifying longer term investments for placing excess funds.
- The loan appetite of the members while active was very sensitive to interest rates and fees, hence interest rates on loans remained unchanged, and in some cases small concessions on some loans processing fees were extended to members. She noted that members had choices and IECCU expressed appreciation for each loan taken.
- Income from fees and services charges assigned to 2024 recorded a reduction by 23% compared to 2023.
- Return on property was unchanged over prior year.
- Total revenue increased by $17 million or 10%.
- Members' savings increased by 3.6% or $32.7 million as at 31st December, 2024.

- Deposits increased by $51 million or 6.4% and formed the pool from which funds were made available for loans to members.

- Savings formed the main source of funds supporting the Credit Union. Other sources included Institutional and Non-institutional Capital, Undistributed Surplus and minor borrowing.

- The source of fund was projected onscreen which showed both the sources and the percentage mix of credit union's funds used for lending.

- Institutional Capital and Permanent shares to assets increased by $4 million or 1%. He noted that while the overall ratio of 12% was above the standard of 8%, it was slowly declining, which was a measure of the Credit Union's ability to withstand shocks and maintain adequate cash flows.

- The Use of Funds which showed how members' deposits were used was depicted on the screen.

- Loans to assets ended the period at 73% compared to 66% the prior period. The improvement contributed to an increase in delinquency of 7.34% compared to the prior year of 5.5%. This was a cause of concern and would force measures to counter the effect. He urged members to take their obligations seriously.

- He drew the meeting's attention to the PEARLS ratios, which continued to be the financial measuring tools for credit unions which were projected onscreen for over the last five years. Members were urged to save and borrow from their credit union.

- In concluding, the Treasurer noted that 2024 had seen movement in keeping with their expectations.

  She, however, stated that expenses had increased, thus the need to leverage technology and update the system to reduce cost was more profound than ever before. New regulations such as the Data Protection Act had forced changes to several areas of operations and more should be anticipated, thus the need to develop strategic responses in order to ensure that members continuously get the best return, and one such strategy was identifying a suitable merger partner or partners.

  She extended thanks to the Auditors, Bogle and Company, the Registrar of Co-operative Societies and the Jamaica Co-operative Credit Union League for their professional assistance and guidance provided throughout the year.

  On behalf of the members of the Board of IECCU, she thanked the management for their dedication and hard work, and the team members and volunteers who continued to serve the organization.

  She assured the members that IECCU remained committed to serving them and working along with them to achieve their dreams and goals for themselves and their families.

Questions/Comments

Queried by a member as to what was the difference between savings and deposits, Mr. Bowen stated that savings include voluntary shares and deposits would include fixed deposits, and Golden Harvey that would attract a higher rate of interest.

Asked by Mr. Courtney Golding (online) as to which category of loans was delinquency most pronounced, Mr. Bowen stated that it was in the area of unsecured loans and for 2024 that was the highest case of delinquency.

The Auditor's Report and the Treasurer's Report were adopted on a motion moved by Stephen Levy, seconded by Shirley Daley.

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Supervisory Committee Report:

The Supervisory Committee Report was presented by Dwight Moore, Chairman of the Supervisory Committee. He highlighted the following:

- That the members of the Committee were Stephen Levy, Damion White, Eugenie Cousins, Pauline Givans and himself, Dwight Moore.

- 9 meetings were convened during the period under review with himself and Mr. Levy in attendance at all nine; Mr. White and Ms Givans attending eight and Ms Cousins attended 7.

- The main areas the Committee focused on were Third Party Operational Audit Review, Financial Management, Marketing and Membership Growth and Delinquency. He gave an outline as to what these audits entailed, and the findings arrived at as indicated in the booklet.

- He extended thanks to the Board of Directors, other volunteers, the management and staff of the Credit Union for the support and cooperation given to the Committee during the year.

- He thanked the members of the Supervisory Committee for their time and commitment to serve and their cooperation.

Questions/Query

- Regarding the performance review that the League did in terms of the Third-Party Audits, Mrs. Damia Barrett asked what the deficiencies in the governance and management of the affairs of the Credit Union were, as also what were the internal controls weaknesses in relation to the accounting functions. She also expressed concern as it related to the bank reconciliations that were not up to date.

  Mr. Moore stated that in relation to the bank reconciliations, these had been lagging and had been an issue for some time and attributed resource constraints as the reason for this. He pointed out that the Credit Union had been operating on a skeletal staff for some time, but a project had since been put in place that would ensure that the backlog would be cleared and going forward the accounting team would ensure that these reconciliations were done in a timely manner.

- In terms of the internal controls, Mr. Moore stated that he did not have the specifics to share with the meeting, as also in relation to the deficiencies in governance and management of the affairs of the Credit Union. He added that this information could be obtained through him or management via an email.

He noted that weaknesses show up even within the best run organizations, and the reason for having audits to uncover these weaknesses, hence the importance of the Supervisory Committee to ensure that management adequately addresses these weaknesses.

Mr. Delahaye expressed disappointment in the Supervisory Committee not being able to identify any of the internal control weaknesses uncovered. Mr. Moore pointed out that he made the point when he was addressing the issue that he did not have the report in front of him to answer that question, and the reason why he invited the speaker to contact him or management for the details. Mr. De La Haye insisted that he should come prepared to answer these questions and so the report should be present.

The Chairman shared that the Credit Union had been audited by the regulators to include BOJ and noted that in the credit union industry many of the regulatory requirements were new and required adequate staffing with the requisite qualification to carry out these functions which was a weakness they had. He stated that IECCU had since written to BOJ, and the League providing them with recommendations as to how they would be resolving these issues which they accepted. He noted that they had made changes as it related to some of these regulatory requirements where they had to hire new staff which came as a cost and the reason why their operational cost went up.

A member asked if any fine was levy at the Credit Union in relation to these weaknesses. The Chairman assured him that there had been no fine as they met those requirements and avoided any fines.

- Mr. Wallen speaking to the issue of the bank reconciliation asked if they were utilizing an automated system considering the staff constraint to perform this function given the nature, scope and size. Mr. Bowen stated that only two of the several bank accounts were automated and added that what had affected them in the past, was when a change was made to the presentation of the accounts by the bank, they had to advance to a later version of the software, and that came with a significant cost and because of that they were behind as the accounts had to be manually reconciled. Mr. Wallen stated that he was deeply concerned with this and asked that they look at it to see how best they could incorporate technology in this aspect of the operation.

- Mr. Wallen noted the concerns raised re the deficiencies in the governance and management of the affairs of the Credit Union and the weaknesses and non-existent of internal controls and asked what was being done from a risk management perspective to correct it so that at the next AGM he would not be seeing these same issues.

  The Chairman stated that a lot of the deficiencies and challenges highlighted in the report were based on manpower and other issues that had caused them to be looking to merge with entities that were more technologically advanced and had the resources to address or absorb the costs for them to fall under the regulatory ambit of BOJ. He noted that they had been addressing these issues steadfastly and along the lines of policies, and added that the first test they did as an organization and as a board was to ensure that they were compliant with their own policies and where there were gaps they were addressed, albeit that recommendations to fix those gaps come at a cost, hence the increase in operational cost as referenced in the report. He assured the members that they would be working expeditiously as a team to ensure that all concerns reported would be addressed via resources internally or through the need to merge.

- Mrs. Stanley Clarke congratulated the Credit Union on the advances made in technology in relation to the issuing of the Debit Mastercards especially in light of the fact that there had been no fraud detected by the Credit Union since its commencement.

- In respect to the Suspense Account noted on Page 73, Mrs. Stanley Clarke asked what was the timeframe for clearing it so that at the next meeting they could keep abreast of the status of this account.

  Mr. Bowen indicated that they had embarked on the process of clearing these suspense accounts which numbered approximately 20 and were from way back by the end of 2025.

- Mr. De La Haye pointed out that Personnel Cost had been increasing so he suspected that the staff shortage was being addressed, which Mr. Bowen agreed.

- Mr. De La Haye asked what the cumulative value of the Suspense Account was, and if it should be cleared, what effect it would have on their bottom-line.

  Mr. Bowen shared that one of the main contributors to the Suspense Account was the sheer volume coming from an exercise that they attempted about five/six years to write off some loans that were completed charged off as there was no point in having them on the books even though they still collected, but for some reason this technological exercise did not work, with most of it ending up in Suspense. Since then, they tried repeatedly to fix it but the fix had not gone well. They had since engaged the software developer and had been working to try to find a way to fix it and should the fix be successful, this would remove about half or more than half of the suspense accounts. He noted that they were now at the stage where they were testing a method to do it and even that test required a lot of steps.

In relation to how this would affect their bottom-line should it be fixed, Mr. Bowen stated that if they were properly written off, he expected that it should improve their income position but adversely affect their asset position.

- In terms of the Treasurer's answer that the area of unsecured loans was the category of loans that delinquency was most pronounced, Mr. De La Haye asked if they had an underwriting issue that they needed to review so that it could be fixed. Mr. Bowen stated that unsecured loans was their highest income earner and if there was a decrease in delinquency, they would perform much better. He stated that one of the exercises they started and had done some work on was to determine what were the characteristics that drive delinquency, and they found out that persons with little activity, when they take an unsecured loan, invariably those loans become delinquent, and had since made some underwriting steps to control these emerging trends with guidance from the League. They had also reduced the maximum unsecured loan limit moving it from $5 million to $2 million and were in the process of reviewing the debt service ratio as well.

- Mr. Delahaye pointed out that one of the critical drivers of the loss they were experiencing was in the area of provisioning and asked if these provisions were reversed if it would positively impact their bottom-line.

  Mr. Bowen stated that if they were able to reduce the provision, some of it would become income and that income would go towards their bottom-line. He explained that with the implementation of IFRS 15 in 2024, they had to now amortise fee income across several years depending on the tenure of the loan which meant that they would have to review the length of some of these loans as a longer loan means less income to the Credit Union while a longer loan would be easier on the pocket of the borrower.

- Mrs. Lilieth Fearon Henry implored the Credit Union to take steps to deal with the critical staff shortage in key areas and suggested that they look at upskilling current staff members to take on some of the critical positions.

  Mr. Moore reminded the meeting that last year the Supervisory Committee spoke to the chronic shortage in staff and though the Credit Union had filled some of these vacancies, it was difficult to fill all due to affordability which he noted was a problem facing most employers in Jamaica. He shared that it was pointed out in their report that the single major contributor to the deficit was the increase in personnel cost as they had to relook at the compensation packages for staff in order to attract them, and that the way forward would be for them to grow revenues, hence the marketing effort would be critical.

  A member online asked whether or not merger was a consideration for the Credit Union which Mr. Moore stated that it was on in earnest, and part of the reason why they were having the general meeting for the members to give their blessings to the Board of Directors to proceed with the negotiations.

There being no further questions, the Supervisory Committee Report was adopted on a motion moved by Yvonne Lewis, seconded by Susan Campbell Scarlett.

CREDIT COMMITTEE REPORT:

The Report was presented by the Chairman, Mr. Neuton Nelson.

He highlighted the following:

- During 2024, IECCU continued to empower its new and existing members to develop and thrive through its diverse lending programme.

- Members were able to acquire their dream cars via IECCU Value Loan at special rates and conditions.

