Barita

For the financial year ended September 30, 2025

48th Annual General Meeting | Making Money Work For You

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GROUP STRUCTURE & LEADERSHIP

The corporate architecture of the Group and the teams entrusted with its stewardship.

Led by Ramon Small-Ferguson

Head, Investments, BFGL / CEO, BIL & Managing Director BUTMC

GROUP ARCHITECTURE

Group Corporate Structure

CFHL
CORNERSTONE FINANCIAL HOLDINGS LIMITED

BFGL
BARITA FINANCIAL GROUP LIMITED

BIL
BARITA INVESTMENTS LIMITED
Securities Dealer & Investment Manager

BMB
BARITA MERCHANT BANK LIMITED
Banking

BUTMC
BARITA UNIT TRUSTS MANAGEMENT Co. LTD
Collective Investment Schemes

BFM
BARITA FUND MANAGERS LIMITED
Assets & Pensions Fund Management

HIERARCHY

- Ultimate Parents
- Financial Holding Co.
- Immediate Subsidiary
- BIL Subsidiary

One Group. One Customer. One Goal.

Complementary platforms aligned around balance sheet optimization, customer centricity, efficiency, governance, and innovation.

CORNERSTONE

Senior Management Team

Paul Simpson
CD, MBA

FOUNDER, PRESIDENT & CEO

Jason Chambers
MSc.

CHIEF INVESTMENT OFFICER

CORNERSTONE

Senior Management Team

Ramon Small-Ferguson
Msc. CFA, FRM, CAIA

HEAD, INVESTMENTS, BFGL/ CEO, BIL &
MANAGING DIRECTOR BUTMC

Bernard Stocker
M.s Arch, LEED AP

CHIEF EXECUTIVE OFFICER,
REAL ESTATE DEVELOPMENT

BARITA FINANCIAL GROUP

Senior Management Team

Dane Brodber
CFA, CAIA, FRM, MBA

CEO DESIGNATE BFGL & INTERIM CHIEF EXECUTIVE OFFICER, BARITA MERCHANT BANK

Stephanie Sterling
LLM

GROUP HEAD OF LEGAL AND COMPANY SECRETARY

Geoffery Romans
ASA, MBA, CBCA, FMVA

CHIEF RISK OFFICER

BARITA FINANCIAL GROUP
Senior Management Team

Sebrena Freeman
MSc., CISA, CRISC

CHIEF AUDIT EXECUTIVE

Stephanie Murdock
MSc., PMP, SMC

CHIEF HUMAN RESOURCES OFFICER

Stephen Phillibert
MBA, CFA

CHIEF FINANCIAL OFFICER

BARITA FINANCIAL GROUP

Senior Management Team

Lerone Palmer, MSc

VICE PRESIDENT, GROUP COMPLIANCE

Chirag Mehta

CHIEF EXPERIENCE OFFICER, CUH (USA)

Gavin Jordan MSc., CPA

CHIEF OPERATING OFFICER, CORNERSTONE

CORNERSTONE

Technology Leads

Stefano D'Ambrosio, MBA

GROUP CHIEF INNOVATION OFFICER, CUH (USA)

Kashif Hewitt SMC, OCP, DevOps

HEAD ENGINEER, CORNERSTONE

BARITA

Executive Team

Anmarie Walker-Cato
MBA, FCCA

SENIOR VICE PRESIDENT, FINANCE

Terise Kettle
MBA

SENIOR VICE PRESIDENT, INVESTMENT BANKING

Dave Dixon
MBA, FICB

SENIOR VICE PRESIDENT, SALES & SERVICE

BARITA

Executive Team

Richardo Williams
MSc
SENIOR VICE PRESIDENT, ASSET MANAGEMENT & RESEARCH

Ian Anderson
MBA
VICE PRESIDENT, INFORMATION TECHNOLOGY

Sonia Owens
MBA
VICE PRESIDENT, TREASURY & FINANCIAL INSTITUTIONS

BARITA

Executive Team

Kerrie Baylis,
LLB

VICE PRESIDENT, STRATEGIC BUSINESS DEVELOPMENT AND INVESTOR RELATIONS

Tanketa Chance-Wilson,
MSc

EXECUTIVE DIRECTOR, BARITA FOUNDATION

Sancia Thompson
MBA

VICE PRESIDENT, PREMIUM WEALTH AND CORPORATE SOLUTIONS

BARITA

Executive Team

Lucien Leach
MSc

VICE PRESIDENT, RISK MANAGEMENT

Economic Landscape

The global and Jamaican macro forces shaping the operating environment.

Led by Ramon Small-Ferguson

Head, Investments, BFGL / CEO, BIL & Managing Director BUTMC

GROWTH, INFLATION & POLICY

Global Macro

GLOBAL GROWTH

3.1%

The IMF's April 2026 outlook projects global growth of 3.1% in 2026 and 3.2% in 2027, a slower, more fragile regime shadowed by the Middle East conflict.

US FEDERAL RESERVE

3.50-3.75%

The FOMC held the target range on 17 June, a fourth consecutive hold, and signalled a higher-for-longer path under new Chair Warsh.

US INFLATION

4.2%

US headline CPI reached 4.2% in May, a three-year high on an energy-driven impulse; core inflation held firmer at 2.9%.

OIL & GEOPOLITICS

Easing

An interim US-Iran deal (MoU signed 17 June) pulled Brent to about US$73 from a peak above US$120; the truce remains fragile with a periodic flare-ups.

Sources: IMF WEO (April 2026), FOMC, US BLS, ICE Brent. Figures current to end-June 2026.

GROWTH, INFLATION, RATES & RESERVES

Jamaica Macro

REAL GDP (Q1 2026)

-4.1%

STATIN, YoY

BOJ POLICY RATE

5.50%

Held in June 2026

HEADLINE INFLATION

5.5%

May 2026, near target range ceiling

NET INTERNATIONAL RESERVES

US$6.5B

End-May 2026

WHAT IT MEANS FOR JAMAICA

- STATIN's final data show the economy contracted 4.1% in Q1 2026 (goods-producing industries -7.3%, services -3%), less severe than the PIOJ's 5.9% preliminary estimate; agriculture (-18.3%) and mining (-23.5%) led the decline as Hurricane Melissa's effects lingered.
- With damage estimated at J$1.95 trillion (about 57% of 2024 GDP); recovery is expected to be multi-year and reconstruction-led.
- Headline inflation rose to 5.5% in May 2026, a fourth consecutive monthly increase, with core at 4.7%; the BOJ projects a temporary breach of the 4.0 to 6.0% target ceiling in the near term.
- The BOJ held the policy rate at 5.50% in June, limiting scope for further easing this cycle; reserves remain healthy at about US$6.5 billion, with the next rate decision due 19 August.

Our Strategy

The Barita journey, and the deliberate steps now underway to unlock long-term shareholder value.

