



**IronRock**

INSURANCE

2020  
Annual Report





## Vision Statement

---

To have IronRock become the most sought-after insurer, pioneering the industry in professionalism, simplicity, efficiency and fairness.

## Mission Statement

---

To operate a sound and financially strong insurance company, providing the best insurance solutions for our policyholders through highly trained and motivated employees, ultimately achieving superior returns for our shareholders, while upholding our core values of:

1. professionalism;
2. honesty;
3. integrity; and
4. efficiency.

## Value Proposition

**Simple. Fair. Safe.**

---

We make the insuring process as seamless as possible by reducing paperwork.

We use technology to make the underwriting and claims settlement process fast and simple.

We believe in the principle of utmost good faith – we therefore trust our clients as they trust us.

We are financially strong with solid, experienced management giving our policyholders superior confidence in the protection we provide.



W  
O  
R  
L  
D  
W  
I  
D  
E



## TABLE OF CONTENTS

1. Notice of Annual General Meeting	1
2. Notes to the Annual General Meeting	2
3. Chairman's Message to Shareholders	3
4. Director's Report	4
5. Board Member Profiles	6
6. Financial Highlights	11
7. Management Discussion & Analysis	
Intro - Summary of overall performance	13
Growth - Premium and segments	14
Underwriting - Claims performance	15
Operations - Expense performance	16
Capital & investments - Returns and Reserves	17
Outlook	18
8. Corporate Governance	21
9. Risk Management	23
10. Disclosure of Shareholdings	26
11. Company Directory	28
12. Audited Financial Statements	30
13. Proxy Form	88

Management  
is cautiously  
optimistic that the  
improvement in the  
Jamaican economy  
will gain momentum  
in 2021

# Notice of Annual General Meeting

Pursuant to the Order of the Supreme Court of Jamaica dated the 31st day of May 2021 in the matter SU 2021 CD 00196 (which can be found at [www.ironrockjamaica.com](http://www.ironrockjamaica.com))

NOTICE IS HEREBY GIVEN THAT the Annual General Meeting of IronRock Insurance Company Limited (the "Company") will be held virtually at [www.ironrockjamaica.com/agm](http://www.ironrockjamaica.com/agm), on Tuesday, October 5, 2021, starting at 3:00 p.m. to consider, and if thought fit, pass the following resolutions:

## ORDINARY RESOLUTIONS

### Resolution No. 1 – Receipt of Audited Accounts

"THAT the Audited Financial Statements, Directors' Report and Auditors' Report for the financial year ended 31 December 2020 be and are hereby received and adopted by the Company."

### Resolution No. 2 – Retirement and Re-election of Directors

"THAT each of the following directors, who has retired by rotation in accordance with the Articles of Incorporation of the Company and being eligible, now offers himself or herself for re-election, be and is hereby re-elected:"

- a. "That Anthony Bell be and is hereby re-elected a Director of the Company."
- b. "That Wayne Hardie be and is hereby re-elected a Director of the Company."
- c. "That Jan Polack be and is hereby re-elected a Director of the Company."

### Resolution No. 3 – Retirement and Re-election of Director

"THAT Ms. Janene Shaw, who having been appointed subsequent to the last Annual General Meeting and in accordance with the Articles of Incorporation of the Company must retire, and being eligible, now offers herself for re-election, be and is hereby re-elected:"

"That Janene Shaw be and is hereby re-elected a Director of the Company."

### Resolution No. 4 – Directors' Remuneration

"THAT the Board be and is hereby authorised to fix the remuneration of the Directors for the financial year ending 31 December 2021."

### Resolution No. 5 – Re-Appointment of Auditors

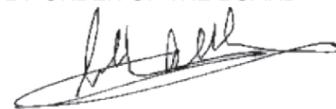
"THAT KPMG Chartered accountants who have voluntarily resigned and being eligible for re-appointment be and are hereby appointed Auditors of the Company to hold office until the next Annual General Meeting."

### Resolution No. 6 – Remuneration of Auditors

"THAT the Board be and is hereby authorized to fix the remuneration of the auditors for the financial year ending 31 December 2021."

DATED THIS  
1st day of April 2021

BY ORDER OF THE BOARD



**Anthony Bell**  
Company Secretary  
IronRock Insurance Company Limited  
1b Braemar Avenue  
Kingston 10, Jamaica

# Notes to the Annual General Meeting

## Eligibility to Vote

The Directors of the Company have determined that your eligibility to attend and vote at the AGM requires you to be a registered shareholder as at the close of business on **31 March 2021** (the "Record Date").

A list of registered shareholders who are eligible to attend and vote at the meeting will be available at the Company's registered office at 1b Braemar Avenue, Kingston 10, Jamaica during normal business hours leading up to the AGM. Shareholders may also phone (876) 656-8000 to confirm they are registered.

## Proof of Identity

Shareholders (or their proxies) will be required to provide proof of their identity for the purposes of attending and voting at the AGM. Please bring identification for these purposes, including, but not limited to, a driver's license, passport or a similar official document.

## Appointing a Proxy for the AGM – Individual Shareholders

As a registered shareholder as at the Record Date, you are entitled to appoint a proxy to represent you if you are not able to attend the AGM in person. A proxy does not need to be a shareholder of the Company.

If you would like to appoint a proxy, please complete the form included at the end of the Annual Report and submit it to the

Company not less than 48 hours before the AGM. In order to be considered valid, the proxy form must have affixed to it a JMD \$100 postage stamp. If the proxy is acting as attorney under a power of attorney, a certified copy of the power of attorney document should also be attached.

For joint shareholders, the proxy notice must be signed and submitted by the shareholder whose name appears first in the register of members of the Company.

If you have appointed a proxy, but circumstances change and you then decide to attend the AGM, instead of your proxy, you may do so without giving further notice to the Company.

## Appointing an Authorised Corporate Representative for the AGM – Corporate Shareholders

A corporation that is a shareholder of the Company may authorise a person to act as its representative at the AGM. The representative does not need to be a shareholder of the Company. The authorisation should be provided to the Company in the form of a certified copy of the resolution of the Board, power of attorney, or otherwise, not less than 48 hours before the AGM. The authorised corporate representative is then entitled to attend and vote at the AGM in the usual way.

# Notes on the Proposed Resolutions for the AGM

## 1. Audited Financial Statements and Annual Report

This agenda item provides for the presentation of the Company's Audited Financial Statements, Director's Report and Auditor's Report for the financial year ended 31 December 2020.

It also provides shareholders with the opportunity to ask questions about the Financial Statements and Reports, and about the performance of the Company in general.

## 2. Retirement and Re-election of Directors

In accordance with the Articles of Incorporation of the Company, at least 1/3 of the Board of Directors, or the number nearest 1/3, must retire from office prior to each AGM. This is done in accordance with good governance practice.

Retiring directors are eligible to offer themselves for re-election at the AGM. The detailed biography of each Director is included in the Annual Report and can also be found on the Company's website ([www.ironrockjamaica.com](http://www.ironrockjamaica.com)).

## 3. Directors' Remuneration

The Board seeks the customary authorisation to set the remuneration of the Directors inclusive of the executive and non-executive directors.

## 4. Re-Appointment of Auditors

In accordance with good governance practice, the auditors of the Company resign prior to the AGM, and, being eligible, have put themselves up for re-appointment. This resolution proposes to retain KPMG as the Company's auditor.

## 5. Remuneration of Auditors

This resolution provides the Board with the authority to negotiate the external auditors' service contract and to set their pay for services to the Company in the upcoming financial year.



ENDURANCE



## Chairman's Message to Shareholders

As a result of these initiatives, the pandemic's effect on our operations was minimal, and we continued on our path of steady growth, whilst producing excellent results. Gross Written Premium increased by **19%** to total **\$837 million**.

I am pleased to report on the performance and progress of IronRock during 2020.

The emergence of the COVID-19 pandemic turned 2020 into an extraordinary year, that presented operational and financial challenges to the country and its people, IronRock and virtually the entire business community.

Our initial focus was on the safety of our staff, clients and business associates and thus we introduced social distancing and other safety protocols at our office in accordance with Government issued stipulations. When the Government mandated a country wide lock down in early March, we transitioned smoothly to Remote Work Protocols.

Last year, I mentioned that we had upgraded our e-commerce portal and introduced a Mobile App and these developments served us well, as these robust digital platforms have provided an easy and efficient way for our clients to manage and pay for their insurance policies without having to visit our office. Client engagement via these channels continued to grow during the year and has resulted in improved service delivery and efficiency. Recognising the economic impact that the pandemic was having on our clients, we immediately introduced extended credit and payment plans, with no fees or interest charges, to assist them to weather the trying times. These concessions have been welcomed by our clients with the majority availing themselves of the facilities.

As a result of these initiatives, the pandemic had a minimal effect on our operations. We maintained steady growth, whilst producing excellent results. Gross Written Premium increased by 19% to total \$837 million, whilst Net Commission income grew to \$55 million, an increase of over 400%. Net Claims reduced to \$90 million, due to a combination of a more effective reinsurance program and excellent underwriting, while Operating Expenses increased modestly to \$186 million.

Consequently, our Underwriting Result improved considerably, moving to a loss of \$27 million from \$64 million in the previous year.

The pandemic also caused havoc in financial markets, with prices falling precipitously in both local and international markets, across all asset classes. In addition, interest rates fell to record lows and dividend earnings were also affected, as companies grappled with the financial impact of the pandemic.

In response to the economic uncertainty, we adjusted our investment strategy to ensure adequate liquidity, which was a major concern in the early days of the pandemic. Due in part to our strong focus on risk management, particularly, credit, market and concentration risk, our investment portfolio was able to withstand the volatility and I am pleased that by year end, it had nearly recovered to pre-pandemic levels of performance.

Given the uncertainty and volatility of the financial markets, we are pleased with the performance of our investment portfolio which produced a total return of \$48 million. Total Assets increased to \$1.4 billion, and we recorded growth in Shareholder Equity, which ended the year at \$567 million.

I am proud of, and grateful to our management and staff whose response to a tumultuous year was characterised by professionalism and dedication. I also acknowledge and thank our clients, brokers and agents for their support throughout the year.

**W. David McConnell**  
Chairman  
IronRock Insurance Company Limited

## Directors' Report

The Directors are pleased to submit herewith their Report together with the Audited Financial Statements of the Company for the year ended December 31, 2020.

The Directors hereby confirm that to the best of their knowledge the accompanying financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and their interpretations adopted by the International Accounting Standards Board (IASB) and comply with the provisions of the Jamaican Companies Act.

### Dividends

No dividends were announced or paid to shareholders of the Company in the financial year 2020.

### Directors

In accordance with the Articles of Incorporation of the Company, at least 1/3 of the Board of Directors must retire from office prior to each Annual General Meeting. Directors Anthony Bell, Wayne Hardie and Jan Polack are retiring this year and, being eligible, offer themselves for re-election by the shareholders.

### Financial Highlights

(in thousands of Jamaican dollars)

	2020	2019
<b>Operating Results</b>		
Gross premiums written	836,971	701,418
Net insurance premium revenue	193,052	221,875
Claims incurred (net)	(89,556)	(133,434)
Commission (net)	55,108	11,002
Operating expenses	(186,067)	(163,616)
Underwriting profit / (loss)	(27,463)	(64,173)
Other income	60,293	69,187
Net profit / (loss)	47,954	5,014
<b>Shareholder equity &amp; insurance reserves</b>		
Cash and Investments	721,651	807,057
Shareholders' equity	567,101	549,380
Insurance contract provisions	574,078	499,129

In accordance with the Articles of Incorporation of the Company, Ms. Janene Shaw who was appointed subsequent to the last Annual General Meeting must retire and, being eligible, offers herself for re-election by the shareholders.

### Auditors

The Auditors, KPMG, must also retire from office prior to each Annual General Meeting and being eligible express their willingness to continue in office in accordance with Section 154 of the Companies Act. A resolution authorising their re-appointment and

another resolution authorising the Directors to fix their remuneration for the coming financial year will also be presented at the Annual General Meeting.

DATED THIS  
1<sup>st</sup> day of April 2021  
BY ORDER OF THE BOARD

**Anthony Bell**  
Company Secretary  
IronRock Insurance Company Limited

Founded  
on solid  
experienced  
leadership

## Board Member Profiles

---



**W. DAVID MCCONNELL**  
Chairman

**David McConnell** was appointed Chairman of IronRock in October 2018.

Mr. McConnell is also Co-Managing Director and Co-Founder of Select Brands Limited. In November 2017 he was appointed Chairman of Supreme Ventures Limited where he has overseen a revitalisation of the company's operations. Mr. McConnell was also appointed to the Board of Directors of Scotia Group Jamaica Limited in May 2018. Previously he has held the position of Managing Director of Sales and Marketing for J Wray and Nephew Limited and General Manager for their Export Division.

Mr. McConnell has an MBA in Marketing Finance from the University of Miami and a Bachelors in Marketing and International Business from Florida International University.

---



**R. E. D. THWAITES**  
Managing Director

**Evan Thwaites** is a Chartered Insurer and an Associate of the Chartered Insurance Institute (ACII). As the Managing Director of the Company he has primary oversight for its operations and the execution of its strategic business plan.

Mr. Thwaites was educated at Wolmer's Boys' School and completed management training courses in the U.S.A., the United Kingdom and Germany for the purposes of his professional development in the insurance and reinsurance industry. He spent over 30 years with Globe Insurance Company of Jamaica Limited (and its predecessor entity, Globe Insurance Company of the West Indies Limited), prior to its acquisition by Guardian Group, where he served as Managing Director. He subsequently worked as a consultant for Grace Kennedy Financial Services Limited and served as a Director of Jamaica International Insurance Company Limited, prior to forming IronRock.

---



**WAYNE N. T. HARDIE**  
Finance Director

**Wayne Hardie** is a member of the Association of Chartered Certified Accountants (ACCA) and a past member of the Association of Accounting Technicians (AAT). As the Finance Director of the Company he has responsibility for accounting and investment operations, as well as regulatory compliance.

Mr. Hardie is a graduate of Calabar High School and received overseas training for the purposes of his professional development in the insurance industry in Canada. He spent nearly 30 years with Globe Insurance Company of Jamaica Limited (and its predecessor entity, Globe Insurance Company of the West Indies Limited), prior to its acquisition by Guardian Group, where he was Financial Controller. He subsequently joined Guardian General Insurance Company of Jamaica Limited where he was Associate Vice President, I.T., Risk and Compliance.



**ANTHONY BELL**  
Company Secretary

**Anthony Bell** is an independent non-executive Director of the Company and brings to the Board his experience in management gained at a senior level in many prominent local companies.

Mr. Bell is a graduate of Jamaica College and South West London College, and he has worked as an accountant and financial controller throughout his career. He served as Managing Director of J. Wray and Nephew Limited and Chief Financial Officer of Lascelles de Mercado group of companies for over 30 years, retiring in 2011.



**JAN POLACK**  
Independent Director

**Jan Polack** is currently the Chief Financial Officer of Couples Resorts, where her primary focus is to oversee the financial and administrative operations and continued expansion, in which she plays an integral role.

Ms. Polack joined IronRock in January 2017 as an independent non-executive Director.

Prior to these appointments Ms. Polack served as Financial Controller at a number of companies, most recently at Caribbean Producers, and is a former Director of the Montego Bay Chamber of Commerce and Industry. Ms. Polack is a Certified Public Accountant (CPA) and holds a bachelor of Accounting from St. Leo's College, Florida.



**GARY PEART**  
Non-executive Director

**Mr. Gary H. Peart** has been the Chief Executive Officer of Mayberry Investments Limited since 2005, and has served on its Board of Directors since 2006. He has over twenty years of experience in the Jamaican financial industry, having worked in senior positions at leading financial institutions throughout his career, gaining experience in almost every business line including Corporate Finance, Equity, Fixed Income and Treasury Management.

Mr. Peart also serves as a Director on the Board of the Jamaica Stock Exchange and currently serves as Treasurer of the Jamaica Securities Dealers Association. He also serves as a Director at several other well-known Jamaican institutions including; LASCO Financial Services Limited and Lasco Distributors Limited.



**CHRISTOPHER BERRY**  
Non-executive Director

**Christopher Berry** who has served as the Executive Chairman of Mayberry Investments Limited since 1993, has over thirty years' experience in the securities industry having joined Mayberry Investments Limited in 1987 and served on the Board of the Jamaica Stock Exchange from 1993 to 2016.

He has been a Non-Executive Director of LASCO Financial Services Limited since June 12, 2015 and a Director of Supreme Ventures Limited since October 23, 2017. He also serves as a Director of Apex Health Care Associates Limited and Apex Pharmacy Limited.



**RAYMOND (RAY) THERRIEN**  
Independent Director

**Raymond (Ray) Therrien** joined IronRock on the 1st of January 2020 as an independent non-executive Director.

Mr. Therrien has been an executive Director of Fontana Limited for the past 18 years, and is the Chief Operations Officer of the company. At Fontana, Mr. Therrien oversees all aspects of Finance and the day to day operations of the organization, with key areas of focus being the pharmacy department and logistics for all overseas purchasing.

Prior to working at Fontana, Ray held senior sales and marketing roles for some of Canada's largest pharmaceutical companies – including Sanofi Aventis and Roche. Mr. Therrien holds a BSc in Mathematics from McMaster University, Hamilton, Canada.



**CHRISTIAN TAVARES-FINSON**  
Non-executive Director

**Christian Tavares-Finson** joined IronRock on the 1st of January 2020 as a non-executive Director. Mr. Tavares-Finson is a prominent Attorney-at-law.

A graduate of McMasters University, he attended Norman Manley Law School and was admitted to the Jamaican Bar Association in 2009. In 2017 he was appointed as a Notary Public for the Parish of Kingston and St Andrew. He sits on several boards, including the Board of the Kingston Free Zone, and is passionate about charity work and his involvement in the 4Y's Foundation is testament to this.

Mr. Tavares-Finson was appointed Honorary Consul of the Kingdom of Netherlands in Jamaica in 2017 and serves as Justice of the Peace.