- A suite of loan products was offered to members to include Pay Day Loan which remained popular while Debt Consolidation was the order of the day as members took advantage of IECCU's offerings to restructure their debt and streamline their loan payments. Secured and unsecured options were made available throughout the period to aid members in attaining their financial goals, as financing the needs, desires and dreams of members had always been IECCU's focus.

- During the year 2024, the Credit Union loaned to its members $690.74 million.

- The major purposes for which members sought financing in 2024 were in the areas of Motor Vehicle Purchase and Repairs; Real Estate Acquisition and Home Improvement; Domestic Expenses, Debt Consolidation and Education.

- 1850 loan applications were processed in 2024, resulting in the loan portfolio growing by 12.7%, ending the year at $1.68 billion.

- Members were encouraged to continue to make IECCU their Union of Possibilities, not just for themselves but for their family members, friends and co-workers.

- He assured all that the Credit Committee remained committed to assessing members' loan applications at its weekly meetings.

- The Members of the Committee comprised Audrey Wilson, Courtney Golding, Odeon Campbell, Neuton Nelson and Annmarie Carter Jackson for the year under review.

- He thanked the staff members who worked tirelessly to ensure that loan applications were dealt with swiftly.

- The Committee noted that it was a pleasure to have served.

Questions/Queries

Mrs. Maureen Stanley Sang asked how the Study Bridge Education compared with what the Student Loan was offering, what was its take-up, what percentage of the loan portfolio it comprised and if it was a delinquent portfolio.

Mr. Bowen indicated that it was not a contributor to delinquency, but it was not heavily subscribed as they had only five take-ups, but it compared very well with the Student Loan.

Mrs. Judith Miller Smith recommended management to share with members the amount of loans granted for the year and the different categories they fall in. Mr. Moore assured her that they would look at it and see how best this information could be incorporated in the report going forward.

Asked by Mrs. Miller Smith as to how many unsecured loans were issued in 2024, Mr. Moore stated that unsecured loans represented approximately 35% of the loan portfolio.

There being no questions, the Credit Committee Report was adopted on a motion by Shenica Fearon, seconded by Nickeisha Morgan.

FIXING OF MAXIMUM LIABILITY

The Board of Directors proposed that the Maximum Liability for 2025 be set at $2.3 billion which would satisfy the maximum projected growth in interest bearing liabilities in keeping with Article XIX, Rule 69.

This was accepted on a motion moved by the Treasurer, Diana Facey, seconded by Yvonne Lewis.

RESOLUTION –
RELOCATION FOR GENERAL RESERVES

The Treasurer took the meeting through this resolution.

She shared that the General Reserves Account was first established in a proposed distribution of surplus from the 1996 distribution and first appeared on the balance sheet of the audited financial statements for the year ended 1997. She then read the following resolution:

> ***And whereas the general reserves were established for general purposes and is available for use in the interest of the credit union and its members; and***
>
> ***Whereas the General Reserves as at December 31, 2024 is $73,610,686; and***
>
> ***Whereas this Special General Meeting is being asked to consider the transfer of general reserves to reduce the accumulated deficit of $77,477,053 as at December 31, 2024;***
>
> ***Be it resolved that this Special General Meeting gives the Board of Directors permission to transfer $73,610,686 from general reserves to reduce the accumulated deficit and improve the institutional capital.***

There being no questions the resolution was moved by the Treasurer, seconded by Corinthia Griffiths.

The representative from the Department of Co-operatives and Friendly Societies, Mrs. Sheryl Ramsay Brown, indicated that a bare majority needed to vote for the resolution to pass and with 72 persons online and 55 persons in the room, they needed a bare majority of 65 for the resolution to be passed.

At the end of the process, 76 persons voted in favour of the resolution, two against and 49 abstained. Mrs. Sheryl Brown thereafter declared the resolution as passed.

RESOLUTION -
EMPOWERMENT OF THE BOARD TO ENGAGE IN MERGER DISCUSSION

The Chairman took the meeting through this resolution which reads as follows:

> ***Whereas section 53 of the Co-operative Societies Act provides for an amalgamation of transfer of the engagement of two or more societies registered under the Act; and***
>
> ***Whereas the strategic direction and overall benefit of the credit union members will benefit from economies of scale and reduce operating costs;***
>
> ***Whereas the Board of Directors of the Credit Union has assessed the overall operations and is of the opinion that to ensure continued visibility and strengthening of the Credit Union to achieve its mandate of providing members with improved services and access to more diverse range of products can be best achieved through a merger; and***
>
> ***Whereas a merged entity will provide greater visibility, access to new financial services, increase the banking services and a large capital base.***
>
> ***Be it resolved that the Special General Meeting empowers the Board of Directors to seek a suitable merger partner whose tenets and beliefs are aligned with that of IECCU and to engage in merger discussions for the long-term benefit of its members.***

There being no questions, the resolution was adopted on a motion moved by the Chairman, seconded by Maureen Stanley Sang.

Mrs. Sheryl Ramsay Brown took the meeting through the voting process. She indicated that 121 persons were present both online and in person and for the resolution to pass it needed a bare majority of 52 persons.

At the end of the voting process, 42 persons in the room and 22 persons online voted in favour of the resolution making a total of 64, with 3 against and 54 persons abstaining. She thereafter declared the resolution as carried.

ANY OTHER BUSINESS

- The General Manager, Mr. Bowen announced that the PEP Scholarship awardees for 2025 went to Maurisa Bent who earned a place at Immaculate Conception High School and Morgan Brown who earned a place at Campion College and invited them to come to the front to collect their prizes.
- Mr. Cosmo Walker asked if there was any flexibility in the Loans Committee based on what was currently taking place and gave an example where he tried to ascertain if he could get a $1 million loan to furnish a property for which the Credit Union had his title as he had taken out a loan against the property and had finished paying it off but did not collect his title. He was told that he needed a Valuation Report and a Surveyor's ID Report and other things that could cost approximately $300,000 which made no logical sense to him.

  The Chairman informed him that these were procedures that they had to adhere to and though they had his title, the purpose of having a Surveyor's ID Report was to determine whether there was a breach on the property after getting the initial loan which was standard across the board.

  Mr. Walker asked if there was any kind of practical behaviour that could be exercised by the Board in that this was a townhouse and if there was a breach it was something that could be fixed and to spend $300,000 to get a million dollar was absurd. He added that if they want to help the members, they have to work with them as it was not practical to spend $300,000 to get a million dollar loan though he understood what he was saying. The Chairman stated that he could apply for a line of credit which wouldn't need a Valuation or a Surveyor's ID Report.

  Mr. Bowen added that one of the issues that arose when the audit was done was the extent to which decisions were backed by policies and whether policies were current and in line with best practice or industry standard and it was felt that some decisions with respect to loans were taken without having adequate supporting documented policy and was one of the areas that came up as an infraction.

  He assured Mr. Walker that they would take the recommendation under advisement and informed him that they were working closely with the League in updating the loan policy to ensure that it gives them sufficient flexibility to help members with genuine needs and that it should be completed by the last quarter.

  Mr. Walker stated that there was something called credibility and history that one takes into consideration when dealing with individuals which every institution has as one of their policies.
- Mr. Bowen noted that they had two donations from CPJ to give away and one would be given as the Early Bird Prize which would be drawn among the 11 persons who qualified as only 11 persons were present up to the start of the meeting and the other would be drawn at a later stage from the online persons as also the prize from the League.

  The Early Bird Prize was won by Davaughn Facey.

The agenda having been exhausted, the Chairman thanked all for coming.

ADJOUNRMENT

The adjournment was taken at 8:48 p.m. on a motion moved by Cosmo Walker, seconded by Stephen Levy.

ANDRE MCFARLANE Chairman	MACHERIE HAMILTON CLARKE Secretary

Persons Present At SGM

MEMBER'S NAME	MEMBER'S NAME	MEMBER'S NAME

1. Bernita Locke
2. Brandon Barrett
3. Corinthia Griffiths
4. Cosmo Walker
5. Damia McDonald-Barrett
6. George Galbraith
7. Imogene Spence
8. Janelle Walker
9. Judy Miller-Smith
10. Lelith Ferron-Henry
11. Lorna Bansie-Campbell
12. Lovonne Facey
13. Makiesha Morgan
14. Marissa Bent
15. Mark Wallen
16. Marsha Smith-Bent
17. Maureen Stanley-Sang
18. Mikayla Williams
19. Morgann Brown
20. Nickesha Graham
21. Norma Clarke
22. Olive James
23. Richard Barrett
24. Robert Samuels
25. Ruth Maragh
26. Shaneika Fearon
27. Sharon Waugh
28. Sheryl Daley
29. Susan Campbell-Scarlett
30. Uletta Watson
31. Winston Delahaye
32. Yvonne Lewis
33. Zola Clarke

STAFF

34. Claudette Graham-Johnson
35. Cordella McGowan
36. Devar Rhoomes
37. Dionne Wint
38. Jacqueline Wilson
39. Kamisha Wint
40. Mark Bowen
41. Raymond McKenley
42. Renee Smith
43. Tricia Robinson

VOLUNTEERS

44. Aldane Milton
45. Andre McFarlane
46. Annmarie Carter-Jackson
47. Anphia Morgan
48. Barrington Lawrence
49. Charmaine Mighty-Campbell
50. Diana Facey
51. Dwight Moore
52. Lesa Robinson
53. Neuton Nelson
54. Stephen Levy

SPECIAL INVITEES

55. Joyce James
56. Marcia Aitcheson-Harrison
57. Sarnia Lewis- Raymond
58. Sheryl Ramsey-Brown
59. Thomas Wint
60. Vera Lindo

VIRTUAL ATTENDEES

61. Adolphus Hayles
62. Andrea Clarke
63. Annette Delisser
64. Andrea Taylor
65. Annie Francis
66. Adalia Nembhard
67. Annmarie Richards
68. Anthoney Lynch
69. Antoinette lewis
70. Audrey Wilson
71. Ava Payne
72. Avis Hamilton
73. Bret Bennett
74. Brianna Robinson
75. C. Smith
76. Carol Nathan
77. Cavel Pryce-Wint
78. Cherry Porter-Jackson
79. Chrisla Angelique
80. Christine Barker
81. Courtney Golding
82. Cumax Wealth Management Limited
83. Cynthia Blake-Brown
84. Damia Barrett
85. Damion White
86. Dana-Ashley Cousins
87. Danyell Johnson
88. Darren Young
89. Dave Lee
90. Dean Smith
91. Denise Ebanks Lee
92. Donald Cousins
93. Dwight & Akaya Brown
94. Everton Campbell
95. Esty Waugh
96. Eugenie Cousins
97. Felicia Roberts
98. Gabrielle Robinson
99. Gavin Walters
100. Ginelle Smith
101. Guest Guest
102. Hugh smith
103. IECCU - AV (Marvin & Chevonese Bartley)
104. Jacqueline Hinds
105. Jahmar Rose
106. Janice Grant Taffe
107. Janice Hunt-Stewart
108. Jovanie Bailey
109. Julia Stewart
110. Juliet Hill-Brown
111. Kamla Brown
112. Karen H-T
113. Karine Francis
114. Kay-Ann Russell-Temple
115. Kereene Sinclair
116. Kerrell Senior
117. Kimarny Wint
118. Krisan Codner
119. Larklin Christie
120. Latoria Grant
121. Latoya Jones
122. Latoya Rattray-Ellis
123. Leony Scott
124. Loris Chin Young
125. Makayda Williams
126. Mark Lindsay
127. Nadine Thompson
128. Napair McLeary
129. Natalie Reid
130. Necola Wilson
131. Nehemiah Perry
132. Novelet Moore
133. Nursita Barriffe
134. Nursita Gray Bariffe
135. Nyadian Dubidad-Huie
136. Odeon Campbell
137. Patricia Williams-Coore
138. Paulette Small
139. PAULINE GIVANS
140. Petrian Grant Willis
141. Phueona Reynolds
142. Racquel Francis
143. Racquel Pusey
144. Ralston Small
145. Ravae Mills
146. Richard RUST
147. Robert Samuels
148. Rohan Grant
149. Samara Smith
150. Sandra Hamilton
151. Sandra Stupart
152. Shameca Bedward
153. Sharon Spencer-Angus
154. Shavonn Griffiths
155. Shernette Clarke
156. Stacy Hamilton
157. Suzanne ireland
158. Tamele Wint
159. Taneisha Thomas
160. Trevor Riley
161. Woodrow smallwood

2025 HIGHLIGHTS

P.E.P. SCHOLARSHIP AWARDEE

The Insurance Employees Co-operative Credit Union Celebrates Academic Excellence.