Led by Ramon Small-Ferguson

Head, Investments, BFGL / CEO, BIL & Managing Director BUTMC

FROM BROKERAGE TO PAN-CARIBBEAN PLATFORM · 2018 TO TODAY

The Barita Journey

2018	2019-21	2022-24	2025-26
The Catalyst	**Capitalise**	**Diversify**	**Integrate**
Cornerstone acquires a majority stake in Barita, beginning a disciplined transformation of the franchise.	Permanent equity mobilised and the balance sheet fortified; Barita recognised as Jamaica's number-one brand in 2020.	Build-out of alternative investments, real estate development, governance and risk architecture, and digital channels.	FHC licence, the JN Fund Managers acquisition, the PROVEN partnership and the One Group platform.

Minority shareholders saw an over seven-fold increase in value between the August 2018 acquisition and the close of FY2022. Barita is today the largest securities dealer by capital base in Jamaica.

DISCIPLINED EXECUTION ACROSS FIVE PRIORITIES

Five Strategic Pillars

Business Line Optimisation

Refine the revenue mix
and sharpen asset-management performance.

Customer Centricity

Deeper client Understanding and personalised, Technology-enabled solutions.

Operating Efficiency

Productivity through automation and streamlined execution.

Risk & Compliance

Strengthened frameworks, governance and regulatory standards.

Inorganic Expansion

Strategic acquisitions and partnerships. As well as selective regional market expansion.

Expected outcomes: fortified resilience · increased agility · sustainable value creation · stronger earnings quality

OPERATIONAL MILESTONES

Delivering On Our Core Promise

Governance Recognition

JSE Corporate Governance Index score of 88.19, evidencing a multi-year climb in governance standards.

Capital Mobilised For Clients

Investment Banking has arranged well over J$130 billio in capital for clients across industries since inception.

Technology Modernisation

Advanced core-system replacement, the Enterprise Data Warehouse, cybersecurity and process automation.

Client Protection

Strengthened KYC verification, data governance and Data Protection Act compliance for client security.

One Group Re-organisation

Progressed the Financial Holding Company reorganisation to unify the Group under a single platform.

People & Capability

Continued leadership development, governance training and technical upskilling across the team.

DISCIPLINED EXECUTION ACROSS FIVE PRIORITIES

A Foundation Built On Discipline

Capital Strength

The largest capital base of any Jamaican securities dealer, with a Capital Adequacy Ratio more than
double the regulatory minimum with investment-grade ratings from CariCris.

Governance & Risk

A continuously evolving governance framework, A-rated governance score, a ‘three lines of defence’ model, and a best-in-class Enterprise Risk Management architecture.

Diversified Earnings

A maturing alternative-investment platform across real estate, private credit and infrastructure, alongside resilient fee income.

FROM VALUATION-LED TO DEVELOPMENT-LED

Alternatives & The Next Phase Of Value

Real Estate Development

Oversight of over 2,000 acres of prime ocean-front real estate, transitioning from valuation gains toward rental income, development proceeds and selective realisation.

Private Credit & Equity

A robust pipeline of private-credit and private-equity investments to real-economy users of capital, with flexible, timely exit strategies.

OUR PRIORITIES FOR FY2026 AND BEYOND

Unlocking Long-Term Shareholder Value

Business Line Optimisation & Expansion

Enhance performance across every business unit while pursuing new opportunities locally and regionally.

Deepening Client-Centricity

Deliver high-touch service, tailored solutions and increasingly seamless digital channels.

Risk Management & Capital Buffers

Maintain a fortress balance sheet that protects the Group and positions it to act on opportunity.

Technology & Operating Excellence

Build the foundation for a digital-first, highly efficient asset- management and securities-dealer franchise.

Barita enters FY2026 with confidence: strong capitalisation, a resilient and increasingly diversified business model, a disciplined strategy, and competent leadership to navigate every market condition.

PROFIT & LOSS · FY2025 VS FY2024

FY2025 Results Snapshot

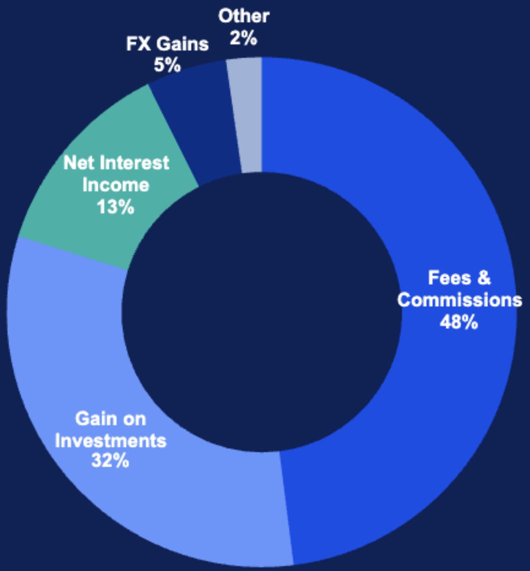
NET OPERATING REVENUE	$8.7B	-13%	vs $10.0B
NET PROFIT AFTER TAX	$3.0B	-21%	vs $3.8B
EARNINGS PER SHARE	$2.51	-21%	vs $3.17B
NET INTEREST INCOME	$1.1B	+72%	vs $0.68B
FEES & COMMISSIONS	$4.2B	+12%	vs $3.7B
GAIN ON INVESTMENTS	$2.8B	-43%	vs $4.9B

Net profit declined on the normalisation of FY2024 investment gains; net interest income grew 72% and fee income 12%, underscoring the strength of the core franchise.

