



CAYMAN ISLANDS
NATIONAL
MUSEUM

2025 Annual Report

We are the living connection to Cayman's past.

The Cayman Islands National Museum's 2025 Annual Report highlights a year of stewardship, storytelling, and community connection. Through exhibitions, research, and education, we continue to safeguard Cayman's rich cultural and natural heritage while inspiring new generations to understand, value, and shape our shared history.



Location

The National Museum is located at 64 Seafarer's Way, George Town. Our administration and education centre is located at 10 Cayside House on the Waterfront in George Town.

About this Report

This Annual Report has been prepared for the Cayman Islands National Museum (the "Museum") and covers the period from 1 January 2025 to 31 December 2025. It presents the Museum's actual performance for the year and compares this with the budgeted performance as set out in the annual ownership agreement.

The preparation and submission of this Annual Report are required under Section 52 of the Public Management and Finance Act (2020 Revision) ("PMFA"), which sets out the statutory reporting requirements for statutory authorities and government companies. In accordance with that section, this report:

1. Details the Museum's activities during the financial year and outlines the nature and scope of those activities.
2. Summarises the extent to which the Museum achieved the ownership performance targets and strategic objectives set out in its annual ownership agreement for the year.
3. Includes key financial information for the financial year, specifically the amounts of:
 - a. Cabinet equity investments in the Museum;
 - b. Cabinet capital withdrawals from the Museum;
 - c. Cabinet loans made to the Museum; and
 - d. Dividends or profit distributions paid by the Museum.
4. Provides details of any Cabinet guarantees relating to the Museum that were made during the financial year.

5. Contains the Museum's financial statements for the year ended 31 December 2025, prepared on a basis consistent with the forecast financial statements in the relevant ownership agreement and in compliance with Schedule 4 of the PMFA.
6. Compares the actual performance shown in the financial statements with the performance proposed in the relevant ownership agreement.

In accordance with Section 52, the financial statements were submitted to the Auditor General for review, and the Auditor General's opinion has been included as part of this report.

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This Annual Report covers three main areas:

Service Delivery

The service delivery section outlines the contributions made by the National Museum in furtherance of the Government's policy outcome goals. It also provides commentary which explains material variances in performance when compared to the budget.

Financial Performance

The financial performance section shows the financial resources the Museum was afforded in the 2025 budget and the inputs purchased to provide services. The financial performance is presented in the form of financial statements prepared in accordance with International Public Sector Accounting Standards (IPSAS) and the supporting notes to those.

Governance

The report also includes a section on Governance which outlines the Museum's efforts in the areas of risk management, audit, and freedom of information.





CAYMAN ISLANDS
NATIONAL
MUSEUM

Annual Report 2025



Welcome to our 2025 Annual Report

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Who We Are

The Cayman Islands National Museum is a permanent institution committed to the preservation of the tangible and intangible cultural and natural heritage of the Cayman Islands. The Museum was established via the Museum Act (1979, 1999 revision), which mandates it to:

- Collect, care for, conserve, research, interpret and display objects of historical, cultural, environmental, artistic, or scientific value to the Cayman Islands, both terrestrial and underwater, for the benefit of present and future generations.

The Cayman Islands National Museum received its NPO (Non-Profit Organisation) status in 2017.

Opened to the public in 1990, the Museum is the only institution in the Cayman Islands officially entrusted to preserve, research, and disseminate all aspects of the Caymanian heritage and culture.

Through the organisation's dynamic programmes, exhibits, and collections, the National Museum is the living connection with the Cayman Islands' past and ensures that future generations value our unique natural and cultural heritage.

The Ira Thompson Collection, consisting of 1,136 artefacts that Ira Thompson began collecting as a hobby in the 1930s, formed the nucleus of the National Museum's Collection, which has since grown to include 12,036 objects today.

The Natural History segment of the Collection includes fossils from the sea which were discovered on land, forms of land-life retrieved from the sea and everything in between. The Cultural History Collection offers tangible evidence of our social development. The Art Collection showcases an extensive collection of Caymanian arts and crafts.



What We Do

The Cayman Islands National Museum conducts the following scope of activities:

Collection and preservation of material evidence significant to our culture, history and heritage, including:

- Collection, documentation and preservation of material; and
- Protection, scientific research of, and limited (controlled) public access to Museum Collections, and materials of Caymanian Heritage

Public access to and educational services from displays, exhibitions, library, publications, research collections and programmes of the Cayman Islands National Museum including:

- Providing museum facilities, exhibitions and displays, and general public access to them;
- Provision of a land-based Maritime Heritage Trail and Shipwreck Preserves;
- Provision of restaurants, shops, and other facilities for the use by the public and in furtherance of the mission and purpose of the Museum;
- Liaising with local and international groups having similar objectives, for loan or exchange of artefacts and exhibits, and the exchange of knowledge and information.

Services to support the Ministry, Cabinet, and Other Departments:

- Direct, manage and assist the National Museum in fulfilling its mission and purposes;
- Support Government's requests for information to further the cultural well-being of the Cayman Islands;
- Assist the Ministry in creating National Culture Policies and plans; and any necessary legislation.

Our Mission:

Through our dynamic programmes, exhibits and collections, the National Museum is the living connection to Cayman's past; we ensure that future generations have the opportunity to experience our islands' unique natural and cultural heritage.

To fulfill this mission, we focus on the following core commitments:

- Cultivate pride and celebrate Caymanian cultural heritage and natural history by educating Caymanians, residents, and visitors of all ages about the uniqueness and commonalities of the three Cayman Islands.
- Nurture children to become the caretakers and architects of preservation for Caymanian culture and the natural history of the Cayman Islands.
- Present the many voices of the people of the Cayman Islands in order to reflect the Islands' diverse cultures and cultural values.
- Participate in honest and open dialogue with community and visitors.
- Synthesise and present the diverse influences impacting Caymanian culture, including the natural history, prehistoric and early historic eras, as well as contemporary issues.
- Aid in the inevitable evolution of Caymanian society by helping people understand the importance of interpreting cultural values and beliefs in order to make informed decisions for the future.





Organisation

At A Glance

Financial Performance Measures (\$000's)	2025 Target	2025 Actual
Revenue from Cabinet	892	892
Revenue from Ministries, Portfolios, Statutory Authorities, Government Companies	-	-
Revenue from Others	353	269
Operating Expenses	1,239	1,538
Operating Surplus/Deficit	6	(377)
Net-Worth (\$000's)	3,039	1,840
Cash Performance (\$000's)	2025 Target	2025 Actual
Cash Flows from Operating Activities	66	346
Cash Flows from Investing Activities	(30)	(91)
Cash Flows from Financing Activities	30	(79)
Change in Cash Balances	66	175
Financial Performance Ratios	2025 Target	2025 Actual
Current Assets: Current Liabilities	42.86	5.12
Total Assets: Total Liabilities	79.57	4.04
Human Capital Measures	2025 Target	2025 Actual
Total Full-Time Equivalent Staff Employed	8	7

Financial Snapshot

Total Revenue

2022	\$1,069,467
2023	\$1,068,969
2024	\$1,137,664
2025	\$1,161,337

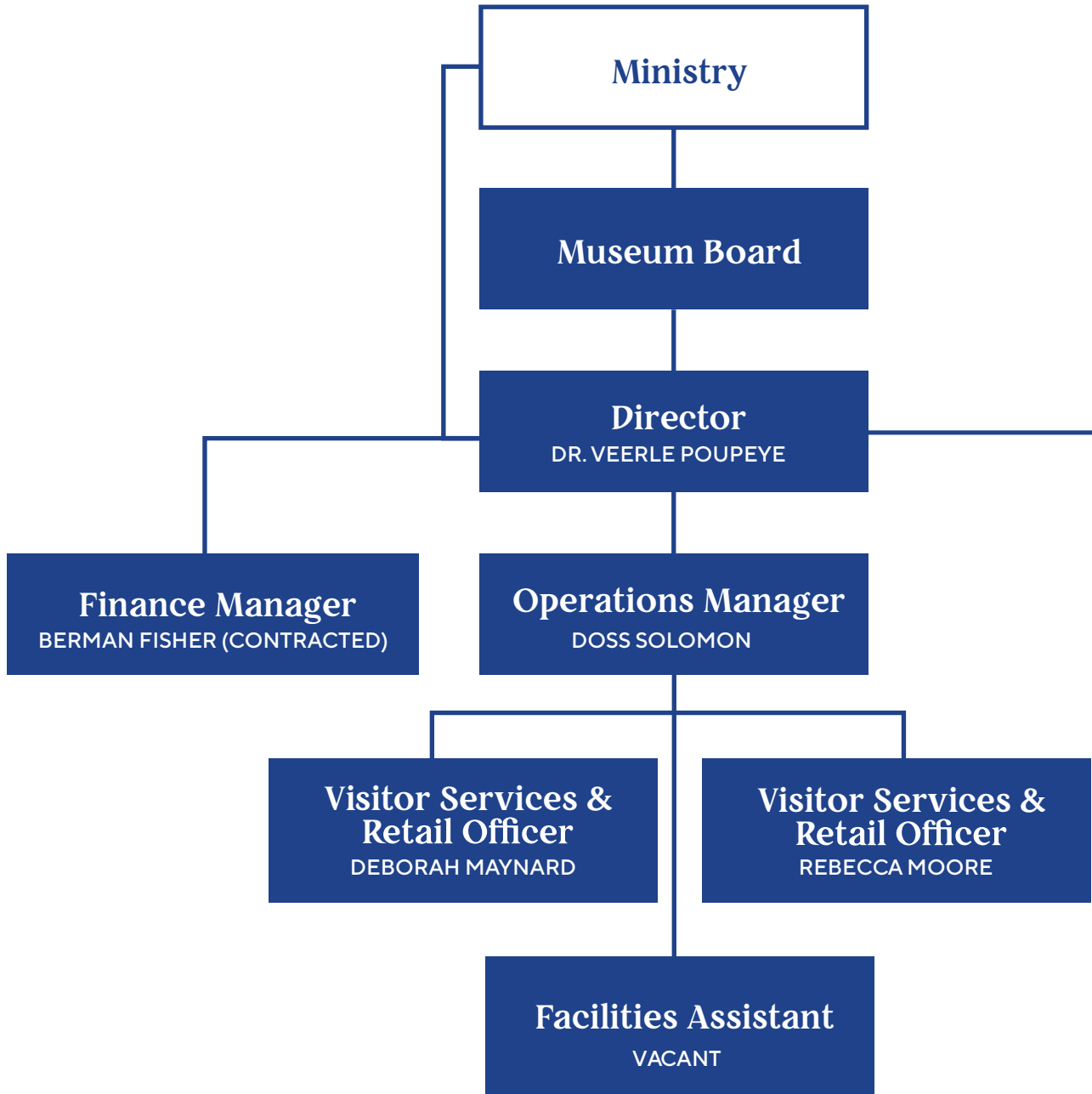


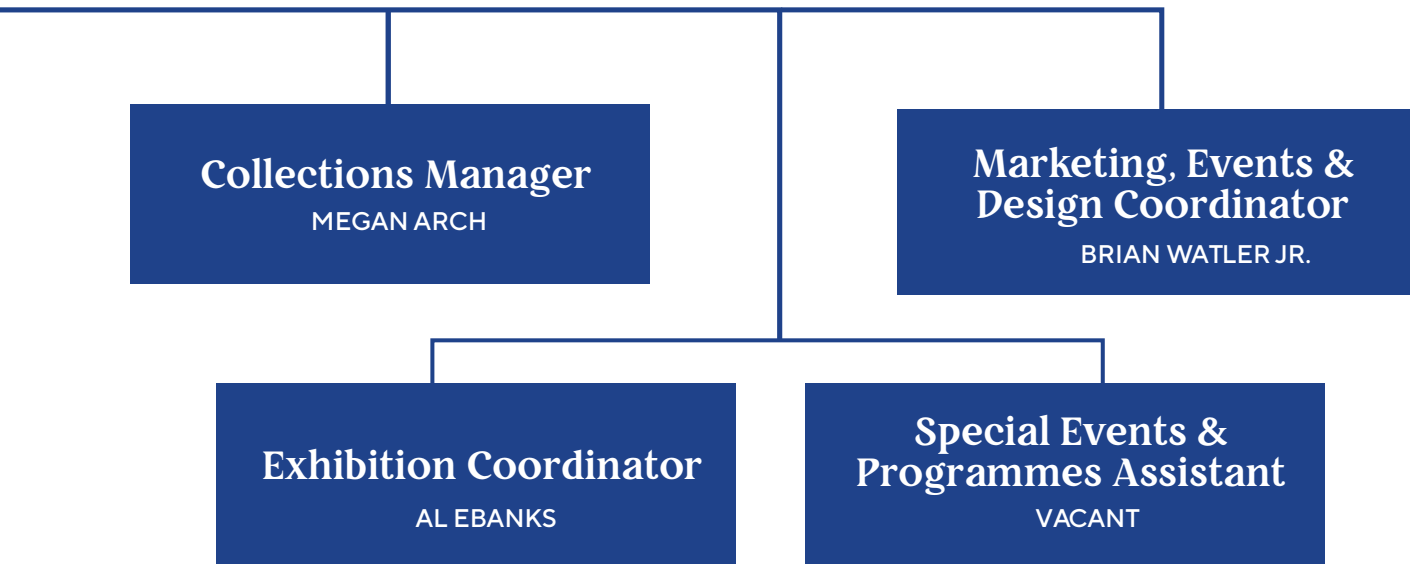
Value of Total Assets

2022	\$2,187,361
2023	\$2,207,913
2024	\$2,267,365
2025	\$2,445,422



Our Organisation





Our Leadership



Ms. Berna Thompson Cummins, MBE

Ms. Berna Thompson Cummins, MBE, is a respected Caymanian leader in business, education, and public service. A University of Central Florida graduate, she has led the Cayman Islands Chamber of Commerce and served in the Legislative Assembly. She had served previously on the Board of the Museum and was appointed in December 2025 as its current Chairperson. She received an MBE for her national service and, in 2025, a Lifetime Achievement Award from the Cayman Islands Chamber of Commerce. A devoted Rotarian and gardener, she is a seventh-generation Caymanian, wife, mother, and grandmother. Ms. Berna is passionate about education and the promotion and preservation of Caymanian heritage.