The Insurance Employees Co-operative Credit Union (IECCU) proudly reaffirms its commitment to academic excellence by awarding scholarships and bursaries to the children of members who sat the 2025 Primary Exit Profile (PEP) examinations.

Each year, IECCU awards scholarships valued at J$150,000, which are disbursed in annual installments of J$30,000 over five years—to one boy and one girl entering high school. For 2025, however, the exceptional performance of the girls resulted in two outstanding young ladies being awarded this prestigious scholarship.

2025 Scholarship Recipients

Both presentations were made during the Credit Union's Special General Meeting, where the students' achievements were celebrated.

Morganne Brown, daughter of Nickeisha Graham, earned a place at **Campion College** and received her award from Ms. Diana Facey, Treasurer of the IECCU Board of Directors.

Marissa Bent, daughter of Marsha Smith-Bent, earned a place at **Immaculate Conception High School** and received her award from Mr. Aldane Milton, IECCU Board Member.

League Bursary Recipient

In addition to IECCU's awards, **Regina Smith**, daughter of Triola Harper-Smith, was granted a J$25,000 bursary from the **Jamaica Co-operative Credit Union League** to support her first year at **St. Andrew High School**. She is pictured with Father Kirk Smith and Ms. Kamisha Wint, Marketing Officer of IECCU.

Continuing Tradition of Support

IECCU encourages members to invest in their children's future by opening **Youth Savings Accounts**, which not only instill the value of saving but also provide opportunities to qualify for the Credit Union's five-year PEP Scholarship.

Through these initiatives, IECCU continues to demonstrate its dedication to empowering the next generation by supporting educational success.

Ministry of Industry Investment & Commerce

Jamaica's **Business** Ministry

76 DCFS ANNIVERSARY

DEPARTMENT OF CO-OPERATIVES & FRIENDLY SOCIETIES

CHARITIES AUTHORITY, JAMAICA

ANY REPLY OR SUBSEQUENT REFERENCE TO THIS COMMUNICATION SHOULD BE ADDRESSED TO THE REGISTRAR AND THE FOLLOWING REFERENCE QUOTED:

R467-825/05/2026 **May 18, 2026**

The Secretary
Insurance Employees Co-operative Credit Union Limited
27 Parkington Plaza
Kingston 10
Dear Sir/Madam:

I forward herewith the Financial Statements of your Society for the year ended December 31, 2025.

The Annual General Meeting (AGM) must be convened in accordance with ***Regulations 19 & 21*** of the Co-operative Societies Regulations, 1950 and ***Regulations 25A-25F*** of the Co-operative Societies (Amendment) Regulations, 2021. At least seven (7) days' notice shall be given before the meeting is held.

A copy of your report, which you intend to present to the Annual General Meeting on the year's working of the Society as set forth in ***Regulation 35(b)*** of the Co-operative Societies Regulations, should be forwarded to this office.

Kindly advise the Department of the date for the Annual General Meeting, so that arrangements can be made for representation.

Regards,

....

Lavern Gibson-Eccleston (Mrs.)
(For) REGISTRAR OF CO-OPERATIVE SOCIETIES AND FRIENDLY SOCIETIES

HEAD OFFICE
10A Chelsea Avenue
Kingston 5, Jamaica, W. I.
(658) 219-1060 | (876) 832-1671/ (876) 832-1908/ (876) 822-5284

MANDEVILLE, MANCHESTER
23 Caledonia Road
(*RADA Bldg.*)
(876) 615-9083

MONTEGO BAY, ST. JAMES
10 Delisser Drive
(The Office of the Prime Minister)
(876) 952-7913

info@dcfs.gov.jm www.dcfs.gov.jm

IECCU
THE INSURANCE EMPLOYEES
CO-OPERATIVE CREDIT UNION LIMITED

Financial Statements

For the year Ended
December 31, 2025

Independent Auditor's Report

To the Registrar of Co-operative Societies

Insurance Employees Co-operative Credit Union Limited

(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Insurance Employees Co-operative Credit Union Limited ("the Credit Union") set out on pages 6 to 38, which comprise the statement of financial position as at December 31,2025,and the statements of profit or loss , statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements including material accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Credit Union as at December 31, 2025 and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS), and the Co-operative Societies Act.

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 Financial Statements section of our report. We are independent of the Credit Union in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent Auditor's Report (cont'd)

To the Registrar of Co-operative Societies

Insurance Employees Co-operative Credit Union Limited

(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements (cont'd)

Key Audit Matters (cont'd)

Key Audit Matters	How the matters were addressed during the audit
The Credit Union recognised an increase in expected credit loss during the year of $35,076,436, resulting in a closing allowance of $41,307,937 and a materially higher deficit when compared to the previous the year. The measurement of expected credit loss involves significant management judgement, which includes the assessment of significant increases in credit risk, the determination of default, the incorporation of forward-looking information, and reliance on a management expert to develop the expected credit loss model. As a result, expected credit loss required significant auditor attention and was considered a key audit matter.	We: • Evaluate the competence, capabilities and objectivity of expert engaged by management to assist with the expected credit loss calculation. • Test the completeness and accuracy of loan data used in the model, including loan balances, arrears status and key attributes used for staging. • Assess the appropriateness of management's criteria for staging loans, which includes indicators of significant increase in credit risk and definitions of default, and evaluate consistency with arrears reports and historical loss experience. • Evaluate the reasonableness of key assumptions and methodologies used in the expected credit loss model, including the treatment of forward-looking information. • Compare the IFRS 9 expected credit loss allowance with regulatory provisioning requirements for governance purposes and evaluate the related disclosures. • Verify the mathematical accuracy of the allowance movement and agreeing the closing allowance to the general ledger and the disclosures in Note 7 of the financial statements.

Independent Auditor's Report (cont'd)

To the Registrar of Co-operative Societies

Insurance Employees Co-operative Credit Union Limited

(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements (cont'd)

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditor's report. The annual report is expected to be made available to us after the date of this auditor's report. Our opinion on the 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 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 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 the Board of Directors

Responsibilities of Management and the Board of Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards (IFRS) and the Co-operative Societies Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Credit Union's ability to continue as a going concern and disclosing, as applicable, matters related to going concern.

The Board of Directors is responsible for overseeing the Credit Union's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the 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 International Standards on Auditing (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 financial statements.

A further description of our responsibilities for the audit of the financial statements is included in the appendix of this auditor's report. This description, which is located on page 5, forms part of our auditor's report.

Report on Legal and Regulatory Requirements

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 maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by Co-operative Societies Act, in the manner required.

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

BOGLE & COMPANY
Chartered Accountants
April 22,2026

Appendix to the Independent Auditor's report

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

- Identify and assess the risks of material misstatement of the 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 Credit Union'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 Credit Union'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 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 Credit Union to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.

We communicate with the Board of Directors 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 the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Financials

Insurance Employees Co-operative Credit Union Limited
Statement of Financial Position
As At December 31, 2025

Assets	Notes	2025 $	2024 $
Non-current assets			
Earning:			
Financial investments	6	366,408,704	356,211,726
Loans originated	7	1,652,565,558	1,614,187,635
		2,018,974,262	1,970,399,361
Non-earning:			
Property, plant & equipment	8	49,288,874	50,548,690
Intangible assets	9	3,738,550	-
		53,027,424	50,548,690
Current assets			
Earning:			
Financial investments	6	23,636,943	51,833,952
Loans originated	7	23,560,533	67,267,946
Cash & cash equivalents	10	88,439,893	87,314,857
		135,637,369	206,416,755
Non-earning:			
Other assets	11	7,217,812	9,391,793
Cash & cash equivalents	12	67,845,482	47,404,951
		75,063,294	56,796,744
Total assets		2,282,702,349	2,284,161,550

Financials

Insurance Employees Co-operative Credit Union Limited

Statement of Financial Position

As At December 31, 2025

Equity and liabilities	Notes	2025	2024
		$	$
Equity:			
Members' permanent shares	13	28,253,505	28,373,906
Institutional capital	14	265,848,960	265,845,992
Non-institutional capital	15	42,505,205	175,878,637
Accumulated deficit	16	(42,863,786)	(77,477,053)
		293,743,884	392,621,482
Non-current liabilities			
Interest-bearing liabilities:			
Members' voluntary shares	17	114,741,053	69,364,912
External loans	18	20,119,710	-
		134,860,763	69,364,912
Current liabilities			
Interest-bearing liabilities:			
Members' voluntary shares	17	847,323,826	856,136,028
External loans	18	82,207,337	73,377,073
Members' deposits	19	879,678,026	837,329,754
		1,809,209,189	1,766,842,855
Non-interest-bearing liabilities:			
Deferred income	20	9,116,485	7,390,791
Payables & accruals	21	35,772,028	47,941,510
		44,888,513	55,332,301
Total equity and liabilities		2,282,702,349	2,284,161,550

The financial statements were approved for issue by the Board of Directors on April 22, 2026 and signed on its behalf by:

....

