



Banc Ceannais na hÉireann
Central Bank of Ireland
Barrosystem

Registry of Credit Unions - Restructuring Update

4th December 2025

James McAuley

Restructuring Team
Registry of Credit Unions



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Opening Remarks

John Fleming – Registry of Credit Unions

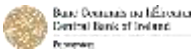


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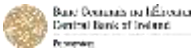
Agenda

- 1 Opening Remarks
- 2 Restructuring Update
- 3 Recent Trends / Benefits
- 4 ToE Process updates
- 5 Strategic Theme - Restructuring
- 6 Questions & Answers



Restructuring Update

December 2025

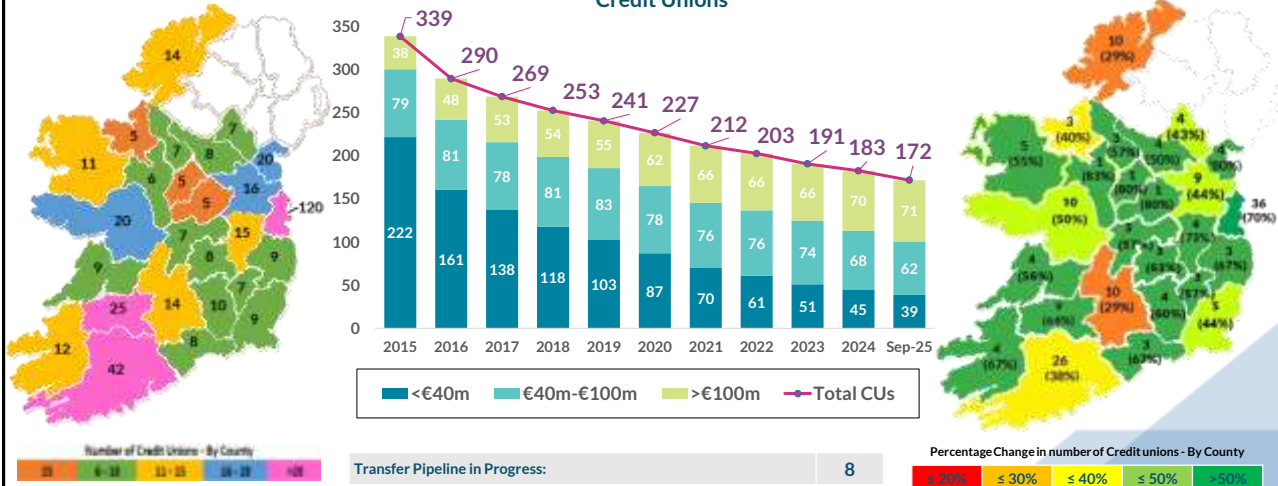


Restructuring Update 2025

March 2008
419 Credit Unions

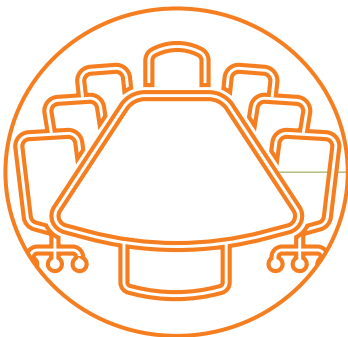
Sector Profile 2015 – Sept 2025: Asset size / Number of Trading Credit Unions*

September 2025
172 Credit Unions



* Except where stated, figures reported as at 31 December each year.

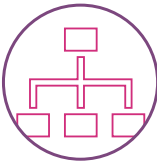
Restructuring 2025 – Key Points



Credit Unions maintained business locations post-ToE



Credit Unions >€100m: 87% increase



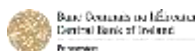
Credit Unions >€100m: represent c. 75% of total sector assets



Greater access for Members to products/services




Recent Trends / Benefits




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2025 Restructuring Trends




Member Centric

- Increased emphasis on member's requirements at the outset of proposals
- Focus on member engagement throughout the process to ensure greater awareness of benefits and rationale.




Larger Scale

- Number of larger scale proposals has increased in recent years.
- Larger scale transferee and transferor with additional complexities and integration risk.