ENDURANCE

# Financial Highlights

## As at or for the year ended 31 December

(in thousands of Jamaican dollars – except for per share data, ratios and employees)

	2020	2019
<b>Income statement data</b>		
Gross premiums written	836,971	701,418
Underwriting loss before other income	(27,463)	(64,173)
Profit for the year	47,954	5,014
Earnings per stock unit	\$ 0.22	\$ 0.02
<b>Balance sheet data</b>		
Total assets	1,399,522	1,273,211
Cash and Investments	721,651	807,057
Insurance contract provisions / Reserves	574,078	499,129
Shareholders' equity	567,101	549,380
Shareholders' equity per share	\$ 2.65	\$ 2.57
<b>Selected ratios</b>		
Minimum Capital Test (MCT) Ratio	289%	296%
Investment income yield (a)	5.9%	6.2%
Premium retention (b)	23%	35%
Gross expense ratio (c)	22%	23%
Net commission earned ratio (d)	29%	5%
Earned loss ratio (e)	46%	60%
Combined ratio (f)	114%	129%
<b>Market data</b>		
Closing share price (g)	\$ 3.80	\$ 3.53
Shares outstanding	214,000,000	214,000,000
Market capitalisation	813,200	755,420
Employees	15	14

(a) Calculated as investment income (net) divided by the average of: (i) end of year total investments less Investment income and (ii) total investments at the start of the year.

(b) Calculated as Gross premiums written less Written premiums ceded to reinsurers divided by Gross premiums written.

(c) Calculated as Operating expenses divided by Gross premiums written.

(d) Calculated as Net commission income divided by Net insurance premium revenue.

(e) Calculated as Net insurance claims divided by Net insurance premium revenue.

(f) Calculated as the sum of Operating expenses, Net insurance claims and Net commission income, divided by Net insurance premium revenue.

(g) Jamaica Stock Exchange Close Price for ROC as at 31 December.

IronRock (ROC) - Share Price  
(Closing Price)



# Management's Discussion & Analysis

## New Normal

The 2020 financial year presented an unprecedented challenge to businesses and societies everywhere. At IronRock, our focus on efficiency, integrity, and technology, were critical in our efforts to overcome the difficulties arising from the COVID-19 pandemic.

As a relatively young insurer, the economic fallout from the pandemic presented an acute test of IronRock's resilience, organization, and financial strength. The measure of our success in rising to meet these challenges, is evidenced in the financial results we achieved for the year.

IronRock generated a Profit for the year of \$48 million, our best result to date. This was primarily due to an improvement in our Underwriting result, driven by changes to the Company's reinsurance program, and our continued focus on maintaining our underwriting standards. We also grew Gross premiums written by 19% to \$837 million and increased our share of the industry's Gross premiums written to 1.5%, from 1.3% in 2019.

The uncertainty introduced by the pandemic disrupted global financial markets in a way not seen since the Great Recession. Prices fell across virtually all asset classes, and Jamaica was hit particularly hard, as the tourism sector all but ceased operations. Global markets began to recover in the second half of the year, although the recovery in the Jamaican market was less convincing.

We would like to recognize the immense contribution of our staff to IronRock's success during the past year. Despite the unparalleled disruption in their own personal lives, they remained committed to serving our clients with the attention and professionalism that IronRock has become known for. We would also thank our clients and brokers for their continued support.

**Cash and Investments and Operating Cash Flow**  
(\$ million)



**Earnings - Net Profit vs Comprehensive Income**  
(\$ million)



IronRock generated a Profit for the year of **\$48 million**, our best result to date.

## Premium

Gross premiums written ("GPW") increased by 19% to \$837 million, driven in large part by growth in our Property, Motor and Marine portfolios. Our year-on-year premium growth rate was again above the industry average, despite being slightly lower than in 2019. While we expected our GPW growth rate to slow as the portfolio grew, there is no doubt that the pandemic negatively impacted our growth in 2020.

Net insurance premium revenue ("Earned premium") did not keep pace with GPW growth, and in fact fell 13% to \$193 million. This was a direct consequence of the changes to the Company's reinsurance program, although it is important to note that the shortfall was more than offset by the decrease in Net insurance claims and the substantial increase in Net commission income – which rose five-fold from 2019.

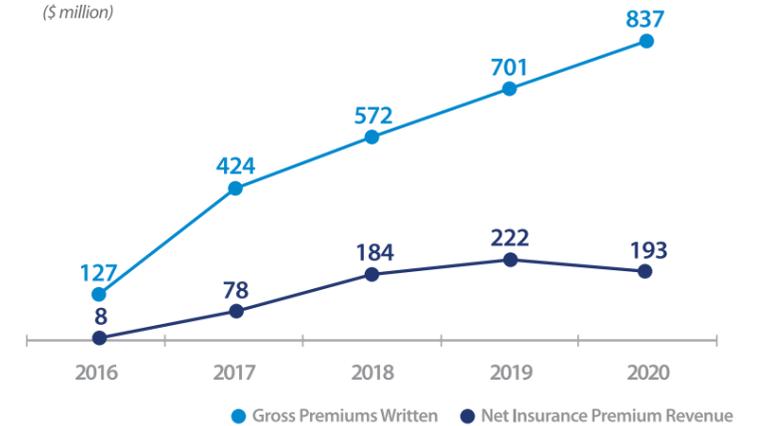
Nearly all of the GPW growth in 2020 was generated by the Commercial Lines portfolio, which grew 23%, compared with an increase of 1% in the Personal Lines portfolio. While Brokers remained the primary source of GPW, we did see a considerable increase of 14% in GPW produced by Direct clients.

The importance of growing our Direct portfolio cannot be overstated, as our operational efficiencies for this segment make it strategically important. By engaging directly with clients, we can build IronRock's brand and reputation personally with our policyholders. We can also leverage our technology to directly improve the ease, speed and quality of our interactions and transactions. Ultimately, we see this benefiting our policyholders through lower premiums, and our shareholders through improved results.

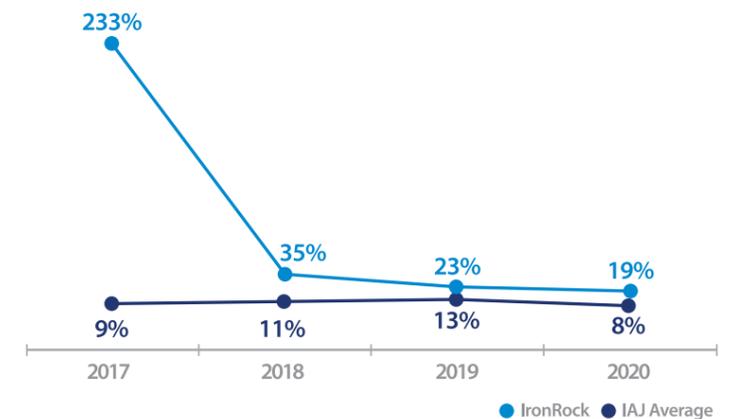
The portfolio's composition, or GPW by class, did not change materially during the year, with Property continuing to be our largest class, accounting for 53% of GPW. The next largest classes were Motor and Liability, accounting for 26% and 7% of GPW respectively.

Management remains committed to our strategic goals of growing our Direct Personal Lines and Motor portfolios, with much of our strategic initiatives aimed at building both, through technology investment and innovative product development.

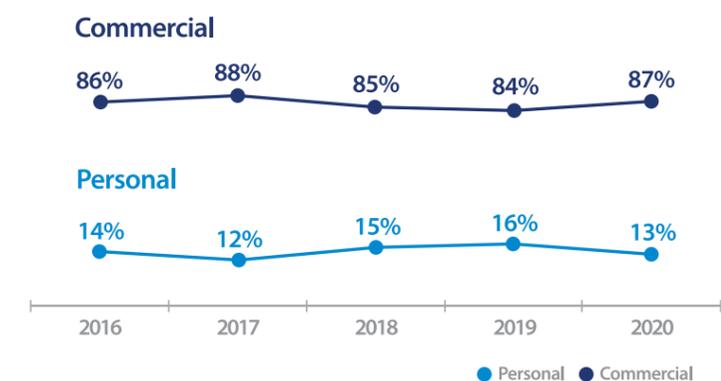
**Premiums - Gross vs Net**  
(\$ million)



**Premium Growth Rate - IronRock vs IAJ**  
(Growth in Gross Premiums Written)



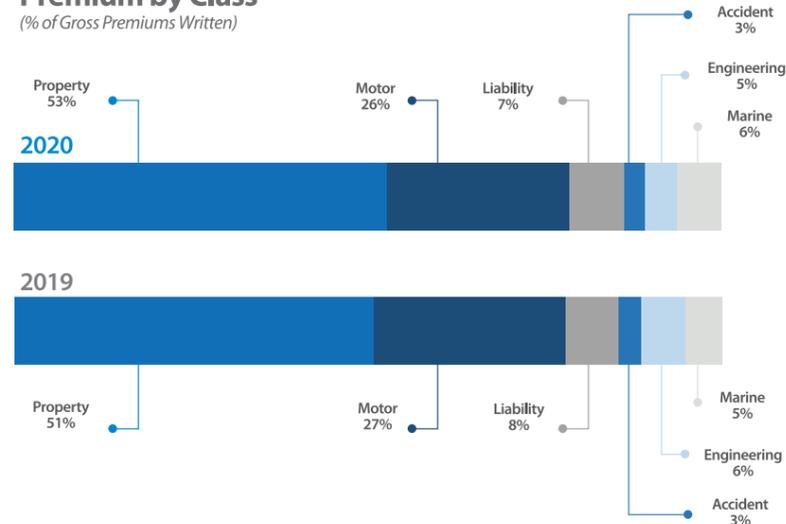
**Personal vs. Commercial Premium**  
(% of Gross Premiums Written)



## Management's Discussion & Analysis continued

### Premium by Class

(% of Gross Premiums Written)



### Underwriting

Following three years of significant hurricane losses in the region, the reinsurance market for the Caribbean continued to harden, as capacity was substantially reduced. The effect has been higher reinsurance costs for local insurers, which pushed Property rates slightly higher in 2020. The opposite was true for local Motor rates, as the Motor market saw escalating price competition during the year.

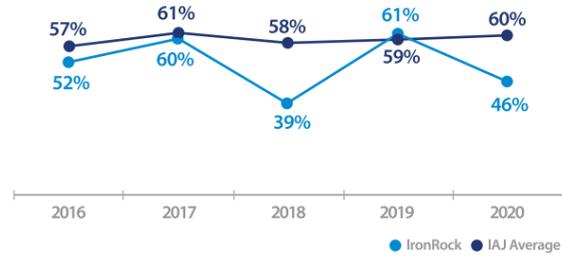
Against this backdrop, our Earned Loss Ratio ("ELR") improved considerably, dropping to 46%, from 61% in 2019. IronRock still has a relatively small portfolio that is sensitive to low-frequency, high-severity claims, and this is reflected in the increase in our Gross Loss Ratio ("GLR") to 31%, which was primarily due to a single Marine Hull claim. The reduction of our ELR despite this increase in our GLR, is evidence of the effectiveness of the Company's updated reinsurance program in shielding the Company from claim volatility.

Notwithstanding the disruption to our operations caused by the pandemic, we were still able to execute on one of our key objectives, to bolster the development of our Direct Motor portfolio. In mid-2020, we introduced four new motor insurance packages: LadyDriven, MatriMotor, ExecuMotor and HybridMotor. Each is designed to cater to outperforming niches of the Motor insurance market. Management's objective of targeting these niches supports our underwriting philosophy of prudent risk selection being the key driver of a favourable Underwriting result.

During the year we also commenced development of a Geographic Information System ("GIS"), that would assist our property underwriters to more effectively price individual risks based on their specific risk characteristics.

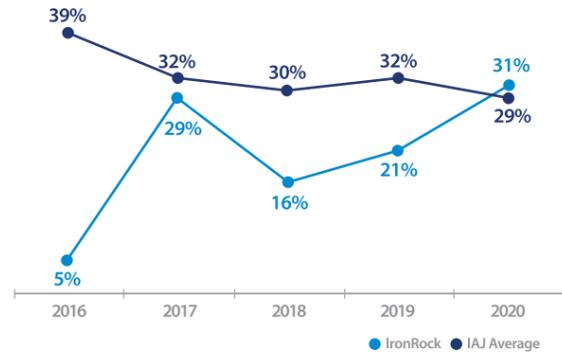
### Earned Loss Ratio - IronRock vs. IAJ

(Net Insurance Claims / Net Insurance Premium Revenue)



### Gross Loss Ratio - IronRock vs. IAJ

(Claims Expenses Incurred / Gross Premiums Written)



Our team also began research into the use of in-vehicle devices to monitor driving behaviour, and assist us to identify better drivers who deserve reduced premiums. This research led to the development of IronRock's Pay As You Drive ("PAYD") Motor insurance product, the first telematics insurance product offered in Jamaica, which we introduced to market in March 2021.

"At the end of 2020, our Gross expense ratio had improved to 22%"

### Operations

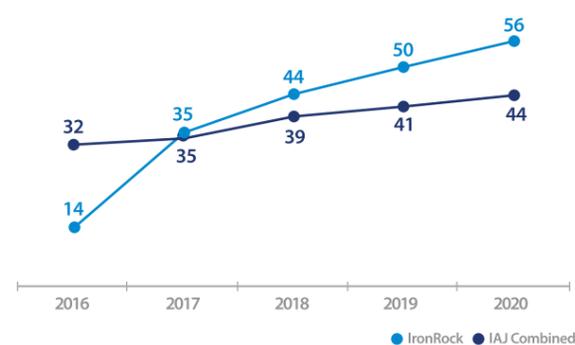
Efficiency is one of IronRock's core philosophies, and each year Management works to improve our productivity through the empowerment of employees, at every level, to help build better processes. As evidence of this, we have consistently grown IronRock's GPW per employee by more than 10% per year since the Company began operations. In 2020, we wrote \$56 million in GPW per employee, 27% higher than the industry average.

At the end of 2020, our Gross expense ratio had improved to 22%, despite a 14% increase in Operating expenses to \$186 million. Given the relatively small size of our portfolio, our operating efficiency is critical to our Underwriting result. This can be seen when comparing the Gross expense ratio graph to the Combined ratio graph – as they track very closely together.

When the Government introduced work-from-home ("WFH") directives in March 2020, businesses were faced with the demand to make extraordinary adjustments in how they did business. The systems and processes IronRock already had in place, allowed us to seamlessly pivot to a complete WFH protocol for Staff, and a no-physical-contact protocol with brokers and clients. Given the incredible performance and response of our staff to the WFH protocols, in June 2020 Management implemented a Remote Work Policy as a permanent feature of IronRock's operations. As the Company grows, we will leverage this policy to contain office expenses, that are traditionally incurred to provide more physical space for a growing Staff complement.

### Gross Premium / Employee - IronRock vs. IAJ

(\$ millions)

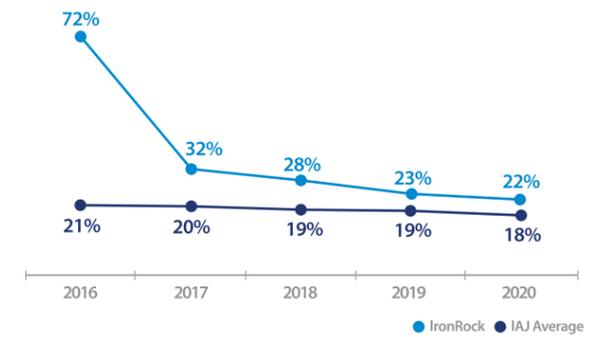


As 2019 saw the successful introduction of our online Marine Cargo platform, 2020 saw the successful introduction of our Web-based client portal – which was also made available through the Company's Mobile App. By the end of 2020, 30% of our Direct clients had managed their account or performed a transaction through the portal.

In the future we will continue investing in information systems and technology, with the objective of providing a seamless experience for our clients. By leveraging digital customer management and automating administrative processes, we believe that we can continue to grow IronRock's portfolio without materially increasing the Company's Expense ratios.

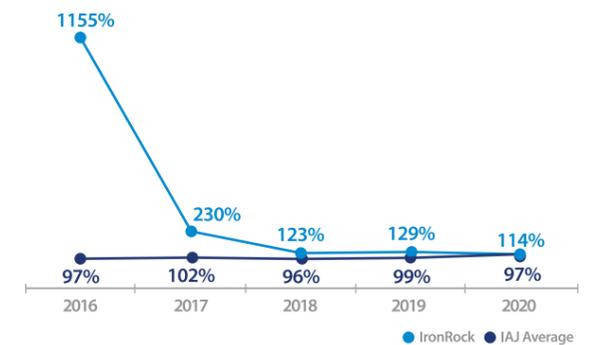
### Gross Expense Ratio

(Operating Expenses / Gross Premiums Written)



### Combined Ratio

((Operating Expenses + Net Insurance Claims - Net Commission) / Net Earned Premium)



## Management's Discussion & Analysis continued

### Capital and Investments

The pandemic triggered a major and sudden global financial market crisis, as lockdowns grounded major economies around the world. The unprecedented interruption to global travel was devastating to the Jamaican tourism sector. This had a knock-on effect that affected almost every industry in the economy and caused local equity prices to plummet.

With hotels representing a significant portion of the property insurance market in Jamaica, accounts receivable collections began to slow, creating a heightened liquidity risk for insurers. Our first priority was therefore to shore up IronRock's financial liquidity position. The need for liquidity came at a time when markets both globally and locally were at their lows, and we were therefore careful to gradually build our liquidity position while minimizing capital losses.

The impact of the of the pandemic on asset prices early in 2020 can be seen in the steep drop off in Cash and investments, while in the second half of the year global financial markets began their gradual recovery. The US financial markets were particularly fast to rebound, with all major stock indices reaching new highs by the end of the year. However, the Jamaican equity market remained stagnant as tourism activities remained subdued. By the end of 2020, IronRock's Investment revaluation account had fallen by \$30 million, with \$8 million of that recognized as Gains on sale of investments, and the remaining shortfall, of \$22 million, mainly a reflection of lower Jamaican equity prices.