Andre McFarlane (Mr.) — President

Macherie Hamilton-Clarke (Ms.) — Secretary

Insurance Employees Co-operative Credit Union Limited
Statement of Profit or Loss
As At December 31, 2025

	Notes	2025 $	2024 $
Interest income			
Interest on members' loans		173,267,887	151,826,596
Interest on investments		26,278,802	33,200,973
		199,546,689	185,027,569
Interest expense on deposits		(16,125,014)	(14,965,868)
Interest expense on shares		(4,809,930)	(4,627,505)
Net interest income		178,611,745	165,434,196
(Increase)/Decrease in expected credit loss	7	(35,076,436)	1,608,370
Interest income after allowance for loan loss		143,535,309	167,042,566
Non-interest Income			
Fees		15,158,371	11,693,237
Rental income		2,889,320	2,987,531
		18,047,691	14,680,768
Gross profit		161,583,000	181,723,334
Staff cost	22	(124,565,160)	(119,577,236)
Administrative expenses	23	(52,431,966)	(52,691,419)
Promotion expenses	24	(5,180,262)	(4,967,296)
Representation & affiliation expenses	25	(11,803,901)	(11,912,126)
Finance cost	26	(6,599,130)	(6,324,325)
		(200,580,419)	(195,472,402)
Deficit for the year		(38,997,419)	(13,749,068)

Insurance Employees Co-operative Credit Union Limited

Statement of Changes in Equity

As At December 31, 2025

	Permanent shares	Institutional capital	Non-Institutional capital	Accumulated deficit	Total
	$	$	$	$	$
December 31, 2023-Restated	27,016,009	265,842,570	162,610,848	(46,254,178)	409,215,249
Deficit for the year				(13,749,068)	(13,749,068)
Prior year adjustments -accrued expenses			17,473,807	(17,473,807)	-
Loan loss reserve			23,969		23,969
Share transfer fund	115,672				115,672
Shares subscription	1,242,225				1,242,225
Entrance fees		3,422			3,422
Decrease in value of equity instruments			(4,229,987)		(4,229,987)
December 31, 2024	28,373,906	265,845,992	175,878,637.00	(77,477,053)	392,621,482
Deficit for the year				(38,997,419)	(38,997,419)
Loan loss reserve			(67,758,867)		(67,758,867)
Share transfer fund	(120,401)		786,851		666,450
General reserves			(73,610,686)	73,610,686	-
Entrance fees		2,968			2,968
Increase in value of equity instruments			7,209,270		7,209,270
December 31, 2025	28,253,505	265,848,960	42,505,205	(42,863,786)	293,743,884

Insurance Employees Co-operative Credit Union Limited
Statement of Cash Flow
As At December 31, 2025

	2025	2024
	$	$
Cash flows from operating activities		
Deficit for the year	(38,997,419)	(13,749,068)
Adjustment to reconcile profit for the year to net cash from operating activities		
Deferred income	1,725,694	2,790,915
Depreciation	2,514,766	1,016,271
Amortization	632,065	-
loan loss reserve	(67,758,867)	-
Depreciation retired	(1,729,683)	-
Increase /(Decrease)in the value of equity instruments	7,209,270	(4,229,987)
Decrease in other assets	2,173,981	4,331,420
(Decrease)/ Increase in payables & accruals	(12,169,482)	(6,701,780)
Cash used in operating activities	(106,399,675)	(16,542,229)
Cash flows from investing activities		
Financial investments	18,000,031	109,704,997
Loans originated	5,329,490	(188,720,434)
Disposal	1,770,849	
	(4,370,615)	
Acquisition of property, plant and equipment	(1,296,116)	(5,824,978)
Cash provided by/(used) in investing activities	19,433,639	(84,840,415)
Cash flows from financing activities		
Members' voluntary shares	36,563,939	32,632,823
Members' deposits	42,348,272	50,753,915
External loans	28,949,974	(1,833)
Loan transfer fund	786,851	-
Permanent shares	(120,401)	1,357,897
Entrance fees	2,968	3,422
Cash provided by financing activities	108,531,603	84,746,224
(Decrease)/increase in cash & cash equivalents	21,565,567	(16,636,420)
Cash & cash equivalents at the beginning of the year	134,719,808	151,356,228
Cash & cash equivalents at the end of the year	156,285,375	134,719,808
Represented by:		
Cash in hand	404,154	426,373
Cash at bank	108,887,357	85,863,879
Short term investments	46,993,864	48,429,556
	156,285,375	134,719,808

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

1. Identification & Activities

The Insurance Employees Co-operative Credit Union Limited is a Co-operative Society registered under the Co-operative Societies Act. Membership is restricted to present and past employees of Life, Health and General Insurance Companies, Building Societies along with their extended families. The Credit Union's operations are concentrated in the parishes of St. Andrew and St. James. The registered office and principal place of business is located at 27 Parkington Plaza, Kingston 10.

The objectives of the credit union are to promote thrift among its members and to create hereby a source of credit for its members at competitive rates of interest for provident and productive purposes.

To receive the savings of its members

To invest in any security in which trustees are for the time being by Law authorized to invest.

To borrow money as provided by the rules of the Credit Union subject to the provisions of the Law and Regulations.

To draw, make, accept, endorse, discount, execute and issue Promissory Notes, Bills of lading, Bills of Exchange, Bills of Sale, Warrants and other negotiable or transferrable instruments.

The bond has been extended to include:

1. Holders of Insurance Policies
2. Members/Customers of Financial Institutions

2. Basis of preparation

a. Statement of compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and their interpretations adopted by the International Accounting Standards Board (IASB).

Certain new and amended standards came into effect during the current financial year.
The Credit Union has assessed these new and amended standards and conclude that the following is relevant to its operations.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

Basis of preparation(cont'd)

a. Statement of compliance(cont'd)

<u>New, and amended standards and interpretations that became effective during the year.</u>

Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates: Lack of exchangeability. Effective for annual reporting periods beginning on or after 1 January 2025. (Earlier application is permitted)

Under IAS 21 The Effects of Changes in Foreign Exchange Rates, an entity uses a spot exchange rate when translating a foreign currency transaction. In some jurisdictions, no spot rate is available because a currency cannot be exchanged into another currency. IAS 21 was amended to clarify: • when a currency is exchangeable into another currency; and • how an entity estimates a spot rate when a currency lacks exchangeability.
This amendment did not have any material impact on the financial statements.

<u>New, revised and amended standards and interpretations that have been issued and not yet effective.</u>

Amendments to IFRS 9 and IFRS 7 Amendments to the Classification and Measurement of Financial Instruments .Effective for annual reporting periods beginning on or after 1 January 2026. (Earlier application is permitted)

Settlement of liabilities through electronic payment systems: There has been diversity in practice over the timing of the recognition and derecognition of financial assets and financial liabilities, particularly when they have been settled using electronic payment system. The amendments to IFRS 9 clarify when a financial asset or a financial liability is recognised and derecognised. Under the amendments, an entity generally derecognises its financial liability on the settlement date. Normally this is the date, on which payment is completed. The amendments also provide an exception, which allows the company to derecognise its financial liability before the settlement date, i.e. on the date when payment is initiated and cannot be cancelled. The exception is available when the entity uses an electronic payment system that meets all of the following criteria: • no practical ability to withdraw, stop or cancel the payment instruction; • no practical ability to access the cash to be used for settlement as a result of the payment instruction; and • the settlement risk associated with the electronic payment system is insignificant. Entities can choose to apply the exception to electronic payments on a system-by-system basis.

Classification of financial assets with contingent features Under IFRS 9. It was unclear whether the contractual cash flows of some financial assets with contingent features represented SPPI, which is a condition for measurement at amortised cost. This could have resulted in such assets being measured at fair value through profit or loss.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

2. Basis of preparation (cont'd)

a. Statement of compliance(cont'd)

New and amended standards and interpretations that have been issued but not yet effective.(cont'd)

Amendments to IFRS 9 and IFRS 7 Amendments to the Classification and Measurement of Financial Instruments Effective for annual reporting periods beginning on or after 1 January 2026. (Earlier application is permitted.) (cont'd)

Classification of financial assets with contingent features Under IFRS 9 (cont'd)

The amendments introduce an additional SPPI test for financial assets with contingent features that are not related directly to a change in basic lending risks or costs – e.g. where the cash flows change depending on whether the borrower meets an ESG (Environment, Social and Governance) target specified in the loan contract. Under the amendments, certain financial assets including those with ESG-linked features could now meet the SPPI criterion, provided that their cash flows are not significantly different from the cash flows of an identical financial asset without such a feature. The amendments also include additional disclosures for all financial assets and financial liabilities that have certain contingent features.

Amendments to IFRS 9 and IFRS 7 Amendments to the Classification and Measurement of Financial Instruments (Effective for annual reporting periods beginning on or after 1 January 2026. Earlier application is permitted.)

Contractually linked instruments (CLIs) and non-recourse features.The amendments clarify the key characteristics of CLIs and how they differ from financial assets with non-recourse features. The amendments also include factors that an entity needs to consider when assessing the cash flows underlying a financial asset with non-recourse features (the 'look through' test).

Disclosures on investments in equity instruments The amendments require additional disclosures for investments in equity instruments that are measured at fair value through other comprehensive income (FVOCI).

IFRS 18 Presentation and Disclosure in Financial Statements (Effective for annual reporting periods beginning on or after 1 January 2027. Earlier application is permitted.) IFRS 18 replaces IAS 1 Presentation of Financial Statements.

The major changes in the requirements are summarised below:.

A more structured statement of profit or loss :

FRS 18 introduces newly defined 'operating profit' and 'profit or loss before financing and income tax' subtotals and a requirement for all income and expenses to be allocated between three new distinct categories based on the entity's main business activities: operating, investing and financing.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

2. Basis of preparation (cont'd)

a. Statement of compliance (cont'd)

New and amended standards and interpretations that have been issued but not yet effective.(cont'd)

A more structured statement of profit or loss,(cont'd)

Under IFRS 18, entities are no longer permitted to disclose operating expenses only in the notes. An entity is required to present operating expenses in a way that provides the 'most useful structured summary' of its expenses by either: • nature; • function; or • using a mixed presentation. If any operating expenses are presented by function, then new disclosures apply.

IFRS 18 also requires some 'non-GAAP' measures to be reported in the financial statements. It introduces a narrow definition for Management-defined Performance Measures ("MPMs"), requiring them to be: • a subtotal of income and expenses; • used in public communications outside the financial statements; and • reflective of management's view of financial performance. For each MPM presented, entities need to explain in a single note to the financial statements why the measure provides useful information, how it is calculated and reconcile it to an amount determined under IFRS Accounting Standards.

Greater disaggregation of information: To provide investors with better insight into financial performance, the new standard includes enhanced guidance on how entities group information in the financial statements. This includes guidance on whether information is included in the primary financial statements or is further disaggregated in the notes. Entities are discouraged from labelling items as 'other' and are required to disclose more information if they continue to do so.

Other changes applicable to the primary financial statement: IFRS 18 sets operating profit as a starting point for the indirect method of presenting cash flows from operating activities and eliminates the option for classifying interest and dividend cash flows as operating activities in the cash flow statement (this differs for entities with specified main business activities). It also requires goodwill to be presented as a separate line item on the face of the balance sheet.

Transition: In its annual financial statements prepared for the period in which the new standard is first applied, an entity shall disclose, for the comparative period immediately preceding that period, a reconciliation for each line item in the statement of profit or loss between: • the restated amounts presented applying IFRS 18; and the amounts previously presented applying IAS 1.

These amendment are not expected to have any material impact on the financial statements of the Credit Union.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

2. Basis of preparation (cont'd)

b. Reporting currency

The amounts stated in the financial statements are in Jamaican Dollars which is the functional currency of the primary economic environment in which the Credit Union operates. All amounts are rounded to the nearest dollar.

c. Basis of measurement

The financial statements have been prepared on the historical cost basis except for certain financial instruments that are measured at fair value.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique.

d. Basis of measurement

In addition, for financial reporting purposes, fair value measurements are categorised into level 1,2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows: Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Credit Union can access at the measurement date. Level 2 inputs are inputs, other than quoted prices included within level 1, that are observable for the asset or liability, either directly or indirectly; and level 3 inputs are unobservable inputs for the asset or liability.

e. Use of estimates and judgements

The preparation of the financial statements to conform with International Financial Reporting Standards **(IFRS**) requires management to make estimates and assumptions that affect the reported amounts of, and disclosures relating to assets and liabilities at the end of the reporting period, and the income and expenses for the year ended. Actual amounts could differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to the accounting estimates are recognized in the period in which the estimate is revised, and future period if the revision affects both current and future periods

Judgements made by management in the application of International Reporting Financial Standards (**IFRS)** that have material effect on the financial statements and estimates with a significant risks of material adjustments are discussed below

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

2. Basis of preparation (cont'd)

e. Use of estimates and judgements(cont'd)

I. Useful Lives of Property, plant and equipment

The useful life of property, plant and equipment are reviewed at the end of the reporting period, and, if any expectations differ from previous estimates, the charge is accounted for as a change in accounting estimates.

