



UNITED EMPLOYEES CREDIT UNION LTD

Proposed United Employees Credit Union Limited

Merger of Operations with

DUCA Financial Services Credit Union Ltd.

Dear member,

I hope this letter finds you well. I am writing to bring an important matter to your attention regarding an upcoming vote that will significantly impact the future of our credit union. On behalf of the Board of Directors, I urge you to cast your vote in favour of the proposed merger of operations with DUCA Financial Services Credit Union Ltd. (DUCA). Your participation in this process is vital to the success of our credit union and the ability to provide extended financial services to our valued members.

1. Decision

The decision to pursue a merger of our operations was made for the following reasons:

- a) Limited range of our financial services.
- b) Limited resources to acquire new businesses.
- c) High cost of regulatory requirements, considering the size and complexity of our operations.
- d) Limitation of our banking system.
- e) Too challenging to compete with other competitors.

2. Criteria for seeking an appropriate partner

- a) A credit union that can meet the future financial needs of our members.
- b) A credit union that aligns with United's strategic objectives.
- c) A credit union that is financially stable.
- d) A credit union that has the technological resources to compete in the rapidly changing economic environment, such as service delivery and digital marketing.
- e) A credit union that is willing to take over all our employees and or offer a reasonable arrangement for those who do not want to move on.
- f) A credit union that will be able to expand the credit union movement.

We approached several credit unions, and after careful consideration, we selected DUCA as an ideal partner due to their strong financial position, complementary values, and shared commitment to member-centricity.

As owners of United, your vote matters, and we encourage you to actively participate in shaping the future of our credit union by casting your vote in favor of merging our operations at the upcoming **Special General Meeting on November 27, 2023**.

The voting process will be straightforward and transparent, ensuring that every Member has an equal opportunity to express their opinion. More information regarding the vote will be provided in the coming weeks. You can also visit our website: <https://www.unitedcu.com> for additional updates.

In closing, I would like to emphasize the significance of this decision and the positive impact it can have on our credit union's ability to thrive in an increasingly competitive financial landscape. By approving this merger, we will secure a stronger future for our credit union, our members, and the communities we serve.

Thank you for your continued trust and support. We value your Membership and look forward to your active participation in this transformative endeavor.

Sincerely,

Yves Ah Chin Kow

Yves Ah Chin Kow

CEO

United Employees Credit Union Limited