



Barita

2025 ANNUAL REPORT

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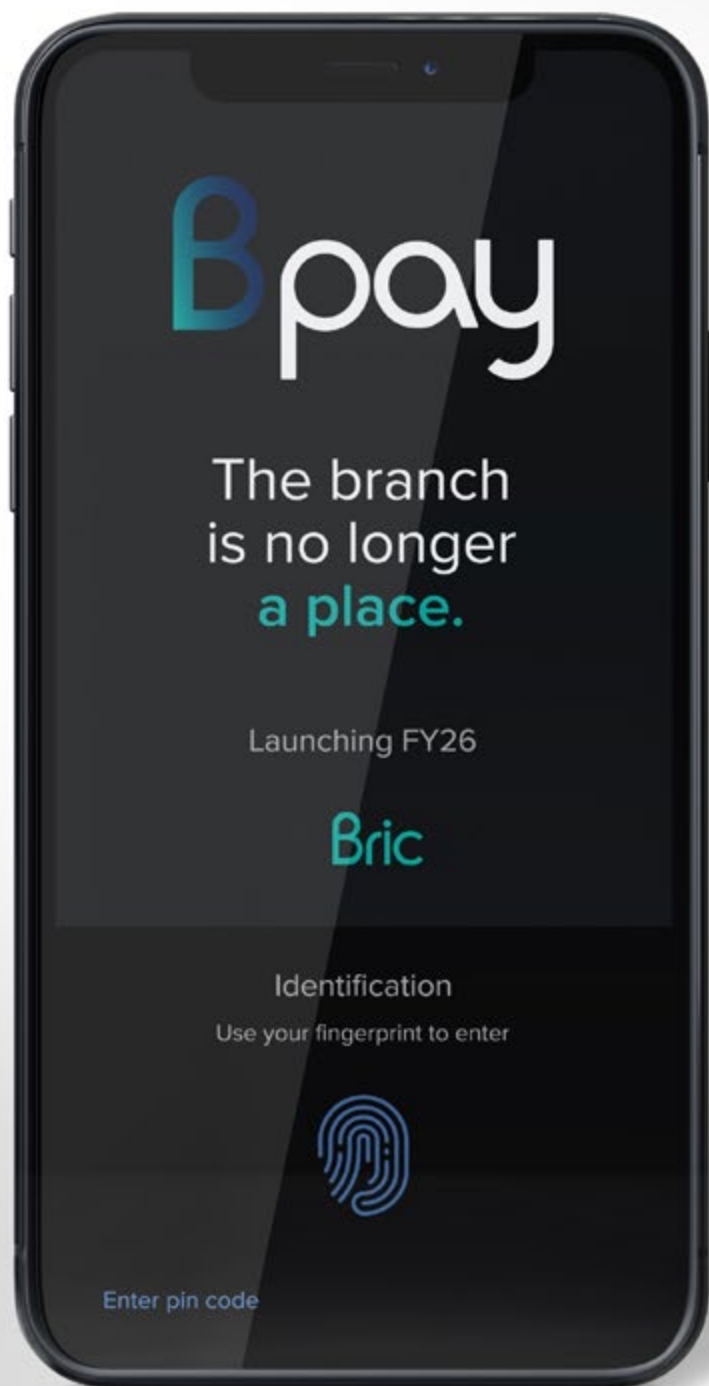
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A black and white portrait of a woman with voluminous, curly hair, looking slightly to the side. She is wearing a dark top and a patterned shawl or jacket. The image is positioned on the left side of the page.

01

# OUR STRATEGY & **VISION**

# OUR STRATEGY & VISION

## OUR MISSION

**“Staying ahead, growing wealth.”**

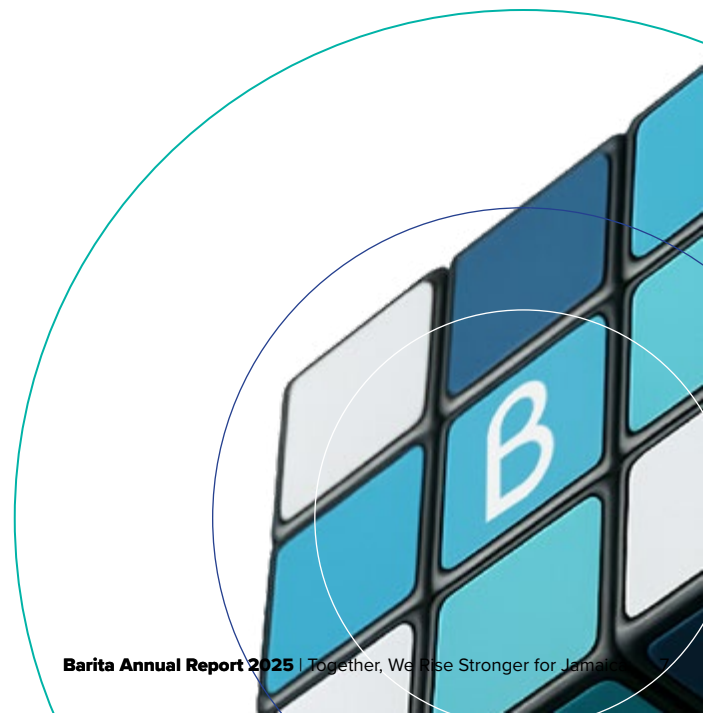
## OUR VISION

**“We will revolutionise your relationship with money.”**

Barita Investments Limited’s (the Company or Barita or BIL) strategy for the financial year remained firmly aligned with the objectives articulated in our Mission and Vision. This strategy was underpinned by a strengthened risk and compliance framework, enhanced operational efficiency, and the expansion of our revenue streams to support sustainable growth. A continued focus on elevating the client experience and fostering stronger team synergy further reinforced our position as a leader in the financial services sector.

Our strategic initiatives aimed at sharpening governance, driving operational discipline, and prioritising targeted investment opportunities positioned us to respond effectively to emerging opportunities while navigating revenue pressures and market shifts. Despite a challenging operating environment, the year demonstrated our resilience and capacity to execute at scale. This was evidenced by our landmark capital raise, reaffirmed A+ credit rating from Caribbean Information & Credit Rating Services Limited (CariCris), continued corporate social responsibility initiatives, and a strong brand presence, all of which deepened long-term value creation and stakeholder trust. Throughout the year, we remained disciplined in execution and focused on strengthening our competitive advantage.

Looking ahead to the 2025/2026 financial year (FY26), our strategic agenda will remain centred on the licensing and establishment of the Financial Holding Company (FHC) operations, the ongoing calibration of revenue-generating activities, and the continued reinforcement of our operational efficiency discipline. We will also prioritise the execution of inorganic expansion opportunities, customer-centric delivery, and people-centred growth. By advancing these priorities, we will remain strategically positioned and well equipped to respond to emerging opportunities and evolving economic conditions.



# STRATEGIC JOURNEY

**Our strategic journey for FY26 and beyond will focus on the following priorities:**

## **BOLD IMPACTFUL GROWTH**

- Prioritising our Sprint Agenda, we aim to implement technology platforms, tools and streamlined processes to fuel innovation and drive growth.
- Launching new revenue streams, our expansion efforts span both local and regional markets as we strive for continuous growth.
- Strengthening our operational capabilities to support rapid scaling while upholding strong governance, risk management and regulatory compliance standards.

## **BEST TEAM IN THE BUSINESS**

- Embedding our culture to foster a team that is not only happy, motivated and committed but also inclined to disrupt and innovate daily.
- Nurturing our team's growth through the Cornerstone University and Leadership programmes ensuring a continuous supply of top tier leaders in the industry.
- Leveraging our Financial Braintrust to deliver timely market intelligence.

## **CHANGING THE GAME, IMPACTING JAMAICA AND REVOLUTIONISING WEALTH ACCESSIBILITY**

- Expanding our “future-proof” technology platforms to establish ourselves as a Digital First business, delivering services through digital channels that exceed customers' expectations.
- Maintaining our dominance in the digital marketing space.
- Empowering our customers to elevate their Money IQ by applying insights and intelligence to their portfolios, providing tailored offerings, and enabling them to achieve success.
- Focusing our corporate social responsibility on nationally relevant and impactful issues in our Foundation.

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**We believe that these highlights, coupled with our daily efforts to enhance our services are pivotal elements for sustaining growth. Our focus remains strong on making Barita more accessible, convenient and customer centric. We are committed to our mission of being the Game Changers in the local and regional investment space, and we will accelerate our strategy to increase our capabilities in this regard.**



# OUR CORE VALUES

The (2x4) values we adhere to **T.E.A.M.W.O.R.K.**

## 1. WE PROMOTE CREATIVITY AND INNOVATION

T

**TALENTED:** Smart people who are experts in the market, providing creative solutions and innovations.

E

**ENTREPRENEURIAL:** We consistently challenge the status quo, bold enough to disrupt and revolutionise.

A

**AGILE:** Rapid response, effective collaboration and total inclusion.

M

**MODERN:** We're knowledgeable of, and responsive to, ever changing customer preferences.

## 2. WE DELIVER FRICTIONLESS CUSTOMER EXPERIENCES

W

**WORLD-CLASS:** We're very aware that the customer comes first, which is why we adhere to world-class service.

O

**OBSESSIVE:** We're not satisfied until you are.

R

**RESPONSIVE:** We are always accessible to our customers and ready to attend to their needs and expectations.

K

**KNOCKOUT:** An unparalleled knockout experience that puts customers as top priority never settling for the minimum.

# OUR BRAND PILLARS

Barita's brand is much more than a logo, a message or an aspiration – it's a reflection of who we already are – the core of our DNA. Our message is to plainly show who we are, how we differ from the competition and to demonstrate the value we provide

We are **BOLD**

We blend intel, innovation and insight with genuine interest in our communities, helping us to create the results that best serve the heart of our business - our customers.

We are **SMART**

Simply put, we've built our team with the best and brightest minds in the industry.

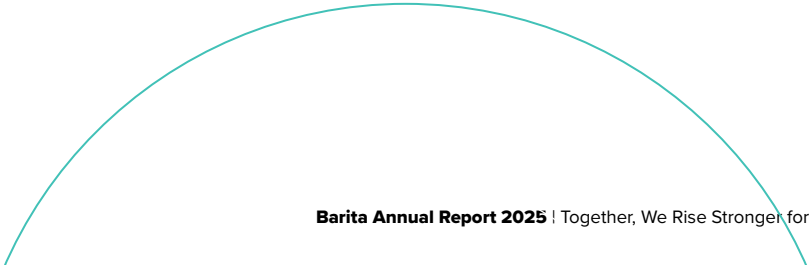
We are **GAME  
CHANGERS**

Tech with the human touch...that's our superpower.

02



# NOTICE OF **ANNUAL GENERAL MEETING**



# NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the Forty Eighth Annual General Meeting of Barita Investments Limited (the “Company”) will be held on Thursday, July 9th, 2026 at 10:00 a.m., as an in-person meeting at the Spanish Court Hotel, 1 St. Lucia Avenue, Kingston 5, in the parish of Saint Andrew, Jamaica, to consider, and if thought fit, pass the following resolutions:

## ORDINARY BUSINESS

### Ordinary Resolutions

- 1. To receive and consider the Directors’ Report and Financial Statements for the year ended September 30, 2025, and the Report of the Auditors thereon.**

#### Resolution 1

THAT the Audited Accounts together with the Reports of the Directors and the Auditors circulated with the Notice convening the Meeting be and are hereby adopted.

- 2. To approve and ratify the Interim Dividend Payments and declare them final.**

#### Resolution 2

THAT the interim dividend of \$2.398 declared on September 29, 2025 and paid on October 31, 2025 be treated on the recommendation of the Directors as the final dividend for the financial year ended September 30, 2025.

### 3. Election of Directors

Article 93 of the Articles of Incorporation provides that one-third of the Board, or if the number of directors is not three or a multiple of three, then the number nearest to one-third, shall retire from office at each Annual General Meeting. The Directors retiring under this Article are Messrs. Paul Simpson, James Godfrey and Robert Drummond, who being eligible, offer themselves for re-election.

The proposed resolutions are therefore as follows:

#### Resolution 3 (a)

THAT Director Paul Simpson who retires by rotation and being eligible for re-election be and is hereby re-elected a Director of the Company.

#### Resolution 3 (b)

THAT Director James Godfrey who retires by rotation and being eligible for re-election be and is hereby re-elected a Director of the Company.

#### Resolution 3 (c)

THAT Director Robert Drummond who retires by rotation and being eligible for re-election be and is hereby re-elected a Director of the Company.

- 4. To appoint Auditors and authorise the Directors to fix the remuneration of the Auditors.**

#### **Resolution 4**

THAT BDO Jamaica, having agreed to continue to serve as auditors, be and are hereby appointed Auditors of Barita Investments Limited, to hold office until the next Annual General Meeting, at a remuneration to be fixed by the Directors of the Company.

#### **5. To approve Directors' Remuneration**

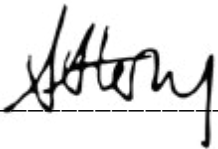
#### **Resolution 5**

THAT the amount included in the Audited Accounts of the Company for the year ended September 30, 2025 as remuneration for their services as Directors be and is hereby approved.

#### **6. To consider any other Resolution(s) in respect of any other business which can be transacted at an Annual General Meeting.**

**By Order of the Board**

June 11th, 2026

  
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**Stephanie Sterling**  
Corporate Secretary

Registered Office  
15 St. Lucia Way  
Kingston 5

**Please note - A member entitled to attend and vote at the above- mentioned meeting is entitled to appoint one or more proxies to attend and on a poll to vote in his stead. Such proxy must be lodged at the Company's Registered Office no less than forty- eight hours before the time appointed for the meeting. The Proxy Form shall bear the stamp duty of J\$100.00. A proxy need not be a member. The stamp duty may be paid by adhesive stamp (s) to be cancelled by the person executing the Proxy Form. A suitable form of proxy is enclosed for convenience.**



**03**



## **OUR BUSINESS AT A GLANCE**

*"From the outset, Cornerstone was a technology company that happened to own a bank. Recall the name of CTH was originally Fintech Capital Limited. We launched our company on the floor of the New York Stock Exchange in 2014."*

*- Paul Simpson, CEO*

**Cornerstone**

CORPORATE STRUCTURE

# The Reorganisation of the Cornerstone Group in **FY25**

The Cornerstone Group underwent a reorganisation in financial year 2025 (FY25) to align with regulatory requirements under the Banking Services Act (the BSA), a process led by Stephanie Sterling, Group Head of Legal and Company Secretary. Given that the Company, a licensed securities dealer, and Cornerstone Trust & Merchant Bank Limited (CTMB), a licensed deposit taking institution, are both part of the Cornerstone Group\*, they must be held under a single financial holding company (FHC) licensed by the Bank of Jamaica (BoJ), as required by section 69 of the BSA. In pursuance of this legal requirement and as a necessary step to apply for the required FHC licence, the Cornerstone Group was reorganised by way of court sanctioned composite Scheme of Arrangement (the “Schemes”) under sections 206 and 207 of the Companies Act.

The main elements of the reorganisation under the Schemes were as follows:

1. CTMB’s parent company – Cornerstone United Holdings Jamaica Limited (CUHJ) was dissolved and all its assets and liabilities transferred to Cornerstone Financial Holdings Limited (CFHL);
2. The ordinary shares in the Company held by CFHL were cancelled and one (1) new share carrying the same rights was issued to Barita Financial Group Limited (BFGL) for each cancelled share; and
3. The ordinary shares in CTMB held by CUHJ were cancelled and one (1) new share carrying the same rights was issued to BFGL for each cancelled share.

The effect of the above was that CUHJ was dissolved, and BFGL (the proposed FHC and a wholly owned CFHL subsidiary) became the parent company of both Barita and CTMB.

The Schemes were approved by the Supreme Court by Order on April 4, 2025, and took effect, on April 11, 2025, when the Court’s Order was filed on the Registrar of Companies as required by law.

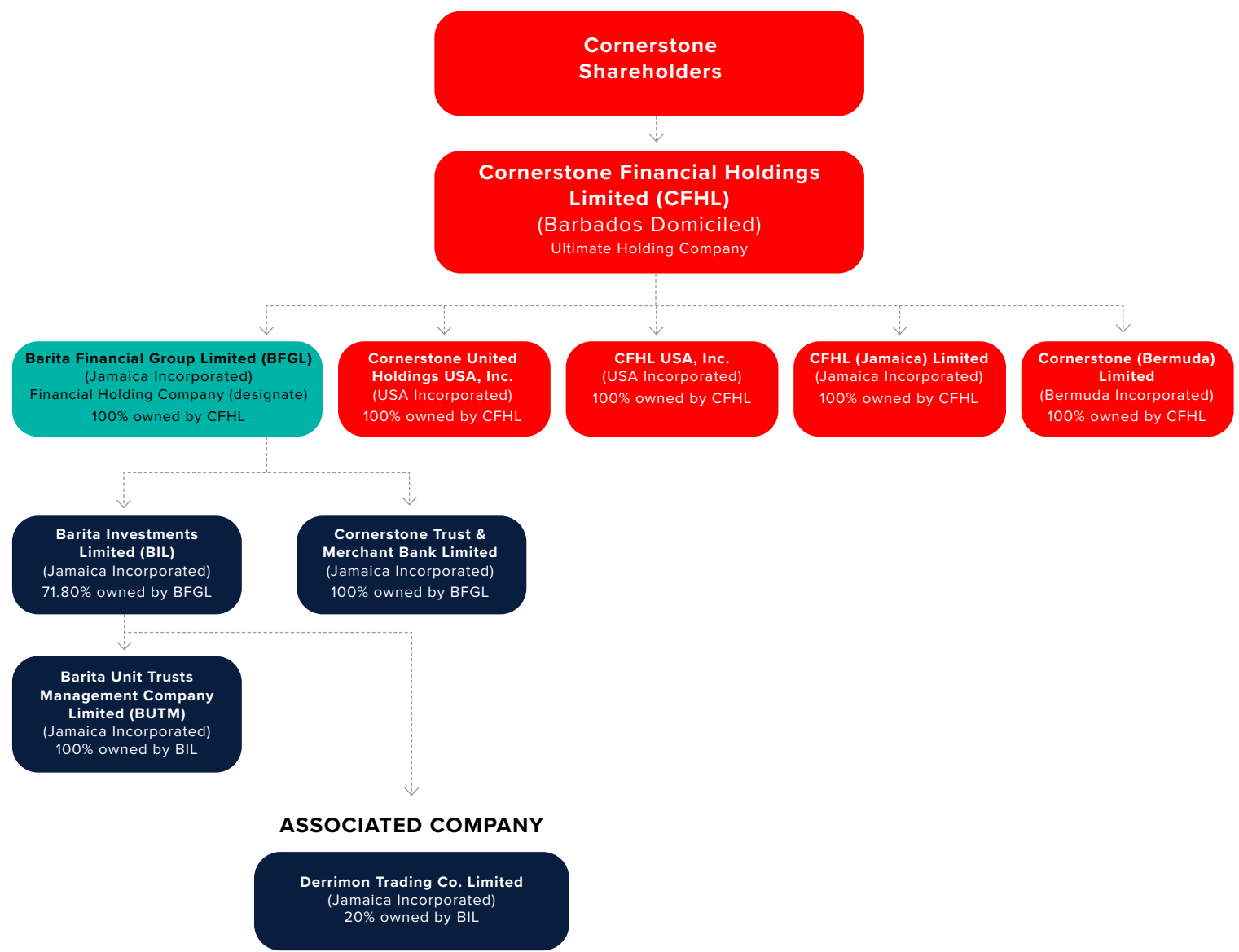
\* Please refer to the ‘About Cornerstone’ section

**Stephanie Sterling**  
Group Head of Legal  
& Company Secretary, BFGL



# CORNERSTONE GROUP

## CORPORATE STRUCTURE FY25



### OFF BALANCE SHEET MANAGEMENT RELATIONSHIPS







## OUR BUSINESS IN BRIEF

The Barita Group is made up of Barita Investments Limited and its subsidiary, Barita Unit Trusts Management Company Limited (BUTM). Founded by Rita Humphries-Lewin in 1977, Barita has the distinction of being one of the oldest stock brokerages in Jamaica. The Company is regulated by the Financial Services Commission (FSC), is a member of the Jamaica Stock Exchange (JSE) and is licensed as a Primary Dealer and Cambio by the Bank of Jamaica (BoJ).

BUTM was incorporated in Jamaica in 1992 and is a licensed securities dealer. BUTM is the investment manager of the Barita suite of Unit Trust Funds. It currently offers six (6) unit trust products spanning fixed income, equities and real estate. BUTM is recognised as a strong player in the middle market retail segment and a leader in unit trust performance. In August 2018, Cornerstone Financial Holdings Limited (Cornerstone or CFHL) acquired majority shares in Barita and has continued and elevated the Company's mission and vision to be a premier investment force in Jamaica and the wider region.

### Our Products and Services include:

- Stock Market investments
- Fixed Income Trading
- Investment Banking Services
- Unit Trust Investments
- Market Research
- Currency Trading
- Structured Products
- Retirement Planning
- Wealth Planning

Barita serves its retail and wealth clients islandwide through its Head Office and three branches in Kingston, Mandeville, and Montego Bay. Our investment banking arm focuses on structuring deals for corporate clients both locally and in the region. The Company serves its customer base with a team of 203 members across its operations island-wide.





**PAUL SIMPSON, CD**

Founder, President & CEO  
of Cornerstone



# ABOUT CORNERSTONE

**Prior to the reorganisation in FY25 Cornerstone was comprised of two privately held investment holding companies (i.e. CUHJ and CFHL), founded with the objective of building a sustainable investment platform, with a view to driving shareholder value and economic growth thereby transforming lives and helping to shape the future. Cornerstone's shareholders are 'captains of industry' across the Caribbean and relying on the insight borne of their collective expertise, they have assembled a Board of Directors for Cornerstone which charts and enables the execution of the strategic plans and direction of the Group.**

Cornerstone is committed to creating sustained differential value for its stakeholders through the effective deployment of human and financial capital throughout its portfolio companies. Its investment ethos involves prudent management of risk-adjusted returns by partnering with the principals of its target portfolio companies, and deployment of frictionless financial services products, companies and experiences propelled by innovation; this strategy has been accretive through added scale and synergies.

Cornerstone is the brainchild of Paul Simpson, CD, who is the Founder, President and Chief Executive Officer. Mr. Simpson is an Investment Banker with almost two decades of diverse experience across various senior executive and governance roles in organisations spanning the globe. He has a track record of driving transformational growth through entrepreneurship, value creation, mergers & acquisitions, founding and launching successful local and regional companies. He is also involved with several philanthropic engagements.

Cornerstone is involved in charting and enabling the strategic plans and direction of the Company. This has been made possible through the assistance of an exceptional team of highly skilled professionals who each bring specialised skills and expertise to their areas of responsibility. As Cornerstone seeks to achieve its mandate of developing an integrated financial services group, several roles have been consolidated within the Cornerstone group.

These centralised roles include Risk Management, Financial Reporting, Investment Management, Legal, Compliance, and Strategy. Under Cornerstone's

management Barita has evolved to become one of the safest and strongest investment banks locally since its acquisition by Cornerstone. Under the guidance of Cornerstone the Company has invested heavily in its governance and risk management architecture, ensuring that its internal control environment is aligned with best-in-class standards, and has been steadfast in, inter alia, strengthening the Company's risk management framework, corporate governance, bolstering the delivery of services to clients across the Group by deploying a Digital First strategy using multiple channels and equally as important, nurturing a top notch team capable of delivering world class frictionless service to its clients.

# FOUNDER'S JOURNEY

Paul Simpson, CD, is the Founder, President, and Chief Executive Officer of Cornerstone Financial Holdings Limited (“CFHL”, or “Cornerstone”), the ultimate holding company of the Cornerstone Group. Through Barita Financial Group Limited—CFHL’s subsidiary and the Group’s Financial Holding Company—Simpson leads controlling interests across banking and investment banking, including the 100% stake in Barita Merchant Bank Limited (formerly Cornerstone Trust & Merchant Bank Limited), a 71.80% stake in Barita Investments Limited (“Barita”), and a 100% shareholding in Barita Fund Managers Limited (formerly JN Fund Managers Limited). The Cornerstone Group is also the strategic partner (the “PROVEN Strategic Partnership”) of PROVEN Management Limited, the investment manager for PROVEN Group Limited; together with CFHL USA Inc. and Cornerstone United Holdings USA Inc., the portfolio companies for proprietary investments in real estate assets/infrastructure development, and financial technology respectively.

Within a span of roughly eight years, Simpson mobilized more than US\$550 million in permanent equity, and secured over US\$110 million in foreign direct investments during the height of the COVID-19 pandemic, expanded the Group’s operating footprint across multiple jurisdictions to include Canada, the USA, the Cayman Islands, Bermuda, St. Lucia, Barbados, Panama, and Jamaica. Paul has executed a disciplined capital-allocation and integration playbook that delivered transformative outcomes across the Cornerstone platform, and ultimately grew funds under management from US\$400 million to US\$6.3 billion.

Paul was born in December 1982 in Kingston, Jamaica, to teachers who eventually became small business owners, and grew up in a close-knit family with two sisters who have since both established careers as medical doctors. From humble beginnings in the seaside town of Harbour View where he attended the Mary Bond Basic School and ran bare footed in the local park with other children from the community, this young man charted a course far removed from investment banking. The Ardenne High School graduate initially read for a BSc double major in Computer Science and Geology at the University of the West Indies, Mona (“UWI”) while boarding on Chancellor Hall. While being an undergraduate at the UWI, Paul’s summers were spent in Bristol, United Kingdom, where he developed and honed his deeply rooted work ethic for which he is renowned today, routinely working consecutive 16-hour days across two jobs at a time on his Students’ Work Visa. Once he discovered his passion for business and entrepreneurship, he returned to the UWI Mona to compete a Master of Business Administration Degree in 2006.

Paul started his career in investment banking at Guardian Asset Management Jamaica Limited (“GAM”) in late 2007 as an Investment Advisor. His ‘client first’ approach coupled with his dynamism, which swiftly saw him become adept at readily cognizing opportunities in financial markets, served him well as he quickly rose to the position of being the premiere business development leader in the investment banking space. In December 2009, he went on to become a founding member and the first employee of Proven Investments Limited (“PROVEN”) where he spearheaded, in his capacity of VP Investor Relations & Marketing, groundbreaking and innovative achievements across the local and regional financial landscape through successfully executing the following in March 2010: i) the raising of startup private equity from the local and regional market for a financial services firm; ii) the first listing of a private equity firm in Jamaica; and iii) the very first listing of United States Dollars (US\$) denominated ordinary shares on the Jamaica Stock Exchange (“JSE”).

Paul’s tenure at PROVEN was also bookmarked by the central role he played in inspiring, comanaging, and completing PROVEN’s first acquisition: the acquisition of his former employer, GAM, in that same year. He later that year spearheaded PROVEN’s very first rights issue of ordinary shares in September 2010.

Simpson opted to leave the role of employee behind in favors of entrepreneurship in 2013. After an initial period of partnership, the young millennial moved on to solely pursuing the venture that has become Cornerstone which truly started on December 22ND, 2016 with the acquisition of a fifty six (56) year old merchant bank, MF&G Trust & Merchant Bank, from one of the leading law firms in Jamaica, Myers, Fletcher & Gordon. Throughout his entrepreneurial journey to date, Paul has developed an enviable reputation for unearthing deep pools of capital; building, developing, creating and successfully consummating key mutually beneficial stakeholder relationships, and ultimately mobilizing capital, particularly, foreign direct investments, across the Caribbean region towards realizing long term economic growth and development.

Paul has proven to be a trailblazer in creating the necessary linkages underpinning success in business. This spans the full gamut of crafting a compelling vision, raising patient capital, acquiring key talent coalesced around a singular mission in pursuit of realizing best-in-class risk adjusted returns for stakeholders, and prudent execution of a transformative growth strategy.

This enigmatic visionary’s uncommon ability to galvanize the support of his fellow shareholders, funding partners, internal team members, and the capital markets at large, has seen Cornerstone and its subsidiaries amass over US\$550 million in equity capital and over US\$6 billion in a period spanning eight (8) years. During the heights of the COVID—19 pandemic, Paul led the successful

acquisition of the largest holding of prime commercial real estate in the Caribbean region, which includes over 2,000 acres of prime ocean and deep harbor property. His capital raising exploits have taken him as far as Washington D.C. where he led a team which secured approval for funding from the United States Government's development financing institution, the U.S. International Development Finance Corporation (formerly the Overseas Private Investment Corporation or "OPIC") for a project focused on expanding financial inclusion in Jamaica through innovative information technology solutions.

Paul is committed to improving the circumstances of his stakeholders through the alignment of interests, innovation, and best in class value creation. Minority shareholders in Barita, for example, would have seen an over seven (7) fold increase in value between August 2018 which was marked by Cornerstone's majority acquisition of the company, and the end of the company's financial year in September 2022. The momentous growth in Barita's financial strength and market presence over the post-acquisition period has seen the company elevated to become the largest investment bank in Jamaica by market capitalization and shareholders' equity, and being awarded the number one brand in Jamaica in 2020.

Paul was featured by Bloomberg in 2019 when the stock of Barita in 2018 was the best performing stock on the best performing stock market in the world for that year, the JSE. Paul was acclaimed by the renowned media group, Loop News, in 2016, 2018, and 2019 as being among the leading and top business personalities for those years. The General Manager of his portfolio company, Barita, received the same recognition in 2020. Paul was featured in the March 2020 issue of Time Magazine as a leader who is "on a mission to help Jamaica and its people reach their full potential".

Building on Cornerstone's firmly established platform and a stated ambition for regional leadership, Paul orchestrated two pivotal transactions that expanded the Group's geographic footprint, deepened fee-based earnings, and enhanced resilience. In 2025, he led the execution of the PROVEN Strategic Partnership, reconnecting with the company he co-founded. In parallel, Barita completed the acquisition of Barita Fund Managers Limited, one of the Caribbean's largest asset managers, propelling and establishing a Pan Caribbean platform for consolidated asset management leadership. Together, these moves exemplify Paul's disciplined capital allocation and integration playbook—activating cross sell, capital optimization, and operating efficiency levers that reinforce Cornerstone's long-term growth, earnings durability, and stakeholder value creation.

Paul has a passion for regional development and nation building. He served as the youngest- ever chairman of the Jamaica Tourist Board's Finance and Audit Committee. His continuing sphere of involvement in national service is reflected in his commitment to philanthropy, with a keen

focus on early childhood education. This includes giving his time and resources to various charitable community development efforts such as the YMCA, the Mary Bond Basic School, and the provision of critical support to secondary schools through the Tablets in School Programmer. In collaboration with his older sister, Paul has partnered with the health sector in Jamaica in the fight against the spread of the novel coronavirus through the construction of field hospitals and extending critical frontline worker recognition and monetary support. Paul has also worked alongside his sister in the fight against period poverty for young women. Paul is also an unapologetic advocate of the region's sustainable development goals.

Undaunted by long standing cultural and structural headwinds, Paul is and remains committed to building Jamaica and the region and forging deep partnerships across private sector interests and the governments of the region towards engendering regional development consistent with the ethos of the Caribbean Single Market & Economy ("CSME"). This boundless commitment to building Jamaica was formally recognized in 2024, when the Government of Jamaica awarded Paul the national honour of the Order of Distinction in the rank of Commander (CD) at the age of just 41. Paul is also the recipient of the distinguished award for most outstanding alumni from the UWI, Chancellor Hall, alongside the current Prime Minister of Jamaica, the Chief Justice of Jamaica, and the Chief Justice of The Bahamas.

Paul's uncompromising belief is that the success of a business, country, and region is anchored on the strength of its people. In this regard, Paul has led and continues to lead an extensive program of talent acquisition, retention, and development which has redounded materially to the benefit of the Cornerstone Group to date. Paul has inspired the executive team supporting him in the business to embody an entrepreneurial spirit in their everyday endeavors and stewardship within the environmental, social and governance framework in executing a singular and common vision, thereby co-opting the full buy-in of the team as fellow partners in the business.

He is dedicated to continuing to expand the already outsized impact of his small island home on the world stage through taking life-changing financial solutions powered by information technology, to the very doorsteps of ordinary Jamaicans and Caribbean people. This is fully aligned with Paul's ultimate passion and *raison d'être* which is to positively transform the lives of ordinary, grassroot people within the region.

Paul, who is married to his beautiful Jamaican-German wife, Tanya, an attorney-at-law, is a loving father of three, ages 18, 3, and 2, with his eldest child attending boarding school in Germany. Paul attributes both his drive and his remarkable success to the dedication and discipline he witnessed and learned from his parents; and the prowess and commitment of the team he has built around him.

**CORNERSTONE SENIOR  
MANAGEMENT TEAM**



# Cornerstone

## CREATING SHAREHOLDER VALUE

Cornerstone Financial Holdings Limited (CFHL) is a privately held investment holding company, backed by a consortium of shareholders comprising captains of industry across the Caribbean and the Americas. The institutional mandate of Cornerstone is the relentless creation of sustainable, long-term shareholder value. This is systematically achieved through a dual-pronged growth strategy:

i) executing high-conviction mergers and acquisitions within high-growth and undervalued sectors, and ii) complemented the Group's M&A execution via the rigorous organic transformation and operational optimization of existing portfolio assets.

Today, Cornerstone, alongside its portfolio and partner enterprises, maintains an expansive institutional footprint traversing Barbados, the Cayman Islands, Bermuda, Jamaica, the British Virgin Islands, The Bahamas, Saint Lucia, Panama, the United States, and Canada.

The Group serves over 1.8 million clients across its various platforms through its technology partner stack. The total Funds Under Management (FUM) administered by the Group is US\$6.5 billion.

As the consolidating nucleus of the Group's diverse operations, CFHL orchestrates a robust suite of core services. Our capabilities span infrastructure development, real-estate-related principal investments, alongside market-leading solutions in investment banking, asset management, stockbrokerage, corporate and retail banking, securities dealing, and the deployment of proprietary digital platforms delivering integrated financial and advanced payment services.

Strategically, Cornerstone remains focused on engineering a seamlessly integrated, world-class financial services ecosystem. This infrastructure is purpose-built to serve select commercial and retail frontiers across the Pan-American and Caribbean corridors, while simultaneously commanding the sophistication required to access, mobilize, and deploy capital within global financial markets. Driven by a patient, long-term investment horizon, the Group structures its portfolio to deliver superior, risk-adjusted returns across highly diversified industries and resilient regulatory jurisdictions.



## PAUL SIMPSON, CD

### FOUNDER, PRESIDENT & CEO OF CORNERSTONE

Mr. Simpson is the Founder, President and CEO of Cornerstone. He is an Investment Banker with over 16 years' experience having worked in the Caribbean, the United States and Europe in various roles. He holds a double major in Computer Science and Geology and an MBA from the University of the West Indies. He has served on various government, private and charity boards including the Youth Arm of UNESCO, YMCA and the Jamaica Tourist Board, where he was the Chairman of the Finance and Audit committee.





**JASON  
CHAMBERS, MSC.**

Chief Investment Officer

Jason has over 23 years' of experience, spanning the range of Securities Trading, Investment and Treasury Management, Corporate Finance, and Corporate Banking. Most recently, Jason held the position of VP of Investment Management at the GraceKennedy Group. Jason also headed the Corporate Banking Unit within First Global Bank Limited where his functional responsibilities included the development, execution, and monitoring of business development strategies to grow the corporate banking business; management of credit structuring and assessment in accordance with the requirements of corporate clients within the parameters of the bank's lending policy; the upgrading of the credit policies of the bank to conform with current and emerging risks, and management of the credit quality of the portfolio in conjunction with the credit risk management unit of the bank. Jason was also a member of the senior management teams of the securities dealing subsidiaries of Guardian Holdings and GraceKennedy where he led the Asset Liabilities Management Committee ("ALCO") of GK Capital and served as a member of the GK Group ALCO. Jason is a graduate of the University of the West Indies, where he obtained a BSc. in Economics. Jason also holds a Master of Science degree from the University of London.



**RAMON SMALL-FERGUSON,  
MSC, CFA, FRM, CAIA**

Head, Investments/ CEO, BIL & Managing Director,  
BUTM

Mr. Small-Ferguson is currently the Chief Executive Officer, Barita Investments Limited & Managing Director, Barita Unit Trusts Management Company Limited. He joined the Cornerstone Group in 2019 as VP, Asset Management & Research at Barita Investments Limited in 2019 from the Jamaica National Group where he was Chief Investment Strategist and Head of Research at the Group's investment subsidiary. His professional background spans the areas of Investment Research, Treasury & Portfolio Management, Corporate Strategy and Investment Banking. He currently serves as a Director on the Investment Advisory Board of the Salvation Army Caribbean Territory, a member of the Board and the Chairman of the Audit & Compliance Committee of the Council of Voluntary & Social Services, the umbrella arm for charities in Jamaica, and is an Alternate Director of the Jamaica Stock Exchange. He is also the sitting President of the Jamaica Securities Dealers' Association (JSDA), the industry level group for investment banks in Jamaica.

Mr. Small-Ferguson has earned the Chartered Financial Analyst (CFA), Chartered Alternative Investment Analyst (CAIA), and Certified Financial Risk Manager (FRM) designations. He also holds a Bachelor of Business Administration (BBA), Finance & Marketing (Hons) from the University of Technology, Jamaica and a Masters of Science in Quantitative Management (MSQM) from NYU Stern Business School, New York University.



**BERNHARD STOCKER,  
M.S ARCH, LEED AP**

Chief Executive Officer, Real Estate Development

Bernhard is a global real estate and development executive with more than two decades of experience leading complex, high-performance residential, hospitality, and mixed-use developments across Europe, the Middle East, Asia and North America. Trained as an architect, he holds a Master of Science in Architecture from the Vienna University of Technology and completed executive education in C-Suite Leadership at the Wharton School, University of Pennsylvania. He began his career with internationally recognized, Pritzker Prize awarded architects including Hans Hollein and Richard Meier (RMP), and later held senior roles at Skidmore, Owings Merrill (SOM) and the Office for Design and Architecture (ODA) in New York.

Bernhard subsequently transitioned into senior developer-side leadership, serving as Senior Vice President of Design and Construction at The Related Companies in NYC, Project Executive at RAL Companies, and Design Director for MAGNA at NEOM in KSA, where he oversaw the design of large-scale hospitality and residential developments along the coast of Gulf of Aqaba, aligned with Saudi Arabia's Vision 2030.

He is currently CEO, Real Estate Development at Cornerstone, where he leads development strategy and execution of transformative hospitality projects, with a focus on design excellence, sustainability, and long-term value creation. He is a LEED Accredited Professional. Bernhard is deeply interested in the role of the built environment as a driver of economic productivity, environmental responsibility, and human well-being. His work explores how design, policy, capital, and technology can align to create places that are human-centered, resilient, culturally meaningful, and economically durable. He engages actively with discussions around sustainability, urban futures and communities, leadership, wellness and longevity, and long-term value creation.





## SUBSEQUENT MILESTONE ACHIEVEMENTS

### **BUILDING A STRONGER, MORE INTEGRATED BARITA FINANCIAL GROUP**

Subsequent to the close of FY25, the Barita Financial Group (the Financial Group) executed several strategically important initiatives that materially strengthen its governance framework, operating model, and long-term growth platform. Collectively, these developments advance the Financial Group's transformation into a more integrated, resilient, and scalable financial services organisation, while reinforcing its commitment to disciplined growth and sustainable shareholder value creation.

These milestones support the continued execution of the Group's "One Group" strategy, with a focus on enhanced regulatory oversight, operational integration, brand alignment, and the expansion of Barita's investment management capabilities.

### **BANK OF JAMAICA'S NON-OBJECTION TO THE RENAMING OF CORNERSTONE TRUST & MERCHANT BANK LIMITED TO BARITA MERCHANT BANK LIMITED**

Advancing the One Group strategy

The Bank of Jamaica has issued its non-objection to the renaming of Cornerstone Trust & Merchant Bank Limited (CTMB) to Barita Merchant Bank Limited (BMB), further unifying the Group under a single, cohesive Barita brand.

This transition represents more than a change in name. It reflects a deliberate alignment of strategy, culture, and client experience across the Barita Financial Group. The integration of the merchant bank into the Barita brand strengthens brand recognition, enhances client connectivity, and reinforces consistency across the Group's financial services offerings.

Supported by the scale, expertise, and institutional strength of the wider Group, BMB is well positioned to deliver specialised banking solutions while contributing meaningfully to the Group's integrated client value proposition.

### **FINANCIAL HOLDING COMPANY LICENCE ISSUED BY THE BANK OF JAMAICA**

Strengthening governance, oversight, and strategic flexibility

On March 17, 2026, Barita Financial Group Limited (BFGL) was granted a licence by the Bank of Jamaica to operate as a Financial Holding Company (FHC), following its Court-approved composite Schemes of Arrangement. This milestone formally establishes BFGL as the financial holding company for Barita Investments Limited and Barita Merchant Bank Limited (formerly Cornerstone Trust & Merchant Bank Limited), providing a clear and robust structural framework for the Financial Group's expanding operations.

The FHC structure enhances consolidated governance, risk management, and regulatory



oversight across the Financial Group, supporting a more coordinated and disciplined approach to capital allocation and growth. It also strengthens the Financial Group's capacity to deliver integrated financial solutions to clients, while positioning Barita to scale efficiently, operate with greater strategic flexibility, and respond proactively to evolving market and regulatory dynamics.

#### **NON-OBJECTION ISSUED BY THE FINANCIAL SERVICES COMMISSION TO BARITA'S ACQUISITION OF JN FUND MANAGERS LIMITED (NOW RENAMED BARITA FUND MANAGERS LIMITED)**

##### ***Scaling the asset management platform***

During the period, BIL completed the acquisition of 100% of the issued ordinary shares of JN Fund Managers Limited. This transaction represents a strategically important step in scaling Barita's asset management franchise and expanding its presence in a key growth segment of the financial services market.

The acquisition enhances the Barita Group's institutional scale, broadens its product offering, and supports the continued growth of diversified, fee-based income streams. It also enables clients to access a wider range of investment solutions, delivered within Barita's established governance and risk management framework.

The integration of the company is being executed

in a disciplined and structured manner, prioritising continuity, operational stability, and long-term value creation. Client service remains uninterrupted, with a seamless transition and access to enhanced Barita Group-wide capabilities.

To support alignment and execution, Mr. Richardo Williams has been appointed the company's Interim Chief Executive Officer, while continuing in his role as Senior Vice President, Asset Management & Research at BIL. This dual leadership arrangement provides strategic continuity and reinforces the Barita Group's asset management capabilities.

#### **STRATEGIC PARTNERSHIP WITH PROVEN**

Cornerstone entered into a strategic partnership with PROVEN Management Limited, the investment manager of Proven Group Limited ("PROVEN") in December 2025. PROVEN is listed on the Jamaica Stock Exchange ("JSE") and has a diversified portfolio of regional and international investments focussed primarily on its wholly owned subsidiaries in the financial sector with a long-term investment horizon, complemented by investments in real estate and private capital. Holdings include banking subsidiaries in St. Lucia & the Cayman Islands, a securities dealer in Jamaica and the largest shareholding in the JMMB Group Limited (20%), which is listed on the JSE.

The partnership reflects a shared commitment to disciplined growth, strong governance, and long-term



value creation, while preserving the independence and stewardship of both groups. Cornerstone combined with the PROVEN platform now manages the equivalent of approximately J\$1 trillion in assets under management and invested capital, spanning banking, investment banking, asset management, real estate development, real sector investments, and financial technology, thereby providing a strong foundation for scale, resilience, and expansion across Jamaica, Barbados, Cayman, Bermuda, British Virgin Islands, the Bahamas, St. Lucia, the United States of America and Canada.

Cornerstone, through its USA-based company, CFHL USA, has development oversight for over 2,000 acres of prime ocean front real estate in several strategic locations along the island's tourism belt. With the infusion of proprietary execution talent and the real estate development capabilities of Proven Group Limited, the Group now has a clear pathway to advance these assets into income-generating and capital-appreciating developments over time. This diversified structure enables Cornerstone to deploy capital across multiple stages of the value chain, balancing fee-based financial services with longer dated real asset exposure.

Cornerstone and Barita have strong investment grade ratings by Caricris, being rated A and A+ respectively on the Jamaican rating scale. Barita is the largest securities dealer by capital base in Jamaica, with shareholders' equity of J\$35.3 billion, representing one-quarter of the capital base across the securities dealing sector.

### **NON-OBJECTION ISSUED BY THE BANK OF JAMAICA TO INTRODUCE BRIC BY BARITA**

Advancing the Group's digital banking evolution

Subsequent to the period, BMB received the BOJ non-objection to introduce Bric by Barita, a further regulatory milestone supporting the advancement of the Group's One Group strategy and broader digital banking journey. The non-objection builds on the establishment of Barita Financial Group Limited as a licensed financial holding company and the transition of Cornerstone Trust & Merchant Bank Limited to Barita Merchant Bank Limited, together creating a stronger and more connected platform through which clients can access a broader range of financial solutions with greater convenience and consistency.

Bric by Barita is intended to serve as an introductory digital experience for everyday money within that wider journey, offering customers a more flexible, digital-first way to engage with their day-to-day finances while creating a pathway into the broader banking, investment, and wealth capabilities of the

Group. Its initial feature set is expected to focus on practical everyday money capabilities, supported by a companion Visa card that can be used wherever Visa is accepted. In keeping with the Group's disciplined approach, Bric by Barita is being introduced in a measured and controlled manner, beginning with a pilot group as BMB tests, refines, and strengthens the client experience and supporting infrastructure ahead of broader availability. The introduction reflects BMB's continued role in the Group's digital evolution while maintaining the strong governance, prudent risk management, and disciplined execution that underpin the Group's growth.

### **KEY BARITA BOARD APPOINTMENT**

The Board of Directors of Barita is pleased to announce the appointment of Dr. Marlene Street Forrest, OJ, CD, PhD, as a Director on the Board, effective February 13, 2026.

The Chairman and Board welcomes Dr. Marlene Street Forrest who is the former Managing Director of the JSE and former Director of both its subsidiaries. She has a wealth of experience having worked in senior management positions at varying private and public sector organisations in Jamaica and overseas. Dr. Street Forrest is a Certified Business Consultant and a member of the International Association of Professional Business Consultants (IAPCO).

### **LOOKING AHEAD**

Together, these developments underscore Barita Financial Group's continued evolution into a more integrated, resilient, and future-ready financial services organisation. By strengthening governance, unifying its operating platform, and scaling its investment management capabilities, the Financial Group remains well positioned to pursue sustainable growth and deliver long-term value to its shareholders.

**BARITA FINANCIAL GROUP LIMITED**  
**SENIOR MANAGEMENT TEAM**









**DANE BRODBER, CFA,  
CAIA, FRM, MBA**

**Acting CEO, CTMB, CEO Designate, BFGL**

Dane joined Cornerstone in 2019 as the Chief Risk Officer for the Group and was seconded to Barita in May 2022 as the Interim Chief Executive Officer. He has over 20 years of experience in the financial services industry with extensive experience in Risk Management, as well as experience with Operational Risk, Strategy, Business Intelligence, and Financial Analysis. Prior to joining Cornerstone, he held the position of Regional Director, Market Risk Management at Scotiabank, where he had responsibility for the measurement, monitoring and governance of market risk exposures throughout the English-Speaking Caribbean. Dane earned undergraduate degrees in Mechanical Engineering and Economics & Business from Lafayette College and an MBA from the University of New Orleans. He earned the CFA Charter in 2006, the Financial Risk Manager (FRM) designation in 2007, and the Chartered Alternative Investments Analyst (CAIA) designation in 2019. Dane is the current President and former founding VP of CFA Society Jamaica. In his prior capacity as Chief Risk Officer he was responsible for the buildout, maintenance and oversight of the required risk management and supporting governance frameworks throughout the Cornerstone group.



**RAMON SMALL-FERGUSON,  
MSc, CFA, FRM, CAIA**

**Head, Investments/ CEO, BIL & Managing Director,  
BUTM**

Mr. Small-Ferguson is currently the Chief Executive Officer, Barita Investments Limited & Managing Director, Barita Unit Trusts Management Company Limited. He joined the Cornerstone Group in 2019 as VP, Asset Management & Research at Barita Investments Limited in 2019 from the Jamaica National Group where he was Chief Investment Strategist and Head of Research at the Group's investment subsidiary. His professional background spans the areas of Investment Research, Treasury & Portfolio Management, Corporate Strategy and Investment Banking. He currently serves as a Director on the Investment Advisory Board of the Salvation Army Caribbean Territory, a member of the Board and the Chairman of the Audit & Compliance Committee of the Council of Voluntary & Social Services, the umbrella arm for charities in Jamaica, and is an Alternate Director of the Jamaica Stock Exchange. He is also the sitting President of the Jamaica Securities Dealers' Association (JSDA), the industry level group for investment banks in Jamaica.

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**STEPHANIE STERLING,  
LLM**

**Group Head of Legal and Company Secretary**

Stephanie joined Barita in March 2020 as Legal Counsel and is now Group Head of Legal and Company Secretary. Prior to being called to the Bar, Stephanie gained financial advisory experience as a Consultant at PricewaterhouseCoopers and garnered commercial law experience as an Attorney-at-Law at Myers, Fletcher, & Gordon and Debbie-Ann Gordon & Associates. She holds a BA (Economics and History) from Stanford University, LLB (Hons) from the University of London and a LEC from the Norman Manley Law School. Stephanie has also obtained a Master of Laws (Banking and finance law) (Merit) from the University of London.



**GEOFFERY ROMANS,  
ASA, MBA, CBCA, FMVA**

**Senior Vice President, Risk Management**

Geoffery is a senior Risk Management executive with over 14 years risk management experience within the Caribbean Region. His vast risk management experience spans banking, insurance, treasury operations, off-shore banking and investment for multiple entities.

He is formerly from Scotiabank and a founding member of Scotiabank's English Caribbean Market Risk Unit where he served in varying roles such as Senior Manager Interest Rate Risk and Balance Sheet Management and most recently, Regional Director, Market Risk Management. He earned his MBA in Financial Management Specialty from Heriot-Watt University, Scotland, UK and his BSc in Mathematics (1st Class Hons) from the UWI. Geoffery is also an Associate of the Society of Actuaries (ASA).





**STEPHEN PHILLIBERT,  
MBA, CFA**

**Chief Financial Officer**

Stephen has over 22 years' of experience in Finance & Accounting, General Management and Strategy, Mergers & Acquisitions and Financial Risk. He joined Cornerstone in 2020 from PanJam Investment Limited, where he held the title of Chief Financial Officer for six years, and prior to that spent approximately ten years at GraceKennedy Limited in various financial and strategic roles, ending as Head - Corporate Planning & Strategy for the group. In his capacity at Cornerstone, he is responsible for the financial operations of the group, including financial accounting and management, regulatory and financial reporting in accordance with regulatory requirements, capital and operational budgeting, tax planning and reporting, and oversight of the financial control environment. Stephen also provides support on projects of strategic significance. He holds an MBA from the University of Toronto, a BSc - Accounting from the University of the West Indies as well as the Chartered Financial Analyst designation.



**STEPHANIE MURDOCK,  
MSC., PMP, SMC**

**Chief Human Resources Officer**

Stephanie has over 22 years' experience in the areas of Strategic Human Resource Development, Change Management, Leadership Development and Industrial Relations. She joined the Group from the National Export Import Bank of Jamaica where she held the position of General Manager, Corporate Services with responsibility for Human Resources, Administrative Procurement and Information Technology. Stephanie was recognised as one of seven Jamaicans to participate in the Advanced Leadership Development, Caribbean Emerging Leaders Dialogue, sponsored by McGill University, held in Ottawa, Canada. She is also a Certified Project Manager. Stephanie obtained both undergraduate and graduate degrees at UWI and Post Graduate Certification in Public Policy from Peking University, Beijing China. Stephanie also obtained a Certificate in Disruptive Strategy from Harvard Business School.



**SEBRENA FREEMAN,  
MSC., CISA, CRISC**

**Chief Audit Executive**

Sebrena joined us from Scotiabank where she served as the Director of Operational Risk, Caribbean (North & Central). Her experience in financial services spans more than 22 years in the areas of Non-Financial Risk Management, Financial Accounting & Internal Audit. At Scotiabank, she pioneered the implementation of non-financial risk function within Jamaica and the Caribbean North & Central region where she served as the Director of Operational Risk, Caribbean. She joined Cornerstone as the Chief Audit Executive; in this capacity, she is responsible for bolstering the internal audit framework of the group to tighten the internal controls environment and strengthen the third line of defense by providing independent assurance and serving as a trusted advisor. She holds an MSc. in Enterprise Risk Management from Mona School of Business and Management (Distinction), a BBA in Finance, and International Business (Hons.) from the University of Technology and earned the Certified Information Systems Auditor (CISA) and the Certified in Risk & Information Systems Control (CRISC) designations in 2011 from the Information Systems Audit & Control Association (ISACA).



**LERONE PALMER,  
MSC**

**Vice President, Group Compliance**

Lerone joined Barita in March 2020 as Compliance Manager. Prior to joining the group, Lerone held managerial roles in the Scotia Group and has over 15 years of experience as a compliance professional in the Financial Services industry. In this capacity he is responsible to provide strategic support, coordination and general oversight of the Compliance Programme at Barita to ensure adherence with applicable legislation, regulatory guidelines, and policies and procedures within the entity.

He earned his MSc. in Enterprise Risk Management (Distinction) from Mona School of Business and Management and a BSc. in Banking and Finance from the University of West Indies.



## **CHIRAG MEHTA**

### **Chief Experience Officer, CUH (USA)**

Chirag is a transformational Customer Experience leader with over 25 years of global experience at Amazon, Adobe, and Motorola.

He has led CX and product innovation across fintech, healthcare, and technology sectors, including the launch of Amazon's Kindle Fire and mobile APIs. At Cornerstone, he is driving the Group's shift toward Customer Centricity and leading the launch of Bric, our digital-first platform designed to expand access, trust, and engagement across Jamaica's evolving financial landscape.

A former startup advisor and patent-holding technologist, Chirag brings a rare combination of technical depth, strategic vision, and executorial discipline to customer-driven growth.



## **GAVIN JORDAN, MSC., CPA**

### **Chief Operating Officer, Cornerstone**

Gavin has over 22 years' of accounting and financial management experience, spanning the financial services, food manufacturing and distribution sectors. Prior to his role at Cornerstone, he was the CFO for GraceKennedy Foods (USA) and Divisional CFO, GK Foods before that. At GK Foods, Gavin provided financial leadership to the subsidiaries in the Foods Division both locally and internationally; supported the development of the Division's strategy and the evaluation of various strategic initiatives. Gavin was also Finance Director and Company Secretary of Carreras and CFO of First Global Bank, where he was ultimately responsible for the day-to-day operations of the accounting and financial reporting functions. Gavin holds a BSc. in Accounting and Economics from the University of the West Indies, a Master of Science degree in Financial Management from the University of London and is also a Certified Public Accountant. He is a member of the American Institute of the Certified Public Accountants and the Colorado State Board of Accountancy.

# Cornerstone

## TECHNOLOGY LEADS



### **STEFANO D'AMBROSIO, MBA**

#### **Group Chief Innovation Officer, CUH (USA)**

Stefano specializes in scaling fintech ventures from concept to commercial success, with experience as both a founder and senior leader. He previously built the core technology for Latin America's first mobile banking platform and led its expansion across the US, Caribbean, and Latin America prior to its successful acquisition.

At Cornerstone, he leads digital transformation across the banking and asset management businesses, driving AI- and data-led innovation, with Bric central to this strategy.

He holds an MBA from Northwestern University's Kellogg School of Management and a BSc in Computer Engineering from Universidad Simón Bolívar.



### **KASHIF HEWITT, SMC, OCP, DEVOPS**

#### **Head Engineer, Cornerstone Group**

Kashif is a seasoned engineering leader and IT consultant with over 18 years of engineering experience spanning debt collections, telecommunications, and fintech. He has led agile engineering teams and championed digital transformations across Digicel Group, including delivering high-transaction distributed systems and customer-facing applications like MyDigicel that serve over 10 million users with thousands of concurrent daily transactions across multiple countries and geographic regions.

At Cornerstone, he is driving the technical vision toward modern engineering practices, leveraging DevSecOps to deliver the Group's flagship digital platform, Bric, and seamlessly integrating services across its diverse entities. Grounded by a BSc in Computer Science, Kashif brings a powerful combination of technical depth, strategic vision, and executional discipline to the organizations next generation of growth.