Veerle Poupeye, PhD

Dr. Veerle Poupeye is a Belgian-Jamaican art historian, curator, and cultural consultant specialising in Caribbean art and visual culture. With a BA and MA in Art History from Universiteit Gent, Belgium, and a PhD from Emory University, she has curated over 45 exhibitions across the Caribbean, North America, and Europe. Previously the Executive Director of the National Gallery of Jamaica, Dr. Poupeye is also an accomplished author, known for works such as *Caribbean Art and Modern Jamaican Art*. In November 2024, she was appointed Director and Curator of the Cayman Islands National Museum, where she brings her deep expertise and innovative vision to preserve and celebrate cultural heritage.



Mr. Doss Solomon

Mr. Doss Solomon has been the Operations Manager at the Cayman Islands National Museum since 2007. Prior to joining the museum, he served for six years as Assistant Secretary with the Ministry of Education and Culture. Mr. Solomon combines his administrative expertise with a deep passion for preserving Caymanian heritage.

Message from the Chairperson



The year 2025 was one of purposeful growth and renewed momentum for the Cayman Islands National Museum, as we remained firmly anchored in our mission to celebrate and promote Cayman's history, culture, and identity.

A major achievement was the Museum's strengthened public profile, driven by an innovative

marketing campaign across social and traditional media. Revitalized programmes such as Mango Fest and the Christmas Market, along with new initiatives like the Roots and Remedies wellness fair, brought unprecedented numbers of people together to celebrate Caymanian creativity, foodways, and traditions. This heightened visibility was affirmed when the Museum received the 2025 *Best of Cayman Gold Award* for Best Heritage Site, an important milestone and a source of immense pride for our team.

The Museum is the custodian of a National Collection that represents the collective memories and heritage of the Cayman Islands. This is an awesome responsibility, which is at the core of what we do as a national museum. The collection has grown from some 1,300 artefacts when the Museum opened its doors in 1990 to more than 12,000 artefacts today. Much of this remarkable growth has been the result of community generosity and we were again fortunate to receive important donations in 2025, some of which were featured in our exhibitions, such as *Conversations with Popular Art* and *The Sea is History*. The relocation of our storage facilities enabled the launch of an enhanced collections management programme focused on research, preventive conservation, and modern tools, to ensure long-term preservation and access.

We also strengthened our partnerships during 2025, with the National Gallery to host part of *Archipelago: The 4th Cayman Islands Biennial*, and with Celebrate Cayman on the pop-up exhibition *Wooden Ships, Iron Men*, which was mounted to accompany the launch of the Seafarers Registry. Collaborations with Cayman National Cultural Foundation resulted in a VR pilot of Miss Lassie's Mind's Eye home and the annual Immerse Summer Camp. Our partnership with the Ministry of Youth, Sports, Culture and Heritage at the Cayman Collections Centre in West Bay also continued, where more than 260 objects from our Collection remained on display. These partnerships position the national culture and heritage sector for shared growth and sustainability.

Having previously served as Board Member and Chairperson, I was honoured to be reappointed Chairperson in December 2025. I look forward to working with the new Board, Director, and Staff team in 2026 as we enter an exciting chapter marked by strengthened staff capacity, improved facilities, expanded programming, and a commitment to fiscal sustainability through increased revenue and fundraising. I also extend heartfelt thanks to the outgoing Board for their guidance and steadfast support.

As we look ahead, we remain dedicated to preserving, interpreting, and celebrating the unique heritage of the Cayman Islands. With a committed team and continued community engagement, the Museum is well positioned to advance its mission and inspire generations of Caymanians and visitors alike.

Berna Thompson Cummins, MBE

Message from the Director



The year 2025 marked my first full year as Director of the Cayman Islands National Museum, and it was one of significant accomplishment for our team. Building on the Museum's late 2024 rebrand, we launched an ambitious marketing campaign aimed at deepening engagement among

both residents and visitors. Our innovative social media strategy, centred on humour, discovery, and play, helped demystify the Museum, highlight our collections and behind the scenes operations, and lower barriers to public participation. These efforts led to increased footfall, substantially stronger online engagement, and an enhanced public profile. This work received formal recognition when the Museum was awarded the 2025 *Best of Cayman Gold Award* for Best Heritage Site.

Our community programmes also reflected this renewed energy. Mango Fest, the new Roots & Remedies Market, and the 35th Anniversary Christmas Market all drew strong attendance and highly positive participant feedback. Education initiatives continued to thrive through the Speaker Series, the annual Immerse Summer Camp, outreach activities, and new cultural wellness offerings, including Cayman Quadrille workshops.

Our 2025 exhibitions—*Conversations with Popular Art*, *Wooden Ships, Iron Men*, and *The Sea Is History*—offered fresh perspectives on important aspects of Caymanian history and heritage. Team-curated by the Curatorial Staff and myself, these exhibitions allowed us to explore new curatorial approaches, introduce new team members to exhibition development, and showcase collection artefacts that are not frequently displayed, including several recent acquisitions. Our role as a host venue for *Archipelago: The 4th Cayman Islands Biennial*, in partnership with the National Gallery of the Cayman Islands, further integrated

the Museum into the national cultural landscape and strengthened collaboration across the cultural sector.

A key priority this year was advancing the management of the 12,000-object National Collection. Relocating collections storage to upgraded facilities, which was achieved in a record three-month period, was a remarkable team effort. While demanding, the move enabled us to start an inventory review, to improve documentation, and to implement the new Collector System database. New donations, continued research, exhibitions, and the launch of our multilingual audio guide, available in eight languages including Caymanian dialect, significantly expanded public access and interpretation.

These achievements were made possible by our small but dedicated staff: Doss Solomon, Brian Watler Jr., Megan Arch, Al J. Ebanks, Deborah Wilson Maynard, and Rebecca Moore, along with the interns and volunteers who supported us throughout the year. I also extend my sincere gratitude to the Museum's past and present Board members for their guidance, vision and support.

Veerle Poupeye, PhD



2025 Year in Review | Quarter 1

Key moments, programmes and milestones

Q1 | Jan-Mar



Collections

- Significant additions strengthened the National Collection. Among the most notable was the donation of Captain Samuel Lorraine Henning's historic sextant, spyglass and almanac, together representing Cayman's maritime heritage. Additional acquisitions included handcrafted textiles by National Hero Mary Evelyn Wood, a vintage diving helmet, archaeological finds, and new artworks by Caymanian artists.
- Collections management underwent major transformation during this period. The Museum began migration from the PastPerfect database to Collectors Systems, enabling improved cataloguing, mobile access and future integration into a national collections database. A comprehensive reverification and rationalisation project also began, reviewing records and correcting legacy documentation issues.

Access and Inclusion

- A major milestone was the launch of the Museum's Multilingual Audio Guide in February. Accessible via QR codes throughout the building, the guide offers narration in eight languages including English, Spanish, French, German, Italian, Tagalog, Jamaican Patois and Caymanian dialect. The project also included the installation of free public WiFi to support digital interpretation.

Public Programmes

- The 2025 Speaker Series launched with the panel discussion "*Writing Our Own History: Community Co-Authorship and Spaces of Translation Within and Beyond the Institution*" in February. Delivered in partnership with the National Gallery, the event explored community storytelling and shared spaces as models for contemporary museum practice.
- Programmes were temporarily paused from March through April while staff focused on the large-scale collections relocation project.

Capacity Building

- Internship and student assistant programmes expanded through a new partnership with UCCI. Interns supported collections management, visitor services and programme delivery.

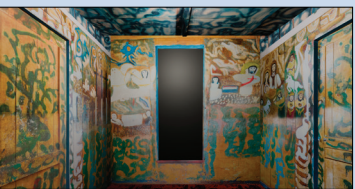
Collections Management and Infrastructure

- A major operational focus was the relocation of the Museum Storage Facility collection. Beginning in February, more than 12,000 artefacts were prepared for transfer to new improved storage sites. The relocation also provided an opportunity to improve packing methods, storage systems and documentation.
- Large-scale inventory and documentation work also continued at the Cayman Collections Centre, where some 260 artefacts from the collection are on view.

2025 Year in Review | Quarter 2

Key moments, programmes and milestones

Q2 | Apr–Jun



Exhibitions

- Programming resumed in May following completion of the major collections relocation project.
- *Conversations with Popular Art* opened in May as part of Cayman Art Week. The exhibition featured work by self-taught popular artists alongside mainstream Caymanian artists influenced by popular traditions. Works were drawn primarily from the National Collection, supplemented by selected loans.

Collections

- The relocation of more than 12,000 artefacts to improved storage facilities was successfully completed by early May. The project was carried out without incident and represented the largest collections move since the reconstruction following Hurricane Ivan.
- The move enabled improved storage conditions, upgraded environmental controls and enhanced security.

Public Programmes

- The Speaker Series continued with *Voices of Valour: Cayman's Seafaring Stories*, delivered in May in collaboration with Celebrate Cayman and hosted at the National Gallery. The panel discussion featured leading community voices and attracted a full audience, with additional participants joining via livestream.

Events and Pop-ups

- The pop-up exhibition *Wooden Ships, Iron Men* launched in June at the George Town Library as part of the Seafarers Registry launch events. The exhibition explored Cayman's maritime heritage through objects, photographs and archival material from the Museum Collection.

Innovation and Digital Projects

- Digital interpretation capacity expanded during this period.
- Work progressed on the Miss Lassie Virtual Reality Project in collaboration with CNCF, including a pilot immersive experience of the Chapel Room.
- Development began on an interactive 3D digital model of the Museum building to support exhibition design and future immersive experiences.

International Engagement

- The Museum was represented at the Global Sustainable Islands Summit in St. Kitts and Nevis in May, strengthening international cultural and sustainability partnerships.

2025 Year in Review | Quarter 3

Key moments, programmes and milestones

Q3 | Jul-Sep



Education

- The 8th annual Immerse Summer Camp was delivered from July 21 to August 1 with 43 participants. The programme used the Museum's exhibitions and collections as the basis for learning and included field visits to heritage and cultural sites. The programme was delivered by curatorial staff with support from UCCI interns and received consistently positive feedback from parents and participants.

Festivals and Community Events

- Mango Fest 2025 was held in July at the Museum on the Waterfront and attracted record attendance of more than 500 visitors. The event included vendors, performances, cooking demonstrations and competitions and received extensive media coverage.

Collections

- New accessions included a historic turtle decoy and additional artefacts documenting Caymanian cultural heritage.
- Review began of a major donation of approximately 4,500 sports pins and memorabilia from the Bobby Nunes estate, one of the most significant gifts received during the year.

Innovation and Outreach

- The Museum's virtual reality heritage projects continued to develop and were presented internationally. The Miss Lassie VR project was showcased as part of CARIFESTA XV in Barbados, where the Director represented the Cayman Islands as part of the national delegation and presented at the symposium.

Recognition and Public Events

- The Museum received the Best Heritage Site – Gold Award in Best of Cayman 2025, marking the first time the institution received this recognition.
- Roots & Remedies: Tradition & Wellness Market was delivered in September, attracting more than 300 visitors. The event explored traditional plant-based healing practices and wellness knowledge and has since been added as an annual programme.
- The Old Courts Building was illuminated for World Maritime Day as part of heritage awareness activities.