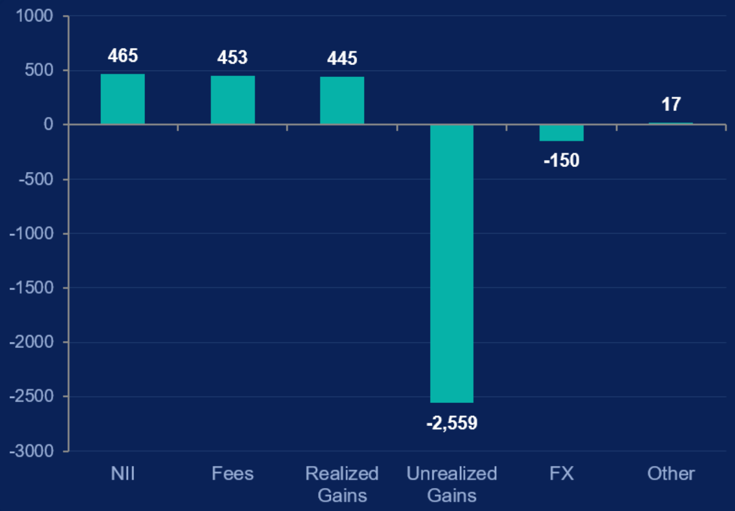
FY2025 NET OPERATING REVENUE

Revenue Composition & Drivers

REVENUE MIX | $8.7B



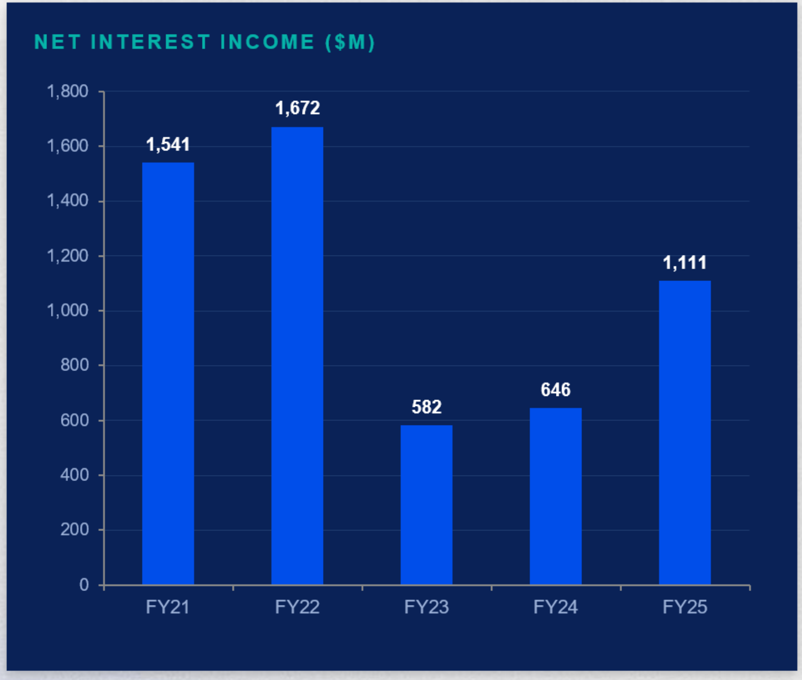
REVENUE DRIVERS | DELTA FROM FY2024 TO FY2025 ($M)

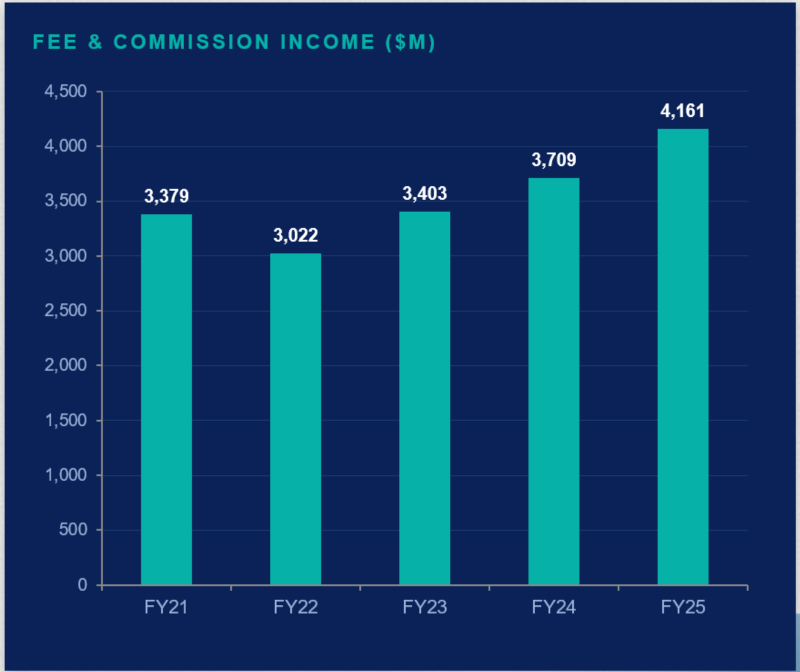


Net interest income (+$465M) and fee income (+$453M) advanced; the headline movement was driven by the expected normalisation of investment gains (-$2.1B).