Future Proof

- Expanded service offering through wider range of channels
- Board and Management objective to strengthen the financial and operational capability of the credit union



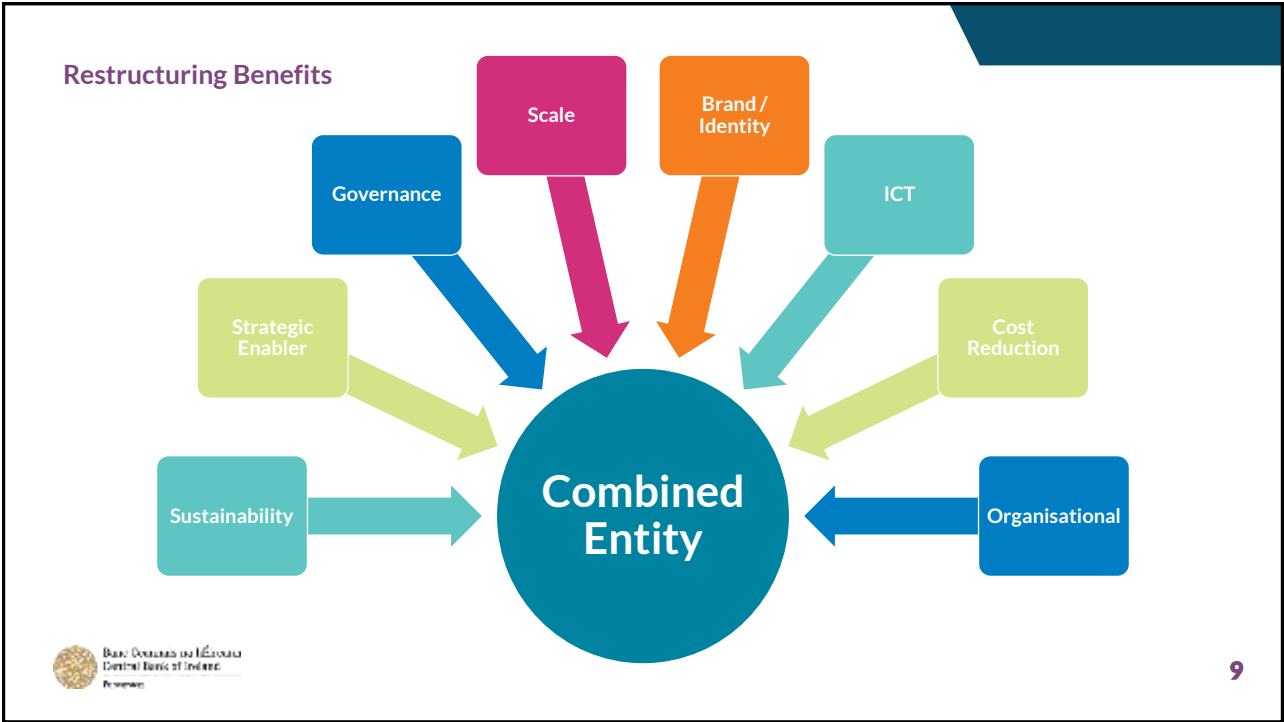
Operational/ICT Risk

- ICT issues represent a material risk for credit unions.
- Increased instances of operational risk weaknesses identified and corrected through ToE process