II. Going concern

The preparation of the financial statements in accordance with International Financial Reporting Standards **(IFRS**) assumes that the Credit Union will continue in operational existence for the foreseeable future. This means that the statement of profit or loss and other comprehensive income and the statement of financial position assume no intention or necessity to liquidate the Credit Union or curtail the scale of operation.

3. Material Accounting Policies

a. Property, Plant and Equipment

The cost of an item of property, plant and equipment is recognised as an asset if, and only if: It is probable that future economic benefits associated with the item will flow to the Credit Union; and the cost of the item can be measured reliably

An item of property, plant and equipment that qualifies for recognition as an asset is measured at its cost less accumulated depreciation.

The depreciable amount of an asset is allocated on a systematic basis over its useful life. Depreciation is calculated using the straight-line method. The annual rates of depreciation are as follows:

Building 2.5 %
Furniture, fixture and fittings 10%
Office equipment 10%
Computer 20 %

b. Intangible assets

Intangible assets represent computer software. This is presented as cost less accumulated amortization cost. The estimated useful life of computer software is 5 years and is amortized at the rate of 20 % per annum on a straight-line basis.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

3. Material Accounting Policies(cont'd)

c. Employee benefits

The cost of providing employee benefits is recognised in the period in which the benefit is earned by the employee, rather than when it is paid, and each category of employee benefits are measured, providing detailed guidance in particular about post-employment benefits.

Post-employment benefit plans are informal or formal arrangements where an entity provides post-employment benefits to one or more employees, e.g. retirement benefits (pensions or lump sum payments), life insurance and medical care.

The accounting treatment for a post-employment benefit plan depends on the economic substance of the plan and results in the plan being classified as either a defined contribution plan or a defined benefit plan.

The Credit Union contributes to a defined contribution plan. Contribution by the Credit Union to this plan is an expense to the Credit Union and the Credit Union bears no further risk nor obligation.

d. Financial Instruments: Classification; Recognition; Derecognition and Measurement

A financial instrument is an instrument that gives rise to a financial asset in one entity and a financial liability or equity instrument of another entity.

Classification

Financial assets comprise financial investments, loans originated, cash and cash equivalents. and other assets. Financial liabilities comprise members' voluntary shares, external loans, members deposits and payables. Equity consist of permanent shares and other reserves.

Recognition & Initial Measurement

The Credit Union recognises a financial instrument when it becomes a party to the contractual terms of the instrument. The Credit Union initially recognises loans originated and other assets on the date they are generated. At initial recognition the Credit Union measures a financial asset or liability at its fair value. Transaction cost of assets or liabilities carried at fair value through profit or loss are expensed.

Classification and subsequent re-measurement

The Credit Union has classified its financial instruments in the following measurement categories: amortised cost and fair value through profit or lost and fair value through other comprehensive income.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

3. Material Accounting Policies(cont'd)

d. Financial Instruments: Classification; Recognition; Derecognition and Measurement(cont'd)

Financial investments

Financial investments consist of equity and debt instruments which are not expected to be realized within three months. These are measured at fair value through the profit or loss , amortized cost or fair value through other comprehensive income.

Loans originated

Loans provided by the Credit Union to its members are classified as loans originated. The objectives of the loan portfolio is to hold and collect contractual cash flows; the performance targets of the portfolio are determined by the compliance rate in terms of interest and principal payments and the key performance index for each portfolio is the delinquency ratio. Loans originated are measured at amortized cost less provision for expected credit loss.

Cash & cash equivalents

Cash & cash equivalents are assets that can readily be converted into cash or is similar to cash itself because these asset can be sold with little impact on their value. These instruments are measured at amortized cost.

Other assets

Other assets are sundry receivables and prepayments. These are recognized at fair value and measured at amortized cost.

Members' voluntary shares

The voluntary shares are classified as interest bearing liabilities. Interest is calculated and paid annually based on the weighted average balance on the members accounts during the year. The rate of interest is determined by the Board of Directors. Voluntary shares are initially recognized at fair value and subsequently measured at amortized cost.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

3. Material Accounting Policies(cont'd)

d. Financial Instruments: Classification; Recognition; Derecognition and Measurement(cont'd)

Members' deposits

These are savings accounts held by the members of the Credit Union. These amounts are payable on demand. Interest on these accounts is calculated and paid annually. The rates of interest paid are determined by the Board of Directors. Members' deposits are classified as financial liabilities and are measured at amortized cost.

Permanent shares

This represents equity in the Credit Union which cannot be withdrawn but may be transferred to another member or repurchased by the Credit Union. These shares are classified as equity and are measured at their nominal value.

Payables & accruals

These are short term liabilities which are recognized at fair value and measured at amortized cost

e. Institutional capital

Institutional Capital includes the Statutory Reserve Fund as well as various other reserves established from time to time as is deemed necessary by the Board of Directors to support the operation of the Credit Union and thereby protect the interest of the members. These reserves are not available for distribution. The stronger the overall capital position, the easier it is for the Credit Union to deal with future uncertainties such as asset loss and adverse economic cycles.

f. Non-institutional capital

Non institutional capital are amounts approved by the members at their annual general meetings and set aside to facilitate outreach and development activities of the Credit Union.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

3. Material Accounting Policies(cont'd)

g. Revenue recognition

Interest on loans

Interest on loans is recognized when interest is calculated on the outstanding balance at the beginning of each month, using the reducing balance method. When a loan is classified as impaired, recognition of interest in accordance with the original terms and conditions of the loan ceases and interest is taken into account on the cash basis.

Interest on investments

Interest income from investments is recognized on the accrual basis.

Rental income

Rental income is earned from part of the building located at 27 Parkington Plaza is recognized on the accrual basis.

Commission and Fees

Fees and commission income are recognized at fair value and subsequently measured at amortized cost.

h. Interest expense

Interest expense is recognized in the statement of profit or loss for interest bearing liabilities on the accrual basis using the weighted average method.

i. Operating expenses

Operating expenses are recognized in profit or loss upon utilization of the service or as incurred.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

3. Material Accounting Policies(cont'd)

j. Allowance for loan Impairment

The Credit Union recognizes loss allowances for expected credit loss on financial assets that are debt instruments and that are not measured at fair value through other comprehensive income.

An allowance for loan impairment is established based on lifetime expected credit loss (ECL) which is the ECL that results from all possible default events over the expected life of the loan. Loans for which a lifetime ECL is recognized but which are not credit impaired are referred to as 'stage 1'. If significant increase in credit risk since initial recognition is identified, the loan moves to 'stage 2', but is not yet credit impaired. If the loan is credit impaired it moves to 'stage 3'.

The loan loss provision is derived based on a model which takes account of, among other factors, the carrying amount and the recoverable amount, being the present value of expected cash flows, including amounts recoverable from guarantees and collateral, discounted at the original effective rate of interest of the loan and the probability of default.

Provision is calculated as follows:

Stage 1: 12 months loan repayments for loans 30 days past due
Stage 2: Principal & interest for loans 31-90 days past due
Stage 3: Principal only for loans over 90 days past due.

Regulatory provision

In both current and prior year regulatory provisions are established for loans originated as a result of a review of the carrying value of loans in arrears and are derived based on the requirements stipulated by the Jamaica Co-operative Credit Union League Limited (JCCUL) provisioning policy of making full provision for loans in arrears over twelve months. General provisions ranging from 10 % to 60% are established in respect of loans in arrears for two to twelve months. If the regulatory provision exceeds International Financial Reporting Standards the difference is transferred to the loan loss reserve as an appropriation of undistributed surplus

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

3. Material Accounting Policies(cont'd)

k. Write-off

Loans are written of (either partially or in full) when there is no reasonable expectation of recovering it in its entirety or a portion thereof. This is generally the case when the Credit Union determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amount subject to write-off. This assessment is carried out at the individual asset level.

Recoveries of amounts written off could still be subject to enforcement activities in order to comply with the Credit Union's procedures for recovery of amounts due.

4. Financial risk management

The Credit Union activities are related to the use of financial instruments which involves analysis, evaluation and management of risks. The Board of Director is responsible for the establishment of the risk management framework.

The Credit Union has exposure to the following risks from its use of financial instruments.

- Credit risk
- Liquidity risk
- Market risk

a. Credit risk

Credit risk is the risk of financial loss to the Credit Union if a member or counterparty to a financial instrument fails to meet its contractual obligations and arises primarily from the Credit Union's loans to members and debt instruments with other institutions.

Loans to members

The management of credit risk in respect of loans to members and guarantees is delegated to the Credit Committee. The Committee is responsible for oversight of the Credit Union's credit risk, including formulating credit policies, establishing the authorisation structure for the approval of credit facilities, reviewing and assessing credit risk, limiting concentration of exposure to counterparties and developing and maintaining the Credit Union's risk grading. There is a documented credit policy in place which guides the Credit Union's credit review process.

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

4. Financial risk management

a. Credit risk(cont'd)

Exposure to credit risk

The carrying amount of financial assets represents the maximum exposure to credit risk (before recognition of collateral held)at the end of the reporting period was:

	2025	2024
	$	$
Loans originated	1,676,126,091	1,681,455,581
Cash & cash equivalents-earning	88,439,893	87,314,857
Financial investments	390,045,647	408,045,678
Other assets	7,217,812	9,391,793
Cash & cash equivalents-non-earning	67,845,482	47,404,951
	2,229,674,925	2,233,612,860

b. Liquidity risk

Liquidity risk is the risk that the Credit Union will encounter difficulty in meeting obligations for its financial liabilities. The Credit Union's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient funds to meet its obligations when due under both normal or stressed conditions. Prudent liquidity risk management which the Credit Union uses includes maintaining sufficient cash and marketable securities, monitoring future cash flows and liquidity on a daily basis.

The Credit Union is subject to a liquidity limit imposed by the Credit Union League and compliance is regularly monitored. The key measure used by the Credit Union for managing liquidity risk is the ratio of liquid assets to total savings deposit. For this purpose, liquid assets include; loans which are expected to be repaid within the year, cash bank balances, deposits held with JCCUL and highly liquid investments which are readily converted into cash within three months. The liquid asset ratio at the end of reporting period was as follows:

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

4. Financial risk management(cont'd)

b. Liquidity risk

	2025	2024
	$	$
Cash resources:		
Other assets	7,217,812	9,391,793
Loans originated	3,446,599	33,816,069
Cash & cash equivalents-earning	88,439,893	87,314,857
Cash & cash equivalents-non-earning	67,845,482	47,404,951
	166,949,786	177,927,670
Saving deposits and other liabilities:		
Members' voluntary shares	720,225,252	738,257,741
Member' deposits	593,759,466	837,329,754
External credit	4,887,662	1,833
Payables & accruals	35,772,028	47,941,510
	1,354,644,408	1,623,530,838
Ratio	12%	11%

The following tables presents the undiscounted contractual maturities of financial liabilities, on the basis of their earliest possible contractual maturity.