Signature Moments



**Megan Arch and Al Ebanks
join the Museum team**

New Collections Manager
and Exhibition Coordinator



**National Museum
awarded Best of
Cayman Islands
(Gold)**

Best Heritage Site

2025 Year in Review | Quarter 4

Key moments, programmes and milestones

Q4 | Oct-Dec



Exhibitions

- *The Sea Is History* opened in October, showcasing Caymanian heritage through artefacts and artworks, while the Museum also hosted *Archipelago: 4th Cayman Islands Biennial* as part of a multi-site national collaboration.

Public Series and Education

- *The Cabinet of Curiosities* weekly October series launched on social media, highlighting objects from the National Collection.
- Educational outreach included a Museum design workshop delivered at Cayman International School.

Public Programmes

- The Speaker Series continued with deep-sea exploration programming connected to *The Sea Is History*, including the November lecture *Beyond the Drop Off: The Cayman Trench, Hydrothermal Vents and Deep Sea Exploration*.
- Work began on a long-term Sensory Hour Project with Inclusion Cayman, including dimmable gallery lighting and plans for accessibility policies and staff training.

Media and Digital Engagement

- The Museum team was featured on Compass TV highlighting exhibitions and digital storytelling initiatives.
- Digital storytelling grew with the launch of the social media series Sir Percival C. Peckington OFE – The Gallery Grumbler, boosting public engagement.

Professional Development

- Staff training programmes included records management certification and preparation for future workshops with the National Archives, and Brian Watler Jr., Megan Arch, and Al Ebanks completed a Supervisory Management course through the University College of the Cayman Islands Workforce Readiness Centre.

Anniversary and Events

- The 35th Anniversary Christmas Market welcomed more than 500 visitors and featured expanded vendor participation due to strong demand.

Community and Culture

- The Museum participated in the Walkers Caymanian Culture Showcase.
- The Museum hosted a Cayman Quadrille Dance Class as part of the new wellness programme.

Seasonal Activation

- The Old Courts Building was illuminated for the holiday season.
- The Christmas digital storytelling series *North Pole Case Zero* launched on social media as a seasonal engagement initiative.

Overview of our Achievements

In 2025, the Cayman Islands National Museum strengthened its role as a leading steward of Cayman's heritage through expanded access, ambitious programming, and deepened community engagement. Across exhibitions, education, collections care, public events, social media, active marketing, the Museum focused on making heritage visible, relevant, and widely accessible to residents and visitors alike.

A major priority throughout the year was improving the management of, and access to the national collection, which comprises more than 12,000 objects. New donations and acquisitions enriched the national collection, while ongoing research strengthened interpretation across galleries. The launch of the multilingual audio guide, featuring eight languages including Caymanian dialect, marked a significant step forward in inclusive interpretation and visitor experience. A renewed focus on collections management accompanied the relocation to new, improved storage facilities and included reverifying the inventory, adding documentation and the introduction of a new collections database system, Collector Systems. Adding to what is already on view in the Museum's permanent exhibitions, artefacts from the Collection were more proactively included in new exhibitions and featured on social media. The Museum also continued its partnership with the Ministry of

Youth, Sports, Culture and Heritage at the Cayman Collections Centre in West Bay, where some 260 artefacts from the Museum's collection are on view.

The Museum delivered a strong slate of exhibitions that explored identity, memory, and connection to place. Early in the year, *The Resilience of Cayman: Surviving Hurricane Ivan* concluded after engaging audiences with stories of community strength and recovery. This was followed by *Conversations with Popular Art*, which opened during Cayman Art Week and invited dialogue around everyday visual culture and the often-arbitrary boundaries between art, craft and artefact. In June, the Museum presented the pop-up exhibition *Wooden Ships, Iron Men* at the Old Library in George Town, associated with the launch of the Seafarers' Registry by Celebrate Cayman. In October, the Museum premiered *The Sea Is History*, a major exhibition examining Cayman's profound relationship with the sea through historical and contemporary artefacts. The Museum also served as a host venue for *Archipelago: The 4th Cayman Islands Biennial*, which is produced by the National Gallery of the Cayman Islands, positioning it within a national, multi-site celebration of Caymanian art and creativity – one of several new collaborations the Museum engaged in during the year.

Public programmes and community events remained central to the Museum's mission. Signature events such



as Mango Fest once again brought large audiences to the Waterfront, blending heritage, foodways, and family-friendly activities. New offerings like Roots & Remedies: Tradition & Wellness Market expanded the Museum's reach by linking cultural knowledge with health and wellbeing. The year culminated in the Museum's 35th Anniversary Christmas Market, which welcomed more than 500 visitors – a record for such events at the Museum – and reaffirmed the Museum's role as a vibrant community gathering place.

Education and youth engagement remained a core focus in 2025. The Museum's Speaker Series continued to provide meaningful public engagement, with talks spanning maritime history, deep-sea exploration, and environmental research. Presentations by Caymanian scientists and heritage professionals highlighted local expertise while connecting Cayman's story to global conversations. The 8th annual Immerse Summer Camp delivered hands-on learning experiences for young people, while school outreach programmes introduced students to museum design, storytelling, and visual communication. New cultural wellness initiatives, including Cayman Quadrille dance workshops, supported intergenerational learning and the transmission of intangible heritage.

The Museum also embraced innovation and digital engagement and significantly enhanced its presence on social media. Virtual reality projects expanded immersive interpretation, while creative digital storytelling initiatives such as The Cabinet of Curiosities series introduced fresh, accessible and even humorous ways to connect online with heritage content and the collection. Media features on Compass TV further amplified the Museum's work and visibility.

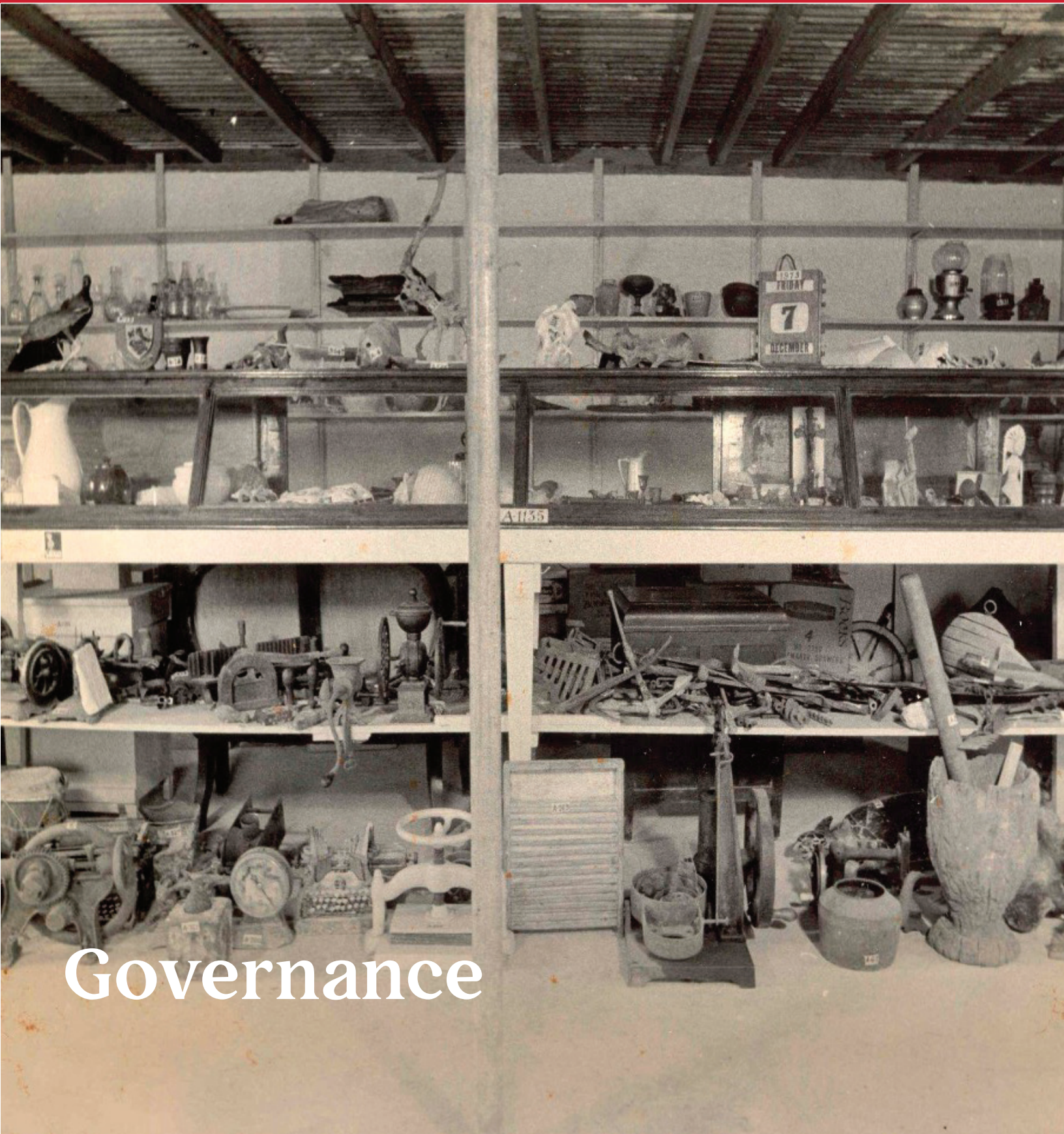
The Museum's impact was recognised nationally when it was awarded Best Heritage Site (Gold) in the Best of Cayman Awards.

Strategic partnerships with cultural organisations, schools, artists, researchers, and community groups continued to strengthen programming and broaden reach across all three islands and beyond.

Through sustained investment in collections care, compelling exhibitions, innovative programming,

and strong community partnerships, the Cayman Islands National Museum advanced its mission to preserve and share Cayman's heritage in meaningful ways. The achievements of 2025 reflect an institution that is forward-looking, inclusive, and firmly rooted in community. As the Museum moves ahead, it remains well positioned to deepen its impact and continue serving as a trusted cultural anchor for the Cayman Islands.





Governance

Strategic Ownership Goals

The Strategic Ownership Goals for the Museum 2024-2025 are as follows:

Collections, Conservation, Curation and Research

Preserve and Manage Cultural Heritage

Continue to collect, conserve, protect, research, and manage material evidence of artistic, historic, and scientific significance to the Cayman Islands, encompassing both terrestrial and underwater artefacts (*Note- the Museum would like to re-establish and revitalise the Museum Conservation Program by employing a Conservator and developing a Conservation policy and revitalised Conservation Plan).

Integrate Research into Public Engagement

As common practice, incorporate on-going research findings on collections, terrestrial and underwater archaeological sites into public exhibition, programmes and publications.

Collaborate with Peer Institutions

Liaise with local, regional and international groups having similar objectives, for loan or exchange or artefacts and exhibits, and the exchange of knowledge and information.

Operations, Education and Exhibits

Enhance Board Effectiveness

Strengthen the Board's ability to support the Museum's vision, mission, and strategic goals through effective governance and leadership.

Align Organisational Structure

Optimise the Museum's organisational framework to align with its vision, mission, and core values.

Acquire a Purpose-Built Collections Facility

(*Note - this is dependent upon Governmental Capital

Funding being granted and the Museum supplemental fundraising).

Optimise Use of Resources

Assess, evaluate, and responsibly re-purpose or dispose of outdated non-collections items (e.g., furniture, exhibition panels, props, and maintenance equipment) housed at the Museum Support Facility.

Move the Collections to the Purpose-built Collections Facility

(*Note - this is dependent upon capital funding for acquisition of a purpose-built facility).

Enhance Public Access:

Provide engaging exhibitions and displays that are accessible to the public.

Develop Educational Programmes

Develop and promote a variety of educational programmes in support of the Museum's mission, vision and goals, i.e., changing exhibitions, museum tours, Speaker Series talks, Traditional Arts, Summer Camps, special opportunities for older persons and for youth.

Revitalise the Archeology Programme

Re-establish and revitalise the Museum Archaeology Programme by employing a supporting Archaeologist, developing an Archaeology Policy, and updating a National Archaeology Plan (to assist the present Museum Director/Archaeologist).

Collaborate on Maritime Heritage

Continue to partner with our Maritime Heritage Trail Partners in initiatives of the Cayman Islands Maritime Archaeology Programme ('CIMAP'): National Archive, National Trust, and the Department of Environment on maritime related issues in the protection, research, legislation, and educational programmes and activities relating to the islands' maritime heritage, e.g., shipwrecks. Work with all partners to develop a marketing plan that maximises learning and visibility.