IronRock maintained an investment income yield of around 6% for the fourth year in a row, a meaningful accomplishment given that the local and international interest rate environments have been less than favourable in recent years. Yield measures are inherently sensitive to changes in asset prices, and the effect of this can be seen in Q1 of 2020 where the portfolio's investment yield spiked due to the investment portfolio's loss of value. Then as prices recovered throughout the year the yield began to normalize.

Management is cautiously optimistic that the improvement in the Jamaican economy will gain momentum in 2021, as the tourism sector benefits from increased travel following the introduction of the COVID-19 vaccines. We anticipate increases in interest rates as economic activity rebounds globally, and personal spending increases. We will therefore position the Company's portfolio to take advantage of these opportunities, in accordance with our Investment Policy.

Against this backdrop, management employed a strategy of investing in longer-term instruments to obtain better yields, balanced by investments in unit trusts or high dividend equity stocks for shorter-term liquidity. Then, as the equity market strengthened during the year, we began de-risking our equity portfolio by realising some returns and re-balancing our investments.

We are proud of the investment portfolio's performance, and as investments continue to grow, management remains committed to creating a smooth maturity profile for our fixed income investments, and maintaining ample short-term, liquid investments, available to support large or catastrophic losses.

### Investment Income Yield

*(Investment Income (net) / Average of (i) end of period total investments less Investment Income and (ii) total investments at start of the year)*



Yields are annualised and income is year-to-date  
Q1-Q3 results are unaudited. FY results are audited

### Cash & Investments

*(\$ million)*



Q1-Q3 results are unaudited. FY results are audited

“IronRock maintained an investment income yield above **6%** for the fourth year in a row”

### Shareholder Equity

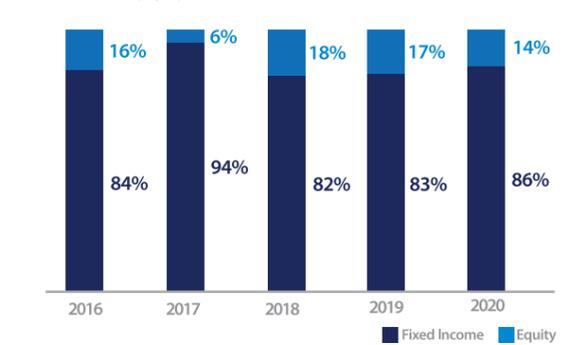
*(\$ million)*



Q1-Q3 results are unaudited. FY results are audited

### Investment Portfolio Exposure

*(Fixed Income vs Equity Exposure)*



## Outlook for 2020

We expect that the COVID-19 pandemic will continue to have a significant influence on Jamaica's economy throughout 2021. Our economy has suffered four quarters of significant declines in GDP, and although the re-opening of the tourism industry will generate increased economic activity, it is our view that any recovery of the Jamaican economy will be slow and fragile.

The insurance industry will benefit from the re-opening of the tourism industry and from Government's infrastructure projects such as the Southern Coastal Highway Improvement Project, and the Government's stated goal of building 70,000 housing units in the next five years.

Despite these positive developments, the economy still faces significant risk from a possible resurgence of the pandemic, both in Jamaica and our major tourist markets of North America, the UK and Europe.

We expect pricing in the Motor and Property segments of the insurance market to remain competitive during the year, subject of course, to the occurrence of natural disasters. And in fact, the National Oceanic and Atmospheric Administration (NOAA) and other national meteorological services are forecasting above average activity for the 2021 Hurricane Season. As always, we remain committed to upholding our core underwriting philosophy of prudent risk selection and management as we navigate through this fragile recovery.



ENDURANCE

# Corporate Governance

## THE BOARD OF DIRECTORS

The Board of Directors (the “Board”) is responsible for ensuring IronRock’s long-term prosperity by collectively directing the Company’s affairs, whilst meeting the appropriate interests of its stakeholders.

The Board oversees senior management in the competent and ethical operation of the Company and assures that the long-term interests of the shareholders are being served. To satisfy its duties, directors are expected to take a proactive, focused approach to their position to ensure that the Company is committed to success through the maintenance of high standards of responsibility and ethics.

Board meetings are held quarterly, with a fifth meeting usually held in March to approve Audited Financial Statements and other reports that must be filed with the Jamaica Stock Exchange (JSE) and the Financial Services Commission (FSC).

The role of the Board includes the responsibility to:

1. establish IronRock’s vision, mission and strategic goals;
2. guide the Company’s operations as well as its risk control and accountability framework;
3. appoint the Managing Director and review his or her performance;
4. determine strategic options, select those to be pursued, and decide the means to implement and support them;
5. approve Company policies and ensure that they are effectively implemented;
6. delegate authority to Management, and evaluate Management performance;
7. ensure adequate resources are available for strategic initiatives and that they are managed effectively;
8. approve future plans and review past performance; and
9. establish the values to be promoted throughout the Company and work to enhance IronRock’s public image.

## Term of Office

In accordance with the Articles of Incorporation of the Company, at least 1/3 of the Board of Directors, or the number nearest 1/3, excluding the Managing Director, must retire from office prior to each Annual General Meeting. Those retiring each year shall be those who have been longest in office since their last election.

Retiring directors are eligible for re-election at the AGM.

## Size of the Board

The Board must consist of a minimum of two (2) Directors (including the Chairman). However, currently, the Company’s Articles of Incorporation do not limit the number of directors that may sit on the Board.

## CORPORATE GOVERNANCE GUIDELINES

The most recent version of our Corporate Governance Guidelines may be found in the Investors section of our website: [www.ironrockjamaica.com](http://www.ironrockjamaica.com)

## Governance Structure

The governance structure of the Company is designed to be a working structure for principled actions, effective decision-making and appropriate monitoring of both compliance and performance.

## Ethics and Conflicts of Interest

The Board expects its directors, as well as officers and employees, to act ethically. Directors are expected to adhere to the Company’s Disclosure of Interest Policy, Insider Trading Policy and Code of Ethics.

## Executive Directors

These are Directors who are employed by the Company and are normally responsible for aspects of the Company’s day to day operations.

The term ‘non-executive Director’ therefore describes a Director who is not employed by the Company, nor responsible for its day to day operation.

## Director Independence

The PSOJ defines an Independent Director as one who is free of any interest, position, association or relationship that might influence or reasonably be perceived to influence, in a material respect, his or her capacity to bring an independent judgment to bear on issues before the Board and to act in the best interest of the entity and its shareholders generally.

The Company endeavors to ensure that at least 30% of the directors on the Board satisfy this definition.

As of 31 December 2020, the following Directors on the Board of IronRock were deemed to be Independent, Non-Executive Directors:

1. Anthony Bell;
2. Jan Polack; and
3. Ray Therrien.

## Chairman of the Board and Chief Executive Officer

The Board regularly evaluates whether or not the roles of Chairman of the Board and CEO should be separate and, if they are to be separate, whether the Chairman of the Board should be selected from the non-employee directors or be an employee of the Company. The Board believes these issues should be considered as part of the Board’s broader oversight and succession planning process.

## Board Committees

The Board currently has the following Standing Committees:

- (i) Audit Committee;
- (ii) Corporate Governance & Conduct Review Committee
- (iii) Nomination & Compensation Committee; and
- (iv) Investment Committee.

From time to time, the Board may form new committees as it deems appropriate.

Size of Standing Committees: Every Board Committee shall consist of at least three (3) Board members.

Standing Committee Members: All of the members of the standing committees will meet the most recently effective criteria for independence established by the Jamaica Stock Exchange Junior Market Rules and the Insurance Regulations, 2001. The members of these committees also will meet the other membership criteria specified in the respective charters for these committees. At least one member of the Investment Committee will be a member of Senior Management.

Standing Committee Member Assignments and Rotation: The Corporate Governance & Conduct Review Committee makes recommendations to the Board concerning the structure and composition of the Board committees. The Board will designate the chair, committee members and, where applicable, alternate standing committee members, by the vote of a majority of the directors. From time to time, there will be occasions on which the Board may want to rotate standing committee members, but the Board does not believe that it should establish a formal policy of rotation.

Standing Committee Charters: Each standing committee will have its own charter. The charter will set forth the purpose, authority and responsibilities of the standing committee in addition to the qualifications for standing committee membership. The Charters for IronRock’s Board Committees can be found in the ‘About Us’ section of our website: [www.ironrockjamaica.com](http://www.ironrockjamaica.com)

## Director Compensation

The Nomination & Compensation Committee reviews the form and amount of compensation for both directors and members of senior management annually and recommends any changes to the Board.

For 2020, IronRock’s non-executive Directors were paid \$400,000 per annum, while additional fees are paid to directors who serve on Committees.

Executive Directors are not paid additional compensation for their services as Directors to the Company.

Name of Director	Meeting of the Board of Directors	Committee Meetings			
		Audit	Corporate Governance	Investment	Nomination & Compensation
David McConnell	6 of 6	n/a	n/a	n/a	n/a
Evan Thwaites	6 of 6	n/a	n/a	4 of 4	n/a
Wayne Hardie	6 of 6	n/a	n/a	n/a	n/a
Anthony Bell	2 of 6	2 of 5	2 of 4	3 of 4	1 of 2
Christopher Berry	4 of 6	n/a	n/a	n/a	n/a
Gary Peart	4 of 6	3 of 5	n/a	n/a	n/a
Jan Polack	4 of 6	4 of 5	4 of 4	4 of 4	n/a
Raymond Therrien	6 of 6	5 of 5	4 of 4	n/a	2 of 2
Christian Tavares-Finson	6 of 6	n/a	n/a	n/a	1 of 2

# Risk Management

## HOW IRONROCK MANAGES RISK

At IronRock we understand the term “Risk Management” to mean the continual process of identifying, analysing, prioritising, and, accepting, mitigating or avoiding the uncertainty in the decisions we make.

Insurance is founded on the concept of risk, and IronRock’s ability to manage its risk exposure will ultimately define its success as an insurance company.

Risk is prevalent throughout all of our lives. Even if we are sure something is inevitable, we cannot know the exact time it will take place, nor the exact circumstances surrounding the event. It is therefore impossible for us to eliminate all the risks we face, and new risks will always emerge.

This is why at IronRock we understand risk management to be a continual process.

## OPERATIONAL RISK MANAGEMENT

Operational risk is the risk of the Company experiencing a direct or indirect loss arising from inadequate internal processes, personnel, or systems, or from external events – other than financial or compliance risks.

To control these risks, Management implements processes and systems that reduce the Company’s overall exposure, while continuing to foster a dynamic and innovative workplace for our employees.

Senior managers in each department are responsible for developing and applying operational controls within their remit. It is then the responsibility of the Audit Committee to ensure each department’s compliance with the relevant internal control procedures – typically through the use of internal auditors.

The two operational risks most relevant to IronRock are discussed below.

## INSURANCE RISK MANAGEMENT

Insurance is a risk management tool used by individuals and organisations to transfer their risk exposure to an insurer for a premium. The insurers themselves are therefore naturally exposed to risk.

Insurers manage their risk exposure by pooling a diverse set of risks.

However, risk can still arise when an insurer determines:

- how to rate a proposed risk (Underwriting Risk);
- if its reinsurance treaties are adequate (Reinsurance Risk); and
- if its current insurance reserves are sufficient to cover future claims (Claims Risk).

Management’s insurance risk management approach is therefore focused on continually working to reduce IronRock’s exposure to these risks.

In particular, IronRock is committed to:

1. hiring and maintaining an experienced and competent Senior Management team – and a competent, efficient and diligent workforce in general;
2. underwriting a diversified portfolio of risks – consistent with IronRock’s long-term underwriting strategy;
3. working closely with our reinsurers to provide the highest standard of security to our policyholders;
4. building and maintaining sufficient insurance reserves to cover future claims; and
5. staying current on disclosures and advancements in the global insurance industry.

## Information Technology (IT) Risk Management

IT risk is the risk of financial loss, disruption or damage to the reputation of the Company owing to a failure of its information technology systems.

This could arise from physical damage to IT hardware, as well as intangible software damage due to system failures or malicious theft or corruption of internal data.

Globally, IT risks have gathered increased attention from legislators. The Government of Jamaica has already passed the Cybercrimes Act (2010) and recently passed the Data Protection Act (2020), which will enforce stronger statutory requirements on companies to control IT risk.

To ensure we offer our stakeholders the highest level of protection, IronRock has implemented an exhaustive IT policy which covers, among other areas of control, the following:

- (1) Acceptable Use
- (2) Backup and Security
- (3) Data Management
- (4) Security Monitoring
- (5) Incident Management
- (6) Network Configuration
- (7) Network Access Security
- (8) Mobile Devices
- (9) Passwords
- (10) Physical Security
- (11) Server Hardening
- (12) Virus Protection

## COMPLIANCE RISK MANAGEMENT

Compliance risk is the threat posed to a company’s operational, financial or reputational standing resulting from the violations of laws, or statutory regulations.

Being an insurance company, as well as a public company, IronRock is regulated by both the Financial Services Commission (FSC) and the Jamaica Stock Exchange (JSE).

In operating under such a heavy regulatory burden, management promotes the view that these additional regulations serve as a prudent extension to our own internal controls.

IronRock actively encourages and facilitates open dialogue with our regulators, with the intention of building healthy and lasting relationships for the benefit of all our stakeholders.

## FSC Regulations

The FSC states that its purpose, relating to the supervision of general insurance companies, is to protect the interests of policyholders.

Direct supervision of the insurance industry is performed by the Insurance Division of the Commission, to ensure that:

1. solvency standards for all entities ensure policyholder protection;
2. the relationships between insurers and their holding company, subsidiaries and/or associated companies are in accordance with legislation;
3. regulators have access to information; and
4. industry players practice sound corporate governance, as they owe a duty of care to their clients and claimants.

An area of key concern for the FSC

and insurers alike, is the Minimum Capital Test (MCT) – intended to assess the riskiness of an insurer’s assets and policy liabilities by applying various factors and margins, ultimately comparing capital available to capital required.

As at 31 December 2020 IronRock’s MCT Ratio was 289%, compared to the FSC required ratio of 250%.

## JSE Regulations

The JSE reserves the right to, in its absolute discretion, delist or suspend trading of any listed company for failure to comply with all applicable rules and guidelines – which for IronRock are set out in the publicly available JSE Junior Market Rules.

Accordingly, and to protect the interests of our shareholders, IronRock strictly adheres to the JSE Junior Market Rules regarding disclosures, reporting, insider trading, related party transactions and corporate governance.

Note – the delisting of a company does not negate the value of its issued shares or the rights of its shareholders. However, it can make the trading of its shares significantly more difficult.

## FINANCIAL RISK MANAGEMENT

Financial risk is the risk of the Company incurring a financial loss that could impair its ability to earn an adequate return or finance its debt.

Changes in the global political, social and economic spheres, all significantly impact financial risk. While this section outlines the major types of financial risk IronRock is exposed to, it is important to understand that financial risk is globally systematic and intersects

with all other types of risk.

Financial risk management at IronRock is a comprehensive process that involves:

1. the Board of Directors, who establish and review the Company’s financial risk management framework;
2. the Audit Committee, who assess the adequacy and appropriateness of the risk management framework and monitor internal compliance;
3. the Managing Director and Finance Director, who together develop and implement financial risk management policies, and regularly report to the Board;
4. the Investment Committee, who establish and review controls relating to the investment of the Company’s assets; and
5. the FSC, who impose limits on how insurers can invest their capital.

## Credit Risk Management

Credit risk is the risk of the Company incurring a financial loss, if a counterparty fails to make contractually required payments.

IronRock’s key areas of exposure to credit risk include:

1. debt securities;
2. premiums due from policyholders and intermediaries; and
3. payments owed from reinsurers.

Management controls the Company’s credit risk in respect of debt securities by placing limits on its exposure to any single counterparty – based on the credit rating of that counterparty. IronRock also has a policy of investing in only high quality corporate bonds and government issued debt contracts. IronRock’s credit risk exposure

## Risk Management continued

to individual policy holders and intermediaries is monitored as part of the Company's credit control process. Analysis is regularly conducted to identify significant exposures to individual policyholders or intermediaries and the relevant action is taken to mitigate the risk posed to the Company.

In addition, all intermediaries must meet minimum financial requirements established and enforced by senior management. Our historical credit experience with intermediaries is also documented and monitored on a regular basis.

The credit worthiness of all current and prospective reinsurers is assessed directly by senior management through the review of A.M. Best and Standard & Poor's credit ratings, as well as any other publicly available information.

As a policy, IronRock only arranges contracts with reinsurers rated "A" or higher, by both A.M. Best and Standard & Poor's.

Further enquiry and vetting is performed by our reinsurance broker, Aon, whose international presence and extensive relationships with reinsurers across the globe allow them to provide insights otherwise unavailable to the public.

We also seek to maintain diversity in our reinsurance arrangements, preferring to place contracts with reinsurers based in different markets around the world, while limiting our per risk and per event exposure to any one reinsurer.

### Liquidity Risk Management

Liquidity risk is the risk that the Company will not be able to meet its short-term financial obligations, due to difficulties in converting its

assets into cash.

Insurers are exposed to daily calls on their available cash resources, mainly arising from policyholder claims. Liquidity risk may arise from many potential areas, such as a duration mismatch between assets and liabilities and an unexpectedly high level of claims in a given period.

IronRock's approach to managing liquidity is to manage the maturity profile of the Company's fixed income portfolio and to ensure, as far as possible, that it maintains sufficient investments in marketable securities. This enables the Company to meet its liabilities when due, under both normal and stressful conditions – without incurring unacceptable losses or risking damage to its reputation.

### Financial Market Risk Management

Financial market risk is the risk that the Company will suffer losses due to the overall performance of local or international financial markets.

IronRock is exposed to market risk on all of its financial assets. The objective of IronRock's financial market risk management strategy is therefore to manage and control exposures within acceptable parameters, while optimising the Company's investment return on risk.

IronRock's exposure to financial market risk can be understood through three major areas:

1. Equity Investment Risk;
2. Interest Rate Risk; and
3. Foreign Exchange Risk.

### 1. Equity Investment Risks

Equity investment risk is the financial risk involved in holding equity in a particular investment.