# Barita.ai (Lab)



From the front row to the back row:

**Toren-Andrew Miller** (Master's Quantitative Financial Risk Management, Heriot-Watt University, Small Tech & AIML Entrepreneur),

**Tristan Isaacs** (Economics, Banking & Finance, UWI, Freelance AIML Engineer),

**Justin Clarke** (Columbia University, AIML Engineering & Psychology ),

**Rusheen Thomas** (Masters AIML & Software Engineering, China),

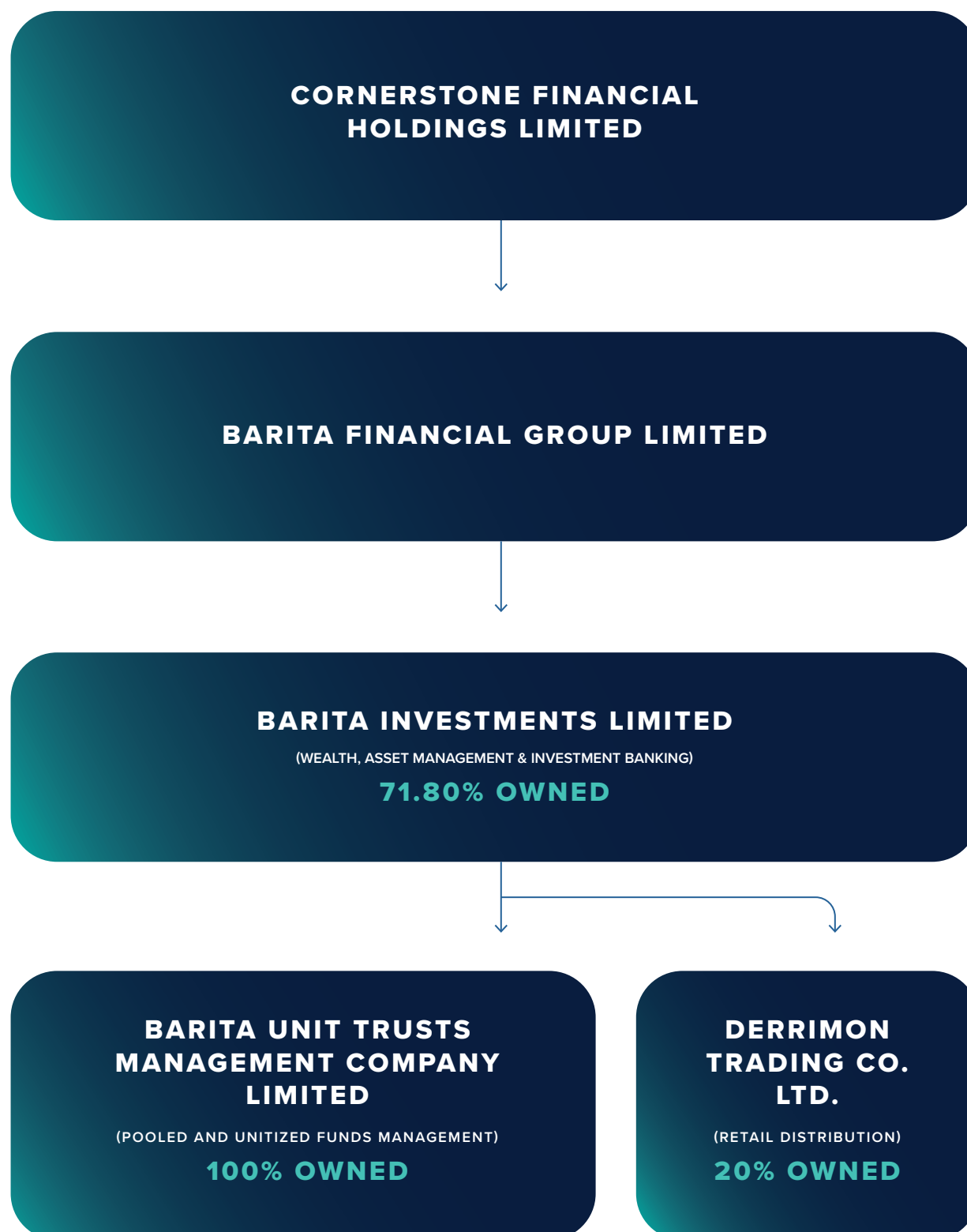
**Ajonte Josiah** (Columbia University, Financial Engineering & AIML development )

\*AIML - Artificial Intelligence & Machine Learning



# BARITA GROUP

## CORPORATE STRUCTURE FY25



# OFF BALANCE SHEET STRUCTURES

**INVESTMENT MANAGER:  
BARITA**

**PENSION FUNDS**

**INVESTMENT MANAGER:  
BUTM**

**UNIT TRUST FUNDS**

**INVESTMENT MANAGER:  
BARITA**

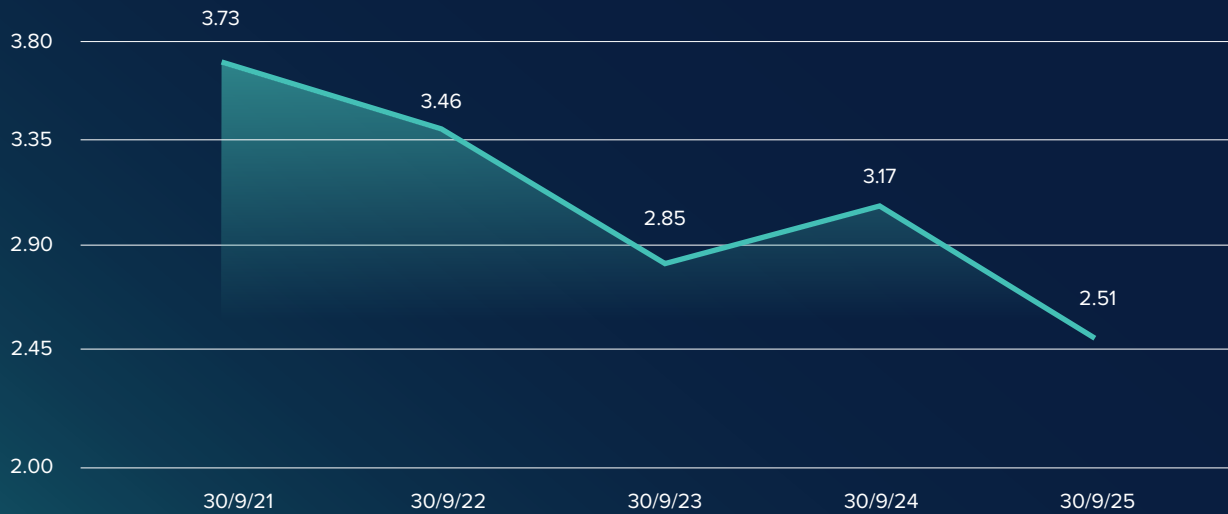
**BARITA FINANCE LIMITED  
(BARBADOS DOMICILED)**

**INVESTMENT MANAGER:  
BARITA**

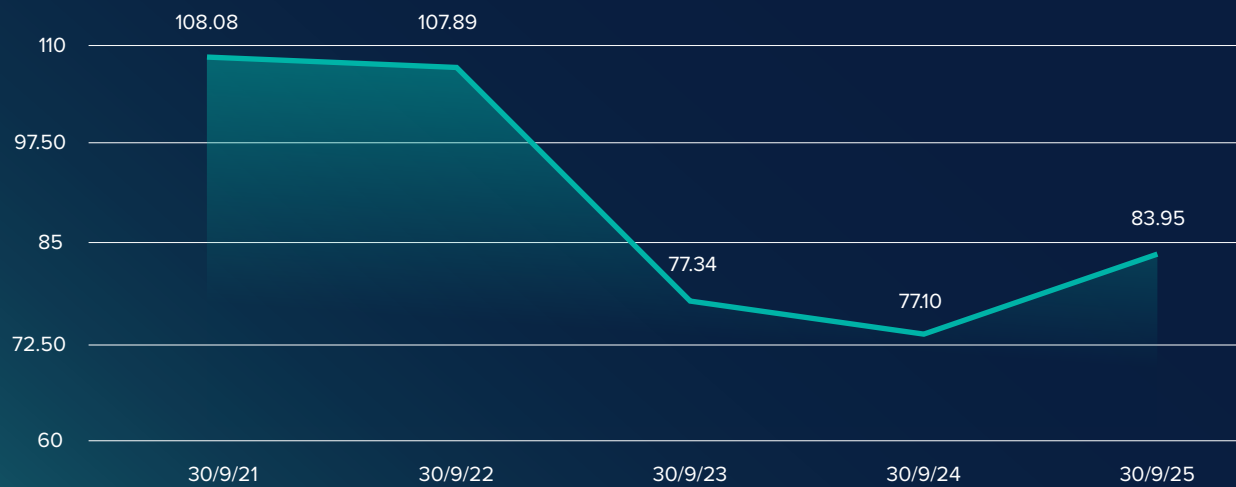
**MJR REAL ESTATE  
HOLDINGS LIMITED  
(JAMAICA INCORPORATED)**

# PERFORMANCE HIGHLIGHTS

(A) EPS



(B) SHARE PRICE



# FINANCIAL HIGHLIGHTS

**J\$149.6  
BILLION**  
IN TOTAL ASSETS

**J\$3.0  
BILLION** NET  
PROFIT

**J\$35.1  
BILLION** | TOTAL SHAREHOLDERS'  
**EQUITY**

NET OPERATING  
REVENUE  
**J\$8.7  
BILLION**

**EPS**  
**J\$2.51**



# 5-YEAR STATISTICAL REVIEW

| Consolidated Income Statement                        | 2021<br>\$'000   | 2022<br>\$'000   | 2023<br>\$'000   | 2024<br>\$'000   | 2025<br>\$'000   |
|------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenues</b>                                      |                  |                  |                  |                  |                  |
| Net Interest Income                                  | 1,541,340        | 1,672,170        | 581,191          | 646,217          | 1,111,312        |
| Fees & commission income                             | 3,378,654        | 3,022,287        | 3,403,170        | 3,708,502        | 4,161,284        |
| Dividend income                                      | 1,054            | 31,842           | 86,771           | 117,223          | 118,831          |
| Foreign exchange trading & translation gains         | 1,587,050        | 791,514          | 604,319          | 593,917          | 444,072          |
| Gain on sale of investments and trading profits      | 1,580,546        | 3,361,280        | 4,356,726        | 4,871,584        | 2,757,839        |
| Other income                                         | 27,618           | 72,640           | 61,971           | 60,531           | 76,021           |
| <b>Net Operating Revenue</b>                         | <b>8,116,262</b> | <b>8,951,733</b> | <b>9,094,148</b> | <b>9,997,974</b> | <b>8,669,359</b> |
| Non-Interest Income                                  | 6,574,922        | 7,279,563        | 8,512,957        | 9,351,757        | 7,558,047        |
| Non-Interest Income/Net Operating Revenue            | 81%              | 81%              | 94%              | 94%              | 87%              |
| <b>Operating Expenses</b>                            |                  |                  |                  |                  |                  |
| Staff costs                                          | 1,254,306        | 1,710,201        | 1,735,769        | 1,660,759        | 1,695,089        |
| Administration                                       | 1,790,780        | 2,091,226        | 2,877,446        | 2,682,352        | 2,796,585        |
| Impairment of available-for-sale investment          | 6,447            | 3,985            | -3,591           | 640,954          | 147,964          |
| <b>Total expenses</b>                                | <b>3,051,533</b> | <b>3,805,412</b> | <b>4,609,624</b> | <b>4,984,065</b> | <b>4,639,638</b> |
| Share of results of investment in associated company | 57,144           | 96,167           | 95,028           | 24,078           | -113,707         |
| Profit before tax                                    | 5,121,873        | 5,242,488        | 4,579,552        | 5,037,987        | 3,916,014        |
| Taxation                                             | 1,063,276        | 1,021,226        | 1,164,552        | 1,222,338        | 904,764          |
| <b>Net Profit</b>                                    | <b>4,058,597</b> | <b>4,221,262</b> | <b>3,415,000</b> | <b>3,815,649</b> | <b>3,011,250</b> |

| Consolidated Statement of Financial Position Summary | 2021<br>\$'000    | 2022<br>\$'000     | 2023<br>\$'000     | 2024<br>\$'000     | 2025<br>\$'000     |
|------------------------------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Assets</b>                                        |                   |                    |                    |                    |                    |
| Cash and bank balances                               | 3,816,326         | 1,027,765          | 1,969,835          | 1,418,377          | 1,615,172          |
| Resale agreements                                    | 8,872,136         | 2,608,878          | 564,013            | 5,772,918          | 1,046,399          |
| Investment Securities                                | 14,128,717        | 24,285,629         | 22,331,633         | 18,982,704         | 20,225,983         |
| Pledged Assets                                       | 50,293,982        | 61,603,598         | 83,717,008         | 89,568,260         | 99,947,628         |
| Receivables                                          | 1,081,304         | 3,101,644          | 2,866,597          | 7,321,501          | 11,214,492         |
| Loans receivables                                    | 5,911,713         | 10,606,593         | 11,127,097         | 13,345,684         | 8,584,955          |
| Taxation Recoverable                                 | -                 | 479,552            | 398,511            | 453,035            | 381,344            |
| Due from related parties                             | 2,518,556         | 938,835            | 753,516            | 1,400,119          | 2,240,245          |
| Property, plant and equipment                        | 1,014,416         | 993,654            | 943,136            | 836,782            | 888,801            |
| Intangible Assets                                    | 19,478            | 14,777             | 21,501             | 402,093            | 810,405            |
| Investments                                          | 55,000            | 55,000             | 55,000             | 55,000             | 55,000             |
| Investment Property                                  | 210,000           | 214,200            | 225,000            | 235,857            | 264,498            |
| Right of use asset                                   | 233,974           | 231,882            | 252,274            | 216,918            | 142,250            |
| Investment in associates                             | 2,053,423         | 2,186,695          | 2,281,723          | 2,305,801          | 2,192,094          |
| Deferred tax assets                                  | -                 | 1,351,993          | 687,797            | 0                  | 0                  |
| <b>Total Assets</b>                                  | <b>90,209,025</b> | <b>109,700,695</b> | <b>128,194,641</b> | <b>142,315,049</b> | <b>149,609,266</b> |
| <b>Liabilities</b>                                   |                   |                    |                    |                    |                    |
| Bank overdraft                                       | 8,635             | 11,587             | 45,109             | 14,108             | 9,769              |
| Secured investment notes                             | 1,022,055         | 11,204,694         | 5,940,517          | 2,516,170          | -                  |
| Repurchase agreements                                | 45,592,518        | 59,653,515         | 76,546,630         | 84,332,260         | 90,497,630         |
| Other debt facilities                                | -                 | -                  | 8,300,997          | 13,953,557         | 16,753,904         |
| Payables                                             | 5,915,703         | 6,298,017          | 1,466,664          | 5,247,416          | 5,606,869          |

| Consolidated Statement of Financial Position Summary (Cont'd) | 2021<br>\$'000    | 2022<br>\$'000     | 2023<br>\$'000     | 2024<br>\$'000     | 2025<br>\$'000     |
|---------------------------------------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| Due to related parties                                        | 144,013           | 62,197             | 199,726            | 189,316            | 336,381            |
| Taxation payable                                              | 943,708           | -                  | -                  | -                  | -                  |
| Lease Liability                                               | 274,840           | 287,207            | 308,395            | 265,537            | 188,520            |
| Deferred tax liabilities                                      | 61,237            | -                  | -                  | 494,285            | 1,109,899          |
| <b>Total Liabilities</b>                                      | <b>53,962,709</b> | <b>77,517,217</b>  | <b>92,808,038</b>  | <b>107,012,649</b> | <b>114,502,972</b> |
|                                                               |                   |                    |                    |                    |                    |
| <b>Shareholders' Equity</b>                                   |                   |                    |                    |                    |                    |
| Share capital                                                 | 33,135,904        | 32,389,351         | 32,814,050         | 32,830,110         | 32,869,072         |
| Capital reserves                                              | 122,073           | 148,655            | 175,988            | 175,988            | 221,651            |
| Fair value reserves                                           | -256,512          | -4,068,759         | -4,535,805         | -3,956,320         | -4,328,286         |
| Stock option reserve                                          | 86,800            | 186,284            | 22,300             | 30,340             | 28,541             |
| Capital redemption reserve                                    | 220,127           | 220,127            | 220,127            | 220,127            | 220,127            |
| Retained earnings                                             | 2,937,924         | 3,307,820          | 6,689,943          | 6,002,155          | 6,095,189          |
| <b>Total Shareholders' Equity</b>                             | <b>36,246,316</b> | <b>32,183,478</b>  | <b>35,386,603</b>  | <b>35,302,400</b>  | <b>35,106,294</b>  |
| <b>Total Liabilities and Shareholders' Equity</b>             | <b>90,209,025</b> | <b>109,700,695</b> | <b>128,194,641</b> | <b>142,315,049</b> | <b>149,609,266</b> |

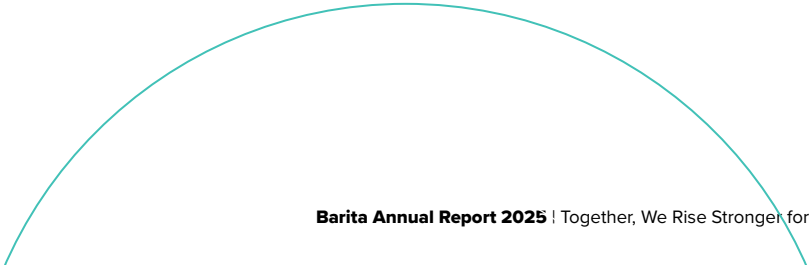
| Ratios & Share Information              | 2021<br>\$'000 | 2022<br>\$'000 | 2023<br>\$'000 | 2024<br>\$'000 | 2025<br>\$'000 |
|-----------------------------------------|----------------|----------------|----------------|----------------|----------------|
|                                         |                |                |                |                |                |
| Net profit margin                       | 50.0%          | 47.2%          | 37.6%          | 38.2%          | 34.7%          |
| Operating expense/Net operating revenue | 38.0%          | 42.5%          | 50.7%          | 49.9%          | 53.5%          |
| Effective tax rate                      | 20.8%          | 19.5%          | 25.4%          | 24.3%          | 23.1%          |
| Return on average equity                | 13.7%          | 11.5%          | 10.1%          | 10.8%          | 8.6%           |
| Return on average assets                | 5.0%           | 4.2%           | 2.9%           | 2.8%           | 2.1%           |
| Earnings per share                      | \$3.73         | \$3.46         | \$2.85         | \$3.17         | \$2.51         |
| Book value per Share                    | \$29.27        | \$26.07        | \$28.66        | \$28.51        | \$28.42        |
| Share price                             | \$108.08       | \$107.89       | \$77.34        | \$77.10        | \$83.95        |
| Dividends Paid (\$'000)                 | 2,624,495      | 4,080,624      | 3,026,563      | 2,092,114      | 2,498,504      |
|                                         |                |                |                |                |                |



04



# CORPORATE **GOVERNANCE**







# CHAIRMAN'S MESSAGE

Mark Myers, CD  
**Chairman**

## CHAIRMAN'S MESSAGE

The year under review demanded clarity of purpose, discipline in execution, and an unwavering commitment to the long-term stewardship of this institution. The operating environment, both globally and locally, was marked by persistent uncertainty: shifting monetary policy expectations, geopolitical tensions, uneven global growth, and the lingering economic aftershocks from climatic disruptions at home. Yet amid these forces, Barita demonstrated a resilience anchored in prudent risk management, strategic diversification, and the disciplined evolution of our business model.

Our performance for the twelve months ended September 30, 2025 reflects this balance of resilience and realism. The Group delivered net operating revenue of \$8.7 billion and net profit after tax of \$3.0 billion. While profitability declined relative to the exceptional non-recurring gains recorded in FY24, the underlying strength of our core franchise was unmistakable. Revenue from traditional business lines increased by 21%, underscoring the continued robustness of our client relationships and the stability of our core earning engines. Importantly, the Group's capital adequacy ratio closed at 21.30%, more than double the regulatory minimum, with our equity base relatively flat at \$35.1 billion, a testament to sustained capital strength through turbulent conditions.

This performance did not occur by accident. It was the product of intentional decisions, a multi-year effort to fortify our balance sheet, elevate our governance architecture, modernise our infrastructure, and position Barita for a future where investment excellence is inseparable from operational discipline and technological capability.

### A GLOBAL CONTEXT DEMANDING PRECISION AND PRUDENCE

The macroeconomic picture in FY25 was shaped by cautious optimism. The International Monetary Fund (IMF) projected global growth of 3.2%, with resilience in the United States offset by weakness in Europe and China. Inflation moderated but remained uneven. Capital markets were characterised by alternating surges of risk appetite and retreat, driven by oscillating policy expectations and heightened geopolitical risk. Credit markets remained resilient, though spreads widened selectively across corporate issuers, conditions that rewarded disciplined portfolio positioning.

For Jamaica, the narrative was one of sustained recovery tempered by vulnerability. The domestic economy continued its post-pandemic expansion, though climatic events placed pressure on communities and corporate balance sheets alike. Against this backdrop, Barita's duty, indeed, its obligation, was to remain a source of stability, continuity, and disciplined execution for its clients and stakeholders.

## PERFORMANCE IN A YEAR OF TRANSITION

FY25 was a transitional year for the Group, one in which our strategic decisions were guided not by the pursuit of short-term gains but by the imperatives of long-term sustainability. Several performance themes merit highlighting:

- 1 Strength in Core Earnings:** Traditional business lines - net interest income, fees, and commissions- continued to expand. The Group benefited from disciplined balance sheet management, led by improvements in loan performance, treasury positioning, and interest margin optimisation.
- 2 A Natural Normalisation of Investment Gains:** Gains on investment activities declined by \$2.1 billion relative to FY24, settling at \$2.8 billion for the year. This reflected the extraordinary alternative investment gains realised in the prior period, which were not expected to recur in FY25. As we have communicated consistently, this normalisation was anticipated and incorporated into our planning.
- 3 Continued Balance Sheet Expansion:** Total assets rose to \$149.6 billion, driven primarily by growth in pledged assets, marketable securities, and a \$3.9 billion increase in receivables—signalling healthy business volumes across the franchise.
- 4 Robust Capital Base:** Shareholders' equity was relatively flat at \$35.1 billion, underpinned by increases in retained earnings and capital reserves. This fortified capital position enhances our ability to weather market volatility and invest confidently in the modernisation of our business.

## EXECUTING A STRATEGY ANCHORED IN DISCIPLINE

Across 2022, 2023, and 2024, we embraced a consistent set of themes in our strategic posture: resilience, governance, operational excellence, digital transformation, and talent development. In 2025, those themes matured into institutional habits.

## TECHNOLOGY AND DATA AS STRATEGIC ASSETS

Our continued investment in our Enterprise Data Warehouse, cybersecurity enhancements, and process automation represents more than modernisation; it is the infrastructure of a future-ready institution. As the

investment landscape accelerates toward analytics-driven decision-making, Barita is steadily positioning itself as a digital-competent, data-empowered financial services leader.

## PEOPLE AND CULTURE

We made further strides in leadership development, risk culture reinforcement, and strengthening the alignment between our people, our mission, and our long-term strategy. Investment in human capital-through development programmes, governance training, and technical upskilling-remains central to our competitive advantage.

## GOVERNANCE AS A STRATEGIC IMPERATIVE

The Group strengthened its control environment across all three lines of defense, deepened its compliance practices, and placed renewed emphasis on transparency and accountability. Our Board continues to provide rigorous oversight, guiding the institution through shifting regulatory, macroeconomic, and market conditions.

## LOOKING AHEAD : A PATH SHAPED BY POSSIBILITY

As we look toward FY26 and beyond, our strategic priorities are clear:

- **Business Line Optimisation and Market Expansion:** Enhancing performance across all business units while pursuing new opportunities locally and regionally.
- **Deepening Client-Centricity:** Delivering high touch service, tailored solutions, and increasingly seamless digital channels.
- **Strengthening Risk Management and Capital Buffers:** Maintaining a fortress balance sheet that protects the Group and positions it for opportunity.
- **Investing in Technology and Operational Excellence:** Building the foundation for a digital first, highly efficient asset-management and securities-dealer franchise.

These priorities reflect a simple truth: institutions that endure are those that invest purposefully, act prudently, and evolve continuously.

## A CLOSING REFLECTION

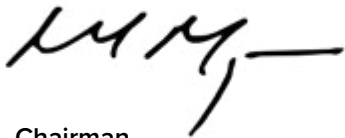
Each chapter in Barita's recent history has demanded something different from us: resilience, innovation, prudence, steadiness and courage. FY25 required all of these in equal measure. Yet across the organisation, the commitment to disciplined execution remained firm.

To our clients, shareholders, regulators, and partners: your trust remains the cornerstone of our progress. It is with deep gratitude that we continue to build an institution worthy of that trust.

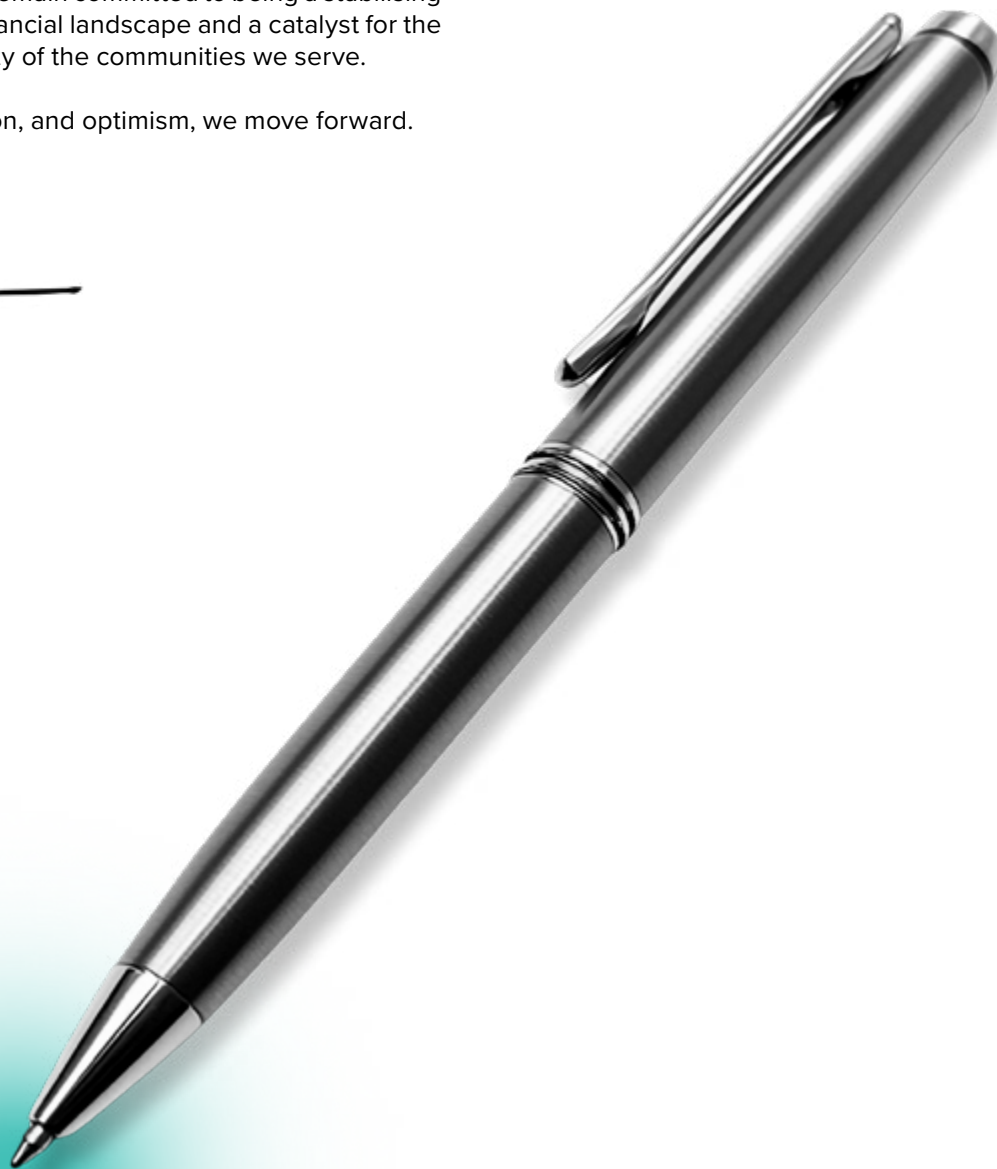
Barita enters FY26 with confidence, grounded in strong capitalisation, a resilient business model, a disciplined strategy, and a team that understands the responsibility of the work ahead. We remain committed to being a stabilising force in Jamaica's financial landscape and a catalyst for the growth and prosperity of the communities we serve.

With clarity, conviction, and optimism, we move forward.

Sincerely,

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the end.

Chairman





**BARITA BOARD  
OF DIRECTORS**









### **MARK MYERS, CD**

Chairman

An astute businessman, Mr. Myers is the Managing Director of Restaurants of Jamaica Ltd. Mr. Myers holds a BSc. degree in Operations, Transportation and Distribution Management from Syracuse University's School of Management. A believer in contributing to the development of his country, he has served on several boards to include the Bank of Jamaica, JAMPRO (Jamaica Trade and Invest) and the Jamaica Observer Limited.



### **PAUL SIMPSON, CD**

Deputy Chairman

Mr. Simpson is the Founder, President and CEO of Cornerstone. He is an Investment Banker with over 16 years' experience having worked in the Caribbean, the United States and Europe in various roles. He holds a double major in Computer Science and Geology and an MBA from the University of the West Indies. He has served on various government, private and charity boards including the Youth Arm of UNESCO, YMCA and the Jamaica Tourist Board, where he was the Chairman of the Finance and Audit committee.



### **PETER GOLDSON**

Director, Chairman, Corporate  
Governance & Conduct Review Committee

Mr. Goldson joined Myers, Fletcher & Gordon in 1988 and became a Partner in 1994. Peter is a Partner in the firm's Commercial Department and is the head of the firm's Intellectual Property practice. He is the former Managing Partner, former Head of the Commercial Department and is now the firm's Senior Partner. He advises clients on a wide range of commercial matters including mergers and acquisitions, hotel developments and sales, pensions, intellectual property, project finance, capital markets, securities and regulatory advice.



### **DUNCAN STEWART**

Director, Chairman - Board Investment Committee

Mr. Stewart is the General Manager of Stewart Motors Ltd. and he is also involved in leading related family businesses, Stewart's Auto Sales Ltd. and its affiliated companies, Stewart's Auto Paints Ltd., Tropic Island Trading Company Ltd. and Silver Star Motors Ltd. Mr. Stewart is also a director of the Automobile Dealers Association and the Richard and Diana Stewart Foundation. Currently, he is a sponsor of the family charity, Kind Hearts, which is run by his children and their cousins.



## CARL DOMVILLE

Director, Chairman - Audit Committee

Mr. Domville is a Chartered Accountant and he currently serves as a Trustee of the Seprod et al Superannuation Scheme. He was formerly the Chief Operating Officer and Group Treasurer of the Seprod Group of Companies and he has also served as President of the Jamaica Cooperative Credit Union League Limited, Chairman of The Gleaner Company (Media) Limited, and a director of Radio Jamaica Limited ("RJR").



## JASON CHAMBERS

DIRECTOR

Mr. Chambers has over 22 years' of experience, spanning the range of Securities Trading, Investment and Treasury Management, Corporate Finance, and Corporate Banking. Most recently, Jason held the position of VP of Investment Management at the GraceKennedy Group. Jason also headed the Corporate Banking Unit within First Global Bank Limited where his functional responsibilities included the development, execution, and monitoring of business development strategies to grow the corporate banking business; management of credit structuring and assessment in accordance with the requirements of corporate clients within the parameters of the bank's lending policy; the upgrading of the credit policies of the bank to conform with current and emerging risks, and management of the credit quality of the portfolio in conjunction with the credit risk management unit of the bank. Jason was also a member of the senior management teams of the securities dealing subsidiaries of Guardian Holdings and GraceKennedy where he led the Asset Liabilities Management Committee ("ALCO") of GK Capital and served as a member of the GK Group ALCO. Jason is a graduate of the University of the West Indies, where he obtained a BSc. in Economics. Jason also holds a Master of Science degree from the University of London.





**PHILLIP LEE**  
**DIRECTOR**

Mr. Lee is Group Managing Director for the companies owned and operated by the Lee family. These include Labels & Boxes Ltd. and Rotoflex Jamaica Ltd. which are the leading manufacturers of labels and packaging material in Jamaica. Mr. Lee has over 31 years of experience in the industry and his companies supply many of the largest Jamaican manufacturers including GraceKennedy Ltd., Red Stripe and Salada Foods Jamaica Ltd. He has been involved in numerous successful packaging projects for these companies and continues to be consulted by the owners of major brands for his expertise.



**ROBERT DRUMMOND**  
**DIRECTOR**

Mr. Drummond is a business executive and management consultant with over 31 years of experience leading and advising organizations through major strategic transformations. He has held executive appointments at prominent companies in Jamaica and the US, including First Global Financial Services Limited, NIKE, American Express and ITT Sheraton. As a strategy implementation specialist, he has contributed significantly through his research and publications including “Managing Resistance to Change” and “Organizational Turnarounds”. He holds an MBA from Harvard Business School.





**JAMES GODFREY**  
**DIRECTOR**

Mr. Godfrey is the Co-Founder and Managing Director of S&G Road Surfacing Materials Ltd. With over 31 years entrepreneurial experience, Mr. Godfrey has built the entity into one of Jamaica's leading asphalt manufacturing and road work solutions companies. Since its inception, S&G Road Surfacing Materials Ltd.'s portfolio of completed projects includes parking lots, driveways, multipurpose courts, roadways, roundabouts and related infrastructure projects in partnership with National Works Agency, Gore Development Limited and China Harbour Engineering Corporation.

04



# CORPORATE GOVERNANCE

## CORPORATE GOVERNANCE REPORT

Barita has had a hard-earned reputation for high standards of corporate governance and is committed to satisfying legal and regulatory requirements, nurturing talent, continually enhancing its risk framework, bolstering its corporate governance framework, embracing the communities within which it operates and delivering best-in-class service to clients. Both the Board and the Management team are united in a shared vision and purpose of building wealth, not just for clients, shareholders and other stakeholders, but to also contribute to Jamaica's development and positively impact the nation through our business activities. The Company's corporate governance framework has, at its foundation, a commitment to ethical practices and principles in our business dealings and interactions with our clients and other stakeholders. The continuous improvement in the Corporate Governance Index Rating score awarded to the Company by the JSE over the past five years evidences the actionable and deliberate steps taken in this regard with the Company achieving a score of 88.19 for 2023/2024.

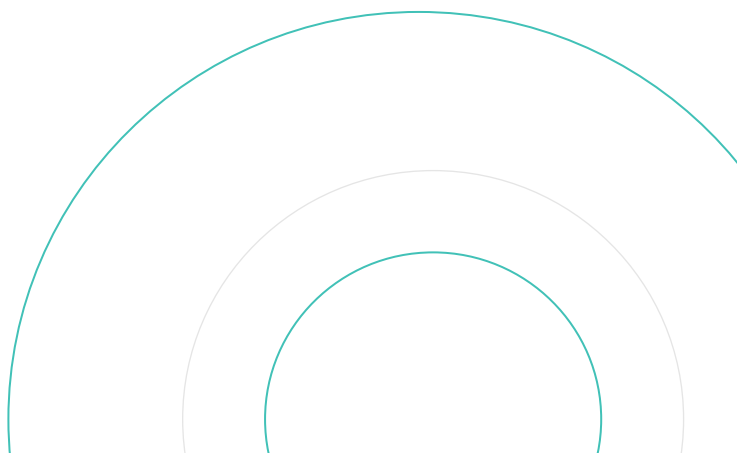
Our stronger corporate governance framework has served as the critical underpinning for the implementation of our various strategic objectives, which are driven by and centre around satisfying the needs of our clients and providing integrated support through greater use of technology. To that end, our customer engagement in the future will see Barita providing more digital solutions, adding more delivery channels and access points, as well as value-added products to enhance the customer service experience and help our clients to build wealth.

The Company recognises that with greater use of digital platforms and channels, the business exposure to certain risks have exponentially increased such as those posed by cyber-attacks, which continue to create undue threats. These risks come in the form of potential financial and reputational loss, and are expected to form part of the general risks for the various business lines into the foreseeable future. It is also of paramount importance to us that our clients' personal data is protected, and so we have taken key internal steps to strengthen our IT and data governance frameworks to ensure that we are compliant with the requirements of the Data Protection Act. Coupled with our focus to augment the business' capacity to exceed and build on our operational and economic successes of previous years, as well as to excel generally, we are committed to embedding ethical principles into our daily business practices and operations. Therefore, to underscore these important values, and to build trust with our customers, and emphasise our

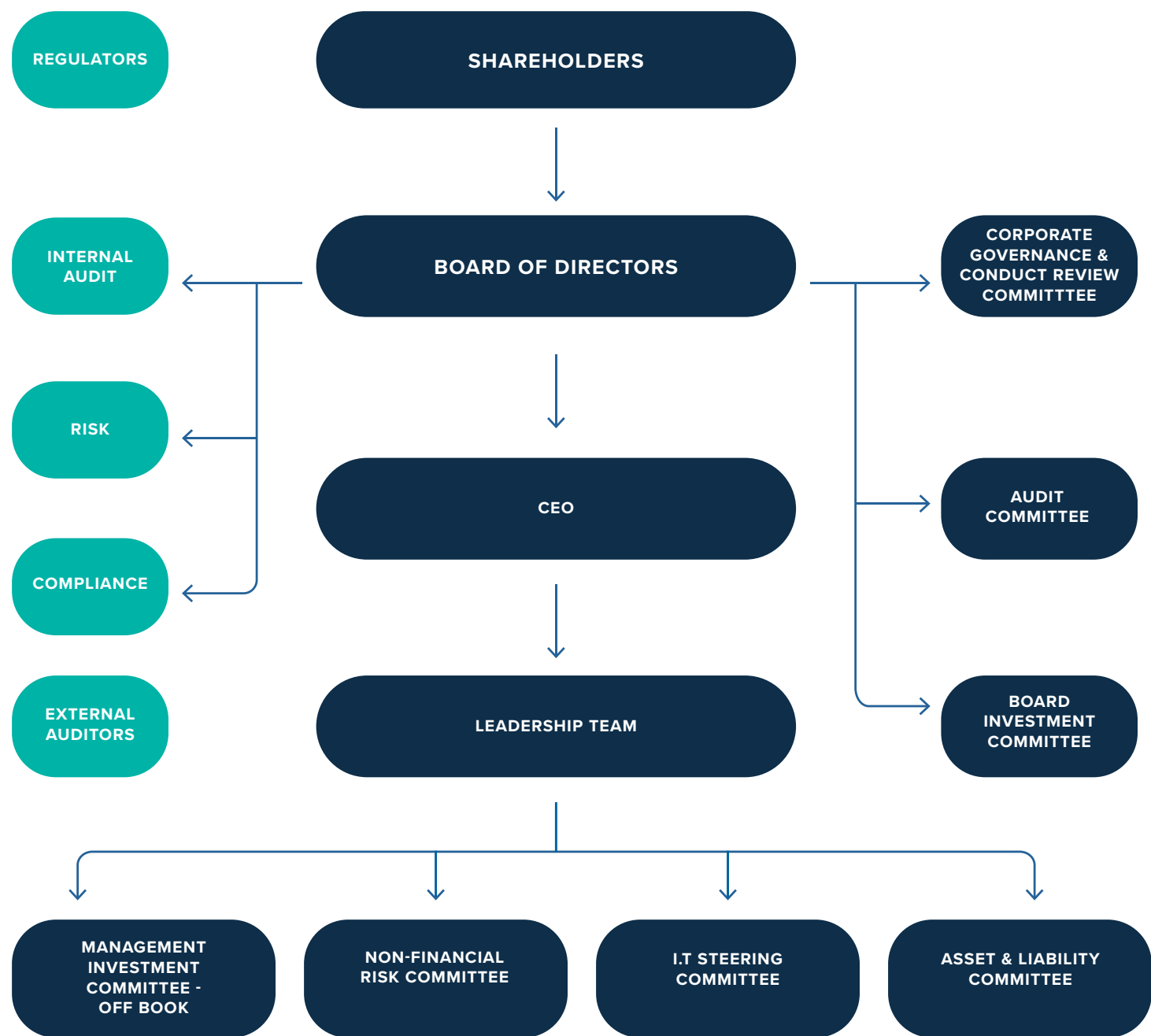
commitment to protecting our customers' personal data, the Company, along with the other companies in the Barita Group, have been duly registered as Data Controllers with the Office of the Information Commissioner. This is one of the most important compliance approaches taken by the Group to advance our environmental social governance ("ESG") appetite.

## BARITA'S EVOLVING GOVERNANCE FRAMEWORK

The Board of Directors is responsible for the Company's corporate governance framework, setting the tone at the top by providing decisive guidance and direction to Management in the running of the business and setting the corporate strategy. The Board is supported by three committees which provide leadership and oversight on specific aspects of the Company's governance activities. Their activities are aided through the functions of key units in the form of Internal Audit, Compliance and Risk as well as four Management committees.



# CORPORATE GOVERNANCE FRAMEWORK



## Summary of the Schemes of Arrangement and Group Reorganisation Under Section 208 of the Companies Act

At an in-person Extraordinary General Meeting of the Company held on Monday, January 20, 2025, at the Spanish Court Hotel, 1 St. Lucia Avenue, Kingston 5, as confirmed by the Company's Registrar, the Jamaica Central Securities Depository Limited, 99.66% of the Company's shareholders who were present or sent in their proxies (representing 81.87% in value of the shareholding in Barita) voted in the affirmative for the proposed Court sanctioned composite Schemes of Arrangement (the "Schemes") for the Cornerstone Group. The Schemes resulted in Cornerstone Trust & Merchant Bank Limited ("CTMB") and the Company becoming subsidiaries of Barita Financial Group Limited ("BFGL"), the proposed financial holding company.

### Summary of the Schemes and Group Reorganisation

On December 15, 2023, Cornerstone United Holdings Jamaica Limited ("CUHJL"), Barita Financial Group Limited ("BFGL"), CTMB and Barita ("Cornerstone/Barita Group of Companies" or the "Group") applied to the Supreme Court of Jamaica (the "Court") seeking orders to reorganise the Cornerstone/Barita Group of Companies by way of a composite Schemes of Arrangement pursuant to sections 206-208 of the Companies Act of Jamaica (the "Act") in order to satisfy the requirements under section 69 of the Banking Services Act of Jamaica (the "BSA") which require regulated financial conglomerates to adopt a financial holding company ("FHC") structure. To further satisfy this regulatory requirement, the Group incorporated a new FHC in the form of BFGL, under which the relevant operating subsidiaries (CTMB and BIL) were to be reorganised. Additionally, under the Schemes, CUHJL would be dissolved and its assets and liabilities vested in Cornerstone Financial Holdings Limited ("CFHL"), the ultimate holding company (designate) of the Group.

After the said application and initial hearing dates for presentation of the proposed structure, the Court thereafter made several orders with which the Group was to comply before April 4, 2025 (the "Final Hearing Date") including, but not limited to, voting at scheme meetings, notices to shareholders and notices to creditors to present in preparing evidentiary documentation to support the application.

In the Formal Order of 20 February 2024, the Court:

- recognised that four restructuring Schemes would proceed for the various entities— i.e. for CUHJL, BIL, CTMB and the BFGL;
- ordered that shareholder meetings be summoned (CUHJL and BIL) and conducted in accordance with the procedural framework outlined in the Order (e.g., physical meetings at the Spanish Court Hotel, Kingston);
- authorised CTMB and BFGL to approve their proposed schemes in writing without convening physical meetings;
- directed the manner in which the scheme documents were to be publicised, including posting on websites, email circulation, and newspaper notices (all of which were completed to satisfy the Court's order); and
- directed service of the Court order and related documents on the Bank of Jamaica ("BOJ"), the Financial Services Commission ("FSC") and the Jamaica Stock Exchange ("JSE"), (all of which were completed to satisfy the Court's order).

On January 20, 2025, Scheme Meetings of shareholders of BIL and CUHJL respectively were held at the Spanish



Court Hotel. The law requires that the Schemes be approved by a majority in number representing three-fourths ( $\frac{3}{4}$ ) in value of the shareholders or class of shareholders present and voting either in person or by proxy. On completion of the court sanctioned meetings the approval obtained by shareholders in each case, exceeded the required percentage (81.87% on the one hand and 95.53% on the other hand of shareholders that voted).

Subsequently, on the Final Hearing Date, the Court approved the proposed Schemes facilitating the reorganisation. The Schemes took effect on April 11, 2025 when the Court final order was served on the Registrar of Companies as required under the Act.

The effect of the Scheme of Arrangement was to:

1. bind all affected shareholders to the terms of the Schemes pursuant to sections 206–208 of the Companies Act; and
2. authorise the internal restructuring of entities within the Group under the FHC framework.

The Schemes, therefore, facilitated the lawful reorganisation of the Group's corporate structure, centralising regulatory oversight under the newly created FHC (designate) while aligning the Group's internal holding arrangements with Jamaica's prudential regulatory standards.



# BOARD OF DIRECTORS' RESPONSIBILITIES

The Board is the primary decision-making body of the Company, charged statutorily with setting and directing the strategic course of the Company and advising, supervising and monitoring the work of the Management team against approved objectives and their effectiveness. The day-to-day management functions of the Company are delegated to the Management team, including implementing the key strategic objectives of the business. The Board also delegates some of its decision-making authority to its various committees, which are required to operate within prescribed terms of reference and parameters, to facilitate focus on technical or specialised matters.

The Board remains ultimately responsible, to stakeholders, for the performance of the Company and for ensuring the Company operates within the parameters of applicable laws and regulations and in accordance with sound business practices.

Pursuant to its mandate, the Board's responsibilities include the following critical duties and functions:

## RESPONSIBILITIES OF THE BOARD

### GOVERNANCE:

- Overseeing the Company's approach to corporate governance and approving the development of principles and guidelines consistent with regulatory requirements and international best practices;
- Ensuring adherence to corporate governance policies and guidelines and codes of conduct as well as regulatory and statutory requirements.

### STRATEGY:

- Assisting with the development of the Company's vision and mission;
- Overseeing the implementation of the Company's strategic plan, the organisational structure, and succession planning for senior management;
- Reviewing and approving the Company's business plans and forecasts and reviewing actual performance against plans and forecast/budgets.

### FINANCIAL PERFORMANCE:

- Evaluating financial results and ensuring that reports in respect thereof are produced in keeping with international standards so as to give a fair and accurate report of the Company's performance;
- Agreeing on the objectives of the Managing Director/ Chief Executive Officer and reviewing their performance.

**HUMAN  
RESOURCES:**

- Retaining the authority to appoint and remove the Managing Director/ Chief Executive Officer as well as other senior executives;
- Ensuring the development of a succession plan for the Managing Director/ Chief Executive Officer and other senior executives.

**RISK MANAGEMENT:**

- Approving the Company's risk framework and policies and ensuring alignment with the Company's business strategy and goals;
- Identifying the principal business risks and ensuring the implementation of appropriate systems to mitigate and manage the key risks and to enable compliance with such policies.

**INTERNAL  
CONTROLS:**

- Assessing and reviewing the adequacy/integrity of internal systems and controls generally;
- Evaluating and reviewing the adequacy of the Company's compliance with applicable laws, rules and regulations.

**COMMUNICATIONS:**

- Reviewing the Company's communications programme/framework to ensure the dissemination of information and required disclosures in a timely and fulsome manner with stakeholders;
- Ensuring the development of infrastructure to facilitate timely and accurate disclosure of information required to be disclosed.

# KEY ACTIVITIES OF THE BOARD

During the financial year the activities of the Board included the following:

- 1

STRATEGIC PLANS AND BUDGET

Receiving, reviewing and approving the Strategic Plans and Budget of the Company presented by Management.
- 2

ROUTINE & AD HOC REPORTS

Receiving, reviewing and/or approving various routine reports, including the following:

  - a. Chief Executive Officer's Reports;
  - b. Committee Reports;
  - c. Compliance Reports;
  - d. Management Reports; and
  - e. Audited and Unaudited financial reports.
- 3

POLICIES & DOCUMENTS

Establishing or materially updating the following Policies & Documents:

  - a. Cornerstone Real Estate Valuation Policy
  - b. Barita FATCA-CRS Compliance Policy & Procedures
  - c. Barita Compliance Management Framework
  - d. Barita AML/CFTP Policy & Procedures
  - e. BFGL Enterprise Risk Management Policy & Governance Framework
- 4

NEW CORE OPERATING SYSTEM

Reviewing progress of the implementation of a new Core Operating System for the business.
- 5

BOARD EVALUATION

"Undertaking a Board Evaluation which exercise involved:

  1. Conducting a background assessment of the existing situation via discussions with stakeholders;
  2. Administering a survey based on questions formulated from the background assessment;
  3. Interviewing all Board members; and
  4. Collation of findings".

# DEFINITIONS

| PARTICULARS                                          | DEFINITION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b><br><b>“CORNERSTONE ENTITIES”</b>            | <p>Cornerstone United Holdings Jamaica Limited and/or Cornerstone Financial Holdings Limited*</p> <p>* Cornerstone United Holdings Jamaica Limited was dissolved on April 11, 2025, when the Schemes of Arrangement came into effect.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>2</b><br><b>“DIRECTOR” OR “DIRECTORS”</b>         | <p>The person(s) who are member(s) of the Board of Directors of the Company</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>3</b><br><b>“EXECUTIVE DIRECTOR” OR “ED”</b>      | <p>A director who is part of the current management of the Barita Group, BFGL, and/or Cornerstone Entities (including a company affiliated with the Cornerstone Entities)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>4</b><br><b>“INDEPENDENT DIRECTOR” OR “ID”</b>    | <p>A Director who:</p> <ul style="list-style-type: none"> <li>• does not have control or a Substantial Shareholding;</li> <li>• is not an employee of the Barita Group, BFGL or Cornerstone Entities and has not been within the last three (3) years;</li> <li>• is not a significant/substantial shareholder and is not a close relative of a shareholder with Substantial Shareholding;</li> <li>• has not received and does not receive additional remuneration from the Company apart from a Director's compensation and does not participate in a performance related pay scheme;</li> <li>• does not represent a shareholder with Substantial Shareholding;</li> <li>• has not had, within the last three (3) years, a material business relationship with the Company either directly, or as a partner, shareholder, director or senior employee of a body that has such a relationship with the Company.</li> </ul> |
| <b>5</b><br><b>“NON-EXECUTIVE DIRECTOR” OR “NED”</b> | <p>A director who is not part of the current management of the Barita Group, BFGL, or that of the Cornerstone Entities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>6</b><br><b>“SUBSTANTIAL SHAREHOLDING”</b>        | <p>Minimum shareholding of five percent (5%) held in the Company.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



# BOARD STRUCTURE & EXPERTISE

## CHAIRMANSHIP

Mr. Mark Myers, CD, is the Chairman of the Company, and in this role, he has responsibility for the effective leadership of the Board and its committees and of their overall conduct and operations. He is an independent non-executive Chairman, which allows him to bring a greater level of independent oversight to the role, and allows for increased accountability from management. He has years of experience crafting and implementing strategy at the highest level and is well equipped and qualified to lead the Board. In addition to chairing Board meetings, he also leads all general meetings of the shareholders.

## COMPOSITION

As at September 30, 2025, the Board of Barita consists of nine (9) members, seven (7) of whom are Independent Directors. The Chairmanship of the Board of Directors and executive leadership of the Company are undertaken by different individuals consistent with sound corporate governance principles. All the Company's Board committees are chaired by Independent Directors. The Board has an effective blend of expertise, experience, and skill sets to guide the decision making of the Board and to direct and counsel the Management team.

## APPOINTMENT, TERM, ELECTION & RETIREMENT

Pursuant to the Company's Articles of Incorporation ("Articles"), Directors who are employed to the Company in another capacity cease to hold office as a director upon termination of any employment contract with the Company. Further, under Article 93, at least one-third of the Directors are required to retire each year at the Annual General Meeting; the retiring Directors are eligible for re-election by the shareholders on the recommendation of the Board. Messrs. Paul Simpson, Robert Drummond and James Godfrey retire by rotation and are eligible for re-election.

## EXPERTISE & EXPERIENCE

The Board believes an optimal balance of skills and expertise among its members is required in order for the Board's deliberations and decision-making process to benefit from diversity of thought, input and ideation, and in order for the Management Team to be provided with the level and quality

of guidance required to sustain the business. As such, the composition of the Board is constantly assessed based on the needs of the Company, and new directors are selected to fill any gaps in skill sets and expertise perceived relative to the existing talent available for the Board to draw on, as driven by, inter alia, the strategic focus at the relevant point in time. Consideration is given to each prospective director's reputation in their respective professions, areas of discipline, proven skill, proficiency, their honesty and integrity, and their ability to devote time to the work of the Board and its committees. The Board believes that the existing breadth of skill, knowledge and experience of the Directors is well balanced and provides the depth of critical thinking and relevant business acumen required to support the business' decision-making process. As a result, no new Directors were onboarded during the period under review.

# BOARD EXPERIENCE & EXPERTISE

|                 | Corporate Governance | Strategy | Financial Literacy | Financial Services | CEO Level Experience | Risk Management | Legal Expertise | Listed Company Experience | Information Technology |
|-----------------|----------------------|----------|--------------------|--------------------|----------------------|-----------------|-----------------|---------------------------|------------------------|
| Mark Myers      | ✓                    | ✓        | ✓                  |                    | ✓                    |                 |                 | ✓                         |                        |
| Paul Simpson    | ✓                    | ✓        | ✓                  | ✓                  | ✓                    | ✓               |                 | ✓                         | ✓                      |
| Duncan Stewart  | ✓                    | ✓        | ✓                  |                    | ✓                    | ✓               |                 | ✓                         |                        |
| Robert Drummond | ✓                    | ✓        | ✓                  | ✓                  | ✓                    | ✓               |                 | ✓                         |                        |
| Jason Chambers  | ✓                    | ✓        | ✓                  | ✓                  | ✓                    | ✓               |                 | ✓                         |                        |
| Carl Domville   | ✓                    | ✓        | ✓                  |                    |                      | ✓               |                 | ✓                         |                        |
| Phillip Lee     | ✓                    | ✓        |                    |                    | ✓                    |                 |                 | ✓                         |                        |
| James Godfrey   | ✓                    | ✓        |                    |                    | ✓                    |                 |                 | ✓                         |                        |
| Peter Goldson   | ✓                    | ✓        |                    |                    | ✓                    | ✓               | ✓               | ✓                         |                        |

## DEFINITIONS:

**Corporate Governance** - having an understanding of basic governance principles

**Strategy** - demonstrated experience in developing, implementing and delivering strategic objectives

**Financial Literacy** - ability to analyse and interpret financial statements

**Financial Services** - experience in banking and/or securities industries

**CEO Level Experience** - demonstrated experience managing a business

**Risk Management** - proven ability in identifying, assessing and managing risks

**Legal Expertise** - proven ability and understanding in the application of legal principles

**Listed Company Experience** - at least one year's experience as a director of a listed company

**Information Technology** - experience in IT governance/technology strategies and innovation

# BOARD AND COMMITTEE ATTENDANCE RECORD

During the financial year, the Board met on eleven occasions, the Audit Committee met on six occasions, the Board Investment Committee met on four occasions and the Corporate Governance & Conduct Review Committee met on two occasion. The majority of meetings were held virtually, a format which serves the Board and Committees well by facilitating greater agility in their respective operations. As a result of this agility, the attendance record of the Directors continues to be exceptional with over 90% attendance record for the Board of Directors during the period under review.

| BOARD & COMMITTEE MEMBERS' ATTENDANCE | Classification | Board Meetings                       | Audit Committee                      | Board Investment Committee           | Corporate Governance & Conduct Review |
|---------------------------------------|----------------|--------------------------------------|--------------------------------------|--------------------------------------|---------------------------------------|
|                                       |                | October 1, 2024 – September 30, 2025 | October 1, 2024 – September 30, 2025 | October 1, 2024 – September 30, 2025 | October 1, 2024 – September 30, 2025  |
| <b>Number of Meetings</b>             |                | 11                                   | 6                                    | 4                                    | 2                                     |
| <b>Mark Myers</b>                     | ID/NED         | 11                                   | N/A                                  | N/A                                  | N/A                                   |
| <b>Carl Domville</b>                  | ID/NED         | 11                                   | 6                                    | N/A                                  | 2                                     |
| <b>Jason Chambers</b>                 | ED             | 10                                   | N/A                                  | 4                                    | N/A                                   |
| <b>Robert Drummond</b>                | ID/NED         | 11                                   | 6                                    | N/A                                  | N/A                                   |
| <b>Duncan Stewart</b>                 | ID/NED         | 7                                    | 1                                    | 4                                    | N/A                                   |
| <b>Paul Simpson</b>                   | NED            | 10                                   | N/A                                  | 4                                    | N/A                                   |
| <b>James Godfrey</b>                  | ID/NED         | 9                                    | N/A                                  | N/A                                  | N/A                                   |
| <b>Phillip Lee</b>                    | ID/NED         | 10                                   | 6                                    | N/A                                  | 1                                     |
| <b>Peter Goldson</b>                  | ID/NED         | 11                                   | N/A                                  | N/A                                  | 2                                     |

# BOARD AND MANAGEMENT LEVEL COMMITTEES

## Board – Level Committees

**AUDIT  
COMMITTEE**

**BOARD INVESTMENT  
COMMITTEE**

**CORPORATE  
GOVERNANCE &  
CONDUCT REVIEW  
COMMITTEE**

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## Management-Level Committees

**OFF-BOOK  
MANAGEMENT  
INVESTMENT  
COMMITTEE**

**NON-FINANCIAL RISK  
COMMITTEE**

**IT STEERING  
COMMITTEE**

**ASSET & LIABILITY  
COMMITTEE**

Pursuant to regulatory requirements, and in recognition of the need to ensure that the expertise of Directors, in various areas of specialty, is brought to bear for the benefit of the Company in its pursuit of best practices in governance, the Board delegated some of its responsibilities to the following committees, all of which are chaired by independent non-executive directors:

- **Audit Committee - Chaired by Carl Domville**
- **Corporate Governance & Conduct Review Committee - Chaired by Peter Goldson**
- **Board Investment Committee - Chaired by Duncan Stewart**

Each committee has a Board-approved charter, which sets out, inter alia, its mandate, authority and responsibilities. The Chairman of each committee is responsible for reporting to the Board on the activities of the respective committees, and making recommendations, as necessary or required, at each Board meeting.