Strengthen Cultural Partnerships

Continue to partner with cultural organisations: Cayman National Cultural Foundation, National Trust, National Archive, National Gallery, and the Cayman Brac Museum to promote the Cayman Islands' cultural heritage.

Support Tourism Initiatives

Assist the Department of Tourism and other related organisations/institutions in marketing the cultural product of the Cayman Islands.

Host Special Events

Coordinate the following special events: Looky Ya! (bi-monthly), International Museum Day (May), Mango Fest (June/July), Immerse Summer Camp (July), VIP Pirates Landing and Parade Event (November), Museum Anniversary (November), and any other national events requiring the Museum's involvement.

Support Sister Islands and Districts:

Continue to assist the Sister Islands and the districts in Grand Cayman with Museum-related issues and activities as needed.

Enhance Visitor Amenities

Provide a cafe, gift shop, and other facilities to include

a Museum Library (reference and research books and digital/virtual images of the Collection), Education and Research Centre, and Interpretive Gardens for the benefit and enjoyment of the public, and to enhance income streams for the Museum.

Maintain Emergency Preparedness

Maintain an up-to-date Emergency Management Plan that addresses professional standards of protection and security for Museum visitors, staff, collections, building contents, and facilities, and that addresses continuity of business in the event of an emergency or disaster.

Strengthen Membership Engagement

To develop a robust Membership plan and network to ensure appreciation and awareness of the Museum, its mission, vision, and goals, and to provide income to the Museum.

Enhance Retail Services

Regularly update gift shop and visitor services policy.



Ministry and Governmental Department Support

Timely Support for Government Initiatives

Continue to prepare and support Government's requests for information in a timely manner to further the cultural well-being of the Cayman Islands.

Provide Regular Reporting

Provide reports and other documents requested by the Ministry on a monthly, quarterly, and annual basis, and as needs arise.

Assist with National Policy Development

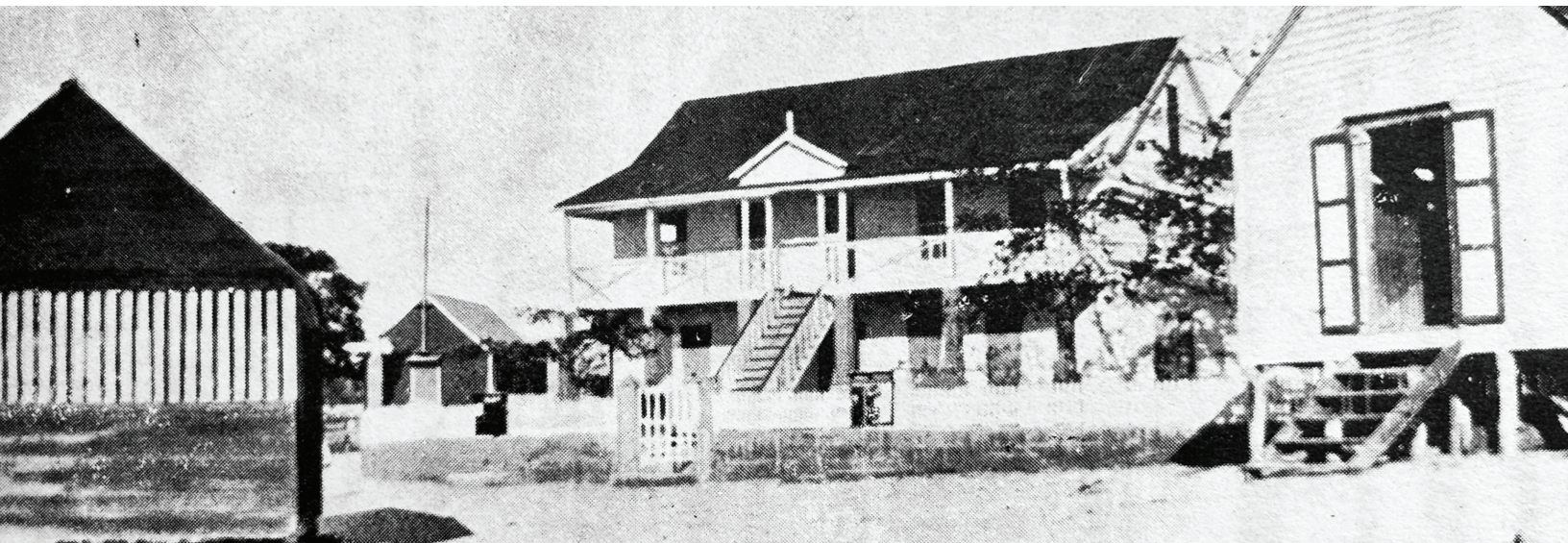
Assist the Ministry in developing an Implementation Plan to the National Culture and Heritage Policy and Strategic Plan and provide support to any other culture related plans as requested.

Legislative Assistance

Assist the Ministry and Board in review or development of any necessary legislation.

Lease Extension Advocacy

Seek Cabinet approval for extending the lease for the Old Courts Building to 99 years (current 50-year lease term is 5 June 1990-5 June 2040) or vesting the Old Courts Building to the Museum.





Management Discussion and Analysis

The Museum completed the fiscal year with an operational deficit of \$376,579, which was \$382,891 above what was expected.

The Museum vacated its artefacts storage facility at the Pasadora Place in March to April 2025 and moved to new facilities, also leased, at the Gumtree 5 and Fairmile complexes. As there had been plans in 2023 for the Museum to move the entire collection to the Cayman Collections Centre in West Bay, the lease costs for storage were not budgeted for in 2024 and 2025. This lack of budgetary support did not reflect noticeably on the financial outcomes for 2024, as there was significant under-expenditure on Staff costs during that year, there were no such unused funds in 2025, when the budgeted positions were filled. The costs associated with the relocation and outfitting the new spaces further added to the deficit.

Revenues from third parties were higher than the previous year by \$23,673, and the budget and efficiency efforts continued. The relocation to more energy efficient storage facilities, for instance, resulted in lower expenditure on electricity than in 2024. Care was exercised to ensure that there was value for money in all procurements.

The Museum ended the fiscal year with \$1.240 million, which was \$53,770 below budget, primarily due to unbudgeted relocation expenses.

The Museum was also approved for various capital injections in recent years for upgrades to its facilities. Part of these funds were received in 2025 for the upgrading of shelving at the Fairmile unit and the acquisition of two automatic defibrillators. Most of the fixed assets acquired during the period involved the outfitting of the new facilities. Some computer systems were updated and other aging assets replaced or improved. The major capital additions originally budgeted in 2023 had not yet been undertaken. As a result, asset balances in 2025 were lower than projected, which correspondingly reduced depreciation expense for the period.

The Museum's contingency reserve was CI\$300,000 as at 31 December 2025. This position is reviewed

annually to ensure it remains appropriate for the Museum's needs and was last adjusted at the end of 2024.

While the lack of budgetary support for storage rental, the relocation of the storage to new facilities, and general increases in the costs of goods and services affected the financial outcomes for 2025, the Museum continued to exercise fiscal prudence. Efforts will continue to ensure value for money in delivering services and executing the Museum's mandate.

Operating Result

\$376,576 deficit

\$382,981 above budgeted

Cash Position

Cash on Hand

\$1,239,987

Lower than expected due to relocation expenditure.

Money Owed to the Museum

Accounts Receivable

\$240,554

Financial Safety

Contingency Reserve

\$300,000

Reviewed annually to match operating needs.



Governance & Risk Management

Key Risks faced by the Museum	Changes in Status	Actions to Risk Management	Financial Value of Risk
1. Loss or damage to the non-renewable National Collection by:	Yes	Insurance, new roof, building repairs and maintenance, monitoring system, 24-hour manned security	N.B. see note 2 (k) or accounting policies regarding the Collection.
(a) Fire	Yes	Sufficient fire extinguishers that are regularly serviced, monitor smoke detectors/alarms, 24-hour manned security	Replacement or restoration cost of items lost or damaged as a result of the event.
(b) Hurricane or Severe Storm	No	Annual Hurricane Preparedness exercises and updating of the plan and supplied. Removal and/or safe storage of artefacts when a hurricane is approaching.	Replacement or restoration cost of items lost or damaged as a result of the event.
(c) Pest Infestation The building's materials and construction increase its vulnerability	No	Regular pest control management	Replacement or restoration cost of items lost or damaged as a result of the event.
(d) Insurance	No	Basic insurance coverage is in place for the buildings and their contents. Need to review and revise as needed. Seek the expertise of a certified appraiser to establish the replacement values of the Museum's collections for insurance purposes (pending budgetary support).	Financial loss of the replacement value of the Museum's art collection and other measurable items.
2. Inadequate shelving and storage facilities and inactive conservation programme result in gradual deterioration of the National Collection	Yes	The Collection is in 2 new rental facilities since May 2025. Additional shelving ordered. Plan and build a purpose-built facility to accommodate the current and future needs of the National Collection (pending budgetary support)	Replacement or restoration cost of items lost or damaged as a result of the event.
3. The Museum needs specialised staff in the areas of conservation, curation, collections management, design, archaeology, business, public relations, programmes and operations	Yes	Staff are continually being encouraged to undertake studies and obtain qualification. The Museum is working to improve professional staffing of the organisation to create a positive professional environment and to address the specialised needs of the Museum.	Inability to professionally manage, research, care for, curate, interpret, and exhibit the Museum's collections - resulting in replacement or restoration cost of items lost.

Legal Framework

The Legal Framework for the Cayman Islands National Museum is as follows:

- The Museum Act (1999 Revision)
- The Public Management And Finance Act (2020 Revision)
- The Public Authorities Act (2020 Revision)
- The Non-Profit Organisation Act (2020 Revision)
- The Procurement Act (2023 Revision) and the Procurement Regulations (2022 Revision)
- The Public Service Management Act (2018 Revision)
- The Cayman Islands Labor Act (2021 Revision)

Looking Ahead

The year 2026 is forecast to be another exciting one for the Museum, with a focus on building capacity and ensuring long term growth and sustainability. Several critical gaps have been identified in professional staffing—education, public engagement, curatorial services, and administrative support—and new recruitments are planned. Succession planning and cultivating young Caymanian talent will be essential, as the Museum’s sustainability depends on a new generation of trained specialists ready for future leadership roles.

We will build on the successes of our 2025 programmes with new and innovative offerings, including lectures, panel discussions, fairs, workshops, outreach, tours, and exhibitions exploring varied aspects of Caymanian history and heritage. This includes subjects not previously addressed, such as the islands’ postal and sports history. Permanent exhibitions will be updated, and we will continue integrating new technologies and using social media to support our work.

We also plan to enhance the Museum’s facilities, adding much needed exhibition and project space, potentially at a new satellite location. This will allow more of the collection to be shown permanently and support more ambitious educational and engagement programmes. While the long term goal remains a purpose built collections management facility, the current leased storage will be upgraded with museum quality shelving. A state of the art fire suppression system with improved specifications will be installed at the Museum.

To support these initiatives, we will strengthen our fundraising and revenue generating capabilities, ensuring a sound financial footing for planned growth. We look forward to working with the Board, Staff, and partners toward another memorable year in the Museum’s history, reaffirming its place as a world class national museum.



Appendix 1

Audited Financial Statements of the Cayman Islands National Museum
For the year ended December 31, 2025

Audited Financial Statements of the

CAYMAN ISLANDS NATIONAL MUSEUM

For the year ended December 31, 2025

CAYMAN ISLANDS NATIONAL MUSEUM

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STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Cayman Islands National Museum in accordance with the provisions of the *Public Management and Finance Act (2020 Revision)*.

We accept responsibility for the accuracy and integrity of the financial information in these financial statements and their compliance with the *Public Management and Finance Act (2020 Revision)*.

As Chairperson and Director, we are responsible for establishing; and have established and maintained a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by act, and properly record the financial transactions of the Cayman Islands National Museum.

As Chairperson and Director, we are responsible for the preparation of the Cayman Islands National Museum's financial statements and for the judgements made in them.

The financial statements fairly present the financial position, financial performance, changes in equity and cash flows for the year ended December 31, 2025.

To the best of our knowledge we represent that these financial statements:

- (a) are complete and reliably reflect the financial transactions of the Cayman Islands National Museum for the year ended December 31, 2025.
- (b) fairly reflect the financial position as at December 31, 2025 and performance for the year ended December 31, 2025;
- (c) comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where guidance is not available, the financial statements comply with International Financial Reporting Standards (IFRS) issued by the international Accounting Standards Boards.

The Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. The Office of the Auditor General has been provided access to all the information necessary to conduct an audit in accordance with International Standards on Auditing.