IronRock manages this risk by ensuring the mix of debt and equity securities in its portfolio are constantly managed and adjusted according to market expectations. The primary goal of the Company's investment strategy is to earn the maximum return at the lowest acceptable level of risk.

### 2. Interest Rate Risk

Interest rate risk arises primarily from IronRock's choice of debt security investments. IronRock manages its interest rate risk exposure by matching, where possible, the duration and profile of assets and liabilities to minimise the impact of mismatches between the value of assets and liabilities from interest rate movements.

Interest bearing financial assets are primarily represented by long-term investments, which have been contracted at fixed or floating interest rates for the duration of the term.

### 3. Foreign Exchange Risk

Foreign exchange risk describes the potential for the market value of financial instruments, or the value of the cash flows from such instruments, to vary due to exchange rate fluctuations.

IronRock incurs foreign currency risk on insurance and reinsurance contracts and investments that are denominated in any currency other than the Jamaican dollar. Currently, the principal foreign currency risk of the Company, are contracts and investments denominated in United States dollars.

Management controls this risk by, where possible, matching the value of its assets and liabilities denominated in a given currency, so that any movement in the exchange rate is offset, effectively hedging the Company's position.

## Disclosure of Shareholdings

### Shareholdings of Top Ten Shareholders

Shareholders	Connected Parties	Shares Held	Combined Holdings	% of Issued Shares
1. Granite Group Limited		109,000,000	109,000,000	50.93%
2. Mayberry Jamaican Equities Limited		38,601,211	38,601,211	18.04%
3. Mayberry Managed Client Accounts		7,000,000	7,000,000	3.27%
4. Catherine Adella Peart		6,960,479	6,960,479	3.25%
5. Sigma Global Venture		4,000,000	4,000,000	1.87%
6. Sharon Harvey-Wilson Jeremy Wilson	2,204,979	1,563,360	3,768,339	1.76%
7. Michelle A. Myers Mayne		3,000,000	3,000,000	1.40%
8. PWL Bamboo Holdings Limited		2,924,094	2,924,094	1.37%
9. W. David McConnell		2,420,000	2,420,000	1.13%
10. Apex Pharmacy Limited		1,989,266	1,989,266	0.93%
<b>Total</b>			<b>179,663,389</b>	<b>83.95%</b>
<b>Total Issued Shares</b>			<b>214,000,000</b>	<b>100.00%</b>

### Shareholdings of Directors and Senior Officers (and connected parties)

Directors	Connected Parties	Shares Held	Combined Holdings	% of Issued Shares
W. David McConnell		2,420,000	112,231,000	52.44%
Granite Group Limited	109,000,000			
St. Elizabeth Holdings Limited	811,000			
Richard Evan Thwaites		1,700,000	110,700,000	51.73%
Granite Group Limited	109,000,000			
Gary Peart		-	45,601,211	21.31%
Mayberry Jamaican Equities Limited	38,601,211			
Catherine Peart		7,000,000		
Christopher Berry		-	43,514,571	20.33%
Mayberry Jamaican Equities Limited	38,601,211			
PWL Bamboo Holdings Limited	2,924,094			
Apex Pharmacy Limited	1,989,266			
Wayne N. Hardie		1,025,727	1,025,727	0.48%
Christian Tavares Finson		666,000	666,000	0.31%
Anthony Bell		-	300,000	0.14%
Jean Bell	300,000			
<b>Senior Officers</b>				
Yvonne Daley		250,000	250,000	0.12%
Maurice Bolt		200,000	200,000	0.09%

# Company Directory

## BOARD OF DIRECTORS

- **W. David McConnell**,  
Chairman
- **R. E. D. Thwaites**  
Managing Director
- **Wayne N. T. Hardie**  
Finance Director
- **Anthony J. A. Bell, J.P.**  
Independent Non-Executive Director
- **Jan Polack**  
Independent Non-Executive Director
- **Gary Peart**  
Non-Executive Director
- **Christopher Berry**  
Non-Executive Director
- **Raymond Therrien**  
Independent Non-Executive Director
- **Christian Tavares-Finson**  
Non-Executive Director

## AUDIT COMMITTEE

Anthony Bell, Chair  
Jan Polack  
Gary Peart  
Ray Therrien

## CORPORATE GOVERNANCE COMMITTEE

Anthony Bell, Chair  
Jan Polack  
Ray Therrien

## INVESTMENT COMMITTEE

Anthony Bell, Chair  
Jan Polack  
R. E. D. Thwaites

## NOMINATION & COMPENSATION COMMITTEE

Ray Therrien, Chair  
Anthony J. A. Bell  
Christian Tavares-Finson

## EXECUTIVE TEAM

- **R. E. D. Thwaites**  
Managing Director
- **Wayne N. T. Hardie**  
Finance Director

- **Christian Watt**  
GM – Marketing & Production
- **Maurice Bolt**  
GM – Technology & Operations

## PRIMARY REINSURERS

**Munich Re**  
**R+V Versicherung**  
Raiffeisenplatz 1  
Wiesbaden, 65189  
Germany

**SCOR Reinsurance**  
701 Brickell Avenue, #1270  
Miami, 33131,  
USA

**Munich Re**  
Königinstr. 107  
80802 Munich  
Germany

**Peak Re**  
Room 2107-11, ICBC Tower,  
3 Garden Road, Central,  
Hong Kong

**Lloyd's Underwriter Syndicates**  
1 Lime Street  
London, EC3M 7HA  
United Kingdom

**QBE Reinsurance**  
30 Fenchurch Street  
London, EC3M 3BD  
United Kingdom

**Sirius America Ins Company**  
Suite 1202  
80 Bloor Street West  
Toronto, M5S 2V1,  
Canada

**CCR Re**  
150 York Street, Suite 1010  
Toronto, M5H 3S5  
Canada

**Echo Re**  
Brandschenkestrasse 18-20  
8001 Zürich  
Switzerland

## INDEPENDENT AUDITORS

**KPMG**  
The Victoria Mutual Building  
6 Duke Street  
Kingston 1, Jamaica

## INTERNAL AUDITORS

**Smith and Associates**  
16 Hope Road  
Kingston 10, Jamaica

## ACTUARY

**Kevin A. Lee, FCIA, FCAS, MAAA**  
**AON Risk Solutions**  
225 King Street West,  
Toronto, M5V 3M2  
Canada

## BROKERS

**Allied Ins Brokers**  
26 Belmont Road  
Kingston 5, Jamaica

**Assurance Brokers Ja**  
1a Braemar Avenue  
Kingston 10, Jamaica

**Billy Craig Ins Brokers**  
Suite 34, New Kingston Business Centre  
Kingston 5, Jamaica

**Caribbean Assurance Brokers**  
94d Old Hope Road  
Kingston 6, Jamaica

**Desmond Mair Ins Brokers**  
59 Hope Road  
Kingston 6, Jamaica

**FFK Ins Brokers**  
28 Pawsey Place  
Kingston 5, Jamaica

**Gallagher Ins Brokers Ja**  
7-9 Harbour Street  
Kingston 5, Jamaica

**Jamaica Citadel Ins Brokers**  
36-40 Fort Street  
Montego Bay, Jamaica

**JMMB Ins Brokers**  
26 Belmont Road  
Kingston 5, Jamaica

**Marathon Ins Brokers**  
46 Trinidad Terrace  
Kingston 5, Jamaica

**MGI Ins Brokers**  
14 ½ Ripon Road  
Kingston 5, Jamaica

**NPG Ins Brokers**  
27 Tobago Ave  
Kingston 5, Jamaica

**Pinnacle Ins Brokers**  
7 Merrick Ave,  
Kingston 10, Jamaica

**Spectrum Ins Brokers**  
7 Merrick Ave,  
Kingston 10, Jamaica

**TFS Ins Brokers**  
1 Belmont Road  
Kingston 5, Jamaica

## SALES REPRESENTATIVES

**Sandra Mattis**  
34 Sheffield Road  
Kingston 2, Jamaica  
+1 (876) 564-1964

## INVESTOR RELATIONS OFFICER

**David Thwaites**  
+1 (876) 656-8533  
dthwaites@ironrockjamaica.com

## REGISTERED OFFICE

**IronRock Insurance Company Limited**  
1b Braemar Avenue  
Kingston 10, Jamaica  
+1 (876) 946-1595  
ironrockjamaica.com



ENDURANCE



KPMG  
Chartered Accountants  
P.O. Box 436  
6 Duke Street  
Kingston  
Jamaica, W.I.  
+1 (876) 922-6640  
firmmail@kpmg.com.jm

INDEPENDENT AUDITORS' REPORT

To the Members of  
IRONROCK INSURANCE COMPANY LIMITED

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

*Opinion*

We have audited the financial statements of IronRock Insurance Company Limited ("the company"), set out on pages 37 to 86, which comprise the statement of financial position as at December 31, 2020, the statements of profit or loss and other comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements give a true and fair view of the financial position of the company as at December 31, 2020, and of its financial performance and its cash flows for the year then ended, in accordance with International Financial Reporting Standards (IFRS) and 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 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.

KPMG, a Jamaican partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

R. Tarun Handa  
Cynthia L. Lawrence  
Rajan Trehan  
Norman O. Rainford

Nigel R. Chambers  
Nyssa A. Johnson  
W. Gihan C. De Mel

Wilbert A. Spence  
Rochelle N. Stephenson  
Sandra A. Edwards



INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of  
IRONROCK INSURANCE COMPANY LIMITED

**Report on the Audit of the Financial Statements (Cont'd)**

*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.

Key Audit Matter	How was the matter addressed in our audit
<p><i>Estimates for outstanding claims</i></p> <p>Included in the company's outstanding claims liability is an actuarially determined estimate for claims incurred but not reported as at December 31, 2020.</p> <p>This is an area of audit focus as the determination of this estimate required significant judgement primarily in respect of key assumptions made and actuarial methodologies applied in the preparation of the estimate (See notes 4(p)(i), 10.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> <li>• Challenging the assumptions applied by management's experts in the preparation of the annual valuation of the company's claims outstanding liabilities in accordance with accepted actuarial practice and regulatory requirements.</li> <li>• Involving our own actuarial specialist to assist us in evaluating the assumptions and methodologies used by management's experts, in particular the actuarial methods used to develop the selected ultimate expected losses.</li> <li>• Testing the controls over the claims payments process and the case reserving process.</li> <li>• Assessing the adequacy of the disclosures about the degree of estimation involved in arriving at the reported balance.</li> </ul>



INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of  
IRONROCK INSURANCE COMPANY LIMITED

**Report on the Audit of the Financial Statements (Cont'd)**

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our 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 financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

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

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

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

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS and 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 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 Company or to cease operations, or has no realistic alternative but to do so.

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



INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of  
IRONROCK INSURANCE COMPANY LIMITED

**Report on the Audit of the Financial Statements (Cont'd)**

*Auditors' Responsibility 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.

A further description of our responsibilities for the audit of the financial statements is included in the Appendix to this auditors' report. This description, which is located at pages 35 and 36, forms part of our auditors' report.

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

The engagement partner on the audit resulting in this independent auditors' report is Nyssa Johnson.

Chartered Accountants  
Kingston, Jamaica

March 31, 2021



## INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of  
IRONROCK INSURANCE COMPANY LIMITED

### **Appendix to the Independent Auditors' report**

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 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 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.

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.



## INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of  
IRONROCK INSURANCE COMPANY LIMITED

### **Appendix to the Independent Auditors' report (Cont'd)**

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

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the 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 matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Statement of Financial Position

As at 31 December 2020

(expressed in Jamaican dollars)

	Notes	2020 \$'000	2019 \$'000
<b>Assets</b>			
Property, plant and equipment	5	11,795	18,927
Intangible asset	6	3,833	4,475
Deferred taxation	7	15,124	-
Investments	8	565,306	672,918
Deferred acquisition costs	9	40,437	36,502
Reinsurance assets	10	362,532	223,983
Insurance and other receivables	11	217,507	161,834
Taxation recoverable		26,643	20,433
Short-term investments	12	30,000	30,000
Securities purchased under resale agreements	13	94,764	-
Cash and cash equivalents		31,581	104,139
		<b>1,399,522</b>	<b>1,273,211</b>
<b>Liabilities and Shareholders' Equity</b>			
Insurance and other payables	14	211,050	183,557
Insurance contract provisions	10	574,078	499,129
Lease liability	15	-	5,215
Deferred commission income	16	47,293	35,930
		<b>832,421</b>	<b>723,831</b>
Share capital	17	465,540	465,540
Capital reserves	18	139,340	139,340
Investment revaluation reserve		4,549	34,782
Accumulated deficit		(42,328)	(90,282)
		<b>567,101</b>	<b>549,380</b>
		<b>1,399,522</b>	<b>1,273,211</b>

The financial statements, on pages 37 to 86 were approved for issue by the Board of Directors on March 31, 2021 and signed on their behalf by:



R. Evan Thwaites Director



Wayne Hardie Director

The accompanying notes form an integral part of the financial statements.

## Statement of Profit or Loss and Other Comprehensive Income

For the year ended 31 December 2020

(expressed in Jamaican dollars)

	Notes	2020 \$'000	2019 \$'000
<b>Gross premiums written</b>	<b>10(b),19</b>	<b>836,971</b>	<b>701,418</b>
Change in gross provision for unearned premiums		(29,910)	(71,207)
Gross insurance premium revenue	10(b)	807,061	630,211
Written premiums ceded to reinsurers	10(b)	(647,273)	(455,577)
Reinsurers' share of change in provision for unearned premiums		33,264	47,241
<b>Net insurance premium revenue</b>	<b>10(b)</b>	<b>193,052</b>	<b>221,875</b>
Claims expenses incurred	10(a)	(262,048)	(148,801)
Reinsurers' share of claims and benefits incurred	10(a)	172,492	15,367
<b>Net insurance claims</b>		<b>(89,556)</b>	<b>(133,434)</b>
Commission expense	9	(93,588)	(75,249)
Commission income	16	148,696	86,251
<b>Net commission income</b>		<b>55,108</b>	<b>11,002</b>
<b>Profit before operating expenses</b>		<b>158,604</b>	<b>99,443</b>
Operating expenses	20(b)	(186,067)	(163,616)
<b>Underwriting loss before other income</b>		<b>(27,463)</b>	<b>(64,173)</b>
Investment income, net	21	40,206	38,709
Other Income		161	32
Foreign exchange gain		11,820	2,877
Gain on sale of investments		8,106	27,569
<b>Profit before taxation</b>		<b>32,830</b>	<b>5,014</b>
Taxation	23	15,124	-
<b>Profit for the year</b>		<b>47,954</b>	<b>5,014</b>
<b>Other comprehensive income</b>			
<b>Items that may be reclassified to profit or loss</b>			
Fair value (losses)/ gains on investments, being total other comprehensive income		(30,233)	29,653
<b>Total comprehensive income for the year</b>		<b>17,721</b>	<b>34,667</b>
<b>Earnings per stock unit</b> (based on stock units in issue)	<b>22</b>	<b>22 cents</b>	<b>2 cents</b>

The accompanying notes form an integral part of the financial statements.

## Statement of Changes in Shareholders' Equity

For the year ended 31 December 2020

(expressed in Jamaican dollars)

	Share Capital	Capital reserves	Investment revaluation reserve	Accumulated profit/(deficit)	Total
	\$'000 (note 17)	\$'000 (note 18)	\$'000	\$'000	\$'000
<b>Balances at December 31, 2018</b>	<b>465,540</b>	<b>139,340</b>	<b>5,129</b>	<b>(95,296)</b>	<b>514,713</b>
Profit for the year	-	-	-	5,014	5,014
Other comprehensive income:					
Fair value gains on investments	-	-	29,653	-	29,653
Total comprehensive income	-	-	29,653	5,014	34,667
<b>Balances at December 31, 2019</b>	<b>465,540</b>	<b>139,340</b>	<b>34,782</b>	<b>(90,282)</b>	<b>549,380</b>
Profit for the year	-	-	-	47,954	47,954
Other comprehensive income:					
Fair value losses on investments	-	-	(30,233)	-	(30,233)
Total comprehensive (loss)/ income	-	-	(30,233)	47,954	17,721
<b>Balances at December 31, 2020</b>	<b>465,540</b>	<b>139,340</b>	<b>4,549</b>	<b>(42,328)</b>	<b>567,101</b>

## Statement of Cash Flows

For the year ended 31 December 2020

(expressed in Jamaican dollars)

	Notes	2020 \$'000	2019 \$'000
<b>Cash Flows from Operating Activities</b>			
Profit for the year		47,954	5,014
Adjustments for:			
Depreciation and amortisation	5,6	10,453	10,176
Deferred taxation	7	(15,124)	-
Lease interest expense	15	185	513
Gain on disposal of property, plant and equipment		(120)	10
Insurance contract provisions		(63,600)	91,691
Interest income	21	(40,206)	(33,083)
Gain on sale of investment		(8,106)	(27,569)
		(68,564)	46,752
Changes in:			
Deferred acquisition costs		(3,935)	(1,910)
Insurance and other receivables		(58,503)	(18,975)
Insurance and other payables		27,493	73,586
Deferred commission income		11,363	9,798
Taxation paid		(6,210)	(5,173)
<b>Net cash (used)/ provided by operating activities</b>		<b>(98,356)</b>	<b>104,078</b>
<b>Cash Flows from Investing Activities</b>			
Short term investments, net		-	78,317
Securities (purchased)/ sold under resale agreements		(94,764)	20,297
Proceeds from disposal of investments		200,323	92,520
Investments, net		(114,838)	(273,629)
Acquisition of property, plant and equipment	5	(2,679)	(5,563)
Proceeds from disposal of property, plant and equipment		120	
Interest received		43,036	32,358
<b>Net cash provided/ (used) by investing activities</b>		<b>31,198</b>	<b>(55,700)</b>
<b>Cash Flows from Financing Activity</b>			
Lease liability, net, being net cash used by financing activity	15	(5,400)	(5,400)
<b>Net (decrease)/ increase in cash and cash equivalents</b>		<b>(72,558)</b>	<b>42,978</b>
Cash and cash equivalents at beginning of the year		104,139	61,161
<b>Cash and Cash Equivalents at End of the Year</b>		<b>31,581</b>	<b>104,139</b>

The accompanying notes form an integral part of the financial statements.