## AUDIT COMMITTEE

The Audit Committee provides guidance and oversight on financial reporting, internal audit and applicable risk issues in accordance with its terms of reference. The Audit Committee is responsible for assisting the Board in overseeing the financial and operational reporting process, assessing the effectiveness of the internal controls and risk management systems as well as overseeing the external and internal audit processes. The Audit Committee also has responsibility for reviewing and recommending to the Board for approval policies and procedures relevant to its areas of responsibility, as well as ensuring compliance with legal and regulatory requirements. It serves as a conduit between our internal auditors and the Board regarding the strengthening and maintenance of internal processes, the internal controls and its operating environment. It also interacts directly with the External Auditor on matters involving the preparation of the audited financial statements.

During the reporting period, the Audit Committee undertook a number of activities including the following (in brief):

1. review of the External Auditor's proposed audit strategy and scope and fees for the audit of the year-end financial statements;
2. review of quarterly unaudited financial statements and the audited financial statements with members of the Management team and recommending approval of their release to the JSE to the Board;
3. receive and review Internal Audit Plan, Internal Audit Reports pertaining to various audits undertaken including, but not limited to, Fraud risk reviews, Accounts Payable, Anti-Money Laundering, Data Access Security, Retention Review, Audit Issue Closure and IT Reviews;
4. receive and review Internal Audit Request Escalation Framework Guidelines, Audit Committee Terms of Reference, Internal; Audit Policy, Information Technology Framework, the internal audit charter and Anti-Money Laundering/Counter Financing (AML) Report;
5. receive Risk Reports.

## BOARD INVESTMENT COMMITTEE

The Board Investment Committee has strategic oversight of the investment and funding activities of the Company as well as management of the various risks inherent in these activities. Its responsibilities include:

- overseeing the development and maintenance of the investment policy and to ensure alignment of the investment policy with the Group's risk appetite, as well as the prevailing and expected business and economic climates;
- ensuring the adequacy of the governance structure of the investment processes of the Company as well as the various systems and internal controls designed to ensure the investment portfolios are managed according to the investment policy as well as within various internal and regulatory limits and guidelines;
- periodically reviewing the organization, strategy and effectiveness of the Company's investment function;
- oversight of the Company's funding strategy and policies to include but not be limited to matters surrounding share issuance or repurchase, debt issuances, dividend policy setting and the initiation or amendment of terms of revolving credit facilities.

During the reporting period, the Board Investment Committee undertook a number of activities including the following (in brief):

1. driving the development or updating of key policies to ensure they adequately reflect risk management best practice, key industry updates, and Barita's strategy, risk management process and framework;



2. receiving and reviewing the following reports;
  - a. Risk Reports;
  - b. Market Reports;
  - c. Investment Reports;
  - d. Real Estate Investment Strategy & Plan;
  - e. Investment Banking Reports;
  - f. Economic Reports.
3. monitoring execution of liquidity and investment strategies.

## **CORPORATE GOVERNANCE & CONDUCT REVIEW COMMITTEE**

The following areas fall under the purview of the Corporate Governance & Conduct Review Committee pursuant to its terms of reference:

- reviewing Board procedures to ensure compliance with international corporate governance best practices and business trends;
- identifying and managing conflicts of interest which may arise from transactions conducted with related parties;
- engaging independent consultants to undertake board evaluation;
- considering matters relating to the appointment, orientation, training, conduct, compensation and tenure of Directors of the Board.

During the reporting period, the Corporate Governance & Conduct Review Committee undertook a number of activities, including the following activities (in brief):

1. Received and reviewed reports on related party transactions;
2. Reviewed or materially updated the following;
  - a. Cornerstone Group Code of Conduct Policy for Directors
  - b. Directors' Disclosure of Interest Form
3. Oversaw Corporate Governance training for the Board.
4. Evaluation of Board of Directors.

## **MANAGEMENT LEVEL COMMITTEES**

In addition to the Board-Level Committees the Barita Governance framework is supported by four standing committees ("Standing Management Committees") which also act as escalation bodies along with other ad hoc management committees. The Standing Management Committees act as a complement to the Board-Level Committees and enable more comprehensive governance of risks.

### **Off-Book Management Investment Committee ("MIC")**

The Committee is responsible for providing strategic direction on investment and risk matters, ensuring alignment with Board-approved investment policies, fiduciary standards, and the risk appetite of BUTM and BIL. The MIC also reviews the development and execution of investment strategies designed to maximise returns within defined risk parameters. The key responsibilities of the Committee include:

- Ensuring that asset and funding strategies conform to the Group's risk appetite and investment policies of the relevant funds;
- Establishing guidelines to ensure an optimal asset mix, robust liquidity management, and appropriate funding strategies;
- Periodically reviewing and recommending updates to investment policies to maintain alignment with the Barita Group's fiduciary responsibilities, evolving market conditions, and regulatory standards;
- Monitoring global and local economic developments, assess their impact on investment strategies, and advise on adjustments as necessary;
- Evaluating investment and funding alternatives and their impact on performance objectives, capital plans, and business priorities;
- Formulating strategic responses to changes in interest rates, asset valuations, and economic cycles to safeguard portfolio performance;
- Reviewing liquidity, fundraising activities, and capital deployment plans across the off-book investment structures;
- Monitoring risk exposures and assessing the effectiveness of risk mitigation strategies implemented by the investment teams;
- Tracking fund performance against benchmarks and internal performance targets, with a focus on risk-adjusted returns;
- Reviewing trading activity for adherence to approved mandates, limits, and profitability guidelines;
- Reviewing and advising on requests for amendments to investment limits and exposures;
- Recommending changes to investment policies to comply with applicable laws, regulations, or best practices;
- Ensuring ongoing compliance with regulatory obligations related to the funds and structures under MIC oversight;
- Ensuring that conflicts of interest are disclosed, recorded, and appropriately managed.

**IT Steering Committee ("IT SteerCo")** – The authority of this Committee comes from the Boards of Directors of BFG and its subsidiaries and is established as part of the governance framework for the Group. The committee's roles include:

- Approving the Group's IT Strategy;
- Ensuring that the Group has the IT capacity and capabilities to achieve their strategic objectives.;
- Ensuring that there are adequate policies and procedures in place to provide for data security of customer and company information.;
- Evaluating the performance and effectiveness of the IT Leaders and other key personnel involved in key strategic IT projects that are being monitored by the IT SteerCo;
- Annually setting and reviewing Key Performance Indicators for IT and for the IT SteerCo;
- Ensuring IT capabilities are sufficiently monitored and reviewed to ensure the infrastructure can meet the demands of the Group;
- Overseeing the IT practices to ensure the Group's priorities are met;
- Contributing to and approving strategic and operational plans for IT resources which align with the group's mandate;

- Identifying and considering strategic IT initiatives required for the Group to meet their strategic objectives;
- Reviewing and approving IT investments which align to strategic and operational priorities;
- Identifying and managing strategic IT related risks;
- Determining and monitoring IT Policies and Practices to ensure that they continue to remain accurate and effective;
- Determining project management governance structures aimed at improving investment decisions and increasing project success;
- Considering recommendations of governance bodies to which the Group reports;
- Directing the undertaking of analysis or research on specific IT matters, as and when required;
- Reviewing the IT workforce capability and recommending strategies for development if required to ensure the Group's priorities can be delivered;
- Approving or rejecting changes having a high impact on timelines and/or budget for approved projects while taking deliverables into consideration;
- Assessing progress and risks to projects, and reporting on same to senior management;
- Providing advice and guidance on business issues facing the Group's IT department;
- Using influence and authority to assist all projects in achieving their outcomes in a timely manner and within budget;
- Overseeing the development and implementation of the information security program and monitoring its effectiveness.

**Asset & Liability Committee ("ALCO")** – The ALCO is responsible for oversight of the execution of the broad investment management mandates of BIL, particularly as it relates to risk and the management of capital, assessing risk management as it relates to the development and execution of the investment, balance sheet management, and trading strategies of BIL, consistent with the strategic objectives approved by the boards of BIL and the Group, and ensuring full alignment with the stated risk appetite and risk management objectives of the boards. The Committee provides strategic direction and sets appropriate limits, within the parameters determined by the board, in the management of investment related risks of BIL, with specific focus on the following matters:

- Capital structure and allocation related matters
- Funding Strategy and Risk
- Financial risks, including (inter alia) Liquidity Risk, Interest Rate Risk, Credit Risk, Exchange Rate Risk
- Net Interest margin on the company's Assets and Liabilities
- The development and execution of investment strategies designed to maximize portfolio returns within stated risk limits.

The Committee will advise management and recommend actions it considers necessary or desirable to ensure that risks associated with the Company's transactional activities and balance sheet positions are suitably understood and managed.

**The Group Non-Financial Risk Committee ("NFRC")** - operates under authority from the Audit Committee of the Board of Directors and is established as part of the governance framework for the Group. The Non-Financial Risk Committee is comprised of Senior Management within the Group. The role of the NFRC is as follows:

**Policy Management:**

- Review and provide recommendations to the Board on policies addressing Non-Financial Risk Categories;
- Approve/recommend risk assessment output as requested by the Chair;
- Approve procedure documents

**Promote and embed the enterprise-wide risk culture****Enterprise Risk Management (ERM) Framework Monitoring:**

- Make recommendations on changes to the ERM Framework;
- Monitor Key Risk Indicators and Risk Appetite;
- Executing of ERM activities and consequent actions;

**Ensure sound identification, assessment, and management of existing and emerging risks (internal and external) to the enterprise;**

**Approve non-material New Initiative and Process Change (NIPC) Risk Assessments and provide Advice and Counsel on NIPC proposals.**



## DIRECTOR TRAINING

In order to ensure that the Board of Directors continues to be effective in discharging its responsibilities it is important that the Board be kept apprised of current legal and regulatory developments and trends which have implications for the success of the business operations as well as developments relating to the financial services industry, generally. Through the Corporate Governance & Conduct Review Committee, the Directors are provided with continuous education and training on matters which have a direct bearing on their ability to effectively discharge and undertake their duties and responsibilities, as well as about the business, products and macro-economic developments. During the FY25, the Directors were exposed to training programmes arranged by the Corporate Governance & Conduct Review Committee on the following topics:

| INSTITUTION                           | INSTRUCTOR                                            | TITLE OF PROGRAMME                                                                             | DATE               |
|---------------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------|
| INTERNAL                              | Lerone Palmer - Head of Compliance, BFGl              | Anti-Money Laundering and Counter Financing of Terrorism & Proliferation Training (AML/CFTP)   | May 28, 2025       |
|                                       | Daryl Palmer- Head of Compliance, CTMB                |                                                                                                |                    |
| PriceWaterhouse Coopers               | Carolyn Bell-Wisdom, Partner                          | Environmental & Social Governance                                                              | July 9, 2025       |
| Consultant                            | Dr. Nicolas McMorris, Deputy Dean of Engineering, UWI | Real Estate Development                                                                        | September 5, 2025  |
| Hitachi Systems Security Inc., Canada | Vyankoj Mulloo<br>Maria Godoy<br>Nashreen Mosaheb     | Cybersecurity Training: Cybersecurity Trends and Strategic Imperatives: A Jamaican Perspective | September 11, 2025 |



## BOARD EVALUATION

The Company's success is directly linked to the performance of the Board of Directors and its effectiveness in guiding the Company, seeing to the implementation of the Company's various strategic and other initiatives and managing the risks inherent to the business. The Board therefore believes that regular evaluation is critical to assess the health of the Board, gaps in performance, and any other areas of weakness that need to be remediated, so that deficiencies can be addressed in a timely manner. This ensures continuous improvement in the Board's efficacy.

The Board evaluation process is facilitated biennially, by a well-respected external consultant, and aims to ensure:

- The quality of the company's organisational governance, including that its risk and financial management systems are optimal, with suitable skill set in place to proficiently deliver on the expected mandate;
- There is adherence to legal and statutory requirements for the periodic Board Review to verify the expectations that all board members and the board as a whole, are accountable for their role and actions;
- There is appropriate oversight of management and tracking of the long term sustainability of the Company for the benefit of its stakeholders;
- Gather insightful feedback from surveys whereby directors and senior executives will be empowered to make changes that will improve the effectiveness and performance of the board and the overall Company.

The evaluation exercise assists Directors in reviewing and assessing their performance, the progress made over the last financial year, and to identify development opportunities for the overall Board, Committees and individual Directors. The process involves:

1. Director's Self Evaluation;
2. Peer Review, in which each Director evaluates the other Directors;
3. Collective Board Review;
4. Assessment of each Committee and its effectiveness; and
5. Analysis by the external consultant of the feedback received from Directors, and preparation of a report which is submitted to the Board Chairman as well as the Committee Chairmen.

The external consultant also provides a report to each Director about himself/herself and all Directors receive comments on the external consultant's general observations based on the collective feedback received. Finally, the Board Chairman receives details of each Director's Self Evaluation so he may determine whether any further steps are warranted or useful. The evaluation process requires the Directors to opine on a wide number of areas including the following:

1. The size, composition, breadth and depth of competencies of the Board;
2. The Board's participation in the formulation of strategic plans and capital budgets;
3. The Board's efficacy in formulation of policy to support critical areas of business management;
4. The Board's effectiveness in the development of corporate governance policies, structures and processes;
5. The Board's performance in relation to supervision of the critical areas of the Company's operations; and
6. The Board's understanding of the Company's vision, strategy, plans and environment as well as its risks and how to mitigate them.

During FY25, the Board was evaluated by Cube Corporate Support Limited ("Cube"). Cube's evaluation, involved:

1. Conducting a background assessment of the existing situation via discussions with stakeholders;
2. Administering a survey based on questions formulated from the background assessment;
3. Interviewing all Board members; and
4. Collating of findings.

Cube's Report on the results of its evaluation is expected to be submitted to the Board in FY26.

| BOARD/<br>COMMITTEE                             | QUARTERLY<br>RETAINER * | BOARD<br>MEETING<br>FEE ** | AUDIT<br>COMMITTEE<br>MEETING<br>FEE** | CORPORATE<br>GOVERNANCE &<br>CONDUCT REVIEW<br>COMMITTEE<br>MEETING FEE** | BOARD<br>INVESTMENT<br>COMMITTEE<br>MEETING FEE** |
|-------------------------------------------------|-------------------------|----------------------------|----------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------|
| <b>Board<br/>Chairman</b>                       | \$1,245,000             | \$40,000/<br>meeting       | N/A                                    | N/A                                                                       | N/A                                               |
| <b>Board<br/>Members</b>                        | \$300,000               | \$40,000/<br>meeting       | N/A                                    | N/A                                                                       | N/A                                               |
| <b>Committee<br/>Chairman &amp;<br/>Members</b> | \$100,000               | N/A                        | \$20,000/<br>meeting                   | \$20,000/meeting                                                          | \$20,000/<br>meeting                              |

\* Gross

\*\* Non taxable

## DIRECTORS' COMPENSATION

The Directors' compensation is based on a formula which includes a basic retainer and a fixed payment per Board or Committee meeting attended. These fees take account of the responsibilities that Directors are required to discharge and the time commitment involved in doing so effectively. Additionally, Directors are reimbursed travel-related and other expenses incurred in the discharge of their duties. Directors do not receive any additional compensation based on positive or improved financial performance of the Group, nor do they receive share-based compensation.

## ROLE OF THE COMPANY SECRETARY

In keeping with the provisions of Barita's Articles of Incorporation, the appointment and removal of the Company Secretary are within the purview of the Board of Directors. The Board has appointed Ms. Stephanie Sterling as Company Secretary, and she has shown herself to be suitably qualified, and to have the requisite knowledge and experience, to perform the duties of the position, as required by the Companies Act of Jamaica.

The Company Secretary ensures that appropriate and timely information is provided to the Board and its Committees, and is responsible for advising and supporting the Chairman and the Board on all governance matters. All directors have access to the Company Secretary, who also has managerial oversight for the Company's compliance with its regulatory and statutory obligations.

## SHAREHOLDER ENGAGEMENT AND COMMUNICATION

Shareholder engagement remains an important component of our governance ethos and the Company makes every effort to ensure that there are multiple avenues and channels for investors and shareholders to access information and communicate with the Company generally. In addition to the timely disclosure of information by way of uploads to the JSE's website, our website [www.barita.com](http://www.barita.com) and various social media platforms allow shareholders and investors to engage and interact with the Company.

The Annual General Meeting provides another means by which shareholders have the opportunity to interact directly with Directors. At the Annual General Meeting, Management provides an overview of the Company's performance over the financial year, as well as insight into its strategic plans and direction. We continue to have Investor Briefings which is another avenue of shareholder engagement.

At these meetings shareholders have the opportunity to directly address both Directors (in the case of the AGM) and Management on the Company's plans, performance and objectives. These meetings are livestreamed so that shareholders who are unable to physically attend can access the information provided and participate directly despite their absence; we intend to continue this practice for the foreseeable future.

Shareholders and customers can also express their views and ask questions generally by sending emails to [question@barita.com](mailto:question@barita.com).

## **BARITA'S ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) APPROACH**

Barita is on a mission to revolutionise the financial services industry in Jamaica by upending traditional perspectives on access to wealth and the creation of financial independence. Barita considers sustainability, for itself and all its stakeholders, to be at the heart of these endeavours, and it is therefore no surprise that ESG is an important consideration in how Barita does business.

Barita gives careful thought to how it engages with the world and leverages all its resources in a manner designed to have the most positive impact. Through the Barita Foundation ("the Foundation"), we have been able to exercise our corporate social responsibility by lending support to efforts that are aligned with our purpose of advancing educational opportunities at all levels, particularly at the early childhood level. During the period, the Foundation has been seminal in exemplifying Barita's focus on education and youth development, entrepreneurship, and health and wellbeing.

In addition to the various activities and initiatives of the Foundation, and the ongoing support to Project STAR, as well as other key development focused projects allow for meaningful and sustainable contributions to the country's economic development by way of mindful investment in energy, infrastructure and real estate development. Through our allocation of capital to these areas and our private credit activities and other investment solutions, we have been able to assist in driving developments in these spaces through our clients.

Barita also supports and enables positive ESG outcomes:

- a. with customers through its core business - the core of Barita's strategy is to make investments and consequently financial success available to a wider cross section of the population;
- b. with its employees - through various holistic and wellness initiatives and by maintaining a hybrid work arrangement for team members, which not only provides direct benefits to employees but also benefits the wider environment given climate change;
- c. through its focus on and commitment to corporate governance and stakeholder engagement - which involves constant assessment of the social and economic environment in which the Company conducts business as well as benchmarking standards and behaviours against international best practices;
- d. in our communities - contributing to the building of social capital, supporting environmentally sustainable initiatives and raising awareness around mental, physical and financial wellbeing.

## **ORGANISATIONAL POLICIES, PROCEDURES & PRACTICES**

A suite of policies, procedures and guidelines developed over the past four years serve as critical signposts for how we operate.

### **Organisational Practices**

**Cornerstone University** – Barita believes that ongoing development and training of its team is critical to its resilience and sustainability of its profitability and to the ongoing transformation of the Company. To that end, in partnership with One-on-One, we have launched an internal education platform white labelled Cornerstone University, which currently has over 850 courses on various topics including, inter alia, Business Communication, Cybersecurity, Risk Management, Artificial Intelligence and Programming Languages. The Cornerstone University is accessible to all employees who can take courses at their convenience from home or the office. The introduction of our own learning management platform represents the

fulfilment of a dream to ensure consistent access to learning and development programme to staff at all levels as we continuously work to create a work environment that is conducive to high levels of employee productivity and engagement.

**Financial Modeler Programme** – This Programme was conceptualized to nurture and harness analytic problem-solving skills and strong technical and business resources to support the Company’s growth plans. As such six (6) candidates across the Group were selected for the Programme comprising the first cohort who will benefit from targeted training aimed at enhancing their capabilities relating to Business Knowledge as well as Coding and Problem-Solving Skills. The group embarked on an immersive experience to sharpen these desired skills. The Programme was built around a specified key improvement opportunity relating to each candidate’s existing role and analytic contributions across the group. The candidates obtained hands-on model development experience and exposure areas include Visual Basic programming in Microsoft Excel, Python development in Jupiter Notebook and data manipulation with SQL. Having benefitted from collaboration and joint learning sessions, the candidates now assist with process automation reviews across the group and make recommendations for efficiency improvements.

## **Regulatory Compliance**

As the financial landscape continues to evolve as a result of the digital transformation, inter alia, with new forms of business risk being heightened, most notably cyber-security risk and fraud, Barita has taken concomitant steps geared at further strengthening its Compliance Programme to ensure adherence with laws, regulations, guidance notes, policies and standards of sound governance. Under the Company’s Compliance Framework, the Board is provided with a quarterly compliance report which details the Company’s adherence with its regulatory and statutory obligations/requirements. The Board is also updated to ensure full awareness of the money laundering, terrorist financing and proliferation risks faced by the institution and the effectiveness of the implemented measures to address these risks. Barita has taken deliberate steps to strengthen its internal controls to mitigate possible risks.

The Board is confident in the institutional framework that ensures that appropriate steps are taken to address any emerging compliance issues. Additional assurance came from independent examinations/audits in which no significant issues were identified during the financial year. Further refinement of the Compliance framework was undertaken by the Board and Management to include:

1. strengthening of policies and procedures regarding AML/CFTP, FATCA-CRS and Compliance Management;
2. facilitating independent testing of our Compliance Programme and adequately addressing any gaps identified; and
3. provide comprehensive training to all team members and directors on AML/CFTP protocols, as well as specialised instruction for frontline staff regarding ‘Know Your Client’ and Enhanced Due Diligence obligations relevant to their specific roles and responsibilities.

## **Cybersecurity**

Over the past financial year, Barita advanced its cybersecurity governance and control environment in alignment with the FSC’s Industry Guidance on the Management of Cyber Risks. Key progress included the refresh of core security policies, strengthened monitoring of cyber-risk indicators, scheduled vulnerability assessments, and enhancements to backup and disaster-recovery readiness. The Company also reinforced Board oversight through a dedicated Board Cybersecurity Training Programme delivered in partnership with Hitachi Systems Security, supporting more informed governance of cyber-risk issues.

Operationally, Barita sharpened its threat-monitoring and incident-response capabilities and strengthened preparedness across the organisation. Targeted phishing-resilience exercises, clearer guidance on responsible technology use, and focused cybersecurity training improved employee readiness and reduced user-related risks. These actions directly supported Barita’s ongoing alignment with regulatory expectations, ensuring the organisation is better positioned to identify, manage, and respond effectively to emerging cyber threats.

# BUSINESS LEADERSHIP & OPERATIONS

## RAMON SMALL-FERGUSON

Chief Executive Officer,  
BIL

and Managing Director,  
BUTM



# CEO'S MESSAGE

Dear Shareholders,

## Resilient Performance in a Normalising Earnings Environment

FY25 was a year that tested discipline and rewarded fundamentals. Against a backdrop of persistent global uncertainty, evolving monetary policy conditions, and uneven investor sentiment, Barita delivered net profit of **\$3.0 billion** and earnings per share of **\$2.51**.

While these results represent a **21%** decline year-over-year, the headline comparison must be understood in context: FY24 included **extraordinary gains** associated with alternative investment exposures that **did not recur** in FY25. In other words, this year's performance reflects a more normalised earnings base—one in which the underlying strength of our core business lines became more visible.

Specifically, revenues from our **traditional business lines increased by 21%**, reinforcing the strategic thesis that has guided our business model transformation: diversify and strengthen predictable, repeatable revenue streams, while developing alternative platforms toward more stable cash-based returns over time.

For the year, Barita generated **net operating revenues of \$8.7 billion**, reflecting a **13%** decline driven primarily by lower gains from investment activities (again, largely a function of the non-recurrence of FY24's outsized alternative gains), partially offset by higher net interest income and fees.

## Operating Environment and What It Meant for Barita

Monetary policy conditions evolved meaningfully during the year. Both the U.S. Federal Reserve and the Bank of Jamaica transitioned toward a more accommodative stance, cutting policy rates by **150 bps and 125 bps**, respectively.

This shift supported a recovery in net interest income across the year, though with a moderation in momentum expected as policy normalisation proceeds more conservatively.

Importantly, subsequent to our reporting period, **Hurricane Melissa** had a profound national impact—testing community resilience and placing strain on households, businesses, and key sectors. While the full economic effects will unfold over time, our commitment to supporting our clients, our team, and Jamaica's recovery is unequivocal.

## What Drove Results in FY25

The composition of our revenues in FY25 reflects both strategic intent and operational execution:

### Net Interest Income (NII):

NII increased **\$465 million (+72%)** year-to-date, benefiting from the faster downward repricing of variable-rate funding liabilities relative to interest-earning



assets, supported by policy rate reductions. The uplift was temporarily moderated by higher long-term debt following the close of our **multi-tranche bond offer**; notably, this moderation began unwinding in Q4 as proceeds were deployed into higher-yielding portfolio opportunities.

### Fees & Commission Income:

Fees and commissions increased **12% to \$4.2 billion**, driven mainly by higher investment banking fees and growth in asset management—further evidence that our core business lines are scaling and becoming more resilient.

### Gains on Investment Activities:

Gains decreased **\$2.1 billion (-43%) to \$2.8 billion**, reflecting (i) the non-recurrence of robust alternative gains recorded in FY24 and (ii) declines in certain public market equity holdings amid broader market conditions.

### Foreign Exchange Trading & Translation Gains:

FX gains amounted to **\$444 million** versus **\$594 million** in FY24, including a reduction in Cambio income to **\$164 million**. Management's view, as reported, is that these dynamics are temporary and expected to normalise with active positioning.

On costs, we delivered a notable improvement in our expense base: non-interest expenses **declined 7% to \$4.6 billion**, primarily due to a **\$493 million** reduction in expected credit losses (reflecting the non-recurrence of prior-year provisioning impacts), partially offset by measured increases in administration expenses and staff costs consistent with ongoing investment in the business.

### Balance Sheet Strength and Capital Discipline

At year end, total assets increased **\$7.3 billion to \$149.6 billion**, while shareholders' equity declined modestly by **\$196 million** to close at **\$35.1 billion**—reflecting our continued emphasis on resilience through disciplined capital and balance-sheet management even in the face of turbulent market conditions.

Key movements included:

- **Pledged assets and marketable securities** increased **\$11.6 billion to \$120.2 billion**, representing approximately **80%** of the balance sheet, and reflecting deliberate portfolio repositioning.

- Loans decreased **\$4.8 billion (-36%) to \$8.6 billion**, consistent with a strategic focus on rebalancing exposures across asset classes to improve portfolio efficiency, liquidity posture, and capital deployment.

- **Receivables** increased **\$3.9 billion to \$11.2 billion**, reflecting normal trading-related and client-driven exposures within the ordinary course of business.

- **Repurchase agreement funding** increased **\$6.2 billion to \$90.5 billion**, remaining the largest component of the funding structure.

## Strategic Priorities: Execution, Not Rhetoric

In FY2024, we outlined a set of strategic drivers that supported strong results—revenue diversification, dynamic investment strategy, and operational efficiency through integration among them.

In FY2025, we carried forward a similarly disciplined posture, grounded in four themes that continue to shape our agenda:

- 1. Business Line Optimisation** – refining the revenue mix, deepening asset management capabilities, and improving profitability through sharper execution.
- 2. Customer Centricity** – elevating client experience through personalised solutions and stronger digital engagement, with retention and share-of-wallet as non-negotiables.
- 3. Operating Efficiency & Excellence** – improving productivity through automation and resource optimisation to deliver strategy with pace and control.
- 4. Risk and Compliance Focus** – continuing to strengthen governance and compliance frameworks to reduce residual risk and remain ahead of regulatory expectations.

A critical element within this strategic arc is our **alternative investment strategy** transition, including the maturation of our real estate platform. As reported, our objective is to evolve from earnings driven largely by valuation movements toward **realized gains and cash-based** returns, producing a more predictable and less volatile income profile over time.

## Looking Ahead

The near-term environment remains complex. Inflation dynamics may face temporary pressure following Hurricane Melissa, particularly through food and transportation channels, with monetary policy expected to remain measured and stability-focused.

Within that context, we will remain anchored on a few imperatives:

- protect and compound the strength of our core revenue engines (NII, fees/commissions, and business lines),
- deploy capital deliberately to optimise risk-adjusted returns and liquidity,
- continue to professionalise and digitise operating processes to improve execution quality, and
- maintain a high-performance culture built on accountability, service excellence, and sound governance.

## Closing

I want to thank our team members for their professionalism and resilience through a demanding year, and to you our shareholders—for your continued trust. FY25 reaffirmed a simple truth: in markets, extraordinary gains may come and go, but disciplined strategy, resilient business lines, and balance sheet strength endure. We remain focused on executing our agenda with clarity and building long-term value for all stakeholders.



**Ramon Small-Ferguson**

## BARITA EXECUTIVE TEAM









## RAMON SMALL-FERGUSON

**CHIEF EXECUTIVE OFFICER AND  
MANAGING DIRECTOR, BUTM**

Mr. Small-Ferguson is currently the Chief Executive Officer, Barita Investments Limited & Managing Director, Barita Unit Trusts Management Company Limited. He joined the Cornerstone Group in 2019 as VP, Asset Management & Research at Barita Investments Limited in 2019 from the Jamaica National Group where he was Chief Investment Strategist and Head of Research at the Group's investment subsidiary. His professional background spans the areas of Investment Research, Treasury & Portfolio Management, Corporate Strategy and Investment Banking. He currently serves as a Director on the Investment Advisory Board of the Salvation Army Caribbean Territory, a member of the Board and the Chairman of the Audit & Compliance Committee of the Council of Voluntary & Social Services, the umbrella arm for charities in Jamaica, and is an Alternate Director of the Jamaica Stock Exchange. He is also the sitting President of the Jamaica Securities Dealers' Association (JSDA), the industry level group for investment banks in Jamaica.

Mr. Small-Ferguson has earned the Chartered Financial Analyst (CFA), Chartered Alternative Investment Analyst (CAIA), and Certified Financial Risk Manager (FRM) designations. He also holds a Bachelor of Business Administration (BBA), Finance & Marketing (Hons) from the University of Technology, Jamaica and a Masters of Science in Quantitative Management (MSQM) from NYU Stern Business School, New York University.



## GEOFFERY ROMANS

**SENIOR VICE PRESIDENT,  
RISK MANAGEMENT**

Geoffery is a senior Risk Management executive with over 10 years risk management experience within the Caribbean Region. His vast risk management experience spans banking, insurance, treasury operations, off-shore banking and investment for multiple entities.

He is formerly from the Bank of Nova Scotia Jamaica Limited and a founding member of Scotiabank's English Caribbean Market Risk Unit where he served in varying roles such as Senior Manager Interest Rate Risk and Balance Sheet Management and most recently, Regional Director, Market Risk Management. He earned his MBA in Financial Management Specialty from Heriot-Watt University, Scotland, UK and his BSc in Mathematics (1st Class Hons) from the University of the West Indies. Geoffery is also an Associate of the Society of Actuaries (ASA).



## STEPHANIE STERLING

**GROUP HEAD OF LEGAL AND  
COMPANY SECRETARY**

Stephanie joined Barita in March 2020 as Legal Counsel and is now Group Head of Legal and Company Secretary. Prior to being called to the Bar, Stephanie gained financial advisory experience as a Consultant at PricewaterhouseCoopers and garnered commercial law experience as an Attorney-at-Law at Myers, Fletcher, & Gordon and Debbie-Ann Gordon & Associates. She holds a BA (Economics and History) from Stanford University, LLB (Hons) from the University of London and a LEC from the Norman Manley Law School. Stephanie has also obtained a Master of Laws (Banking and finance law) (Merit) from the University of London.



## ANMARIE WALKER-CATO

### SENIOR VICE PRESIDENT, FINANCE

Anmarie has spent much of her life cultivating expertise across multiple areas of finance and accounting. Today she stands as our Senior Vice President, Finance, having also held the positions of Assistant Vice President, Finance at Proven Wealth Limited and Senior Manager – Financial Control at First Global Bank Limited (FGB).

A highly-qualified professional, Anmarie holds a BSc in Accounting and Management Studies from UWI, an MBA from Florida International University (FIU) and is an ACCA-certified Chartered Accountant.



## TERISE KETTLE

### SENIOR VICE PRESIDENT, INVESTMENT BANKING

Terise Kettle is the Senior Vice President, Investment Banking at Barita Investments Limited, where she leads a team focused on raising capital and providing strategic advice to local, regional and international clients. With over 20 years of experience in the financial sector, she has successfully executed several monumental transactions over her career. Terise began as an external auditor at PricewaterhouseCoopers (PwC) and has held several key positions at the National Commercial Bank Jamaica Limited, RBC(Jamaica) Limited, and prior to joining Barita, she held the position of Assistant Vice President, Corporate; Commercial Banking at Sagicor Bank Jamaica Limited.

Terise holds an MBA (Distinction) in Banking and Finance from the University of the West Indies and a Bachelor of Science (Honours) in Management Studies and Accounting. Additionally, she has also successfully completed several post-graduate certifications in Project Management, Portfolio Management, Credit Risk Management, and Advanced Credit Certification, including Financial Accounting for Lenders and Complex Accounting for Corporations.

Outside of her professional pursuits, Terise has been a Director of the Student Loan Bureau (SLB) since 2019 and enjoys swimming and running.



## DAVE DIXON

### SENIOR VICE PRESIDENT, SALES AND SERVICES

Dave joined Barita, with over 25 years in the financial industry. Prior to joining Barita Dave was the Director for Sales and Service at Scotia Investments having progressively been entrusted with increased responsibilities for leading sales teams at Scotia Group in the last fifteen years. Dave brings to the role significant experience in sales leadership, wealth management and distribution of Mutual Funds and Unit Trusts, business development along with strong leadership skills having led multi-functional sales teams. Dave is responsible for leading Barita's retail branch network, customer experience, and developing retail strategic sales plans based on the company's goals.

Dave is a Fellow of the Institute of Canadian Bankers ( F.I.C.B ) and holds a Master in Business Administration with a specialism in finance from the Heriot-Watt University.





## **RICHARDO WILLIAMS**

**VICE PRESIDENT,  
ASSET MANAGEMENT & RESEARCH**

Richardo Williams is a Vice President at Barita Investments Limited with responsibility for Asset Management and Research. In this role he leads a team that supports all the revenue generating business lines, provide research insights and analysis to clients as well as providing analytical support to Barita's strategic initiatives. He has also led on principal investments transactions exceeding US\$15 million and is instrumental in helping to direct Barita's tactical asset allocation towards optimizing investment returns across various pools of capital. He has previously worked as an assistant investment manager with the ATL Group Pension Fund, an analyst in research and structured products and as a Corporate Wealth Advisor, both at NCB Capital Markets.

His experience also spans ICT communications regulation and policy as an economist at the Broadcasting Commission, as well as an economist with the Ministry of Tourism, where he led the research for the concept paper that culminated in the Tourism Workers' Pension Scheme. He has an MSc in Economic Development Policy and a BSc in economics and statistics.



## **IAN ANDERSON**

**VICE PRESIDENT,  
INFORMATION TECHNOLOGY**

Ian joined Barita as Vice President, Non-Financial Risk & Enterprise Risk Management on June 1, 2020 and now holds the position of Vice President, Information Technology.

Prior to his posting at Barita, Ian spent the majority of his career at Scotiabank Jamaica, where he served in varying capacities for over seventeen (17) years. Ian earned an MBA in Management Information Systems from the Mona School of Business and a Bachelor of Science degree in Computer Science from the University of the West Indies.



## **SONIA OWENS**

**VICE PRESIDENT,  
TREASURY & FINANCIAL INSTITUTIONS**

Sonia joined Barita in 1984 and held several positions over the years including Trading and Investments Manager, culminating in her most recent promotion to Vice President, Treasury & Financial Institutions. She holds a Bachelor of Science Degree in Banking and Finance from the University of the West Indies, has attended several professional training courses with JIM, JIB, CI Financial and Euro Finance and has completed an MBA at Edinburgh Business School.

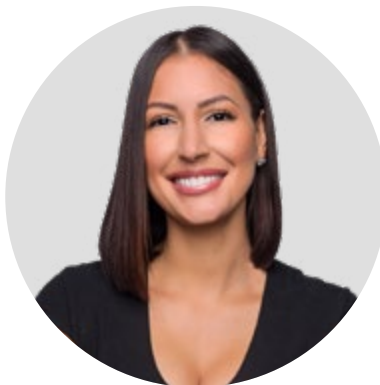


## LERONE PALMER

**VICE PRESIDENT,  
GROUP COMPLIANCE**

Lerone joined Barita in March 2020 as Compliance Manager. Prior to joining the group, Lerone held managerial roles in the Scotia Group and has over 15 years of experience as a compliance professional in the Financial Services industry. In this capacity he is responsible to provide strategic support, coordination and general oversight of the Compliance Programme at Barita to ensure adherence with applicable legislation, regulatory guidelines, and policies and procedures within the entity.

He earned his MSc. in Enterprise Risk Management (Distinction) from Mona School of Business and Management and a BSc. in Banking and Finance from the University of West Indies.



## KERRIE BAYLIS

**VICE PRESIDENT,  
STRATEGIC BUSINESS DEVELOPMENT &  
INVESTOR RELATIONS**

At just 22 years old, Kerrie obtained her Law Degree (Hons) from the University of Surrey in the UK. Her introduction into the financial sector came from early mentorship and training at US multinational Investment Bank, Morgan Stanley. Kerrie brings seven years of combined experience in wealth and portfolio management, investment analysis and investment advisory services.

A former Miss Jamaica World (2009) and Miss Jamaica Universe (2013), Kerrie's strong relationship management skills, coupled with her in-depth product knowledge has seen her evolve into one of Jamaica's top performing financial advisors. In her role as Head of Investor and Public Relations at Barita, Kerrie will lead an innovative team focused on delivering personalized financial solutions to individual and corporate clients.



## TANKETA CHANCE-WILSON

**EXECUTIVE DIRECTOR,  
BARITA FOUNDATION**

Tanketa Chance-Wilson is the Executive Director of the Barita Foundation, leading philanthropic initiatives to empower women and youth through education in Jamaica. With over 20 years of experience, she previously served as CEO of the Grace & Staff Community Development Foundation, where she established Jamaica's first privately operated STEM Center with USAID. Her career includes significant roles in the public sector, corporate foundations, and nonprofits. Tanketa holds a Bachelor of Science in Sociology and Psychology and a Master of Science in Development Studies, and she is a Fulbright alumna. In addition to her role at the Barita Foundation, she chairs the Mico Child Assessment and Research Centre and serves on the board of Global Entrepreneurship Network GEN Jamaica, promoting volunteerism and the pursuit of Jamaica's Vision 2030 goals.



## SANCIA THOMPSON

### VICE PRESIDENT, PREMIUM WEALTH & CORPORATE SOLUTIONS

Sancia joined Barita, with over 20 years in the financial industry. Her sales career commenced as a Financial Advisor at JN Fund Managers Limited, where she grew her assigned portfolio through consultative selling and portfolio advisory services. She has held several leadership roles at Sagicor and more recently as Regional Manager at NCB Capital Markets.

Sancia brings to the role significant experience in wealth management and distribution, new product development, business development along with strong leadership skills having led multi-functional teams.

She is responsible for developing strategic sales plans based on the company's goals by creating bespoke sales experiences delivered by an innovative and passionate team. She holds a Bachelor in Business Administration from the University of Technology and attended Florida International University where she attained a Master in Business Administration.



## LUCIEN LEACH

### VICE PRESIDENT, RISK MANAGEMENT

Lucien is a senior risk management professional with extensive experience across market, liquidity, credit, and enterprise risk disciplines within the financial services sector. He currently serves as the VP Risk Management, where he is responsible for the development and oversight of market and liquidity risk frameworks, advanced risk analytics, stress testing, and regulatory capital and liquidity assessments.

Lucien has held progressively senior roles in risk management, with responsibilities spanning enterprise risk governance, IFRS 9 implementation, risk appetite frameworks, capital and liquidity planning, and board-level risk reporting. His work has focused on strengthening institutional resilience, enhancing risk transparency, and supporting sound strategic decision-making at both management and board levels.

He holds a Master of Science in Economics (Financial and International Economics) and a Bachelor of Science with Majors in Economics and Statistics (Honours) from the University of the West Indies, and brings a strong analytical and quantitative perspective to risk oversight, underpinned by expertise in financial risk modelling, macroeconomic analysis, and data-driven decision support.



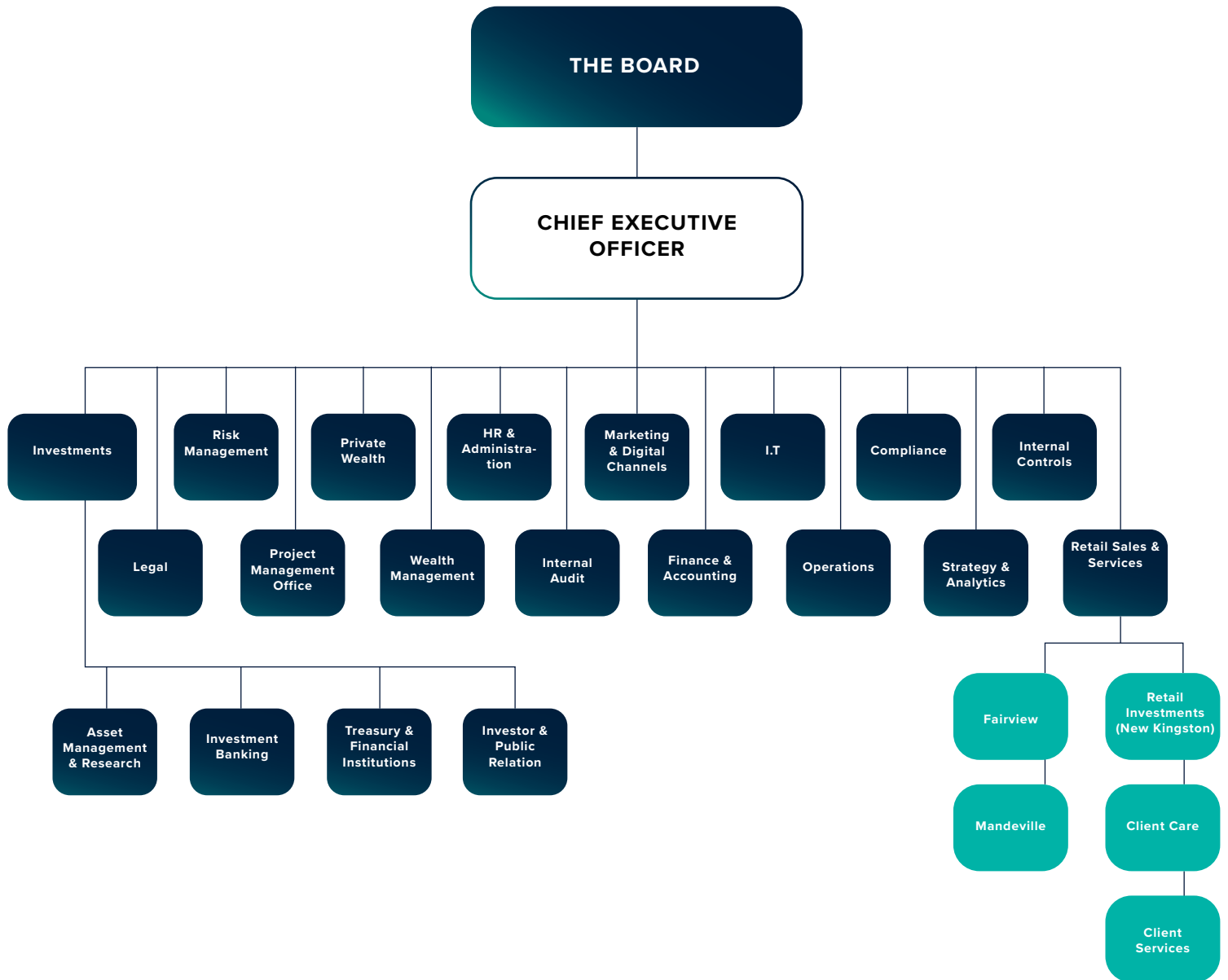
## SARA YING HENRIQUES\*

### SENIOR VICE PRESIDENT, OPERATIONS

Sara joined Barita on October 1, 2020 as Head, Operations and is now Senior Vice President, Operations. Prior to joining Barita, Sara garnered a wealth of experience in Treasury & Asset Management Operations within the financial services sector. She holds an MBA and Bachelor of Science (BSc.) degree in Business Administration from the University of Technology both with a major in Finance.

\* Mrs. Sara Ying Henriques, departed the Company effective November 26, 2025. Mr. Percival Hurditt was promoted to the position of Acting Vice President, Group Strategic Operations effective November 27, 2025.

# BARITA ORGANISATIONAL CHART



TOGETHER **WE RISE**







06



# MANAGEMENT **DISCUSSION & ANALYSIS**

## GLOBAL MARKET REVIEW

FY25 unfolded against a backdrop of persistent global uncertainty and resilience. Elevated trade tensions and shifting geopolitical dynamics drove policy uncertainty to new highs, challenging supply chains and investor sentiment. In response, major central banks, including the U.S. Federal Reserve (the Fed/Federal Reserve), maintained a cautious stance before pivoting towards a more accommodative monetary policy backdrop.

This policy shift, mirrored by the BOJ, underpinned slowing global growth even as inflation remained uneven and the risk of renewed tariff escalations lingered. Despite these headwinds, robust services activity, targeted fiscal measures, and the adaptability of businesses and consumers sustained demand, particularly in the United States and emerging Asia. Capital markets reflected this cautious optimism, with stable credit conditions and selective equity gains, while investors remained vigilant amid persistent fiscal imbalances and evolving geopolitical risks. Against this backdrop, in its October 2025 World Economic Outlook, the International Monetary Fund projected global growth at 3.2%, underscoring the world economy's capacity to adapt in the face of ongoing volatility.

## GLOBAL INTEREST RATES AND FIXED INCOME

Global interest rates traversed a pivotal path during FY25. At the outset in October 2024, the federal funds target range stood at 4.75%–5.00% following the 25-basis point cut in September 2024, representing the first cut since the Federal Reserve ended its rate hike cycle in July 2023. This reflected a cautious approach amid persistent inflation and heightened policy uncertainty. As the year progressed, signs of moderating inflation and softening labour market conditions prompted a gradual shift in policy. By December 2024, the Fed paused further cuts, holding the rate steady at 4.25%–4.50% because of stickier than anticipated core inflation, before ultimately lowering the range to 4.00%–4.25% in September 2025 amidst signs of weakening in the labour market. This measured pivot toward accommodation was mirrored by other major central banks and contributed to improved liquidity and a more constructive backdrop for fixed income markets.

The transition supported a rally in global bonds, with investment-grade and high-yield spreads approaching historical tightness, while investors remained attentive to fiscal imbalances in the U.S. government and the evolving geopolitical risks. Against this backdrop, selectivity and duration management were critical, as the normalisation of policy rates and persistent macroeconomic uncertainty continued to shape risk and return across global fixed income markets.

Credit markets navigated a year of shifting sentiment as central banks transitioned from tight monetary conditions to gradual accommodation. Early in the financial year, investment grade (IG) spreads remained resilient, supported by robust corporate fundamentals and strong demand for high-quality income, while high yield (HY) spreads widened modestly amid cautious investor sentiment and persistent macroeconomic uncertainty. As the Federal Reserve began to ease policy, improved liquidity and moderating inflation sparked a rally in global bonds, with IG spreads tightening and HY spreads stabilising despite episodic volatility. Default rates remained contained, with U.S. and Euro HY trailing defaults below long-term averages, though forward-looking risks lingered as tighter refinancing conditions and fiscal imbalances persisted.

## GLOBAL EQUITY

The U.S. equity market continued to demonstrate resilience over FY25, despite lingering macroeconomic uncertainty and uneven sectoral dynamics. The S&P 500 delivered a year-over-year return of 17%, supported by solid corporate earnings performance, particularly within technology, communication services, and consumer-oriented industries. Operating earnings for S&P 500 companies expanded by approximately 12% over the period, reflecting robust demand conditions, ongoing efficiency gains, and sustained strength in the balance sheets of major U.S. corporates.

However, the performance remained highly concentrated. The S&P 500 Equal-Weighted Index returned only 6% year-over-year, highlighting the dominance of large-capitalization names and the persistent divergence between mega-cap growth stocks and the broader U.S. equity universe. This narrow leadership profile underscored continued investor preference for scale, margin durability, and balance-sheet defensiveness in an environment where economic visibility, while improved, remained uneven across sectors.

Elevated valuations reinforced the need for careful navigation. The Shiller cyclically adjusted price-to-earnings (CAPE) ratio ended the period at 38.81x, a level not seen since the dot-com bubble, increasing the market's sensitivity to any earnings disappointment, margin compression, or deceleration in U.S. economic momentum. While earnings growth helped to justify part of this re-rating, the persistence of stretched multiples suggested diminishing valuation buffers and heightened downside risks in the event of macroeconomic or geopolitical shocks.

Overall, equity performance in FY25 reflected the interplay of strong earnings, concentrated market leadership, and increasingly valuation-driven investor behaviour. Against this backdrop, our outlook remains balanced: mindful of the supportive fundamentals underpinning U.S. corporates, yet attentive to the asymmetric risks created by high concentration, elevated valuations, and the continued dependence of market sentiment on a narrow cohort of outperforming companies.

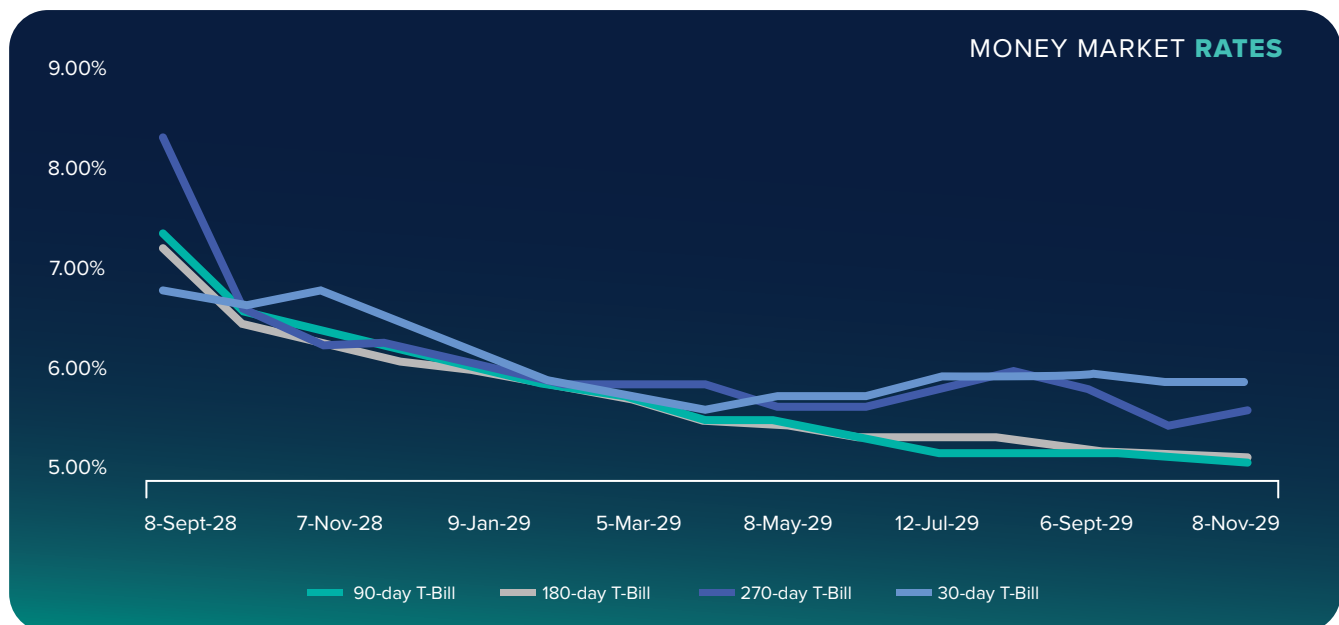
## DOMESTIC MARKETS

Domestic economic conditions in FY25 were characterised by a strong rebound from the weather-related shocks of the prior year. Real GDP is estimated to have grown by 2.4% over the first nine months of 2025, with July–September output up 5.1% year-on-year, reflecting recovery in agriculture, tourism, manufacturing, construction and mining from the low base created by Hurricane Beryl and Tropical Storm Rafael. Labour market outcomes remained favourable, with unemployment declining to 3.3% in October 2025 and labour force participation relatively unchanged year-over-year at 67.8%, highlighting resilient domestic demand.

However, the near-term outlook has deteriorated markedly following the passage of Hurricane Melissa after the financial year-end. The storm inflicted unprecedented damage to productive, housing and infrastructure assets across key parishes, with preliminary estimates pointing to an 11.0%-13.0% contraction in the October–December 2025 quarter and a 3–6% decline in output for FY25/26 according to the Planning Institute of Jamaica. While reconstruction should eventually support activity, the scale of asset loss suggests that a full return to pre-Melissa output levels may take three to five years to materialise.

## DOMESTIC INTEREST RATES AND FIXED-INCOME

Domestic interest rates and fixed-income markets in FY25 were defined by the continuation of Jamaica’s transition from a peak-rate environment toward more normalised funding costs, with the BOJ reducing the policy rate by 75 basis points during the financial year to 5.75%, where it has been fixed since May 2025. Short-term market rates repriced meaningfully lower over the year, with the 30-day certificate of deposit (CD) rate declining by 53 basis points to 6.22% and 90-day, 180-day and 270-day T-bill yields falling 221, 209 and 239 basis points respectively, to 5.20%, 5.24% and 6.01%, respectively, by September 2025.



This broad-based compression in front-end yields supported capital gains on existing fixed-rate portfolios and reduced funding costs for deposit-taking institutions and securities dealers. At the same time, the downward shift in the curve introduced reinvestment risk, as maturing high-coupon instruments were rolled into lower-yielding assets. Credit spreads in the corporate and GOJ segments tightened selectively, reflecting improved risk sentiment and competition for high-quality paper, while issuers with strong balance sheets took advantage of more favourable borrowing terms to refinance or extend duration.

For financial institutions, including BIL, the environment was broadly constructive for net interest income and margins in the near term, as the cost of interest-bearing liabilities adjusted downward more quickly than the yield on interest-earning

assets. However, the speed and extent of the decline in money-market rates underscored the importance of active duration management and credit selection to preserve income growth as the market moved deeper into a lower-rate regime.

## DOMESTIC EQUITIES

Domestic equities saw a divergence in the market performance in FY25 with the JSE Main Index (Main Market) rising 2% and the Junior market down roughly 10%. For the calendar year 2025, the Main Market and the Junior Market declined 5% and 9%, respectively. Further, disaggregating local equities by sector, we see that the Financial Sector index declined 6% in 2025. The Manufacturing and Distribution index fared slightly better in terms of overall market returns, declining 4% over the calendar year. Domestic equities in FY2025 were shaped by a gradual recovery in corporate earnings, improved cost discipline across major listed companies, and renewed investor focus on balance-sheet resilience.

Financial services firms benefited from stabilizing credit conditions, while select manufacturing and conglomerate names outperformed on the back of margin recovery and stronger regional demand. However, market activity remained muted as liquidity constraints and lingering risk aversion continued to weigh on valuations. Overall, performance reflected a cautious recalibration rather than a broad-based re-rating of the market.

## FOREIGN EXCHANGE

At the end of September 2025, the Jamaican Dollar stood at J\$161.22 to US\$1.00, representing a depreciation of 1.59% year-over-year. This relatively muted movement occurred against the backdrop of a resilient external position, with continued growth in stopover visitor arrivals, sustained strength in net remittance inflows, and a current account surplus that together provided robust foreign-exchange inflows to support the currency. Additionally, the BOJ supported US dollar liquidity with intervention through B-FXITT, supplying a total of US\$1.1 billion over the year. Notwithstanding, the Net International Reserve (NIR) remained at healthy levels, with the BOJ reporting US\$6.1 billion at the end of September 2025, compared to US\$5.2 billion last year. At the end of September 2025, the NIR represented 32 weeks of goods and services imports.