Sandra Edun-Watler,
Board member deputized by the Chairperson
Cayman Islands National Museum



Dr. Veerle Poupeye,
Director
Cayman Islands National Museum

Date: 30 April 2026

Date: April 30, 2026



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AUDITOR GENERAL'S REPORT

To the Board of Control of the Cayman Islands National Museum

Qualified Opinion

I have audited the financial statements of the Cayman Islands National Museum (the "Museum"), which comprise the statement of financial position as at 31 December 2025 and the statement of financial performance, statement of changes in equity and statement of cash flows for the year ended 31 December 2025, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 9 to 30.

In my opinion, the accompanying financial statements present fairly, in all material respects, except for the matters described in the Basis for Qualified Opinion section, the financial position of the Museum as at 31 December 2025 and its financial performance and its cash flows for the year ended 31 December 2025 in accordance with International Public Sector Accounting Standards.

Basis for Qualified Opinion

i. Peppercorn lease

As of 1 January 2025, IPSAS 43, Leases, requires reporting entities to recognise right-of-use assets and related lease liabilities of any existing or new leases. At 1 January 2025, the Museum (lessee) held a 50-year lease on the Museum Building in George Town. The annual lease payments are nominal. IPSAS 43 requires lessees to recognise below-market leases at market rates.

Furthermore, IPSAS 23, Revenue from Non-Exchange Transactions, requires that the difference between the contractual values and the prevailing market values be recognised as revenue when recognising the right-of-use asset.

Management was unable to obtain reliable market-rate references to determine the values necessary to reflect the leases under the new IPSAS requirements. The financial statements therefore do not reflect, in respect of the peppercorn lease on the Museum Building:

- the right-of-use asset and lease liability in respect of IPSAS 43 for this lease.
- the related gain (both earned and deferred) arising from benefits as the lessee of the Museum Building at nominal rate.
- The depreciation on the right-of-use asset and interest on leases in respect of lease assets and liabilities.

The effects of this matter are material but not pervasive to the financial statements.

ii. Heritage assets

IPSAS 45 Property, Plant and Equipment, effective for annual reporting periods beginning on or after 1 January 2025, requires heritage assets to be recognised on initial application where they meet the definition of an asset and where a cost or value can be measured reliably.

AUDITOR GENERAL'S REPORT (continued)

The Museum's accounting policy for property and equipment (Note 2g) results in non-recognition of heritage assets because management deems that these cannot be reliably measured.

Management has not provided sufficient appropriate evidence that reliable measurement is not practicable as of the date of the initial application. Accordingly, in my view, the non-recognition of these heritage assets represents a material departure from IPSAS 45. As a result, heritage assets and accumulated surplus as at 31 December 2025 are materially understated. The effects of this matter are material but not pervasive to the financial statements.

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Museum in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)*, together with the ethical requirements that are relevant to my audit of the financial statements in the Cayman Islands, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Public Sector Accounting Standards 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 Museum'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 Museum or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Museum's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My 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 auditor's report that includes my 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.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I 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 my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error,

AUDITOR GENERAL'S REPORT (continued)

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 Museum'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 Museum's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Museum to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I have undertaken the audit in accordance with the provisions of Section 60(1)(a) of the *Public Management and Finance Act (2020 Revision)*. I 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 I identify during my audit.



Patrick O. Smith CPA, CFE
Auditor General

April 30, 2026
Cayman Islands



CAYMAN ISLANDS NATIONAL MUSEUM

Statement of Financial Position

As at December 31, 2025

(Expressed in Cayman Islands dollars)

FY 2024 Actual		Notes	FY 2025 Actual	FY 2025 Budgeted	Variance
Assets					
Current assets					
1,064,660	Cash and cash equivalents	3	1,239,987	1,293,757	(53,770)
683,651	Accounts receivables	4	240,554	231,980	8,574
14,391	Deposits and prepaid expenses	5	21,600	35,115	(13,515)
69,917	Inventories	6	68,075	64,325	3,750
1,832,619	Total Current assets		1,570,216	1,625,177	(54,961)
Non-current assets					
434,746	Property and equipment	7	464,888	1,452,020	(987,133)
-	Right of-use assets	22	410,318	-	410,318
434,746	Total Non-current assets		875,206	1,452,020	(576,814)
2,267,365	Total Assets		2,445,422	3,077,197	(631,776)
Liabilities and Equity					
Current Liabilities					
74,846	Accounts payable and accrued liabilities	9	175,652	37,920	137,732
-	Lease Liability	22	130,869	-	130,869
74,846	Total Current Liabilities		306,521	37,920	268,601
Non-current liability					
-	Lease Liability	22	299,392	-	299,392
-	Total Non-current Liabilities		299,392	-	299,392
74,846	Total Liabilities		605,913	37,920	567,994
Equity					
322,477	Accumulated surplus/(deficit)		(73,294)	352,985	(426,279)
300,000	Contingency reserve	10	300,000	250,000	50,000
84,831	Restricted Funds	8	84,831	87,081	(2,250)
1,485,211	Contributed capital		1,527,972	2,349,211	(821,239)
2,192,519	Total Equity		1,839,509	3,039,277	(1,199,767)
2,267,365	Total Liabilities and Equity		2,445,422	3,077,197	(631,773)

The Notes to the Financial Statements on page 9 to 30 form part of these financial statements.

Approved on behalf of the Board of Control on April 30, 2026:

Sandra Edun-Watler, Board member deputized by the Chairperson

Dr. Veerle Poupeye, Director



CAYMAN ISLANDS NATIONAL MUSEUM

Statement of Financial Performance

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

FY 2024 Actual		Notes	FY 2025 Actual	FY 2025 Budgeted	Variance
Revenue					
891,920	Government grants and contributions	11	891,920	891,920	-
115,452	Product sales	12	128,743	224,281	(95,539)
63,322	Admissions		87,962	70,000	17,962
19,997	Rental income	19	25,000	19,845	5,155
300	Membership dues		500	12,000	(11,500)
1,090,991	Sale of goods and services		1,134,125	1,218,046	(83,921)
32,777	Fundraising income and donations		14,967	27,000	(12,033)
13,896	Interest and other income		12,245	450	11,795
1,137,664	Total revenue		1,161,337	1,245,496	(84,160)
Expenses					
348,350	Staff costs	16	610,736	661,250	(50,514)
157,765	Facility expenses	13	285,774	164,367	121,406
283,447	Administration and other expenses	14	308,072	262,918	45,154
188,467	Rent expenses	18	228,160	49,019	179,141
45,338	Cost of goods sold	12	47,241	41,557	5,684
41,338	Depreciation	7	57,933	60,074	(2,141)
1,064,705	Total expenses		1,537,916	1,239,185	298,731
72,958	Surplus (deficit) for the period		(376,579)	6,311	(382,891)

The Notes to the Financial Statements on page 9 to 30 form part of these financial statements.

Statement of Changes in Equity

For the year ended December 31, 2025

(expressed in Cayman Islands dollars)

	Accumulated Surplus/(Deficit)	Contingency Reserve (Note 10)	Restricted Funds (Note 8)	Contributed Capital	Total	Budget	Variance
Balance at December 31, 2023	299,519	250,000	84,831	1,485,211	2,119,561	2,657,216	(537,655)
Fiscal year surplus	72,958	-	-	-	72,958	4,311	68,647
Equity Injection	-	-	-	-	-	30,000	(30,000)
Transfer to Contingency reserve	(50,000)	50,000	-	-	-	-	-
Balance at December 31, 2024	322,477	300,000	84,831	1,485,211	2,192,519	2,691,527	(499,008)
Opening balance adjustment	(19,192)	-	-	-	(19,192)	311,439	(330,631)
Fiscal year surplus (deficit)	(376,579)	-	-	-	(376,579)	6,311	(382,890)
Equity Injection	-	-	-	42,761	42,761	30,000	12,761
Balance at December 31, 2025	(73,294)	300,000	84,831	1,527,972	1,839,509	3,039,277	(1,199,768)

The Notes to the Financial Statements on page 9 to 30 form part of these financial statements.

The budgeted opening equity balances for the 2024/2025 budget cycle do not align with the closing balances of the prior approved budget cycle (2022/2023). An adjustment of \$311,439 has been made to align the prior budget closing balance to the current budget opening balance, in order to facilitate comparability of budgeted amounts for 2025.



CAYMAN ISLANDS NATIONAL MUSEUM

Statement of Cash Flows

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

FY 2024 Actual		Notes	FY 2025 Actual	FY 2025 Budgeted	Variance
Operating activities					
72,958	Surplus (deficit) for the period		(376,579)	6,311	(382,890)
41,338	Depreciation	7,18	168,043	60,074	107,969
-	Lease interest expense	22	19,759	-	19,759
67,545	Impairment of PPE		-	-	-
9,073	Allowance for credit losses	4	12,346	-	12,346
Net changes in operating assets and liabilities:					
430,294	Decrease in Accounts receivable		430,750	-	430,750
(6,276)	Increase in Deposits and prepaid expenses		(7,209)	-	(7,209)
(5,585)	Decrease in Inventories		1,842	-	1,842
(13,506)	Increase in Accounts payable and accrued expenses		100,806	-	100,806
	Prior period adjustment		(3,600)	-	(3,600)
595,841	Total Cash Flow from operating activities		346,158	66,385	279,773
Investing activities					
(32,025)	Property and Equipment		(88,075)	(30,000)	(58,075)
-	Initial direct costs on leases		(3,310)	-	(3,310)
(32,025)	Total Cash Flow used in Investing activities		(91,385)	(30,000)	(61,385)
Financing activities					
-	Repayment of lease liability		(122,207)	-	(122,207)
-	Restricted Funds		-	-	-
-	Contributed capital		42,761	30,000	12,761
-	Total Cash Flow used in Financing activities		(79,446)	30,000	(109,445)
563,816	Net increase in cash and cash equivalents		175,327	66,385	108,942
500,844	Cash and cash equivalents at beginning of year		1,064,660	1,227,372	(162,711)
1,064,660	Cash and cash equivalents at end of year	3	1,239,987	1,293,757	(53,769)

The Notes to the Financial Statements on page 9 to 30 form part of these financial statements.

CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

1. Background information

The Cayman Islands National Museum (the “Museum”) was established on May 3, 1979 by enactment of the Museum Act, 1979. Its purpose is to establish for posterity a collection of material evidence concerning man and his environment, with primary but not exclusive reference to the Cayman Islands, and to arouse public interest in Caymanian heritage and, through proper use of the collection, to increase knowledge and appreciation of, and respect for Caymanian heritage.

The Museum holds a collection in excess of 12,047 (December 31st, 2024: 12,047) artefacts that have been donated, transferred, purchased or found, with the majority being donations. Artefacts are documented in the Museum’s Accession Register and are used in research or held in exhibition for public service. The research collections (those that are not on exhibit at the Museum) are kept at the Museum Support Facilities in an environmentally controlled environment for preservation. The Museum also operates a giftshop, and leases space to a third party, which operates a cafe.

The Museum is funded primarily by an annual grant from the Cayman Islands Government (the “Government”) through the Ministry of Youth, Sports & Heritage (the “Ministry”). The Museum would not be able to continue as a going concern without ongoing support from the Government, and as a result the Museum is economically dependent on the Government.

The administrative office of the Museum is located at 64 Seafarers Way, George Town, Grand Cayman.

2. Significant accounting policies

(a) *Cash and cash equivalents*

Cash and cash equivalents include amounts due from the Museum’s banking institution on demand and interest-bearing deposits with an original maturity of three months or less. All cash and cash equivalents are held with a Class A bank in the Cayman Islands.

Although cash and cash equivalents at December 31, 2025, are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognized as the estimated allowance is negligible due to the high credit quality of the counterparty bank.

(b) *Basis of Preparation*

In conformity with the Public Management & Finance Act (2020 Revision), these financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) using the accrual basis of accounting. Where there is currently no IPSAS, other authoritative pronouncements such as International Financial Reporting Standards applicable to the public sector have been used.

As outlined in Note 1, the continued existence of the Museum is contingent on the ongoing support from the Government. As Management considers that this support will be ongoing and there are no indications suggesting otherwise, Management considers the preparation of the financial statements under the going concern assumption to be appropriate.

CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

2. Significant accounting policies (continued)

(b) *Basis of Preparation (continued)*

These financial statements are presented in Cayman Islands dollars (“CIS\$”), which is the Museum’s functional currency. All amounts have been rounded to the nearest dollar, unless otherwise indicated. Any discrepancies between the totals and sums are rounding.

The measurement base applied to these financial statements is the historical cost basis.

(c) *Reporting periods*

The current financial statements are prepared for 12 months from January 1, 2025 to December 31, 2025.