	2025			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
	$	$	$	$
Members' voluntary shares	738,257,741	117,878,287	69,364,912	925,500,940
Members' deposits	593,759,466	285,918,560	-	879,678,026
External loans	4,887,662	77,319,675	20,119,710	102,327,047
Payables and accruals	35,772,028	-	-	35,772,028
	1,372,676,897	481,116,522	89,484,622	1,943,278,041

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

4. Financial risk management(cont'd)

b. Liquidity risk(cont'd)

	2024			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
	$	$	$	$
Members' voluntary shares	738,257,741	117,878,287	69,364,912	925,500,940
Members' deposits	828,201,921	-	-	828,201,921
External loans	1,833	73,375,240	-	73,377,073
Payables and accruals	47,941,510	-	-	47,941,510
	1,614,403,005	191,253,527	69,364,912	1,875,021,444

c. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. These arise mainly from changes in interest rate and equity prices and will affect the Credit Union's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk. Market risk exposures are measured using sensitivity analysis.

There has been no material change to the Credit Union's exposure to market risks or the manner in which it manages and measures the risk.

Currency risk

Currency risk is the risk that the market value of, or the cash flows from, financial instruments will vary because of exchange rate fluctuations. The Credit Union is exposed to currency risks in respect to savings account held in United States Dollars

Interest rate risk

Interest rate risk is the risk of loss from fluctuations in the future cash flows or fair values of financial instrument because of a change in market interest rates. It arises when there is a mismatch between interest-earning assets and interest-bearing liabilities which are subject to interest rate adjustments within a specified period. It can be reflected as a loss of future net interest income and/or a loss of current market values. Interest rate risk is managed by holding primarily fixed rate financial instruments. The Credit Union exposure to interest rate risk at the end of reporting period was as follows:

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

4. Financial risk management(cont'd)

c. Market risk (cont'd)

Interest rate risk (cont'd)

	2025			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
Assets	$	$	$	$
Loans originated	8,173,997	20,787,346	1,677,844,430	1,706,805,773
Cash & cash equivalents-earning	88,439,893	-	-	88,439,893
Financial investments	-	23,636,943	366,408,704	390,045,647
	96,613,890	44,424,289	2,044,253,134	2,185,291,313
Liabilities				
Members' deposits	593,759,466	285,918,560	-	879,678,026
Members' voluntary shares	720,225,252	127,098,574	114,741,053	962,064,879
External loans	4,887,662.00	77,319,675	20,119,710	102,327,047
	1,318,872,380	490,336,809	134,860,763	1,944,069,952
Total interest rate gap	(1,222,258,490)	(445,912,520)	1,909,392,371	241,221,361
Cumulative gap	(1,222,258,490)	(1,668,171,010)	241,221,361	-

	2024			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
Assets	$	$	$	$
Loans originated	36,760,819	36,738,628	1,607,784,591	1,681,284,038
Cash & cash equivalents-earning	1,833	73,375,240	-	73,377,073
Financial investments	-	51,833,952	356,211,726	408,045,678
	36,762,652	161,947,820	1,963,996,317	2,162,706,789
Liabilities				
Members' deposits	837,329,754	-	-	837,329,754
Members' voluntary shares	738,257,741	117,878,287	69,364,912	925,500,940
External credit	-	73,377,073	-	73,377,073
	1,575,587,495	191,255,360	69,364,912	1,836,207,767
Total interest rate gap	(1,538,824,843)	(29,307,540)	1,894,631,405	326,499,022
Cumulative gap	(1,538,824,843)	(1,568,132,383)	326,499,022	-

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

5. Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Credit Union's processes, personnel, technology and infrastructure and from external factors other than financial risks such as arising from legal and regulatory requirements and generally accepted standards of corporate behaviour. The primary responsibility for the development and implementation of control to identity operational risk is assigned to the Board of Directors. This responsibility is supported by overall co-operative standards for the management of operational risk in following areas:

Requirements for periodic assessment of operational risk faced, and the adequacy of controls and procedure to address the risks identified.

Requirements for the appropriate segregation of duties, including the independent authorisation of transactions;

Compliance with regulatory and other legal requirements;

Documentation of controls and procedures;

Requirements for the reporting of operational losses and proposed remedial action;

Development of contingency plans;

Ethical and business standards;

Risk, mitigation, including insurance where this is effective;

Compliance with the Credit Union's policies is supported by a programme of periodic reviews;

Capital management

The Credit Union's objective when managing capital is to safeguard the Credit Union's ability to continue as a going concern. The Credit Union defines its capital as permanent shares, institutional capital and special reserve. Its dividend pay-out takes into account the maintenance of an adequate capital base. The Credit Union is required by the Jamaica Co-operative League Limited to maintain its capital ratio at a minimum of 10 % of total assets. At the end of the reporting period, the ratio was 13% (2024:-13%) which is in compliance with the requirements.

Insurance

The Credit Union has in place the following insurance coverage which are deemed adequate:

- Fidelity bond
- Life savings & loan protection
- General all risks

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

5. Operational risk

Related party balances

At December 31, 2025, members of the Credit Union's Board of Directors, Committee members and staff had savings and loans as stated below:

	2025	2024
	$	$
Savings	24,168,741	16,464,655
Loans (inclusive of interest)	57,676,950	26,937,075

During the year, no director nor committee member received any loan which necessitated a waiver of the loan policy.

Collaterals

The Credit Union holds collateral against loans to members in the form of mortgage interest over property, lien over motor vehicles, other registered securities over assets, hypothecation of shares held in the Credit Union and guarantees. Estimates of fair values are based on value of collateral assessed at the time of borrowing and are generally not updated except when a loan is individually assessed as impaired.

Staff Complement

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	2025	2024
Number of persons employed		
Full time	22	23
	22	23

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

5. Operational risk

Comparison of general ledger and members' ledger balances

2025

	Permanent Shares	Voluntary Shares	Deposits	Loans
		$	$	$
Balance as per general ledger	28,253,505	925,500,940	874,868,096	1,681,284,038
Balance as per members' ledger	28,373,906	925,500,940	875,888,096	1,681,284,038
Differences	(120,401)	-	-	-

2024

	Permanent Shares	Voluntary Shares	Deposits	Loans
		$	$	$
Balance as per general ledger	28,373,906	925,500,940	828,201,921	1,681,284,038
Balance as per members' ledger	28,373,906	925,500,940	828,201,935	1,681,284,038
Differences	-	-	(14)	-

6. Financial investments

	2025	2024
Non-current	$	$
Equity Instruments-Unquoted-FVTPL	22,069,351	6,104,088
Debt Instruments-FVTOCI	14,467,030	97,621,366
Debt Instruments-FVTPL	299,872,323	212,486,272
Debt Instruments-Amortized cost	30,000,000	40,000,000
	366,408,704	356,211,726
Current		
Debt Instruments-Amortized cost	20,000,000	34,824,836
Debt Instruments-FVTPL	-	15,000,000
Interest receivable	3,636,943	2,009,116
	23,636,943	51,833,952

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

7. Loans originated

	2025			
	Within 3 months	3 to 12 months	Over 12 months	Carrying Value
Principal	8,173,997	20,787,346	1,677,844,430	1,706,805,773
Interest Receivable	-	-	10,628,255	10,628,255
Less expected credit loss	(4,727,398)	(673,412)	(35,907,127)	(41,307,937)
Carrying value	3,446,599	20,113,934	1,652,565,558	1,676,126,091

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	2024			
	Within 3 months	3 to 12 months	Over 12 months	Carrying Value
	$	$	$	$
Principal	36,760,819	36,738,628	1,607,784,591	1,681,284,038
Interest receivable	-	-	6,403,044	6,403,044
Less expected credit loss	(2,944,750)	(3,286,751)	-	(6,231,501)
Carrying value	33,816,069	33,451,877	1,614,187,635	1,681,455,581

Movement in loan loss provision

	2025	2024
	$	$
Allowance for loan loss at the beginning of year	6,231,501	7,839,871
(Decrease) /Increase in provision based on ECL calculations	35,076,436	(1,608,370)
	41,307,937	6,231,501

Provision for loan loss

The credit union provides for loan loss using the expected credit loss model. At the end of reporting period the provision for loan loss was as follows:

2025

Stages	**Aging**	**Number of Loans**	**Expected Credit Loss**
			$
Stage 1	1-30 days	1484	6,319,893
Stage 2	31-89 days	48	1,235,594
Stage 3	Over 90 days	108	33,752,450
Total		1640	41,307,937

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

7. Loans originated(cont'd)
Provision for loan loss(cont'd)

2024

Stages	Aging	Number of Loans	Expected Credit Loss
			$
Stage 1	1-30 days	1698	2,944,750
Stage 2	31-89 days	19	498,080
Stage 3	Over 90 days	39	2,788,671
Total		1756	6,231,501

Provision required by the rules of the Jamaica Co-operative Credit Union League Limited are stated below for comparative purposes.

	2025			
Months in Arrears	Total Number of loans	Total Delinquent loans	Provision	
		$	$	%
2-3 months	8	3,219,763	321,976	10%
4-6 months	7	9,700,981	2,910,294	30%
7- 12 months	24	22,296,102	13,377,661	60%
Over 12 months	3	239,311	239,311	100%
Total	42	35,456,158	16,849,243	

	2024			
Months in Arrears	Total Number of loans	Total Delinquent loans	Provision	
		$	$	%
2-3 months	11	10,341,770	1,034,177	10%
4-6 months	5	477,420	143,226	30%
7- 12 months	14	19,802,147	11,881,288	60%
Over 12 months	78	60,931,677	60,931,677	100%
Total	108	91,553,014	73,990,368	

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

8. Property, plant & equipment

At cost	Land & Building $	Furniture, Fixtures & Fittings $	Office Equipment $	Computer $	Total $
December 31, 2023	17,047,906	5,640,830	16,346,692	42,782,083	81,817,511
Acquisitions	507,800	415,278	614,575	4,287,325	5,824,978
December 31, 2024	17,555,706	6,056,108	16,961,267	47,069,408	87,642,489
Acquisitions	-	242,398		1,053,718	1,296,116
Disposal	-	-	(1,770,849)	-	(1,770,849)
December 31, 2025	17,555,706	6,298,506	15,190,418	48,123,126	87,167,756
Accumulated depreciation					
December 31, 2023	5,593,299	4,111,432	13,349,773	13,023,024	36,077,528
Charge for the year	-	192,459	341,415	482,397	1,016,271
December 31, 2024	5,593,299	4,303,891	11,961,505	13,505,421	37,093,799
Charge for the year	877,786	164,882	601,384	870,714	2,514,766
Depreciation retired	-	-	(1,729,683)	-	(1,729,683)
December 31, 2025	6,471,085	4,468,773	12,562,889	14,376,135	37,878,882
Carrying value					
December 31, 2025	11,084,621	1,829,733	2,627,529	33,746,991	49,288,874
December 31, 2024	11,962,407	1,752,217	4,999,762	33,563,987	50,548,690

9. Intangible assets

	2025 $	2024 $
Computer software	4,370,615	-
Amortization	(632,065)	
	3,738,550	-

10. Cash & cash equivalents -earning

	2025 $	2024 $
Bank Accounts	41,446,029	38,885,301
Short- term Investment	46,993,864	48,429,556
	88,439,893	87,314,857