## REVENUE

Net operating revenue for FY25 decreased by 13%, driven largely by the decline in gain on investment activities (-43%), primarily reflecting a reduction in gains from our real estate holdings. Foreign exchange trading & translation gains also contributed to the decline, falling 25%. This was partially offset by growth in net interest income (+72%), fee and commission income (+12%) and other income (+10%).

| REVENUE SUMMARY                              | FY 2025<br>(\$000) | FY 2024<br>(\$000) | % CHANGE |
|----------------------------------------------|--------------------|--------------------|----------|
| Net Interest Income                          | 1,111,312          | 646,217            | 72%      |
| Fee & Commission Income                      | 4,161,284          | 3,708,502          | 12%      |
| Other Income                                 | 194,852            | 177,754            | 10%      |
| Foreign Exchange Trading & Translation Gains | 444,072            | 593,917            | -25%     |
| Fair Value and Realized Gains on Investments | 2,757,839          | 4,871,584          | -43%     |
| Net Operating Revenue                        | 8,669,359          | 9,997,974          | -13%     |

## NET INTEREST INCOME

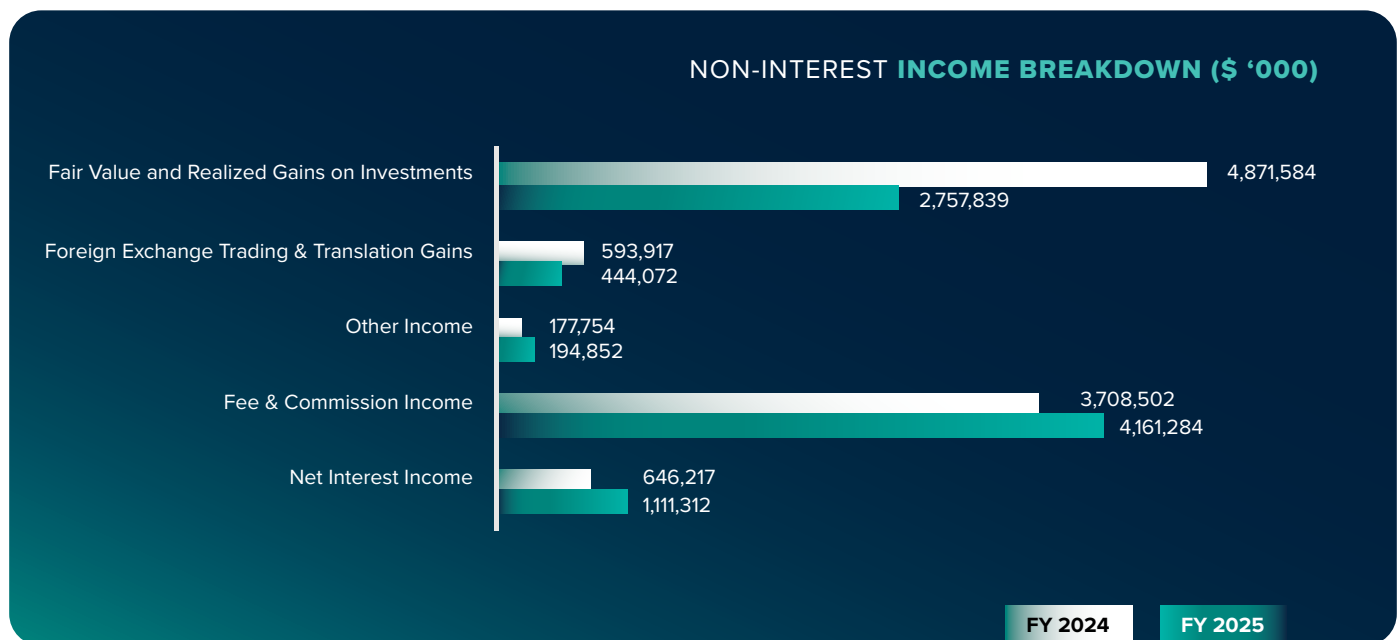
Net interest income (NII) reflected a \$465 million or 72% increase year-over-year (“YoY”) to \$1.1 billion. This outcome reflected the more accommodative monetary policy stance during the financial year. The reduction in front-end market rates allowed funding costs on our predominantly short-tenor liabilities to reprice downward faster than the yield on our interest-earning assets, supporting modest NII growth during FY25. This tailwind was moderated in the second half by the impact of our upsized multi-tranche bond issuance, which temporarily elevated long-term funding costs, and by one-off accelerated amortisation of premiums on prepaid bonds within the portfolio.

As the new funding is redeployed into higher-yielding credit assets and the yield curve continues to normalise, we expect the NII trajectory to regain momentum, underpinned by disciplined asset–liability management and a deliberate tilt toward spread-resilient securities.

## NON-INTEREST INCOME

Non-interest income reflected decline year-over-year of 19% or \$1.8 billion, to \$7.6 billion relative to \$9.4 billion in FY24. The decrease in non-interest income was principally driven by the 43% decrease in gains on investment activities.

**The details of our non-interest income are as follows:**



### • Gain on Investment Activities:

Revenue from this line item fell by \$2.1 billion or 43% to \$2.8 billion relative to FY24. Our alternative investment exposures accounted for 72% or \$3.5 billion of this outturn for FY 2024, with FY25 reflecting normalisation from last year’s exceptional outturn. The moderation was driven largely by lower revaluation gains on our real estate exposures and adverse foreign exchange movements, which reduced the Jamaican-dollar value of these assets, particularly in Q3. Importantly, with the development phase underway, we anticipate a gradual shift in the revenue profile of our real estate holdings toward a more balanced mix of rental income, development proceeds, and selective capital appreciation.

### • Fee and Commission Income:

This line item increased by 12% to \$4.2 billion (FY24: \$3.7 billion). These revenues were comprised substantially of fees generated from investment banking and asset management. Fees and commission from the investment banking business accounted for \$2.0 billion of the fee revenues generated during the year, while management fees across our asset management business totalled a similar \$2.0 billion. Growth in assets under management and capital markets activity remain a key focus, supported by robust liquidity management. Total assets under management increased by 9% YoY to \$441.8 billion.

• **Foreign Exchange (“FX”) Trading and Translation Gains:**

The Group registered FX trading and translation gains of \$444 million in the period, representing a \$150 million or 25% reduction (FY24: \$594 million).

**OPERATING EXPENSES**

Non-interest expenses for FY25 decreased by 7% to \$4.6 billion (FY24: \$5.0 billion). The year-over-year decline in expenses is driven by the following:

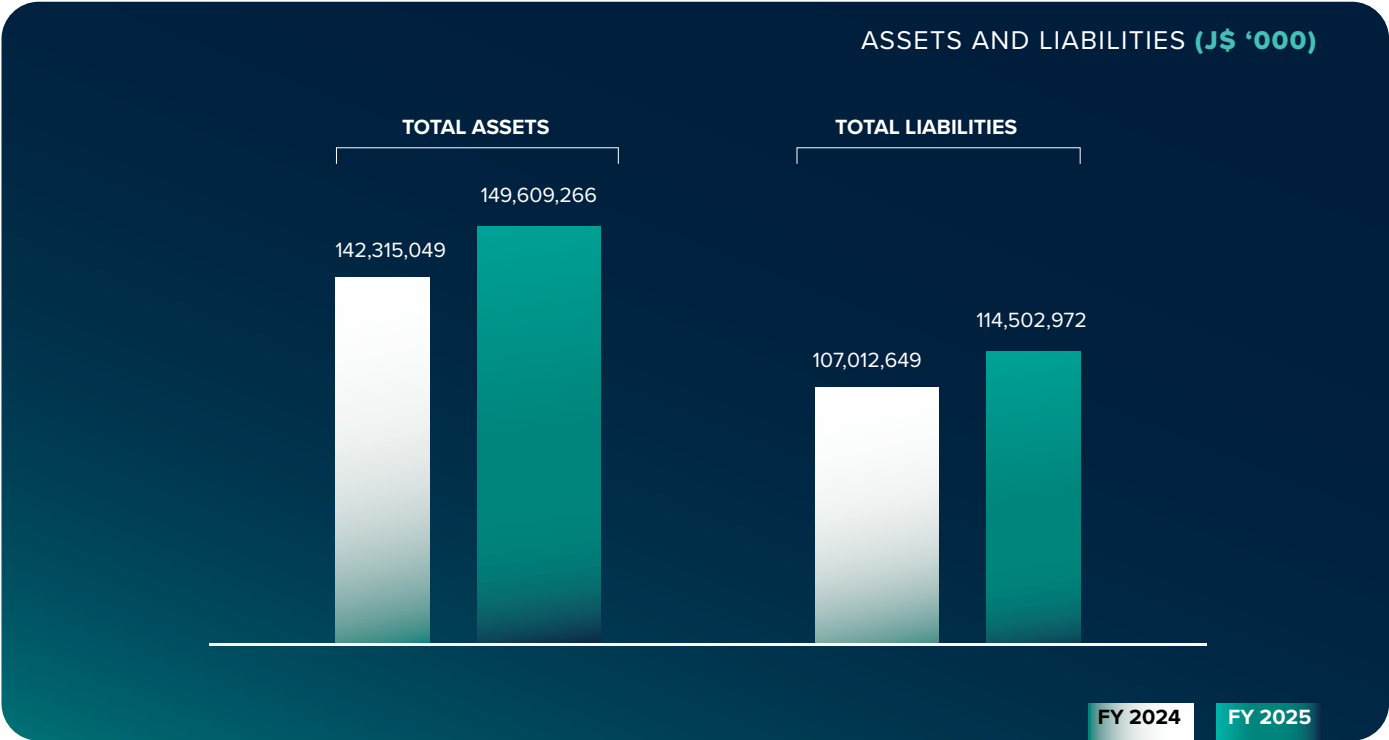
- **Staff Costs:** increased by 2% YoY to \$1.7 billion, which reflected the Company’s strategic effort to optimize the staff complement in our ongoing drive for future shareholder value creation.
- **Administrative Costs:** increased 4% YoY from \$2.7 billion to \$2.8 billion, reflecting the reclassification of expenses related to the core system replacement project to intangible assets.
- **Impairment/Expected Credit Losses:** YoY, impairment of financial assets reflected a charge of \$147 million, compared to a charge of \$641 million in FY24. This shift was due to the non-recurrence of loss provisioning for securities with adverse indicators which impacted last year’s results.

Our philosophy is anchored in a growth-oriented strategy that emphasizes prioritising revenue-enhancing expenditures while focusing on cost-cutting measures in non-essential areas. Despite the nominal reduction in expenses during the year, the impact of unrealized gains on net operating revenue more than offset the impact of our cost management initiatives, leading to an increase in the Group’s efficiency ratio to 54%, versus 50% in FY24. Notwithstanding, we have been deliberately investing in our people, processes, technology, and customer experience. Consistent with our prior guidance, we remain committed to making investments that will unlock future revenues for the Group and increased earnings for shareholders.

**NET PROFIT**

Net profit for FY25 amounted to \$3.0 billion, a decrease of approximately \$804 million (21%) relative to FY24. The decrease was attributable to the reduction in net operating revenues (13%) partially offset by the reduction in operating expenses (7%).

**STATEMENT OF FINANCIAL POSITION**





For FY25, the Company's total assets increased by \$7.3 billion, while funding from repurchase agreements and other debt facilities reflected a combined increase of \$9 billion. Total shareholders' equity marginally decreased YoY, driven by a \$372 million deterioration in Barita's fair value reserve that more than offset the increases of \$93 million and \$46 million in retained earnings and capital reserve, respectively.

**Key balance sheet line items are discussed in brief below:**

## **ASSETS**

### **Total Assets:**

Barita's total assets stood at \$149.6 billion at the end of FY25, representing a \$7.3 billion or 5% increase over FY24. This increase was largely the result of growth in pledged assets and marketable securities of \$11.6 billion and receivables of \$3.9 billion offsetting reductions of \$4.7 billion in repo assets and \$4.8 billion in loans.

### **Pledged Assets and Marketable Securities:**

Pledged assets and marketable securities, combined, grew by \$11.6 billion or 11% to \$120.2 billion to account for 80% of the Company's balance sheet as at the end of FY25. These lines represent substantively the Company's securities portfolio, which is largely comprised of credit assets to include, local, regional & international government and corporate bonds.

### **Loans:**

Barita's exposures to loans decreased by \$4.8 billion or 36% to \$8.6 billion. Barita's loans are largely comprised of secured credit facilities, including margin loans, which are extended to our clients.

## **LIABILITIES**

### **Total Liabilities:**

To fund the increase in total assets, we grew our total liabilities YoY by 7% or \$7.5 billion to \$114.5 billion.

### **Repurchase Agreements (repos):**

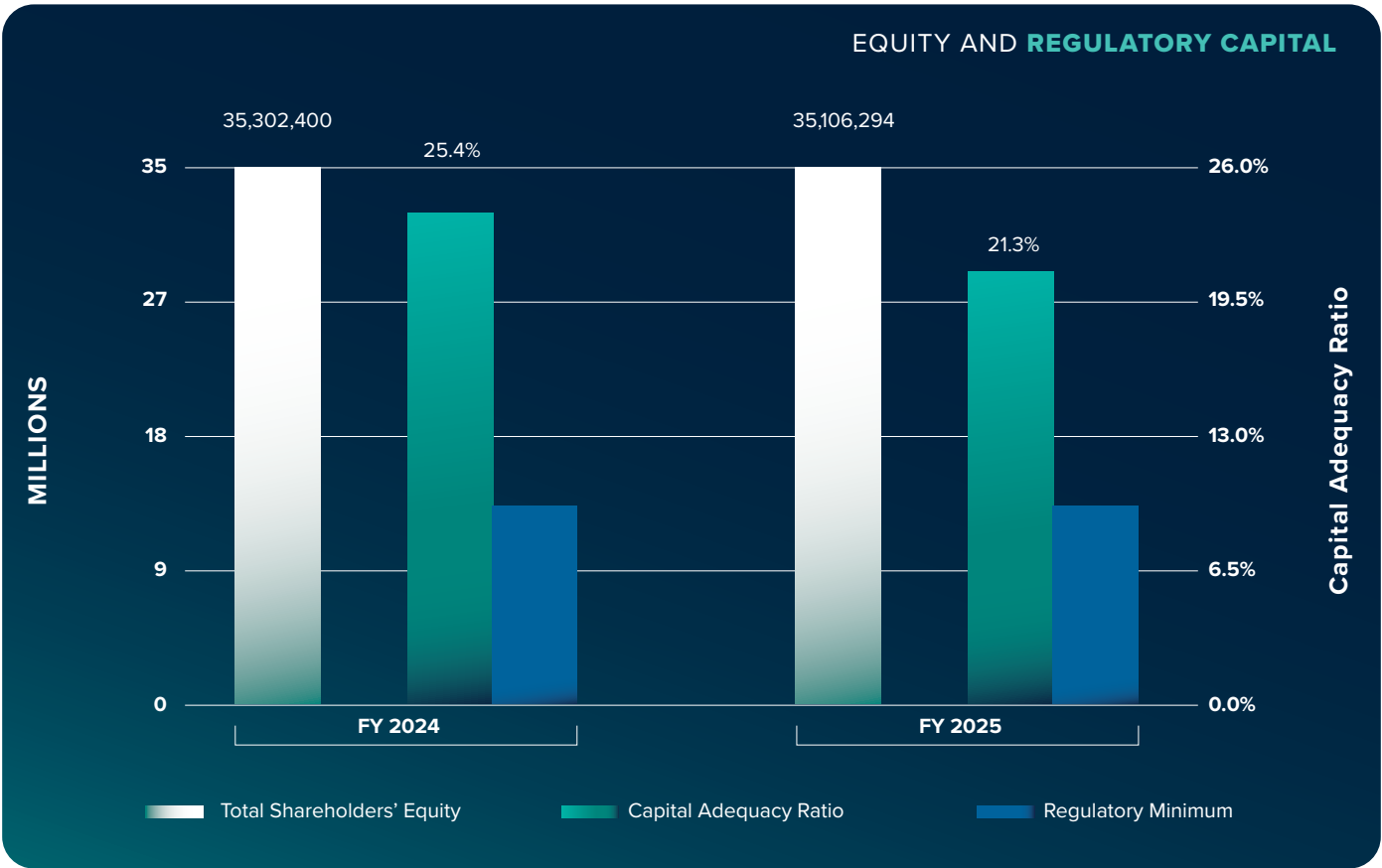
The Company's funding from repos rose by \$6.2 billion or 7% to \$90.5 billion, which accounted for 79% of the Company's liabilities at the end of FY25.

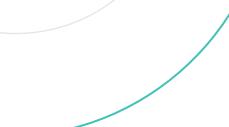
### **Other Debt Facilities:**

Funding from these facilities increased from \$14.0 billion to \$16.8 billion (20%) and now represents 15% of the Company's total liabilities.

Shareholders' Equity:

A \$93 million increase in retained earnings and a \$46 million increase in the capital reserve was more than offset by the deterioration in Barita's fair value reserve of \$372, which led to the marginal decrease in total shareholders' equity of \$196.1 million to \$35.1 billion (\$35.3 billion in FY24). Our capital reserves remained robust, with a capital adequacy ratio of 21.3%, compared to the FSC's early warning level of 14.0%, and more than two times the regulatory minimum of 10.0%. The capital adequacy of the Company remains resilient even under severe stress tests conducted by the Group's risk management division.

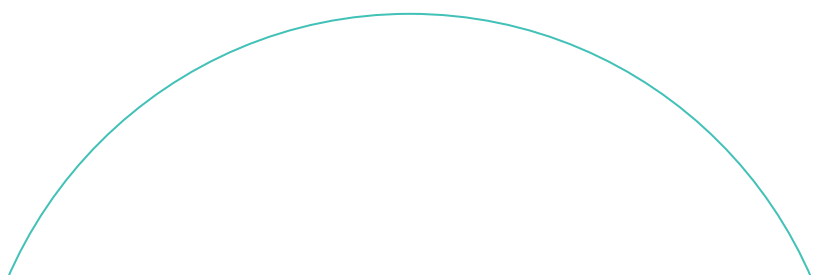




**07**



# RISK **MANAGEMENT**



# RISK MANAGEMENT

The objective of Barita's Risk Management Programme is to ensure that risk-taking activities are closely aligned with its strategy and consistent with its risk appetite. Through an active and effective Risk Management process, Barita's Board of Directors commits to ensuring:

- The right risks are taken;
- The right amount of risk is taken;
- There is an appropriate reward for the risks being taken; and
- Risks that are inherent to the strategy, as well as those that could threaten the strategy, are proactively identified and appropriately managed.

## RISK MANAGEMENT FRAMEWORK

Barita's Enterprise Risk Management (ERM) Framework is multi-dimensional and aims to provide a suite of policies, limits, and tools to identify, assess, and manage risks. It is underpinned by developing a risk culture through active involvement and training of risk owners across all functional areas. The framework, including the governance structure through which it is executed, is continually reviewed and designed to ensure the confidence of Barita's clients, shareholders, employees, and other stakeholders as the Company executes its strategy and takes advantage of opportunities.

### GOVERNANCE

The Board has ultimate responsibility for risk management and governance within Barita and delegates this function to the Audit Committee, Board Investment Committee, and Corporate Governance & Conduct Review Committee. The Board, through these committees, reviews and approves the associated policies, limits, and risk appetite levels based on advice from Management committees. The Management Investment Committee oversees asset and liability management, trading activities, and associated risk exposures, including contingent exposures from off-balance sheet activities, and provides advice and counsel on financial risk related policies and limits.

### RISK APPETITE FRAMEWORK

Barita's Risk Appetite Framework (RAF) articulates the amount of risk it is willing to take to meet its strategic objectives. The RAF includes risk tolerances, targets, measures, and limits. This, along with Key Risk Indicators, is central to cultivating Barita's risk

culture and ensures that Barita remains within appropriate risk boundaries while balancing risk and return. The risk appetite is continuously reviewed and updated as the Company's strategy and operations evolve.

### POLICIES AND PROCEDURES

A critical dimension of the Risk Management Framework is the establishment of robust and appropriate policies and procedures. These include policies related to financial risk exposures, internal control, compliance, information technology, business continuity, and product development. Barita's business continuity policy has been tested and refined through real-world challenges such as elevated interest rates, inflationary pressures, and the COVID-19 pandemic.

### RISK MANAGEMENT TOOLS

Having identified and prioritized existing and emerging risks, Barita has deployed several tools, including its enterprise risk assessments and a third-party risk assessment framework. These tools are regularly reviewed and updated to ensure effectiveness and relevance to Barita's business and financial strategies.

### STRONG AND PERVASIVE RISK CULTURE

Strengthening Barita's risk function also includes cultivating a strong risk culture where the risk framework is an enabler to strategy through the collective understanding, engagement, and accountability for the key risks relevant to Barita's strategic objectives and the corresponding risk appetite throughout the organization.

The culture is supported by Barita's risk governance structure. Risks are managed within the framework of policies and limits that are approved by the Board of Directors. At least on a quarterly basis, the Board reviews key current and emerging risk exposures and performance against approved limits and the Board's Risk Appetite. Senior management committees, including the Management Investment Committee and Non-Financial Risk Committee meet more frequently to review the state of the various risks; while the Risk and Compliance functions provide independent oversight of the significant risks of the Barita Group on a continuous basis.

The culture is also supported by the three-lines-of-defense model. Within this model:

- **First Line of Defense:** Business units actively manage risks.
- **Second Line of Defense:** Risk and control functions provide oversight and challenge.

- **Third Line of Defense:** Internal Audit provides independent assurance.

The various business lines that actively take these risks, and the units that support them are the risk owners and act as the First Line of Defense by actively managing these risks. This is the primary conduit through which the risk culture is cultivated.

Risk and other control functions act as the Second Line of Defence by objectively challenging the First Line; providing independent oversight over risk taking activities; and developing and executing the frameworks to measure, monitor, report and control risk.

## CYBERSECURITY RISK

In today's digital environment, cybersecurity is a critical component of Barita's risk management strategy. The Company recognises that cyber threats—such as data breaches, ransomware, and phishing attacks—pose significant operational, financial, and reputational risks. Barita's approach includes:

- **Robust IT Security Policies:** Covering data protection, access controls, and encryption standards.
- **Continuous Monitoring:** Using advanced threat detection systems and regular vulnerability assessments.
- **Incident Response Plans:** Ensuring rapid containment and recovery in the event of a cyber incident.
- **Employee Training:** Promoting awareness of cyber hygiene and phishing prevention.
- **Third-Party Risk Management:** Assessing vendors and partners for cybersecurity compliance.

## ESG RISKS

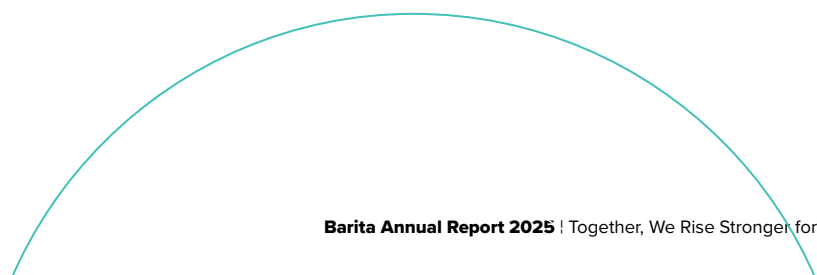
Barita acknowledges that Environmental, Social, and Governance (ESG) risks are increasingly material to long-term sustainability and stakeholder confidence. ESG considerations are integrated into the risk management framework through:

- **Environmental Risks:** Monitoring climate-related impacts on operations and investments, and supporting sustainable practices.
- **Social Risks:** Ensuring fair labour practices, fostering diversity and inclusion, and safeguarding customer data privacy.
- **Governance Risks:** Maintaining strong corporate governance, ethical standards, and compliance with regulatory requirements.

08



# HUMAN RESOURCES





# ANNUAL HUMAN RESOURCE REPORT

## Barita Group – Financial Year 2024/2025 Executive Summary

FY25 marked a period of transformation for the Group Human Resource Department (Group HRD). Anchored in a people-first strategy, Group HRD advanced organisational capabilities through top-tier training resources, reinforcing continuous learning as a cultural cornerstone, and introduced advanced compliance and leadership programmes. Our strategic talent acquisitions, enhanced engagements, and robust wellness framework, fortified workforce resilience. Throughout the year, Group HRD positioned itself as a key driver of Barita's long-term growth agenda through digital integration and targeted interventions.

### Talent Development and Capability Building

The heart of our success is linked to our commitment to empowering our people with the requisite knowledge and skills to lead in a dynamic financial industry. Our Learning Management System was enhanced through the continuous expansion of Cornerstone University and our key support partner, giving employees access to over 800 curated courses which supported both mandatory training and self-directed development.

During the year, the Company strengthened its leadership capabilities through targeted talent acquisitions in key areas of the business. Lucien Leach joined Barita as Vice President, Risk Management bringing solid expertise in risk governance and operational resilience, which are key to safeguarding Barita's growth ambitions. Fayola Wray also joined the team as Vice President, Finance, strengthening the Company's strategic financial oversight and capital management framework to support long-term profitability. Lerone Palmer assumed the role of Group Head of Compliance, reinforcing regulatory integrity and driving advanced compliance frameworks across the organisation.

The onboarding of a dedicated Senior Human Resources Officer, for Learning and Development (L&D), accelerated the redesign of the L&D structure to include specialised training in compliance, cybersecurity, fraud detection, and the responsible use of personally identifiable information enhanced operational integrity and supported stronger risk management practices across the Group. These appointments were pivotal in fortifying Barita's leadership strength, enhancing governance, and aligning talent with the Group's transformation agenda.

Group HRD also launched a comprehensive leadership development program grounded in a model which emphasises self-awareness, communication, and team



dynamics. These initiatives continue to enrich our leadership culture and our internal talent pipeline thus ensuring our readiness for growth and seamless succession.

At Barita, we are deeply invested in nation building and continued to invest in youth development through initiatives such as the Summer Internship Programme, the Barita Skills Optimisation Challenge, in partnership with key tertiary institutions. We also sponsored UWI's Young Investors' Club. These programmes not only build talent but will also enhance the nation's workforce in emerging areas such as data analysis, investment strategy, and AI-driven problem-solving.

Collectively, these initiatives advanced Barita's learning culture, deepened workforce capabilities, and supported the development of future-ready talent aligned to the Group's strategic vision.

### Employee Experience and Engagement

Group HRD bolstered employee experience through targeted engagement initiatives geared toward developing deeper connection, culture, and organisational pride. Our Group's internal communications platform remained the central hub for key information and learning resources, announcements,

and employee updates. This platform continues to ensure that pertinent information is accessible across the organisation.

We continue to reinforce cultural cohesion through a series of activities to enhance leadership visibility and improve the overall employee experience. Our Rewards and Recognition programme was revamped to continue our thrust to drive a high-performance culture while ensuring that excellence was celebrated at every level of the organisation.

### Health and Wellness

Wellness continued to be a pivotal strategic priority for HR, reinforcing Barita's commitment to a holistic employee experience. Through our comprehensive wellness programme, Group HRD delivered initiatives that addressed physical, emotional, and mental well-being—critical pillars for sustaining high performance and engagement. These initiatives not only promoted healthier lifestyles but also strengthened morale and positioned Barita as a leading workplace for talent.

### Digital Enablement and Operational Efficiency

Group HRD continued to be a critical success partner, supporting digital enablement and operational efficiency across the Group. Through collaborative efforts, we continued to roll out initiatives to strengthen organisational readiness for emerging technologies and foster our culture of innovation. Interactive sessions enhanced employees' digital literacy, provided practical AI insights, and supported a forward-looking perspective on the future of work. These efforts improved efficiency and data-driven decision-making capabilities which further positioned Group HRD as a vital strategic partner.

### Closing Statement

FY25 marked a year of strategic progress for the Group. Through investments in talent development, continuous enrichment of the overall employee experience, expanded wellness offerings, and strengthened digital capabilities, we continued to boost our workforce and organisational culture. As we look ahead to FY26, Group HRD remains committed to building a high-performing, future-ready organisation while cultivating the talent required to support the Group's continued growth, innovation and success.











## OUR TEAM LEADS



**AWAH MUIRHEAD,**  
Senior Manager, Investment  
Banking



**ROBERT PHILP**  
AVP, Trading & Brokerage



**CHRISTINE SURAGH**  
Senior Manager, Human Resources



**RYAN BURRELL**  
Senior Manager, IT Security



**KAMAL KERR**  
AVP, IT Support



**PRECIOUS GARRICK**  
AVP Fund Operations

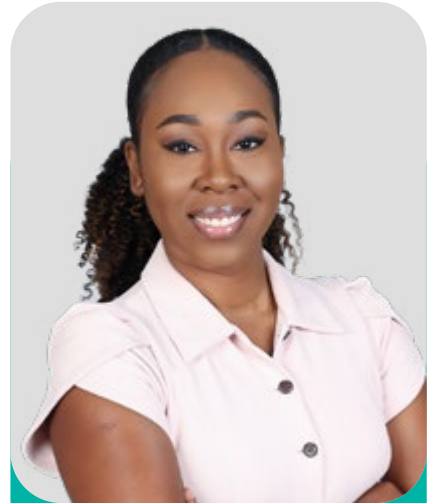




**KENYATTA POWELL**  
Legal Counsel



**SANYA MCHUGH**  
Group Marketing Manager



**NATALI DALEY - GRUNENFELDER**  
Group Digital Marketing Manager



**KERRY-ANN MAHABEER**  
AVP, Group Operations  
Reconciliation, Control & Reporting



**EARL BARROW**  
Group Head Security



# RESUME







CHALLENGE

09

# CORPORATE **SOCIAL** **RESPONSIBILITY**

**Community Engagement  
and Impact Report**



## INVESTING IN THE HUMAN CAPITAL OF OUR PEOPLE— A DATA-DRIVEN APPROACH

During FY24/25, the Barita Foundation significantly advanced its mission to empower Jamaicans through strategic investments in education, youth development, entrepreneurship, and health and wellbeing. Our initiatives reached over 3,323 beneficiaries and mobilised 306 employee volunteers. Charitable contributions exceeded \$10 Million, while our scholarship programme experienced a remarkable 59% increase in applications. This report provides measurable outcomes, highlights transformative partnerships, and features inspiring stories of those whose lives have been changed. Together, we are building a resilient, inclusive Jamaica where opportunity and wellbeing are accessible to all.

### EDUCATION AND YOUTH DEVELOPMENT

#### Transformative Reach and Measurable Gains:

In the past year, our education-focused initiatives directly benefited 2,100 students and educators across 23 institutions. Forty-eight scholarships and 12 bursaries were awarded, a 12% increase from the previous year. One grateful recipient noted, “Thanks to the Foundation’s support, I am now able to pursue my dream of becoming a teacher.”

- **Financial Literacy Workshops:** Consistent with our commitment to empowerment, 85% of workshop

participants reported increased confidence in managing personal finances, while 30% have since opened savings accounts or investment portfolios.

- **Mico University College Child Assessment and Research in Education CARE Centre Partnership:** Our sponsorship enabled 18 educators to join the 8th biennial conference, “Bridging the Gap: Understanding and Supporting the Whole Child.” Nearly 400 teachers participated, with post conference surveys indicating a 92% improvement in their ability to address diverse student needs.
- **Port Royal Basic School Reconstruction:** Thanks to the TzuXing Foundation, the rebuilt school now serves an increased number of students since reconstruction. The modern facility is designed to withstand natural disasters, ensuring safe and continuous learning for its community.
- **PACE Canada and National Education Trust NET Device Initiative:** Over 100 solar-powered educational devices were distributed, creating safe and reliable access to technology.
- **STEM Spark Solutions Partnership:** Through a Read Across Jamaica Day collaboration, we launched two STEM clubs in two early childhood institutions, laying a foundation for lifelong scientific curiosity. This will contribute to an increase in student engagement with science and technology



**L-R :** Cherly Stewart - GEN Jamaica, Sancia Thompson, VP Premium Wealth & Corporate Solutions/Barita Foundation Board Director, Phillip Paulwell, Minister of Parliament, Tanketa Chance-Wilson, Executive Director – Barita Foundation, Ms Liza Lin, President - TzuXing Foundation, Stephanie Murdock, CHRO/Barita Foundation Board Director, Dave Dixon, SVP Sales & Services – Barita Investments Limited, and Freda Miriklis - TzuXing Foundation enjoy the smiles of the children at official reopening ceremony of the Port Royal Basic School.

activities. This initiative introduces STEM clubs at the early childhood level, laying a foundation for lifelong scientific curiosity.

- **Project Star—Violence Prevention:** Our additional \$1 million pledge (and \$500,000 post-Hurricane Beryl) supported programs aimed at providing necessary learning tools for students in underserved communities as they return to school. This partnership supports the drive to reduce youth altercations in targeted communities.
- **PALS, FTC Robotics, and Jamaica Library Service:** Through these partnerships, 179 students participated in reading competitions, and over 200 engaged in STEM and peace-building events. These initiatives aim to sharpen young people's problem solving skills and improve conflict resolution skills.
- **Joy Town Community Development Foundation:** Since 2006, this partnership has facilitated the Youth Coalition for Success Youth Club. This has reportedly led to participants feeling better prepared for future employment or education.

Our education and youth programs are distinguished by their holistic, data-driven approach—combining scholarships, capacity building, technology integration, and safe learning environments to produce measurable improvements in academic achievement, financial literacy, and social skills.



Robert Philp, AVP, Trading & Brokerage – Barita Investments Limited, engages young learners at the National Baptist Infant School in a STEM experiment as part of the Barita Foundation Read Across Jamaica Day activities



Barita Foundation Board Director, Carlton Stewart engages students at Manchester Primary during Read Across Jamaica Day.

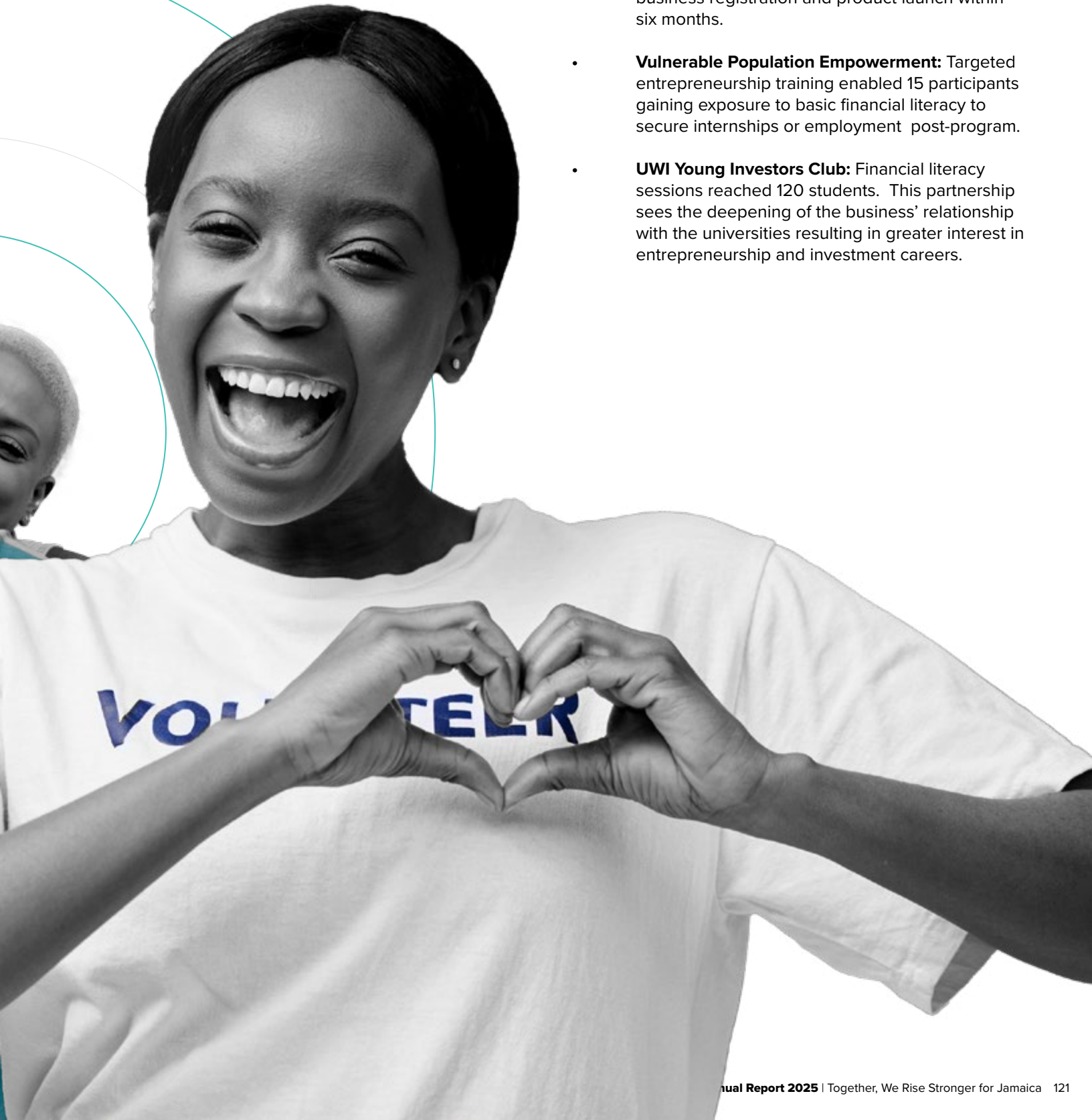




## ENTREPRENEURSHIP

- **Fostering Innovation and Economic Empowerment:** The Foundation's entrepreneurship programs touched over 250 emerging entrepreneurs and students, providing hands-on training, mentorship, and access to vital resources. One start-up founder shared, "The Foundation's mentorship opened doors I never thought possible."

- **Kingston Creative—Barita Block:** Adopting and revitalising a downtown space during Reggae Month 2025 brought together 30+ local creatives, sparking an increase in foot traffic and local business engagement. The initiative further positions Downtown Kingston as a "Creative City."
- **Global Entrepreneurship Week (GEW) and GEN Partnership:** The summit at Excelsior Community College engaged 40 students and faculty. This exposure supports start-ups progress toward business registration and product launch within six months.
- **Vulnerable Population Empowerment:** Targeted entrepreneurship training enabled 15 participants gaining exposure to basic financial literacy to secure internships or employment post-program.
- **UWI Young Investors Club:** Financial literacy sessions reached 120 students. This partnership sees the deepening of the business' relationship with the universities resulting in greater interest in entrepreneurship and investment careers.



- **Vincent HoSang Entrepreneurship Programme (VHEP):** This program features an 8-week coaching series, culminating in a Venture Competition where 12 finalist teams will pitch innovative solutions.
- **YEA Program:** Sixty university students participated in practical workshops; introducing them to effective budgeting and payroll management skills.

By blending mentorship, financial literacy, and practical training, our entrepreneurship initiatives are uniquely equipping the next generation for sustainable success and economic mobility.

## HEALTH AND WELL-BEING

Promoting Wellness, Prevention, and Inclusion: Eleven major health initiatives reached more than 1,000 direct beneficiaries. Our holistic approach combined preventive care, awareness campaigns, and support for vulnerable populations.

- **Community 5K Run/Walks:** Major sponsorships and staff participation raised awareness and funds for health causes, with team members reporting increased physical activity.
- **The Jamaica Observer “Applaud It” Initiative:** This etiquette luncheon empowered 10 young

women and teachers. “I learned how to present myself with confidence,” reflected a participant from Charlie Smith High School. The students further benefitted from a generous donation from the Group CEO of \$500,000 towards their holistic academic programme.

- **Staff Wishing Tree Competition:** Staff members nominated charities, resulting in \$300,000 being distributed to the Kiwanis Club of Montego Bay, Fergus Simpson Foundation, and Lesma Ellis Foundation. All three entities work to support improvement in the lives of some of the most vulnerable citizens.
- **Kidney Disease Intervention at KPH:** Donation of a Butterfly ultrasound probe is projected to enable 66% of dialysis patients to receive fistula treatment, significantly reducing wait times.
- **Heart Foundation of Jamaica:** Heart Month 2025 activities reached 500+ community members, resulting in improved understanding of cardiovascular risk factors.
- **Autism Support:** Targeted events provided resources and training to 220 parents and children. Activities included a badminton competition with 30 neurodiverse athletes.





- **Aquatic Sports Association and Child Trafficking Prevention:** Sponsored youth swimmers at the Goodwill Games and delivered training sessions to over 100 stakeholders on child safety.
- **Labour Day Community Service:** Seventy-two team volunteers enhanced infrastructure at three community institutions. The 2024 Labour Day beneficiaries were Catherine Hall Primary, Kingston YMCA and the Manchester Parish Library.

Our health and wellbeing initiatives are defined by their inclusivity, focus on prevention, and measurable improvements in health outcomes and access for at-risk groups.

## STAFF ENGAGEMENT

**Building a Purpose-Driven Workforce:** Staff engagement soared with 306 employees and family members participating in Foundation-led or partnered activities. Internal development efforts included ESG training for the board and senior management. The HR department's collaboration with the Foundation led to a 40% increase in team member participation in cause-based events, reinforcing a culture of volunteerism and community stewardship. One staff member reflected, "Giving back together has made our team stronger and more connected to our mission."



Donation of paint to Kingston Public Hospital for their Labour Day Project



Anya Hylton, Human Resources Manager, CTMB, hard at work on the Labour Day renovations at the YMCA.



Terisse Kettle, Senior Vice President, Investment Banking, ensuring that the YMCA sprucing up the welcome garden at the YMCA

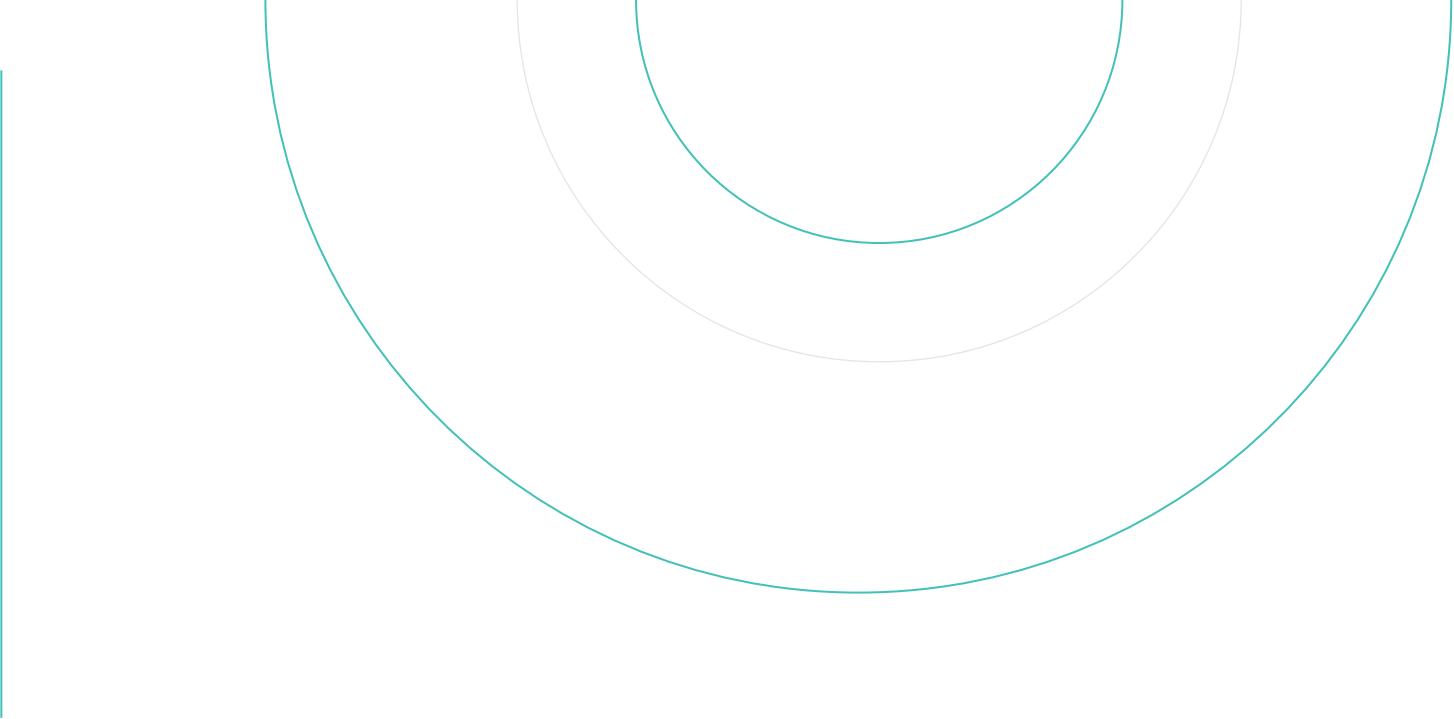


Jamaica Plumbing Supplies, Barita Foundation and YMCA team partner to achieve one goal on Labour Day 2025.

## Conclusion and Future Outlook

The Barita Foundation's unwavering commitment to community development is evident in our data-driven, people-centered approach. Through strategic partnerships, innovative programming, and robust measurement of outcomes, we have empowered thousands to pursue education, entrepreneurship, and well-being. These efforts have strengthened community ties and created pathways for lasting social change across Jamaica.

As we look to the future, we remain dedicated to scaling our impact, deepening collaborations, and championing a brighter, more inclusive Jamaica for all. Together, with the support of our stakeholders, donors, and partners, the Foundation will continue to serve as a catalyst for sustainable transformation and opportunity.



# INTERNATIONAL **PARTNERSHIPS**

## **Barita strengthens International Partnerships**

Barita Investments Limited proudly supported the celebration of the Day of German Unity, hosted by the Ambassador of the Federal Republic of Germany, His Excellency Jan Hendrik van Thiel, and Mrs. Marina Siniavskaia, on November 6.

As a sponsor of the event, Barita joined members of the diplomatic corps, government officials, and leaders from the private sector in commemorating Germany's national day while reinforcing the longstanding relationship between Germany and Jamaica. The reception provided an important platform for dialogue and engagement among key stakeholders across diplomacy, government, and business.

Barita's sponsorship reflects the company's commitment to supporting initiatives that foster international collaboration and strengthen Jamaica's connections within the global investment community.

During the evening, representatives engaged in meaningful discussions with partners and stakeholders on areas of shared interest, including investment opportunities, economic cooperation, and Jamaica's evolving role within the global financial landscape.

Participation in events of this nature aligns with Barita's broader strategy to deepen international relationships, encourage cross-border partnerships, and contribute to conversations that support national development. By supporting platforms that bring together diplomacy, commerce, and leadership, Barita continues to position itself as a trusted partner in advancing sustainable economic growth and expanding Jamaica's global engagement.



Tanya Simpson, attorney-at-law and wife of Barita Investments' Deputy Chairman, Paul Simpson, and Kerrie Baylis, VP of Strategic Business Development & Investor Relations at Barita, were all smiles for the camera. Mrs. Simpson, who is of German nationality, warmly engaged attendees, who turned out in impressive numbers.



Tanya Simpson, attorney-at-law and wife of Barita Investments' Deputy Chairman, Paul Simpson, and Kerrie Baylis, VP of Strategic Business Development & Investor Relations at Barita, were all smiles for the camera. Mrs. Simpson, who is of German nationality, warmly engaged attendees, who turned out in impressive numbers.



10

# DIRECTOR'S REPORT

## FINANCIAL RESULTS

The Directors present their Report and the Audited Financial Statements for the year ended September 30, 2025.



**PROFIT BEFORE INCOME TAX**



**PROFIT AFTER TAX**

## DIVIDEND

Dividends of J\$2.398 were declared on September 29, 2025 and paid on October 31, 2025.

## RETIRING DIRECTORS

Paul Simpson  
Robert Drummond  
James Godfrey

## COMPANY SECRETARY

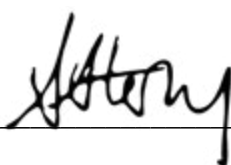
The Company Secretary is Ms. Stephanie Sterling

## AUDITORS

Messrs. BDO have signified their willingness to continue in office as Auditors in accordance with the provisions of Section 154(2) of the Companies Act.

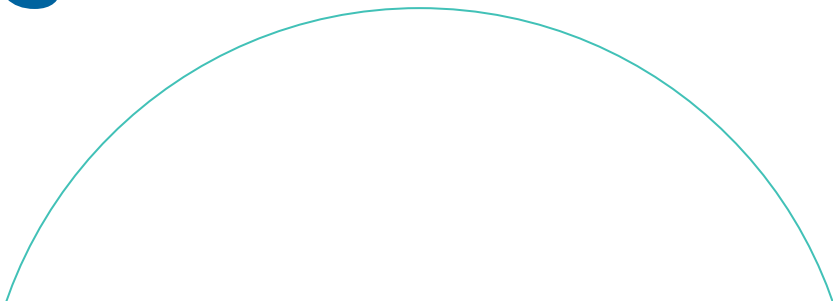
**By order of the Board,**

June 11th 2026

Signed 

**Stephanie Sterling**  
Company Secretary

# AUDITED **FINANCIAL STATEMENTS**



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**BARITA INVESTMENTS LIMITED**

**FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**



# BARITA INVESTMENTS LIMITED

## FINANCIAL STATEMENTS

30 SEPTEMBER 2025

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## **INDEPENDENT AUDITORS' REPORT**

To the Members of  
Barita Investments Limited

### **Report on the Audit of the Financial Statements**

#### **Opinion**

We have audited the consolidated financial statements of Barita Investments Limited and its subsidiary (the group) and the financial statements of Barita Investments Limited standing alone (the company) set out on pages 8 to 103, which comprise the group's and the company's statement of financial position as at 30 September 2025, and the group's and the company's statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising 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 group and the company as at 30 September 2025, and of the group's and company's financial performance and cash flows for the year then ended in accordance with IFRS Accounting Standards and the requirements of the Jamaican Companies 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 *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the group and the company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (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 as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### **Expected credit losses in relation to financial assets**

See notes 3(f), 4(b)(v) and 5(a) to the financial statements for management's related policies and disclosures.

The determination of expected credit losses ("ECL") on the Group's financial assets involves significant judgement and estimation uncertainty due to the application of the forward-looking impairment model required under IFRS 9. The ECL model requires management to assess the probability of default, loss given default and exposure at default for each financial asset, incorporating reasonable and supportable forward-looking macroeconomic information.

**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
Barita Investments Limited

**Key Audit Matters (cont'd)****Expected credit losses in relation to financial assets (cont'd)**

See notes 3(f), 4(b)(v) and 5(a) to the financial statements for management's related policies and disclosures (cont'd).

The most significant impact of the ECL model relates to the Group's investment securities and loans receivable, given their size and sensitivity to changes in assumptions. As at 30 September 2025, loans receivable measured at amortised cost amounted to \$8.58 billion, investment securities measured at fair value through other comprehensive income (FVOCI) amounted to \$96.8 billion. The net movement in ECL allowances recognised in profit or loss totalled \$124 million.

Based on the complexity of the ECL models, the use of multiple data sources, the incorporation of forward-looking macroeconomic scenarios, and the level of judgement involved in staging assessments, this area was considered to be a key audit matter.

**How our audit addressed the Key Audit Matter**

- Understanding and evaluating controls over the ECL framework, including model governance, data integrity, management review controls and approval of key assumptions.
- Assessing the appropriateness of the ECL methodologies applied to loans receivable and investment securities, including consistency with the requirements of IFRS 9.
- For investment securities, evaluating management's use of a transitional probability-of-default (PD) matrix based on historical default rates by rating category, and assessing the determination of loss given default (LGD) using historical recovery rates for sovereign and corporate issuers.
- Testing the classification of debt securities by credit rating and asset class, and evaluating the derivation of PDs from external credit rating agencies, including Moody's, with adjustments for industry-specific and country-specific risks where relevant.
- For loans receivable, assessing management's approach to estimating PDs using publicly available data for comparable entities within the industry, including evaluation of adjustments made for entity-specific risk factors.
- Evaluating management's staging assessments, including criteria applied in identifying significant increases in credit risk and the appropriateness of Stage 1 and Stage 2 classifications.
- Assessing the forward-looking information incorporated into the ECL models by evaluating the macroeconomic variables used, the reasonableness of the scenarios and weightings applied, and consistency with external economic forecasts.
- Testing, on a sample basis, key data inputs used in the ECL calculations, including exposure at default, maturity dates, interest rates and credit ratings, by agreeing these to external source documentation and underlying contractual agreements.



**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
Barita Investments Limited

**Key Audit Matters (cont'd)****Expected credit losses in relation to financial assets (cont'd)****How our audit addressed the Key Audit Matter (cont'd)**

- Repperforming ECL calculations on a sample basis to assess the mathematical accuracy of the models.
- Assessing the adequacy of disclosures in the financial statements relating to ECL, including sensitivities, key assumptions, and the reconciliation of movements in credit loss allowances.

Based on the procedures performed, we found the methodologies, assumptions and data used by management in determining the expected credit losses on financial assets to be reasonable and consistent with the requirements of IFRS 9. The related disclosures in the financial statements were considered to be appropriate.

**Valuation of unquoted equities classified as fair value through profit or loss and fair value through other comprehensive income (Group)**

See notes 5(e) and 15 to the financial statements for disclosures of related accounting policies, judgments, estimates, and balances.

As at 30 September 2025, the Group held unquoted equity investments included in investment securities classified as fair value through profit or loss and fair value through other comprehensive income, with a total carrying amount of \$2.86 billion, representing 1.87% of the Group's investment securities carried at fair value.

These securities are classified as Level 3 in the fair value hierarchy under IFRS 13, as one or more significant inputs used in their valuation are not based on observable market data.

Management has determined the fair value of unquoted equity investments using several valuation techniques that rely on unobservable inputs, including:

- Dividend Discount Model (DDM) - future dividends are projected and discounted using observable market dividend yields adjusted for risk premiums reflecting entity-specific and liquidity risk.
- Risk-Adjusted Discounted Cash Flow Approach - guaranteed repayments are discounted using a Weighted Average Cost of Capital (WACC) derived from observable risk-free rates and equity risk premiums, adjusted for entity-specific risk factors.
- Equity Method/Capitalisation of Earnings - expected earnings are capitalised using a cost of equity derived from observable risk-free rates, equity risk premiums, and small company premiums.

**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
Barita Investments Limited

**Key Audit Matters (cont'd)**

**Valuation of unquoted equities classified as fair value through profit or loss and fair value through other comprehensive income (Group) (cont'd)**

Significant judgment is applied by management in estimating future cash flows, selecting risk premiums, and determining appropriate discount rates.

**How the matter was addressed in the audit**

- Assessed the appropriateness of the valuation techniques applied by management in accordance with IFRS 13.
- Tested the key inputs used in the valuations, including projected dividends, expected earnings, risk-free rates, equity risk premiums, small company/size premiums, and liquidity adjustments.
- Recalculated the fair values using the models applied by management to confirm the mathematical accuracy of the computations.
- Evaluated the reasonableness of significant assumptions by comparing them with observable market data and other available benchmarks.
- Reviewed the adequacy of disclosures in notes 5(e) and 15, including Level 3 classification, valuation methods, significant judgments, and estimates applied.

Based on the audit procedures performed, we concluded that the valuation methods, assumptions, and related disclosures for unquoted equity investments are reasonable and appropriately reflected in the financial statements.

**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for preparation of financial statements that give a true and fair view in accordance with IFRS Accounting Standards and with the requirements of the Jamaican Companies Act, and for such internal control as management determines is necessary to enable the preparation of 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 group's and the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the group and the company or to cease operations, or has no realistic alternative but to do so.

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



## **INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
Barita Investments Limited

### **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 consolidated and stand-alone financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

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

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

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

### **Auditors' 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 auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the 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 controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group and the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
Barita Investments Limited

**Auditors' Responsibilities for the Audit of the Financial Statements (cont'd)**

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the group and the company 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 achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
Barita Investments Limited

**Report on additional matters as required by the Jamaican Companies Act**

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

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

The engagement partner on the audit resulting in this independent auditors' report is Balvin Vanriel.