(d) *Use of estimates*

The preparation of financial statements in accordance with IPSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from those estimates. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to these financial statements, relate to estimating the useful lives of property and equipment and whether an impairment is appropriate. Management also exercises judgement relating to inventory valuation (Note 6) and expected credit losses from financial instruments (Note 4).

(e) *New and revised accounting standards were issued and came into effect in the financial year beginning 1 January 2025.*

IPSAS 43, Leases was issued in January 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. IPSAS 43 sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The Museum has adopted IPSAS 43 effective 1 January 2025.

IPSAS 44, Non-Current Assets Held for Sale and Discontinued Operations was issued in May 2022 with an effective date of January 1st, 2025. IPSAS 44 provides guidance on how to account for non-current assets when they are made available for sale on commercial terms; no such guidance existed prior to IPSAS 44. IPSAS 44 has not impacted the Museum’s financial statements for the year ended December 31, 2025.

IPSAS 45, Property, Plant and Equipment was issued in May 2023 and replaced IPSAS 17. It is effective for periods after January 1 2025, and clarifies the recognition and measurement of infrastructure and heritage assets that are Property, Plant, and Equipment. The Museum has adopted IPSAS 45 for the first time, effective January 1, 2025. Note 2 (g) provides further details.

IPSAS 46, Measurement (issued in May 2023 and effective for periods beginning on or after January 1, 2025) provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice. This standard has not impacted the Museum’s financial statements for the year ended December 31 2025.

CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

2. Significant accounting policies (continued)

New and revised accounting standards were issued that are not yet effective for the financial year beginning 1 January 2025 and have not been adopted early.

IPSAS 47, Revenue (issued in May 2023 and effective for periods beginning on or after January 1, 2026) replaces IPSAS 9, Revenue from Exchange Transactions, IPSAS 11, Construction Contracts, and IPSAS 23, Revenue from Non-Exchange Transactions and is a single source for revenue accounting guidance in the public sector, which presents two accounting models based on the existence of a binding arrangement. The impact of this standard on the Museum's financial statements is currently being assessed.

IPSAS 48, Transfer Expenses (issued in May 2023 and effective for periods beginning on or after January 1, 2026) provides accounting requirements for transfer expenses and presents two accounting models based on the existence of a binding arrangement. It is anticipated that IPSAS 48 will not have an impact on the Museum's financial statements.

IPSAS 49, Retirement Benefit Plans (issued in November 2023 and effective for periods beginning on or after January 1, 2026) provides a principle-based approach to accounting for retirement benefit plans. It offers a complete view of financial activities, assets, and obligations and establishes comprehensive accounting and reporting requirements for the financial statements of retirement benefit plans. It is anticipated that IPSAS 49 will not impact the Museum's financial statements.

IPSAS 50, Exploration for and Evaluation of Mineral Resources, provides guidance related to the costs incurred for exploration for, and evaluation of, mineral resources, as well as the costs of determining the technical feasibility and commercial viability of extracting the mineral resources. Amendments to IPSAS 12, Stripping Costs in the Production Phase of a Surface Mine, provides interpretive guidance on accounting for waste removal costs that are incurred in surface mining activities during the production phase of the mine. IPSAS 50 and Amendments to IPSAS 12 were issued in November 2024 and effective for periods beginning on or after January 1, 2027. It is anticipated that IPSAS 50 and IPSAS 12 amendments will not have an impact on the Museum's financial statements.

The accounting policies below have been applied consistently to all periods presented in these financial statements.

(f) Inventories

Inventories consist of products sold in the Museum's giftshop and are valued at the lower of cost or net realisable value, using an average cost basis less an allowance for obsolete and slow-moving items.

(g) Property and equipment

Property and equipment are stated at cost less accumulated depreciation and impairment losses. An impairment loss is recognised if the carrying amount of an asset exceeds its recoverable amount. Impairment losses are recognised in the statement of financial performance.

Depreciation is calculated on a straight-line basis at the rates stipulated below based on the opening cost over the estimated useful lives of the purchased or donated assets.



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

2. Significant accounting policies (continued)

(g) Property and equipment (continued)

Estimated useful lives are as follows:

Computer hardware and software	3-5 years
Furniture, fixtures and equipment	5-8 years
Leasehold improvements	Lower of the unexpired period of the lease or the useful life of the leasehold improvement
Permanent exhibits	30 years
Vehicles	5 years

Cost comprises the purchase price of an asset and any directly attributable costs of bringing the asset to working condition for its intended use such as import duties, initial delivery and storage cost.

The Museum holds a significant collection of heritage assets comprising works of art, cultural artefacts and related items. These assets are preserved for their cultural, artistic, educational and heritage significance and are held in trust for the benefit of the public. The assets are not held for financial return and are subject to restrictions that prohibit their sale or disposal. In accordance with IPSAS 45 Heritage Assets, heritage assets are recognised as assets only where they meet the definition of an asset and the recognition criteria, including the ability to measure cost or fair value reliably.

Management has determined that the collection should not be recognised in the Statement of Financial Position because the cost or fair value of the majority of items cannot be measured reliably. Most items in the collection are unique or rare works, including bespoke memorabilia and artworks by local and regional artists, for which there are no physical or economically equivalent replacements. There is no active or liquid market for many of these assets. Where limited market information exists, it is inconsistent and not sufficiently observable to support a reliable valuation. Any valuation would therefore depend significantly on specialist judgement and highly subjective assumptions, resulting in substantial estimation uncertainty. Management has concluded that such measurements would not provide a faithful representation of the service potential embodied in the collection. Replacement cost is not considered an appropriate measurement basis, as most items cannot be meaningfully replaced with assets providing equivalent cultural or heritage value.

Management will continue to monitor developments in valuation methodologies and market conditions. However, at the reporting date, no valuation technique is available that would result in a measurement that satisfies the recognition and measurement requirements of IPSAS 45.

(h) Income recognition

Income from product sales, admissions, and membership dues are recognized in the statement of financial performance at the point of the sale. Rental income, interest, and other income are recognized on an accrual basis. Income earned from fundraising and donations is recorded in the period in which the payment is received.

CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

2. Significant accounting policies (continued)

(i) *Government grants*

Government grants are recognized and accrued quarterly. Certain grants cover staff costs and related expenditures of the Museum. Grant income and expenditures are recorded in gross in the financial statements.

(j) *Foreign currency translation*

Transactions during the year and assets and liabilities at the statement of financial position dates denominated in United States dollars are translated into Cayman Islands dollars at a fixed rate of US\$1.00 = CI\$0.80. Gains and losses on foreign currencies, if any, are included in administration and other expenses.

(k) *Contributed services*

During the course of the period covered by these financial statements, unpaid volunteers made contributions of their time and resources to support the Museum's activities. The value of these contributions is not reflected in these financial statements since it is not susceptible to objective measurement or valuation.

(l) *Financial assets and liabilities*

(i) *Classification*

A financial asset is any asset that is cash, a contractual right to receive cash or another financial asset, or to exchange financial instruments with another enterprise under conditions that are potentially favourable or an equity instrument of another enterprise. A financial liability is any liability that is a contractual obligation to deliver cash or another financial asset or to exchange financial instruments with another enterprise under conditions that are potentially unfavourable.

IPSAS 41 requires financial assets to be subsequently measured at fair value through surplus or deficit (FVTSD), amortised cost, or fair value through other comprehensive revenue and expense (FVTOCRE). Additionally, IPSAS 41 requires financial liabilities to be measured at either amortised cost or FVTSD.

This classification is based on the business model for managing financial instruments, and whether the payments are solely payments of principal or interest on the principal amount outstanding.

The Museum assessed the business model for holding financial assets at the date of initial application. It determined that these are held to collect contractual cash flows that are solely payments of principal and interest. Therefore, financial assets are subsequently measured at amortised cost. Financial liabilities are subsequently measured at amortised cost. Cash and cash



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

2. Significant accounting policies (continued)

(l) *Classification (continued)*

equivalents, short-term investments, trade receivables and payables are recorded at amortized cost using the effective interest method less any impairment.

(ii) *Recognition*

The Museum recognizes financial assets and liabilities on the date it becomes a party to the contractual provisions of the instrument.

Financial assets comprise cash and cash equivalents, accounts receivable and deposits. Financial liabilities comprise accounts payable and accrued liabilities. Management determines the classification of its financial assets and liabilities at initial recognition.

(iii) *Measurement*

Financial assets and liabilities are initially measured at fair value. On initial recognition, transaction costs directly attributable to the acquisition or issue of financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate.

(iv) *Offsetting*

Financial assets and liabilities are offset and the net amount is reported in the Statement of Financial Position when the Museum has a legally enforceable right to set off the recognised amounts and the transactions are intended to be settled on a net basis.

(v) *Impairment*

A financial asset is impaired if there is objective evidence indicating that one or more events have had a negative effect on the estimated future cash flows of that asset. The amount of the impairment loss for assets carried at amortised cost is calculated as the difference between the asset's carrying amount and the present value of expected future cash flows discounted at the financial instrument's original effective interest rate. All impairment losses are recognised in the statement of financial performance.

(vi) *Derecognition*

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or where the Museum has transferred all the risks and rewards of ownership. A financial liability is derecognised when it is discharged, cancelled or expires.

(vii) *Fair value*

The fair value of financial instruments approximates their carrying value principally due to the short-term nature of such instruments.

(m) *Restricted funds*

Restricted funds are derived from gifts, grants, and contracts received by the Museum for operating purposes but restricted by donors, grantors, and outside agencies as to the specific purpose for which the funds may be expended. As these funds have traditionally not been reimbursable, and the Museum does not consider there to be a legal or constructive obligation to do so, they form a

CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

2. Significant accounting policies (continued)

(m) Restricted funds (continued)

part of the Museum's equity position as reflected on the Statement of Financial Position. Contributions that are restricted for specific purposes by the donor must be used as intended and cannot fund other activities or general operations without the proper consent of the original donor.

(n) Leases

The Museum leases three premises under lease arrangements.

From January 2025 to April 2025, the lease of Pasadora Place was on a month-to-month contract. The contract was terminated with the effective date April 30 2025. As this arrangement did not create an enforceable lease term beyond 12 months, lease payments during this period were recognised as an expense on a straight-line basis in the Statement of Financial Performance.

In accordance with IPSAS 43 Leases, for the remaining lease arrangements in effect during the reporting period, the Museum recognised at the later of 1 January 2025 (date of initial application) or the lease commencement date:

- a right-of-use asset; and
- a corresponding lease liability.

The lease liability was initially measured at the present value of the remaining lease payments, discounted using the Museum's incremental borrowing rate of 5.39%. The incremental borrowing rate reflects borrowing rates typically applicable to public sector entities in the Cayman Islands for similar terms, security, and risk profiles at the commencement date.

The right-of-use asset was initially measured at an amount equal to the lease liability at commencement, as there were no initial direct costs, lease incentives, or prepaid lease payments.

Subsequently, the right-of-use asset is measured at cost less accumulated depreciation and is depreciated on a straight-line basis over the respective lease terms.

The lease liability is measured at amortised cost using the effective interest method. It is increased to reflect interest expense and reduced by lease payments made.

Lease-related expenses recognised during the reporting period comprise:

- depreciation of right-of-use assets;
- interest expense on lease liabilities; and
- lease payments recognised as an expense in respect of the month-to-month arrangement prior to April 30, 2025.

(o) Budget amounts

The budget amounts for the financial years presented in the 2024-2025 budget are approved by Parliament.



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

3. Cash and cash equivalents

Actual FY2024	Description	Actual FY 2025	Budgeted FY 2025	Variance
784,814	Cash / Bank	956,797	1,013,955	(57,158)
279,252	Fixed Deposit	282,596	278,500	4,096
594	Petty Cash & Shop Float	594	1,302	(708)
1,064,660	Total Cash	1,239,987	1,293,757	(53,770)

Cash and cash equivalents include \$84,831 (2024: \$84,831) in restricted funds (Note 8).

4. Accounts Receivables

Accounts receivables are amounts due from customers for items sold or services performed in the ordinary course of business. Accounts receivables and other receivables comprise balances due from other Government entities, including Output Receivables and balances due from third parties.

The simplified approach to providing for expected credit losses, as prescribed by IPSAS 41, is applied to accounts and other receivables. The simplified approach involves making a provision equal to lifetime expected credit losses.

In measuring ECLs for third-party receivables, the estimated loss allowance for individually significant or other specific trade and other receivable balances are determined on an individual basis. Thereafter, the remaining third-party trade receivables have been assessed on a collective basis as they possess shared credit risk characteristics.

The Museum performed a specific ECL assessment on any related party debtors with qualitative or quantitative factors indicating doubts around collectability. Given the low risk of default on the remaining related party receivables held by the Museum, the impact of the expected credit losses on these have been estimated to be negligible. These have a low risk of default due to the Cayman Islands Government's high credit rating and absence of historical losses on amounts due.