REVENUE & PROFITABILITY · FY2021 TO FY2025

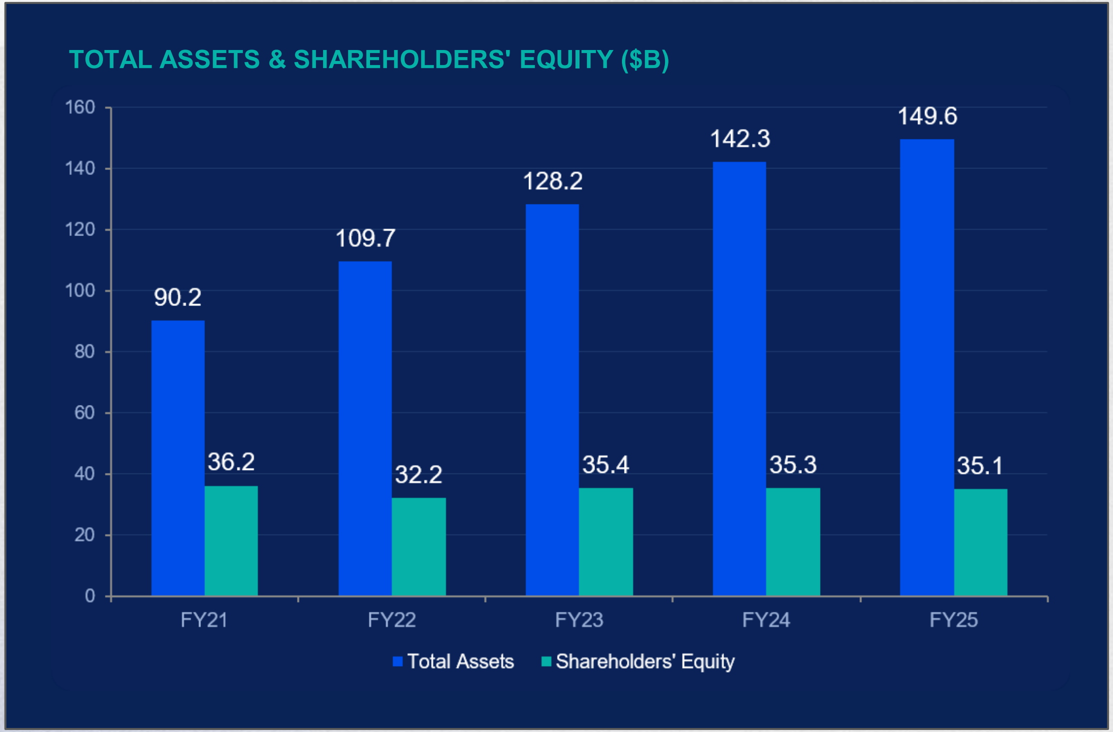
Five-Year Performance





SCALE & STRENGTH · FY2021 TO FY2025

Balance Sheet & Capital



CAPITAL ADEQUACY RATIO

21.3%

2x min FSC minimum 10%

TOTAL LIABILITIES

$114.5B

+7% YoY Repos 79% of funding

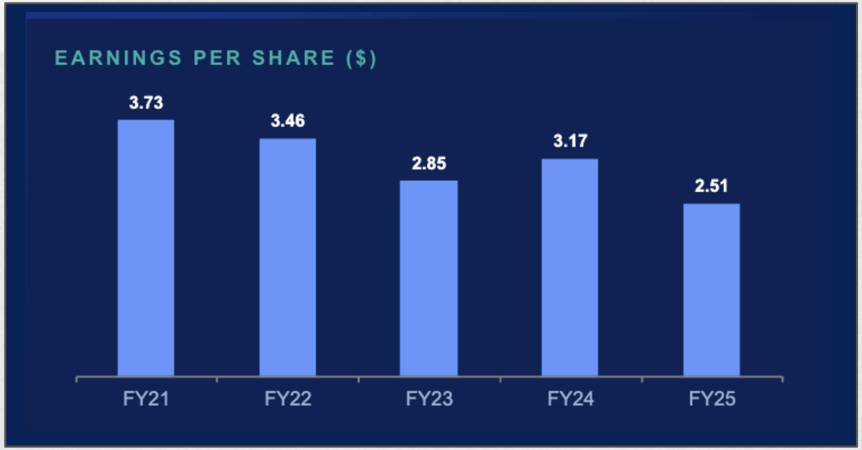
PLEDGED & MARKETABLE

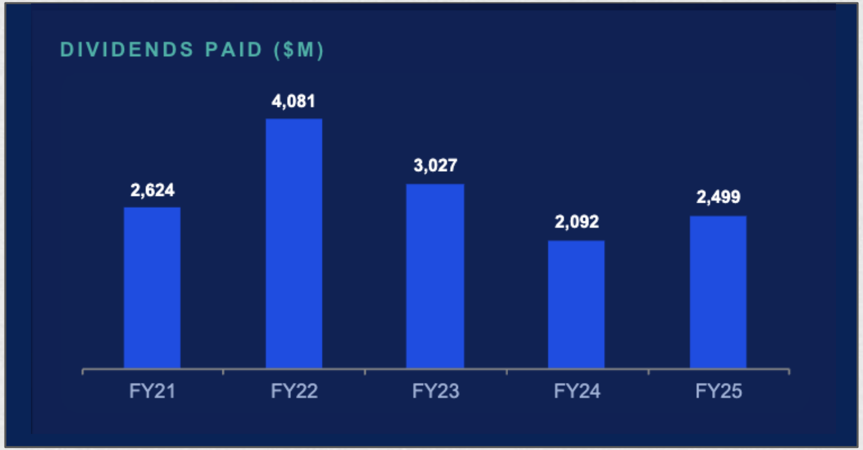
$120.2B

+11% YoY 80% of asset base

FIVE-YEAR VALUE INDICATORS

Per-Share & Return Metrics





BOOK VALUE / SHARE

$28.42

As at FYE2025

SHARE PRICE

$83.95

+8.9% vs FY24 $77.10

RETURN ON AVG. EQUITY

8.6%

FY2025

NET PROFIT MARGIN

34.7%

vs FY24 38.2%

Year-To-Date Performance

Strong Q2 execution lifting six-month FY2026 earnings and momentum.

Led by Stephen Philliburt
Chief Financial Officer

RESULTS FOR THE SIX MONTHS ENDED 31 MARCH 2026

Six-Month FY2026 Snapshot

NET OPERATING REVENUE	NET PROFIT AFTER TAX	EARNINGS PER SHARE
$4.9B	$1.4B	$1.15
+36% vs $3.6B	+17% vs $1.2B	+17% vs $0.98

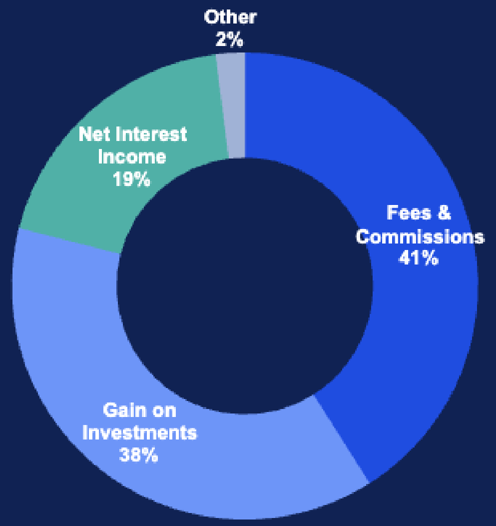
NET INTEREST INCOME	FEES & COMMISSIONS	GAIN ON INVESTMENTS
$937M	$2.0B	$1.9B
+145% vs $382M	+9% vs $1.9B	+50% vs $1.2B

A materially stronger Q2 lifted first-half earnings, with all three core engines (NII, fees and investment activities) contributing to the revenue uplift.

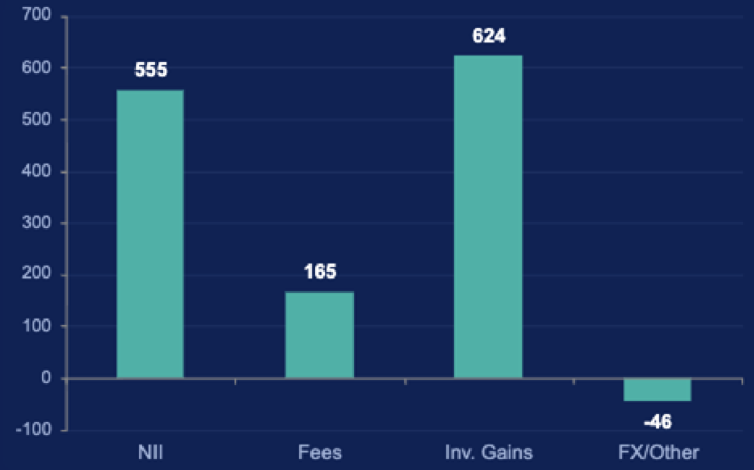
SIX-MONTH FY2026

Revenue Composition & Drivers

REVENUE MIX | $4.9B



REVENUE DRIVERS | DELTA FROM 6M FY25 TO 6M FY26 ($M)



Investment gains were the largest absolute contributor (+$624M); NII delivered the strongest growth (+145%). FX was the only material drag on JMD strength.

SIX-MONTH FY2026

Balance Sheet, Capital & Platform Scale

TOTAL ASSETS

$179.2B

+20% Vs Sept-25

SHAREHOLDERS' EQUITY

$36.4B

+3.8% Vs Sept-25

CAPITAL ADEQUACY RATIO

24.4%

2.4x min FSC minimum 10%

TOTAL LIABILITIES

$142.7B

+25% *vs FY24 38.2%*

BARITA FUND MANAGERS | A TRANSFORMATIONAL STEP UP IN SCALE

100%

Ownership acquired (Jan 2026)

>$500B

Group AUM

$180M

YTD operating income contribution

On 19 January 2026, the Group acquired 100% of JN Fund Managers (now Barita Fund Managers), deepening asset-management scale, distribution reach and recurring fee income. The acquired business contributed J$180M net operating income and J$55M unaudited PAT to the period.