The accompanying notes form an integral part of the financial statements.

# Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

## 1. Corporate structure and nature of business

IronRock Insurance Company Limited (the company) was incorporated June 9, 2015 and is domiciled in Jamaica, with its registered office at 1b Braemar Avenue, Kingston 10. It is a 50.9% subsidiary of Granite Group Limited, a company incorporated and domiciled in St. Lucia. The company is listed on the Junior Market of the Jamaica Stock Exchange.

The principal activity of the company is the underwriting of general insurance business. The company commenced trading March 2016.

## 2. Insurance licence

The company is registered under the Insurance Act 2001 (the Act).

## 3. Roles of the actuary and auditors

The actuary is appointed by the Board of Directors pursuant to the Act. With respect to preparation of financial statements, the actuary carries out an actuarial valuation of management's estimate of the company's policy liabilities and reports thereon to the shareholders. Actuarially determined policy liabilities consist of the provisions for, and reinsurance recovery of, unpaid claims and adjustment expenses on insurance policies in force, including provisions for salvage and subrogation, and future obligations on the unearned portion of insurance policies in force, including deferred policy acquisition costs. The valuation is made in accordance with accepted actuarial practice, as well as any other matter specified in any directive made by regulatory authorities. The actuary's report outlines the scope of his work and opinion. An actuarial evaluation is prepared annually.

The external auditors are appointed by the shareholders pursuant to the Jamaican Companies Act to conduct an independent and objective audit of the financial statements of the company in accordance with International Standards on Auditing and report thereon to the shareholders. In carrying out their audit, the auditors also make use of the work of the actuary and his report on the company's actuarially determined policy liabilities. The auditors' report outlines the scope of their audit and their opinion.

## 4. Statement of compliance, basis of preparation and significant accounting policies

### (a) Statement of compliance:

The financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and their interpretations adopted by the International Accounting Standards Board (IASB) and comply with the provisions of the Jamaican Companies Act.

Certain new and amended standards and interpretations came into effect during the current financial year, none of which had any impact on these financial statements.

# Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

## 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

### (a) Statement of compliance (cont'd):

#### **New, revised and amended standards and interpretations not yet effective:**

At the date of authorisation of these financial statements, certain new, revised and amended standards and interpretations which were in issue but not effective at the reporting date and has not been early-adopted by the company. Those which are considered relevant to the company are as follows:

- Amendments to IFRS 16 Leases is effective for annual periods beginning on or after June 1, 2020, with early application permitted. It provides guidance for COVID-19 related rent concessions.

The amendments introduce an optional practical expedient that simplifies how a lessee accounts for rent concessions that are a direct consequence of COVID-19. A lessee that applies the practical expedient is not required to assess whether eligible rent concessions are lease modifications, and accounts for them in accordance with other applicable guidance. The resulting accounting will depend on the details of the rent concession. For example, if the concession is in the form of a one-off reduction in rent, it will be accounted for as a variable lease payment and be recognised in profit or loss.

The practical expedient will only apply if:

- the revised consideration is substantially the same or less than the original consideration;
- the reduction in lease payments relates to payments due on or before 30 June 2021; and
- no other substantive changes have been made to the terms of the lease.

Lessees applying the practical expedient are required to disclose:

- that fact, if they have applied the practical expedient to all eligible rent concessions and, if not, the nature of the contracts to which they have applied the practical expedient; and
- the amount recognised in profit or loss for the reporting period arising from application of the practical expedient.

No practical expedient is provided for lessors. Lessors are required to continue to assess if the rent concessions are lease modifications and account for them accordingly.

The company does not expect the amendment to have a significant impact on its financial statements.

- Amendments to IFRS 9 *Financial Instruments*, IAS 39 *Financial Instruments: Recognition and Measurement*, IFRS 7 *Financial Instruments: Disclosures*, IFRS 4 *Insurance contracts* and IFRS 16 *Leases*, is effective for annual accounting periods beginning on or after January 1, 2021 and address issues affecting financial reporting in the period leading up to interbank offered rates (IBOR) reform.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (a) Statement of compliance (cont'd):

##### **New, revised and amended standards and interpretations not yet effective (cont'd):**

- Amendments to IFRS 9 *Financial Instruments*, IAS 39 *Financial Instruments: Recognition and Measurement*, IFRS 7 *Financial Instruments: Disclosures*, IFRS 4 *Insurance contracts* and IFRS 16 *Leases* (continued),

The second phase amendments apply to all hedging relationships directly affected by IBOR reform. The amendments principally address practical expedient for modifications.

A practical expedient has been introduced where changes will be accounted for by updating the effective interest rate if the change results directly from IBOR reform and occurs on an 'economically equivalent' basis. A similar practical expedient will apply under IFRS 16 *Leases* for lessees when accounting for lease modifications required by IBOR reform. In these instances, a revised discount rate that reflects the change in interest rate will be used in remeasuring the lease liability.

The amendments also address specific relief from discontinuing hedging relationships as well as new disclosure requirements.

The company has exercised the option to defer the effective date of the adoption of IFRS 9 to January 1, 2023, and is assessing the impact that this amendment may have on its 2023 financial statements.

- IFRS 17 *Insurance Contracts*, effective for annual reporting periods beginning on or after January 1, 2023 replaces IFRS 4 *Insurance Contracts* and provides three models to apply to all insurance contracts: the general model, the variable fee approach and the premium allocation approach.

The key principles in IFRS 17 are that an entity:

- Identifies insurance contract as those contracts under which the entity accepts significant insurance risk from another party (the policyholder) by agreeing to compensate the policyholder if a specified uncertain future (the insured event) adversely affects the policyholder.
- Separates specified embedded derivatives, distinct investment components and distinct performance obligations from the insurance contracts.
- Recognises and measures groups of insurance contracts at:
  - a) a risk - adjusted present value of the future cash flows (the fulfilment cash flows) that incorporates all of the available information about the fulfilment cash flows in a way that is consistent with observable market information; plus (if this value is a liability) or minus (if this value is an asset); and

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (a) Statement of compliance (cont'd):

##### **New, revised and amended standards and interpretations not yet effective:**

- IFRS 17 *Insurance Contracts* (cont'd)

The key principles in IFRS 17 are that an entity (cont'd):

- Recognises and measures groups of insurance contracts at:
  - b) an amount representing the unearned profit in the group of contracts (the contractual service margin)
- Recognises the profit from a group of insurance contracts over the period the entity provides insurance cover, and as the entity is released from risk. If a group contract is or becomes loss making, an entity recognizes the loss immediately.
- Presents separately insurance revenue (that excludes the receipt of repayment of any investment components) and insurance finance income or expenses;
- Includes an optional simplified measurement approach, or premium allocation approach, for simpler insurance contracts where the coverage period is less than a year or where there are no significant expected changes in estimates before the claims are incurred.

Many of the disclosures of IFRS 4 are kept in IFRS 17. The general model requires disclosure and reconciliation of the expected present value of future cash flows, risk adjustment and contractual service margin. No reconciliation is required under the variable fee approach.

The company is assessing the impact that the standard will have on its financial statements.

- Amendments to IFRS 17 *Insurance Contracts*, effective for annual reporting periods beginning on or after January 1, 2023 and provides for the following amendments to the standard:
  - Most companies that issue credit cards and similar products that provide insurance coverage will be able to continue with their existing accounting, unless the insurance coverage is a contractual feature, easing implementation for non-insurers.
  - For loan contracts that meet the definition of insurance but limit the compensation for insured events to the amount otherwise required to settle the policyholder's obligation created by the contract, companies that issue such loans have an option to apply IFRS 9 or IFRS 17, reducing the impact of IFRS 17 for non-insurers.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (a) Statement of compliance (cont'd):

##### **New, revised and amended standards and interpretations not yet effective (cont'd):**

- Amendments to IFRS 17 *Insurance Contracts* (cont'd)
    - In measuring the contractual service margin; companies will choose to apply either a 'period-to-period' or 'year-to-date' approach, allowing greater opportunity for consistency with current practice and for subsidiaries to align reporting with their parent, revenue and profit emergence will better reflect performance of the wide range of insurance products and the services they provide to customers' allocating insurance acquisition cash flows to future renewal groups reduces the risk of groups becoming onerous solely from acquisition expenses paid relating to future renewals, the allocation is revised at each reporting period to reflect any changes in assumptions that determine the inputs to the method of allocation used, until all contracts have been added to the group and companies now need to assess each period the recoverability of insurance acquisition cash flow assets usually on a more granular level than applied today.
    - Upon transition, companies may be able to account for acquired contracts before the transition date as liabilities for incurred claims. In many cases, companies will be required to identify and recognise an asset for insurance acquisition cash flows incurred prior to transition. Companies are not required to perform a recoverability assessment for periods prior to transition.
    - In accounting for direct participating contracts risk mitigation option expanded to non-derivative assets at FVTPL and reinsurance contracts held and extended to provide relief prospectively from the transition date. If a company meets the risk mitigation option criteria before transition, it can now apply the fair value approach to the related contracts at transition. Companies applying both OCI and risk mitigation options together will be able to achieve better matching in the income statement.
    - For reinsurance contracts, companies will be able to offset losses on initial recognition of direct insurance contracts based on a prescribed formula if they are covered by reinsurance contracts held, reducing accounting mismatches.
    - There is relief for companies to present (re)insurance contract assets and liabilities at a portfolio level, instead of group level in the statement of financial position and income taxes specifically charged to policyholders may now be included in fulfilment cash flows, better reflecting local practice in certain jurisdictions.
- The company is assessing the impact that the amendment will have on its financial statements.
- Amendments to IAS 1 *Presentation of Financial Statements*, will apply retrospectively for annual reporting periods beginning on or after 1 January 2023. The amendments promote consistency in application and clarify the requirements on determining if a liability is current or non-current.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (a) Statement of compliance (cont'd):

##### **New, revised and amended standards and interpretations not yet effective (cont'd):**

- Amendments to IAS 1 *Presentation of Financial Statements* (cont'd)
  - Under existing IAS 1 requirements, companies classify a liability as current when they do not have an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period. As part of its amendments, the requirement for a right to be unconditional has been removed and instead, now requires that a right to defer settlement must have substance and exist at the end of the reporting period. A company classifies a liability as non-current if it has a right to defer settlement for at least twelve months after the reporting period. It has now been clarified that a right to defer exists only if the company complies with conditions specified in the loan agreement at the end of the reporting period, even if the lender does not test compliance until a later date.
  - With the amendments, convertible instruments may become current. In light of this, the amendments clarify how a company classifies a liability that includes a counterparty conversion option, which could be recognised as either equity or a liability separately from the liability component under IAS 32. Generally, if a liability has any conversion options that involve a transfer of the company's own equity instruments, these would affect its classification as current or non-current. It has now been clarified that a company can ignore only those conversion options that are recognised as equity when classifying liabilities as current or non-current.
  - The company is assessing the impact that the amendments may have on its 2023 financial statements.
- IFRS 9 *Financial Instruments* - As an insurance company, the company has exercised the option to defer the effective date of the new standard to January 1, 2023, in line with IFRS 17 *Insurance Contracts* [See note 4(p)(iv)]. The standard includes requirements for recognition and measurement, impairment, derecognition of financial instruments and general hedge accounting.
- Amendments to IFRS 9 *Financial Instruments*, effective retrospectively for annual reporting periods beginning on or after January 1, 2019 clarifies the treatment of:
  - (i) Prepayment features with negative compensation:
    - Financial assets containing prepayment features with negative compensation can now be measured at amortised cost or at fair value through other comprehensive income (FVOCI) if they meet the other relevant requirements of IFRS 9.
  - (ii) Modifications to financial liabilities:
    - If the initial application of IFRS 9 results in a change in accounting policy arising from modified or exchanged fixed rate financial liabilities, retrospective application is required, subject to particular transitional reliefs. There is no change to the accounting for costs and fees when a liability has been modified, but not substantially. These are recognised as an adjustment to the carrying amount of the liability and are amortised over the remaining term of the modified liability.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (a) Statement of compliance (cont'd):

##### **New, revised and amended standards and interpretations not yet effective (cont'd):**

- Amendments to IAS 37 *Provision, Contingent Liabilities and Contingent Assets* is effective for annual periods beginning on or after January 1, 2022 and clarifies those costs that comprise the costs of fulfilling the contract. The amendments clarify that the 'costs of fulfilling a contract' comprise both the incremental costs – e.g. direct labour and materials; and an allocation of other direct costs – e.g. an allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract.

This clarification will require entities that apply the 'incremental cost' approach to recognise bigger and potentially more provisions. At the date of initial application, the cumulative effect of applying the amendments is recognised as an opening balance adjustment to retained earnings or other component of equity, as appropriate. The comparatives are not restated.

- Annual Improvements to IFRS Standards 2018-2020 cycle contain amendments to certain standards and are effective for annual periods beginning on or after January 1, 2022. Those that affect the group's operation are IFRS 9 Financial Instruments and IFRS 16 Leases.

- (i) IFRS 9 *Financial Instruments* amendment clarifies that – for the purpose of performing the '10 per cent test' for derecognition of financial liabilities – in determining those fees paid net of fees received, a borrower includes only fees paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf.
- (ii) IFRS 16 *Leases* amendment removes the illustration of payments from the lessor relating to leasehold improvements.

#### (b) Basis of preparation:

The financial statements are prepared under the historical cost convention, modified for the inclusion of available-for-sale investments at fair value.

These financial statements are presented in Jamaica dollars (\$), which is the functional currency of the company. The values presented in the financial statements have been rounded to the nearest thousand (\$'000) unless otherwise stated

#### (c) Going concern:

The preparation of the financial statements in accordance with IFRS assumes that the company will continue in operational existence for the foreseeable future. This means, *inter alia*, that the statements of financial position and profit or loss and other comprehensive income assume no intention or necessity to liquidate the company or curtail the scale of its operations. This is commonly referred to as the going concern basis.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (c) Going concern (cont'd):

At December 31, 2020, the company had an accumulated deficit of \$42,328,000 (2019: \$90,282,000) which is broadly in line with the projections. The company's existing capital is sufficient to meet prudent and regulatory capital requirements during this period as evidenced by its Minimum Capital Test result of 289% (2019: 296%) as compared to the regulatory requirement of 250%. Consequently, management is of the view that the going concern basis continues to be appropriate in the preparation of the financial statements.

#### (d) Use of estimates and judgements:

The preparation of the financial statements to conform to IFRS requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, contingent assets and contingent liabilities at the reporting date, and the income and expense for the year then ended.

Actual amounts could differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management in the application of IFRS that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next financial year are discussed below:

#### (i) Allowance for impairment losses on receivables:

In determining amounts recorded for impairment losses in the financial statements, management makes judgements regarding indicators of impairment, that is, whether there are indicators that there may be a measurable decrease in the estimated future cash flows from receivables, for example, based on default and adverse economic conditions. Management makes estimates of the likely estimated future cash flows from impaired receivables as well as the timing of such cash flows.

#### (ii) Outstanding claims:

Outstanding claims comprise estimates of the amount of reported losses and loss expenses plus a provision for losses incurred but not reported based on historical experience. The loss and loss expense reserves have been estimated by the company's actuary using the company's and industry data.

Amounts recoverable in respect of claims from reinsurers are estimated in a manner consistent with the underlying liabilities.

Notes 10 and 24 contain information about the assumptions and uncertainties relating to insurance liabilities and discloses the risk factors in these contracts. Note 25 contains information about the risks and uncertainties associated with financial instruments.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

(e) Cash and cash equivalents:

Cash and cash equivalents comprise cash and bank balances and include short-term deposits and other monetary investments with maturities ranging between one and three months from the reporting date. These are not subject to significant risk of change in value and are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

(f) Short-term investments:

Short-term investments comprise fixed deposits with banks, money market securities, and loans and receivables maturing within one year. They are acquired for their earnings potential and for balancing the company's risks on its investment portfolio. Their nature, liquidity and risk are similar to those of cash and cash equivalents

(g) Insurance and other receivables:

Insurance and other receivables are measured at amortised cost less impairment losses.

(h) Insurance and other payables:

Insurance and other payables are measured at amortised cost.

(i) Provisions:

A provision is recognised when the company has a legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and the amount can be reliably estimated. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the obligations.

(j) Related parties:

A related party is a person or company that is related to the entity which is preparing its financial statements (referred to in IAS 24 *Related Party Disclosures* as the "reporting entity").

(a) A person or a close member of that person's family is related to a reporting entity if that person:

- (i) has control or joint control over the reporting entity;
- (ii) has significant influence over the reporting entity; or
- (iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

(j) Related parties (cont'd):

(b) An entity is related to the reporting entity if any of the following conditions applies:

- (i) The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan established for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.
- (vi) The entity is controlled, or jointly controlled by a person identified in (a).
- (vii) A person identified in (a)(i) has significant influence over the reporting entity or is a member of the key management personnel of the reporting entity (or of a parent of the entity).
- (viii) The entity, or any member of a group of which it is apart provides key management services of the company.

A related party transaction involves transfer of resources, services or obligations between a reporting entity and a related party, regardless of whether a price is charged.

The company has a related party relationship with its directors, parent company, and key management personnel. "Key management personnel" represents certain senior officers of the company.

(k) Investments:

Investments with fixed or determinable payments and which are not quoted in an active market are classified as loans and receivables and are initially measured at cost and subsequently at amortised cost, using the effective interest method, less impairment losses.

Available-for-sale investments are stated at fair value, except where fair value cannot be reliably determined, in which case they are stated at cost, with any movements in fair value included in investment revaluation reserve, except where there is evidence of impairment, in which event, reductions in fair value are recognised as impairment losses in profit or loss. The fair value of available-for-sale investments is based on their quoted market bid price at the reporting date. Where a quoted market price is not available, fair value is estimated using discounted cash flow techniques.