The Museum considers the amounts outstanding on related party receivables to be recoverable. Receivables are written off and or fully provided for when there is no reasonable expectation of recovery.

The expected Credit Loss rates are based on the Museum's historical credit loss experience. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting the Museum's customers. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

4. Accounts Receivable (continued)

Actual FY 2024	Description	Actual FY 2025	Budgeted FY 2025	Variance
668,590	Sales of Good & Services to Cabinet	229,781	222,980	6,801
27,684	Sales of Good & Services to Ministries/Portfolios	36,914	5,500	31,414
1,580	Sales of Good & Services to SAGCs	6,568	3,000	3,568
1,003	Sales of Good & Services to 3rd Parties	2,426	500	1,926
7,583	Due from Employees	-	-	-
706,439	Total Accounts Receivables	275,689	231,980	43,709
(22,789)	Less Provision for Expected Credit Losses	(35,135)	-	(35,135)
683,651	Net Accounts Receivables	240,554	231,980	8,574

The maturity analysis for Accounts Receivable is as follows:

Actual FY 2024	Maturity Profile	Actual FY 2025
237,480	Current & 1-30 days	234,422
(94)	Past due 31-60 days	4,824
371	Past due 61-90 days	240
468,682	Past due 90 days and above	36,203
706,439	Total Accounts Receivables	275,689

As at December 31, 2025 ECL resulting from a 35% (2024:20.94%) provision on balances 0-90 days past due amounted to \$5,757 (2024: \$1,974). Additionally, ECL resulting from a provision balances over 90 days past due amounted to \$29,378 (2023: \$20,815). Overall ECL at December 31st, 2025 was \$35,135 (2024: \$22,789).

There have been no changes during the reporting in the estimation techniques or significant assumptions used in measuring the loss allowance.

The movement in allowance for credit losses is as follows:

Actual FY 2024	Description	Actual FY 2025
(13,716)	Balance at January 1	(22,789)
(9,073)	Additional provisions made during the year	(12,346)
-	- Receivables written off during the year	-
(22,789)	Balance the end of the Fiscal Year	(35,135)



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

5. Deposits and prepaid expenses

Actual FY 2024	Description	Actual FY 2025	Budgeted FY 2025	Variance
9,276	Prepaid Expenses	7,380	20,000	(12,620)
5,115	Refundable Deposits	14,220	5,115	9,105
-	Prepaid Insurance	-	10,000	(10,000)
14,391	Total	21,600	35,115	(13,515)

Refundable deposits represent rental security deposits paid in respect of leased premises.

6. Inventories

Actual FY 2024	Description	Actual FY 2025	Budgeted FY 2025	Variance
69,917	Inventory Asset	68,075	65,331	2,744
-	Less Provision for slow moving stock	-	(1,006)	1,006
69,917	Total	68,075	64,325	3,750

CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

7. Property and equipment

As at December 31, 2025 and 2024, property and equipment consisted of the following:

Description	Furniture, Fixture & Equipment	Computer & office Equipment	Leasehold Improvement	Permanent Exhibits	Vehicles	Construction in Progress	Total	Budget	Variance
Cost									
Balance at January 01, 2024	405,945	238,205	741,643	477,227	25,300	67,545	1,955,865	2,965,710	(1,009,845)
Transfer Cost	(6,389)	6,389	-	-	-	-	-	-	-
Impairment	-	-	-	-	-	(67,545)	(67,545)	-	(67,545)
Addition	-	11,080	11,645	9,300	-	-	32,025	30,000	2,025
Balance at December 31, 2024	399,556	255,674	753,288	486,527	25,300	-	1,920,345	2,995,710	(1,075,365)
Addition	-	7,570	80,505	-	-	-	88,075	30,000	58,075
Balance at December 31, 2025	399,556	263,244	833,793	486,527	25,300	-	2,008,420	3,025,710	(1,017,290)
Accumulated Depreciation									
Balance at January 01, 2024	(402,164)	(232,624)	(577,908)	(206,265)	(25,299)	-	(1,444,260)	(1,453,543)	9,283
Transfer Accumulated Depreciation	4,076	(4,075)	2	(3)	-	-	-	-	-
Depreciation	(714)	(4,173)	(18,819)	(17,633)	-	-	(41,339)	(60,074)	18,735
Balance at December 31, 2024	(398,802)	(240,872)	(596,725)	(223,901)	(25,299)	-	(1,485,599)	(1,513,617)	28,018
Depreciation	(381)	(5,522)	(33,166)	(18,863)	(1)	-	(57,933)	(60,074)	2,141
Balance at December 31, 2025	(399,183)	(246,394)	(629,891)	(242,764)	(25,300)	-	(1,543,532)	(1,573,691)	30,159
Netbook Value at December 31, 2024	754	14,802	156,563	262,626	1	-	434,746	1,482,094	(1,047,348)
Netbook Value at December 31, 2025	373	16,850	203,902	243,763	-	-	464,888	1,452,019	(987,131)

CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

8. Restricted funds

Fund balances are restricted for:

Acquisitions

On February 3, 2017, the Museum received US\$5,000 from the Prize Charitable Trust for the acquisition of local carvings, artwork and craftwork for the national collection. The balance is restricted until the donor's intent has been fulfilled. As at December 31, 2025 and 2024, CI\$3,217 remained in this restricted funds account.

Archaeology

During the period ended December 31, 1994, a fundraiser was held to provide funds for marine archaeological research and equipment. The net proceeds from the fundraiser were placed in a restricted account for similar expenditures. As at December 31, 2025 and 2024, CI\$12,812 remained in the restricted funds account.

Powell's

During the fiscal period concluding on June 30, 1998, the Museum was awarded a government grant totaling CI\$25,000. This funding was earmarked for various projects, notably the formulation of a business plan, architectural surveys, condition reports, and maintenance planning. The Museum utilized CI\$2,250 from this grant to develop a comprehensive marketing plan and brand enhancement initiatives in 2024. As at December 31, 2025 and 2024, the restricted balance of the fund was CI\$18,000.

McCoy Prize Award

During the period ended June 30, 2003, Harris McCoy donated CI\$1,000 to hold for the winner of the McCoy prize. A further CI\$20,900 was donated by the Chairman during the period ended June 30, 2006. As at December 31, 2025 and 2024, CI\$1,918 remained in the restricted funds account.

New Building

During the period ended June 30, 2004, the Museum received donations in the amount of CI\$9,840 for the new museum building. As at December 31, 2025 and 2024, CI\$9,840 remained in the restricted funds account.

Renovations and Recovery

During the period ended June 30, 2006, the Museum received donations of CI\$20,701 for the recovery of any material evidence of artistic, historic or scientific significance to Cayman Islands. During 2021, \$1,657 of this fund was utilized for the Glee Boat Restoration. As at December 31, 2025 CI\$19,044 (2024: CI\$19,044) remained in the restricted funds account.



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

8. Restricted funds (continued)

Webster Foundation

During the period ended June 30, 2012, the Museum received a donation of CI\$20,000 for the acquisition of artefacts, and the costs of displaying such artefacts. At December 31, 2025 and 2024, CI\$20,000 remained in the restricted funds account.

	Acquisitions	Archaeology	McCoy Prize	New Building	Powell's Museum	Renovations & Recovery	Webster Foundation	Total
Balance at December 2023	3,217	12,812	1,918	9,840	18,000	19,044	20,000	84,831
Addition / Disbursements	-	-	-	-	-	-	-	-
Balance at December 2024	3,217	12,812	1,918	9,840	18,000	19,044	20,000	84,831
Addition / Disbursements	-	-	-	-	-	-	-	-
Balance at December 2025	3,217	12,812	1,918	9,840	18,000	19,044	20,000	84,831

9. Accounts Payable and Accrued Liabilities

Actual FY 2024 Description	Actual FY 2025	Budgeted FY 2025	Variance
57,301 Third Party Creditor	96,879	16,687	80,192
1,500 Refundable Deposit	4,000	-	4,000
14,327 Accrued Expenses	70,742	17,868	52,874
- Deferred Revenue	2,500	-	2,500
72 Revolving Credit Facilities	(114)	-	(114)
1,645 Pension Withholding	1,645	3,365	(1,720)
74,846 Total	175,652	37,920	137,732



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

10. Contingency reserve

The contingency reserve was established by the Board of Control to ensure operational continuity in the event of a natural or man-made disaster. This amount reflects the potential cash flow that would be required to keep the Museum operational in such an event. The reserve represents approximately 90 days of operating cash. During the year ended December 31, 2025, the Museum maintained a Contingency reserve of CI\$300,000 (2024: CI\$300,000). The current shortfall in reserves is show below.

Contingency Reserve	Amount
2026 Annual Budgeted Expenses	1,507,925
Epected expenses for 90 days	376,981
Current contingency reserve	300,000
Shortfall	76,981

11. Government grants and contributions

During the year ended December 31, 2025, Output services totalling CI\$891,920 (December 31, 2024: CI\$891,920) were sold to the Cayman Islands Government.

As stated in Note 1, the Museum is economically dependent on the Government and would be unable able to continue as a going concern without ongoing support from the Government.

12. Product Sales and cost of goods sold

Actual FY 2024 Description	Actual FY 2025	Budgeted FY 2025	Variance
108,713 Gift shop sales	85,941	224,281	(138,340)
6,669 Outputs to others Government agencies	42,802	-	42,802
70 Merchandise Sales	-	-	-
115,452 Total	128,743	224,281	(95,538)
45,338 Cost of good sold	47,241	41,557	5,684
70,113 Gross profit on product sales	81,501	182,724	5,684



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

13. Facility Expenses

Actual FY 2024	Description	Actual FY 2025	Budgeted FY 2025	Variance
4,373	Security services	85,017	5,607	79,410
30,020	Repairs & maintenance	74,346	38,363	35,983
63,353	Electricity	49,984	55,456	(5,472)
30,392	Insurance	32,267	35,000	(2,733)
15,595	Telephone	23,518	14,809	8,709
10,517	Janitorial services	15,438	11,060	4,378
1,025	Pest control	2,075	900	1,175
923	Landscaping	1,720	1,800	(80)
1,567	Water	1,409	1,372	37
157,765	Total	285,774	164,367	121,406

14. Administration and other expenses

Actual FY 2024	Description	Actual FY 2025	Budgeted FY 2025	Variance
48,000	Accounting services	78,007	51,395	26,612
71,192	Programme Expenses	72,027	114,437	(42,410)
33,000	Audit fees	49,000	24,474	24,526
15,497	IT expenses	40,082	18,355	21,726
10,579	Advertising	21,942	14,073	7,870
9,073	Allowance for credit losses	12,346	-	12,346
14,114	Professional Services	10,835	-	10,835
4,817	Bank service charges	6,129	2,473	3,656
6,290	Office supplies	6,115	3,916	2,199
756	Motor Vehicle Operations	3,948	367	3,580
691	Emergency preparedness	3,711	245	3,467
287	Membership fees	1,665	1,224	441
535	Web Hosting	1,083	343	739
394	Shop Supplies	750	5,830	(5,080)
352	Bottled water	563	559	4
133	Fuel	253	252	1
782	Meals & Entertainment	244	1,224	(979)
130	Post Box Rental	100	122	(22)
502	Kitchen Supplies & Consumables	76	2,024	(1,948)
103	Reconciliation Discrepancies	25	-	25
-	Freight & Shipping	-	360	(360)
-	Postage & Courier	-	184	(184)
66,110	Impairment of PP&E	-	-	-
110	Miscellaneous	(829)	21,061	(21,891)
283,447	Total	308,072	262,918	45,156



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

15. Related party transactions

Controlling entity

The Museum is a wholly owned statutory entity of the Cayman Islands Government and operates under the oversight of the Ministry of Youth, Sports, Culture & Heritage.

Museum building

Under the terms of a fifty-year agreement with the Governor of the Cayman Islands dated June 5, 1990, the Museum leases the Old Courts Building, and the accompanying land for annual consideration of a nominal amount.

Property insurance

The Government determines the insurance premium payable by the Museum, which covers the building and contents of the Old Courts Building in Grand Cayman.

During the year ended December 31, 2025, total insurance premium determined for the Museum amounted to CI\$32,267 (2024: CI\$30,392). This amount is included in facility expenses in the Statement of Financial Performance.

Purchases and sales

During the year ended December 31, 2025, total Museum sales to other Government entities for the provision of items such as national flags, pins and coat of arms amounted to CI\$42,802 (2024: CI\$22,986). The total purchases from companies part-owned or controlled by Board members amounted to \$nil (2024:\$ 4,343).

