



FORM IOA

By nmar at 6:53:25 am, 09/01/2026

MATERIAL CHANGE REPORT

Pursuant to Section 64 of the Securities Act, 2012

1. NAME OF REPORTING ISSUER

Name of Reporting Issuer
NCB FINANCIAL GROUP LIMITED

2. DATE OF MATERIAL CHANGE

Date of material change
January 8, 2026

3. DESCRIPTION OF MATERIAL CHANGE

Provide a description of the material change
Mr Dave Garcia has been appointed Group General Counsel and Chief Administrative Officer for NCB Financial Group Limited (NCBFG) effective January 8, 2026. In this expanded capacity, Mr Garcia will retain his current duties as Group General Counsel and Corporate Secretary while assuming enhanced responsibilities to strengthen group-wide coordination, governance and execution, and leading strategic and enterprise-wide initiatives sponsored by the office of the NCBFG Group Chief Executive Officer.

4. DETAILS OF PUBLICATION OF MATERIAL CHANGE

	YES	NO
Will you be seeking an exemption from publishing a notice in accordance with Section 64(2) of the Securities Act 2012?		X
IF "NO"		
Date of Publication of Notice (dd/mmm/yyyy)	January 10, 2026	
IF "YES"		
State the reasons for applying for exemptions	N/A	

5. DETAILS OF SENIOR OFFICER

Name (First name, last name)	STEPHANIE NEITA
Position in Organization	ASSISTANT CORPORATE SECRETARY
Business Address	32 TRAFALGAR ROAD, KINGSTON 10, JAMAICA, W. 1.
Work Phone (I-xxx-xxx-	1 876-935-2780
Fax Phone (1-xxx-xxx-xxxx	
Email Address	cox-neitaS@jncb.com

6. DATE, CERTIFICATION AND SIGNATURE

I hereby certify that the statement and information contained in this form and any attachment hereto are true and correct to the best of my knowledge and belief and submitted in compliance with the provisions of the Securities Act, 2012. I understand that any misrepresentation, falsification or material omission of information on this application may result in a breach of the Securities Act, 2012.

STEPHANIE NEITA S-NC ASSISTANT CORPORATE SECRETARY

08-Jan-2026

Print Name

Signature

Position

Date

FOR OFFICIAL USE ONLY

Tool	ID Information
Registrant's Number	
Director's Number	
Document / Record Number	
Record's Management Date Received (dd/mm/yyyy)	

Approved By : _____

Date (DD/MM/YYYY) _____