**Chartered Accountants**

**2 February 2026**





**BARITA INVESTMENTS LIMITED**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**

**YEAR ENDED 30 SEPTEMBER 2025**

|                                                                      | <u>Note</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
|----------------------------------------------------------------------|-------------|------------------------------|------------------------------|
| Net interest income                                                  | 7           | 1,111,312                    | 646,217                      |
| Fees and commission income                                           |             | 4,161,284                    | 3,708,502                    |
| Dividend income                                                      |             | 118,831                      | 117,223                      |
| Foreign exchange trading and translation gains                       |             | 444,072                      | 593,917                      |
| Fair value and realized gains on investments                         | 8           | 2,757,839                    | 4,871,584                    |
| Other                                                                |             | <u>76,021</u>                | <u>60,531</u>                |
| Net operating revenue                                                |             | <u>8,669,359</u>             | <u>9,997,974</u>             |
| Operating Expenses:                                                  |             |                              |                              |
| Staff costs                                                          | 9           | (1,695,089)                  | (1,660,759)                  |
| Administration costs                                                 |             | (2,796,585)                  | (2,682,352)                  |
| Impairment of financial assets                                       |             | <u>( 147,964)</u>            | <u>( 640,954)</u>            |
|                                                                      | 10          | <u>(4,639,638)</u>           | <u>(4,984,065)</u>           |
| Share of (loss)/profit from associate                                | 27          | <u>( 113,707)</u>            | <u>24,078</u>                |
| Profit Before Taxation                                               |             | 3,916,014                    | 5,037,987                    |
| Taxation                                                             | 11          | <u>( 904,764)</u>            | <u>(1,222,338)</u>           |
| <b>PROFIT FOR THE YEAR</b>                                           | 12          | <u>3,011,250</u>             | <u>3,815,649</u>             |
| <b>OTHER COMPREHENSIVE INCOME:</b>                                   |             |                              |                              |
| <i>Items that may subsequently be reclassified to profit or loss</i> |             |                              |                              |
| Realised losses on securities at FVOCI, net of taxes                 | 11(c)       | (3,449,612)                  | (2,302,361)                  |
| ECL adjustment on securities at FVOCI, net of taxes                  | 11(c)       | 60,869                       | 364,224                      |
| Unrealised gain on securities at FVOCI, net of taxes                 | 11(c)       | 3,003,600                    | 2,517,622                    |
| Fair value gain on property, plant and equipment, net of taxes       | 11(c)       | <u>45,663</u>                | <u>-</u>                     |
| Total other comprehensive income                                     |             | <u>( 339,480)</u>            | <u>579,485</u>               |
| <b>TOTAL COMPREHENSIVE INCOME</b>                                    |             | <u>2,671,770</u>             | <u>4,395,134</u>             |
| <b>BASIC EARNINGS PER SHARE</b>                                      | 18          | <u>\$2.51</u>                | <u>\$3.17</u>                |

## BARITA INVESTMENTS LIMITED

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

30 SEPTEMBER 2025

|                                              | <u>Note</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
|----------------------------------------------|-------------|------------------------------|------------------------------|
| <b>ASSETS</b>                                |             |                              |                              |
| Cash and bank balances                       | 13          | 1,615,172                    | 1,418,377                    |
| Securities purchased under resale agreements | 14          | 1,046,399                    | 5,772,918                    |
| Investment securities                        | 15          | 20,225,983                   | 18,982,704                   |
| Pledged assets                               | 16          | 99,947,628                   | 89,568,260                   |
| Receivables                                  | 17          | 11,214,492                   | 7,321,501                    |
| Loans receivable                             | 19          | 8,584,955                    | 13,345,684                   |
| Taxation recoverable                         |             | 381,344                      | 453,035                      |
| Due from related parties                     | 20(b)       | 2,240,245                    | 1,400,119                    |
| Property, plant and equipment                | 21          | 888,801                      | 836,782                      |
| Intangible assets                            | 22          | 810,405                      | 402,093                      |
| Investment                                   | 23          | 55,000                       | 55,000                       |
| Investment property                          | 24          | 264,498                      | 235,857                      |
| Right-of-use assets                          | 25(a)       | 142,250                      | 216,918                      |
| Investment in associate                      | 27          | <u>2,192,094</u>             | <u>2,305,801</u>             |
| Total assets                                 |             | <u>149,609,266</u>           | <u>142,315,049</u>           |
| <b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>  |             |                              |                              |
| <b>LIABILITIES:</b>                          |             |                              |                              |
| Bank overdraft                               | 13          | 9,769                        | 14,108                       |
| Secured investment notes                     | 28          | -                            | 2,516,170                    |
| Securities sold under repurchase agreements  | 29          | 90,497,630                   | 84,332,260                   |
| Other debt facilities                        | 30          | 16,753,904                   | 13,953,557                   |
| Payables                                     | 31          | 5,606,869                    | 5,247,416                    |
| Due to related parties                       | 20(b)       | 336,381                      | 189,316                      |
| Deferred tax liabilities                     | 32          | 1,109,899                    | 494,285                      |
| Lease liabilities                            | 25(b)       | <u>188,520</u>               | <u>265,537</u>               |
| Total liabilities                            |             | <u>114,502,972</u>           | <u>107,012,649</u>           |
| <b>STOCKHOLDERS' EQUITY:</b>                 |             |                              |                              |
| Share capital                                | 33          | 32,869,072                   | 32,830,110                   |
| Capital reserve                              | 34          | 221,651                      | 175,988                      |
| Fair value reserve                           | 35          | ( 4,328,286)                 | ( 3,956,320)                 |
| Stock option reserve                         | 36          | 28,541                       | 30,340                       |
| Capital redemption reserve                   | 37          | 220,127                      | 220,127                      |
| Retained earnings                            |             | <u>6,095,189</u>             | <u>6,002,155</u>             |
| Total stockholders' equity                   |             | <u>35,106,294</u>            | <u>35,302,400</u>            |
| Total liabilities and stockholders' equity   |             | <u>149,609,266</u>           | <u>142,315,049</u>           |

Approved for issue by the Board of Directors on 13 January 2026 and signed on its behalf by:

  
 .....  
 Duncan Stewart                      Director

  
 .....  
 Carl D. Domville                      Director



**BARITA INVESTMENTS LIMITED**  
**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**  
**YEAR ENDED 30 SEPTEMBER 2025**

|                                                          | Share<br>Capital<br>\$'000 | Treasury<br>Shares<br>\$'000 | Capital<br>Reserve<br>\$'000 | Fair Value<br>Reserve<br>\$'000 | Stock<br>Option<br>Reserve<br>\$'000 | Capital<br>Redemption<br>Reserve<br>\$'000 | Retained<br>Earnings<br>\$'000 | Total<br>\$'000    |
|----------------------------------------------------------|----------------------------|------------------------------|------------------------------|---------------------------------|--------------------------------------|--------------------------------------------|--------------------------------|--------------------|
| <b>BALANCE AT 30 SEPTEMBER 2023</b>                      | <u>34,668,224</u>          | <u>(1,854,174)</u>           | <u>175,988</u>               | <u>(4,535,805)</u>              | <u>22,300</u>                        | <u>220,127</u>                             | <u>6,689,943</u>               | <u>35,386,603</u>  |
| <b>TOTAL COMPREHENSIVE INCOME</b>                        |                            |                              |                              |                                 |                                      |                                            |                                |                    |
| Profit for the year                                      | -                          | -                            | -                            | -                               | -                                    | -                                          | 3,815,649                      | 3,815,649          |
| Other comprehensive income                               | -                          | -                            | -                            | 579,485                         | -                                    | -                                          | -                              | 579,485            |
|                                                          | <u>-</u>                   | <u>-</u>                     | <u>-</u>                     | <u>579,485</u>                  | <u>-</u>                             | <u>-</u>                                   | <u>3,815,649</u>               | <u>4,395,134</u>   |
| Adjustment to retained earnings                          | -                          | -                            | -                            | -                               | -                                    | -                                          | 40,751                         | 40,751             |
| <b>TRANSACTIONS WITH OWNERS</b>                          |                            |                              |                              |                                 |                                      |                                            |                                |                    |
| Dividends paid (Note 38)                                 | -                          | -                            | -                            | -                               | -                                    | -                                          | (2,041,716)                    | (2,041,716)        |
| Dividends proposed (Note 38)                             | -                          | -                            | -                            | -                               | -                                    | -                                          | (2,498,504)                    | (2,498,504)        |
| Treasury shares purchased (Note 33)                      | -                          | (6,299)                      | -                            | -                               | -                                    | -                                          | -                              | (6,299)            |
| Treasury shares sold (Note 33)                           | -                          | 22,359                       | -                            | -                               | -                                    | -                                          | -                              | 22,359             |
| Employee share trust provision (Note 36)                 | -                          | -                            | -                            | -                               | 8,040                                | -                                          | -                              | 8,040              |
| Employee share option exercised (Note 36)                | -                          | -                            | -                            | -                               | -                                    | -                                          | (3,968)                        | (3,968)            |
|                                                          | <u>-</u>                   | <u>16,060</u>                | <u>-</u>                     | <u>-</u>                        | <u>8,040</u>                         | <u>-</u>                                   | <u>(4,544,188)</u>             | <u>(4,520,088)</u> |
| <b>BALANCE AT 30 SEPTEMBER 2024</b>                      | <u>34,668,224</u>          | <u>(1,838,114)</u>           | <u>175,988</u>               | <u>(3,956,320)</u>              | <u>30,340</u>                        | <u>220,127</u>                             | <u>6,002,155</u>               | <u>35,302,400</u>  |
| <b>TOTAL COMPREHENSIVE INCOME</b>                        |                            |                              |                              |                                 |                                      |                                            |                                |                    |
| Profit for the year                                      | -                          | -                            | -                            | -                               | -                                    | -                                          | 3,011,250                      | 3,011,250          |
| Other comprehensive income                               | -                          | -                            | 45,663                       | (385,143)                       | -                                    | -                                          | -                              | (339,480)          |
| Transfer fair value on FVOCI equity investments disposed | -                          | -                            | -                            | 13,177                          | -                                    | -                                          | (13,177)                       | -                  |
|                                                          | <u>-</u>                   | <u>-</u>                     | <u>45,663</u>                | <u>(371,966)</u>                | <u>-</u>                             | <u>-</u>                                   | <u>2,998,073</u>               | <u>2,671,770</u>   |
| <b>TRANSACTIONS WITH OWNERS</b>                          |                            |                              |                              |                                 |                                      |                                            |                                |                    |
| Dividends proposed (Note 38)                             | -                          | -                            | -                            | -                               | -                                    | -                                          | (2,999,991)                    | (2,999,991)        |
| Treasury shares purchased (Note 33)                      | -                          | (15,029)                     | -                            | -                               | -                                    | -                                          | -                              | (15,029)           |
| Treasury shares sold (Note 33)                           | -                          | 53,991                       | -                            | -                               | -                                    | -                                          | -                              | 53,991             |
| Employee share trust provision (Note 36)                 | -                          | -                            | -                            | -                               | 4,150                                | -                                          | -                              | 4,150              |
| Employee share option exercised (Note 36)                | -                          | -                            | -                            | -                               | (5,949)                              | -                                          | 94,952                         | 89,003             |
|                                                          | <u>-</u>                   | <u>38,962</u>                | <u>-</u>                     | <u>-</u>                        | <u>(1,799)</u>                       | <u>-</u>                                   | <u>(2,905,039)</u>             | <u>(2,867,876)</u> |
| <b>BALANCE AT 30 SEPTEMBER 2025</b>                      | <u>34,668,224</u>          | <u>(1,799,152)</u>           | <u>221,651</u>               | <u>(4,328,286)</u>              | <u>28,541</u>                        | <u>220,127</u>                             | <u>6,095,189</u>               | <u>35,106,294</u>  |

**BARITA INVESTMENTS LIMITED**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**YEAR ENDED 30 SEPTEMBER 2025**

|                                                         | <u>Note</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
|---------------------------------------------------------|-------------|------------------------------|------------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>            |             |                              |                              |
| Net profit                                              |             | 3,011,250                    | 3,815,649                    |
| Adjustments for:                                        |             |                              |                              |
| Depreciation and amortisation                           | 21,22       | 92,910                       | 149,936                      |
| Effect of exchange gain on foreign balances             |             | ( 227,123)                   | ( 888,101)                   |
| Fair value gain on investment property                  | 24          | ( 25,200)                    | ( 5,000)                     |
| Unrealised gain on investment FVTPL                     |             | ( 1,231,164)                 | (4,373,859)                  |
| Interest income                                         |             | ( 7,554,128)                 | (7,607,403)                  |
| Interest expense                                        |             | 6,445,403                    | 6,962,543                    |
| Effect of exchange rate on lease modified               |             | 731                          | 10,542                       |
| Taxation expense                                        | 11          | 904,764                      | 1,222,338                    |
| Lease liability interest expense                        | 25          | 19,853                       | 19,285                       |
| Right-of-use assets amortisation                        | 25          | 44,711                       | 53,221                       |
| Share of profit from associate                          |             | 113,707                      | ( 24,078)                    |
| Share option expense                                    | 36          | ( 1,799)                     | 8,040                        |
| Loss on disposal of property, plant and equipment       |             | 311                          | -                            |
| Loss on derecognition of Right of Use                   |             | 1,329                        | -                            |
| Adjustment to property, plant and equipment             |             | <u>180</u>                   | <u>4,844</u>                 |
|                                                         |             | 1,595,735                    | ( 652,043)                   |
| Changes in operating assets and liabilities:            |             |                              |                              |
| Securities purchased under resale agreements, net       |             | ( 2,033,140)                 | (5,181,899)                  |
| Securities sold under repurchase agreements, net        |             | 6,758,454                    | 7,698,863                    |
| Receivables                                             |             | ( 3,760,929)                 | (4,443,790)                  |
| Loans receivables, net                                  |             | 4,677,479                    | (1,203,283)                  |
| Payables                                                |             | 250,293                      | 3,769,496                    |
| Related companies                                       |             | ( 693,061)                   | ( 678,456)                   |
| Secured investment notes                                |             | <u>( 2,506,219)</u>          | <u>(3,504,980)</u>           |
|                                                         |             | 4,288,612                    | (4,196,092)                  |
| Interest received                                       |             | 7,293,963                    | 6,613,010                    |
| Interest paid                                           |             | ( 6,876,454)                 | (7,733,337)                  |
| Lease payments                                          |             | ( 68,552)                    | ( 80,175)                    |
| Tax paid                                                |             | <u>( 57,101)</u>             | <u>( 163,808)</u>            |
| Cash provided by/(used in) operating activities         |             | <u>4,580,468</u>             | <u>(5,560,402)</u>           |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>            |             |                              |                              |
| Purchase of property, plant and equipment               | 21          | ( 86,831)                    | ( 387,007)                   |
| Purchase of intangible assets                           | 22          | ( 411,929)                   | ( 43,171)                    |
| Proceeds from disposal of property, plant and equipment |             | 4,403                        | 1,160                        |
| Investment securities including pledged assets, net     |             | <u>( 4,292,084)</u>          | <u>1,880,101</u>             |
| Cash (used in)/ provided by investing activities        |             | <u>( 4,786,441)</u>          | <u>1,451,083</u>             |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>            |             |                              |                              |
| Dividends paid                                          |             | ( 2,498,504)                 | (2,092,114)                  |
| Treasury shares sold                                    |             | 38,961                       | 16,060                       |
| Other debt facilities                                   |             | <u>2,868,918</u>             | <u>5,653,261</u>             |
| Cash provided by financing activities                   |             | <u>409,375</u>               | <u>3,577,207</u>             |
| Effect of exchange rate on cash and cash equivalents    |             | <u>( 2,268)</u>              | <u>11,655</u>                |
| Increase/(decrease) in net cash and equivalents         |             | 201,134                      | ( 520,457)                   |
| Cash and cash equivalents at beginning of year          |             | <u>1,404,269</u>             | <u>1,924,726</u>             |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>         | 13          | <u><u>1,605,403</u></u>      | <u><u>1,404,269</u></u>      |

**BARITA INVESTMENTS LIMITED**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

**YEAR ENDED 30 SEPTEMBER 2025**

|                                                                      | <u>Note</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
|----------------------------------------------------------------------|-------------|------------------------------|------------------------------|
| Net interest income                                                  | 7           | 1,574,904                    | 709,362                      |
| Fees and commission income                                           |             | 3,272,301                    | 3,137,001                    |
| Dividend income                                                      |             | 118,821                      | 117,205                      |
| Foreign exchange trading and translation gains                       |             | 391,166                      | 547,115                      |
| Fair value and realized gains on investments                         | 8           | 2,839,189                    | 4,787,108                    |
| Other                                                                |             | <u>85,846</u>                | <u>138,721</u>               |
| Net operating revenue                                                |             | <u>8,282,227</u>             | <u>9,436,512</u>             |
| Operating Expenses:                                                  |             |                              |                              |
| Staff costs                                                          | 9           | (1,611,513)                  | (1,586,357)                  |
| Administration costs                                                 |             | (2,725,592)                  | (2,624,121)                  |
| Impairment of financial assets                                       |             | <u>( 124,163)</u>            | <u>( 605,789)</u>            |
|                                                                      | 10          | <u>(4,461,268)</u>           | <u>(4,816,267)</u>           |
| Share of (loss)/profit from associate                                | 27          | <u>( 113,707)</u>            | <u>24,078</u>                |
| Profit Before Taxation                                               |             | 3,707,252                    | 4,644,323                    |
| Taxation                                                             | 11          | <u>( 938,000)</u>            | <u>(1,045,720)</u>           |
| <b>PROFIT FOR THE YEAR</b>                                           | 12          | <u>2,769,252</u>             | <u>3,598,603</u>             |
| <b>OTHER COMPREHENSIVE INCOME:</b>                                   |             |                              |                              |
| <i>Items that may subsequently be reclassified to profit or loss</i> |             |                              |                              |
| Realised losses on securities at FVOCI, net of taxes                 | 11(c)       | (3,430,382)                  | (2,302,361)                  |
| Unrealised gain on securities at FVOCI, net of taxes                 | 11(c)       | 2,980,020                    | 2,512,928                    |
| Fair value gain on property, plant and equipment, net of taxes       | 11(c)       | 45,663                       | -                            |
| ECL adjustment on securities at FVOCI, net of taxes                  | 11(c)       | <u>88,004</u>                | <u>453,208</u>               |
| Total other comprehensive income                                     |             | <u>( 316,695)</u>            | <u>663,775</u>               |
| <b>TOTAL COMPREHENSIVE INCOME</b>                                    |             | <u>2,452,557</u>             | <u>4,262,378</u>             |

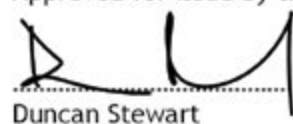
**BARITA INVESTMENTS LIMITED**

**STATEMENT OF FINANCIAL POSITION**

**30 SEPTEMBER 2025**

|                                              | <u>Note</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
|----------------------------------------------|-------------|------------------------------|------------------------------|
| <b>ASSETS</b>                                |             |                              |                              |
| Cash and bank balances                       | 13          | 1,477,400                    | 1,324,095                    |
| Securities purchased under resale agreements | 14          | 1,046,399                    | 5,772,918                    |
| Investment securities                        | 15          | 30,045,381                   | 30,156,456                   |
| Pledged assets                               | 16          | 99,947,628                   | 89,568,260                   |
| Receivables                                  | 17          | 11,008,147                   | 7,212,275                    |
| Loans receivable                             | 19          | 5,535,633                    | 9,474,822                    |
| Tax recoverable                              |             | 386,332                      | 440,458                      |
| Due from related parties                     | 20(b)       | 2,148,829                    | 1,406,165                    |
| Property, plant and equipment                | 21          | 888,439                      | 836,277                      |
| Intangible assets                            | 22          | 810,405                      | 402,093                      |
| Investment                                   | 23          | 55,000                       | 55,000                       |
| Investment property                          | 24          | 264,498                      | 235,857                      |
| Right-of-use assets                          | 25(a)       | 142,250                      | 216,918                      |
| Investment in subsidiaries                   | 26          | 3,382,904                    | 3,421,864                    |
| Investment in associate                      | 27          | <u>2,192,094</u>             | <u>2,305,801</u>             |
| Total assets                                 |             | <u>159,331,339</u>           | <u>152,829,259</u>           |
| <b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>  |             |                              |                              |
| <b>LIABILITIES:</b>                          |             |                              |                              |
| Bank overdraft                               | 13          | 9,769                        | 14,108                       |
| Secured investment notes                     | 28          | -                            | 13,056,218                   |
| Securities sold under repurchase agreements  | 29          | 91,177,876                   | 84,378,439                   |
| Other debt facilities                        | 30          | 25,770,983                   | 13,936,199                   |
| Payables                                     | 31          | 5,586,704                    | 5,145,933                    |
| Due to related parties                       | 20(b)       | 608,771                      | 220,500                      |
| Deferred tax liabilities                     | 32          | 1,224,805                    | 492,630                      |
| Lease liabilities                            | 25(b)       | <u>188,520</u>               | <u>265,537</u>               |
| Total liabilities                            |             | <u>124,567,428</u>           | <u>117,509,564</u>           |
| <b>STOCKHOLDERS' EQUITY:</b>                 |             |                              |                              |
| Share capital                                | 33          | 34,668,224                   | 34,668,224                   |
| Capital reserve                              | 34          | 283,506                      | 237,843                      |
| Fair value reserve                           | 35          | ( 4,183,690)                 | ( 3,834,509)                 |
| Stock option reserve                         | 36          | 21,503                       | 26,117                       |
| Capital redemption reserve                   | 37          | 313,590                      | 313,590                      |
| Retained earnings                            |             | <u>3,660,778</u>             | <u>3,908,430</u>             |
| Total stockholders' equity                   |             | <u>34,763,911</u>            | <u>35,319,695</u>            |
| Total liabilities and shareholders' equity   |             | <u>159,331,339</u>           | <u>152,829,259</u>           |

Approved for issue by the Board of Directors 13 January 2026 and signed on its behalf by:

  
Duncan Stewart Director

  
Carl D. Domville Director

**BARITA INVESTMENTS LIMITED**  
**STATEMENT OF CHANGES IN EQUITY**  
**YEAR ENDED 30 SEPTEMBER 2025**

|                                                          | Share<br>Capital<br>\$'000 | Capital<br>Reserve<br>\$'000 | Fair Value<br>Reserve<br>\$'000 | Stock Option<br>Reserve<br>\$'000 | Redemption<br>Reserve<br>\$'000 | Retained<br>Earnings<br>\$'000 | Total<br>\$'000     |
|----------------------------------------------------------|----------------------------|------------------------------|---------------------------------|-----------------------------------|---------------------------------|--------------------------------|---------------------|
| <b>BALANCE AT 1 OCTOBER 2023</b>                         | <u>34,668,224</u>          | <u>237,843</u>               | <u>(4,498,284)</u>              | <u>20,837</u>                     | <u>313,590</u>                  | <u>4,904,413</u>               | <u>35,646,623</u>   |
| <b>TOTAL COMPREHENSIVE INCOME</b>                        |                            |                              |                                 |                                   |                                 |                                |                     |
| Profit for the year                                      | -                          | -                            | -                               | -                                 | -                               | 3,598,603                      | 3,598,603           |
| Other comprehensive income                               | -                          | -                            | <u>663,775</u>                  | -                                 | -                               | -                              | <u>663,775</u>      |
|                                                          | -                          | -                            | <u>663,775</u>                  | -                                 | -                               | <u>3,598,603</u>               | <u>4,262,378</u>    |
| <b>TRANSACTION WITH OWNERS</b>                           |                            |                              |                                 |                                   |                                 |                                |                     |
| Dividends paid (Note 38)                                 | -                          | -                            | -                               | -                                 | -                               | (2,092,114)                    | ( 2,092,114)        |
| Dividends proposed (Note 38)                             | -                          | -                            | -                               | -                                 | -                               | (2,498,504)                    | ( 2,498,504)        |
| Employee share trust provision (Note 36)                 | -                          | -                            | -                               | 5,280                             | -                               | -                              | 5,280               |
| Employee share option exercised (Note 36)                | -                          | -                            | -                               | -                                 | -                               | ( 3,968)                       | ( 3,968)            |
|                                                          | -                          | -                            | -                               | <u>5,280</u>                      | -                               | <u>(4,594,586)</u>             | <u>( 4,589,306)</u> |
| <b>BALANCE AT 30 SEPTEMBER 2024</b>                      | <u>34,668,224</u>          | <u>237,843</u>               | <u>(3,834,509)</u>              | <u>26,117</u>                     | <u>313,590</u>                  | <u>3,908,430</u>               | <u>35,319,695</u>   |
| <b>TOTAL COMPREHENSIVE INCOME</b>                        |                            |                              |                                 |                                   |                                 |                                |                     |
| Profit for the year                                      | -                          | -                            | -                               | -                                 | -                               | 2,769,252                      | 2,769,252           |
| Other comprehensive income                               | -                          | 45,663                       | ( 362,358)                      | -                                 | -                               | -                              | ( 316,695)          |
| Transfer fair value on FVOCI equity investments disposed | -                          | -                            | <u>13,177</u>                   | -                                 | -                               | ( 13,177)                      | -                   |
|                                                          | -                          | <u>45,663</u>                | <u>( 349,181)</u>               | -                                 | -                               | <u>2,756,075</u>               | <u>2,452,557</u>    |
| <b>TRANSACTION WITH OWNERS</b>                           |                            |                              |                                 |                                   |                                 |                                |                     |
| Dividends proposed (Note 38)                             | -                          | -                            | -                               | -                                 | -                               | (2,999,991)                    | ( 2,999,991)        |
| Employee share trust provision (Note 36)                 | -                          | -                            | -                               | 1,335                             | -                               | -                              | 1,335               |
| Employee share option exercised (Note 36)                | -                          | -                            | -                               | ( 5,949)                          | -                               | ( 3,736)                       | ( 9,685)            |
|                                                          | -                          | -                            | -                               | <u>( 4,614)</u>                   | -                               | <u>(3,003,727)</u>             | <u>( 3,008,341)</u> |
| <b>BALANCE AT 30 SEPTEMBER 2025</b>                      | <u>34,668,224</u>          | <u>283,506</u>               | <u>(4,183,690)</u>              | <u>21,503</u>                     | <u>313,590</u>                  | <u>3,660,778</u>               | <u>34,763,911</u>   |



**BARITA INVESTMENTS LIMITED**  
**STATEMENT OF CASH FLOWS**  
**YEAR ENDED 30 SEPTEMBER 2025**

|                                                         | <u>Note</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
|---------------------------------------------------------|-------------|------------------------------|------------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>            |             |                              |                              |
| Net profit                                              |             | 2,769,252                    | 3,598,603                    |
| Adjustments for:                                        |             |                              |                              |
| Depreciation and amortisation                           | 21,22       | 92,766                       | 149,790                      |
| Effect of exchange gain on foreign balances             |             | ( 227,123)                   | ( 841,299)                   |
| Unrealised gain on investment FVTPL                     |             | ( 1,312,472)                 | (4,289,383)                  |
| Interest income                                         |             | ( 8,576,812)                 | (8,436,546)                  |
| Interest expense                                        |             | 7,001,908                    | 7,727,184                    |
| Fair value gains on investment property                 | 24          | ( 25,200)                    | ( 5,000)                     |
| Effect of exchange rate on lease modified               |             | 731                          | 10,542                       |
| Income tax expense                                      | 11          | 938,000                      | 1,045,720                    |
| Lease liability interest expense                        | 25          | 19,853                       | 19,285                       |
| Right-of-use assets amortisation                        | 25          | 44,711                       | 53,221                       |
| Share of profit from associate                          |             | 113,707                      | ( 24,078)                    |
| Share option expense                                    | 36          | 1,335                        | 5,280                        |
| Loss on disposal of property, plant and equipment       |             | 311                          | -                            |
| Loss on derecognition of Right of Use asset             |             | 1,329                        | -                            |
| Adjustment to property, plant and equipment             |             | 63                           | 4,844                        |
|                                                         |             | 842,359                      | ( 981,837)                   |
| Changes in operating assets and liabilities:            |             |                              |                              |
| Securities purchased under resale agreements, net       |             | ( 2,033,140)                 | (5,181,899)                  |
| Securities sold under repurchase agreements, net        |             | 7,434,022                    | 7,703,175                    |
| Receivables                                             |             | ( 3,823,811)                 | (4,395,381)                  |
| Loans receivables, net                                  |             | 3,672,603                    | (1,385,977)                  |
| Payables                                                |             | 331,012                      | 3,753,351                    |
| Related companies, net                                  |             | ( 361,393)                   | ( 516,650)                   |
| Secured investment notes                                |             | (12,906,484)                 | 2,460,345                    |
|                                                         |             | ( 6,844,832)                 | 1,455,127                    |
| Interest received                                       |             | 8,339,151                    | 6,340,540                    |
| Interest paid                                           |             | ( 7,516,034)                 | (7,325,748)                  |
| Lease payments                                          |             | ( 68,552)                    | ( 80,175)                    |
| Cash (used in)/provided by operating activities         |             | ( 6,090,267)                 | 389,744                      |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>            |             |                              |                              |
| Purchase of property, plant and equipment               | 21          | ( 86,831)                    | ( 387,007)                   |
| Purchase of intangible assets                           | 22          | ( 411,929)                   | ( 43,171)                    |
| Proceeds from disposal of property, plant and equipment |             | 4,403                        | 1,160                        |
| Investment securities including pledged assets, net     |             | ( 2,427,023)                 | (4,014,624)                  |
| Investment in subsidiary                                | 26          | ( 38,961)                    | ( 11,855)                    |
| Cash used in investing activities                       |             | ( 2,960,341)                 | (4,455,497)                  |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>            |             |                              |                              |
| Dividends paid                                          |             | ( 2,498,504)                 | (2,092,114)                  |
| Other debt facilities                                   |             | 11,709,024                   | 5,653,261                    |
| Cash provided by financing activities                   |             | 9,210,520                    | 3,561,147                    |
| Effect of exchange rate on cash and cash equivalents    |             | ( 2,268)                     | ( 35,147)                    |
| Increase/(decrease) in net cash and equivalents         |             | 157,644                      | ( 539,753)                   |
| Net cash and cash equivalents at beginning of year      |             | 1,309,987                    | 1,849,740                    |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>         | <b>13</b>   | <b>1,467,631</b>             | <b>1,309,987</b>             |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

**1. IDENTIFICATION, REGULATION AND LICENCE:**

Barita Investments Limited (Barita or the company) is a limited liability company incorporated and domiciled in Jamaica. The registered office of the company is 15 St. Lucia Way, Kingston 5. On 16 May 2025, Cornerstone Financial Holdings Limited transferred its shareholdings in the company to Barita Financial Group Limited following the formal scheme arrangement approved by the Supreme Court. At year end, Barita Financial Group Limited owned 71.80% of Barita Investments Limited.

Barita Financial Group Limited is incorporated and domiciled in Jamaica and is a 100% owned subsidiary of Cornerstone Financial Holdings Limited. The registered office of Cornerstone Financial Holdings is located at Suite 1, Ground Floor, The Financial Services Centre, Bishop's Court Hill, Barbados.

The company is a licensed securities dealer, investment manager, pension administrator and cambio operator and has primary dealer status from the Bank of Jamaica (BOJ). It is licensed under the Securities Act and regulated by the Financial Services Commission (FSC). The company's ordinary shares are listed on the Jamaica Stock Exchange (JSE).

The company founded the Cornerstone Group Employee Trust, as a special purpose entity, by the contributing of shares for the establishment of the Trust. The Trust acts as holding agent of shares within the company's Employee Stock Option Plan.

The principal activities of the company and its wholly owned subsidiary, Barita Unit Trusts Management Company Limited (BUTM), are securities brokerage, money market activities, cambio operations, investment banking and funds management.

The company acquired 20% of the shareholding of Derrimon Trading Company Limited (DTC). DTC is incorporated and registered in Jamaica. DTC is an associated company of Barita Investments Limited (see Note 27.)

"The Group" refers collectively to the company, its subsidiary and the employee trust.

**2. REPORTING CURRENCY:**

Items included in the financial statements of the group are measured using the currency of the primary economic environment in which the group operates 'the functional currency'. These financial statements are presented in Jamaican dollars, which is considered the group's functional and presentation currency.

**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES:**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. Where necessary, amounts have been reclassified to conform to current year presentation. Amounts are rounded to the nearest thousand unless otherwise stated.

**(a) Basis of preparation**

These financial statements have been prepared in accordance with International Financial Reporting Standards and International Accounting Standards as issued by the International Accounting Standards Board (IASB) and Interpretations (collectively IFRS Accounting Standards) and have been prepared under the historical cost convention as modified by the revaluation of fair value through other comprehensive income and fair value through profit or loss investment securities, and certain items of property, plant and equipment. They are also prepared in accordance with requirements of the Jamaican Companies Act.

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group's accounting policies. Although these estimates are based on management's best knowledge of current events and actions, actual results could differ from these estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant for the financial statements are disclosed in Note 4.

**New, revised and amended standards and interpretations that became effective during the year**

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



**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(a) Basis of preparation (cont'd)**

**New, revised and amended standards and interpretations that became effective during the year (cont'd)**

**Amendments to IAS 1, 'Presentation of Financial Statements', Practice Statement 2 and IAS 8, 'Accounting Policies, Changes in Accounting Estimates and Errors', (effective for accounting periods beginning on or after 1 January 2024).** The amendments introduce a new definition for accounting estimates: clarifying that they are monetary amounts in the financial statements that are subject to measurement uncertainty. The amendments also clarify the relationship between accounting policies and accounting estimates by specifying that a company develops an accounting estimate to achieve the objective set out by an accounting policy. The adoption of these amendments is not expected to have a material impact on the group.

**Amendments to IAS 16 'Property, Plant and Equipment, (effective for accounting periods beginning on or after 1 January 2024).** The amendment changes the accounting for proceeds from sale of items produced before a PPE is available for use. Previously, IAS 16 requires the proceeds from selling items before intended use to be offset against the cost of PPE. Under the amendments these proceeds are to be included the statement of profit or loss and should not be deducted from the cost of the PPE. The adoption of these amendments is not expected to have a material impact on the group.

**Amendments to IAS 1, 'Presentation of Financial Statements' on Classification of Liabilities, (effective for accounting periods beginning on or after 1 January 2024).** These narrow-scope amendments to IAS 1, 'Presentation of Financial Statements', clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectation of the entity or events after the reporting date (for example, the receipt of a waiver or a breach of covenant). The amendment also clarifies what IAS 1 means when it refers to the 'settlement' of a liability. The adoption of these amendments did not have a material impact on the group.

**Amendments to IAS 1, 'Non-current Liabilities with Covenants', (effective for accounting periods beginning on or after 1 January 2024).** These amendments clarify how conditions with which an entity must comply within twelve months after the reporting period affect the classification of a liability. The amendments also aim to improve information an entity provides related to liabilities subject to these conditions. The adoption of these amendments did not have a material impact on the group.

**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(b) Basis of preparation (cont'd)**

**New, revised and amended standards and interpretations that became effective during the year (cont'd)**

**Amendments to IAS 7 and IFRS 7 - Disclosures: Supplier Finance Arrangements (effective for accounting periods beginning on or after 1 January 2024).** In May 2023, the Board issued amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures. The amendments specify disclosure requirements to enhance the current requirements, which are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk. The amendments clarify the characteristics of supplier finance arrangements. In these arrangements, one or more finance providers pay amounts an entity owes to its suppliers. The entity agrees to settle those amounts with the finance providers according to the terms and conditions of the arrangements, either at the same date or at a later date than on which the finance providers pay the entity's suppliers. The adoption of these amendments did not have a material impact on the group.

**New standards, amendments and interpretation not yet effective and not early adopted**

At the date of authorisation of these financial statements, there were certain new standards, amendments and interpretations to existing standards which were in issue but not yet effective and which the group has not early adopted.

The standards which management considered may be relevant to the group are as follows:

**Amendments to IAS 1, 'Presentation of Financial Statements', (effective for accounting periods beginning on or after 1 January 2025).** These amendments clarify that liabilities are classified as either current or non-current depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectations of the entity or events after the reporting date (for example, the receipt of a waiver or breach of covenant). The amendments also clarify what IAS 1 means when it refers to the 'settlement' of a liability. The adoption of these amendments is not expected to have a material impact on the group.



# BARITA INVESTMENTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

30 SEPTEMBER 2025

### 3. MATERIAL ACCOUNTING POLICIES (CONT'D):

#### (a) Basis of preparation (cont'd)

**New standards, amendments and interpretation not yet effective and not early adopted (cont'd)**

**Amendments to IAS 21, 'Effects of Changes in Foreign Exchange Rates' - Lack of Exchangeability, (effective for accounting periods beginning on or after 1 January 2025).** The amendments specify when a currency is exchangeable into another currency and when it is not as well as how an entity determines the exchange rate to apply when a currency is not exchangeable. A currency is exchangeable when there is an ability to obtain the other currency and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations. The amendments also require the disclosure of additional information that would enable users of the financial statements of an entity to evaluate how a currency's lack of exchangeability affects, or is expected to affect, the entity's financial performance, financial position and cash flows. The adoption of these amendments is not expected to have a material impact on the group.

**Amendment to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments (effective for accounting periods commencing on or after 1 January 2026).** These amendments clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system. They provide additional guidance on assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion and introduce new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets). There are also updated disclosure requirements for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

**Amendments to IAS 7, 'Statement of Cash Flows', (effective for accounting periods beginning on or after 1 January 2027).** The amendments require all companies to use the operating profit subtotal as defined in IFRS 18 as the starting point for the indirect method of reporting cash flows from operating activities. Additionally, the presentation alternatives for cash flows related to interest and dividends paid and received will be removed.

**IFRS 18, 'Presentation and Disclosure in Financial Statements', (effective for accounting periods starting not earlier than 1 January 2027).** The standard sets out significant new requirements for how financial statements are presented, with particular focus on the statement of profit or loss, including requirements for mandatory sub-totals to be presented, aggregation and disaggregation of information, as well as disclosures related to management defined performance measures. The standard will replace IAS 1 Presentation of Financial Statements and aims to improve comparability and transparency of the group's performance reporting. The group is still assessing the impact the adoption of this new standard will have on its financial statements.

**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(a) Basis of preparation (cont'd)**

**New standards, amendments and interpretation not yet effective and not early adopted (cont'd)**

The group does not expect any other standards or interpretations issued by the IASB, but not yet effective, to have a material effect on its financial position.

**(b) Basis of consolidation**

Subsidiaries are all entities (including structured entities) over which the group has control. The group controls an entity when the group is exposed to, or has right to, variable returns from its involvement with the entity and has the ability to affect those returns through power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases. The Group recognizes Cornerstone Group Employee Share Trust as a special purpose entity. The entities consolidated are Barita Unit Trusts Management Company Limited which is 100% owned and Cornerstone Group Employee Share Trust.

**Acquisitions from third parties**

Subsidiaries are consolidated from the date on which control is transferred to the group and are no longer consolidated from the date that control ceases. The group uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair value at the acquisition date. On an acquisition-by-acquisition basis, the group recognizes any non-controlling interest in the acquirees either at fair value or at the non-controlling interests proportionate share of the acquirees' net assets.

**Acquisitions involving entities under common control**

The predecessor method of accounting is used to account for acquisitions involving entities under common control, as such acquisitions are outside of the scope of IFRS 3. Under the predecessor method of accounting, the acquiring entity consolidates the results and net assets of the acquired entity either from the date of acquisition, or as if the acquisition had always taken place, and the current structure had always been in existence. In electing to utilize the latter option, the prior year's comparatives are restated.

**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(b) Basis of consolidation (cont'd)**

**Acquisitions involving entities under common control (cont'd)**

In applying the predecessor method, the purchase consideration for the acquisition is eliminated against the book value of net assets acquired (adjusted for inconsistencies in accounting policies) with any resulting difference being dealt with as an adjustment to equity. There is no goodwill created, nor is there any negative goodwill recognized.

The group has elected to treat all such acquisitions as if the acquisition had taken place in previous years.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated; unrealised losses are also eliminated unless the cost cannot be recovered. The accounting policies of the subsidiary and the employee share trust are consistent with those adopted by the group.

**(c) Investment in associates**

Associates are all entities over which the group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% and the voting rights. Investments in associates are accounted for using the equity method of accounting and are initially recognized at cost. Under the equity method, the investment is initially recognized at cost, and the carrying amount is increased or decreased to recognize the investee's share of profit or loss after the date of acquisition.

The group share of its associates post-acquisition profits or losses is recognized in the income statements. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment.

When the group's share of losses in an associate equal or exceeds its interest in the associate, including any other unsecured receivables, the group does not recognize for losses unless it has incurred obligations or made payments on behalf of the associate.

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

**(d) Segment reporting**

A business segment is a group of assets and operations engaged in providing products or services that are subject to risks and returns that are different from those of other business segments. Operating segments are reported in a manner consistent with internal reporting to the group's chief operating decision maker.



**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(e) Foreign currency translation**

Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions.

Monetary items denominated in foreign currency are translated to Jamaican dollars using the mid-point of the closing rate as at the reporting date.

Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognized in profit or loss. Translation differences on non-monetary financial instruments, such as equities classified as available-for-sale financial assets, are recognized in other comprehensive income.

**(f) Financial instruments**

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

**Financial assets**

**(i) Classification**

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

- At fair value (either through OCI or through profit or loss); and
- At amortized cost
- All derivatives at fair value through profit or loss (FVTPL) unless they qualify for hedge accounting.
- Derivatives designated as hedging instruments in a fair value hedge of equity investments at FVOCI are measured at FVTPL, with the effective portion of gains or losses recognized in OCI.

The classification is based on the group's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses are recorded in profit or loss or OCI.

The group will reclassify debt investments when and only when its business model for managing those assets changes.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(f) Financial instruments (cont'd)**

**Financial assets (cont'd)**

**(ii) Recognition and derecognition**

Purchases and sales of financial assets are recognized on the date at which the group becomes a party to the contractual provisions of the instrument, i.e. the date they originated. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the group has transferred substantially all the risks and rewards of ownership.

**(iii) Measurement**

At initial recognition, the group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

**Debt instruments**

Subsequent measurement of debt instruments depends on the group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the group classifies its debt instruments:

- **Amortised cost** - Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gains or loss arising on derecognition is recognized directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the statement of comprehensive income.



**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(f) Financial instruments (cont'd)**

**Financial assets (cont'd)**

**(iii) Measurement (cont'd)**

**Debt instruments (cont'd)**

- **FVOCI** - Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movement in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognized in profit or loss. When the financial asset is derecognized, the cumulative gain or loss previously recognized in OCI is reclassified from equity to profit or loss and recognized in other gains/(losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains/(losses) and impairment expenses are presented as separate line item in the statement of comprehensive income.
- **FVPL** - Assets that do not meet the criteria for amortized cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognized in profit or loss and presented net within other gains/(losses) in the period in which it arises. Derivatives are initially recognized at fair value on the trade date. Subsequent changes in fair value are recognized in profit or loss, unless the derivative is designated in a fair value hedge, in which case the effective portion is recognized in OCI.

**Equity instruments**

The group subsequently measures all equity investments at fair value. Where the group's management has elected to present fair value gains and losses on equity investments in P&L previously classified as fair value through OCI following the derecognition of the investment. Dividends from such investments continue to be recognized in profit or loss when the group's right to receive payment is established.

Changes in fair value of financial assets at FVPL are recognized in gains/(losses) in the profit or loss statement as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(f) Financial instruments (cont'd)**

**Financial assets (cont'd)**

**(iv) Impairment**

The group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

**Financial liabilities**

The group's financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method. At the reporting date, the following items were classified as financial liabilities: securities sold under repurchase agreements, bank overdraft, due to related company, lease liabilities, secured investment notes, other debt facilities, and trade payables.

**(g) Leases**

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:

- Leases of low value assets; and
- Leases with a duration of 12 months or less.

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless (as is typically the case) this is not readily determinable, in which case the group's incremental borrowing rate on commencement of the lease is used. Variable lease payments are only included in the measurement of the lease liability if they depend on an index or rate. In such cases, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term. Other variable lease payments are expensed in the period to which they relate.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(g) Leases (cont'd)**

On initial recognition, the carrying value of the lease liability also includes:

- amounts expected to be payable under any residual value guarantee;
- the exercise price of any purchase option granted in favour of the group if it is reasonable certain to assess that option; and
- any penalties payable for terminating the lease, if the term of the lease has been estimated on the basis of termination option being exercised.

The right-of-use assets have been calculated at an amount equal to the initial value of the lease liability, adjusted for the following items:

- i) Any lease payments made at or before the commencement date, less any lease incentives received;
- ii) Any initial direct costs incurred by the group;
- iii) An estimate of costs to dismantle and remove the underlying asset or to restore the site on which the asset is located.

For short-term leases that have a lease term of 12 months or less and low-value assets, the group has elected to not recognize a lease obligation and right-of-use assets and instead will recognize a lease expense as permitted under IFRS 16.

The right-of-use assets will be depreciated using the straight-line method from the date of adoption to the earlier of the end of the useful life of the asset or end of the lease term as determined under IFRS 16.

Under IFRS 16, the right-of-use assets are tested for impairment in accordance with IAS 36 Impairment of assets which replaced the previous requirement to recognize a provision for onerous lease contracts under IAS 37, Provisions, Contingent Liabilities and Contingent Assets.

Subsequent to initial measurement lease liabilities increase as a result of interest charged at a constant rate on the balance outstanding and are reduced for lease payments made. Right-of-use assets are amortised on a straight-line basis over the remaining term of the lease or over the remaining economic life of the asset if, rarely, this is judged to be shorter than the lease term.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(g) Leases (cont'd)**

When the group revises its estimate of the term of any lease (because, for example, it re-assesses the probability of a lessee extension or termination option being exercised), it adjusts the carrying amount of the lease liability to reflect the payments to make over the revised term, which are discounted at the same discount rate that applied on lease commencement. The carrying value of lease liabilities is similarly revised when the variable element of future payments dependent on a rate or index is revised. In both cases an equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being amortised over the remaining lease term.

When the group renegotiates the contractual terms of a lease with the lessor, the accounting depends on the nature of the modification:

- if the renegotiation results in one or more additional assets being leased for an amount commensurate with the standalone price for the additional right-of-use obtained, the modification is accounted for as a separate lease in accordance with the above policy.
- In all other cases where the renegotiation increases the scope of the lease (whether that is an extension to the lease term, or one or more additional assets being leased), the lease liability is remeasured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount.
- if the renegotiation results in a decrease in the scope of the lease, both the carrying amount of the lease liability and right-of-use asset are reduced by the same proportion to reflect the partial of full termination of the lease with any difference recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date. The right-of-use asset is adjusted by the same amount.

For contracts that both convey a right to the group to use an identified asset and require services to be provided to the group by the lessor, the group has elected to account for the entire contract as a lease, i.e. it does allocate any amount of the contractual payments to, and account separately for, any services provided by the supplier as part of the contract.



**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(h) Revenue recognition**

**Interest income**

Interest income and expense are recognized in profit or loss for all interest bearing instruments on an accrual basis using the effective interest rate method. Interest income includes coupons earned on fixed income investments and accrued discounts or premiums on treasury bills and other discounted instruments.

**Fees and commission income**

Fees and commission income are recognized on an accrual basis when the service has been provided. Commission and fees arising from negotiating or participating in the negotiation of a transaction for a third party are recognized on completion of the underlying transaction.

**Dividend income**

Dividends are recognized when the right to receive payments is established.

**Gain or loss on sale of investment**

Gain or loss on the disposal or maturity of investments, is determined by comparing sale proceeds with the carrying amount of the investment. The amount is recognized in profit or loss for the year.

When investment securities are disposed of the related accumulated unrealised gains or losses included in the fair value reserve are recognized by recycling those gains or losses through other comprehensive income.

**(i) Current and deferred income taxes**

Taxation expense in profit or loss comprises current and deferred tax charges.

Current tax charges are based on taxable profits for the year, which differ from the profit before tax reported because taxable profits exclude items that are taxable or deductible in other years, and items that are never taxable or deductible. The company's liability for current tax is calculated at tax rates that have been enacted at the reporting date.



**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(i) Current and deferred income taxes (cont'd)**

Deferred tax is the tax that is expected to be paid or recovered on differences between the carrying amounts of assets and liabilities and the corresponding tax bases. Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using tax rates that have been enacted or substantially enacted by the reporting date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

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

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

**(j) Property, plant and equipment**

Items of property, plant and equipment are initially recorded at historical or deemed cost, less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

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

Freehold land and buildings are subsequently carried at fair value, based on periodic valuations by a professionally qualified valuer. These revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period. Changes in fair value are recognised in other comprehensive income and accumulated in the capital reserve except to the extent that any decrease in value in excess of the credit balance on the capital reserve, or reversal of such a transaction, is recognised in profit or loss.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(j) Property, plant and equipment (cont'd)**

Depreciation is calculated on the straight line basis at such rates as will write off the carrying value of the assets over the period of their expected useful lives. Land is not depreciated. The expected useful lives of the other property, plant and equipment are as follows:

|                                          |               |
|------------------------------------------|---------------|
| Buildings                                | 40 years      |
| Leasehold improvements                   | Life of lease |
| Office furniture, machines and equipment | 10 years      |
| Computer equipment                       | 2 - 10 years  |
| Motor vehicles                           | 3 - 5 years   |

Gains and losses on disposals of property, plant and equipment are determined by reference to their carrying amounts and are taken into account in determining profit or loss.

The assets' residual values and useful lives are reviewed and adjusted if appropriate, at each reporting date.

**(k) Receivables**

Receivables are recognized initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Impairment of receivables is determined using the simplified approach based on the requirements of IFRS 9.

The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognized in profit or loss. When a receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited in profit or loss.

**(l) Repurchase and reverse repurchase agreements**

Securities sold under agreements to repurchase (repurchase agreements) and securities purchased under agreements to resell (reverse repurchase agreements) are treated as collateralized financing transactions.

The difference between the sale/purchase and repurchase/resale price is treated as interest and accrued over the life of the repurchase agreements using the effective yield method.

Securities purchased under agreements to resell and sold under agreements to repurchase are carried on the statement of financial position at amortised cost.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(m) Secured investment notes**

Loan note payable are recognized initially at the proceeds received net of transaction costs incurred. Secured investment loan notes are subsequently measured at amortised cost.

**(n) Other debt facilities**

Other debt facilities are recognized initially at cost, being their issue proceeds, net of transaction cost incurred. Subsequently, other debt facilities are stated at amortised cost and any difference between net proceeds and redemption value is recognised in the statement of profit or loss and other comprehensive income over the period of the debt using the effective yield method.

**(o) Payables**

Payables are initially recognized at fair value and are subsequently measured at amortised cost.

**(p) Fiduciary activities**

The group commonly acts as a trustee and in other fiduciary capacities that result in the holding or placing of assets on behalf of individuals, trusts and other institutions. These assets and income arising thereon are excluded from these financial statements as they are not assets of the group.

**(q) Employee benefits**

**Defined contribution plans**

The group maintains a pension plan for its eligible employees and agents. The pension plan is a defined contribution plan, the assets of which are held in a separate trustee administered fund. The plan is generally funded by basic employee contributions of 5% of pensionable salary and voluntary contributions up to a maximum of an additional 5%. This is matched by the group, once the group's contributions have been paid the group has no further payment obligations. The group contributions to the plan are charged to profit or loss in the year to which they relate.

**Other**

Other employee benefits that are expected to be settled wholly within 12 months after the end of the reporting period are presented as current liabilities.

Other employee benefits that are not expected to be settled wholly within 12 months after the end of the reporting period are presented as non-current liabilities and calculated using the projected unit credit method and then discounted using yields available on high quality corporate bonds that have maturity dates approximating to the expected remaining period to settlement.



**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(q) Employee benefits (cont'd)**

**Share based compensation benefits**

The group operates an equity-settled share-based compensation plan. The fair value of the employee services received in exchange for the grant of the options is recognised as an expense, with corresponding increase in equity, over the period in which the employee becomes vested to the group. The total amount to be expensed over the vesting period is determined by reference to the fair value of the options granted. At the end of each reporting period, the group revises its estimates of the number of options that are expected to become exercisable. It recognizes the impact of the revision of original estimates, if any, in the statement of profit or loss, and a corresponding adjustment to equity over the remaining vesting period.

**(r) Intangible assets**

Intangible assets, which represent computer software, are deemed to have a finite useful life of five years and are measured at cost, less accumulated amortisation and accumulated impairment losses, if any.

**(s) Related party balances and transactions**

Parties are considered to be related if directly, or indirectly through one or more intermediaries, the party controls, is controlled by or is under common control with the entity (this includes parents, subsidiaries and fellow subsidiaries) has significant influence over the entity or has joint control over the entity. Related party balance and transactions are disclosed for the following:

- (i) Enterprises and individuals owning, directly or indirectly, a significant interest in voting power of the group and /or having significant influence over the Group's affairs and close members of the family of these individuals.
- (ii) Key management personnel, that is those persons having authority and responsibility for planning directing and controlling the activities of the group, including directors, officers and close members of the families of these individuals.

**(t) Impairment of non-current assets**

Property, plant and equipment and other non-current assets are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the carrying amount of the assets exceeds its recoverable amount, which is the greater of an asset's net selling price and value in use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there are separately identified cash flows. Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(u) Investment property**

Investment property, comprising principally land and building, is held for rental yields and capital appreciation and is treated as long term investments. It is measured initially at cost, including related transaction costs and subsequently measured at fair value. Fair value is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset.

The fair value reflects, on a similar basis, expected cash outflows in respect of the property. Fair value is determined every year by an independent registered valuer. Fair value is based on current prices in an active market for similar properties in the same location and condition. Any gain or loss arising from a change in fair value is recognized in profit or loss.

**(v) Loans receivable and provision for credit losses**

The group recognizes loss allowances for expected credit losses (ECL) on financial instruments that are not measured at fair value. Loans are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the group provides money or services directly to a debtor with no intention of trading the receivable. Loans are recognized when cash is advanced to borrowers. They are initially recorded at cost, which is the cash given to originate the loan including any transaction costs, and subsequently measured at amortized cost using the effective interest rate method.

An allowance for loan impairment is established based on lifetime ECL which is the ECL that result from all possible default events over the expected life of the financial instrument. Financial instruments for which a lifetime ECL is recognised but which are not credit-impaired are referred to as 'Stage 1 financial instruments'. If significant increase in credit risk since initial recognition is identified, the financial instruments is moved to 'Stage 2' but is not yet deemed to be credit impaired. If the financial instrument is credit impaired, it is then moved to 'Stage 3'.

The amount of the provision is derived based on 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 interest rate of the loan and probability of default.

A loan is classified as impaired when, in management's opinion there has been deterioration in credit quality to the extent that there is no longer reasonable assurance of timely collection of the full amount of principal and interest. 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 a cash basis.

Write offs are made when the group determines that there is no realistic prospect of recovery. Write offs are charged against previously established provisions for credit losses. Recoveries in part or in full of amounts previously written off are credited to provision for credit losses in the statement of profit or loss.



**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**3. MATERIAL ACCOUNTING POLICIES (CONT'D):**

**(w) Dividend distribution**

Dividend distribution to the company's shareholders is recognized as a liability in the company's financial statements in the period in which the dividends are approved by the company's shareholders.

Dividends for the year that are declared after the reporting date are dealt with in the subsequent events note.

**4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES:**

Judgement and estimates are continually evaluated and based on historical experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances.

**(a) Critical judgement in applying the Group's accounting policies**

In the process of applying the group's accounting policies, management has made the following judgement that could cause a significant impact on the amounts recognized in the financial statements.

**Determination of whether the group acts as principal or agent in the management of various managed funds**

IFRS 10, Consolidated Financial Statements, which was adopted by the group on 1 October 2016, resulted in the group assessing its relationship (to determine whether it acts as principal or agent) with various managed funds. These include a number of segregated pension funds, unit trusts and structured entities (collectively, the "managed funds"), managed either by the company or by BUTM.

In determining whether to consolidate managed funds, the Group considers its ability to direct the relevant activities of the entities. Ability to direct the relevant activities is generally evidenced through a unilateral right to liquidate the entities, investment in the securities issued by the entities that gives rise to control or where the Group holds specific subordinate securities that embody certain controlling rights. The Group may further consider relevant activities embedded within contractual arrangements such as call options which give the practical ability to direct the entities, special relationships between the entities and investors, and whether a single investor has a large exposure to variable returns of the entities.

**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

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**4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):**

**(a) Critical judgement in applying the Group's accounting policies (cont'd)**

**Determination of whether the group acts as principal or agent in the management of various managed funds (cont'd)**

Judgement is required in determining control over managed funds. The purpose and design of the entities are considered, along with a determination of what the relevant activities are of each entity and who directs them. Further judgements are made around which investor is exposed to and absorbs the variable returns of the entities. The Group weighs all of these facts in considering whether it is acting as a principal in its own right or as an agent on behalf of others. Judgement is further required in the ongoing assessment of control over managed funds, specifically if market conditions have an effect on the variable return exposure of different investors.

The group has therefore concluded that it acts in relation to the managed funds in the capacity of agent, with limitations on its scope of authority, ability to be terminated as fund manager and levels of direct interests and remuneration that are appropriate for the services provided and consistent with industry practices.

**(b) Key sources of estimation uncertainty**

The group makes certain estimates and assumptions regarding the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts assets and liabilities within the next financial year are discussed below:

**(i) Fair value estimation**

A number of assets and liabilities included in the group's financial statements require measurement at, and/or disclosure of, fair value.

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.

The fair value measurement of the group's financial and non-financial assets and liabilities utilises market observable inputs and data as far as possible. Inputs used in determining fair value measurements are categorized into different levels based on how observable the inputs used in the valuation technique utilized are; the 'fair value hierarchy':

|         |                                                                                                                                                                                            |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Level 1 | Quoted prices in active markets for identical assets or liabilities. (unadjusted)                                                                                                          |
| Level 2 | Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices). |
| Level 3 | Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).                                                                             |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):**

**(b) Key sources of estimation uncertainty (cont'd)**

**(i) Fair value estimation (cont'd)**

The classification of an item into the above levels is based on the lowest level of the inputs used that has a significant effect on the fair value measurement of the item.

The fair value of financial instruments traded in active markets, such as investments fair value either through OCI or through profit or loss, is based on quoted market prices at the reporting date. The quoted market price used for financial assets held by the company is the current bid price. These instruments are included in level 1 and comprise equity instruments traded on the JSE.

The fair values of financial instruments that are not traded in an active market are deemed to be/determined as follows:

The carrying values less any impairment provision of financial assets and liabilities with a maturity of less than one year are estimated to approximate their fair values due to the short term maturity of these instruments. These financial assets and liabilities are cash and cash equivalents, trade receivables, trade payables, related company balances and unquoted investments.

**(ii) Income taxes**

Estimates are required in determining the provision for income taxes. The group recognizes assets and liabilities for possible tax issues based on estimates of whether additional taxes will become recoverable or will become due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

**(iii) Expected maturity dates for financial assets and liabilities**

In disclosing its financial risk management, and considering its management of liquidity risk, the group discloses the expected maturity of its financial assets and financial liabilities. It is management's experience that the contractual maturity of these assets and liabilities differ from the liquidation of these assets and liabilities, which makes the disclosure of expected maturity more meaningful to the users of the financial statements. The actual liquidation of the assets and liabilities may differ from management's estimates.