Barita Fund Managers Limited

Interim CEO's report on Integration, Strategic Significance and Early Value Creation

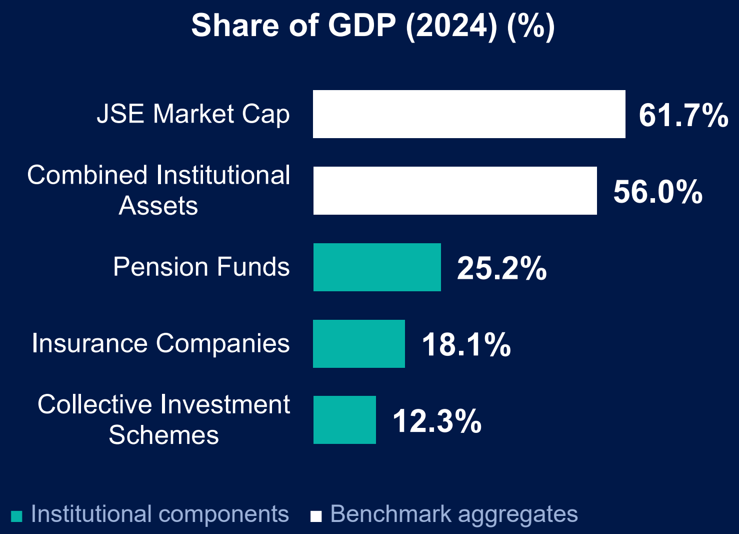
Led by Richardo Williams

Senior Vice President, Asset Management & Research / Interim CEO, Barita Fund Mngrs.

MARKET CONTEXT

The Rise of Jamaica's Asset Manager Society

A GROWING PILLAR



IMPLICATION FOR BFM

- Institutional capital is becoming an increasingly important owner and allocator of Jamaica's productive assets.
- As Jamaica's financial system evolves from primarily bank intermediation toward institutional capital intermediation, the opportunity for BFM extends well beyond traditional mutual funds.
- BFM is positioned as a platform that originates, structures and manages the productive assets shaping Jamaica's next phase of economic development.

BARITA FUND MANAGERS LIMITED (BFML)

Background & Context

THE TRANSACTION

- Barita Investments Limited (BIL) completed the acquisition of JN Fund Managers Limited on January 19, 2026, now rebranded Barita Fund Managers Limited (BFM).
- The asset broadens BIL's overall asset management footprint across Jamaica and the wider Caribbean.
- Advances the Cornerstone Group's long-term strategy to strengthen investment management capabilities, broaden product offerings, and enhance long-term client value.

INTEGRATION PRIORITIES

- Integration into Barita's enterprise-wide infrastructure is expected to enhance scale, deepen institutional asset management capabilities, and diversify recurring fee-based revenues.
- Barita's established governance and risk frameworks are being extended to BFM, complementing continued oversight by the BFM Board.
- Immediate focus: Service Continuity, Operational Stability, and Positive Engagement with clients, employees and counterparties.

STRATEGIC RATIONALE

Strategic Significance of the Acquisition

QUALITY OF EARNINGS

- Integration of BFM is central to BIL's quality-of-earnings agenda.
- Beyond the immediate earnings contribution, the transaction expands the Group's asset management and pension capabilities.
- Broadens distribution reach and increases the weight of more durable, fee-based revenue within the Group's consolidated earnings.

PLATFORM & DISTRIBUTION

- Creates a broader platform to deepen client penetration across investment management, wealth, pension, and related advisory solutions.
- Enhances cross-selling capacity across the Group and improves client connectivity through an expanded distribution footprint.
- Positions Barita to capture greater wallet share across a wider range of customer needs.

STRATEGIC WINS

Strategic Wins & Contribution to the BIL Platform

NAME CHANGE

- The successful rebrand to Barita Fund Managers Limited reflects the integration of a scaled capability.
- Expected to become increasingly important to the Group's medium- and long-term growth, earnings quality, and competitive positioning.

PLATFORM CONTRIBUTION

- For the stub period — the initial ~10-week reporting window from January 19 to March 31, 2026 — BFM contributed over J$180 million in operating income and J$55 million in profit after tax.
- The acquisition helped the BIL Group exceed J$500 billion in combined assets under management.

STUB PERIOD (JAN 19–MAR 31, 2026): THE INITIAL REPORTING WINDOW SINCE ACQUISITION

Immediate Value Accretion to BIL

OPERATING INCOME – STUB PERIOD

J$180M+

JAN 19 – MAR 31, 2026

Contributed by BFM in the ~10-week window since the January 19, 2026 acquisition.

PROFIT AFTER TAX – STUB PERIOD

J$55M+

JAN 19 – MAR 31, 2026

Profit after tax contributed by BFM in that same initial window.

COMBINED GROUP AUM

J$500B+

GROUP MILESTONE

The acquisition helped the BIL Group exceed this combined assets-under-management milestone.

STRATEGIC LOOK AHEAD

Our Priorities for the Next 18–24 Months

STABILITY SECURED

Immediate mandate on takeover: keep the franchise stable for clients, staff and counterparties.

TARGET OPERATING MODEL

Finalising the operating model by completing integration of the asset management platform within Barita.

PENSIONS & UNITISED GROWTH

Pivoting to win and grow the pensions business and unitised products.

REGIONAL INNOVATION

Laying the foundation for further asset management innovation across Jamaica and the region.

Driving the CEO's agenda for BFM over the next 18–24 months.

Barita
Financial Group

Building One Group

the state of the Group, our strategy, and what it means for shareholders

Led by Dane Brodber

Ceo Designate BFGL & Interim CEO, Barita Merchant Bank

THE GROUP TODAY

One Group, Complementary Capabilities

Barita Financial Group Limited brings four complementary businesses together under one identity, aligned around balance-sheet strength, customer centricity, efficiency and governance.

BFGL
Barita Financial Group Limited

BIL
Barita Investments Limited
Securities Dealer & Investment Manager

BMB
Barita Merchant Bank
Merchant Banking

BUTMC
Barita Unit Trusts Mgmt Co.
Collective Investment Schemes

BFM
Barita Fund Managers
Asset & Pension Fund Management

One Group.
One Customer.
One Goal.

A STRONGER FOUNDATION

Now a Licensed Financial Holding Company

Licensed

The 8th licensed Financial Holding Company in Jamaica, designated by the Bank of Jamaica

Consolidated BOJ supervision

Consolidated Supervision

Risk, capital and conduct are now assessed at group level under the Bank of Jamaica — a higher standard of accountability across every entity.

Independent Group Board

A dedicated holding-company board oversees group-wide risk, strategy and capital allocation, distinct from the boards of the operating businesses.

A Platform for Execution

The designation formalises the architecture for the One Group strategy — enabling integrated, cross-entity initiatives with full supervisory alignment.

ONE IDENTITY

One Name Across the Group

Cornerstone Trust & Merchant Bank → Barita Merchant Bank (BMB)

Bank of Jamaica–approved and effective 8 April 2026 — a name change, not a merger. The licence, the institution, the team and every client relationship remain exactly as they are.

One Barita Platform

The merchant bank now sits alongside Barita Investments under a shared identity — one standard of financial services across the Group.

A Clearer Promise

Customers see the track record they already associate with Barita on every entity, with a foundation for deeper integration.

Also Under One Name

Barita Fund Managers — formerly JN Fund Managers — now carries the Barita identity, completing a single, coherent group brand.

OUR CORE STRATEGY

The One Group Model

Two interlocking pillars reinforce each other — when the operating model is right, the client experience and the cost structure improve together.