16. Staff Costs

Actual FY 2024	Description	Actual FY 2025	Budgeted FY 2025	Variance
256,732	Salary	487,710	522,000	(34,290)
12,837	Pension	21,921	25,000	(3,079)
65,816	Health Insurance	96,738	102,000	(5,262)
12,966	Other	2,453	12,250	(9,797)
-	Training and Professional Development	1,914	-	1,914
348,350	Total	610,736	661,250	(50,514)

Pension: The Museum participates in a defined contribution pension plan in accordance with the provisions of the National Pensions Act (2012 Revision). Contributions for the year ended December 31, 2025 (included in staff costs in the Statement of Financial Performance) amounted to CI\$21,921 (2024: CI\$12,837). Pension contributions consist of 5% of the employee's salary made by the employee and are matched by the employer (2024: 5% employer, 5% employee).



CAYMAN ISLANDS NATIONAL MUSEUM

Notes to Financial Statements

For the year ended December 31, 2025

(Expressed in Cayman Islands dollars)

17. Key management remuneration

The aggregate compensation disbursed to the two (2024: three) key management personnel for the fiscal years ending December 31, 2025, and 2024, respectively, amounted to:

	Salaries	Pension	Health	Total
Current Year Actual 2025	192,120	9,606	51,324	253,050
Budget	261,800	13,090	82,110	357,000
Actual vs Budget Variance	(69,680)	(3,484)	(30,786)	(103,950)
Prior Year Actual 2024	110,856	5,343	30,320	146,519

Members of the Board of Control are voluntary and do not receive any remuneration for services rendered.

18. Rent Expenses

The Museum was a party to three lease agreements for three properties in 2025. These agreements are at arm's length and are of varying terms.

Actual FY 2024	Description	Actual FY 2025	Budgeted FY 2025	Variance
-	Depreciation on right-of-use asset	110,110	-	110,110
-	Interest Expense - Leases	19,759	-	19,759
186,127	Property Rental	95,951	46,679	49,272
2,340	Parking Rental	2,340	2,340	-
188,467	Total	228,160	49,019	179,141

Lease payments relating to the parking space lease were recognised as an expense under the short-term lease exemption permitted by IPSAS 43, as the lease was due to expire within 12 months and was subsequently terminated during the year.

19. Rental Income

The Museum leases the Old Gaol café to an independent third-party operator for an annual lease consideration of \$25,000 (2024: \$19,997)

20. Financial risk management

The Museum's activities expose it to various types of risk that are associated with the financial instruments and markets in which it operates. The Museum's Board of Control has overall responsibility for the establishment and oversight of its risk management framework. The Museum's risk management policies are established to identify and analyse the risks, set appropriate risk limits and controls, and to monitor risks and adherence to limits. The most important types of financial risk to which the Museum is exposed are credit risk and liquidity risk. This note presents information about the Museum's exposure to each of these risks and the Museum's objectives, policies and processes for

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measuring and managing risk. The Museum seeks to minimize exposure from financial instruments and does not enter into speculative financial instrument transactions.

20. Financial risk management (continued)

Accounts payable and accrued liabilities are expected to mature within 12 months of the date of the Statement of Financial Position.

Credit risk

Credit risk is the risk that the counterparty to a transaction with the Museum will fail to discharge its obligations, causing the Museum to incur a financial loss. Financial assets that potentially subject the Museum to credit risk consist of Cash and Cash Equivalents, short-term investments, trade receivables, and other receivables.

The average credit period is 30 days. The Museum manages its Credit risk by transacting only with creditworthy counterparties. Generally, the Museum does not require collateral. Ongoing credit risk is managed through a review of aging analysis.

Maximum exposures to credit risk as at year end are the carrying value of financial assets in the statement of financial position.

ECLs are calculated on a lifetime basis for Trade Receivables. The credit risk on cash and cash equivalents and short-term investments is limited. The Museum's main bank is CIBC First Caribbean which is a Class A local bank regulated by the Cayman Islands Monetary Authority.

At December 31, 2025, the Museum held CI\$314,460 (2024: CI\$683,651) of accounts receivable and CI\$1,239,989 (2024: CI\$1,064,660) in cash and cash equivalent. As such, the Museum is exposed to credit related losses in the event of non-performance by counter parties. Given the high credit rating of the financial institution and the Museum's relationship with the Government, Management does not anticipate any material losses as a result of these concentrations.

Liquidity risk

Liquidity risk is the risk that the Museum will not be able to meet its financial obligations as they fall due. Prudent liquidity risk management implies maintaining sufficient cash, ensuring the availability of funding from the Government and the ability to predict and manage the Museum's expected cash outflows. Throughout the year and subsequent to the year end, the Museum has relied significantly on the support from the Government, to provide funds in the form of output services delivered. The ability of the Museum to meet its obligations is dependent on the ongoing financial support provided by the Government (refer Note 1). At December 31, 2025 the Museum held \$300,000 (2024: \$300,000) in a contingency reserve as part of the liquidity risk management.



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21. Commitments and contingencies

During the year ended December 31, 2025, the Museum received equity injection of CI\$42,761 (2024:Nil) from the Cayman Islands Government. The equity injection is to be spent on the specific assets per the table below.

Capital commitments	One year or less	One to five years	Over five years	Total
Metal Shelving at storage facility	37,407	-	-	37,407
Automatic defibrillators	5,354	-	-	5,354
Total capital commitments	42,761	-	-	42,761

The Museum has no material provisions or contingent liabilities as at year ended December 31, 2025.

22. Leases

The Museum leases four premises under lease arrangements.

In accordance with IPSAS 43 Leases, the Museum recognised a right-of-use asset and a corresponding lease liability at the commencement of the lease, measured at the present value of future lease payments and discounted using the Museum's incremental borrowing rate of 5.39%.

Actual FY 2024 Right-of-Use Assets	Actual FY 2025
- Opening balance	-
- Addition	520,428
- Accumulated depreciation	(110,110)
- Closing balance	410,318

Actual FY 2024 Lease Liabilities	Actual FY 2025
- Balance at January 1, 2025	-
- Addition	532,709
- Less: Principal repayments	(122,207)
- Add: Interest expense	19,759
- Balance at December 31, 2025	430,261

Presented as:

Actual FY 2024 Classification	Actual FY 2025
- Current portion	130,869
- Non-current portion	299,392
- Balance at December 31, 2025	430,261

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22. Leases (continued)

Lease payments relating to the period January 2025 to April 2025, during which Pasadora Place was occupied under a month-to-month arrangement, were expensed as incurred at an amount of \$60,000. This balance is included within property rental payments disclosed in Note 18. During 2025, the monthly rental payment for Pasadora Place increased from \$10,000 to \$15,000. There was a necessary overlap of approximately three months during the transition between the old and new storage facilities, resulting in concurrent lease payments during that period.

23. Explanations of material variance against budget

Statement of financial position

Cash and cash equivalents had a negative budget variance of \$53,768. This negative variance stems from the higher than expected expenses during the year.

Property and equipment were lower than budgeted due to delays in the execution of the Museum's planned leasehold improvement, fire & security alarm upgrade.

The higher-than-expected balance in Accounts Payable and accrued liabilities largely relate to accrued sums for the central government-administered insurance (\$24,300), and higher-than-expected accounts payable vendor balances following the presentation of vendor invoices late, or after fiscal year-end.

The accumulated deficit variance is primarily due to higher-than-expected expenses incurred in relation to facility expenses, staff costs, and rent expense for the year ended December 31, 2025. The details of these variances are referenced in the "Statement of Financial Performance" section below.

Contributed capital was lower than the budget anticipated due to delays in progressing the Museum's leasehold improvement project. The funding lapsed at the end of the 2024-2025 budget period.

The Contingency Reserve was increased by \$50,000 in 2024 to ensure adequate coverage of three months of operating expenses as a risk-mitigating measure. The 2025 budget had already been finalised prior to this increase.

Statement of financial performance

The local tourism market, on which the Museum relies for a significant portion of its third-party funding, experienced a notable increase during 2025. This resulted in admissions revenue exceeding budget by \$17,962. However, this higher visitor traffic did not translate into corresponding product sales, which were \$95,539 below budget. Notwithstanding the budget shortfall, product sales still increased by \$13,291 compared to 2024.

Membership dues were significantly below budget due to a combination of factors, including vacant positions and broader economic conditions, which have affected charitable giving across multiple sectors. In addition, the membership programme has underperformed for several years and is currently under review.

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23. Explanations of material variance against budget (Continued)

Fundraising and donation income was below budget as a result of challenging market conditions for charitable fundraising. This shortfall was partially offset by interest income on cash balances, which exceeded budget by \$11,795 due to higher than expected interest rates on fixed term deposits.

Staff expenses were \$50,514 below budget due to vacancies maintained during the year, whereas the budget assumed full staffing levels. This variance occurred notwithstanding a 5% cost-of-living adjustment implemented effective 1 January 2025.

Total administration and other expenses were higher than budgeted by some \$45,154. Part of this variance relates to programme expenses which were \$42,410 below budget, primarily due to the suspension of programmes in March and April 2025 as a result of the relocation of the collection storage facilities. Audit and accounting fees were \$51,138 higher than expected due to additional services required during the year. Professional fees were \$10,835 higher than expected due to unexpected HR consultancy services during the year.

Depreciation expenses were lower than budgeted due to the delay in the Museum's leasehold improvement capital programme.

Rent expenses were higher than budgeted primarily due to the absence of a \$120,000 provision in the 2025 budget for collection storage facilities, as well as increases in lease and strata fees following the conclusion of lease negotiations for Cayside House. From January 2025 to April 2025, the monthly rental payment for Pasadora Place increased from \$10,000 to \$15,000. These rent increases were not known at the time the budget was prepared.

Statement of Cash Flows

The closing cash position was lower than budget, primarily due to higher than anticipated operating expenses during the year and financing cash outflows that were not included in the original budget. Total cash flow from operating activities exceeded budget by \$279,773, mainly due to a significant decrease in accounts receivable of \$430,750 reflecting the recovery of outstanding Cabinet invoices from 2024, together with higher depreciation, including \$110,110 of depreciation on right-of-use assets following the implementation of IPSAS 43, and increases in accounts payable and accrued expenses arising from operational limitations rather than cash flow management. This was partially offset by the operating deficit for the year of \$376,579, which was \$382,891 below budget.

Cash used in investing activities exceeded budget by \$61,385, primarily due to unbudgeted leasehold improvements incurred in connection with the new storage facility occupied in March 2025.

Financing activities were \$109,445 below budget primarily due to unbudgeted lease liability repayments of \$122,207 following the adoption of IPSAS 43, Leases. This was partially offset by contributed capital received during the year exceeding budget by \$12,761, as no equity injection was received in 2024 and a combined request was therefore made to cover both the 2024 and 2025 funding approvals.

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24. Capital

The Museum's primary objective in managing its working capital is to ensure continuity as a going concern, supported by ongoing government funding (Notes 1 and 2), while also generating sufficient cash flows to sustain its programmes. Management evaluates the Museum's capital requirements by analyzing financial risks and adapting to shifts in both risks and market conditions. The Museum is not bound by any externally imposed working capital constraints imposed by third parties or governmental entities. Furthermore, management maintains a contingency reserve of CI\$300,000 (2024: CI\$300,000).

25. Subsequent events

These financial statements were authorised for issuance on April 30, 2026. In preparing these financial statements, Management is not aware of any subsequent event that require disclosure.

26. Compliance with the Public Authorities Act, (2020 Revision)

The Museum is required to comply with the Public Authorities Act, (2020 Revision, the "PAA"). Amongst other matters, Section 39 (2) of the PAA requires that where a public authority has surplus cash reserves for a period of more than ninety days, the surplus shall be paid to core government unless otherwise directed by Cabinet, after written consultation with the Board. In prior years, Cabinet has exempted public authorities from paying over surplus cash reserves and the Museum expects that a similar exemption will be made in respect of its surplus cash reserves as at 31 December 2025.

Section 39 (3) of the PAA also requires that a public authority pay dividends in accordance with the formulae established by the Minister of Finance and Economic Development (the "Ministry") after written consultation with the Board, unless otherwise directed by Cabinet.

The Museum is exempt from this requirement because its operations are not self-sustaining. Going forward, the Museum may be required to pay a dividend in accordance with Government's policy for the payment of annual dividends unless the Museum continues to satisfy the exemption criteria noted under the policy.

PAA 36: Section 36(1) of the PAA requires public authorities to pay an annual capital charge for the use of equity invested by the Government in the authority. The Museum expects that the applicable rate for the 2025 financial year will be set at 0% (2024: 0%) and that no capital charge will be payable for 2025 (2024: \$0). Going forward, the Cayman Islands National Museum may be required to pay a capital charge in accordance with the PAA.