Available-for-sale investments are recognised or derecognised by the company on the date they commit to purchase or sell the investments. Other investments are recognised or derecognised on the day they are transferred to/by the company.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (l) Property, plant and equipment :

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied in the part will flow to the company and its cost can be reliably measured.

The cost of day-to-day servicing of property, plant and equipment is recognised in profit or loss as incurred.

Property, plant and equipment are depreciated on the straight-line basis over the estimated useful lives of such assets, at the following annual rates:

Leasehold improvements	20%
Furniture, Fixtures and equipment	10%
Computer	33%
Right-of-use	50%

The depreciation methods, useful lives and residual values are reassessed annually at each reporting date.

#### (m) Intangible assets and amortisation:

This includes computer software acquired by the company. This is measured at cost less accumulated amortisation and impairment losses. The estimated useful life of computer software is ten (10) years.

#### (n) Foreign currencies:

Foreign currency balances at the reporting date are translated at the rates of exchange ruling on that date. Transactions in foreign currencies are converted at the rates of exchange ruling at the dates of those transactions. Gains and losses arising from fluctuations in exchange rates are recognised in profit or loss.

For the purpose of the statement of cash flows, all foreign currency gains and losses recognised in profit or loss are treated as cash items and included in cash flows from operating or financing activities along with movements in the relevant balances.

#### (o) Impairment:

Objective evidence that financial assets are impaired can include default or delinquency by a customer, indications that a customer will enter bankruptcy and changes in the payment status of customers.

The carrying amounts of the company's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (o) Impairment (cont'd):

Intangible assets with indefinite lives are assessed regardless of indication of impairment. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

When a decline in fair value of an available-for-sale financial asset has been recognised directly in other comprehensive income and there is objective evidence that the asset is impaired, the cumulative loss that had been recognised in other comprehensive income is recognised in profit or loss even though the financial asset has not been derecognised. The amount of the cumulative loss that is recognised in the income statement is the difference between the acquisition cost and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss.

#### (i) Calculation of recoverable amounts:

The recoverable amount of the company's receivables carried at amortised cost is calculated as the present value of expected future cash flows, discounted at the original effective interest rate inherent in the assets.

Receivables with a short duration are not discounted. Impairment losses in respect of an available-for-sale investments are calculated by reference to its current fair value.

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit or pool of assets to which the asset belongs.

#### (ii) Reversals of impairment:

Impairment losses in respect of receivables carried at amortised cost is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised.

For all other assets, an impairment loss is reversed if there is an indication that the impairment loss no longer exists and there has been a change in the estimate used to determine the recoverable amount.

All impairment losses are recognised in profit or loss. Any cumulative loss in respect of an available-for-sale investment recognised previously in other comprehensive income is transferred to profit or loss. For available-for-sale equity securities, the reversal is recognised in other comprehensive income.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (p) Insurance contracts recognition and measurement:

##### (i) Recognition and measurement

Insurance contracts are accounted for in compliance with the recommendations and practices of the insurance industry and comply with the provisions of the Insurance Act 2001. The underwriting results are determined after making provision for, inter alia, unearned premiums, outstanding claims, unexpired risks, deferred commission expense and deferred commission income.

##### *Gross written premiums*

Gross premiums reflect business written during the year and include adjustments to premiums written in previous years. The earned portion of premiums is recognised as revenue. Premiums are earned from the effective date of the policy.

##### *Unearned premiums*

Unearned premiums represent that proportion of the premiums written up to the reporting date which is attributable to subsequent periods and are calculated on the “three sixty-fifths” basis on the total premiums written.

##### *Unexpired risks*

Unexpired risks represent the amount set aside in addition to unearned premiums, in respect of risks to be borne by the company under contracts of insurance entered into before the end of the financial year and are actuarially determined.

##### *Outstanding claims*

Outstanding claims comprise estimates of the amount of reported losses and loss expenses, plus a provision for losses incurred but not reported based on the historical experience of the company. The outstanding loss and loss expense reserves have been reviewed by the company’s actuary using the past loss experience of the company and industry data. Amounts recoverable in respect of claims from reinsurers are estimated in a manner consistent with the underlying liabilities.

Management believes, based on the analysis completed by their actuary, that the provision for outstanding losses and loss expenses will be adequate to cover the ultimate net cost of losses incurred up to the reporting date. However, the provision is necessarily an estimate and may ultimately be settled for a significantly greater or lesser amount. Any subsequent differences arising are recorded in the period in which they are determined.

##### *Deferred acquisition cost and deferred commission income*

Commission income and expense are deferred on a basis consistent with that used for deferring premium income.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (p) Insurance contracts recognition and measurement (cont'd):

##### (ii) Reinsurance assets

Amounts recoverable from reinsurers are estimated in a manner consistent with the claim liability associated with reinsured policies. Unearned reinsurance premiums on business ceded up to the accounting date which are attributable to subsequent periods are calculated substantially on the “three sixty-fifths” basis on the total premiums ceded.

In the normal course of business, the company seeks to reduce the loss that may result from catastrophe or other events that cause unfavourable underwriting results by reinsuring certain levels of risk with other insurers (see note 24). Reinsurance ceded does not discharge the company’s liability as the principal insurer. Failure of reinsurers to honour their obligations could result in losses to the company. Consequently, a contingent liability exists in the event that an assuming reinsurer is unable to meet its obligations.

Reinsurance assets are assessed for impairment at each reporting date. A reinsurance asset is deemed impaired if there is objective evidence, as a result of an event that occurred after its initial recognition, that the company may not recover all amounts due, and that event has a reliably measurable impact on the amounts that the company will receive from the reinsurer. Impairment losses on reinsurance assets are recognised in the income statement.

##### (iii) Insurance receivable and insurance payable

Amounts due from and to policyholders, brokers, agents and reinsurers are financial instruments and are included in insurance receivables and payables and not in insurance contract provisions or reinsurance assets.

##### (iv) Temporary exemption to defer the implementation of IFRS 9 *Financial Instruments*

The company has applied the temporary exemption to defer the implementation of IFRS 9, *Financial Instruments*, as its activities met the requirements to demonstrate that their predominant activity is issuing insurance contracts within the scope of IFRS 17 *Insurance Contracts*.

The prescribed date of the assessment under the temporary exemption provisions is December 31, 2015, however, the company commenced operations in March 2016. The company evaluated its liabilities at December 31, 2016, and concluded that the liabilities were predominantly connected with insurance. 71% of the company’s liabilities at December 31, 2016 are liabilities that arose from contracts within the scope of IFRS 17 and 23% of the company’s liabilities at December 31, 2016 are liabilities that arise because the company issues insurance contracts and fulfils obligations arising from insurance contracts. Additionally, the company has not previously applied any version of IFRS 9. Therefore, the company is an eligible insurer that qualifies for optional relief from the application of IFRS 9.

As at December 31, 2020, there has been no change in the company’s activities.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (q) Revenue:

Revenue is measured based on the consideration specified in a contract with a policyholder. The company recognises revenue when it transfers control over a service to a policyholder.

Revenue comprises the following:

#### (i) Gross written premiums

The accounting policies for the recognition of revenue from insurance contracts are disclosed in note 4(p)(i).

#### (ii) Commission income

Reinsurance commission is recognised on a basis that is consistent with the recognition of the costs incurred on the acquisition of the underlying insurance contracts [see note 4(p)(ii)]. Profit commission in respect of reinsurance contracts is recognised on an accrual basis.

#### (iii) Investment income

Investment income comprises income from financial assets. Income from financial assets comprises interest and dividends and realised gains/losses on financial assets. Dividend income is recognised when the right to receive income is established. Usually this is the ex-dividend date for equity securities.

#### (r) Taxation:

Taxation of the profit or loss for the year comprises current and deferred tax. Income tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive, in which case it is also recognised in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted at the reporting date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (r) Taxation (cont'd):

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the company is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

#### (s) Employee benefits:

#### (i) Pension contribution

Pension plan costs are contributions by the company to approved retirement schemes. Obligations for contributions by the company to the schemes are recognised as an expense in profit or loss as they fall due.

#### (ii) Other employee benefits

Employees' entitlements to leave are recognised when they accrue to employees. A provision is made for the estimated liability for vacation leave, as a result of services rendered by employees up to the reporting date.

#### (t) Securities purchased under resale agreements:

Securities purchased under resale agreements ("reverse repos") are short-term transactions whereby an entity buys securities and simultaneously agrees to resell the securities on a specified date and at a specified price. Title to the security is not actually transferred unless the counterparty fails to comply with the terms of the contract.

Reverse repos are accounted for as short-term collateralised lending, classified as loans and receivables and measured at amortised cost. The difference between the sale and repurchase considerations is recognised on an accrual basis over the period of the transaction and is included in interest income.

#### (u) Segment reporting:

A segment is a distinguishable component of the company that is engaged either in providing products (business segment), or in providing products within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

The company's activities are limited to the provision of general insurance to Jamaican consumers, operating in a single segment. As such no additional segment information is provided.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (v) Leases:

At inception of a contract, the company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the company uses the definition of a lease in IFRS 16.

#### *As a lessee*

At commencement or on modification of a contract that contains a lease component, the company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property, the company has elected not to separate non-lease components and accounts for the lease and non-lease components as a single lease component.

The company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the company by the end of the lease term or the cost of the right-of-use asset reflects that the company will exercise a purchase option

In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the company's incremental borrowing rate. Generally, the company uses its incremental borrowing rate as the discount rate.

The company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 4. Statement of compliance, basis of preparation and significant accounting policies (cont'd)

#### (v) Leases (cont'd):

#### *As a lessee (cont'd)*

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the company is reasonably certain to exercise, lease payments in an optional renewal period if the company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the company is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the company's estimate of the amount expected to be payable under a residual value guarantee, if the company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The company presents right-of-use assets in property plant and equipment, and lease liabilities in the statement of financial position.

Assets held under other leases were classified as operating leases and were not recognised in the company's statement of financial position. Payments made under operating leases were recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received were recognised as an integral part of the total lease expense, over the term of the lease.

#### (w) Financial instruments:

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise. For the purpose of these financial statements, financial assets have been determined to include cash and cash equivalents, investments, insurance receivables, and other accounts receivable. Financial liabilities include accounts payable and insurance payables.

#### (x) Determination 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. Some financial instruments lack an available trading market. These instruments have been valued using present value or other valuation techniques and the fair value shown may not necessarily be indicative of the amounts realisable in an immediate settlement of the instruments.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 5. Property, plant and equipment

	Building \$'000	Computer \$'000	Leasehold improvement \$'000	Furniture, fixtures and equipment \$'000	Total \$'000
Cost:					
December 31, 2018	-	14,727	827	10,430	25,984
Balances at January 1, 2019	-	14,727	827	10,430	25,984
Recognition of right-of-use asset on initial application of IFRS 16 [note 15(a)]	10,102	-	-	-	10,102
Adjusted balances at January 1, 2019	10,102	14,727	827	10,430	36,086
Additions	-	762	-	4,801	5,563
Write-off	-	-	-	(15)	(15)
December 31, 2019	10,102	15,489	827	15,216	41,634
Additions	-	2,614	-	65	2,679
Disposals	-	(849)	-	-	(849)
December 31, 2020	10,102	17,254	827	15,281	43,464
Accumulated depreciation:					
December 31, 2018	-	9,197	492	3,490	13,179
Charge for the year	5,051	2,762	196	1,524	9,533
Write off	-	-	-	(5)	(5)
December 31, 2019	5,051	11,959	688	5,009	22,707
Charge for the year	5,051	3,042	139	1,579	9,811
Disposals	-	(849)	-	-	(849)
December 31, 2020	10,102	14,152	827	6,588	31,699
Net book values:					
December 31, 2020	-	3,102	-	8,693	11,795
December 31, 2019	5,051	3,530	139	10,207	18,927

### 6. Intangible asset

	Software \$'000
December 31, 2019 and 2020	6,425
Amortisation:	
December 31, 2018	1,307
Charge for the year	643
December 31, 2019	1,950
Charge for the year	642
December 31, 2020	2,592
Net book value:	
December 31, 2020	3,833
December 31, 2019	4,475

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 7. Deferred taxation

Deferred income taxes are calculated using a principal tax rate of 16.67% (33 1/3% restricted to 50% based on remission years 5 to 10).

Deferred tax asset is attributable to the following:

	December 31, 2019 \$'000	Recognised in income \$'000 (note 23)	December 31, 2020 \$'000
Property plant and equipment	-	(109)	(109)
Insurance and other receivables	-	(1,409)	(1,409)
Tax losses	-	16,642	16,642
	\$ -	15,124	15,124

### 8. Investments

	2020 \$'000	2019 \$'000
Available-for-sale:		
Quoted equities	67,035	89,990
Units in unit trusts	31,911	31,887
Corporate Bonds	47,423	41,485
Global Bonds – TT	38,755	34,704
Government of Jamaica – Global bonds	-	152,174
Loans and receivables:		
Corporate Bonds	244,990	190,232
Government of Jamaica securities – J\$ Bonds	100,000	100,000
Government of Jamaica securities – US\$ Certificate of Deposit	35,192	32,446
	565,306	672,918

Investments include Government of Jamaica securities and corporate bonds denominated in foreign currency aggregating US\$1,885,275 (2019: US\$2,473,712).

A Jamaica dollar Government of Jamaica bond of \$45,000,000 (2019: \$45,000,000) is held to the order of the Financial Services Commission as required by the Insurance Act 2001.

Investments, excluding interest receivable, are due from the reporting date as follows:

	2020 \$'000	2019 \$'000
No specific maturity	98,946	121,877
1 year to 5 years	252,940	63,118
Over 5 years	213,420	487,923
	565,306	672,918



## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 9. Deferred acquisition costs

The analysis of the movement in deferred commission expense is as follows:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Balance January 1	36,502	34,592
Commission paid during the year	97,523	77,159
Amounts recognised in income or expense during the year	<u>(93,588)</u>	<u>(75,249)</u>
Balance December 31	<u>40,437</u>	<u>36,502</u>

### 10. Reinsurance assets and insurance contract provisions

Analysis of movements in reinsurance assets and insurance contract provisions:

	<u>2020</u>			<u>2019</u>		
	<u>Gross</u>	<u>Reinsurance</u>	<u>Net</u>	<u>Gross</u>	<u>Reinsurance</u>	<u>Net</u>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Claims outstanding	208,884	102,162	106,722	163,845	30,499	133,346
Unearned premiums	<u>365,194</u>	<u>260,370</u>	<u>104,824</u>	<u>335,284</u>	<u>193,484</u>	<u>141,800</u>
	<u>574,078</u>	<u>362,532</u>	<u>211,546</u>	<u>499,129</u>	<u>223,983</u>	<u>275,146</u>

#### (a) Claims outstanding:

	<u>2020</u>			<u>2019</u>		
	<u>Gross</u>	<u>Reinsurance</u>	<u>Net</u>	<u>Gross</u>	<u>Reinsurance</u>	<u>Net</u>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Claims notified	110,375	15,028	95,347	60,912	19,231	41,681
Claims incurred but not reported	<u>53,470</u>	<u>15,471</u>	<u>37,999</u>	<u>35,211</u>	<u>13,345</u>	<u>21,866</u>
Balance at January 1	<u>163,845</u>	<u>30,499</u>	<u>133,346</u>	<u>96,123</u>	<u>32,576</u>	<u>63,547</u>
Claim incurred	262,048	172,492	89,556	148,801	15,367	133,434
Claims paid in year	<u>(217,009)</u>	<u>(137,224)</u>	<u>( 79,785)</u>	<u>( 81,079)</u>	<u>(17,444)</u>	<u>( 63,635)</u>
Portfolio transfer	-	<u>36,395</u>	<u>( 36,395)</u>	-	-	-
Change in outstanding claims provision	<u>45,039</u>	<u>71,663</u>	<u>( 26,264)</u>	<u>67,722</u>	<u>( 2,077)</u>	<u>69,799</u>
Balance at December 31	<u>208,884</u>	<u>102,162</u>	<u>106,722</u>	<u>163,845</u>	<u>30,499</u>	<u>133,346</u>
Analysis:						
Claims notified	126,186	63,234	62,952	110,375	15,028	95,347
Claims incurred but not reported	<u>82,698</u>	<u>38,928</u>	<u>43,770</u>	<u>53,470</u>	<u>15,471</u>	<u>37,999</u>
Balance at December 31	<u>208,884</u>	<u>102,162</u>	<u>106,722</u>	<u>163,845</u>	<u>30,499</u>	<u>133,346</u>

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 10. Reinsurance assets and insurance contract provisions (cont'd)

#### (b) Unearned premiums:

	<u>2020</u>			<u>2019</u>		
	<u>Gross</u>	<u>Reinsurance</u>	<u>Net</u>	<u>Gross</u>	<u>Reinsurance</u>	<u>Net</u>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at January 1	335,284	193,484	141,800	264,077	144,169	119,908
Portfolio transfer	-	33,622	( 33,622)	-	2,074	( 2,074)
Premiums written during the year	836,971	647,273	189,698	701,418	455,577	245,841
Premiums earned during the year	<u>(807,061)</u>	<u>(614,009)</u>	<u>(193,052)</u>	<u>(630,211)</u>	<u>(408,336)</u>	<u>(221,875)</u>
Balance at December 31	<u>365,194</u>	<u>260,370</u>	<u>104,824</u>	<u>335,284</u>	<u>193,484</u>	<u>141,800</u>

#### (c) Gross unearned premiums are analysed as follows:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Motor	98,724	94,228
Property	205,165	180,455
Accident	12,890	10,928
Liability	27,883	25,624
Engineering	15,071	22,400
Marine	<u>5,461</u>	<u>1,649</u>
	<u>365,194</u>	<u>335,284</u>

Process used to determine the assumptions for measuring insurance contracts:

The company adopts a consistent process in the calculation of provisions for insurance contracts. The overriding aim is to establish reserves that are expected to be at least adequate and that there is consistency from year to year. Therefore the reserves are set at a level above the actuarial "best estimate" position. However, there is a risk that, due to unforeseen circumstances, the reserves may be insufficient to meet insurance claim liabilities reported in future years on post policy periods.