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

11. Other Assets

	2025	2024
	$	$
Withholding tax	4,115,755	4,115,755
Prepaid expense	3,102,057	2,768,398
Security deposit	-	2,507,640
	7,217,812	9,391,793

12. Cash & cash equivalents-non-earning

	2025	2024
	$	$
Cash in hand	404,154	426,373
Cash at bank	67,441,328	46,978,578
	67,845,482	47,404,951

13. Permanent Shares

	2025	2024
	$	$
Balance January 1,	28,373,906	27,016,009
(Less)/add subscription	(120,401)	1,357,897
	28,253,505	28,373,906

14. Institutional capital

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	2025	2024
	$	$
Balance January 1,	265,845,992	265,842,570
Entrance fees	2,968	3,422
	265,848,960	265,845,992

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

15. Non-institutional capital

	2025	2024
	$	$
General reserves	3,000,000	3,000,000
Gain on investments	38,117,064	30,907,794
Share transfer fund	1,388,141	601,290
General reserve	-	73,610,686
Loan loss reserve	-	67,758,867
	42,505,205	175,878,637

16. Accumulated deficit

	2025	2024
	$	$
Balance at January 1,	(77,477,053)	(46,254,178)
Current year deficit	(38,997,419)	(13,749,068)
Prior year adjustment-accrued expenses	-	(17,473,807)
Transfer from general reserve	73,610,686	-
	(42,863,786)	(77,477,053)

17. Members' Voluntary Shares

2025			
Within 3 months	3 to 12 months	Over 12 months	Carrying value
Current		Non-current	
$	$	$	$
720,225,252	127,098,574	114,741,053	962,064,879

2024			
Within 3 months	3 to 12 months	Over 12 months	Carrying value
Current		Non-current	
$	$	$	$
738,257,741	117,878,287	69,364,912	925,500,940

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

18. External loans

	2025	2024
	$	$
Sagicor Life Jamaica Limited	48,098,632	48,101,919
Guardian Life Jamaica Limited	25,275,104	25,275,154
Jamaica Co-operative Credit Union League Limited	28,953,311	-
	102,327,047	73,377,073
Amount payable after one year	20,119,710	-
Amount payable within one year	82,207,337	73,377,073
	102,327,047	73,377,073

Loan from Sagicor Life Jamaica Limited matures November 2026 and is secured by Building located at 27, Parkington Plaza, Kingston 10 and bears an interest rate of 2.25% per annum.

Loan from Guardian life Limited matures August 2026 and is secured by deposits held at Credit Union Fund Management Company Limited and bears an interest of 5 % per annum.

Loan from Jamaica Co-operative Credit Union Limited matures May 22, 2027is unsecured. It bears an interest rate of 7.5 %

19. Members' deposits

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	2025			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
	$	$	$	$
Regular deposits	335,463,783	183,429,099		518,892,882
Term deposits	253,485,753	102,489,461	-	355,975,214
Accrued interest	4,809,930	-	-	4,809,930
	593,759,466	285,918,560	-	879,678,026

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

19. Members' deposits

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	2024			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
	$	$	$	$
Regular deposits	708,669,956	-	-	708,669,956
Term deposits	119,531,965	-	-	119,531,965
Accrued interest	9,127,833	-	-	9,127,833
	837,329,754	-	-	837,329,754

20. Deferred income

	2025	2024
	$	$
Amortized fees	9,116,485	7,390,791
	9,116,485	7,390,791

21. Payables & accruals

	2025	2024
	$	$
Accrued expenses	23,591,888	28,669,071
Audit fees	1,505,350	1,368,700
Death claims	4,051,893	2,640,167
General Consumption Tax	1,189,152	1,931,873
Withholding tax	2,128,396	3,159,788
QNET	1,070,201	1,300,863
Honoraria	374,188	374,188
Other payables	1,367,310	7,988,086
Premiums payable	192,233	207,357
Security deposit	301,417	301,417
	35,772,028	47,941,510

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

22. Staff cost

	2025	2024
	$	$
Salaries and allowances	114,862,926	110,930,970
Staff training	989,068	1,067,895
Travelling	230,610	324,278
Staff welfare	348,826	-
Pension	8,133,730	7,254,093
	124,565,160	119,577,236

23. Administrative expenses

	2025	2024
	$	$
Amortization	632,065	-
Audit fee	2,150,500	1,955,000
Depreciation	2,514,766	1,016,271
Donation	226,000	388,734
Electricity	4,342,159	4,364,566
Insurance	6,990,285	7,242,542
FIP expenses	2,068,888	1,945,295
Office expenses	4,520,396	5,834,140
Office rental	1,812,998	2,037,006
Professional fees	14,060,509	11,944,417
Repairs and maintenance	2,140,394	4,088,518
Security	4,268,430	3,499,013
Software maintenance	2,036,978	-
Telephone and postage	4,315,277	7,981,633
Water	352,321	394,284
	52,431,966	52,691,419

24. Promotion expenses

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	2025	2024
	$	$
Advertising and promotion	5,180,262	4,967,296
	5,180,262	4,967,296

Insurance Employees Co-operative Credit Union Limited
Notes To Financial Statements
As At December 31, 2025

25. Representation & Affiliation expenses

	2025	2024
	$	$
League fees	4,608,323	4,409,300
Stabilization dues	2,644,246	2,517,751
Seminars & meetings	4,551,332	4,985,075
	11,803,901	11,912,126

26. Finance cost

	2025	2024
	$	$
Interest on external credit	4,901,996	1,953,510
Bank charges	1,697,134	4,370,815
	6,599,130	6,324,325

Treasurer Report

DIANA FACEY
Treasurer

REPORT FROM YOUR TREASURER

On behalf of the Board and Management I am pleased to report on the financial performance of your Credit Union for the year ended 31 December 2025.

OVERVIEW

Jamaica's economy demonstrated resilience in 2025 but faced significant contraction toward the end of the year following hurricane Melissa. While Gross Domestic Product (GDP) reached approximately $3.61 trillion, the overall real out-turn of economic activity registered an estimated overall outturn of -0.5%.

A closer look at key economic and fiscal indicators reveals the following:

Real GDP results driven by final quarter agricultural and infrastructure disruptions was expected to be short-lived from the rebound in agriculture, mining, and tourism, heading into FY 2025/26. Inflation ending November 2025 at 4.4% would likely increase further driven by surging food prices from weather-related agricultural impacts.

The BOJ maintained a strategic focus on policy rates to ease monetary conditions and manage inflation. The country's Net International Reserves (NIR) remained remarkably robust, standing at US$5.82 billion.

Deposit-taking institutions (DTIs) maintained high liquidity with a risk-weighted Capital Adequacy Ratio (CAR) of 14.6%, well above the 10% statutory requirement. Loan portfolios remained stable with a Non-Performing Loans (NPL) ratio of 2.7%.[1]

Personal income tax thresholds increased to $1.7 million, with planned, phased hikes extending into 2026 to assist taxpayers.

[1] *BANK OF JAMAICA QUARTERLY MONETARY POLICY REPORT AUGUST, SEPTEMBER, DECEMBER 2025; SUMMARY OF DECISIONS SEPTEMBER 2025; JAMAICA INFORMATION SERVICE BOJ Projects GDP Growth of Up to 3% for 2025-26*

Treasurer Report

Credit Union performance

In 2025, Jamaica's 23 credit unions saw total asset growth of 8.6% (reaching $168.4 billion) funded mainly by a 9.2% increase ($14.2 billion) in savings. However, the capital ratio reduced to 11.4% due to asset expansion relative to capital. Loan growth slowed to 4.7%.

Significant adjustments.

As we continue our journey through 2025 we recollect that at the last general meeting members agreed to allow the utilization of general reserves to offset an accumulated deficit and simultaneously write off loans that were exceeded 365 days delinquent. The former served to strengthen our institutional capital and the latter reduced our overall asset, provision and delinquency ratio. Consequently total assets fell from $2.284B to $2.282B. The amount written off was approximately $64.5M.

During the year, interest income on loans and investments increased by 7.8% ($199.5M from $185M). Loan interest income actually increased by 14% ($173.2M from $151.8M) whilst total loans were actually constant over the period. Costs associated with deposit products increased marginally by 8% or $1.2M from $14.9M to $16.1M. Of this increase, 5% is attributed to deposit increase, indicating a demand for higher returns.

Simultaneously, operating expenses increased by $5M or 2.6% mainly driven by staff costs ($5M). The expected credit loss was a significant event increasing by $35M. This event resulted in a deficit of $38.9M for the year 2025, compared to the deficit of $13.7M in 2024.

INCOME

Loans before provisions was constant, as a consequence of efforts to reduce overall credit risk by reducing the unsecured loan limit. Some members had to adjust their expectations having become accustomed to borrowing up to $5M, after that limit was reduced to $2M. However earnings from loans increased from an adjustment of about 1% on loans across the portfolio. This was successfully achieved as our loan rates have been historically below the market.

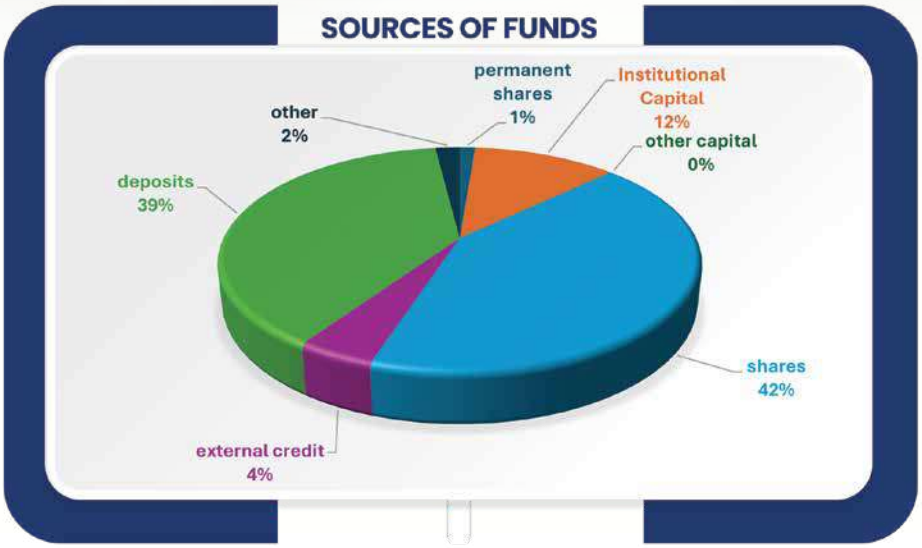
Investment income actually declined by $7M or 21% as investment funds were converted to loans to support liquidity challenges. income from fees and service charges assigned to 2025 increased by $3.5M or 29% compared to 2024.

Our return on property was essentially unchanged over prior year. Overall the total revenue increased by $17M or 10%.

MEMBERS' SAVINGS

Members' savings in share accounts increased by 4% or $36M as at 31 December 2025. Deposits also increased by $42M or 5%. These deposits form the pool from which funds are made available for loans to members. Savings together form the main source of funds supporting the Credit Union. Other sources include institutional and non-institutional capital, undistributed surplus and minor borrowings.