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**NOTES TO THE FINANCIAL STATEMENTS**  
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**4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):**

**(b) Key sources of estimation uncertainty (cont'd)**

**(iv) Depreciable assets**

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The group applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in profit or loss through impairment or adjusted depreciation provisions.

**(v) Measurement of the expected credit loss allowance**

The measurement of the expected credit loss (ECL) allowance for financial assets measured at amortised cost is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behavior (e.g. the likelihood of customers and debt issuers defaulting and the resulting losses). Significant judgement is also required in applying the accounting requirements for measuring ECL, such as:

- Determining criteria indicating a significant increase in credit risk;
- Choosing appropriate models and assumptions for the measurement of ECL
- Establishing the number and relative weightings of forward-looking scenarios for each type of product/market and the associated ECL; and
- Establishing groups of similar financial assets for the purposes of measuring ECL.

**5. FINANCIAL RISK MANAGEMENT:**

The group's activities expose it to a variety of financial risks and those activities involve the analysis, evaluation, acceptance and management of some degree of risk or combination of risks. Taking risk is core to the financial business, and the operational risks are an inevitable consequence of being in business. The group's aim is therefore to achieve an appropriate balance between risk and return and minimize potential adverse effects on group's financial performance.

The group's risk management policies are designed to set appropriate risk limits and controls, and to monitor the risks and adherence to limits by means of reliable and up-to-date information systems. The group regularly reviews its risk management policies and systems to reflect changes in markets, products and emerging best practice.

The group is exposed through its operations to the following financial risks:

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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

The Board of Directors is ultimately responsible for the establishment and oversight of the group's risk management framework. The Board, through the Asset and Liability Management Committee, Treasury Department, Audit Committee and Risk Manager, manages and monitors risks as follows:

**(i) Assets and Liabilities Management Committee**

This committee is responsible for monitoring the profile of the group's assets and liabilities. This includes monitoring policies and procedures that are established to ensure that there is sufficient liquidity and that interest rate risk, currency risk and capital adequacy is also monitored.

**(ii) Treasury Department**

This department is responsible for monitoring the profile of the group's assets and liabilities. It is also primarily responsible for managing the funding and liquidity risks of the group. It manages these risks by monitoring the statement of financial position and ensuring that business strategies are consistent with liquidity requirements measuring the capital adequacy for regulatory and business requirements and monitoring the composition of the assets and liabilities of the group.

**(iii) Audit Committee**

The Audit Committee oversees how management monitors compliance with the group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the group. The Audit Committee is assisted in its oversight role by internal Audit, which is outsourced. Internal Audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

**(iv) Risk Manager**

The Risk Manager inspects the group's operations by reviewing new ventures and projects, new lines of business, and new and existing products for risk exposure. The Risk Manager also ensures compliance with regulations and policies. Periodic reports are prepared by the Risk Manager and presented to senior management and the Board of Directors.

The most important types of financial risk faced by the group are credit risk, liquidity risk and market risk. Market risk includes currency risk and interest rate risk.



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**NOTES TO THE FINANCIAL STATEMENTS**

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**5. FINANCIAL RISK MANGEMENT (CONT'D):**

**(a) Credit risk**

The group takes on exposure to credit risk, which is the risk that its clients or counterparties will cause a financial loss for the group by failing to discharge their contractual obligations. Credit risk is a significant risk for the group business; management therefore carefully manages its exposure to credit risk. Credit exposure arises principally in lending and investment activities. The group structures the levels of credit risk it undertakes as documented below. The group's and the company's maximum exposure to credit risk equals the carrying amounts on the statements of financial position, for the financial assets which expose the group and company to credit risk.

The overall objective of the group is to set policies that seek to reduce risk as far as possible without unduly affecting the group's competitiveness and flexibility.

**Concentration of credit risk**

There is no significant concentration of credit risk in the loans issued by the group. In addition to assessment of earnings and cash flows, management obtains collateral in the form of hypothecated securities sold under repurchase agreement, or units held in any of the trusts managed by BUTM. The group seeks to ensure that the value of hypothecated securities exceeds the loan amount.

Exposure to credit risk is managed through regular analysis of the ability of the customers and other counter-parties to meet repayment obligations. These are monitored regularly to ensure payments are received in accordance with the agreed terms.

The group measures ECL considering the risk of default over the maximum contractual period over which it is exposed to credit risk and not a longer period, even if contract extension or renewal is common practice.

The gross carrying amount of financial assets below also represents the group's maximum exposure to credit risk on these assets.

The following tables contains an analysis of the credit risk exposure of financial instruments for which it was concluded that an ECL allowance is required. The gross carrying amount of financial assets below also represents the group's maximum exposure to credit risk on these assets and are due within five year.

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**5. FINANCIAL RISK MANGEMENT (CONT'D):**

**(a) Credit risk (cont'd)**

**Concentration of credit risk (cont'd)**

**Loss allowance**

The loss allowance as at 30 September 2025 and 30 September 2024 was determined as follows for loan receivables:

|                      | <b>The Group</b>                      |                             |                            |                                       |                             |                            |
|----------------------|---------------------------------------|-----------------------------|----------------------------|---------------------------------------|-----------------------------|----------------------------|
|                      | <b>2025</b>                           |                             |                            | <b>2024</b>                           |                             |                            |
|                      | Gross<br>Carrying<br>Amount<br>\$'000 | Loan<br>allowance<br>\$'000 | Expected<br>loss rate<br>% | Gross<br>Carrying<br>Amount<br>\$'000 | Loan<br>allowance<br>\$'000 | Expected<br>loss rate<br>% |
| Within 1 to 3 months | 3,757,204                             | 31,141                      | 0.83                       | 3,168,831                             | 44,953                      | 1.11                       |
| 3 to 12 months       | 2,039,293                             | 128,691                     | 6.31                       | 2,150,300                             | 5,253                       | 0.24                       |
| 1 to 5 years         | 2,888,352                             | 15,091                      | 0.52                       | 8,098,048                             | 177,964                     | 2.20                       |
| Over 5 years         | 75,029                                | -                           | -                          | 157,751                               | 1,076                       | 0.68                       |
|                      | <u>8,759,878</u>                      | <u>174,923</u>              |                            | <u>13,574,930</u>                     | <u>229,246</u>              |                            |

|                      | <b>The Company</b>                    |                             |                            |                                       |                             |                            |
|----------------------|---------------------------------------|-----------------------------|----------------------------|---------------------------------------|-----------------------------|----------------------------|
|                      | <b>2025</b>                           |                             |                            | <b>2024</b>                           |                             |                            |
|                      | Gross<br>Carrying<br>Amount<br>\$'000 | Loan<br>allowance<br>\$'000 | Expected<br>loss rate<br>% | Gross<br>Carrying<br>Amount<br>\$'000 | Loan<br>allowance<br>\$'000 | Expected<br>loss rate<br>% |
| Within 1 to 3 months | 1,503,187                             | 29,953                      | 1.99                       | 1,920,621                             | 44,952                      | 1.84                       |
| 3 to 12 months       | 2,039,293                             | 128,691                     | 6.31                       | 1,607,730                             | 177                         | 0.01                       |
| 1 to 5 years         | 2,090,447                             | 13,679                      | 0.65                       | 6,111,224                             | 162,993                     | 2.67                       |
| Over 5 years         | 75,029                                | -                           | -                          | 43,413                                | 44                          | 0.10                       |
|                      | <u>5,707,956</u>                      | <u>172,323</u>              |                            | <u>9,682,988</u>                      | <u>208,166</u>              |                            |

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**5. FINANCIAL RISK MANGEMENT (CONT'D):**

**(a) Credit risk (cont'd)**

**Concentration of credit risk (cont'd)**

**Loss allowance (cont'd)**

Loss allowance on loan recognized in profit or loss during the year is summarised below:

|                       | <b>The Group</b>  |                 |                 |                   |
|-----------------------|-------------------|-----------------|-----------------|-------------------|
|                       | <b>2025</b>       |                 |                 |                   |
|                       | <b>Stage 1</b>    | <b>Stage 2</b>  | <b>Stage 3</b>  |                   |
|                       | <b>12 months</b>  | <b>Lifetime</b> | <b>Lifetime</b> |                   |
|                       | <b>ECL</b>        | <b>ECL</b>      | <b>ECL</b>      | <b>Total</b>      |
|                       | <b>\$'000</b>     | <b>\$'000</b>   | <b>\$'000</b>   | <b>\$'000</b>     |
| Standard risk         | 8,567,287         |                 |                 | 8,567,287         |
| Credit impaired       | -                 | -               | 192,591         | 192,591           |
| Gross carrying amount | 8,567,287         |                 | 192,591         | 8,759,878         |
| Loss allowance        | ( 44,115)         | -               | (130,808)       | ( 174,923)        |
| Carrying amount       | <u>8,523,172</u>  | <u>-</u>        | <u>61,783</u>   | <u>8,584,955</u>  |
|                       | <b>The Group</b>  |                 |                 |                   |
|                       | <b>2024</b>       |                 |                 |                   |
|                       | <b>Stage 1</b>    | <b>Stage 2</b>  | <b>Stage 3</b>  |                   |
|                       | <b>12 months</b>  | <b>Lifetime</b> | <b>Lifetime</b> |                   |
|                       | <b>ECL</b>        | <b>ECL</b>      | <b>ECL</b>      | <b>Total</b>      |
|                       | <b>\$'000</b>     | <b>\$'000</b>   | <b>\$'000</b>   | <b>\$'000</b>     |
| Standard risk         | 13,572,812        | -               | -               | 13,572,812        |
| Credit impaired       | -                 | -               | 2,118           | 2,118             |
| Gross carrying amount | 13,572,812        | -               | 2,118           | 13,574,930        |
| Loss allowance        | ( 227,128)        | -               | (2,118)         | ( 229,246)        |
| Carrying amount       | <u>13,345,684</u> | <u>-</u>        | <u>-</u>        | <u>13,345,684</u> |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**5. FINANCIAL RISK MANGEMENT (CONT'D):**

**(a) Credit risk (cont'd)**

**Concentration of credit risk (cont'd)**

**Loss allowance (cont'd)**

|                          | The Company                           |                                      |                                      |                  |
|--------------------------|---------------------------------------|--------------------------------------|--------------------------------------|------------------|
|                          | 2025                                  |                                      |                                      |                  |
|                          | Stage 1<br>12 months<br>ECL<br>\$'000 | Stage 2<br>Lifetime<br>ECL<br>\$'000 | Stage 3<br>Lifetime<br>ECL<br>\$'000 | Total<br>\$'000  |
| Standard risk            | 5,515,365                             | -                                    | -                                    | 5,515,365        |
| Credit impaired          | -                                     | -                                    | 192,591                              | 192,591          |
| Gross carrying<br>Amount | 5,515,365                             | -                                    | 192,591                              | 5,707,956        |
| Loss allowance           | ( 41,515)                             | -                                    | (130,808)                            | ( 172,323)       |
| Carrying amount          | <u>5,473,850</u>                      | <u>-</u>                             | <u>61,783</u>                        | <u>5,535,633</u> |

|                          | The Company                           |                                      |                                      |                  |
|--------------------------|---------------------------------------|--------------------------------------|--------------------------------------|------------------|
|                          | 2024                                  |                                      |                                      |                  |
|                          | Stage 1<br>12 months<br>ECL<br>\$'000 | Stage 2<br>Lifetime<br>ECL<br>\$'000 | Stage 3<br>Lifetime<br>ECL<br>\$'000 | Total<br>\$'000  |
| Standard risk            | 9,680,870                             | -                                    | -                                    | 9,680,870        |
| Credit impaired          | -                                     | -                                    | 2,118                                | 2,118            |
| Gross carrying<br>amount | 9,680,870                             | -                                    | 2,118                                | 9,682,988        |
| Loss allowance           | ( 206,048)                            | -                                    | (2,118)                              | ( 208,166)       |
| Carrying amount          | <u>9,474,822</u>                      | <u>-</u>                             | <u>-</u>                             | <u>9,474,822</u> |

**Investment and cash**

The group limits its exposure to credit risk by investing mainly in liquid securities, with counterparties that have high credit quality, and Government of Jamaica and Bank of Jamaica securities. Accordingly, management does not expect any counterparty to fail to meet its obligations. The concentration of credit risk associated with the group's investments portfolio is shown below, under the heading; Debt Securities Concentration.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**5. FINANCIAL RISK MANGEMENT (CONT'D):**

**(a) Credit risk (cont'd)**

**Concentration of credit risk (cont'd)**

**Collateral and other credit enhancements**

The amount and type of collateral required depends on an assessment of the credit risk of the counterparty. Guidelines are implemented regarding the acceptability of different types of collateral.

The main types of collateral are as follows:

- (i) For loans receivables - investment securities and properties
- (ii) For securities purchased under resale agreements - GOJ or BOJ investment securities

Management monitors the market value of collateral held and requests additional collateral in accordance with the underlying agreements when additional collateral is required.

**Impairment**

**Significant increase in credit risk**

- Qualitative assessment - credit ratings are associated with ranges of default probabilities based on historical information. Rating outlooks, which are inherently forward-looking, are used to determine the probability of default to be applied to a specific security within its respective range. Issuer-specific default risk estimates incorporate forward-looking information directly. In calculating the probability of default, the group uses credit ratings along with rating outlooks from recognized rating agencies, as well as issuer-specific default risk estimates where available and appropriate. The ratings and risk estimates are mapped to an internal credit risk grading model in order to standardize across different rating systems and to clearly demarcate significant increase in credit risk over time.

A qualitative assessment is done at initial recognition and subsequently at each statement of financial position date and where it is determined that there is a significant increase in the probability of default the security is categorized as 'Stage 2' for the purpose of calculating the ECL. If the financial instrument is credit impaired, the financial instrument is then moved to 'Stage 3'. Purchased or originated credit-impaired financial assets are those financial assets that are credit-impaired on initial recognition. Their ECL is always measured on a lifetime basis (Stage 3).

- Quantitative assessment - Investment securities are considered to have experienced a significant increase in credit risk if it is more than 30 days past due on its contractual payments.



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**5. FINANCIAL RISK MANGEMENT (CONT'D):**

**(a) Credit risk (cont'd)**

**Impairment (cont'd)**

**Expected credit loss measurement**

IFRS 9 outlined a 'three stage' model for impairment based on changes in the credit quality since initial recognition as summarized below:

- A financial instrument that is not credit-impaired on initial recognition is classified in 'Stage 1'.
- If a significant increase in credit risk ('SICR') since initial recognition is identified, the financial instrument is moved to 'Stage 2' but is not yet deemed to be credit-impaired.
- If the financial instrument is credit impaired, the financial instrument is then moved to 'Stage 3'.
- Financial instruments in Stage 1 have their ECL measured at an amount equal to the portion of lifetime expected credit losses that result from default events possible within the next 12 months. Instruments in Stages 2 or 3 have their ECL measured based on expected credit losses on a lifetime basis.
- A pervasive concept in measuring ECL in accordance with IFRS 9 is that it should consider forward-looking information.

The group assesses on a forward-looking basis the ECL associated with debt investments. The ECL recognized by the group reflects an unbiased and probability weighted amount that is determined by evaluating a range of possible outcomes, the time value of money and reasonable and supportable information that is available without undue cost at the reporting date. The ECL is the product of the Probability of Default (PD), Exposure at Default (EAD) and Loss Given Default (LGD).

The PD presents the likelihood of a borrower defaulting on its financial obligation, either over the next 12 months or over the remaining lifetime of the obligation.

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**5. FINANCIAL RISK MANGEMENT (CONT'D):**

**(a) Credit risk (cont'd)**

**Impairment (cont'd)**

**Expected credit loss measurement (cont'd)**

EAD is based on the amounts the group expects to be owed at the time of default, over the next 12 months or over the remaining lifetime.

LGD represents the group's expectation of the extent of loss on a defaulted exposure. LGD is calculated on a 12 month or a lifetime basis, where 12 month LGD is the percentage of loss expected to be made if the default occurs in the next 12 months and lifetime LGD is a percentage of loss expected to be made if the default occurs over the remaining expected lifetime of the loan.

All of the group's debt investments at amortised cost and FVOCI are considered to have low credit risk and the loss allowance recognized during the period was therefore limited to 12 months expected losses. Management considers 'low credit risk' for bonds to be those with an investment grade credit rating with at least one major rating agency. Other instruments are considered to be low credit risk when they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term.

The loss allowance for debt investments at FVOCI is recognized in profit or loss and reduces the fair value loss otherwise recognized in OCI.

|                                                                                  | <u>The Group</u> |                | <u>The Company</u> |                |
|----------------------------------------------------------------------------------|------------------|----------------|--------------------|----------------|
|                                                                                  | <u>2025</u>      | <u>2024</u>    | <u>2025</u>        | <u>2024</u>    |
|                                                                                  | <u>\$'000</u>    | <u>\$'000</u>  | <u>\$'000</u>      | <u>\$'000</u>  |
| Opening loss allowance as at 1 October 2024<br>calculated under IFRS 9           | 623,049          | 264,441        | 816,142            | 324,058        |
| Increase in loss allowance recognized in the<br>income statement during the year | <u>78,308</u>    | <u>358,608</u> | <u>132,005</u>     | <u>492,084</u> |
|                                                                                  | <u>701,357</u>   | <u>623,049</u> | <u>948,147</u>     | <u>816,142</u> |

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(a) Credit risk (cont'd)**

**Impairment (cont'd)**

**Debt securities concentration**

The following table summarises the group's and company's credit exposure for debt securities at their carrying amounts, as categorized by issuer:

|                                           | <u>The Group</u>  |                   | <u>The Company</u> |                    |
|-------------------------------------------|-------------------|-------------------|--------------------|--------------------|
|                                           | <u>2025</u>       | <u>2024</u>       | <u>2025</u>        | <u>2024</u>        |
|                                           | <u>\$'000</u>     | <u>\$'000</u>     | <u>\$'000</u>      | <u>\$'000</u>      |
| Government of Jamaica and Bank of Jamaica | 35,726,675        | 34,570,497        | 35,726,675         | 34,570,497         |
| Financial Institutions                    | 7,437,115         | 5,953,517         | 7,437,115          | 5,953,517          |
| Corporate and other bonds                 | <u>49,698,704</u> | <u>46,433,263</u> | <u>61,075,691</u>  | <u>59,445,289</u>  |
|                                           | 92,862,494        | 86,957,277        | 104,239,481        | 99,969,303         |
| Accrued interest                          | <u>3,092,087</u>  | <u>2,519,890</u>  | <u>3,535,374</u>   | <u>3,024,210</u>   |
|                                           | <u>95,954,581</u> | <u>89,477,167</u> | <u>107,774,855</u> | <u>102,993,513</u> |

**(b) Liquidity risk**

Liquidity risk is the risk that the group is unable to meet its payment obligations associated with its financial liabilities when they fall due and is also unable to replace funds when they are withdrawn. The consequence may be the failure to meet obligations to repay investors and fulfil commitments to lend.

**Liquidity risk management process**

The group's liquidity management process, as carried out within the group and monitored by the Treasury Department, includes:

- (i) Monitoring future cash flows and liquidity on a daily basis. This incorporates an assessment of expected cash flows and the availability of collateral which could be used to secure funding if required.
- (ii) Maintaining a portfolio of highly marketable and diverse assets that can easily be liquidated as protection against any unforeseen interruption to cash flow.

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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(b) Liquidity risk (cont'd)**

**Liquidity risk management process (cont'd)**

- (iii) Maintaining committed lines of credit
- (iv) Optimising cash returns on investments
- (v) Monitoring statement of financial position liquidity ratios against internal and regulatory requirements
- (vi) Managing the concentration and profile of debt maturities

Monitoring and reporting take the form of cash flow measurement and projections for the next day, week and month, as these are key periods for liquidity management. The starting point for those projections is an analysis of the contractual maturity of the financial liabilities and the expected collection date of the financial assets.

The matching and controlled mismatching of the maturities and interest rates of assets and liabilities is fundamental to the management of the group. It is unusual for companies ever to be completely matched since business transacted is often of uncertain term and of different types. An unmatched position potentially enhances profitability, but can also increase the risk of loss.

The maturities of assets and liabilities and the ability to replace at an acceptable cost, interest-bearing liabilities as they mature, are important factors in assessing the liquidity of the group and its exposure to changes in interest rates and exchange rates.

**Financial assets and liabilities cash flows**

The tables below present the undiscounted cash flows (both interest and principal cash flows) of the group's and company's financial liabilities based on contractual rights and obligations as well as expected maturity and also shows the undiscounted cash flows of the group's and company's financial assets based on expected maturity. The group and company expect that many customers will not request repayment on the earliest date the group and company could be required to pay.

## BARITA INVESTMENTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

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## 5. FINANCIAL RISK MANAGEMENT (CONT'D):

## (b) Liquidity risk (cont'd)

## Financial assets and liabilities cash flows (cont'd)

|                                             | The Group                   |                                        |                                         |                                       |                           |                    |
|---------------------------------------------|-----------------------------|----------------------------------------|-----------------------------------------|---------------------------------------|---------------------------|--------------------|
|                                             | 2025                        |                                        |                                         |                                       |                           |                    |
|                                             | Within 1<br>Month<br>\$'000 | Between<br>1 and 3<br>Months<br>\$'000 | Between<br>3 and 12<br>Months<br>\$'000 | Between<br>1 and 5<br>Years<br>\$'000 | Over<br>5 years<br>\$'000 | Total<br>\$'000    |
| <b>Based on contractual maturity</b>        |                             |                                        |                                         |                                       |                           |                    |
| Bank overdraft                              | 9,769                       | -                                      | -                                       | -                                     | -                         | 9,769              |
| Due to related parties                      | 284,340                     | -                                      | -                                       | -                                     | -                         | 284,340            |
| Securities sold under repurchase agreements | 29,809,077                  | 32,024,823                             | 29,680,162                              | -                                     | -                         | 91,514,062         |
| Payables                                    | 5,607,168                   | -                                      | -                                       | -                                     | -                         | 5,607,168          |
| Lease liabilities                           | 5,183                       | 10,366                                 | 44,321                                  | 169,167                               | 3,160                     | 232,197            |
| Other debt facilities                       | <u>2,198,710</u>            | <u>-</u>                               | <u>2,628,765</u>                        | <u>12,882,408</u>                     | <u>1,885,555</u>          | <u>19,595,438</u>  |
| <b>Total financial liabilities</b>          | <u>37,914,247</u>           | <u>32,035,189</u>                      | <u>32,353,248</u>                       | <u>13,051,575</u>                     | <u>1,888,715</u>          | <u>117,242,974</u> |
| <b>Based on expected maturity -</b>         |                             |                                        |                                         |                                       |                           |                    |
| <b>Total financial liabilities</b>          | <u>32,007,787</u>           | <u>32,024,823</u>                      | <u>32,308,927</u>                       | <u>12,882,408</u>                     | <u>1,885,555</u>          | <u>111,109,500</u> |
| <b>Total financial assets</b>               | <u>9,462,328</u>            | <u>5,579,847</u>                       | <u>6,006,262</u>                        | <u>68,629,380</u>                     | <u>57,641,416</u>         | <u>147,319,233</u> |
|                                             | 2024                        |                                        |                                         |                                       |                           |                    |
|                                             | Within 1<br>Month<br>\$'000 | Between<br>1 and 3<br>Months<br>\$'000 | Between<br>3 and 12<br>Months<br>\$'000 | Between<br>1 and 5<br>Years<br>\$'000 | Over<br>5 years<br>\$'000 | Total<br>\$'000    |
| <b>Based on contractual maturity</b>        |                             |                                        |                                         |                                       |                           |                    |
| Bank overdraft                              | 14,108                      | -                                      | -                                       | -                                     | -                         | 14,108             |
| Due to related parties                      | 189,316                     | -                                      | -                                       | -                                     | -                         | 189,316            |
| Securities sold under repurchase agreements | 26,636,167                  | 23,206,450                             | 35,928,544                              | -                                     | -                         | 85,771,161         |
| Secured investment notes                    | 2,201,198                   | 223,506                                | 112,335                                 | -                                     | -                         | 2,537,039          |
| Payables                                    | 5,247,416                   | -                                      | -                                       | -                                     | -                         | 5,247,416          |
| Lease liabilities                           | 5,043                       | 15,129                                 | 60,516                                  | 207,676                               | -                         | 288,364            |
| Other debt facilities                       | <u>-</u>                    | <u>1,012,033</u>                       | <u>1,212,962</u>                        | <u>4,091,893</u>                      | <u>8,324,742</u>          | <u>14,641,630</u>  |
| <b>Total financial liabilities</b>          | <u>34,293,248</u>           | <u>24,457,118</u>                      | <u>37,314,357</u>                       | <u>4,299,569</u>                      | <u>8,324,742</u>          | <u>108,689,034</u> |
| <b>Based on expected maturity -</b>         |                             |                                        |                                         |                                       |                           |                    |
| <b>Total financial liabilities</b>          | <u>29,784,264</u>           | <u>24,441,989</u>                      | <u>36,056,996</u>                       | <u>4,091,893</u>                      | <u>8,324,742</u>          | <u>102,699,884</u> |
| <b>Total financial assets</b>               | <u>13,568,692</u>           | <u>4,239,165</u>                       | <u>11,478,012</u>                       | <u>68,453,551</u>                     | <u>48,063,865</u>         | <u>145,803,285</u> |



**BARITA INVESTMENTS LIMITED**  
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5. FINANCIAL RISK MANAGEMENT (CONT'D):

(b) Liquidity risk (cont'd)

Financial assets and liabilities cash flows (cont'd)

|                                             | The Company                 |                                        |                                         |                                       |                           |                    |
|---------------------------------------------|-----------------------------|----------------------------------------|-----------------------------------------|---------------------------------------|---------------------------|--------------------|
|                                             | 2025                        |                                        |                                         |                                       |                           |                    |
|                                             | Within 1<br>Month<br>\$'000 | Between<br>1 and 3<br>Months<br>\$'000 | Between<br>3 and 12<br>Months<br>\$'000 | Between<br>1 and 5<br>Years<br>\$'000 | Over<br>5 years<br>\$'000 | Total<br>\$'000    |
| <b>Based on contractual maturity</b>        |                             |                                        |                                         |                                       |                           |                    |
| Bank overdraft                              | 9,769                       | -                                      | -                                       | -                                     | -                         | 9,769              |
| Due to related parties                      | 608,771                     | -                                      | -                                       | -                                     | -                         | 608,771            |
| Securities sold under repurchase agreements | 30,042,623                  | 32,430,739                             | 29,680,162                              | -                                     | -                         | 92,153,524         |
| Other debt facilities                       | 2,808,964                   | 8,684,958                              | 2,635,204                               | 12,882,408                            | 1,885,555                 | 28,897,089         |
| Payables                                    | 5,586,704                   | -                                      | -                                       | -                                     | -                         | 5,586,704          |
| Lease liabilities                           | 5,183                       | 10,366                                 | 44,321                                  | 169,167                               | 3,160                     | 232,197            |
| <b>Total financial liabilities</b>          | <b>39,062,014</b>           | <b>41,126,063</b>                      | <b>32,359,687</b>                       | <b>13,051,575</b>                     | <b>1,888,715</b>          | <b>127,488,054</b> |
| <b>Based on expected maturity -</b>         |                             |                                        |                                         |                                       |                           |                    |
| <b>Total financial liabilities</b>          | <b>32,851,588</b>           | <b>41,115,697</b>                      | <b>32,315,366</b>                       | <b>12,882,408</b>                     | <b>1,885,555</b>          | <b>121,050,614</b> |
| <b>Total financial assets</b>               | <b>7,162,765</b>            | <b>5,400,378</b>                       | <b>9,452,171</b>                        | <b>78,243,547</b>                     | <b>57,383,689</b>         | <b>157,642,550</b> |
|                                             | 2024                        |                                        |                                         |                                       |                           |                    |
|                                             | Within 1<br>Month<br>\$'000 | Between<br>1 and 3<br>Months<br>\$'000 | Between<br>3 and 12<br>Months<br>\$'000 | Between<br>1 and 5<br>Years<br>\$'000 | Over<br>5 years<br>\$'000 | Total<br>\$'000    |
| <b>Based on contractual maturity</b>        |                             |                                        |                                         |                                       |                           |                    |
| Bank overdraft                              | 14,108                      | -                                      | -                                       | -                                     | -                         | 14,108             |
| Due to related parties                      | 220,500                     | -                                      | -                                       | -                                     | -                         | 220,500            |
| Securities sold under repurchase agreements | 26,640,504                  | 23,206,450                             | 35,928,544                              | -                                     | -                         | 85,775,498         |
| Secured investment notes                    | 10,273,673                  | 2,726,342                              | 112,335                                 | -                                     | -                         | 13,112,350         |
| Payables                                    | 5,145,933                   | -                                      | -                                       | -                                     | -                         | 5,145,933          |
| Lease liabilities                           | 5,043                       | 15,129                                 | 60,516                                  | 207,654                               | -                         | 288,342            |
| Other debt facilities                       | -                           | 1,012,033                              | 1,212,962                               | 4,091,893                             | 8,324,742                 | 14,641,630         |
| <b>Total financial liabilities</b>          | <b>42,299,761</b>           | <b>26,959,954</b>                      | <b>37,314,357</b>                       | <b>4,299,547</b>                      | <b>8,324,742</b>          | <b>119,198,361</b> |
| <b>Based on expected maturity -</b>         |                             |                                        |                                         |                                       |                           |                    |
| <b>Total financial liabilities</b>          | <b>37,861,077</b>           | <b>26,944,825</b>                      | <b>36,056,996</b>                       | <b>4,091,893</b>                      | <b>8,324,742</b>          | <b>113,279,533</b> |
| <b>Total financial assets</b>               | <b>13,471,104</b>           | <b>2,798,472</b>                       | <b>10,906,248</b>                       | <b>82,292,657</b>                     | <b>47,427,152</b>         | <b>156,895,633</b> |

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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(b) Liquidity risk (cont'd)**

**Financial assets and liabilities cash flows (cont'd)**

Assets available to meet all of the liabilities include cash, securities purchased under resale agreements and marketable securities. The group and company are also able to meet unexpected net cash outflows by selling securities.

The carrying amount for securities sold under repurchase agreement due within twelve months equals \$90,542,124,000 (2024 - \$83,176,749,000) for the group and \$91,177,876,000 (2024 - \$83,181,068,000) for the company.

**(c) Market risk**

The group takes on exposure to market risk, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk mainly arises from changes in foreign currency exchange rates and interest rates. Market risk is monitored by the Risk Manager in conjunction with the Treasury manager, who carries out extensive research and monitors the price movement of financial assets on local and international markets. Generally, the group has a low to medium risk profile and invests primarily in Government of Jamaica securities. Market risk exposures are measured using sensitivity analysis.

**(i) Currency risk**

The group incurs foreign currency risk on transactions that are denominated in a currency other than Jamaican dollar.

The group also has transactional currency exposure. Such exposure arises from having financial assets in currencies other than those in which financial liabilities are expected to settle. The group ensures that its net exposure is kept to an acceptable level by buying or selling foreign assets to address short term imbalances.

The main currencies giving rise to this risk are the United States dollar, Canadian dollar and British pound. The group sets limits on the level of exposure by currency and in total for both overnight and intra-day positions which are monitored daily.

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5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Market risk (cont'd)**

(i) **Currency risk (cont'd)**

|                                              | The Group      |                |                   |                |                |                     |                    |
|----------------------------------------------|----------------|----------------|-------------------|----------------|----------------|---------------------|--------------------|
|                                              | CAN<br>J\$'000 | TTD<br>J\$'000 | US\$<br>J\$'000   | GBP<br>J\$'000 | EUR<br>J\$'000 | Jamaican<br>J\$'000 | Total<br>J\$'000   |
|                                              | 2025           |                |                   |                |                |                     |                    |
| <b>Financial Assets</b>                      |                |                |                   |                |                |                     |                    |
| Cash and bank balances                       | 4,906          | 132,822        | 1,182,059         | 9,282          | 194            | 285,909             | 1,615,172          |
| Securities purchased under resale agreements | -              | -              | -                 | -              | -              | 1,046,399           | 1,046,399          |
| Marketable securities and pledged assets     | 2,123          | 223,059        | 35,817,023        | 1,077          | -              | 84,130,329          | 120,173,611        |
| Receivables                                  | -              | -              | 3,644,465         | -              | -              | 7,570,027           | 11,214,492         |
| Loans receivables                            | -              | -              | 5,246,522         | -              | -              | 3,338,433           | 8,584,955          |
| Due from related parties                     | -              | -              | 582,739           | -              | -              | 1,656,625           | 2,239,364          |
| <b>Total financial assets</b>                | <u>7,029</u>   | <u>355,881</u> | <u>46,472,808</u> | <u>10,359</u>  | <u>194</u>     | <u>98,027,722</u>   | <u>144,873,993</u> |
| <b>Financial Liabilities</b>                 |                |                |                   |                |                |                     |                    |
| Bank overdraft                               | -              | -              | -                 | -              | -              | 9,769               | 9,769              |
| Securities sold under repurchase agreements  | -              | -              | 18,130,710        | -              | -              | 72,366,920          | 90,497,630         |
| Payables                                     | 351            | -              | 497,067           | 77             | -              | 5,109,673           | 5,607,168          |
| Due to related parties                       | -              | -              | 174,399           | -              | -              | 109,941             | 284,340            |
| Lease liabilities                            | -              | -              | 41,258            | -              | -              | 147,262             | 188,520            |
| Other debt liabilities                       | -              | -              | 4,328,020         | -              | -              | 12,425,884          | 16,753,904         |
| <b>Total financial liabilities</b>           | <u>351</u>     | <u>-</u>       | <u>23,171,454</u> | <u>77</u>      | <u>-</u>       | <u>90,169,449</u>   | <u>113,341,331</u> |
| <b>Net financial position</b>                | <u>6,678</u>   | <u>355,881</u> | <u>23,301,354</u> | <u>10,282</u>  | <u>194</u>     | <u>7,858,273</u>    | <u>31,532,662</u>  |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(c) Market risk (cont'd)**

**(i) Currency risk (cont'd)**

|                                              | The Group      |                |                   |                |                     |                    |
|----------------------------------------------|----------------|----------------|-------------------|----------------|---------------------|--------------------|
|                                              | TTD<br>J\$'000 | CAD<br>J\$'000 | US\$<br>J\$'000   | GBP<br>J\$'000 | Jamaican<br>J\$'000 | Total<br>J\$'000   |
|                                              | <b>2024</b>    |                |                   |                |                     |                    |
| <b>Financial Assets</b>                      |                |                |                   |                |                     |                    |
| Cash and bank balances                       | 4,330          | 119,587        | 1,120,963         | 11,241         | 162,256             | 1,418,377          |
| Securities purchased under resale agreements | -              | -              | -                 | -              | 5,772,918           | 5,772,918          |
| Marketable securities and pledged assets     | 1,686          | 223,486        | 38,726,628        | 49,769         | 69,549,395          | 108,550,964        |
| Receivables                                  | -              | -              | 2,484,365         | -              | 4,837,136           | 7,321,501          |
| Loans receivables                            | -              | -              | 3,327,640         | -              | 10,018,044          | 13,345,684         |
| Due from related parties                     | -              | -              | -                 | -              | 1,400,119           | 1,400,119          |
| <b>Total financial assets</b>                | <u>6,016</u>   | <u>343,073</u> | <u>45,659,596</u> | <u>61,010</u>  | <u>91,739,868</u>   | <u>137,809,563</u> |
| <b>Financial Liabilities</b>                 |                |                |                   |                |                     |                    |
| Bank overdraft                               | -              | -              | -                 | -              | 14,108              | 14,108             |
| Securities sold under repurchase agreements  | -              | -              | 23,170,191        | -              | 61,162,069          | 84,332,260         |
| Secured investment notes                     | -              | -              | 1,059,776         | -              | 1,456,394           | 2,516,170          |
| Payables                                     | -              | -              | 1,002,604         | -              | 4,244,812           | 5,247,416          |
| Due to related parties                       | -              | -              | -                 | -              | 189,216             | 189,216            |
| Lease liabilities                            | -              | -              | 50,966            | -              | 214,571             | 265,537            |
| Other debt facilities                        | -              | -              | 8,680,572         | -              | 5,272,985           | 13,953,557         |
| <b>Total financial liabilities</b>           | <u>-</u>       | <u>-</u>       | <u>33,964,109</u> | <u>-</u>       | <u>72,554,155</u>   | <u>106,518,264</u> |
| <b>Net financial position</b>                | <u>6,016</u>   | <u>343,073</u> | <u>11,695,487</u> | <u>61,010</u>  | <u>19,185,713</u>   | <u>31,291,299</u>  |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Market risk (cont'd)**

(i) **Currency risk (cont'd)**

|                                              | <b>The Company</b> |                |                   |                |                |                    |                    |
|----------------------------------------------|--------------------|----------------|-------------------|----------------|----------------|--------------------|--------------------|
|                                              | <b>CAN</b>         | <b>TTD</b>     | <b>US\$</b>       | <b>GBP</b>     | <b>EUR</b>     | <b>Jamaican</b>    | <b>Total</b>       |
|                                              | <b>J\$'000</b>     | <b>J\$'000</b> | <b>J\$'000</b>    | <b>J\$'000</b> | <b>J\$'000</b> | <b>J\$'000</b>     | <b>J\$'000</b>     |
|                                              | <b>2025</b>        |                |                   |                |                |                    |                    |
| <b>Financial Assets</b>                      |                    |                |                   |                |                |                    |                    |
| Cash and bank balances                       | 4,906              | 132,822        | 1,126,793         | 9,282          | 194            | 203,403            | 1,477,400          |
| Securities purchased under resale agreements | -                  | -              | -                 | -              | -              | 1,046,399          | 1,046,399          |
| Marketable securities and pledged assets     | 2,123              | 223,059        | 35,429,159        | 1,077          | -              | 94,337,591         | 129,993,009        |
| Receivables                                  | -                  | -              | 3,643,749         | -              | -              | 7,364,398          | 11,008,147         |
| Loans receivables                            | -                  | -              | 4,604,814         | -              | -              | 930,819            | 5,535,633          |
| Due from related parties                     | -                  | -              | 582,739           | -              | -              | 1,566,090          | 2,148,829          |
| <b>Total financial assets</b>                | <u>7,029</u>       | <u>355,881</u> | <u>45,387,254</u> | <u>10,359</u>  | <u>194</u>     | <u>105,448,700</u> | <u>151,209,417</u> |
| <b>Financial Liabilities</b>                 |                    |                |                   |                |                |                    |                    |
| Bank overdraft                               | -                  | -              | -                 | -              | -              | 9,769              | 9,769              |
| Securities sold under repurchase agreements  | -                  | -              | 24,860,276        | -              | -              | 66,317,600         | 91,177,876         |
| Payables                                     | 351                | -              | 492,740           | 77             | -              | 5,093,536          | 5,586,704          |
| Due to related parties                       | -                  | -              | 131,791           | -              | -              | 476,980            | 608,771            |
| Lease liabilities                            | -                  | -              | 41,258            | -              | -              | 147,262            | 188,520            |
| Other debt liabilities                       | -                  | -              | 5,198,867         | -              | -              | 20,572,116         | 25,770,983         |
| <b>Total financial liabilities</b>           | <u>351</u>         | <u>-</u>       | <u>30,724,932</u> | <u>77</u>      | <u>-</u>       | <u>92,617,263</u>  | <u>123,342,623</u> |
| <b>Net financial position</b>                | <u>6,678</u>       | <u>355,881</u> | <u>14,662,322</u> | <u>10,282</u>  | <u>194</u>     | <u>12,831,437</u>  | <u>27,866,794</u>  |



**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(c) Market risk (cont'd)**

**(i) Currency risk (cont'd)**

|                                              | The Company  |                |                   |               |                   |                    |
|----------------------------------------------|--------------|----------------|-------------------|---------------|-------------------|--------------------|
|                                              | TTD          | CAD            | US\$              | GBP           | Jamaican          | Total              |
|                                              | J\$'000      | J\$'000        | J\$'000           | J\$'000       | J\$'000           | J\$'000            |
|                                              | 2024         |                |                   |               |                   |                    |
| <b>Financial Assets</b>                      |              |                |                   |               |                   |                    |
| Cash and bank balances                       | 4,330        | 119,587        | 1,095,002         | 11,241        | 93,935            | 1,324,095          |
| Securities purchased under resale agreements | -            | -              | -                 | -             | 5,772,918         | 5,772,918          |
| Marketable securities and pledged assets     | 1,686        | 223,486        | 38,317,476        | 49,769        | 81,132,299        | 119,724,716        |
| Receivables                                  | -            | -              | 2,484,265         | -             | 4,728,010         | 7,212,275          |
| Loans receivables                            | -            | -              | 3,327,640         | -             | 6,147,182         | 9,474,822          |
| Due from related parties                     | -            | -              | -                 | -             | 1,406,165         | 1,406,165          |
| <b>Total financial assets</b>                | <u>6,016</u> | <u>343,073</u> | <u>45,224,383</u> | <u>61,010</u> | <u>99,280,509</u> | <u>144,914,991</u> |
| <b>Financial Liabilities</b>                 |              |                |                   |               |                   |                    |
| Bank overdraft                               | -            | -              | -                 | -             | 14,108            | 14,108             |
| Securities sold under repurchase agreements  | -            | -              | 23,170,191        | -             | 61,208,248        | 84,378,439         |
| Secured investment notes                     | -            | -              | 1,059,776         | -             | 11,996,442        | 13,056,218         |
| Payables                                     | -            | -              | 995,730           | -             | 4,150,203         | 5,145,933          |
| Due to related parties                       | -            | -              | -                 | -             | 220,500           | 220,500            |
| Lease liabilities                            | -            | -              | 50,966            | -             | 214,571           | 265,537            |
| Other debt liabilities                       | -            | -              | 8,680,574         | -             | 5,255,625         | 13,936,199         |
| <b>Total financial liabilities</b>           | <u>-</u>     | <u>-</u>       | <u>33,957,237</u> | <u>-</u>      | <u>83,059,697</u> | <u>117,016,934</u> |
| <b>Net financial position</b>                | <u>6,016</u> | <u>343,073</u> | <u>11,267,146</u> | <u>61,010</u> | <u>16,220,812</u> | <u>27,898,057</u>  |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Market risk (cont'd)**

(i) **Currency risk (cont'd)**

**Foreign currency sensitivity**

The following indicate the currencies to which the group and company had significant exposure on their monetary assets and liabilities and their forecast cash flows. The changes in currency rates below represent management's assessment of reasonably possible changes in foreign exchange rates. The sensitivity analysis represents outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for a 3.5% devaluation and 1% revaluation in the value of the Jamaican dollar (JMD) (2024 - 4% devaluation and 1% revaluation). The sensitivity analysis includes cash and bank balances, securities purchased under resale agreements, marketable securities and securities sold under repurchase agreements.

| <b>The Group and Company</b> |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
|------------------------------|-----------------------------------------|-----------------------------------------------------|--------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------|-----------------------------------------------------------------|
|                              | % Change<br>In Currency<br>Rate<br>2025 | Effect on<br>Profit<br>before Tax<br>2025<br>\$'000 | Effect on<br>Other<br>components<br>Equity<br>2025<br>\$'000 | % Change<br>in Currency<br>Rate<br>2024 | Effect on<br>Profit<br>before Tax<br>2024<br>\$'000 | Effect on<br>Other<br>components<br>of Equity<br>2024<br>\$'000 |
| <b>Currency</b>              |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| CAD                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (devaluation of JMD)         | 3.5                                     | 234                                                 | -                                                            | 4                                       | 241                                                 | -                                                               |
| CAD                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (revaluation of JMD)         | 1                                       | 67                                                  | -                                                            | 1                                       | ( 60)                                               | -                                                               |
| USD                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (devaluation of JMD)         | 3.5                                     | 815,547                                             | 57,101                                                       | 4                                       | 467,819                                             | 70,955                                                          |
| USD                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (revaluation of JMD)         | 1                                       | (233,013)                                           | (16,315)                                                     | 1                                       | (116,955)                                           | (17,739)                                                        |
| GBP                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (devaluation of JMD)         | 3.5                                     | 360                                                 | -                                                            | 4                                       | 2,440                                               | -                                                               |
| GBP                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (revaluation of JMD)         | 1                                       | ( 103)                                              | -                                                            | 1                                       | ( 610)                                              | -                                                               |
| TTD                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (devaluation of JMD)         | 3.5                                     | 12,456                                              | -                                                            | 4                                       | 241                                                 | -                                                               |
| TTD                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (revaluation of JMD)         | 1                                       | ( 3,559)                                            | -                                                            | 1                                       | ( 60)                                               | -                                                               |
| EUR                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (devaluation of JMD)         | 3.5                                     | 7                                                   | -                                                            | 4                                       | 241                                                 | -                                                               |
| EUR                          |                                         |                                                     |                                                              |                                         |                                                     |                                                                 |
| (revaluation of JMD)         | 1                                       | ( 2)                                                | -                                                            | 1                                       | ( 60)                                               | -                                                               |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(c) Market risk (cont'd)**

**(ii) Interest rate risk**

Interest rate risk is the risk that the value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Floating rate instruments expose the group to cash flow interest risk, whereas fixed interest rate instruments expose the group to fair value interest risk.

The group's interest rate policy requires it to manage interest rate risk by maintaining an appropriate mix of fixed and variable rate instruments. The policy also requires the group to manage the maturities of interest bearing financial assets and interest bearing financial liabilities. The Board sets limits on the level of mismatch of interest rate re-opening that may be unknown, which is monitored daily by the Treasury Department.

The following tables summarize the group's and company's exposure to interest rate risk. It includes financial instruments at carrying amounts, categorized by the earlier of contractual re-pricing or maturity dates.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**

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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(c) Market risk (cont'd)**

**(ii) Interest rate risk (cont'd)**

|                                                 | The Group                   |                                        |                                         |                                       |                           |                                 | Total<br>\$'000    |
|-------------------------------------------------|-----------------------------|----------------------------------------|-----------------------------------------|---------------------------------------|---------------------------|---------------------------------|--------------------|
|                                                 | 2025                        |                                        |                                         |                                       |                           |                                 |                    |
|                                                 | Within 1<br>Month<br>\$'000 | Between<br>1 and 3<br>Months<br>\$'000 | Between<br>3 and 12<br>Months<br>\$'000 | Between<br>1 and 5<br>Years<br>\$'000 | Over<br>5 Years<br>\$'000 | Non-rate<br>sensitive<br>\$'000 |                    |
| <b>Financial Assets</b>                         |                             |                                        |                                         |                                       |                           |                                 |                    |
| Cash and bank balances                          | 1,615,172                   | -                                      | -                                       | -                                     | -                         | -                               | 1,615,172          |
| Securities purchased<br>under resale agreements | 1,046,399                   | -                                      | -                                       | -                                     | -                         | -                               | 1,046,399          |
| Marketable securities<br>and pledged assets     | 6,254,134                   | 5,200,519                              | 3,881,869                               | 53,937,202                            | 25,901,971                | 24,997,916                      | 120,173,611        |
| Receivables                                     | -                           | -                                      | -                                       | -                                     | -                         | 11,214,492                      | 11,214,492         |
| Loan receivables                                | 3,414,764                   | 326,413                                | 1,895,489                               | 2,873,261                             | 75,028                    | -                               | 8,584,955          |
| Due from related parties                        | -                           | -                                      | -                                       | -                                     | -                         | 2,239,364                       | 2,239,364          |
| <b>Total financial assets</b>                   | <b>12,330,469</b>           | <b>5,526,932</b>                       | <b>5,777,358</b>                        | <b>56,810,463</b>                     | <b>25,976,999</b>         | <b>38,451,772</b>               | <b>144,873,993</b> |
| <b>Financial Liabilities</b>                    |                             |                                        |                                         |                                       |                           |                                 |                    |
| Bank overdraft                                  | 9,769                       | -                                      | -                                       | -                                     | -                         | -                               | 9,769              |
| Securities sold under<br>repurchase agreements  | 29,737,669                  | 31,742,405                             | 29,017,556                              | -                                     | -                         | -                               | 90,497,630         |
| Payables                                        | -                           | -                                      | -                                       | -                                     | -                         | 5,607,168                       | 5,607,168          |
| Due to related parties                          | -                           | -                                      | -                                       | -                                     | -                         | 284,340                         | 284,340            |
| Lease liabilities                               | -                           | -                                      | 1,260                                   | 146,002                               | 41,258                    | -                               | 188,520            |
| Other debt facilities                           | 2,254,331                   | -                                      | 2,854,976                               | 10,431,963                            | 483,190                   | 729,444                         | 16,753,904         |
| <b>Total financial liabilities</b>              | <b>32,001,769</b>           | <b>31,742,405</b>                      | <b>31,873,792</b>                       | <b>10,577,965</b>                     | <b>524,448</b>            | <b>6,620,952</b>                | <b>113,341,331</b> |
| <b>Total interest repricing<br/>gap</b>         | <b>(19,671,300)</b>         | <b>(26,215,473)</b>                    | <b>(26,096,434)</b>                     | <b>46,232,498</b>                     | <b>25,452,551</b>         | <b>31,830,820</b>               | <b>31,532,662</b>  |
| <b>Cumulative gap</b>                           | <b>(19,671,300)</b>         | <b>(45,886,773)</b>                    | <b>(71,983,207)</b>                     | <b>(25,750,709)</b>                   | <b>( 298,158)</b>         | <b>31,532,662</b>               |                    |

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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(c) Market risk (cont'd)**

**(ii) Interest rate risk (cont'd)**

|                                                 | The Group<br>2024           |                            |                             |                           |                           |                                 |                    |
|-------------------------------------------------|-----------------------------|----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------------|--------------------|
|                                                 | Within 1<br>Month<br>\$'000 | 1 to 3<br>Months<br>\$'000 | 3 to 12<br>Months<br>\$'000 | 1 to 5<br>Years<br>\$'000 | Over<br>5 Years<br>\$'000 | Non-rate<br>sensitive<br>\$'000 | Total<br>\$'000    |
| <b>Financial Assets</b>                         |                             |                            |                             |                           |                           |                                 |                    |
| Cash and bank balances                          | 1,418,377                   | -                          | -                           | -                         | -                         | -                               | 1,418,377          |
| Securities purchased<br>under resale agreements | 5,772,918                   | -                          | -                           | -                         | -                         | -                               | 5,772,918          |
| Marketable securities<br>and pledged assets     | 13,454,108                  | 1,279,864                  | 8,987,521                   | 43,489,732                | 22,373,597                | 18,966,142                      | 108,550,964        |
| Receivables                                     | -                           | -                          | -                           | -                         | -                         | 7,321,501                       | 7,321,501          |
| Loan receivables                                | 251,451                     | 2,882,134                  | 2,145,046                   | 7,920,084                 | 146,969                   | -                               | 13,345,684         |
| Due from related parties                        | -                           | -                          | -                           | -                         | -                         | 1,400,119                       | 1,400,119          |
| <b>Total financial assets</b>                   | <b>20,896,854</b>           | <b>4,161,998</b>           | <b>11,132,567</b>           | <b>51,409,816</b>         | <b>22,520,566</b>         | <b>27,687,762</b>               | <b>137,809,563</b> |
| <b>Financial Liabilities</b>                    |                             |                            |                             |                           |                           |                                 |                    |
| Bank overdraft                                  | 14,108                      | -                          | -                           | -                         | -                         | -                               | 14,108             |
| Securities sold under<br>repurchase agreements  | 26,570,100                  | 22,949,062                 | 34,813,098                  | -                         | -                         | -                               | 84,332,260         |
| Secured investment notes                        | 2,185,295                   | 221,403                    | 109,472                     | -                         | -                         | -                               | 2,516,170          |
| Payables                                        | -                           | -                          | -                           | -                         | -                         | 5,247,416                       | 5,247,416          |
| Due to related parties                          | -                           | -                          | -                           | -                         | -                         | 189,216                         | 189,216            |
| Lease liabilities                               | 5,043                       | 15,129                     | 60,516                      | 184,849                   | -                         | -                               | 265,537            |
| Other debt facilities                           | -                           | 1,000,526                  | 1,161,815                   | 3,456,003                 | -                         | 8,335,213                       | 13,953,557         |
| <b>Total financial liabilities</b>              | <b>28,774,546</b>           | <b>24,186,120</b>          | <b>36,144,901</b>           | <b>3,640,852</b>          | <b>-</b>                  | <b>13,771,845</b>               | <b>106,518,264</b> |
| <b>Total interest repricing<br/>gap</b>         | <b>( 7,877,692)</b>         | <b>(20,024,122)</b>        | <b>(25,012,334)</b>         | <b>47,768,964</b>         | <b>22,520,566</b>         | <b>13,915,917</b>               | <b>31,291,299</b>  |
| <b>Cumulative gap</b>                           | <b>( 7,877,692)</b>         | <b>(27,901,814)</b>        | <b>(52,914,148)</b>         | <b>( 5,145,184)</b>       | <b>17,375,382</b>         | <b>31,291,299</b>               |                    |



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5. FINANCIAL RISK MANAGEMENT (CONT'D):

(c) Market risk (cont'd)

(ii) Interest rate risk (cont'd)

|                                                 | The Company                 |                                        |                                         |                                       |                           |                                 | Total<br>\$'000    |
|-------------------------------------------------|-----------------------------|----------------------------------------|-----------------------------------------|---------------------------------------|---------------------------|---------------------------------|--------------------|
|                                                 | 2025                        |                                        |                                         |                                       |                           |                                 |                    |
|                                                 | Within 1<br>Month<br>\$'000 | Between<br>1 and 3<br>Months<br>\$'000 | Between<br>3 and 12<br>Months<br>\$'000 | Between<br>1 and 5<br>Years<br>\$'000 | Over<br>5 Years<br>\$'000 | Non-rate<br>sensitive<br>\$'000 |                    |
| <b>Financial Assets</b>                         |                             |                                        |                                         |                                       |                           |                                 |                    |
| Cash and bank balances                          | 1,477,400                   | -                                      | -                                       | -                                     | -                         | -                               | 1,477,400          |
| Securities purchased<br>under resale agreements | 1,046,399                   | -                                      | -                                       | -                                     | -                         | -                               | 1,046,399          |
| Marketable securities<br>and pledged assets     | 5,131,316                   | 5,022,221                              | 7,048,811                               | 63,277,276                            | 25,753,090                | 23,760,295                      | 129,993,009        |
| Receivables                                     | -                           | -                                      | -                                       | -                                     | -                         | 11,008,147                      | 11,008,147         |
| Loan receivables                                | 1,161,935                   | 326,413                                | 1,895,489                               | 2,076,768                             | 75,028                    | -                               | 5,535,633          |
| Due from related parties                        | -                           | -                                      | -                                       | -                                     | -                         | 2,148,829                       | 2,148,829          |
| <b>Total financial assets</b>                   | <b>8,817,050</b>            | <b>5,348,634</b>                       | <b>8,944,300</b>                        | <b>65,354,044</b>                     | <b>25,828,118</b>         | <b>36,917,271</b>               | <b>151,209,417</b> |
| <b>Financial Liabilities</b>                    |                             |                                        |                                         |                                       |                           |                                 |                    |
| Bank overdraft                                  | 9,769                       | -                                      | -                                       | -                                     | -                         | -                               | 9,769              |
| Securities sold under<br>Repurchase agreements  | 29,971,024                  | 32,144,802                             | 29,062,050                              | -                                     | -                         | -                               | 91,177,876         |
| Payables                                        | -                           | -                                      | -                                       | -                                     | -                         | 5,586,704                       | 5,586,704          |
| Due to related parties                          | -                           | -                                      | -                                       | -                                     | -                         | 608,771                         | 608,771            |
| Lease liabilities                               | -                           | -                                      | 1,260                                   | 146,002                               | 41,258                    | -                               | 188,520            |
| Other debt facilities                           | 2,862,759                   | 8,636,593                              | 2,523,811                               | 10,535,187                            | 483,190                   | 729,443                         | 25,770,983         |
| <b>Total financial liabilities</b>              | <b>32,843,552</b>           | <b>40,781,395</b>                      | <b>31,587,121</b>                       | <b>10,681,189</b>                     | <b>524,448</b>            | <b>6,924,918</b>                | <b>123,342,623</b> |
| <b>Total interest repricing<br/>gap</b>         | <b>(24,026,502)</b>         | <b>(35,432,761)</b>                    | <b>(22,642,821)</b>                     | <b>54,672,855</b>                     | <b>25,303,670</b>         | <b>29,992,353</b>               | <b>27,866,794</b>  |
| <b>Cumulative gap</b>                           | <b>(24,026,502)</b>         | <b>(59,459,263)</b>                    | <b>(82,102,084)</b>                     | <b>(27,429,229)</b>                   | <b>( 2,125,559)</b>       | <b>27,866,794</b>               |                    |

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5. FINANCIAL RISK MANAGEMENT (CONT'D):

(c) Market risk (cont'd)

(ii) Interest rate risk (cont'd)

|                                                 | The Company                 |                            |                             |                           |                           |                                 | Total<br>\$'000    |
|-------------------------------------------------|-----------------------------|----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------------|--------------------|
|                                                 | Within 1<br>Month<br>\$'000 | 1 to 3<br>Months<br>\$'000 | 3 to 12<br>Months<br>\$'000 | 1 to 5<br>Years<br>\$'000 | Over<br>5 Years<br>\$'000 | Non-rate<br>sensitive<br>\$'000 |                    |
| <b>Financial Assets</b>                         |                             |                            |                             |                           |                           |                                 |                    |
| Cash and bank balances                          | 1,324,095                   | -                          | -                           | -                         | -                         | -                               | 1,324,095          |
| Securities purchased<br>under resale agreements | 5,772,918                   | -                          | -                           | -                         | -                         | -                               | 5,772,918          |
| Marketable securities<br>and pledged assets     | 7,523,501                   | 1,110,803                  | 8,961,761                   | 57,171,906                | 22,108,235                | 22,848,510                      | 119,724,716        |
| Receivables                                     | -                           | -                          | -                           | -                         | -                         | 7,212,275                       | 7,212,275          |
| Loan receivables                                | 239,031                     | 1,646,344                  | 1,607,553                   | 5,948,231                 | 33,663                    | -                               | 9,474,822          |
| Due from related parties                        | -                           | -                          | -                           | -                         | -                         | 1,406,165                       | 1,406,165          |
| <b>Total financial assets</b>                   | <b>14,859,545</b>           | <b>2,757,147</b>           | <b>10,569,314</b>           | <b>63,120,137</b>         | <b>22,141,898</b>         | <b>31,466,950</b>               | <b>144,914,991</b> |
| <b>Financial Liabilities</b>                    |                             |                            |                             |                           |                           |                                 |                    |
| Bank overdraft                                  | 14,108                      | -                          | -                           | -                         | -                         | -                               | 14,108             |
| Securities sold under<br>Repurchase agreements  | 26,574,419                  | 22,949,062                 | 34,854,958                  | -                         | -                         | -                               | 84,378,439         |
| Secured investment notes                        | 10,245,272                  | 2,701,406                  | 109,540                     | -                         | -                         | -                               | 13,056,218         |
| Payables                                        | -                           | -                          | -                           | -                         | -                         | 5,145,933                       | 5,145,933          |
| Due to related parties                          | -                           | -                          | -                           | -                         | -                         | 220,500                         | 220,500            |
| Lease liabilities                               | 5,043                       | 15,129                     | 60,516                      | 184,849                   | -                         | -                               | 265,537            |
| Other debt facilities                           | -                           | 1,009,526                  | 1,161,815                   | 3,456,003                 | -                         | 8,308,855                       | 13,936,199         |
| <b>Total financial liabilities</b>              | <b>36,838,842</b>           | <b>26,675,123</b>          | <b>36,186,829</b>           | <b>3,640,852</b>          | <b>-</b>                  | <b>13,675,288</b>               | <b>117,016,934</b> |
| <b>Total interest repricing<br/>gap</b>         | <b>(21,979,297)</b>         | <b>(23,917,976)</b>        | <b>(25,617,515)</b>         | <b>59,479,285</b>         | <b>22,141,898</b>         | <b>17,791,662</b>               | <b>27,898,057</b>  |
| <b>Cumulative gap</b>                           | <b>(21,979,297)</b>         | <b>(45,897,273)</b>        | <b>(71,514,788)</b>         | <b>(12,035,503)</b>       | <b>10,106,395</b>         | <b>27,898,057</b>               |                    |

**BARITA INVESTMENTS LIMITED**  
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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(c) Market risk (cont'd)**

**(ii) Interest rate risk (cont'd)**

Average effective yields by the earlier of the contractual repricing or maturity dates:

|                                                         | The Group and Company |                              |                               |                             |                 |         |
|---------------------------------------------------------|-----------------------|------------------------------|-------------------------------|-----------------------------|-----------------|---------|
|                                                         | 2025                  |                              |                               |                             |                 |         |
|                                                         | Within 1<br>Month     | Between<br>1 and 3<br>Months | Between<br>3 and 12<br>Months | Between<br>1 and 5<br>Years | Over<br>5 Years | Average |
|                                                         | %                     | %                            | %                             | %                           | %               | %       |
| <b>Marketable securities</b>                            |                       |                              |                               |                             |                 |         |
| -denominated in JAS                                     | 6.42                  | 6.61                         | 9.35                          | 9.20                        | 9.34            | 8.18    |
| -denominated in US\$                                    | 9.85                  | 5.52                         | 6.00                          | 9.19                        | 7.54            | 7.62    |
| -denominated in GBP                                     | -                     | -                            | 5.43                          | -                           | -               | 5.43    |
| <b>Securities purchased under<br/>resale agreements</b> |                       |                              |                               |                             |                 |         |
| -denominated in JAS                                     | 6.26                  | 6.28                         | -                             | -                           | -               | 6.27    |
| -denominated in US\$                                    | -                     | 5.99                         | -                             | -                           | -               | 5.99    |
| <b>Securities sold under<br/>repurchase agreements</b>  |                       |                              |                               |                             |                 |         |
| -denominated in JAS                                     | 5.67                  | 5.76                         | 5.74                          | -                           | -               | 5.72    |
| -denominated in US\$                                    | 4.20                  | 4.09                         | 4.25                          | -                           | -               | 4.18    |
| <b>Loan note</b>                                        |                       |                              |                               |                             |                 |         |
| -denominated in US\$                                    | 5.29                  | 5.62                         | 5.40                          | -                           | -               | 5.44    |
| -denominated in JAS                                     | 4.25                  | 4.19                         | -                             | -                           | -               | 4.22    |

Yields are based on book value and contractual interest rate adjusted for amortisation of premium and discounts.