The claims outstanding provision at the reporting date comprises the expected ultimate cost of settlement of all claims incurred in respect of events up to that date, whether reported or not, together with related claims handling expenses less amounts already paid. This provision is not discounted for the time value of money.

The estimation of claims incurred but not reported is generally subject to a greater degree of uncertainty than the estimates of claims already notified, where more information is available.

The outstanding claims provisions are estimated based on facts known at the date of estimation. Case estimates are generally set by skilled claims technicians, applying their experience and knowledge to the circumstances of individual claims. The ultimate cost of outstanding claims is estimated using standard actuarial claims projection techniques.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 10. Reinsurance assets and insurance contract provisions (cont'd)

The main assumption underlying these techniques is that a company's past claims development experience can be used to project future claims development and hence ultimate claims costs. As such, these methods extrapolate the development of paid and incurred losses, average costs per claim and claim numbers based on the observed development of earlier years and expected loss ratios. There are reasons why this may not be the case, which, insofar as they can be identified, have been allowed for by modifying the methods. Such reasons include:

- Economic, legal, political and social trends (resulting in, for example, a difference in expected levels of inflation);
- Changes in the mix of insurance contracts written; and
- Impact of large losses

Incurred but not reported provisions and provisions for outstanding claims are initially estimated at a gross level and a separate calculation is carried out to estimate the size of reinsurance recoveries. The company purchases a range of excess of loss and other reinsurance contracts with sufficiently high retentions for only relatively few, large claims to be recoverable. The method uses gross incurred but not reported estimates and the terms and conditions of the reinsurance contracts to estimate the carrying value of the reinsurance asset. Impairment of reinsurance asset is considered separately.

### 11. Insurance and other receivables

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Accrued investment income	8,454	11,284
Premiums receivable	197,347	145,590
Other receivables	<u>11,706</u>	<u>4,960</u>
	<u>217,507</u>	<u>161,834</u>

Information relating to credit risk management and the maturity profile of insurance receivables is outlined in more detail in note 25(a)(i) and (iii).

### 12. Short term investments

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Loans and receivable		
Corporate Bonds	<u>30,000</u>	<u>30,000</u>
	<u>30,000</u>	<u>30,000</u>

### 13. Securities purchased under resale agreements

The fair value of securities held as collateral for securities purchased under resale agreements as at December 31, 2020 was \$ 94,764,000 (2019: Nil).

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 14. Insurance and other payables

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Payables arising from insurance and reinsurance contracts due to other insurance companies	179,471	160,515
Other payables and accrued charges	<u>31,579</u>	<u>23,042</u>
	<u>211,050</u>	<u>183,557</u>

### 15. Leases

The company leases the property for its corporate office. The lease included an one year option to renew after the lease period had ended in December 2019. Lease payments are renegotiated after the end of the contract period to reflect market rentals.

Information about lease for which the company is a lessee is presented below.

#### (a) Right-of-use asset:

Right-of-use asset related to leased property is presented as property, plant and equipment (note 5).

	<u>Building</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Balance at beginning of the year	5,051	-
Initial application of IFRS 16	-	10,102
Depreciation charge for the year	<u>(5,051)</u>	<u>( 5,051)</u>
Balance at end of year	<u>-</u>	<u>5,051</u>

#### (b) Lease liability:

Maturity analysis – contractual undiscounted cash flows:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Less than one year	-	5,400
Total undiscounted lease liability	<u>-</u>	<u>5,400</u>

Lease liability included in the statement of financial position:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Current	<u>-</u>	<u>5,215</u>

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 15. Leases (cont'd)

(c) Amounts recognised in profit or loss:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Interest on lease liability	<u>185</u>	<u>513</u>

(d) Amounts recognised in the statement of cash flows:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Total cash outflow for lease	<u>5,400</u>	<u>5,400</u>

### 16. Deferred commission income

The analysis of the movement in deferred commission income is as follows:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Balance January 1	35,930	26,132
Commission received during the year	157,898	96,049
Portfolio transfer	2,161	-
Amounts recognised in income during the year	<u>(148,696)</u>	<u>(86,251)</u>
Balance December 31	<u>47,293</u>	<u>35,930</u>

### 17. Share capital

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Authorised:		
25,000,000,000 ordinary shares of no par value		
Stated capital:		
Issued and fully paid as stock units:		
214,000,000 ordinary shares of no par value	485,824	485,824
Less: Share issue costs	<u>( 20,284)</u>	<u>( 20,284)</u>
	<u>465,540</u>	<u>465,540</u>

### 18. Capital reserves

This represents contributed capital of \$139,340,000 (2019: \$139,340,000), from parent company.

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 19. Gross premiums written

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Motor	218,203	189,732
Property	440,970	357,019
Accident	26,247	22,568
Liability	62,585	53,125
Engineering	38,110	42,730
Marine	<u>50,856</u>	<u>36,244</u>
	<u>836,971</u>	<u>701,418</u>

### 20. Disclosure of expenses

Profit before taxation is stated after charging:

(a) Related party transactions :

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Compensation of key management personnel is as follows:		
Short term employment benefits	42,133	39,633
Pension contributions [see note 4(s)]	<u>2,200</u>	<u>2,000</u>
	<u>44,333</u>	<u>41,633</u>
Directors - Premiums	<u>36,483</u>	<u>32,855</u>

(b) Operating expenses:

Computer expense and license fees	16,213	19,227
Depreciation – right-of-use asset	5,051	5,051
Depreciation – property, plant and equipment	4,760	4,482
Amortisation	642	643
Directors' emoluments		
Fees	3,775	3,456
Remuneration	28,905	27,548
Salaries and related costs	67,105	46,951
Auditors' remuneration	5,853	4,938
Advertising and promotion	14,757	12,660
Legal and professional fees	4,478	2,102
Motor vehicle expenses	9,981	11,192
Telephone	1,308	840
Stationery and office supplies	2,142	3,153
Bank interest and other charges	1,435	1,368
Lease interest expense	185	513
Other administrative expenses	<u>19,475</u>	<u>19,492</u>
	<u>186,067</u>	<u>163,616</u>

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 21. Investment income

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Interest income:		
Available-for-sale	3,433	21,303
Loans and receivables	<u>33,243</u>	<u>11,780</u>
	36,676	33,083
Dividend income	<u>3,530</u>	<u>5,626</u>
	<u>40,206</u>	<u>38,709</u>

### 22. Earning per share

Earning per ordinary stock unit, is calculated by dividing the profit attributable to shareholders by the number of stock units in issue during the year.

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Profit for the year	<u>47,954</u>	<u>5,014</u>
Number of ordinary stock unit in issue ('000)	<u>214,000</u>	<u>214,000</u>
Earning per share	<u>22 cents</u>	<u>2 cents</u>

### 23. Taxation

(a) The charge for taxation is based on profit for the year adjusted for tax purposes and comprises the following:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
(i) Current taxation:		
Income tax at 33 $\frac{1}{3}$ %	-	-
(ii) Deferred taxation:		
Origination and reversal of temporary differences (note 7)	<u>(15,124)</u>	<u>-</u>
	<u>(15,124)</u>	<u>-</u>

(b) The expense is based on the profit for the year adjusted for tax purposes and is made up as follows:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Reconciliation of effective tax rate:		
Profit before taxation	<u>32,830</u>	<u>5,014</u>
Computed "expected" tax expense at 33 $\frac{1}{3}$ %	10,943	1,671
Difference between profit for financial statements and tax reporting purposes on:		
Depreciation charge and capital allowances	2,269	1,634
Items not allowed for tax purposes	( 2,246)	(6,709)
Tax losses	(26,750)	3,169
Unrealised capital foreign exchange gain/(loss)	<u>665</u>	<u>235</u>
Actual tax expense	<u>(15,124)</u>	<u>-</u>

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 23. Taxation (cont'd)

(b) Subject to the agreement of the Commissioner General, Tax Administration Jamaica, tax losses aggregating approximately \$99,852,000 (2019: \$127,883,000) are available for set off against future taxable profits. If unutilised, these can be carried forward indefinitely, however the amount that can be utilised is restricted to 50% of chargeable income (before prior year) in any one year.

(c) The company's shares were listed on the Junior Market of the Jamaica Stock exchange, effective March 15, 2016. Consequently, the company is entitled to a remission of taxes for ten (10) years in the proportions set out below, provided the shares remain listed for at least fifteen (15) years:

Year 1 to 5	100%
Year 5 to 10	50%

The financial statements have been prepared on the basis that the company will have the full benefit of the tax remissions.

### 24. Insurance risk management

Risk management objectives and policies for mitigating insurance risk:

(a) Overview:

The company's management of insurance risk is a critical aspect of the business. The primary insurance activity carried out by the company is the transfer of risk from persons or entities that are directly subject to the risk, by means of the sale of insurance policies. As such the company is exposed to uncertainty surrounding the timing, frequency and severity of claims under these policies.

The principal types of policy written by the company are as follows:

Liability insurance  
Property insurance  
Motor insurance

The company manages its insurance risk through its underwriting policy that includes, *inter alia*, authority limits, approval procedures for transactions that exceed set limits, pricing guidelines and the centralised management of reinsurance.

The company actively monitors insurance risk exposures both for individual and portfolio types of risks. These methods include internal risk measurement, portfolio modelling and scenario analyses.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 24. Insurance risk management (cont'd)

Risk management objectives and policies for mitigating insurance risk (cont'd):

#### (a) Overview (cont'd):

Underwriting strategy:

The company seeks to underwrite a balanced portfolio of risks at rates and terms that will produce underwriting results consistent with its long term objectives.

The board of directors approves the underwriting strategy which is set out in an annual business plan and management is responsible for the attainment of the established objective.

Reinsurance strategy:

The company reinsures a portion of the risks it underwrites in order to protect capital resources and to limit its exposure to variations in the projected frequency and severity of losses.

Ceded reinsurance includes credit risk, and the company monitors the financial condition of reinsurers on an ongoing basis and reviews its reinsurance arrangements periodically. The board of directors is responsible for setting the minimum security criteria for accepting reinsurance and monitoring the purchase of reinsurance against those criteria. They also monitor its adequacy on an ongoing basis. Credit risk on reinsurance is addressed in more detail in note 25(a).

#### (b) Terms and conditions of general insurance contracts:

The table below provides an overview of the terms and conditions of general insurance contracts written by the company and the key factors upon which the timing and uncertainty of future cash flows of these contracts depend.

Type of contract	Terms and conditions	Key factors affecting future cash flows
Liability	Under these contracts, compensation is paid for injury suffered by individuals, including employees or members of the public. The main liability exposures are in relation to death, bodily injury, and damage to property.	<p>The timing of claim reporting and settlement is a function of factors such as the nature of the coverage and the policy provisions.</p> <p>The majority of bodily injury claims have a relatively short tail and are settled in full within four years. In general, these contracts involve greater estimation uncertainty.</p>

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 24. Insurance risk management (cont'd)

#### (b) Terms and conditions of general insurance contracts (cont'd):

Type of contract	Terms and conditions	Key factors affecting future cash flows
Property	Property insurance indemnifies, subject to any limits or excesses, the policyholder against the loss or damage to their own material property and business interruption arising from this damage.	<p>The risk on any policy varies according to many factors such as location, safety measures in place and the age of the property.</p> <p>The event giving rise to a claim for damage to buildings or contents usually occurs suddenly (as for fire and burglary) and the cause is easily determinable. Therefore, claims are generally notified promptly and can be settled without delay.</p> <p>The cost of repairing, rebuilding or replacement of assets and/or contents and the time taken to restart or resume operations to original levels for business interruption losses are the key factors influencing the level of claims under these policies.</p>
Motor	Motor insurance contracts provide cover in respect of policyholders' motor vehicles and their liability to third parties in respect of damage to property and injury. The exposure on motor insurance contracts is normally limited to the replacement value of the vehicle and a policy limit in respect of third party damage.	<p>In general, claims reporting lags are minor and claim complexity is relatively low. The frequency of claims is affected by excessive speeding, the condition of the road network, failure by some motorists to obey traffic signals and an overall increase in the incidence of motor vehicle theft. The number of claims is also correlated with economic activity, which also affects the amount of traffic activity.</p>

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 24. Insurance risk management (cont'd)

#### (c) Risk exposure and concentrations of risk:

##### Liability contracts:

Risks arising from liability insurance are managed primarily through pricing, product design, risk selection, adopting an appropriate investment strategy, rating and reinsurance. The company monitors and reacts to changes in the general economic and commercial environment in which it operates to ensure that only liability risks which meet its criteria for profitability are underwritten. In pricing contracts, the company makes assumptions that costs will increase in line with the latest available financial and actuarial forecasts.

##### Property contracts:

The risks relating to property contracts are managed primarily through the pricing process. The company uses strict underwriting criteria to ensure that the risk of losses is acceptable. Furthermore, the company accepts property insurance risks for one year so that each contract can be re-priced on renewal to reflect the continually evolving risk profile.

##### Motor contracts:

The risks relating to motor contracts are managed primarily through the pricing process. The company monitors and reacts to changes in trends of injury awards, litigation and the frequency of claims.

The following table shows the company's exposure to general insurance risk (based on the carrying value of claims outstanding at the reporting date) per class of business.

	2020						
	Liability \$'000	Property \$'000	Motor \$'000	Engineering \$'000	Accident \$'000	Marine \$'000	Total \$'000
Gross	38,561	25,767	109,540	27,016	5,208	2,792	208,884
Net of reinsurance	<u>27,767</u>	<u>2,069</u>	<u>68,895</u>	<u>3,044</u>	<u>4,045</u>	<u>903</u>	<u>106,722</u>
	2019						
	Liability \$'000	Property \$'000	Motor \$'000	Engineering \$'000	Accident \$'000	Marine \$'000	Total \$'000
Gross	39,686	8,482	95,920	10,587	6,658	2,512	163,845
Net of reinsurance	<u>33,183</u>	<u>987</u>	<u>94,268</u>	<u>1,184</u>	<u>3,195</u>	<u>529</u>	<u>133,346</u>

#### (d) Claims development:

Claims development information is disclosed in order to illustrate the insurance risk inherent in the company. The top part of the table shows how the estimates of total claims for each accident year develop over time. The estimates are increased or decreased as losses paid and more information become known about the severity of unpaid claims. The lower part of the table provides a reconciliation of the total provision included in the statement of financial position and the estimate of cumulative claims.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 24. Insurance risk management (cont'd)

#### (d) Claims development (cont'd):

	Analysis of net claims development				
	Accident year				
	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	Total \$'000
Estimate of cumulative claims at end of accident year	45,786	64,256	116,886	71,753	
-one year later	28,446	62,742	66,120	-	
-two years later	14,271	34,278	-	-	
-three years later	14,460	-	-	-	
Estimate of cumulative claims	14,460	34,278	66,120	71,753	186,611
Cumulative payments to date	(459)	(15,434)	(29,710)	(34,286)	(79,889)
Net outstanding claims liabilities	<u>14,001</u>	<u>18,844</u>	<u>36,410</u>	<u>37,467</u>	<u>106,722</u>

### 25. Financial risk management

The company has exposure to the following risks from its use of financial instruments:

Credit risk  
Liquidity risk  
Market risk

#### Risk management framework:

This note presents information about the company's exposure to each of the above risks, the company's objectives, policies and processes for measuring and managing risk, and the company's management of capital.

The Board of Directors has overall responsibility for the establishment and oversight of the company's financial risk management framework. The company's risk management policies are established to identify and analyse the risks faced by the company, to set appropriate risk limits and controls, and to monitor risks and adherence to established limits. The Chief Executive Officer and Chief Financial Officer are responsible for developing and monitoring the company's financial risk management policies. These persons report regularly to the Board on their activities. The Audit Committee oversees how management monitors compliance with the company's management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the company. The focus of financial risk management for the company is ensuring that the proceeds from its financial assets are sufficient to fund the obligations arising from its insurance contracts. The goal of the investment management process is to optimise the, risk-adjusted net of taxes investment income and risk-adjusted total return by investing in a diversified portfolio of securities, whilst ensuring that the assets and liabilities are managed on a cash flow and duration basis.

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 25. Financial risk management (cont'd)

#### Risk management framework (cont'd):

The Management team is responsible for the asset/liability management policy of the company. This policy details the framework for matching liabilities with appropriate assets, the approaches to be taken when liabilities cannot be matched and the required monitoring processes. The matching of assets and liabilities is also governed by the existing regulatory framework.

The asset/liability matching process is largely influenced by estimates of the timing of payments. These estimates are revaluated on a regular basis. There are also criteria for ensuring the matching of assets and liabilities as investment markets change.

#### (a) Credit risk

Credit risk is the risk of financial loss to the company if a counterparty fails to meet its contractual obligations. The company's key areas of exposure to credit risk include:

- debt securities, and cash and cash equivalents;
- amounts due from policyholders;
- amounts due from intermediaries;
- reinsurers' share of insurance liabilities; and
- amounts due from reinsurers in respect of payments already made to policyholders.

The nature of the company's exposure to credit risk and its objectives, policies and processes for managing credit risk have not changed significantly from the prior period.

#### (i) Management of credit risk

The company manages its credit risk in respect of debt securities by placing limits on its exposure to a single counterparty, by reference to the credit rating of the counterparty. The company has a policy of investing only in high quality corporate bonds and government issued debts.

Its exposure to individual policyholders and groups of policyholders is monitored as part of its credit control process. Financial analyses are conducted for significant exposures to individual policyholders or homogenous groups of policyholders.

All intermediaries must meet minimum requirements that are established and enforced by the company's management. The credit ratings and payment histories of intermediaries are monitored on a regular basis.

The company also operates a policy to manage its reinsurance counterparty exposures. The company assesses the credit worthiness of all reinsurers by reviewing public rating information and from internal investigations. The impact of reinsurer default is measured regularly and managed accordingly.