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Transfer of Engagements

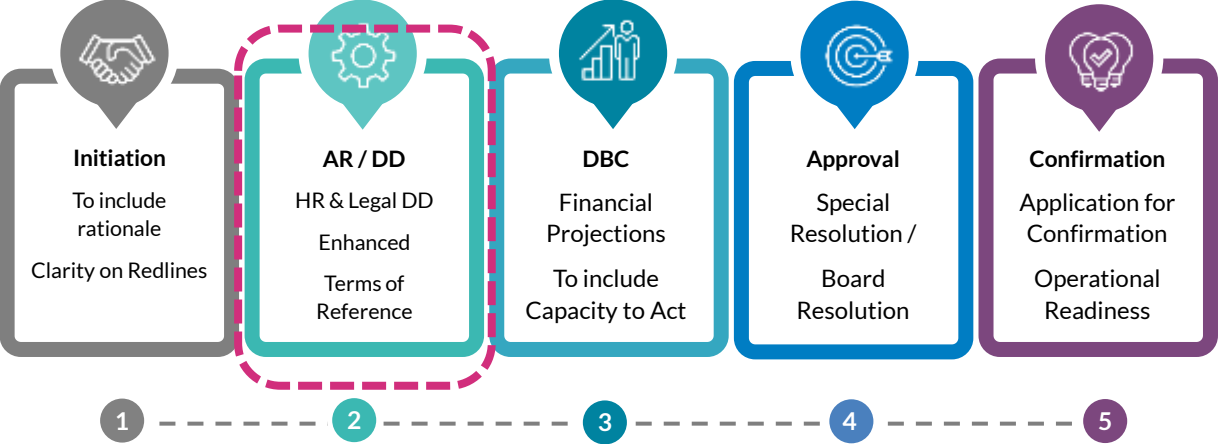
Enhancements and updates

The slide features a teal header with the title "Transfer of Engagements" and subtitle "Enhancements and updates". The Bank Indonesia logo and name are in the bottom left corner.

Bank Indonesia
Central Bank of Indonesia
Pusat

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Transfer of Engagements Process



Transfer of Engagements

Updates and Enhancements

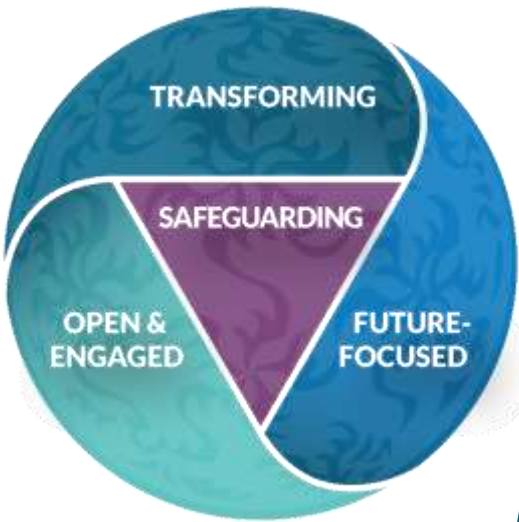
HR & Legal DD	Asset Review	Due Diligence	Guidance Note
<ul style="list-style-type: none">Commenced at outsetStandalone reviewTerms of Reference reviewed	<ul style="list-style-type: none">Updated to reflect recent regulatory changesReviews lending, investments, fixed assets and governance related to these areas	<ul style="list-style-type: none">Updated and expanded to reflect recent regulatory changesGreater emphasis on recent risk trendsTailored and strengthened	<ul style="list-style-type: none">Updated to reflect sequencing changesReflects changes to the terms of referencePost-ToE engagement

Post-Transfer of Engagements



- Satisfactory remediation of ToE risks
- Regulatory engagement on Integration

Strategic Themes

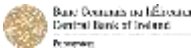
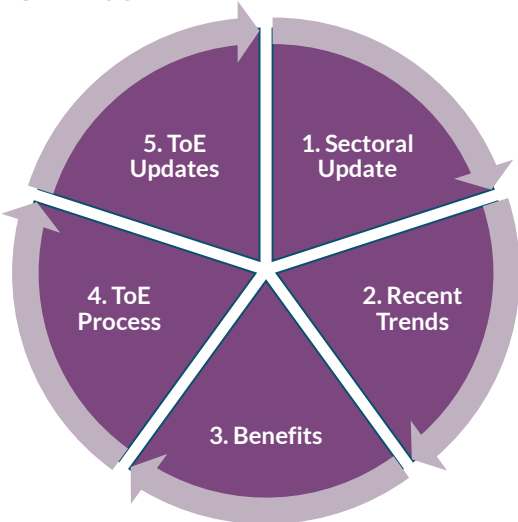


With the knowledge that restructuring delivers good outcomes, and given the transformation and change that is happening in financial services, we at the Central Bank urge all credit unions – small, medium and large – to consider, or perhaps re-consider, the strategic opportunities that restructuring offers to achieve greater efficiency, build resilience, and build scale.

We support larger asset-sized restructuring solutions to build scale, as well as the continuation of transfers between medium and smaller asset-sized credit unions.

- Governor Makhoul (November 2023)

Conclusion



Questions?



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