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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(c) Market risk (cont'd)**

**(ii) Interest rate risk (cont'd)**

Average effective yields by the earlier of the contractual repricing or maturity dates:

|                                                         | The Group and Company |                           |                            |                          |                 |         |
|---------------------------------------------------------|-----------------------|---------------------------|----------------------------|--------------------------|-----------------|---------|
|                                                         | 2025                  |                           |                            |                          |                 |         |
|                                                         | Within 1<br>Month     | Between 1 and 3<br>Months | Between 3 and 12<br>Months | Between 1 and 5<br>Years | Over<br>5 Years | Average |
|                                                         | %                     | %                         | %                          | %                        | %               | %       |
| <b>Marketable securities</b>                            |                       |                           |                            |                          |                 |         |
| -denominated in JA\$                                    | 8.19                  | 8.03                      | 8.21                       | 9.78                     | 9.38            | 8.89    |
| -denominated in US\$                                    | 3.35                  | 6.57                      | 1.20                       | 11.60                    | 6.93            | 5.82    |
| -denominated in GBP                                     | -                     | -                         | -                          | 3.05                     | -               | 3.05    |
| <b>Securities purchased under<br/>resale agreements</b> |                       |                           |                            |                          |                 |         |
| -denominated in JA\$                                    | 6.86                  | 7.74                      | -                          | -                        | -               | 7.30    |
| -denominated in US\$                                    | 4.31                  | 5.50                      | -                          | -                        | -               | 4.91    |
| <b>Securities sold under<br/>repurchase agreements</b>  |                       |                           |                            |                          |                 |         |
| -denominated in JA\$                                    | 7.50                  | 8.15                      | 8.20                       | -                        | -               | 8.00    |
| -denominated in US\$                                    | 4.23                  | 4.34                      | 4.61                       | -                        | -               | 4.45    |
| <b>Loan note</b>                                        |                       |                           |                            |                          |                 |         |
| -denominated in US\$                                    | 4.09                  | 4.25                      | -                          | -                        | -               | 4.17    |
| -denominated in JA\$                                    | 7.89                  | 7.62                      | 8.45                       | -                        | -               | 8.15    |

Yields are based on book value and contractual interest rate adjusted for amortisation of premium and discounts.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(c) Market risk (cont'd)**

**(ii) Interest rate risk (cont'd)**

**Interest rate sensitivity**

The following table indicates the sensitivity to a reasonably possible change in interest rate, with all other variables held constant on the group's and company's profit or loss and shareholders' equity.

The sensitivity of the profit or loss for the year is the effect of the assumed changes in interest rates on profit before taxation based on the floating rate non-trading financial assets and financial liabilities. The sensitivity of shareholders' equity is calculated by revaluing fixed rate FVOCI and FVPL financial assets for the effects of the assumed changes in interest rates. The change in the interest rates will impact the financial assets and liabilities differently. Consequently, individual analyses were performed. The effect on profit before taxation and other components of equity below is the total of the individual sensitivities done for each of the assets and liabilities.

|                               | Effect on<br>Profit before<br>Taxation<br>2025<br>\$'000 | Effect on<br>Other<br>Components<br>of Equity<br>2025<br>\$'000 | Effect on<br>Profit before<br>Taxation<br>2024<br>\$'000 | Effect on<br>Other<br>Components<br>of Equity<br>2024<br>\$'000 |
|-------------------------------|----------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------|
| <b>The Group</b>              |                                                          |                                                                 |                                                          |                                                                 |
| <b>Change in basis points</b> |                                                          |                                                                 |                                                          |                                                                 |
| +25/+100 (2024: +25/100)      | (1,099)                                                  | 218,678                                                         | 4,930                                                    | (63,181)                                                        |
| -25/-100 (2024: -25/-100)     | 4,397                                                    | (218,678)                                                       | (19,719)                                                 | 29,283                                                          |
| <b>The Company</b>            |                                                          |                                                                 |                                                          |                                                                 |
| <b>Change in basis points</b> |                                                          |                                                                 |                                                          |                                                                 |
| +25/+100 (2024: +25/+100)     | ( 5,668)                                                 | 248,228                                                         | 4,930                                                    | 659                                                             |
| -25/-100 (2024: -25/-100)     | 22,672                                                   | (248,228)                                                       | (19,719)                                                 | (2,637)                                                         |



**BARITA INVESTMENTS LIMITED**  
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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(c) Market risk (cont'd)**

**(iii) Price risk**

Price risk is the risk that the value of financial instruments will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instruments or their issuers or factors affecting all instruments traded in the market. The group and the company are exposed to equity securities price risk because of certain equity and unit investments which they hold.

The table below summarizes the impact of increases/decreases on the group's and company's net other comprehensive income (before taxation) resulting from a reasonably possible change in market prices. The analysis is based on the assumption that the equity and unit trust prices had increased by 8% (2024 - +8%) and decreased by 2% (2024 - 2%).

|                   | Effect on<br>Other<br>Comprehensive<br>Income before<br>Taxation<br>2025<br>\$'000 | Effect on<br>Other<br>Comprehensive<br>Income before<br>Taxation<br>2024<br>\$'000 |
|-------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
|                   | <u>The Group</u>                                                                   |                                                                                    |
| Changes in index  |                                                                                    |                                                                                    |
| +2.5% (2024: +8%) | 538,647                                                                            | 1,839,135                                                                          |
| -1% (2024: -2%)   | (215,459)                                                                          | ( 459,784)                                                                         |
|                   | <u>The Company</u>                                                                 |                                                                                    |
| Changes in index  |                                                                                    |                                                                                    |
| +2.5% (2024: +8%) | 496,494                                                                            | 1,687,899                                                                          |
| -1% (2024: -2%)   | (198,598)                                                                          | ( 421,975)                                                                         |

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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(d) Capital management**

The group's objectives when managing capital, which is a broader concept than the equity on the face of the statements of financial position, are:

- (i) To comply with the capital requirements set by the regulators of the markets where the group provides returns for shareholders and benefits for other stakeholders.
- (ii) To safeguard the group's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders.
- (iii) To maintain a strong capital base to support the development of its business.

Capital adequacy and the use of regulatory capital are monitored by the group's management employing techniques based on the guidelines developed by the FSC. The required information is filed with the FSC on a monthly basis.

The company and its subsidiary, BUTM are both regulated by the FSC.

The FSC requires each regulated entity to:

- (i) Hold the minimum level of tier 1 capital as a percentage of total capital base.
- (ii) Maintain a ratio of total regulatory capital to the risk-weighted assets.

The group's regulatory capital is managed by its Treasury Department and Risk Manager and is divided into two tiers:

- (i) Tier 1 capital: share capital, retained earnings and reserves created by appropriations of retained earnings. The book value of goodwill, if any, is deducted in arriving at Tier 1 capital; and
- (ii) Tier 2 capital: qualifying subordinated loan capital, collective impairment allowances and unrealized gains arising on the fair valuation of equity instruments held as available for sale.

Risk-weighted assets are measured by means of a hierarchy of five weights classified according to the nature of and reflecting an estimate of credit, market and other risks associated with each asset and counterparty, taking into account any eligible collateral or guarantees.

As at the reporting date, the group was in compliance with all of the externally imposed capital requirements to which it is subject.

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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(e) Fair values of financial instruments**

The following table presents the group's and company's financial assets that are measured at fair value. There are no liabilities that are measured at fair value at the year end and there were no transfers between levels during the year.

|                                                                            | <b>The Group</b> |                   |                  |                    |
|----------------------------------------------------------------------------|------------------|-------------------|------------------|--------------------|
|                                                                            | <b>2025</b>      |                   |                  |                    |
|                                                                            | <b>Level 1</b>   | <b>Level 2</b>    | <b>Level 3</b>   | <b>Total</b>       |
|                                                                            | <b>\$'000</b>    | <b>\$'000</b>     | <b>\$'000</b>    | <b>\$'000</b>      |
| <b>Investment securities fair value through profit or loss</b>             |                  |                   |                  |                    |
| Equity securities                                                          | 7,321,524        | 13,734,891        | 469,489          | 21,525,904         |
| Other derivatives                                                          | -                | -                 | 460,379          | 460,379            |
| <b>Investment securities fair value through other comprehensive income</b> |                  |                   |                  |                    |
| Debt securities                                                            | -                | 85,142,462        | -                | 85,142,462         |
| Equity securities                                                          | 1,622,154        | -                 | 1,931,784        | 3,553,938          |
|                                                                            | <u>8,943,678</u> | <u>98,877,353</u> | <u>2,861,652</u> | <u>110,682,683</u> |
| <b>2024</b>                                                                |                  |                   |                  |                    |
|                                                                            | <b>Level 1</b>   | <b>Level 2</b>    | <b>Level 3</b>   | <b>Total</b>       |
|                                                                            | <b>\$'000</b>    | <b>\$'000</b>     | <b>\$'000</b>    | <b>\$'000</b>      |
| <b>Investment securities fair value through profit or loss</b>             |                  |                   |                  |                    |
| Equity securities                                                          | 7,959,606        | 13,508,220        | -                | 21,467,826         |
| <b>Investment securities fair value through other comprehensive income</b> |                  |                   |                  |                    |
| Debt securities                                                            | -                | 78,752,417        | -                | 78,752,417         |
| Equity securities                                                          | 1,521,362        | -                 | 1,395,824        | 2,917,186          |
|                                                                            | <u>9,480,968</u> | <u>92,260,637</u> | <u>1,395,824</u> | <u>103,137,429</u> |

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5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(e) **Fair values of financial instruments (cont'd)**

|                                                                            | The Company       |                    |                   |                    |
|----------------------------------------------------------------------------|-------------------|--------------------|-------------------|--------------------|
|                                                                            | 2025              |                    |                   |                    |
|                                                                            | Level 1<br>\$'000 | Level 2<br>\$'000  | Level 3<br>\$'000 | Total<br>\$'000    |
| <b>Investment securities fair value through profit or loss</b>             |                   |                    |                   |                    |
| Equity securities                                                          | 7,321,524         | 12,048,753         | 469,489           | 19,839,766         |
| Other Funds and Derivatives                                                | -                 | -                  | 460,379           | 460,379            |
| <b>Investment securities fair value through other comprehensive income</b> |                   |                    |                   |                    |
| Debt securities                                                            | -                 | 96,802,366         | -                 | 96,802,366         |
| Equity securities                                                          | 1,622,154         | -                  | 1,332,549         | 2,954,703          |
|                                                                            | <u>8,943,678</u>  | <u>108,851,119</u> | <u>2,262,417</u>  | <u>120,057,214</u> |

|                                                                            | The Company       |                    |                   |                    |
|----------------------------------------------------------------------------|-------------------|--------------------|-------------------|--------------------|
|                                                                            | 2024              |                    |                   |                    |
|                                                                            | Level 1<br>\$'000 | Level 2<br>\$'000  | Level 3<br>\$'000 | Total<br>\$'000    |
| <b>Investment securities fair value through profit or loss</b>             |                   |                    |                   |                    |
| Equity securities                                                          | 7,959,296         | 11,618,080         | -                 | 19,577,376         |
| <b>Investment securities fair value through other comprehensive income</b> |                   |                    |                   |                    |
| Debt securities                                                            | -                 | 91,816,628         | -                 | 91,816,628         |
| Equity securities                                                          | 1,521,362         | -                  | 1,395,824         | 2,917,186          |
|                                                                            | <u>9,480,658</u>  | <u>103,434,708</u> | <u>1,395,824</u>  | <u>114,311,190</u> |

The fair value of financial instruments that are traded in an active market for which there are no quoted market prices, is determined by using valuation techniques. When using valuation techniques, the group uses a variety of methods and makes assumptions that are based on market conditions existing at year end. The following methods and assumptions have been used.

- (i) Investments securities classified as fair value through profit or loss and fair value through other comprehensive income are measured at fair value by reference to quoted market prices when available. If quoted prices are not available, then fair values are estimated on the basis of pricing models or other recognized valuation techniques.

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**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(e) Fair values of financial instruments (cont'd)**

- (ii) The fair value of liquid assets and other assets maturing within three months is assumed to approximate their carrying amount. The assumption is applied to liquid assets and the short term elements of all other financial instruments.
- (iii) The fair value of variable rate financial instruments is assumed to approximate their carrying value.
- (iv) The fair value of securities sold under agreements to repurchase is approximately their carrying amounts, due to short term maturity on these instruments.
- (v) Equity securities for which fair values cannot be measured reliably are recognized at cost less impairment.

**6. SEGMENT REPORTING:**

Management has determined the operating segments based on the reports reviewed by the Board of Directors that are used to make strategic decisions. The group is organized and managed in business segments based on its business activities which are all located in Jamaica. The designated segments are as follows:

- (a) Fixed income - this includes money market activities and securities broking
- (b) Funds management - this includes the administration of a number of managed funds
- (c) Other operations - this includes the operation of foreign exchange cambio, investment banking, stock broking and any other income.

The Board of Directors assesses the performance of the operating segments based on a measure of adjusted profit before tax. The segment information provided to the Board of Directors for the reportable segments for the year is as follows:



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**6. SEGMENT REPORTING (CONT'D):**

|                              | <u>The Group</u>                   |                                        |                         |                         |
|------------------------------|------------------------------------|----------------------------------------|-------------------------|-------------------------|
|                              | <u>2025</u>                        |                                        |                         |                         |
|                              | <u>Fixed<br/>Income<br/>\$'000</u> | <u>Funds<br/>Management<br/>\$'000</u> | <u>Other<br/>\$'000</u> | <u>Group<br/>\$'000</u> |
| Total segment revenue        | ( 9,577,414)                       | (4,232,719)                            | (3,419,064)             | ( 17,229,197)           |
| Inter-segment revenue        | <u>2,023,286</u>                   | <u>71,435</u>                          | <u>22,301</u>           | <u>2,117,022</u>        |
| Total gross external revenue | ( 7,554,128)                       | (4,161,284)                            | (3,396,763)             | ( 15,112,175)           |
| Total expenses               | 7,001,907                          | -                                      | 1,464,195               | 8,466,102               |
| Inter-segment expense        | ( 2,023,286)                       | <u>-</u>                               | <u>-</u>                | ( 2,023,286)            |
|                              | <u>4,978,621</u>                   | <u>-</u>                               | <u>1,464,195</u>        | <u>6,442,816</u>        |
| Segment results              | ( 2,575,507)                       | (4,161,284)                            | (1,932,568)             | ( 8,669,359)            |
| Unallocated expenses         |                                    |                                        |                         | 4,753,345               |
| Profit before tax            |                                    |                                        |                         | ( 3,916,014)            |
| Taxation                     |                                    |                                        |                         | <u>904,764</u>          |
| Net profit                   |                                    |                                        |                         | ( 3,011,250)            |
| Segment assets               | 118,194,526                        | 6,844,451                              | 31,196,895              | 156,235,872             |
| Inter-segment assets         | ( 23,685,908)                      | ( 552,905)                             | <u>-</u>                | ( 24,238,813)           |
| Net-segment assets           | <u>94,508,618</u>                  | <u>6,291,546</u>                       | <u>31,196,895</u>       | <u>131,997,059</u>      |
| Unallocated assets           |                                    |                                        |                         | <u>17,612,207</u>       |
| Total assets                 |                                    |                                        |                         | <u>149,609,266</u>      |
| Segment liabilities          | 91,177,875                         | -                                      | -                       | 91,177,875              |
| Inter-segment liabilities    | ( 680,245)                         | <u>-</u>                               | <u>-</u>                | ( 680,245)              |
| Net segment liabilities      | <u>90,497,630</u>                  | <u>-</u>                               | <u>-</u>                | <u>90,497,630</u>       |
| Unallocated liabilities      |                                    |                                        |                         | <u>24,005,342</u>       |
| Total liabilities            |                                    |                                        |                         | <u>114,502,972</u>      |
| Other segment items          |                                    |                                        |                         |                         |
| Depreciation (Note 21)       | 89,149                             | 144                                    | -                       | 89,293                  |
| Amortisation (Note 22)       | <u>3,617</u>                       | <u>-</u>                               | <u>-</u>                | <u>3,617</u>            |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**

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**6. SEGMENT REPORTING (CONT'D):**

|                              | <b>The Group</b>                   |                                        |                         |                         |
|------------------------------|------------------------------------|----------------------------------------|-------------------------|-------------------------|
|                              | <b>2024</b>                        |                                        |                         |                         |
|                              | <b>Fixed<br/>Income<br/>\$'000</b> | <b>Funds<br/>Management<br/>\$'000</b> | <b>Other<br/>\$'000</b> | <b>Group<br/>\$'000</b> |
| Total segment revenue        | ( 9,730,427)                       | ( 3,799,016)                           | ( 6,007,577)            | ( 19,537,020)           |
| Inter-segment revenue        | <u>2,133,504</u>                   | <u>294,148</u>                         | <u>148,852</u>          | <u>2,576,504</u>        |
| Total gross external revenue | ( 7,596,923)                       | ( 3,504,868)                           | ( 5,858,725)            | ( 16,960,516)           |
| Total expenses               | 7,142,863                          | -                                      | 1,953,183               | 9,096,046               |
| Inter-segment expense        | ( 2,133,504)                       | -                                      | -                       | ( 2,133,504)            |
|                              | <u>5,009,359</u>                   | <u>-</u>                               | <u>1,953,183</u>        | <u>6,962,542</u>        |
| Segment results              | ( 2,587,564)                       | ( 3,504,868)                           | ( 3,905,542)            | ( 9,997,974)            |
| Unallocated expenses         |                                    |                                        |                         | <u>4,959,987</u>        |
| Profit before tax            |                                    |                                        |                         | ( 5,037,987)            |
| Taxation                     |                                    |                                        |                         | <u>1,222,338</u>        |
| Net profit                   |                                    |                                        |                         | ( 3,815,649)            |
| Segment assets               | 113,314,987                        | 13,872,815                             | 29,005,557              | 156,193,359             |
| Inter-segment assets         | <u>-</u>                           | (13,483,000)                           | (12,734,992)            | ( 26,217,992)           |
| Net-segment assets           | <u>113,314,987</u>                 | <u>389,815</u>                         | <u>16,270,565</u>       | <u>129,975,367</u>      |
| Unallocated assets           |                                    |                                        |                         | <u>12,339,682</u>       |
| Total assets                 |                                    |                                        |                         | <u>142,315,049</u>      |
| Segment liabilities          | 84,332,260                         | 15,289,232                             | -                       | 99,621,492              |
| Inter-segment liabilities    | <u>-</u>                           | (15,289,232)                           | -                       | ( 15,289,232)           |
| Net segment liabilities      | <u>84,332,260</u>                  | <u>-</u>                               | <u>-</u>                | <u>84,332,260</u>       |
| Unallocated liabilities      |                                    |                                        |                         | <u>22,680,389</u>       |
| Total liabilities            |                                    |                                        |                         | <u>107,012,649</u>      |
| Other segment items          |                                    |                                        |                         |                         |
| Depreciation (Note 21)       | 143,375                            | 146                                    | -                       | 143,521                 |
| Amortisation (Note 22)       | <u>6,415</u>                       | <u>-</u>                               | <u>-</u>                | <u>6,415</u>            |

Revenue between segments is recorded on the basis outlined in Note 3 (d). The accounting policies used to record income, assets and liabilities are consistent for all segments. There was no change in the method used to determine reportable segments when compared to the previous year.

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**6. SEGMENT REPORTING (CONT'D):**

Profit from the reportable segments is reconciled to the group's profit before taxation as follows:

|                                 | <u>The Group</u> |                  |
|---------------------------------|------------------|------------------|
|                                 | <u>2025</u>      | <u>2024</u>      |
|                                 | <u>\$'000</u>    | <u>\$'000</u>    |
| Profit from reportable segments | 8,669,359        | 9,997,974        |
| Unallocated costs -             |                  |                  |
| Operating expenses              | (4,753,345)      | (4,959,987)      |
|                                 | <u>3,916,014</u> | <u>5,037,987</u> |

Reportable segments assets are reconciled to the groups' total assets as follows:

|                                         | <u>The Group</u>   |                    |
|-----------------------------------------|--------------------|--------------------|
|                                         | <u>2025</u>        | <u>2024</u>        |
|                                         | <u>\$'000</u>      | <u>\$'000</u>      |
| Segment assets from reportable segments | 131,997,059        | 129,975,367        |
| Unallocated assets -                    |                    |                    |
| Cash and bank balances                  | 1,615,172          | 1,418,377          |
| Receivables                             | 11,214,492         | 7,321,501          |
| Due from related parties                | 2,240,245          | 1,400,119          |
| Property, plant and equipment           | 888,801            | 836,782            |
| Intangible assets                       | 810,405            | 402,093            |
| Investments                             | 55,000             | 55,000             |
| Investment property                     | 264,498            | 235,857            |
| Right-of-use assets                     | 142,250            | 216,918            |
| Taxation recoverable                    | 381,344            | 453,035            |
|                                         | <u>149,609,266</u> | <u>142,315,049</u> |

Reportable segments liabilities are reconciled to the group's total liabilities as follows:

|                                         | <u>The Group</u>   |                    |
|-----------------------------------------|--------------------|--------------------|
|                                         | <u>2025</u>        | <u>2024</u>        |
|                                         | <u>\$'000</u>      | <u>\$'000</u>      |
| Segment assets from reportable segments | 90,497,630         | 84,332,260         |
| Unallocated liabilities -               |                    |                    |
| Secured investment notes                | -                  | 2,516,170          |
| Bank overdraft                          | 9,769              | 14,108             |
| Payables                                | 5,606,869          | 5,247,416          |
| Other debt facilities                   | 16,753,904         | 13,953,557         |
| Lease liabilities                       | 188,520            | 265,537            |
| Deferred tax liabilities                | 1,109,899          | 494,285            |
| Due to related parties                  | 336,381            | 189,316            |
|                                         | <u>114,502,972</u> | <u>107,012,649</u> |

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**7. NET INTEREST INCOME:**

|                                                          | <u>The Group</u> |                  | <u>The Company</u> |                  |
|----------------------------------------------------------|------------------|------------------|--------------------|------------------|
|                                                          | <u>2025</u>      | <u>2024</u>      | <u>2025</u>        | <u>2024</u>      |
|                                                          | <u>\$'000</u>    | <u>\$'000</u>    | <u>\$'000</u>      | <u>\$'000</u>    |
| Interest income, calculated using the effective interest |                  |                  |                    |                  |
| At amortised cost:                                       |                  |                  |                    |                  |
| Cash and cash equivalents                                | 8,435            | 7,781            | 7,762              | 7,191            |
| Loans and advances                                       | 781,446          | 1,294,222        | 460,822            | 833,180          |
| Securities purchased through resale agreements           | <u>37,183</u>    | <u>459,022</u>   | <u>37,183</u>      | <u>459,022</u>   |
|                                                          | <u>827,064</u>   | <u>1,761,025</u> | <u>505,767</u>     | <u>1,299,393</u> |
| At fair value through other comprehensive income:        |                  |                  |                    |                  |
| Investment securities                                    | <u>6,727,064</u> | <u>5,847,735</u> | <u>8,071,045</u>   | <u>7,137,153</u> |
|                                                          | <u>7,554,128</u> | <u>7,608,760</u> | <u>8,576,812</u>   | <u>8,436,546</u> |
| Interest expense:                                        |                  |                  |                    |                  |
| At amortised cost:                                       |                  |                  |                    |                  |
| Secured investment notes                                 | -                | 175,122          | -                  | 175,122          |
| Securities sold through repurchased agreements           | 5,158,116        | 6,201,226        | 5,747,211          | 6,967,742        |
| Other debt facilities                                    | <u>1,284,700</u> | <u>586,195</u>   | <u>1,254,697</u>   | <u>584,320</u>   |
|                                                          | <u>6,442,816</u> | <u>6,962,543</u> | <u>7,001,908</u>   | <u>7,727,184</u> |
| Net interest income                                      | <u>1,111,312</u> | <u>646,217</u>   | <u>1,574,904</u>   | <u>709,362</u>   |

**8. FAIR VALUE GAINS ON INVESTMENTS:**

|                             | <u>The Group</u> |                  | <u>The Company</u> |                  |
|-----------------------------|------------------|------------------|--------------------|------------------|
|                             | <u>2025</u>      | <u>2024</u>      | <u>2025</u>        | <u>2024</u>      |
|                             | <u>\$'000</u>    | <u>\$'000</u>    | <u>\$'000</u>      | <u>\$'000</u>    |
| Realized fair value gains   | 1,866,371        | 1,421,584        | 1,866,412          | 1,421,584        |
| Unrealized fair value gains | <u>891,468</u>   | <u>3,450,000</u> | <u>972,777</u>     | <u>3,365,524</u> |
|                             | <u>2,757,839</u> | <u>4,871,584</u> | <u>2,839,189</u>   | <u>4,787,108</u> |

**BARITA INVESTMENTS LIMITED**  
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**9. STAFF COSTS:**

|                           | <u>The Group</u> |                  | <u>The Company</u> |                  |
|---------------------------|------------------|------------------|--------------------|------------------|
|                           | <u>2025</u>      | <u>2024</u>      | <u>2025</u>        | <u>2024</u>      |
|                           | <u>\$'000</u>    | <u>\$'000</u>    | <u>\$'000</u>      | <u>\$'000</u>    |
| Wages and salaries        | 1,240,118        | 1,211,975        | 1,175,157          | 1,155,870        |
| Commissions               | 68,399           | 111,687          | 68,399             | 111,687          |
| Statutory contributions   | 147,977          | 137,241          | 140,884            | 129,775          |
| Pension costs             | 77,782           | 72,989           | 72,703             | 67,846           |
| Other staff benefits      | 156,663          | 118,827          | 153,035            | 115,899          |
| Stock option (Note 36(c)) | <u>4,150</u>     | <u>8,040</u>     | <u>1,335</u>       | <u>5,280</u>     |
|                           | <u>1,695,089</u> | <u>1,660,759</u> | <u>1,611,513</u>   | <u>1,586,357</u> |

**10. EXPENSES BY NATURE:**

Total direct and administration expenses:

|                                                    | <u>The Group</u> |                  | <u>The Company</u> |                  |
|----------------------------------------------------|------------------|------------------|--------------------|------------------|
|                                                    | <u>2025</u>      | <u>2024</u>      | <u>2025</u>        | <u>2024</u>      |
|                                                    | <u>\$'000</u>    | <u>\$'000</u>    | <u>\$'000</u>      | <u>\$'000</u>    |
| Advertising and promotion                          | 145,721          | 163,738          | 144,572            | 161,670          |
| Assets tax                                         | 325,102          | 256,753          | 290,179            | 240,825          |
| Auditor's remuneration                             | 21,235           | 17,380           | 15,635             | 12,660           |
| Impairment of financial assets                     | 147,964          | 640,954          | 124,163            | 605,789          |
| Bank charges and interest                          | 23,815           | 20,756           | 21,756             | 18,583           |
| Depreciation and amortisation<br>(Notes 21 and 22) | 92,910           | 149,936          | 92,766             | 149,790          |
| Directors' fees (Notes 20(c))                      | 20,500           | 19,959           | 20,500             | 19,959           |
| Donations                                          | 91,763           | 40,200           | 91,763             | 40,200           |
| Insurance                                          | 59,017           | 57,832           | 59,017             | 57,832           |
| Office expenses                                    | 14,818           | 12,043           | 13,264             | 10,081           |
| Professional fees                                  | 237,497          | 194,898          | 236,121            | 189,573          |
| Registration and license fees                      | 33,984           | 35,961           | 26,469             | 29,213           |
| Management fees                                    | 930,000          | 930,000          | 930,000            | 930,000          |
| Repairs and maintenance                            | 19,411           | 22,927           | 19,411             | 22,927           |
| Software maintenance                               | 236,707          | 209,975          | 236,707            | 209,975          |
| Staff costs (Note 9)                               | 1,695,089        | 1,660,759        | 1,611,513          | 1,586,357        |
| Other expenses                                     | 225,702          | 198,848          | 214,382            | 182,240          |
| Premises cost                                      | 91,732           | 91,656           | 88,066             | 91,656           |
| Other property expenses                            | 90,486           | 88,493           | 90,486             | 88,493           |
| GCT expense                                        | 83,230           | 115,600          | 81,543             | 113,056          |
| Telephone & internet charges                       | <u>52,955</u>    | <u>55,397</u>    | <u>52,955</u>      | <u>55,388</u>    |
|                                                    | <u>4,639,638</u> | <u>4,984,065</u> | <u>4,461,268</u>   | <u>4,816,267</u> |



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**11. TAXATION EXPENSE:**

- (a) Income tax is computed on the profit for the year, as adjusted for taxation purposes, and comprises income tax at 33 1/3%:

|                               | <u>The Group</u> |                  | <u>The Company</u> |                  |
|-------------------------------|------------------|------------------|--------------------|------------------|
|                               | <u>2025</u>      | <u>2024</u>      | <u>2025</u>        | <u>2024</u>      |
|                               | <u>\$'000</u>    | <u>\$'000</u>    | <u>\$'000</u>      | <u>\$'000</u>    |
| Current year tax charge       | 125,041          | 113,037          | 54,126             | -                |
| Deferred income tax (Note 32) | <u>779,723</u>   | <u>1,109,301</u> | <u>883,874</u>     | <u>1,045,720</u> |
| Tax charge                    | <u>904,764</u>   | <u>1,222,338</u> | <u>938,000</u>     | <u>1,045,720</u> |

- (b) Reconciliation of applicable tax expense to effective tax charge.

The group's and company's taxation expense differ from the theoretical amount that would arise from the profit before tax using the applicable tax rate of the group and the company as follows:

|                                        | <u>The Group</u> |                   | <u>The Company</u> |                   |
|----------------------------------------|------------------|-------------------|--------------------|-------------------|
|                                        | <u>2025</u>      | <u>2024</u>       | <u>2025</u>        | <u>2024</u>       |
|                                        | <u>\$'000</u>    | <u>\$'000</u>     | <u>\$'000</u>      | <u>\$'000</u>     |
| Profit before taxation                 | <u>3,916,014</u> | <u>5,037,987</u>  | <u>3,707,252</u>   | <u>4,644,323</u>  |
| Tax calculated at 33 1/3 %             | 1,305,338        | 1,679,329         | 1,235,751          | 1,548,108         |
| Adjusted for the effects of:           |                  |                   |                    |                   |
| Income not subject to tax              | ( 834,647)       | (1,675,639)       | ( 807,808)         | (1,505,860)       |
| Expenses not allowable for tax purpose | ( 10,259)        | 1,999,623         | 93,042             | 1,716,878         |
| Other charges and allowances           | <u>444,332</u>   | <u>( 780,975)</u> | <u>417,015</u>     | <u>( 713,406)</u> |
| Tax charge                             | <u>904,764</u>   | <u>1,222,338</u>  | <u>938,000</u>     | <u>1,045,720</u>  |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**11. TAXATION EXPENSE (CONT'D):**

- (c) The gains/(losses) recorded in other comprehensive income and related tax (charges)/credits are as follows:

|                                                                 | <b>The Group</b>  |                    |                   |                   |                    |                  |
|-----------------------------------------------------------------|-------------------|--------------------|-------------------|-------------------|--------------------|------------------|
|                                                                 | <b>2025</b>       |                    |                   | <b>2024</b>       |                    |                  |
|                                                                 | <b>\$'000</b>     |                    |                   | <b>\$'000</b>     |                    |                  |
|                                                                 | <u>Before tax</u> | <u>Taxation</u>    | <u>After tax</u>  | <u>Before tax</u> | <u>Taxation</u>    | <u>After tax</u> |
| Revaluation gains on property, plant and equipment net of taxes | 68,495            | ( 22,832)          | 45,663            | -                 | -                  | -                |
| Unrealized losses on securities at FVOCI                        | (5,167,830)       | 1,718,218          | (3,449,612)       | (3,453,542)       | 1,151,181          | (2,302,361)      |
| ECL adjustment on securities at FVOCI                           | 91,304            | ( 30,435)          | 60,869            | 404,346           | ( 40,122)          | 364,224          |
| Unrealised gains on securities at FVOCI                         | <u>4,505,400</u>  | <u>(1,501,800)</u> | <u>3,003,600</u>  | <u>3,776,433</u>  | <u>(1,258,811)</u> | <u>2,517,622</u> |
|                                                                 | <u>( 502,631)</u> | <u>163,151</u>     | <u>( 339,480)</u> | <u>727,237</u>    | <u>( 147,752)</u>  | <u>579,485</u>   |

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**11. TAXATION EXPENSE (CONT'D):**

- (c) The gains/(losses) recorded in other comprehensive income and related tax (charges)/credits are as follows (cont'd):

|                                                                 | <b>The Company</b> |                    |                   |                   |                    |                  |
|-----------------------------------------------------------------|--------------------|--------------------|-------------------|-------------------|--------------------|------------------|
|                                                                 | <b>2025</b>        |                    |                   | <b>2024</b>       |                    |                  |
|                                                                 | <b>\$'000</b>      |                    |                   | <b>\$'000</b>     |                    |                  |
|                                                                 | <u>Before tax</u>  | <u>Taxation</u>    | <u>After tax</u>  | <u>Before tax</u> | <u>Taxation</u>    | <u>After tax</u> |
| Revaluation gains on property, plant and equipment net of taxes | 68,495             | ( 22,832)          | 45,663            | -                 | -                  | -                |
| Unrealized losses on securities at FVOCI                        | (5,138,965)        | 1,708,583          | (3,430,382)       | (3,453,542)       | 1,151,181          | (2,302,361)      |
| ECL adjustment on securities at FVOCI                           | 132,005            | ( 44,001)          | 88,004            | 492,084           | ( 38,876)          | 453,208          |
| Unrealised gains on securities at FVOCI                         | <u>4,470,030</u>   | <u>(1,490,010)</u> | <u>2,980,020</u>  | <u>3,769,392</u>  | <u>(1,256,464)</u> | <u>2,512,928</u> |
|                                                                 | <u>( 468,435)</u>  | <u>151,740</u>     | <u>( 316,695)</u> | <u>807,934</u>    | <u>( 144,159)</u>  | <u>663,775</u>   |

**BARITA INVESTMENTS LIMITED**

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**12. NET PROFIT:**

The net profit of the group is reflected in the accounts of the company and its subsidiary as follows:

|                 | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
|-----------------|------------------------------|------------------------------|
| Holding company | 2,769,252                    | 3,598,603                    |
| Subsidiary      | <u>241,998</u>               | <u>217,046</u>               |
|                 | <u>3,011,250</u>             | <u>3,815,649</u>             |

**13. CASH AND CASH EQUIVALENTS:**

For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand as follows:

|                | <u>The Group</u>             |                              | <u>The Company</u>           |                              |
|----------------|------------------------------|------------------------------|------------------------------|------------------------------|
|                | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
| Cash in hand   | 178                          | 865                          | 178                          | 865                          |
| Cash at bank   | <u>1,614,994</u>             | <u>1,417,512</u>             | <u>1,477,222</u>             | <u>1,323,230</u>             |
| Bank overdraft | 1,615,172<br>( 9,769)        | 1,418,377<br>( 14,108)       | 1,477,400<br>( 9,769)        | 1,324,095<br>( 14,108)       |
|                | <u>1,605,403</u>             | <u>1,404,269</u>             | <u>1,467,631</u>             | <u>1,309,987</u>             |

Cash at bank comprises mainly amounts held in current accounts, which attract interest at 0.25% - 1%.

The group's overdraft facilities of \$30,000,000 (2024 - \$30,000,000) with First Caribbean International Bank Limited are secured by Government of Jamaica Investment Notes with a face value of \$37,000,000 (2024 - \$37,000,000).

**14. SECURITIES PURCHASED UNDER RESALE AGREEMENTS:**

The group and company have entered into repurchase agreements collateralised by Government of Jamaica (GOJ) securities. These agreements may result in credit exposure in the event that the counterparty to the transaction is unable to fulfill its contractual obligations. Most of these agreements will mature within twelve months. Included in securities purchased under resale agreements is accrued interest for the group and company of \$9,375,000 (2024 - \$9,375,000).

**BARITA INVESTMENTS LIMITED**  
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**15. INVESTMENT SECURITIES:**

|                                                 | <u>The Group</u>     |                      | <u>The Company</u>   |                      |
|-------------------------------------------------|----------------------|----------------------|----------------------|----------------------|
|                                                 | <u>2025</u>          | <u>2024</u>          | <u>2025</u>          | <u>2024</u>          |
|                                                 | <u>\$'000</u>        | <u>\$'000</u>        | <u>\$'000</u>        | <u>\$'000</u>        |
| Fair value through profit or loss -             |                      |                      |                      |                      |
| Quoted equities                                 | 7,321,524            | 7,971,842            | 7,321,524            | 7,971,532            |
| Unit Trust and other funds                      | 13,734,891           | 13,495,984           | 12,048,753           | 11,605,844           |
| Other derivatives                               | 460,379              | -                    | 460,379              | -                    |
| Unquoted equities                               | <u>469,489</u>       | <u>-</u>             | <u>469,489</u>       | <u>-</u>             |
|                                                 | <u>21,986,283</u>    | <u>21,467,826</u>    | <u>20,300,145</u>    | <u>19,577,376</u>    |
| Fair value through other comprehensive income - |                      |                      |                      |                      |
| Government of Jamaica (GOJ) bonds               | 36,773,074           | 34,570,497           | 36,773,074           | 34,570,497           |
| Foreign Government Bonds                        | 2,325,006            | 7,577,594            | 2,325,006            | 7,577,594            |
| Corporate and other bonds                       | 46,044,382           | 34,097,429           | 57,704,286           | 46,644,327           |
| Quoted equities                                 | 1,622,154            | 1,521,362            | 1,622,154            | 1,521,362            |
| Preference shares                               | 1,902,474            | 1,395,824            | 1,303,239            | 1,395,824            |
| Unquoted equities                               | <u>29,310</u>        | <u>-</u>             | <u>29,310</u>        | <u>-</u>             |
|                                                 | <u>88,696,400</u>    | <u>79,162,706</u>    | <u>99,757,069</u>    | <u>91,709,604</u>    |
|                                                 | 110,682,683          | 100,630,532          | 120,057,214          | 111,286,980          |
| Accrued interest                                | <u>3,090,507</u>     | <u>2,506,897</u>     | <u>3,535,374</u>     | <u>3,024,201</u>     |
|                                                 | <u>113,773,190</u>   | <u>103,137,429</u>   | <u>123,592,588</u>   | <u>114,311,181</u>   |
| Amortised cost                                  |                      |                      |                      |                      |
| Securities purchased under resale agreements    | 6,390,716            | 5,403,976            | 6,390,716            | 5,403,976            |
| Other investment securities                     | <u>9,705</u>         | <u>9,559</u>         | <u>9,705</u>         | <u>9,559</u>         |
|                                                 | <u>6,400,421</u>     | <u>5,413,535</u>     | <u>6,400,421</u>     | <u>5,413,535</u>     |
|                                                 | 120,173,611          | 108,550,964          | 129,993,009          | 119,724,716          |
| Less: Pledged assets (Note 16)                  | <u>( 99,947,628)</u> | <u>( 89,568,260)</u> | <u>( 99,947,628)</u> | <u>( 89,568,260)</u> |
|                                                 | <u>20,225,983</u>    | <u>18,982,704</u>    | <u>30,045,381</u>    | <u>30,156,456</u>    |



**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

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**16. PLEDGED ASSETS:**

Assets of the group are pledged as collateral under repurchase agreement with customers and financial institutions. The group also has investment securities that are pledged as security in relation to overdraft and other facilities with the BOJ and other financial institutions.

|                                                   | <b>The Group and Company</b> |                   |                          |                   |
|---------------------------------------------------|------------------------------|-------------------|--------------------------|-------------------|
|                                                   | <b>Asset</b>                 |                   | <b>Related Liability</b> |                   |
|                                                   | <u>2025</u>                  | <u>2024</u>       | <u>2025</u>              | <u>2024</u>       |
|                                                   | <u>\$'000</u>                | <u>\$'000</u>     | <u>\$'000</u>            | <u>\$'000</u>     |
| Investment securities (Note 15)                   |                              |                   |                          |                   |
| Pledged with customers                            | 75,463,132                   | 72,587,611        | 68,812,844               | 64,995,265        |
| Pledged with BOJ and other financial institutions | <u>24,484,496</u>            | <u>16,980,649</u> | <u>22,306,965</u>        | <u>15,604,401</u> |
|                                                   | <u>99,947,628</u>            | <u>89,568,260</u> | <u>91,119,810</u>        | <u>80,599,666</u> |

**17. RECEIVABLES:**

|                         | <b>The Group</b>  |                  | <b>The Company</b> |                  |
|-------------------------|-------------------|------------------|--------------------|------------------|
|                         | <u>2025</u>       | <u>2024</u>      | <u>2025</u>        | <u>2024</u>      |
|                         | <u>\$'000</u>     | <u>\$'000</u>    | <u>\$'000</u>      | <u>\$'000</u>    |
| Receivable from clients | 9,160,075         | 5,752,927        | 9,143,382          | 5,752,927        |
| Impairment provision    | ( 116,471)        | ( 88,470)        | ( 116,471)         | ( 88,470)        |
|                         | 9,043,604         | 5,664,457        | 9,026,911          | 5,664,457        |
| Prepaid expenses        | 136,030           | 115,719          | 132,450            | 112,271          |
| Withholding tax         | 1,994,938         | 1,496,097        | 1,815,379          | 1,400,666        |
| Other                   | <u>39,920</u>     | <u>45,228</u>    | <u>33,407</u>      | <u>34,881</u>    |
|                         | <u>11,214,492</u> | <u>7,321,501</u> | <u>11,008,147</u>  | <u>7,212,275</u> |

Receivables collectible within twelve months amounted to \$9,446,191,000 (2024 - \$5,858,512,000) for the group and \$9,436,097,000 (2024 - \$5,847,235,000) for the company.

**18. EARNINGS PER SHARE:**

Earnings per share is calculated by dividing the net profit attributable to ordinary shareholders by the weighted average number of ordinary shares in issue during the year excluding ordinary shares purchased by the company and held as treasury shares (Note 33).

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**18. EARNINGS PER SHARE (CONT'D):**

|                                                           | <u>2025</u> | <u>2024</u> |
|-----------------------------------------------------------|-------------|-------------|
| Net profit attributable to ordinary shareholders (\$'000) | 3,011,250   | 3,815,649   |
| Weighted average number of ordinary shares in issue       | 1,200,136   | 1,203,164   |
| Basic earnings per share (\$ per share)                   | <u>2.51</u> | <u>3.17</u> |

**19. LOANS RECEIVABLE:**

|                        | <u>The Group</u> |                   | <u>The Company</u> |                  |
|------------------------|------------------|-------------------|--------------------|------------------|
|                        | <u>2025</u>      | <u>2024</u>       | <u>2025</u>        | <u>2024</u>      |
|                        | <u>\$'000</u>    | <u>\$'000</u>     | <u>\$'000</u>      | <u>\$'000</u>    |
| Loans receivable       | 7,999,871        | 12,546,731        | 5,266,200          | 8,967,730        |
| Interest receivable    | <u>760,007</u>   | <u>1,028,199</u>  | <u>441,756</u>     | <u>715,258</u>   |
|                        | 8,759,878        | 13,574,930        | 5,707,956          | 9,682,988        |
| Expected credit losses | ( 174,923)       | ( 229,246)        | ( 172,323)         | ( 208,166)       |
|                        | <u>8,584,955</u> | <u>13,345,684</u> | <u>5,535,633</u>   | <u>9,474,822</u> |

Loans receivable comprise of secured and unsecured loans. Loans are secured against clients investment portfolio and property.

**20. RELATED PARTY TRANSACTIONS AND BALANCES:**

Related parties are identified below, as companies with which there are common directors and/or common shareholders, and key management personnel. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the group, including directors and officers and close members of the families of these individuals.

**BARITA INVESTMENTS LIMITED**  
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20. **RELATED PARTY TRANSACTIONS AND BALANCES (CONT'D):**

(a) The following transactions were carried out with related parties during the year:

|                                                        | <u>The Group</u> |                | <u>The Company</u> |                  |
|--------------------------------------------------------|------------------|----------------|--------------------|------------------|
|                                                        | <u>2025</u>      | <u>2024</u>    | <u>2025</u>        | <u>2024</u>      |
|                                                        | <u>\$'000</u>    | <u>\$'000</u>  | <u>\$'000</u>      | <u>\$'000</u>    |
| <b>Interest income on loans &amp; investments</b>      |                  |                |                    |                  |
| Ultimate parent company                                | 547,056          | 528,317        | 547,056            | 582,317          |
| Other related entities                                 | 260,997          | 142,253        | 260,997            | 142,253          |
| Directors and key management personnel                 | -                | 4,897          | -                  | 4,897            |
| Subsidiaries                                           | -                | -              | 1,438,582          | 1,367,917        |
|                                                        | <u>808,053</u>   | <u>675,467</u> | <u>2,246,635</u>   | <u>2,097,384</u> |
| <b>Other income</b>                                    |                  |                |                    |                  |
| Ultimate parent company                                | 402,241          | 317,930        | 402,241            | 317,930          |
| Subsidiaries                                           | -                | -              | 36,957             | 392,436          |
| Other related entities                                 | 140,681          | 66,148         | 140,681            | 66,148           |
|                                                        | <u>542,922</u>   | <u>384,078</u> | <u>579,879</u>     | <u>776,514</u>   |
| <b>Interest expense on repurchase agreements/loans</b> |                  |                |                    |                  |
| Ultimate parent company                                | 241,803          | 337,091        | 241,803            | 337,091          |
| Subsidiaries                                           | -                | -              | 580,284            | 770,308          |
| Other related entities                                 | 708,478          | 576,756        | 708,478            | 576,756          |
| Directors and key management personnel                 | 5,479            | 7,141          | 5,479              | 7,141            |
|                                                        | <u>955,760</u>   | <u>920,988</u> | <u>1,536,044</u>   | <u>1,691,296</u> |

**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

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20. RELATED PARTY TRANSACTIONS AND BALANCES (CONT'D):

(b) The balances at year end were as follows:

|                                                                | The Group         |                   | The Company       |                   |
|----------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
|                                                                | 2025              | 2024              | 2025              | 2024              |
|                                                                | \$'000            | \$'000            | \$'000            | \$'000            |
| <b>Asset balances</b>                                          |                   |                   |                   |                   |
| Loans - (included in loans receivable)                         |                   |                   |                   |                   |
| Directors/Key Management Personal                              | 80,728            | 54,753            | 80,728            | 54,753            |
| Investments - (included in investment securities)              |                   |                   |                   |                   |
| Ultimate parent company                                        | 7,634,694         | 7,267,541         | 7,634,694         | 7,267,541         |
| Other related entities                                         | 14,070,765        | 14,840,649        | 13,224,028        | 13,986,872        |
| Subsidiaries                                                   | -                 | -                 | 13,539,943        | 14,001,362        |
|                                                                | <u>21,705,459</u> | <u>22,108,190</u> | <u>34,398,665</u> | <u>35,255,775</u> |
| Due from related parties -                                     |                   |                   |                   |                   |
| Ultimate parent company                                        | 2,001,922         | 630,480           | 2,001,922         | 630,480           |
| Direct Parent                                                  | 42,880            | -                 | 42,880            | -                 |
| Subsidiaries                                                   | -                 | -                 | 19,770            | 110,005           |
| Directors/Key Management Personnel                             | 89                | -                 | 89                | 79                |
| Other related entities                                         | 195,354           | 769,639           | 84,168            | 665,601           |
|                                                                | <u>2,240,245</u>  | <u>1,400,119</u>  | <u>2,148,829</u>  | <u>1,406,165</u>  |
| <b>Liability balances</b>                                      |                   |                   |                   |                   |
| Repurchase agreements -                                        |                   |                   |                   |                   |
| (included in securities sold under repurchase agreements)      |                   |                   |                   |                   |
| Ultimate parent company                                        | 496,881           | 1,730,659         | 496,881           | 1,730,659         |
| Subsidiaries                                                   | -                 | -                 | 679,521           | 46,193            |
| Directors/Key Management Personnel                             | 154,853           | 134,722           | 154,833           | 134,722           |
| Other related entities                                         | 3,027,053         | 5,772,135         | 3,027,053         | 5,772,135         |
|                                                                | <u>3,678,787</u>  | <u>7,637,516</u>  | <u>4,358,288</u>  | <u>7,683,709</u>  |
| Secured investment notes (included in secured investment note) |                   |                   |                   |                   |
| Ultimate parent company                                        | 1,831,068         | 247,152           | 1,831,068         | 247,152           |
| Subsidiaries                                                   | -                 | -                 | 9,251,292         | 10,499,882        |
| Other related entities                                         | 409,115           | 3,060,508         | 409,115           | 3,060,508         |
|                                                                | <u>2,240,183</u>  | <u>3,307,660</u>  | <u>11,491,475</u> | <u>13,807,542</u> |
| Due to related parties -                                       |                   |                   |                   |                   |
| Subsidiaries                                                   | -                 | -                 | 368,299           | 30,026            |
| Other related entities                                         | 100,146           | 34,378            | 4,237             | 40,991            |
| Ultimate parent company                                        | 236,235           | 154,938           | 236,235           | 149,483           |
|                                                                | <u>336,381</u>    | <u>189,316</u>    | <u>608,771</u>    | <u>220,500</u>    |

All amounts recorded in receivables, payables and securities sold under repurchase agreements are due within twelve months.