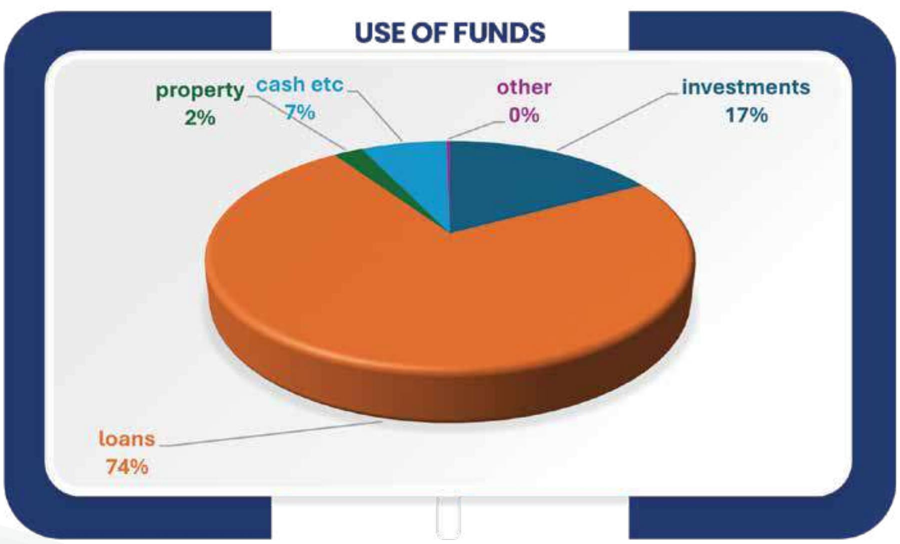
The chart, ***Sources of Funds*** *(on the following page)* shows both the sources and the percentage mix of the Credit Union's funds that are used for lending. Members' savings *(Voluntary shares- 42% and savings deposits -39%)* comprised 81% of the total. We also bring to attention the increase in external credit to 4% of assets. During the year we borrowed $40M from the League to assist with liquidity requirements. These are being repaid as planned.



EQUITY

Institutional Capital and Permanent shares to assets increased by $4M or 1%. We should note however that while the overall ratio of 12% is above the standard of 8%, it is slowly declining. This is a measure of the Credit Union's ability to withstand shocks and maintain adequate cash flows. The solution lies in generating surpluses to support capital growth.

The chart below, ***Use of funds*** shows the use to which members' deposits are put.



Treasurer Report

LOANS

Our Loans to assets of 74% over the last period represents a maintaining of the loans ratio from the former year. We can report there was no significant change in delinquency and in fact, a charge-off exercise resulted in a reduction in the delinquency ratio to less than 3%. Members are reminded to take your obligations seriously and ensure your loans are paid. If your loan was charged off, please contact your credit union to determine the next steps. Your actions will determine whether a collector needs to be engaged and what your credit score will reflect. We continue to work with our members to ensure that we offer financial advice and expertise to ensure that we protect your credit rating. Our members whose circumstances have affected their credit rating are encouraged to make contact so that we can assist in restoring your position.

The PEARLS ratios, as prescribed by the Jamaica Co-operative Credit Union League continue to be the financial measuring tool of how well a credit union has performed financially. IECCU's performance measured against the PEARLS Standard is set out below. The table below presents our performance for the last five (5) periods.

KEY RATIOS AS AT DECEMBER 31, 2025

Protection	STANDARD	2025	2024	2023	2022	2021
Adequacy of A.L.L For Delinquency > 12 Months	100%	100%	100%	100%	100%	100%
Net Capital /Asset	> 8%	12.06%	11.34%	13.15%	12%	14%
Effective Financial Structure						
Net Loans / Total Assets	60-80%	73.14%	73.12%	66.79%	67%	68%
Total Savings / Total Assets	70-80%	79%	76.5 %	75.35%	75%	74%
Asset Quality						
Delinquent Loans / Gross Loans	≤ 5%	2.89%	7.34%	5.54%	5.2%	3.4%
Total Non-Earning Assets / Total Assets	< 7%	7.52%	6.55%	7.89%	8%	4.5%
Rate of Return & Costs						
Cost of Funds / Average Member Savings	> 8%	1.37%	1.16%	1.12%	0.2%	0.57%
Operating Expenses / Average Assets	< 8%	8.52%	8.39%	7.36%	7.2%	6.6%
Net Income / Average Assets	2.30%	(0.25%)	-1.02%	-0.48%	0%	0%
Liquidity						
Liquid investments / Members Savings	20-30%	26.77%	20.22%	29.68%	31%	39%
Signs of Growth						
Total Assets	> 2.4%	1.8%	2.97%	2.97%	4.3%	3.8%
Membership	> 1.6%	2.64%	14.14%	1.41%	1%	1%

Treasurer Report

OTHER

We must highlight the following overarching considerations. IECCU is not alone in considering the challenges faced by financial institutions and Credit Unions in particular. You would have noted a significant adjustment in Expected Credit Loss that has contributed to the year's loss position. We recognize that measures designed to improve risk management, Data Protection, cyber network protection and service quality have all required expenses that cannot be easily spread over a relatively small membership and loans portfolio.

We believe that the service and needs of members are paramount and must not be compromised. It was for that reason we sought the members permission at the last General Meeting to identify a suitable partner for merger consideration, a strategy we have embraced and attempted over several years.

Your financial wellbeing is dependent on how you save and borrow. We therefore continue to emphasize the following:

1. Let us assist you in managing your loans.
2. Save and invest more with your Credit Union as an avenue to building wealth.
3. Your credit worthiness is an asset that you should protect. Charged off loans should still be paid to protect your risk profile.

CONCLUSION

The year 2025 unfolded in alignment with our expectations. Operational costs have been rising across most sectors. The imperative to utilize technology and modernize our systems to mitigate expenses is more critical than ever. Serving members in a wider bond has required a greater attention to anti-money laundering risk management. The certification of the new bond has enabled us to witness a substantial increase in new members, particularly among the youth demographic. Additionally, we have observed a growing demand for loans, which are essential for our future development.

Recent regulations, including the Data Protection Act, have necessitated changes in various operational areas, and we should anticipate further adjustments. Consequently, our response must be both strategic and impactful to ensure we consistently deliver optimal value to our members. I would also like to express my gratitude to our auditors, Bogle and Company, the Registrar of Cooperative Societies, and the Jamaica Co-operative Credit Union League for their professional support and guidance throughout the year.

On behalf of the Board members of IECCU, I extend my thanks to our committed management, team members, and volunteers, who tirelessly contribute to this esteemed organization. The commitment of IECCU is steadfast in serving our members and collaborating with you to help you realize your dreams and aspirations for yourselves and your families.

Diana Facey
Treasurer

2025 SPECIAL GENERAL MEETING

Highlights

Staff Member Photos

MARK BOWEN - General Manager

MICHELLE WALTERS NEMBHARD - Operations Manager

Staff Member Photos

JACQUELINE WILSON
Risk and Compliance Manager / Nominated Officer

KAMISHA WINT
Marketing Officer

Staff Member Photos

Systems And Processes Department

CORDELLA MCGOWAN
Systems and Process Manager

EVERTON CAMPBELL
Systems Administrator

CHRISTINE BARKER
Systems and Process Officer

Staff Member Photos

Accounts Department

GODFREY SILVERA
Accounting Manager

VINNILLA ALEXANDER
Accounting Assistant

RENEE SMITH
Accounting Officer

Staff Member Photos

Credit Department

DIONNE WINT
Senior Credit Officer

ROXANNE BROWN
Credit Officer

Business Admin - MoBay Branch

KAMLA BROWN
Business Administrator

Staff Member Photos

Delinquency Department

TRICIA ROBINSON
Delinquency Control Officer

DEVAR RHOOMES
Delinquency Control Assistant

Administrative Department

KARLENE THOMPSON-WILLIAMS
Administrative Assistant

CLAUDETTE GRAHAM-JOHNSON
Office Attendant

Staff Member Photos

Member Service Department

CHRISTINA HAWTHORNE
Receptionist

INDIANA WRIGHT
Member Service Representative

Staff Member Photos

Member Service Department

LATONYA CLARKE
Member Service Representative

RAYMOND MCKENLEY
Filing Clerk

SHANIA LYNCH
Teller

Merger Resolution

INSURANCE EMPLOYEES CO-OPERATIVE CREDIT UNION LIMITED SPECIAL RESOLUTION TO TRANSFER THE ENGAGEMENTS OF THE INSURANCE EMPLOYEES CO-OPERATIVE CREDIT UNION LIMITED TO THE MANCHESTER CO-OPERATIVE CREDIT UNION (1977) LIMITED

Whereas Insurance Employees Co-operative Credit Union Limited was formed on October 28, 1977 and has provided excellent services to members in excess of forty eight years; and

Whereas Insurance Employees Co-operative Credit Union Limited has itself benefited from a merger with Building Societies Co-operative Credit Union Limited; and

Whereas the Credit Union movement has been in a consolidation and merger mode for the last ten (10) or more years, resulting in larger and stronger Credit Unions able to provide modern financial services to their members; and

Whereas both Insurance Employees and Manchester Co-operative Credit Unions are effective Credit Unions serving their members island wide and share many common services and strategies; and

Whereas both Insurance Employees and Manchester Co-operative Credit Unions together will become a stronger, more efficient unit able to provide members with expanded services, able to better meet regulatory requirements and provide more service locations and digital services to members:

Be it resolved that this Special General Meeting of the members of Insurance Employees Co-operative Credit Union Limited being held on July 28, 2026, the members agree to transfer the whole of the property, other assets, and engagements of the Insurance Employees Co-operative Credit Union Limited to the Manchester Co-operative Credit Union (1977) Limited provided that:

1. The Manchester Co-operative Credit Union (1977) Limited agrees to issue to each member of the Insurance Employees Co-operative Credit Union Limited paid up shares equal to the amount standing to the credit of each member in the share ledgers of the Insurance Employees Co-operative Credit Union Limited on the date the transfer of engagements becomes effective.

Merger Resolution

2. Each member of Insurance Employees Co-operative Credit Limited shall have recorded in the books of Manchester Co-operative Credit Union (1977) Limited, the like amounts of shares, deposits, loans and interest as shown in his/her account in the books of Insurance Employees Co-operative Credit Limited as at the date of the transfer of engagements.

3. The transfer of engagements shall become effective on October 30, 2026 or on such other date as the Registrar of the Department of Co-operatives and Friendly Societies shall decide.

4. The members of the Manchester Co-operative Credit Union (1977) Limited agree to accept the transfer of the engagements of Insurance Employees Co-operative Credit Limited at a General Meeting of its members.

Moved by: ....

Seconded by: ....

Prayer of St. Francis Assisi

Lord make me an instrument of thy peace,
Where there is hatred, let me sow love
Where there is injury pardon;
Where there is doubt faith;
Where there is despair hope;
Where there is darkness, light and
Where there is sadness, joy.

O divine master, grant that I may not
So much seek to be consoled as to console;
To be understood as to understand;
To be loved as to love;
For it is in giving that we receive;
It is in pardoning that we are pardoned;
And in dying that we are born to eternal life.

IECCU
THE INSURANCE EMPLOYEES
CO-OPERATIVE CREDIT UNION LIMITED

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27 Parkington Plaza, Kingston 10
876.906.5362-4, 920.7447, 929.1706, 929.1466
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2025
ANNUAL REPORT