Customer Centricity

One integrated platform, one relationship.

- Seamless access to the full Group — investment management, merchant banking, payments and fund management
- Experience standards tailored to each segment
- Anchored in expertise, accessibility and trust

Operational Efficiency

Unified standards, streamlined delivery.

- Best practices consolidated across the Group
- Duplication removed; service delivery optimised
- Technology-enabled automation lifts productivity

INNOVATION

Building a Digital Bank

Barita Merchant Bank is being purpose-built as a digital-first platform — designed to widen access, modernise payments and extend the Group's reach to new customer segments.

Bric by Barita — our first step into digital banking

An introductory mobile wallet under Barita Merchant Bank, with Bank of Jamaica non-objection received — anchored in financial inclusion.

Frictionless onboarding

A fully digital sign-up that brings more Jamaicans into the formal financial system.

Visa companion card

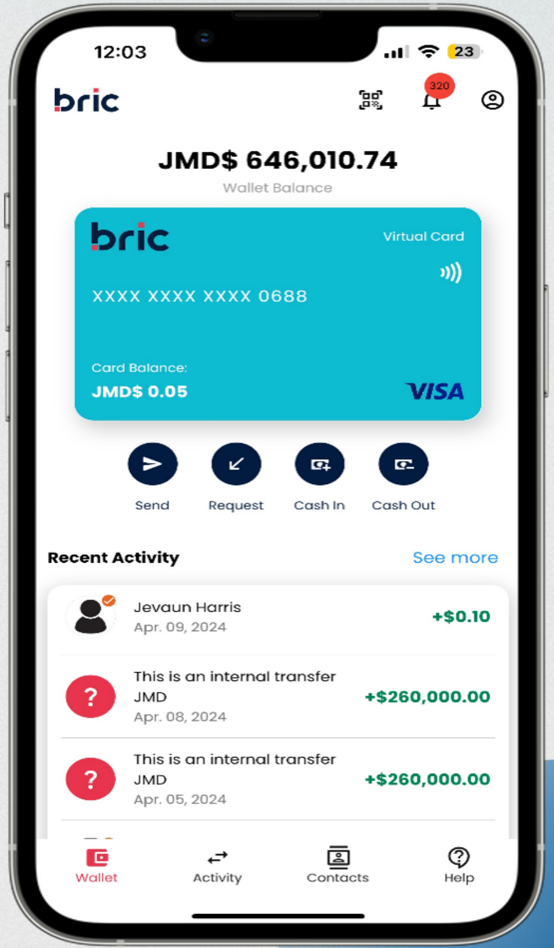
A virtual card issued instantly, spendable wherever Visa is accepted.

Everyday transfers

Built-in person-to-person payments — the rails for a broader digital ecosystem.

Ecosystem partnerships

Strategic partnerships across the Group extend the potential for distribution and regional reach.



BUILDING A MORE INTEGRATED, RESILIENT FINANCIAL GROUP

Scaling The Platform. One Group.

Financial Holding Company

Barita Financial Group is now Jamaica's eighth licensed FHC, elevating consolidated governance, risk and capital oversight.

Barita Fund Managers

The acquisition of JN Fund Managers scales the asset- management franchise and broadens durable, fee-based income.

Barita Merchant Bank

Cornerstone Trust & Merchant Bank is now Barita Merchant Bank, unifying the Group under a single, trusted brand.

Digital Banking

Bric by Barita advances a digital-first banking journey, expanding access and everyday money capabilities.

FOR SHAREHOLDERS

What One Group Means for Barita

More Services

A broader suite of solutions for clients across every entity.

Greater Efficiency

Shared standards and automation lift performance and lower cost.

Top Talent

A larger, integrated group stays attractive to the best people.

Growth

New capabilities and clients, with partnerships at the parent level extending distribution and reach.

A Safer Platform

Group governance and stronger regulatory oversight.

THE CORE OF OUR COMPETENCE

Innovation. Customer-Centricity. Risk Management.

Innovation

Organising the Group to deliver continuous improvement and meet clients where they are going.

Customer-Centricity

Reorganising around the customer — listening carefully and responding with the full depth of our expertise.

Risk Management & Risk Capacity

Disciplined risk management and resilience, treated as a springboard for growth.

Innovation That Compounds

How our platform, our people, and our intelligence deliver for shareholders.

Led by Stefano D’Ambrosio

Group Chief Innovation Officer

THE INNOVATION MANDATE

Innovation Is How We Compound Value

01

The Platform

Bric by Barita
One experience for banking, investing, and payments.

02

The People

A local in-house build team and the pipeline that renews it.

03

The Intelligence

The AI Lab; disciplined AI, pointed at real business problems.

Smarter tech, teams, and interactions driving growth, efficiency, and wider access.

Our Digital Front Door

01

A digital-first platform

The entry point into the full capability of the Group.

02

A regulatory milestone achieved

Bank of Jamaica non-objection secured to introduce Bric.

03

Launching the Barita way

A measured, controlled pilot: tested and strengthened before we scale.

04

Digital banking comes first

A roadmap designed to consolidate all digital offerings in one place.

Disciplined execution is how we innovate.

Building a Digital Bank

Digital account onboarding

Open a Bric Account entirely in-app. Simply scan your ID, take a selfie and you're in.

Visa companion card

A card tied to the account, issued digitally and spendable anywhere Visa is accepted.

Send & receive

Everyday transfers between people, built in as a core feature free of cost from day one.

Trust always available

Balance, activity, and control, all visible and managed in real time.

Bric's first capabilities open an entry point to financial services for all with Barita Merchant Bank, built to widen access and modernize how Jamaicans bank

OMNI-CHANNEL + INVESTING AT THE CORE

Where You Already Know Us

Now in Your Pocket

OMNI-CHANNEL

Clients transact however they choose including mobile, web, and in-branch, and the experience follows them across all of it.

INVESTING AT THE CORE

The world-class investment platform you already trust, delivered a modern way.

The digital evolution of our core business, carrying our investing heritage forward.

OUR TEAM

Built in Jamaica, By Design

THE TEAM

A world class significant in-house team, professionals who design, build, and ship Bric. We built this team on island on purpose: our commitment to quality, and to developing the brightest local talent to build things they touch in their own lives.

THE FUTURE BUILDERS

The Analyst & Rise Programme: an 18-month, cross-business rotation that forms our brightest young minds into the future of the company, renewing the team for tomorrow.

BARITA.AI (LAB)

Disciplined Intelligence

Find	Build	Control	Demonstrate	Scale
the pain point	a pilot	the usage	results	with confidence

Our full talent stack: senior builders and rotation analysts, pointed at real problems.

Two Directions We're Exploring

LENDING TO THE OVERLOOKED

We're exploring AI-built alternative credit models that could see creditworthiness legacy scoring misses extending access to people the old system leaves out, and opening responsible new lending markets.

JUST TELL BRIC WHAT YOU WANT

Picture saying “Hey Bric, send Stefano five thousand dollars” — and it's done. Conversational banking is a direction we're investigating to make everyday money effortless for anyone and keep customers close.