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**20. RELATED PARTY TRANSACTIONS AND BALANCES (CONT'D):**

**(c) Key management compensation**

|                                                      | <b>The Group</b> |                | <b>The Company</b> |                |
|------------------------------------------------------|------------------|----------------|--------------------|----------------|
|                                                      | <b>2025</b>      | <b>2024</b>    | <b>2025</b>        | <b>2024</b>    |
|                                                      | <b>\$'000</b>    | <b>\$'000</b>  | <b>\$'000</b>      | <b>\$'000</b>  |
| Salaries                                             | 364,897          | 321,734        | 364,897            | 321,734        |
| Statutory deductions                                 | 37,187           | 29,692         | 37,187             | 29,692         |
| Pension                                              | 25,454           | 20,056         | 25,454             | 20,056         |
| Commission                                           | 28,232           | 8,616          | 28,232             | 8,616          |
| Shared based compensation                            | <u>14,552</u>    | <u>8,213</u>   | <u>14,552</u>      | <u>8,213</u>   |
|                                                      | <u>470,322</u>   | <u>388,311</u> | <u>470,322</u>     | <u>388,311</u> |
|                                                      |                  |                |                    |                |
|                                                      | <b>The Group</b> |                | <b>The Company</b> |                |
|                                                      | <b>2025</b>      | <b>2024</b>    | <b>2025</b>        | <b>2024</b>    |
|                                                      | <b>\$'000</b>    | <b>\$'000</b>  | <b>\$'000</b>      | <b>\$'000</b>  |
| Staff costs - Directors and key management personnel |                  |                |                    |                |
| Senior executives                                    | <u>470,322</u>   | <u>388,311</u> | <u>470,322</u>     | <u>388,311</u> |
| Administration and other expenses                    |                  |                |                    |                |
| Ultimate parent company                              | -                | 930,000        | -                  | 930,000        |
| Direct parent company                                | 930,000          | -              | 930,000            | -              |
| Directors' fees (Note 10)                            | <u>20,500</u>    | <u>19,959</u>  | <u>20,500</u>      | <u>19,959</u>  |
|                                                      | <u>950,500</u>   | <u>949,959</u> | <u>950,500</u>     | <u>949,959</u> |



## BARITA INVESTMENTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

30 SEPTEMBER 2025

## 21. PROPERTY, PLANT AND EQUIPMENT:

|                               | The Group                  |                                                  |                              |                                 |                          |                               | Total<br>\$'000  |
|-------------------------------|----------------------------|--------------------------------------------------|------------------------------|---------------------------------|--------------------------|-------------------------------|------------------|
|                               | Land & Buildings<br>\$'000 | Office Furniture, Machines & Equipment<br>\$'000 | Computer Equipment<br>\$'000 | Leasehold Improvement<br>\$'000 | Motor Vehicles<br>\$'000 | Working in Progress<br>\$'000 |                  |
| <b>At Cost or Valuation -</b> |                            |                                                  |                              |                                 |                          |                               |                  |
| 1 October 2023                | 422,000                    | 253,759                                          | 160,636                      | 438,199                         | 93,939                   | -                             | 1,368,533        |
| Additions                     | 14,583                     | 3,917                                            | 4,469                        | 16,224                          | -                        | 3,978                         | 43,171           |
| Disposal                      | -                          | (8,878)                                          | -                            | -                               | -                        | -                             | (8,878)          |
| 30 September 2024             | 436,583                    | 248,798                                          | 165,105                      | 454,423                         | 93,939                   | 3,978                         | 1,402,826        |
| Revaluation                   | 56,417                     | 2,084                                            | -                            | -                               | -                        | -                             | 58,501           |
| Additions                     | -                          | 14,861                                           | 44,123                       | 1,572                           | 26,275                   | -                             | 86,831           |
| Adjustment                    | -                          | 511                                              | -                            | -                               | -                        | -                             | 511              |
| Disposal                      | -                          | (207)                                            | (435)                        | -                               | -                        | (3,978)                       | (4,620)          |
| 30 September 2025             | <u>493,000</u>             | <u>266,047</u>                                   | <u>208,793</u>               | <u>455,995</u>                  | <u>120,214</u>           | <u>-</u>                      | <u>1,544,049</u> |
| <b>Depreciation -</b>         |                            |                                                  |                              |                                 |                          |                               |                  |
| 1 October 2023                | 49,881                     | 78,480                                           | 147,287                      | 101,518                         | 48,231                   | -                             | 425,397          |
| Charge for the year           | 7,683                      | 29,054                                           | 12,676                       | 77,855                          | 16,253                   | -                             | 143,521          |
| Disposal                      | -                          | (2,874)                                          | -                            | -                               | -                        | -                             | (2,874)          |
| 30 September 2024             | 57,564                     | 104,660                                          | 159,963                      | 179,373                         | 64,484                   | -                             | 566,044          |
| Charge for the year           | 8,675                      | 25,689                                           | 239                          | 39,249                          | 15,441                   | -                             | 89,293           |
| Adjustment                    | -                          | 242                                              | -                            | -                               | -                        | -                             | 242              |
| Disposal                      | -                          | (151)                                            | (180)                        | -                               | -                        | -                             | (331)            |
| 30 September 2025             | <u>66,239</u>              | <u>130,440</u>                                   | <u>160,022</u>               | <u>218,622</u>                  | <u>79,925</u>            | <u>-</u>                      | <u>655,248</u>   |
| <b>Net book value -</b>       |                            |                                                  |                              |                                 |                          |                               |                  |
| 30 September 2025             | <u>426,761</u>             | <u>135,607</u>                                   | <u>48,771</u>                | <u>237,373</u>                  | <u>40,289</u>            | <u>-</u>                      | <u>888,801</u>   |
| 30 September 2024             | <u>379,019</u>             | <u>144,138</u>                                   | <u>5,142</u>                 | <u>275,050</u>                  | <u>29,455</u>            | <u>3,978</u>                  | <u>836,782</u>   |

## BARITA INVESTMENTS LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

30 SEPTEMBER 2025

## 21. PROPERTY, PLANT AND EQUIPMENT (CONT'D):

|                               | The Company                |                                                  |                              |                                 |                          |                               | Total<br>\$'000  |
|-------------------------------|----------------------------|--------------------------------------------------|------------------------------|---------------------------------|--------------------------|-------------------------------|------------------|
|                               | Land & Buildings<br>\$'000 | Office Furniture, Machines & Equipment<br>\$'000 | Computer Equipment<br>\$'000 | Leasehold Improvement<br>\$'000 | Motor Vehicles<br>\$'000 | Working in Progress<br>\$'000 |                  |
| <b>At Cost or Valuation -</b> |                            |                                                  |                              |                                 |                          |                               |                  |
| 1 October 2023                | 422,000                    | 252,540                                          | 156,174                      | 438,199                         | 93,939                   | -                             | 1,362,852        |
| Additions                     | 14,583                     | 3,917                                            | 4,469                        | 16,224                          | -                        | 3,978                         | 43,171           |
| Disposal                      | -                          | (8,878)                                          | -                            | -                               | -                        | -                             | (8,878)          |
| 30 September 2024             | 436,583                    | 247,579                                          | 160,643                      | 454,423                         | 93,939                   | 3,978                         | 1,397,145        |
| Revaluation                   | 56,417                     | 2,084                                            | -                            | -                               | -                        | -                             | 58,501           |
| Additions                     | -                          | 14,861                                           | 44,123                       | 1,572                           | 26,275                   | -                             | 86,831           |
| Adjustment                    | -                          | 268                                              | -                            | -                               | -                        | -                             | 268              |
| Disposal                      | -                          | (207)                                            | (435)                        | -                               | -                        | (3,978)                       | (4,620)          |
| 30 September 2025             | <u>493,000</u>             | <u>264,585</u>                                   | <u>204,331</u>               | <u>455,995</u>                  | <u>120,214</u>           | <u>-</u>                      | <u>1,538,125</u> |
| <b>Depreciation -</b>         |                            |                                                  |                              |                                 |                          |                               |                  |
| 1 October 2023                | 49,881                     | 77,908                                           | 142,829                      | 101,518                         | 48,231                   | -                             | 420,367          |
| Charge for the year           | 7,683                      | 28,912                                           | 12,672                       | 77,855                          | 16,253                   | -                             | 143,375          |
| Disposal                      | -                          | (2,874)                                          | -                            | -                               | -                        | -                             | (2,874)          |
| 30 September 2024             | 57,564                     | 103,946                                          | 155,501                      | 179,373                         | 64,484                   | -                             | 560,868          |
| Charge for the year           | 8,675                      | 25,545                                           | 239                          | 39,249                          | 15,441                   | -                             | 89,149           |
| Disposal                      | -                          | (151)                                            | (180)                        | -                               | -                        | -                             | (331)            |
| 30 September 2025             | <u>66,239</u>              | <u>129,340</u>                                   | <u>155,560</u>               | <u>218,622</u>                  | <u>79,925</u>            | <u>-</u>                      | <u>649,686</u>   |
| <b>Net book value -</b>       |                            |                                                  |                              |                                 |                          |                               |                  |
| 30 September 2025             | <u>426,761</u>             | <u>135,245</u>                                   | <u>48,771</u>                | <u>237,373</u>                  | <u>40,289</u>            | <u>-</u>                      | <u>888,439</u>   |
| 30 September 2024             | <u>379,019</u>             | <u>143,633</u>                                   | <u>5,142</u>                 | <u>275,050</u>                  | <u>29,455</u>            | <u>3,978</u>                  | <u>836,277</u>   |

**BARITA INVESTMENTS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**30 SEPTEMBER 2025**

**21. PROPERTY, PLANT AND EQUIPMENT (CONT'D):**

The group's land and building were revalued as at 23 October 2024 by D C Tavares & Finson Realty Limited, professionally qualified property appraisers. The valuations were done on the basis of open market value.

The group also revalued its collection of paintings. The valuation was performed by Christopher K. Lawrence, a certified independent appraiser.

The items of property, plant and equipment that subsequent to initial recognition are measured at fair value, are grouped into Levels 1 to 3 based on the degree to which the fair value is observable. The levels are as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the assets or liability, either directly (that is prices) or indirectly (that is, derived from prices);
- Level 3 fair value measurements are those derived from inputs from the assets or liability that are not based on observation of market data (that is, unobservable inputs).

The items of property, plant and equipment of the group and the company shown at revalued amounts are included in Level 3. There were no transfers between levels for both years.

The historical cost of land and building is not available.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

**22. INTANGIBLE ASSETS:**

|                               | <u>The Group and Company</u>            |                                                          |                         |
|-------------------------------|-----------------------------------------|----------------------------------------------------------|-------------------------|
|                               | <u>Computer<br/>Software<br/>\$'000</u> | <u>Computer Software<br/>Work in progress<br/>\$'000</u> | <u>Total<br/>\$'000</u> |
| <b>At Cost or Valuation -</b> |                                         |                                                          |                         |
| 1 October 2023                | 178,259                                 | 10,426                                                   | 188,685                 |
| Additions                     | <u>-</u>                                | <u>387,007</u>                                           | <u>387,007</u>          |
| 30 September 2024             | 178,259                                 | 397,433                                                  | 575,692                 |
| Additions                     | <u>-</u>                                | <u>411,929</u>                                           | <u>411,929</u>          |
| 30 September 2025             | <u>178,259</u>                          | <u>809,362</u>                                           | <u>987,621</u>          |
| <b>Amortisation -</b>         |                                         |                                                          |                         |
| 1 October 2023                | 167,184                                 | -                                                        | 167,184                 |
| Charge for the year           | <u>6,415</u>                            | <u>-</u>                                                 | <u>6,415</u>            |
| 30 September 2024             | 173,599                                 | -                                                        | 173,599                 |
| Charge for the year           | <u>3,617</u>                            | <u>-</u>                                                 | <u>3,617</u>            |
| 30 September 2025             | <u>177,216</u>                          | <u>-</u>                                                 | <u>177,216</u>          |
| <b>Net book value -</b>       |                                         |                                                          |                         |
| 30 September 2025             | <u>1,043</u>                            | <u>809,362</u>                                           | <u>810,405</u>          |
| 30 September 2024             | <u>4,660</u>                            | <u>397,433</u>                                           | <u>402,093</u>          |

Software development costs were capitalized as it is expected that economic benefits attributable to the use of the software will flow to the group. The software is expected to replace the current investment management system used by the group.

Computer software work in progress represents cost incurred for the upgrade and migration of the telephone system from Avaya IP Office to Server Edition and the development costs related to the implementation of the OPIC system. These projects were not finalised at year end.

**23. INVESTMENT:**

This investment is in respect of the company's seat on the stock exchange and is carried at fair value. The seat has an indefinite useful life and was tested for impairment. The impairment test was done by comparing the recoverable amount to the carrying value.

The recoverable amount is based on the market value. The market value is based on the last sale price for a seat on the stock exchange. This would be classified as level 2 in the fair value hierarchy.

The carrying amount would have been \$2 if the asset was carried using the cost model.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**24. INVESTMENT PROPERTY:**

|                       | <u>The Group and Company</u> |                |
|-----------------------|------------------------------|----------------|
|                       | <u>2025</u>                  | <u>2024</u>    |
|                       | <u>\$'000</u>                | <u>\$'000</u>  |
| At beginning of year  | 230,000                      | 225,000        |
| Fair value adjustment | 25,200                       | 5,000          |
| Work in progress      | <u>9,298</u>                 | <u>5,857</u>   |
|                       | <u>264,498</u>               | <u>235,857</u> |

The Group's investment property was revalued 3 October 2025 by independent valuers Thomas, Forbes & Associates Limited, a licenced real estate dealer. The valuations were done on the basis of open market value.

No rental income from the investment property was recognized in the consolidated statement of comprehensive income. Work in progress including repairs and maintenance arising from investment property amounted to \$9,298 (2024 - \$5,857).

The fair value of the Group's and company's investment property is categorized as Level 3 in the fair value hierarchy.



**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**24. INVESTMENT PROPERTY (CONT'D):**

The technique used to determined the fair value of investment property is as follows:

| Valuation technique                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Significant unobservable inputs                                                                                                                                                                                                                                                                                                                                                                                  | Inter-relationship between key unobservable inputs and fair value measurement                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Market approach. This model takes into account:</p> <ul style="list-style-type: none"> <li>- The assumed intention to dispose of the property in an open market transaction.</li> <li>- The assumed sale would take place on the basis of a willing seller and willing buyer;</li> <li>- A reasonable period in which to negotiate a sale, taking into account the nature of the property and state of the market;</li> <li>- Values are expected to remain stable throughout that period of market exposure and disposal (hypothetical); and</li> <li>- The property will be freely exposed to the market.</li> </ul> | <ul style="list-style-type: none"> <li>- Judgment about whether the property can be sold, exchanged transferred, let mortgaged or used for any other economic activity, within its use class.</li> <li>- The strength of demand for the property, given its condition, location and range of potential uses.</li> <li>- The potential rental value of the property in the current investment climate.</li> </ul> | <p>The estimated fair value would increase/(decrease) if:</p> <ul style="list-style-type: none"> <li>- The strength of the demand is greater/(less) than judged.</li> <li>- The potential rental income from the property is greater/(less) than judged.</li> </ul> |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**30 SEPTEMBER 2025**

**25. RIGHT-OF-USE ASSETS:**

(a) Right-of-use assets:

|                      | <u>The Group and Company</u> |
|----------------------|------------------------------|
|                      | <u>\$'000</u>                |
| 1 October 2023       | 252,274                      |
| Lease modification   | 17,865                       |
| Current amortisation | ( 53,221)                    |
| 30 September 2024    | 216,918                      |
| Lease modification   | 4,119                        |
| Current amortisation | ( 44,711)                    |
| Lease termination    | ( 34,076)                    |
| 30 September 2025    | <u>142,250</u>               |

(b) Lease liability:

|                                       | <u>The Group and Company</u> |
|---------------------------------------|------------------------------|
|                                       | <u>\$'000</u>                |
| 1 October 2023                        | 308,395                      |
| Lease modification                    | 18,032                       |
| Interest expense on lease obligations | 19,285                       |
| Lease obligation                      | ( 80,175)                    |
| 30 September 2024                     | 265,537                      |
| Lease modification                    | 4,429                        |
| Interest expense on lease obligations | 19,853                       |
| Lease obligation                      | ( 68,552)                    |
| Lease termination                     | ( 32,747)                    |
| 30 September 2025                     | <u>188,520</u>               |

The properties leased by the Group are the 1<sup>st</sup>, 7<sup>th</sup>, 8<sup>th</sup> and part of the 10<sup>th</sup> floor of the PanJam building located at 60 Knutsford Boulevard Kingston, St. Andrew, Lot #57 and Lot #3 Fairview Shopping Center Montego Bay, St James Strata Lot #2 Manchester Shopping Centre, Mandeville, Manchester and Lot 16 West Trade Way, Portmore St. Catherine. During the year, the company terminated the lease for Lot 16 West Trade Way, Portmore, St. Catherine.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**26. INVESTMENT IN SUBSIDIARIES:**

The balance represents the company's investments in subsidiaries. The balance at year end comprises:-

|                                        | <u>The Company</u> |                  |
|----------------------------------------|--------------------|------------------|
|                                        | <u>2025</u>        | <u>2024</u>      |
|                                        | <u>\$'000</u>      | <u>\$'000</u>    |
| Barita Unit Trusts Management Limited  | 2,085,700          | 2,085,700        |
| Cornerstone Group Employee Share Trust | <u>1,297,204</u>   | <u>1,336,164</u> |
|                                        | <u>3,382,904</u>   | <u>3,421,864</u> |

On 28 September 2021, Barita Investments Limited established the Cornerstone Group Employee Share Trust in an effort to facilitate its Employee Share Option Plan. Shares held by the trust are treated as an investment in subsidiary within the company's financial statements. The assets and liabilities of the trust are consolidated in the Company's financial statements as if they were assets and liabilities of the Company. As at year end, the trust held no other assets other than the shares contributed by Barita Investments Limited, which represented 14,135,242 units and \$1,336,164,000 in value.

On 31 August 2023 via round robin, directors of the company approve an additional investment in subsidiary Barita Unit Trusts Management Company Limited of two billion dollars (\$2,000,000,000). This investment is represented by exchange of a further one million paid up ordinary shares at a share price of \$2.

**27. INVESTMENT IN ASSOCIATE:**

On 23 February 2021, Barita Investments Limited acquired a 20% shareholding in Derrimon Trading Company Limited amounting to a total of 906,950,275 units.

The principal activities of the company include the wholesale and bulk distribution of household and food items through the operation of a chain of outlets and supermarkets.

The results of the associate are determined by prorating the results for the audited year ended 31 December as well as the nine months period covered by management accounts as at 30 September to ensure that a year's result is accounted for.

The balance represents the company's investments in associates (note 3(c)). The balance at year end comprises:-

|                        | <u>2025</u>       | <u>2024</u>      |
|------------------------|-------------------|------------------|
|                        | <u>\$'000</u>     | <u>\$'000</u>    |
| Opening balance        | 2,305,801         | 2,281,723        |
| Share of (loss)/profit | <u>( 113,707)</u> | <u>24,078</u>    |
|                        | <u>2,192,094</u>  | <u>2,305,801</u> |

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**27. INVESTMENT IN ASSOCIATE (CONT'D):**

The assets, liabilities, revenue and results of associate for the 12 month period ended 30 June are summarized as follows:-

|                         | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
|-------------------------|------------------------------|------------------------------|
| Current assets          | 9,356,880                    | 9,129,867                    |
| Non-current assets      | 9,105,631                    | 8,842,698                    |
| Current liabilities     | ( 7,649,522)                 | ( 4,260,009)                 |
| Non-current liabilities | ( 4,632,725)                 | ( 6,846,695)                 |
| Revenue                 | <u>15,322,771</u>            | <u>16,967,918</u>            |
| Net (Loss)/Profit       | ( 258,646)                   | <u>118,839</u>               |

The carrying values of investment in associate and the values indicated by prices quoted on the JSE ("JSE Indicative Value") as at 30 September 2025 are as follows:

|                          | Number of<br>Shares held | Carrying<br>Value<br><u>\$'000</u> | JSE Indicative<br>Value<br><u>\$'000</u> |
|--------------------------|--------------------------|------------------------------------|------------------------------------------|
| Derrimon Trading Limited | <u>918,510,927</u>       | <u>2,192,094</u>                   | <u>1,735,985</u>                         |

**28. SECURED INVESTMENT NOTES:**

|                    | <u>The Group</u>             |                              | <u>The Company</u>           |                              |
|--------------------|------------------------------|------------------------------|------------------------------|------------------------------|
|                    | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
| Secured loan notes | <u>-</u>                     | <u>2,516,170</u>             | <u>-</u>                     | <u>13,056,218</u>            |

The secured loan notes represent short term loan obligations at interest rates between 3.5% - 8.45% and are repayable upon maturity. The maturity dates for the loans ranged from October 2024 to January 2025.

**BARITA INVESTMENTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**29. SECURITIES SOLD UNDER REPURCHASE AGREEMENTS:**

|                                      | <u>The Group</u>  |                   | <u>The Company</u> |                   |
|--------------------------------------|-------------------|-------------------|--------------------|-------------------|
|                                      | <u>2025</u>       | <u>2024</u>       | <u>2025</u>        | <u>2024</u>       |
|                                      | <u>\$'000</u>     | <u>\$'000</u>     | <u>\$'000</u>      | <u>\$'000</u>     |
| Denominated in Jamaican Dollars      | 65,637,354        | 25,788,469        | 66,317,600         | 25,834,648        |
| Denominated in United States Dollars | <u>24,860,276</u> | <u>58,543,791</u> | <u>24,860,276</u>  | <u>58,543,791</u> |
|                                      | <u>90,497,630</u> | <u>84,332,260</u> | <u>91,177,876</u>  | <u>84,378,439</u> |

Repurchase agreements are collateralized by certain securities and other instruments held by the group with a carrying value of \$99,947,627,000 (2024: \$83,717,008,000) (Note 14).

**30. OTHER DEBT FACILITIES:**

|                                         | <u>The Group</u>  |                   | <u>The Company</u> |                   |
|-----------------------------------------|-------------------|-------------------|--------------------|-------------------|
|                                         | <u>2025</u>       | <u>2024</u>       | <u>2025</u>        | <u>2024</u>       |
|                                         | <u>\$'000</u>     | <u>\$'000</u>     | <u>\$'000</u>      | <u>\$'000</u>     |
| (a) Secured fixed rate bond             | 1,507,450         | 1,507,450         | 1,507,450          | 1,507,450         |
| (b) Unsecured fixed rate bonds          | 10,473,749        | 2,315,925         | 10,248,808         | 2,298,925         |
| (c) Loan due to specialized institution | 4,077,425         | 1,771,033         | 4,077,425          | 1,771,033         |
| (d) Margin loan facility                | 729,443           | 8,324,741         | 729,443            | 8,324,741         |
| (e) Secured facility                    | -                 | -                 | <u>9,251,292</u>   | -                 |
|                                         | <u>16,788,067</u> | <u>13,919,149</u> | <u>25,814,418</u>  | <u>13,902,149</u> |
| Debt issuance cost                      | ( 151,717)        | ( 6,360)          | ( 151,718)         | ( 6,360)          |
| Interest payable                        | <u>117,554</u>    | <u>40,768</u>     | <u>108,283</u>     | <u>40,410</u>     |
|                                         | <u>16,753,904</u> | <u>13,953,557</u> | <u>25,770,983</u>  | <u>13,936,199</u> |

(a) The secured bond of \$1.507 billion was issued on 28 February 2024. Interest rate ranges from 9% to 10.75%. The bond was issued for:

- (i) Growth and diversification,
- (ii) Liquidity support,
- (iii) Investment banking underwriting,
- (iv) Foreign exchange management and
- (v) Acquisition of loan portfolio by subsidiary, Barita Unit Trust Management Company Limited which will be extended and administered by Barita Investments Limited.

The bond is secured by:

- (i) Ordinary shares held by Barita Investments Limited in publicly listed companies.
- (ii) Jamaica Central Securities Depository (JCSD) pledge over the ordinary shares referred to above.



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**30. OTHER DEBT FACILITIES (CONT'D):**

- (b) The unsecured bonds of \$10.25 billion comprises of \$2.3 billion issued on 28 August 2023 in three tranches and \$7.94 billion issued in seven tranches on 3 June 2025:

| <u>Type of Bond</u> | <u>Amount</u>    |                      | <u>Interest rate</u><br>% | <u>Maturity Date</u> |
|---------------------|------------------|----------------------|---------------------------|----------------------|
|                     | <u>\$USD</u>     | <u>\$JMD</u>         |                           |                      |
| (i) Unsecured bond  | -                | 798,600,000          | 11.25                     | 28 February 2028     |
| (ii) Unsecured bond | 2,239,183        | 358,787,046          | 7.75                      | 28 February 2026     |
| (iv) Unsecured bond | -                | 1,146,950,000        | 11.75                     | 28 February 2026     |
| Total               | <u>2,239,183</u> | <u>2,304,337,046</u> |                           |                      |

| <u>Type of Bond</u>  | <u>Amount</u>     |                      | <u>Interest rate</u><br>% | <u>Maturity Date</u> |
|----------------------|-------------------|----------------------|---------------------------|----------------------|
|                      | <u>\$USD</u>      | <u>\$JMD</u>         |                           |                      |
| (i) Unsecured bond   | 10,221,705        | 1,637,836,058        | 7.00                      | 3 June 2029          |
| (ii) Unsecured bond  | 9,778,295         | 1,566,787,942        | 7.50                      | 3 June 2028          |
| (iii) Unsecured bond | -                 | 1,364,106,000        | 9.75                      | 3 June 2027          |
| (iv) Unsecured bond  | -                 | 2,104,521,000        | 10.00                     | 3 June 2028          |
| (v) Unsecured bond   | -                 | 695,083,000          | 10.50                     | 3 June 2030          |
| (vi) Unsecured bond  | -                 | 296,838,000          | 10.75                     | 3 June 2032          |
| (vii) Unsecured bond | -                 | 279,299,000          | 10.90                     | 3 June 2035          |
| Total                | <u>20,000,000</u> | <u>7,944,471,000</u> |                           |                      |

- (c) These loans are specialized and corporate loans with interest rate ranging from 7.25% to 12%.
- (d) This loan facility represents USD margin loan at an interest rate of Fed + 1% and is subject to no specific terms of repayment.
- (e) The secured loan facilities represent short term loan obligations at interest rates between 3.5% - 8.45% and are repayable upon maturity. The maturity dates for the loans ranged from October 2025 to March 2026.

**31. PAYABLES:**

|                       | <u>The Group</u>             |                              | <u>The Company</u>           |                              |
|-----------------------|------------------------------|------------------------------|------------------------------|------------------------------|
|                       | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
| Client funds          | 1,868,235                    | 2,044,738                    | 1,891,233                    | 1,998,287                    |
| Statutory liabilities | 36,846                       | 34,667                       | 35,350                       | 32,693                       |
| Dividend payable      | 2,999,991                    | 2,498,504                    | 2,999,991                    | 2,498,504                    |
| Other                 | <u>701,797</u>               | <u>669,507</u>               | <u>660,130</u>               | <u>616,449</u>               |
|                       | <u>5,606,869</u>             | <u>5,247,416</u>             | <u>5,586,704</u>             | <u>5,145,933</u>             |

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**32. DEFERRED TAXATION:**

Deferred income taxes are calculated on all temporary differences under the liability method using a principal tax rate of 33 1/3%.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities. The amounts determined after appropriate offsetting are as follows:

|                          | <u>The Group</u> |                | <u>The Company</u> |                |
|--------------------------|------------------|----------------|--------------------|----------------|
|                          | <u>2025</u>      | <u>2024</u>    | <u>2025</u>        | <u>2024</u>    |
|                          | <u>\$'000</u>    | <u>\$'000</u>  | <u>\$'000</u>      | <u>\$'000</u>  |
| Deferred tax liabilities | <u>1,109,899</u> | <u>494,285</u> | <u>1,224,805</u>   | <u>492,630</u> |

The movement in deferred tax assets and liabilities during the period is as follows:

|                                                 | <u>The Group</u> |                | <u>The Company</u> |                |
|-------------------------------------------------|------------------|----------------|--------------------|----------------|
|                                                 | <u>2025</u>      | <u>2024</u>    | <u>2025</u>        | <u>2024</u>    |
|                                                 | <u>\$'000</u>    | <u>\$'000</u>  | <u>\$'000</u>      | <u>\$'000</u>  |
| Net (assets)/liabilities at beginning of year   | 494,285          | ( 687,797)     | 492,630            | ( 697,249)     |
| Charged to profit or loss (Note 11)             | 779,723          | 1,109,301      | 883,874            | 1,045,720      |
| Charged to other comprehensive income (Note 11) | ( 163,151)       | 113,532        | ( 151,740)         | 144,159        |
| Adjustment to deferred tax                      | ( 958)           | ( 40,751)      | 41                 | -              |
| Net assets at end of year                       | <u>1,109,899</u> | <u>494,285</u> | <u>1,224,805</u>   | <u>492,630</u> |

The movement in deferred tax assets and liabilities (prior to offsetting of balances within the same tax jurisdiction) during the period is as follows:

|                                       | <u>The Group</u>                |                            |                      |                              |                        |                  |
|---------------------------------------|---------------------------------|----------------------------|----------------------|------------------------------|------------------------|------------------|
|                                       | <u>Accelerated depreciation</u> | <u>Interest receivable</u> | <u>Exchange gain</u> | <u>Investment securities</u> | <u>Lease liability</u> | <u>Total</u>     |
|                                       | <u>\$'000</u>                   | <u>\$'000</u>              | <u>\$'000</u>        | <u>\$'000</u>                | <u>\$'000</u>          | <u>\$'000</u>    |
| <b>Deferred tax liabilities</b>       |                                 |                            |                      |                              |                        |                  |
| 1 October 2023                        | -                               | 563,279                    | 237,583              | 2,302,394                    | 84,091                 | 3,187,347        |
| Charged to profit or loss             | (24,669)                        | 513,231                    | 125,817              | 1,125,909                    | (11,785)               | 1,728,503        |
| Charged to other comprehensive income | -                               | -                          | -                    | 1,295,339                    | -                      | 1,295,339        |
| 30 September 2024                     | (24,669)                        | 1,076,510                  | 363,400              | 4,723,642                    | 72,306                 | 6,211,189        |
| Charged to profit or loss             | 24,669                          | 372,511                    | (107,476)            | 244,402                      | (24,889)               | 509,217          |
| Charged to other comprehensive income | -                               | -                          | -                    | 1,590,402                    | -                      | 1,590,402        |
| 30 September 2025                     | <u>-</u>                        | <u>1,449,021</u>           | <u>255,924</u>       | <u>6,558,446</u>             | <u>47,417</u>          | <u>8,310,808</u> |

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**32. DEFERRED TAXATION (CONT'D):**

|                                          | The Group                             |                           |                               |                                    |                               |                           |                         | Total<br>\$'000  |
|------------------------------------------|---------------------------------------|---------------------------|-------------------------------|------------------------------------|-------------------------------|---------------------------|-------------------------|------------------|
|                                          | Accelerated<br>depreciation<br>\$'000 | Stock<br>option<br>\$'000 | Accrued<br>vacation<br>\$'000 | Investment<br>securities<br>\$'000 | Interest<br>payable<br>\$'000 | Right<br>of use<br>\$'000 | Tax<br>losses<br>\$'000 |                  |
| <b>Deferred tax assets</b>               |                                       |                           |                               |                                    |                               |                           |                         |                  |
| 1 October 2023                           | 61,698                                | 6,946                     | 19,317                        | 3,084,501                          | 417,534                       | 102,798                   | 182,350                 | 3,875,144        |
| Charged to<br>profit or loss             | -                                     | 840                       | 3,489                         | 234,804                            | 9,929                         | (14,286)                  | 735,187                 | 969,963          |
| Charged to other<br>comprehensive income | -                                     | -                         | -                             | 1,151,180                          | -                             | -                         | -                       | 1,151,180        |
| 30 September 2024                        | 61,698                                | 7,786                     | 22,806                        | 4,470,485                          | 427,463                       | 88,512                    | 917,537                 | 5,996,287        |
| Charged to<br>profit or loss             | 5,816                                 | 1,728                     | 7,172                         | (125,192)                          | 102,033                       | (25,672)                  | (475,854)               | (509,969)        |
| Charged to other<br>comprehensive income | -                                     | -                         | -                             | 1,714,591                          | -                             | -                         | -                       | 1,714,591        |
| 30 September 2025                        | <u>67,514</u>                         | <u>9,514</u>              | <u>29,978</u>                 | <u>6,059,884</u>                   | <u>529,496</u>                | <u>62,840</u>             | <u>441,683</u>          | <u>7,200,909</u> |

|                                          | The Company                           |                                  |                            |                                    |                              | Total<br>\$'000  |
|------------------------------------------|---------------------------------------|----------------------------------|----------------------------|------------------------------------|------------------------------|------------------|
|                                          | Accelerated<br>Depreciation<br>\$'000 | Interest<br>receivable<br>\$'000 | Exchange<br>gain<br>\$'000 | Investment<br>securities<br>\$'000 | Lease<br>liability<br>\$'000 |                  |
| <b>Deferred tax liabilities</b>          |                                       |                                  |                            |                                    |                              |                  |
| 1 October 2023                           | -                                     | 544,558                          | 165,818                    | 2,310,328                          | 84,091                       | 3,104,795        |
| Charged/(credited) to<br>profit or loss  | (24,718)                              | 674,753                          | 114,606                    | 1,387,630                          | (11,785)                     | 2,140,486        |
| Charged to other<br>comprehensive income | -                                     | -                                | -                          | 1,295,339                          | -                            | 1,295,339        |
| 30 September 2024                        | (24,718)                              | 1,219,311                        | 280,424                    | 4,993,297                          | 72,306                       | 6,540,620        |
| Charged/(credited) to<br>profit or loss  | 24,718                                | 102,175                          | (35,159)                   | 246,420                            | (24,889)                     | 313,265          |
| Charged to other<br>comprehensive income | <u>22,832</u>                         | -                                | -                          | <u>1,539,457</u>                   | -                            | <u>1,562,289</u> |
| 30 September 2025                        | <u>22,832</u>                         | <u>1,321,486</u>                 | <u>245,265</u>             | <u>6,779,174</u>                   | <u>47,417</u>                | <u>8,416,174</u> |

**BARITA INVESTMENTS LIMITED**  
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32. DEFERRED TAXATION (CONT'D):

|                                       | <u>The Company</u> |              |               |                  |                |               |                |                  |
|---------------------------------------|--------------------|--------------|---------------|------------------|----------------|---------------|----------------|------------------|
|                                       | Accelerated        | Stock        | Accrued       | Investment       | Interest       | Right         | Tax            | Total            |
|                                       | Depreciation       | option       | vacation      | securities       | payable        | of use        | losses         |                  |
|                                       | \$'000             | \$'000       | \$'000        | \$'000           | \$'000         | \$'000        | \$'000         | \$'000           |
| <b>Deferred tax assets</b>            |                    |              |               |                  |                |               |                |                  |
| 1 October 2023                        | 42,085             | 6,946        | 19,317        | 3,031,014        | 417,534        | 102,798       | 182,350        | 3,802,044        |
| (Credited)/charged to profit or loss  | -                  | 1,760        | 3,489         | 234,804          | 133,812        | (14,286)      | 735,187        | 1,094,766        |
| Charged to other comprehensive income | -                  | -            | -             | 1,151,180        | -              | -             | -              | 1,151,180        |
| 30 September 2024                     | 42,085             | 8,706        | 22,806        | 4,416,998        | 551,346        | 88,512        | 917,537        | 6,047,990        |
| (Credited)/charged to profit or loss  | 25,551             | (1,539)      | 6,248         | 99,915           | (199,298)      | (25,672)      | (475,854)      | (570,649)        |
| Charged to other comprehensive income | -                  | -            | -             | 1,714,028        | -              | -             | -              | 1,714,028        |
| 30 September 2025                     | <u>67,636</u>      | <u>7,167</u> | <u>29,054</u> | <u>6,230,941</u> | <u>352,048</u> | <u>62,840</u> | <u>441,683</u> | <u>7,191,369</u> |

The amounts shown in the statement of financial position include the following to be settled or recovered after more than 12 months:

|                          | <u>The Group</u>             |                              | <u>The Company</u>           |                              |
|--------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
|                          | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> | <u>2025</u><br><u>\$'000</u> | <u>2024</u><br><u>\$'000</u> |
| Deferred tax liabilities | 8,310,808                    | 6,211,189                    | 8,416,174                    | 6,540,620                    |
| Deferred tax assets      | <u>(7,200,909)</u>           | <u>(5,716,904)</u>           | <u>(7,191,369)</u>           | <u>(6,047,990)</u>           |

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**33. SHARE CAPITAL AND TREASURY SHARES:**

|                                  | <u>The Group</u>  |                   | <u>The Company</u> |                   |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|
|                                  | <u>2025</u>       | <u>2024</u>       | <u>2025</u>        | <u>2024</u>       |
|                                  | <u>\$'000</u>     | <u>\$'000</u>     | <u>\$'000</u>      | <u>\$'000</u>     |
| Authorised:                      |                   |                   |                    |                   |
| Ordinary shares 14,000,000,000   |                   |                   |                    |                   |
| Preference 1,000,000,000         |                   |                   |                    |                   |
| Issued and fully paid            |                   |                   |                    |                   |
| Ordinary stock units             |                   |                   |                    |                   |
| 1,220,388,243                    | 33,668,223        | 33,668,224        | 33,668,224         | 33,668,224        |
| Non-redeemable preference shares | 1,000,000         | 1,000,000         | 1,000,000          | 1,000,000         |
| Treasury shares                  |                   |                   |                    |                   |
| 20,065,291 (2024 - 20,409,672)   | ( 1,799,151)      | ( 1,838,114)      | -                  | -                 |
|                                  | <u>32,869,072</u> | <u>32,830,110</u> | <u>34,668,224</u>  | <u>34,668,224</u> |

**Share capital and treasury shares**

- (a) On 3 August 2021, the Board of Directors passed a resolution for the issue of shares through an additional public offer thereby approving the issue up to 160,000,000 ordinary shares at a price of \$80 per unit. The total shares issued under the additional public offer amounted to 134,785,150 units.
- (a) Treasury shares represents ordinary shares held by Barita Unit Trusts Management Company Limited of 6,274,458 and Cornerstone Group Employee Trust (CGET) of 14,135,242 at year end.
- (b) 100,000,000 preference shares at 4% per annum were issued at a price of \$10.00 per share.
- (i) The holders of these shares will not have the right to vote at any general meeting of the company.
- (ii) In the event of any liquidation, dissolution or winding up of the issuer, the preference shareholders are entitled to receive settlement in preference to ordinary shareholders.



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**34. CAPITAL RESERVE:**

|                                                    | <u>The Group</u> |                | <u>The Company</u> |                |
|----------------------------------------------------|------------------|----------------|--------------------|----------------|
|                                                    | <u>2025</u>      | <u>2024</u>    | <u>2025</u>        | <u>2024</u>    |
|                                                    | <u>\$'000</u>    | <u>\$'000</u>  | <u>\$'000</u>      | <u>\$'000</u>  |
| Balance at beginning of the year                   | 175,988          | 175,988        | 237,843            | 237,843        |
| Revaluation gains on property, plant and equipment | <u>45,663</u>    | <u>-</u>       | <u>45,663</u>      | <u>-</u>       |
|                                                    | <u>221,651</u>   | <u>175,988</u> | <u>283,506</u>     | <u>237,843</u> |

The consolidated revaluation reserve represents unrealized surplus on the revaluation of property, plant and equipment less consolidation adjustments to account for the acquisition of Barita Unit Trusts Management Company Limited in the Group financial statements.

**35. FAIR VALUE RESERVE:**

This represents the unrealized surplus or deficit on the revaluation of investment securities at FVOCI and stock exchange seat. The investments are not impaired and the recorded deficit is based on short term fluctuations in market prices.

**36. STOCK OPTION RESERVE:**

(a) Stock option description and movements:

On 24 January 2021, the company obtained approval from the Board of Directors through a resolution to establish the Employee Stock Ownership Plan for all eligible employees of the Cornerstone Group comprising 6 million ordinary shares. Under the terms of the plan eligible employees will be granted the right to participate by purchasing the company's shares at a discount. Further to this, approval from the Board of Directors was granted on 28 September 2021 for the commencement of the Cornerstone Group Employee Trust by contributing 10 million shares to be held in the trust in accordance with the Trust Deed and the Plan Rules.

In September 2022, an additional 10 million units of shares were purchased for the Cornerstone Group Employee Trust (CGET). Under the rules of the stock option plan, the following allocations were made:

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**36. STOCK OPTION RESERVE (CONT'D):**

(a) Stock option description and movements (cont'd):

|                                 | <u>The Group</u>     |                | <u>The Company</u>   |                |
|---------------------------------|----------------------|----------------|----------------------|----------------|
|                                 | <u>No. of shares</u> |                | <u>No. of shares</u> |                |
|                                 | <u>2025</u>          | <u>2024</u>    | <u>2025</u>          | <u>2024</u>    |
|                                 | <u>'000</u>          | <u>'000</u>    | <u>'000</u>          | <u>'000</u>    |
| At 1 October                    | 1,061                | 1,255          | 961                  | 1,139          |
| Options granted during the year | <u>110</u>           | <u>742</u>     | <u>110</u>           | <u>742</u>     |
| At 30 September                 | 1,171                | 1,997          | 1,071                | 1,881          |
| Forfeiture                      | ( <u>124</u> )       | ( <u>936</u> ) | ( <u>124</u> )       | ( <u>920</u> ) |
| Balance at 30 September         | <u>1,047</u>         | <u>1,061</u>   | <u>947</u>           | <u>961</u>     |

The options granted are exercisable over a period of three years beginning upon vesting, at the end of which time unexercised options will expire. The total grant of each employee will be fully vested on the third anniversary of the grant date. The plan provides for equitable adjustment of the allocated number of shares by reason of stock splits, combinations or exchanges of shares, stock dividends and reclassifications or other similar corporate changes.

(b) Fair value of options granted:

The fair value of options granted determined using the Black-Scholes-Merton valuation model was \$45,001,531 (2024 - \$23,090,000) for the group and \$37,103,531 (2024 - \$23,090,000) for the company. The significant inputs into the model were the share price at the grant date, exercise price the risk-free interest rate share price volatility factor expected dividends and the option life of four (4) years. It is expected that these options will be exercised within three (3) years.

|                         | <u>2025</u> | <u>2024</u> |
|-------------------------|-------------|-------------|
| Share price             | 70.63/73.38 | 70.63/73.38 |
| Exercise price          | Nil/52      | Nil/52      |
| Risk free interest rate | 5.89        | 5.89        |
| Volatility factor       | 29.84/43.25 | 43.33/44.25 |
| Expected dividend       | 3.14        | 3.14        |

**BARITA INVESTMENTS LIMITED**  
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36. **STOCK OPTION RESERVE (CONT'D):**

(c) Movement on share option reserve:

|                                                  | <u>The Group</u>   |               | <u>The Company</u> |               |
|--------------------------------------------------|--------------------|---------------|--------------------|---------------|
|                                                  | <u>2025</u>        | <u>2024</u>   | <u>2025</u>        | <u>2024</u>   |
|                                                  | <u>\$'000</u>      | <u>\$'000</u> | <u>\$'000</u>      | <u>\$'000</u> |
| At 1 October                                     | 30,340             | 22,300        | 26,117             | 20,837        |
| Fair value of options recognised during the year | <u>4,150</u>       | <u>8,040</u>  | <u>1,335</u>       | <u>5,280</u>  |
| Fair value of options exercised                  | 34,490<br>( 5,949) | 30,340<br>-   | 27,452<br>( 5,949) | 26,117<br>-   |
| At 30 September                                  | <u>28,541</u>      | <u>30,340</u> | <u>21,503</u>      | <u>26,117</u> |

37. **CAPITAL REDEMPTION RESERVE:**

This reserve arise on the redemption of preference shares during the 2014 financial year.

38. **DIVIDENDS:**

|                                         | <u>2025</u>      | <u>2024</u>      |
|-----------------------------------------|------------------|------------------|
|                                         | <u>\$'000</u>    | <u>\$'000</u>    |
| Distribution to ordinary stockholders:  |                  |                  |
| \$1.634 per stock unit - paid           | -                | 1,994,114        |
| \$1.967 per stock unit - proposed       | -                | 2,400,504        |
| \$2.398 per stock unit proposed         | <u>2,926,491</u> | <u>-</u>         |
|                                         | <u>2,926,491</u> | <u>4,394,618</u> |
| Distribution to preference stockholder: |                  |                  |
| \$0.98 per stock unit - paid            | -                | 98,000           |
| \$0.98 per stock unit - proposed        | -                | 98,000           |
| \$0.735 per stock unit - proposed       | <u>73,500</u>    | <u>-</u>         |
|                                         | <u>73,500</u>    | <u>196,000</u>   |
|                                         | <u>2,999,991</u> | <u>4,590,618</u> |

**BARITA INVESTMENTS LIMITED**  
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**39. MANAGED FUNDS:**

The group acts as agent and earns fees for managing clients' and investment funds on a non-recourse basis under management agreements. This includes unit trusts, pension scheme assets and structured entities. Except where the group holds units or provides financing, it has no legal or equitable interest in the securities underlying the investment of these managed funds. Accordingly, these securities are not consolidated in the statement of financial position.

As at 30 September 2025, the group's on and off-balance sheet financial assets under management amounted to \$441,754,188,000 (2024: \$404,895,121,000). The group's financial statements include net assets of \$31,912,817,000 (2024: \$25,229,602,000) relating to the managed funds.

**40. SUBSEQUENT EVENT:**

**(a) Impact of Hurricane Melissa -**

On 28 October 2025, Hurricane Melissa made landfall in Jamaica as a Category 5 system. The western region of the island, particularly St. Elizabeth, Westmoreland, and Hanover, experienced catastrophic damage to both infrastructure and property. The hurricane's impact has been widespread, significantly affecting key economic sectors such as agriculture and tourism.

In conjunction with the Cornerstone Group, the Group is currently evaluating the financial impact of the hurricane on its operations. In particular, following IFRS 9's guidance on expected credit losses, the Group is assessing the loan portfolio to identify any potential increase in expected credit losses due to the economic disruption faced by borrowers. Although a comprehensive determination of the effect is pending the completion of the assessment, the Group's initial analysis suggests only a minor impact concerning potential credit impairment and payment deferrals.

**(b) Acquisition of JN Managers Limited -**

On 24 December 2025, the Group obtained formal no-objection from the Financial Services Commission (FSC) to proceed with the acquisition of 100% of the issued share capital of JN Fund Managers Limited ("JNFM"). Following regulatory approval, management completed the transaction's settlement arrangements, and the acquisition has an effective date of 19 January 2026. The acquisition is anticipated to enhance the Group's offerings to clients and reinforce its position within the financial services sector.

Management has assessed the acquisition in accordance with IAS 10 - Events After the Reporting Period and concluded that it constitutes a non-adjusting subsequent event, as the circumstances leading to the business combination occurred after the reporting date. Consequently, no adjustments have been made to the financial statements regarding this transaction. Recognition of the acquisition will be reflected in the reporting period in which completion occurs, in line with IFRS 3 - Business Combinations.

## DISCLOSURE OF **SHAREHOLDINGS**



# BARITA INVESTMENTS LIMITED

## Shareholdings of the Ten Largest Ordinary Shareholders as at September 30, 2025

| SHAREHOLDERS                                  | TOTAL       | PERCENTAGE |
|-----------------------------------------------|-------------|------------|
| BARITA FINANCIAL GROUP LIMITED                | 876,294,097 | 71.8045%   |
| FIRST CITIZENS INVESTMENT SERVICES LIMITED    | 90,395,154  | 7.4071%    |
| NATIONAL INSURANCE FUND                       | 58,991,553  | 4.8338%    |
| RITA HUMPHRIES-LEWIN                          | 26,319,240  | 2.1566%    |
| CUMAX WEALTH MANAGEMENT LIMITED               | 17,088,370  | 1.4002%    |
| TWEEDSIDE HOLDINGS LIMITED                    | 14,073,348  | 1.1532%    |
| CORNERSTONE GROUP EMPLOYEE SHARE TRUST        | 13,790,833  | 1.1300%    |
| TREVOR HEAVEN HOLDINGS LIMITED                | 7,787,075   | 0.6381%    |
| BARITA UNIT TRUSTS MANAGEMENT COMPANY LIMITED | 6,274,458   | 0.5141%    |
| KARL LEWIN                                    | 6,196,437   | 0.5077%    |

# BARITA INVESTMENTS LIMITED

Shareholdings of Directors and Connected Parties  
as at September 30, 2025

| DIRECTORS       | TOTAL     | DIRECT    | CONNECTED PARTIES |
|-----------------|-----------|-----------|-------------------|
| MARK MYERS      | 2,316,302 | 2,316,302 | 0                 |
| PAUL SIMPSON    | 0         | 0         | 0                 |
| CARL DOMVILLE   | 2,061,344 | 2,061,344 | 0                 |
| DUNCAN STEWART  | 614,131   | 456,070   | 158,061           |
| ROBERT DRUMMOND | 423,560   | 423,560   | 0                 |
| JAMES GODFREY   | 6,000,000 | 0         | 6,000,000         |
| PHILLIP LEE     | 3,161,072 | 3,161,072 | 0                 |
| JASON CHAMBERS  | 2,033,322 | 2,033,322 | 0                 |
| PETER GOLDSON   | 0         | 0         | 0                 |

# BARITA INVESTMENTS LIMITED

## Shareholdings of Senior Managers and Connected Parties at September 30, 2025

| SENIOR MANAGERS       | TOTAL   | DIRECT  | CONNECTED PARTIES |
|-----------------------|---------|---------|-------------------|
| RAMON SMALL-FERGUSON  | 718,684 | 715,886 | 2,798             |
| ANMARIE WALKER-CATO   | 47,395  | 47,395  | 0                 |
| SONIA OWENS           | 56,690  | 35,000  | 21,690            |
| TERISE KETTLE         | 42,824  | 40,676  | 2,148             |
| SARA YING HENRIQUES   | 9,084   | 9,084   | 0                 |
| DAVE DIXON            | 0       | 0       | 0                 |
| IAN ANDERSON          | 7,924   | 7,924   | 0                 |
| SANCIA THOMPSON       | 0       | 0       | 0                 |
| GEOFFERY ROMANS       | 72,325  | 72,325  | 0                 |
| STEPHANIE STERLING    | 53,155  | 53,155  | 0                 |
| KERRIE BAYLIS         | 62,097  | 61,028  | 1,069             |
| RICHARDO WILLIAMS     | 2,357   | 2,357   | 0                 |
| TANKETA CHANCE-WILSON | 0       | 0       | 0                 |
| FAYOLA WRAY           | 0       | 0       | 0                 |
| LUCIEN LEACH          | 0       | 0       | 0                 |

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# CORPORATE **DATA**

# CORPORATE DATA

## BARITA INVESTMENTS LIMITED

### BRANCHES

#### **New Kingston**

15 St. Lucia Way  
Kingston 5, Jamaica  
Toll Free: 1-888-429-5333  
Tel: (876) 926-2681  
Fax: (876) 929-3490

#### **Barita Wealth**

Ground Floor,  
PanJam Building,  
60 Knutsford Boulevard,  
Kingston 5  
Tel: (876) 926-2681

#### **Mandeville**

Shop 2A, Manchester  
Shopping Centre  
17 Caledonia Road  
Mandeville, Manchester  
Tel: (876) 625-0031  
Fax: (876) 625-3660

#### **Montego Bay**

Shop 5,  
Fairview Town Centre,  
Montego Bay, St. James  
Tel: (876) 618-0384

### REGISTERED OFFICE

15 St. Lucia Way  
Kingston 5, Jamaica  
Toll Free: 1-888-429-5333  
Tel: (876) 926-2681  
Fax: (876) 929-3490

### SUBSIDIARY

Barita Unit Trusts  
Management Company  
Limited  
15 St. Lucia Way  
Kingston 5, Jamaica  
Tel: (876) 968-8154  
Fax: (876) 960-2512

### INVESTOR RELATIONS CONTACT

Ms. Debra Dennie-Foster  
(876)926-2681 ext:2266

#### **Email:**

[questions@barita.com](mailto:questions@barita.com)

#### **Website:**

[www.barita.com](http://www.barita.com)

### INTERNAL AUDITOR

Ernst & Young  
8 Olivier Road  
Kingston 8  
Jamaica

### EXTERNAL AUDITOR

#### **BDO**

Chartered Accountants  
26 Beechwood Avenue  
Kingston 5  
Jamaica

### REGISTRAR & TRANSFER AGENTS

Jamaica Central Securities  
Depository  
40 Harbour Street  
Kingston, Jamaica

### PRINCIPAL BANKER

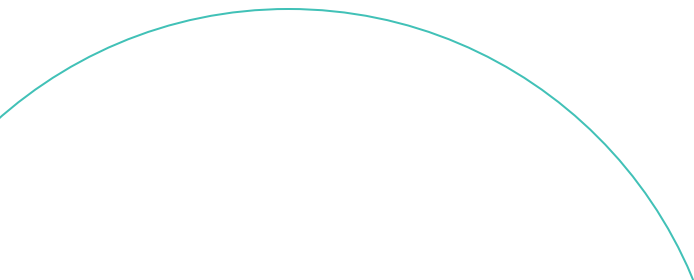
CIBC First Caribbean  
Limited  
23 Knutsford Boulevard  
Kingston 5  
Jamaica



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# PROXY **FORM**



# PROXY FORM

## BARITA INVESTMENTS LIMITED

I/We \_\_\_\_\_ of \_\_\_\_\_

being a member/members of Barita Investments Limited, hereby appoint \_\_\_\_\_

\_\_\_\_\_ of \_\_\_\_\_

\_\_\_\_\_ with taxpayer registration number \_\_\_\_\_ or failing him/her

\_\_\_\_\_ of \_\_\_\_\_

with taxpayer registration number \_\_\_\_\_

as my/our Proxy to vote for me/us and on my/our behalf at the Annual General Meeting of the Company to be held on Thursday, July 9th 2026 at 10: 00 a.m., as an in-person meeting at Spanish Court Hotel, 1 St. Lucia Avenue, Kingston 5, in the parish of Saint Andrew Jamaica and at any adjournment thereof.

Please indicate by inserting a cross in the appropriate square how you wish your votes to be cast. Unless otherwise instructed, the proxy will vote or abstain from voting, at his/her discretion.

| Resolutions      | For                      | Against                  | Resolutions | For                      | Against                  |
|------------------|--------------------------|--------------------------|-------------|--------------------------|--------------------------|
| Resolution 1     | <input type="checkbox"/> | <input type="checkbox"/> | 5           | <input type="checkbox"/> | <input type="checkbox"/> |
| Resolution 2     | <input type="checkbox"/> | <input type="checkbox"/> | 6           | <input type="checkbox"/> | <input type="checkbox"/> |
| Resolution 3 (a) | <input type="checkbox"/> | <input type="checkbox"/> |             |                          |                          |
| Resolution 3 (b) | <input type="checkbox"/> | <input type="checkbox"/> |             |                          |                          |
| Resolution 3 (c) | <input type="checkbox"/> | <input type="checkbox"/> |             |                          |                          |
| Resolution 4     | <input type="checkbox"/> | <input type="checkbox"/> |             |                          |                          |

Signed \_\_\_\_\_ Dated the \_\_\_\_\_ date of \_\_\_\_\_, 2026

### Notes

1. This Form of Proxy must be received by the Secretary of the Company not less than 48 hours before the time appointed for the Meeting.
2. This Form of Proxy should bear stamp duty of \$100. Adhesive stamps are to be cancelled by the person signing the proxy.
3. If the appointer is a Corporation, this Form of Proxy must be executed under its Common Seal or under the hand of an officer or attorney duly authorised in writing.

# Bpay

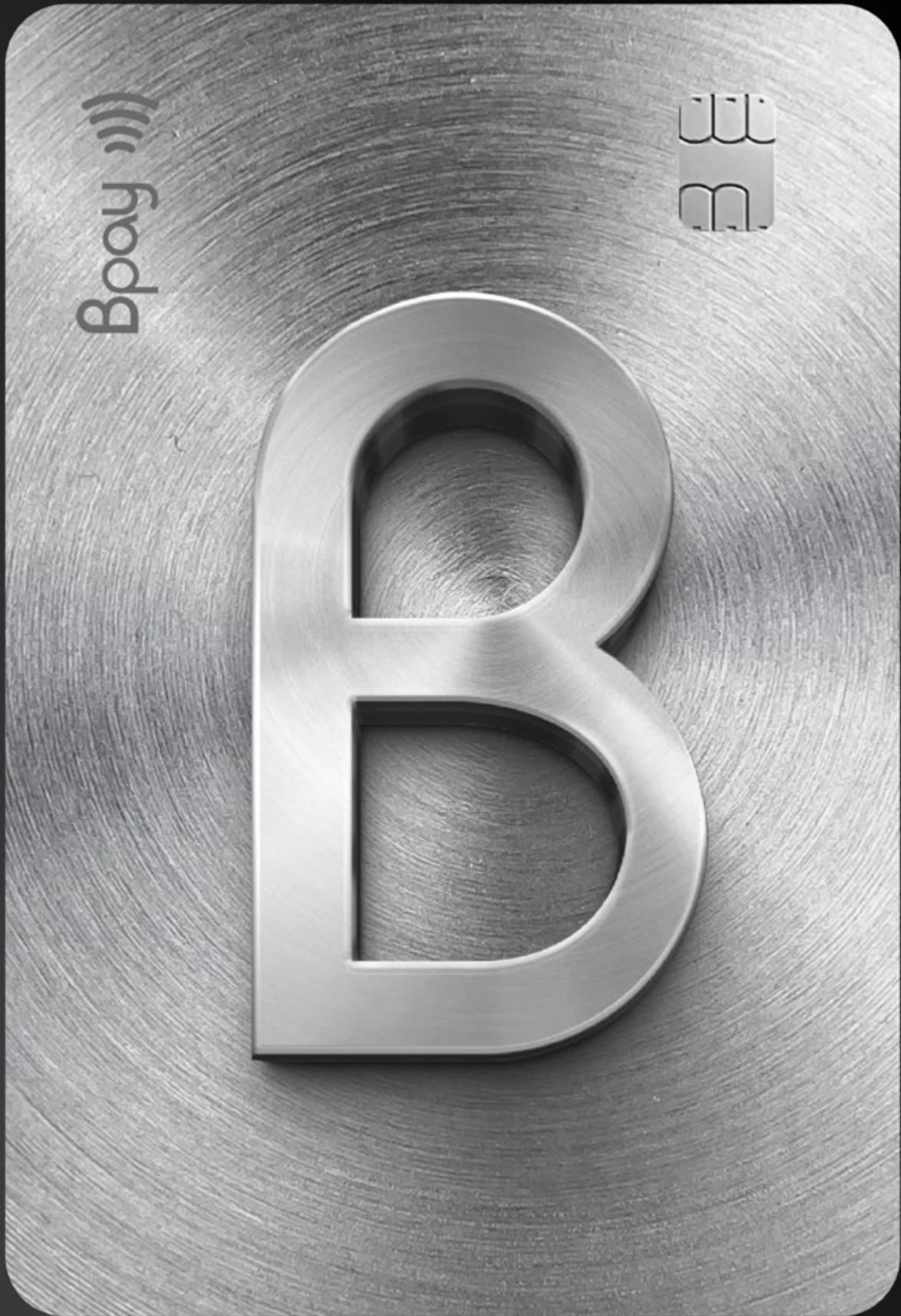


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AUTHORIZED SIGNATURE    NOT VALID UNLESS SIGNED

Use of this card is subject to the Terms of the Cardholder Agreement of which the cardholder acknowledges receipt of by such use.





Barita.ai