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 25. Financial risk management (cont'd)

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

#### (i) Management of credit risk (cont'd)

##### *Exposure to credit risk*

	2020							
	<u>AA</u>	<u>A</u>	<u>BBB</u>	<u>Ba1</u>	<u>B3</u>	<u>Caa1</u>	<u>Not rated</u>	<u>Total</u>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets:								
Carrying amount	-	14,798	32,624	-	38,755	-	635,474	721,651
Reinsurance assets (excluding unearned premiums)								
Neither past due nor impaired	75,174	20,551	-	-	-	-	6,435	102,162
Insurance and other receivables:								
Neither past due nor impaired	-	-	-	-	-	-	148,919	148,919
Past due but not impaired	-	-	-	-	-	-	68,589	68,589
Carrying amount [note 25(a)(iii)]	-	-	-	-	-	-	217,508	217,508
	2019							
	<u>AA</u>	<u>A</u>	<u>B</u>	<u>Ba1</u>	<u>B3</u>	<u>Caa1</u>	<u>Not rated</u>	<u>Total</u>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets:								
Carrying amount	-	-	48,071	28,118	252,174	-	478,694	807,057
Reinsurance assets (excluding unearned premiums)								
Neither past due nor impaired	-	29,374	1,125	-	-	-	-	30,499
Insurance and other receivables:								
Neither past due nor impaired	-	-	-	-	-	-	121,730	121,730
Past due but not impaired	-	-	-	-	-	-	40,104	40,104
Carrying amount [note 25(a)(iii)]	-	-	-	-	-	-	161,834	161,834

The carrying amounts of financial assets and cash and cash equivalents do not include any assets that are either past due or impaired.

The company has no financial assets or reinsurance assets that would have been past due or impaired, whose terms have been renegotiated.

The company does not hold any collateral as security or any credit enhancements, (such as guarantees, credit derivatives and netting arrangements that do not qualify for offset).

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 25. Financial risk management (cont'd)

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

##### (ii) Concentration of credit risk for insurance and other receivables

The specific concentration of risk from counterparties where receivables for any one counterparty or group of connected counterparties is \$3 million or more at the year-end is as follows:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Assurance Brokers Jamaica Limited	9,499	6,484
Allied Insurance Brokers Limited	17,957	13,852
CGM Gallagher Insurance Brokers Jamaica Limited	12,611	8,152
JMMB Insurance Brokers Limited	3,946	4,803
Billy Craig Insurance Brokers Limited	48,274	7,729
Fraser Fontaine & Kong Insurance Brokers Limited	2,896	3,525
Thwaites Finson Sharpe Insurance Brokers Limited	<u>58,018</u>	<u>56,375</u>
	<u>153,202</u>	<u>100,920</u>

##### (iii) Aged analysis

The company has insurance and other receivables that are past due but not fully impaired at the reporting date (as indicated by the overall credit risk exposure analysis). An aged analysis of the carrying amounts of insurance and other receivables is presented below.

	<u>2020</u>				
	0 to 45	46 to 60	61-90	More	Total
	days	days	days	than 90	
	\$'000	\$'000	\$'000	\$'000	\$'000
Receivable arising from insurance agents and brokers	85,287	14,372	26,631	58,145	184,435
Insurance premium	10,294	330	1,531	757	12,912
Other receivables	-	<u>2,020</u>	<u>8,454</u>	<u>9,687</u>	<u>20,161</u>
Carrying amount [Note 25(a)(i)]	<u>95,581</u>	<u>16,722</u>	<u>36,616</u>	<u>68,589</u>	<u>217,508</u>

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 25. Financial risk management (cont'd)

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

##### (iii) Aged analysis (cont'd)

	<u>2019</u>				Total
	0 to 45	46 to 60	61-90	More	
	days	days	days	than 90	
	\$'000	\$'000	\$'000	\$'000	\$'000
Receivable arising from insurance agents and brokers	82,318	9,770	16,972	23,860	132,920
Insurance premium	8,272	2,057	2,341	-	12,670
Other receivables	-	-	-	<u>16,244</u>	<u>16,244</u>
Carrying amount [Note 25(a)(i)]	<u>90,590</u>	<u>11,827</u>	<u>19,313</u>	<u>40,104</u>	<u>161,834</u>

#### (b) Liquidity risk

Liquidity risk is the risk that the company will encounter difficulty in meeting obligations from its financial and insurance liabilities. The company is exposed to daily calls on its available cash resources mainly from claims arising from insurance contracts. Liquidity risk may arise from a number of potential areas, such as a duration mismatch between assets and liabilities and unexpectedly high levels of claims. The nature of the company's exposures to liquidity risk and its objectives, policies and processes for managing liquidity risk have not changed significantly from the prior year.

##### Management of liquidity risk

The company's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to its reputation. Consequently, the company invests in marketable securities that can be readily realised as its obligations under insurance contracts fall due and in the event of reasonably foreseeable abnormal circumstances. The company also manages this risk by keeping a substantial portion of its financial assets in liquid form, in accordance with regulatory guidelines. The company is subject to an early warning ratio imposed by the Financial Services Commission (FSC). The key measure used for assessing liquidity risk is the liquid assets (as defined) to total liabilities ratio. The liquid assets to total liabilities ratio at the end of the year is 92% (2019: 75%). The FSC standard liquid assets to total liabilities ratio is 95%.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 25. Financial risk management (cont'd)

#### (b) Liquidity risk (cont'd)

Management of liquidity risk (cont'd)

An analysis of the contractual maturities of the company's financial and insurance contract liabilities is presented below. The analysis provided is by estimating timing of the amounts recognised in the statement of financial position.

	2020					
	Contractual undiscounted cash flows					
	Carrying Amount \$'000	Total cash outflow \$'000	Less than 1 year \$'000	1-2 years \$'000	2-5 years \$'000	5-10 years \$'000
Financial liabilities:						
Insurance and other payable	211,050	211,050	208,118	2,932	-	-
Total financial Liabilities	211,050	211,050	208,118	2,932	-	-
Insurance contract liabilities:						
Claims liabilities	208,884	208,884	208,884	-	-	-
	419,934	419,934	417,002	2,932	-	-
	2019					
	Contractual undiscounted cash flows					
	Carrying Amount \$'000	Total cash outflow \$'000	Less than 1 year \$'000	1-2 years \$'000	2-5 years \$'000	5-10 years \$'000
Financial liabilities:						
Lease liability	5,051	5,400	5,400	-	-	-
Insurance and other payable	183,557	183,557	179,592	3,965	-	-
Total financial liabilities	188,608	188,957	184,992	3,965	-	-
Insurance contract liabilities:						
Claims liabilities	163,845	163,845	159,498	4,347	-	-
	347,402	347,402	339,090	8,312	-	-

#### (c) Market risk

Market risk is the risk that changes in market prices, such as interest rate, foreign exchange rates and equity prices will affect the value of the company's assets, the amount of its liabilities and/or the company's income. Market risk arises in the company due to fluctuations in the value of liabilities and the value of investments held. The company is exposed to market risk on all of its financial assets.

## Notes to the Financial Statements

For the year ended 31 December 2020

(expressed in Jamaican dollars unless otherwise stated)

### 25. Financial risk management (cont'd)

#### (c) Market risk (cont'd)

The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk. The nature of the company's exposures to market risks and its objectives, policies and processes for managing credit risk have not changed significantly from the prior period.

Management of market risk

The Investment Committee manages market risks in accordance with its asset/liability management framework. The Committee reports regularly to the Board of Directors on its activities. For each of the major components of market risk the company has policies and procedures in place which detail how each risk should be managed and monitored. The management of each of these major components of major risk and the exposure of the company at the reporting date to each major risk are addressed below.

#### (i) Interest rate risk

Interest rate risk arises primarily from the company's investments. The company manages its interest rate risk by matching, where possible, the duration and profile of assets and liabilities to minimise the impact of mismatches between the value of assets and liabilities from interest rate movements.

Interest bearing financial assets are primarily represented by long term investments, which have been contracted at fixed and floating interest rates for the duration of the term.

The nature of the company's exposures to interest rate risk and its objectives, policies and processes for managing interest rate risk have not changed significantly from the prior period.

At the reporting date the interest profile of the company's interest-bearing financial instruments was:

	Carrying amount	
	2020 \$'000	2019 \$'000
Fixed rate instruments:		
Financial assets	504,946	579,024

Fair value sensitivity analysis for fixed rate instruments

The company does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect fair value changes in profit before tax.

An increase or decrease in interest rates at the reporting date would have decreased/ (increased) equity as outlined below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant. The analysis is performed on the same basis for 2019.

## Notes to the Financial Statements

For the year ended **31 December 2020**  
(expressed in Jamaican dollars unless otherwise stated)

### 25. Financial risk management (cont'd)

#### (c) Market risk (cont'd)

##### (i) Interest rate risk (cont'd)

Sensitivity	Effect on Equity		Effect on Equity	
	Increase	Decrease	Increase	Decrease
			\$'000	\$'000
December 31, 2020				
Fixed rate instruments – J\$	1%	1%	3,190	(3,190)
– US\$	1%	1%	1,665	(1,665)
December 31, 2019				
Fixed rate instruments – J\$	1%	1%	2,670	(2,670)
– US\$	1%	1%	2,445	(2,445)

##### (ii) Currency risk

Currency risk is the risk that the market value of or cash flows from financial instruments will vary because of exchange rate fluctuations.

The company incurs foreign currency risk primarily on insurance and reinsurance contracts and investments that are denominated in a currency other than the Jamaica dollar. Such exposure comprises the monetary assets and liabilities of the company that are not denominated in that currency. The principal foreign currency risk of the company is denominated in United States dollars (US\$).

At the reporting date, the company's exposure to foreign currency risk is as follows:

	<u>2020</u>	<u>2019</u>
	US\$'000	US\$'000
Foreign currency assets:		
Investments	1,885	2,085
Premium receivable	545	514
Cash and cash equivalents	98	575
Interest receivable	<u>18</u>	<u>41</u>
	<u>2,546</u>	<u>3,215</u>
Foreign currency liabilities:		
Insurance and other payables	<u>203</u>	<u>739</u>
Net foreign currency assets	<u>2,343</u>	<u>2,476</u>

Exchange rates for the US dollar, in terms of Jamaica dollars were as follows:

At December 31, 2020:	\$140.77
At December 31, 2019:	\$129.78

## Notes to the Financial Statements

For the year ended **31 December 2020**  
(expressed in Jamaican dollars unless otherwise stated)

### 25. Financial risk management (cont'd)

#### (c) Market risk (cont'd)

##### (ii) Currency risk (cont'd)

##### Sensitivity analysis

A 2% (2019: 4%) strengthening of the Jamaica dollar against the United States dollar at December 31, would have increase the profit before tax for the year by \$6,596,000(2019: \$12,854,000).

A 6% (2019: 6%) weakening of the Jamaica dollar against the United States dollar at December 31, would have increased the profit before tax for the year by \$19,789,000 (2019: \$19,281,000).

##### (iii) Equity price risk

Equity price risk arises from available-for-sale equity securities held by the company as part of its investment portfolio. Management monitors the mix of debt and equity securities in its investment portfolio based on market expectations. The primary goal of the company's investment strategy is to maximise investment returns.

A 7% (2019: 10%) increase in the bid price at the reporting date would cause an increase in equity of \$4,692,000 (2019: \$8,990,000).

A 12.5% (2019: 10%) decrease in the bid price at the reporting date would cause an decrease in equity of \$8,379,000 (2019: \$8,990,000).

### 26. Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the company's processes, personnel, technology and infrastructure, and from external factors other than financial risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour.

The company's objective is to manage operational risk to balance the avoidance of financial losses and damage to its reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

The primary responsibility for the development and implementation of controls to address operational risk is assigned to senior management within each department. The Audit Committee monitors each department to ensure compliance with the company's internal control procedures.

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 27. Capital risk management

Capital risk is the risk that the company fails to comply with mandated regulatory requirements, resulting in a breach of its minimum capital test and the possible suspension or loss of its insurance license (see note 2). The company'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 insurance industry;
- (ii) To safeguard the company's ability to continue as a going concern so that it can continue to provide returns for stockholders and benefits to other stakeholders; and
- (iii) To maintain a strong capital base to support the development of its business.

Capital adequacy is managed by the company's management. It is calculated by management, certified by the Appointed Actuary and reviewed by executive management, the audit committee and the board of directors. In addition, the company seeks to maintain internal capital adequacy ratios at levels higher than the regulatory requirements. To assist in evaluating the current business and strategic opportunities, the company currently uses the Minimum Capital Test (MCT) as stipulated by the insurance regulations.

The regulator requires general insurance companies to achieve a Minimum Capital Test Ratio of 250%. At December 31, 2020, the company's capital ratio was 289% (2019: 296%)

### 28. Fair value of financial instruments

#### (a) Definition and measurement of fair values

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. Where a quoted market price is not available, fair value is computed using alternative techniques, making use of available input data; the company uses observable data as far as possible.

Fair values are categorized into different levels in a three-level fair value hierarchy, based on the degree to which the inputs used in the valuation techniques are observable. The different levels in the hierarchy have been defined as follows:

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 28. Fair value of financial instruments (cont'd)

#### (b) Techniques for measuring fair value of financial instruments

<u>Type of financial instrument</u>	<u>Method of estimation of fair value</u>
Government of Jamaica securities	Discounting future cash flows of these securities at the estimated reporting date using yields published by a broker.
Government of Jamaica US\$ Global bonds	Prices of bonds at reporting date as quoted by broker/dealer, where available.
Cash equivalents, resale agreements, insurance and other receivables, insurance and other payables, reinsurance assets and insurance contract provisions.	Considered to approximate their carrying values, due to their short-term nature.
Units in unit trusts	Prices quoted by unit trust managers.
Quoted equities and unitised funds	Bid prices published by the Jamaica Stock Exchange and fund managers respectively.
Corporate bonds	Prices of bonds at reporting date as quoted by broker/dealer where available.

Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities. This level includes equity securities and debt instruments listed on exchanges.

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). This includes financial assets with fair values based on broker quotes and investments in funds with fair values obtained via fund managers.

Level 3 – Inputs for the asset or liability that are not based on observable market data (unobservable inputs). This level includes equity investments and debt instruments with significant unobservable components. This hierarchy requires the use of observable market data when available.

There were no transfers between levels during the year.

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 28. Fair value of financial instruments (cont'd)

#### (c) Accounting classification and fair values

The tables below analyses financial instruments carried at fair value (which are classified as available for sale) and those not carried at fair value (which are classified as loans and receivables) but for which fair value has been disclosed.

The fair value of certain short-term financial instruments such as cash and cash equivalents securities under resale agreement, premiums and other receivables was determined to approximate their carrying value and are not disclosed in the tables below.

	Carrying amount \$'000	Fair value			Total \$'000
		Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	
<u>2020</u>					
Available for sale financial assets:					
Units in unit trusts	31,911	-	31,911	-	31,911
Other bonds	86,178	-	86,178	-	86,178
Quoted equities	<u>67,035</u>	<u>67,035</u>	<u>-</u>	<u>-</u>	<u>67,035</u>
	<u>185,124</u>	<u>67,035</u>	<u>118,089</u>	<u>-</u>	<u>185,124</u>
<u>2019</u>					
Available for sale financial assets:					
Units in unit trusts	31,887	-	31,887	-	31,887
Other bonds	228,363	-	228,363	-	228,363
Quoted equities	<u>89,990</u>	<u>89,990</u>	<u>-</u>	<u>-</u>	<u>89,990</u>
	<u>350,240</u>	<u>89,900</u>	<u>260,250</u>	<u>-</u>	<u>350,240</u>

### 29. Impact of Covid 19

The World Health Organisation declared the Coronavirus (COVID-19) outbreak a pandemic due to its rapid spread across the globe. Jamaica has been affected by the outbreak, which resulted in the Government of Jamaica declaring Jamaica a disaster area on March 13, 2020. The pandemic and the measures to control its human impact have resulted in significant disruptions to economic activities, business operations and asset prices and these conditions may have an adverse effect on the company's financial performance. However, an estimate of the amount was not made as at the authorisation date of the financial statements due to unavailability of sufficient information.

## Notes to the Financial Statements

For the year ended **31 December 2020**

(expressed in Jamaican dollars unless otherwise stated)

### 29. Impact of Covid 19 (continued)

Management continues to monitor the effect of developments arising from the pandemic on the risks faced by the company. While management is aware that the long duration of the pandemic and the attendant containment measures could have a material adverse effect on the company, its employees, customers and suppliers, management believes the company is in a sufficiently strong position to cope with the possible significant economic downturn and that the initiatives implemented to mitigate its impact will be successful.

PROXY FORM

Place  
\$100  
Stamp  
here

IronRock Insurance Company Limited  
1b Braemar Avenue  
Kingston 10, Saint Andrew  
Jamaica

A member entitled to attend and vote at the Annual General Meeting is entitled to appoint a Proxy to vote on his/her behalf. A Proxy need not be a member. A suitable form of Proxy is below.

The Proxy must be signed and deposited, duly stamped, at the registered office of IronRock Insurance Company Limited at 1b Braemar Avenue, Kingston 10, Saint Andrew, Jamaica, not less than forty-eight (48) hours prior to the Annual General Meeting of the Company.

I/We, \_\_\_\_\_  
(Name(s) of Shareholder(s))

of, \_\_\_\_\_  
(Address(es) of Shareholder(s))

in the parish of \_\_\_\_\_, being a member(s) of IronRock Insurance Company Limited  
hereby appoint, \_\_\_\_\_  
(Name of Proxy)

of, \_\_\_\_\_  
(Address of Proxy)

or failing him, \_\_\_\_\_  
(Name of Alternative Proxy)

of, \_\_\_\_\_  
(Address of Alternative Proxy)

as my Proxy/our Proxy to vote for me/us on my/our behalf at the Annual General Meeting of the Company to be held at the Knutsford Court Hotel, 16 Chelsea Avenue, Kingston 10, on September 16, 2020 at 3:00 p.m., and at any adjournment thereof.

This form is to be used IN FAVOUR of resolutions numbered \_\_\_\_\_.

This form is to be used AGAINST resolutions numbered \_\_\_\_\_.

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2021.

\_\_\_\_\_  
Signatures(s) of Shareholder(s)