BARITA.AI · THE LAB

Meet the Champions

The five-person AIML team turning Barita's AI ambition into working software — right here, in-house.

- **Toren-Andrew Miller**
  MSc Quantitative Financial Risk Mgmt, Heriot-Watt
- **Tristan Isaacs**
  Economics, Banking & Finance, UWI · AIML engineer
- **Justin Clarke**
  Columbia University · AIML engineering & psychology
- **Rusheen Thomas**
  MSc AIML & Software Engineering
- **Ajonte Josiah**
  Columbia University · Financial engineering & AIML

AIML — Artificial Intelligence & Machine Learning

THE PAYOFF

Platform · People · Intelligence

A compounding cycle

The platform creates reach, our people build it, our intelligence makes it smarter and each turn compounds.

Capability, with discipline

Genuinely forward-looking, delivered with the rigour you expect of Barita.

The future of money

Built right here and delivered to you.

Real Estate Development Strategy & Pipeline

Led by Bernhard Stocker

CFHL USA · Real Estate Development

DEVELOPMENT LEADERSHIP

Bernhard Stocker

Global development experience applied to Jamaican value creation

My role is to bring institutional development discipline, international design standards, and execution capability to a portfolio of exceptional Jamaican land holdings.

Relevant experience

- **NEOM Vision 2030, Saudi Arabia**
- **Related Companies, New York · RAL Companies, New York**
- **ODA, SOM, Richard Meier, Hans Hollein**

Architecture, design leadership and complex project delivery

Execution mandate Convert strategic land ownership into tangible, professionally de-risked development value for Barita shareholders.

M.SC. ARCHITECTURE · DESIGN LEADER

TRACK RECORD · OVERVIEW OF MY WORK

Previous Project Portfolio

A clear decision-making hierarchy that ensures accountability, transparency, and cross-functional collaboration.

NORLANA

Exclusive coastal community for 3,000 residents

EPICON

Twin-structure hotel; 41 luxury apartments & 14 suites

MANDARIN ORIENTAL

Grand Cayman — 91 keys, 42 residences

QUAY TOWER

Brooklyn, NY — 125 residential units, Bridge Park

A robust governance framework ensures strategic alignment, financial integrity, and execution excellence across Barita's real estate developments.

CORE VALUES

Our values define how we work, build, and lead with integrity, excellence, and a deep respect for people and place.

They are the foundation of every decision, partnership, and project we undertake.

Our Core Values

- **Integrity**
  We do the right thing, always.
- **Excellence**
  We pursue the highest standards in everything we design, build, and deliver.
- **Innovation**
  We think differently to build faster, smarter, better.
- **Partnership**
  We succeed together. Approaching every project as a collective effort with all our partners uniting global expertise with local knowledge.
- **Sustainability**
  We build for generations, not just for today. We design with nature, not against it.

Our Development Mission

To create lasting value for shareholders, communities and Jamaica by transforming exceptional land holdings into high-quality real estate destinations defined by design excellence, disciplined execution, sustainability, resilience and authentic Jamaican character.

1 Investor value creation

Deliver strong, risk-adjusted returns and institutional-grade assets through disciplined, transparent execution.

2 Institutional discipline & transparency

Contribute to Jamaica's long-term growth by unlocking the potential of underutilized sites.

3 Global standards, local soul

Every project must elevate Jamaica's global perception through design, service and delivery.

4 Sustainable, phased growth

Responsible, future-ready developments that deliver long-term performance.

5 Community & economic uplift

Developments must connect communities, culture and environment into one cohesive experience.

6 Design-led differentiation

BEST-IN-CLASS
Architecture and experiences that drive demand.

This is not development for development's sake. Every project must earn its place commercially, socially, environmentally and strategically.

VALUE CREATION BEGINS BEFORE CONSTRUCTION STARTS

How Development Unlocks Value

1 Strategic site positioning

Highest and best use for each property

2 Planning & entitlement strategy

Clarity, optionality and regulatory pathway

3 Design & brand positioning

Demand, differentiation and premium perception

4 Technical & environmental de-risking

Surveys, geotech, coastal studies and infrastructure planning

5 Capital & partnership structuring

Operators, brands, investors and lenders

6 Phased execution

Disciplined delivery by readiness and value potential

Each stage can increase optionality, reduce risk, and support higher asset value.

STRATEGIC INTENT

Maximizing Barita Shareholder Value

Our development strategy moves Barita's real estate portfolio from passive land ownership into phased, investable, executable projects. The objective is not only project delivery, but building a value-creation engine that supports shareholders, attracts capital, and strengthens Jamaica's long-term position as a destination for business, lifestyle and hospitality investment.

1 Increased development profits

Phased projects convert land value into realized development margin.

2 Potential recurring rental income

Selected stabilized assets may support durable income streams.

3 Asset management income

Structured platforms and partnerships can create fee-based income.

4 Further asset value appreciation

Planning, approvals, design and de-risking strengthen project value.

5 Foreign direct investment

Potential to mobilize significant multi-billion-dollar investment into Jamaica.

6 Jamaica positioning uplift

World-class projects elevate Jamaica for business, travel and premium investment.

All six value channels redound to the same goal: sustainable growth in Barita's enterprise value.

DIRECTIONAL POSITIONING

Why Jamaica: A Compelling Regional Opportunity

- ✓ Strong tourism brand and international recognition
- ✓ Direct air connectivity to major North American and European markets
- ✓ Large-scale land availability relative to many Caribbean competitors
- ✓ Opportunity to elevate hospitality, branded residential, wellness and mixed-use offerings
- ✓ Potential to attract foreign direct investment into high-quality real estate platforms
- ✓ Alignment with national economic development and tourism objectives

Positioning principle: Jamaica has the raw ingredients — the opportunity is to deliver globally credible projects with Jamaican authenticity and disciplined execution.

PROJECT PIPELINE

Development Roadmap

Activating high-potential sites immediately while preparing cornerstone assets for sustained, long-term growth — a three-phase project pipeline.

IMMEDIATE
2025 – 2027

- **Ferry Pen**
  0–2 yrs · Design & completion
- **Harbour Street Early Works**
  0–2 yrs · Ice Factory; demo & design

NEAR TERM
2027 – 2030

- **Lady Musgrave**
  3–4 yrs · Argyle Rd; dev & completion 36 mo
- **Reggae Beach**
  3–6 yrs · Dev & phased delivery
- **Windsor Estate**
  3–6 yrs · Dev & phased delivery

LONG TERM
2030 – 2035

- **Ruins at the Falls**
  5–10 yrs · Dev & completion
- **Green Castle**
  5–10 yrs · Dev & phased delivery

The Kingston Sites

in Our Development Portfolio

39 Lady Musgrave & 2 Argyle Rd — **2 Acres**

Create Kingston's #1 urban-lifestyle hotel/residential and business destination.

2–8 Harbour Street — **2.8 Acres**

Revitalize Downtown Kingston with a flagship mixed-use concept aligned to waterfront revitalization.

The North Shore Sites

in Our Development Portfolio

Lands Part of Windsor Estate — **101 Acres**

Master-plan a resort/residential community with phased development expansion.

Reggae Beach (Prospect & Tower Hill) — **275 Acres**

Establish hospitality and resort leadership presence with branded residential villas and condos.

The North Shore Sites

in Our Development Portfolio

The Ruins at the Falls (Ocho Rios) — **3.9 Acres**

Create Ocho Rios’ #1 urban mixed-use and business hotel for the local market.

Green Castle Estate — **1,600 Acres**

Establish a multi-phase, master-planned high-end eco-luxury, wellness and branded-lifestyle destination.

EXECUTION PLAN

Strategic Objectives & Development Roadmap

Timeline	Key Projects	Strategic Objective	Focus Areas — Early Actions
Immediate (0–2 Yrs)	**Ferry Pen Industrial Park**	Launch first asset with logistics-based (warehouse, cold storage, data) revenue potential.	Site survey & geotech; select design/engineering consultants; business case & feasibility.
Near Term (3–5 Yrs)	**Lady Musgrave**	Create Kingston's #1 urban-lifestyle hotel/residential and business destination.	Site survey & asbestos report; demolition.
	Harbour Street	Revitalize Kingston's Downtown with a flagship mixed-use concept.	Site survey & asbestos report; demolition.
	Reggae Beach / Windsor Estate	Establish hospitality and resort leadership presence with branded residential.	Surveys & geotech reports; pre-concept & masterplan studies.
Long Term (6–10 Yrs)	**Ruins at the Falls**	Develop entertainment, retail, and residential landmark project.	Surveys & geotech reports; pre-concept.
	Green Castle Estate	Deliver Jamaica's flagship eco-luxury and branded-lifestyle destination.	Surveys & geotech reports; pre-concept.

OUTLOOK: MOVE FROM STRATEGY INTO EXECUTION

Expected Progress Over the Next 12–18 Months

- **Advance Ferry Pen as the first active development opportunity**
- **Complete further planning, surveys, technical and commercial studies for priority sites**
- **Progress development & design concepts for Kingston urban assets**
- **Advance North Coast vision master planning and hospitality positioning**
- **Engage selected operators, brands, investors, consultants and technical advisors**
- **Strengthen the development execution platform and governance structure**
- **Prepare selected opportunities for investment, partnership or phased delivery decisions**

Operating stance

We will remain disciplined. The goal is not to rush announcements, but to build investable, executable projects that create durable shareholder value.

Execution envelope: de-risking, planning, approvals, partnerships and project readiness.

Dankeschön!

We create value!

From Land Holdings to Long-Term Value Creation

The work underway is focused on converting strategic opportunity into disciplined, phased and sustainable value creation — building the platform, partnerships and project pipeline required to unlock value.

CSR: The Barita Foundation Impact

Tomorrow is built on today's foundation.

Led by Tanketa Chance-Wilson

Executive Director, Barita Foundation

The Year at a Glance

Together we advanced our mission to empower Jamaicans, building pathways to opportunity and well-being that are accessible to all.

3232

Beneficiaries reached

306

Employee & family volunteers

$10M+

Charitable contributions

59%

Rise in scholarship applications

Four Pillars of Impact**

01

Education & Youth Development

2,100 students and educators reached across 23 institutions.

48 scholarships & 12 bursaries awarded

02

Entrepreneurship

250+ emerging entrepreneurs trained and mentored.

30+ creatives at the Barita Block

03

Health & Well-Being

1,000+ beneficiaries across 11 major initiatives.

Heart Month reached 500+ residents

04

Staff Engagement

306 participants and a 40% rise in giving back.

ESG training for board & leaders

Transformative Reach, Measurable Gains

- 2,100 students and educators reached across 23 institutions.
- 48 scholarships and 12 bursaries awarded, a 12% increase year over year.
- Financial literacy: 85% of participants gained confidence managing money, and 30% opened savings or investment accounts.

"Thanks to the Foundation's support, I am now able to pursue my dream of becoming a teacher."

PARTNERSHIPS IN ACTION

Partnerships Driving Education Forward

Mico CARE Centre

18 educators joined the biennial conference; 92% reported a stronger ability to support diverse learners.

STEM Spark Solutions

Two new STEM clubs launched in early-childhood institutions on Read Across Jamaica Day.

Port Royal Basic School

A disaster-resilient rebuild now serves more students with safe, continuous learning.

Mico CARE Centre

A $1M pledge ($500K post-Beryl) for violence prevention and learning tools in underserved communities.

PACE Canada & NET

100+ solar-powered educational devices distributed for reliable access to technology.

PALS, FTC & Library Service

179 students in reading competitions and 200+ in STEM and peace-building events.

Wellness, Prevention & Inclusion

- 11 major initiatives reached 1,000+ direct beneficiaries.
- Kidney care at KPH: a donated ultrasound probe is projected to bring 66% of dialysis patients to fistula treatment.
- Heart Foundation: Heart Month 2025 reached 500+ community members.
- Diabetes and autism support: resources for 220 individuals and a badminton event with 30 neurodiverse athletes.
- Community giving: a $500K CEO donation, $300K to three charities, and 72 Labour Day volunteers.

ENTREPRENEURSHIP

Fueling Innovation & Economic Empowerment

- 250+ emerging entrepreneurs and students supported with training, mentorship, and resources.
- Barita Block with Kingston Creative: revitalized a downtown space with 30+ creatives during Reggae Month 2025.
- GEW summit at Excelsior: engaged 40 students and faculty on the path to business registration.
- UWI Young Investors Club: financial-literacy sessions reached 120 students.
- VHEP & YEA: an 8-week coaching series with 12 finalist teams, plus practical workshops for 60 university students.

STAFF ENGAGEMENT

A Purpose-Driven Workforce

306

Employees & family members in Foundation activities

40%

Increase in participation in cause-based events

ESG training equipped the board and senior management to lead with purpose.

"Giving back together has made our team stronger and more connected to our mission."

THE WAY FORWARD

Priorities for the Year Ahead

01

Hurricane Melissa Recovery & Rebuilding

Mobilizing resources to help communities rebuild after Melissa's Category 5 impact, restoring damaged schools and safe, continuous learning.

3 schools rebuilding supported to date

02

Investing in Education

Deepening support for early-childhood institutions and expanding Scholarship Programme, giving Jamaica's youngest learners a strong, secure start.

A foundation for lifelong learning

03

Strengthening our ESG Commitment

Embedding environmental, social, and governance principles across our giving and operations, led by an ESG-trained board and leadership.

Purpose-led governance & impact

04

Financial Literacy & Purpose-Driven Giving

Building money-management skills across communities while directing charitable giving toward causes with lasting, measurable impact.

Smarter giving, stronger communities

LOOKING AHEAD

A Catalyst for Lasting Change

We remain dedicated to scaling our impact, deepening collaborations, and championing a brighter, more inclusive Jamaica.

Together with our stakeholders, donors, and partners, the Foundation will continue to be a force for sustainable transformation and opportunity.

Thank You

Making Money Work For You

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