

Forte

Live with
confidence

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Forte Insurance (Cambodia) Plc.
ANNUAL REPORT

For the Financial Year Ended 31 December 2025

25

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Forte Insurance at a Glance

As Cambodia's leading general insurer, Forte Insurance (Cambodia) Plc. continues to provide reliable, fast, and customer-centric protection across a wide range of non-life insurance products.

2025 Key Highlights



Gross Premium
USD 64.38 million



Claims Paid
USD 21.39 million



Market Share
43%

Top 3 Protected Segments



Motor Insurance



Medical Insurance



Fire Insurance

Mr. Youk Chamroeunrith

Chairman, Forte Insurance



Chairman Message



Building the Future of Comprehensive Protection

The financial year 2025 has been a period of strategic consolidation and disciplined growth for Forte Insurance. Navigating a complex global and domestic macroeconomic landscape marked by persistent headwinds, we recognized that our responsibility as the market leader extends far beyond maintaining market share. It is about broadening access to protection, reinforcing trust through financial strength and stability, nurturing a high-performing workforce, and harnessing digital innovation to deliver sustainable value for our customers, shareholders, and society. ”

In alignment with our commitment to sustainable growth, this year we significantly enhanced our **"one-stop insurance solutions provider"** model. We have seamlessly integrated digital innovation with a highly diversified, robust product suite—ranging from Weather Index-Based Crop Insurance (WICI) for agricultural communities to sophisticated coverage for specialized corporate and property risks.

Our core objective remains clear: to ensure that as financial literacy and risk awareness expand across Cambodia, Forte remains the most trusted name in financial protection. By optimizing our claims

management processes, maintaining a strong solvency position, and expanding our digital ecosystem, we continue to demonstrate that being Cambodia's premier insurer means being the most responsive and responsible partner to our individual, family, and corporate customers.

A handwritten signature in blue ink, appearing to read 'Chamroeunrith', with a horizontal line underneath.

Yours faithfully,
Youk Chamroeunrith
Chairman

Mr. Suy Channtharong

Chief Executive Officer,
Forte Insurance



Chief Executive Officer Message



Leading Protection with Confidence

2025 has been another defining year for Forte Insurance (Cambodia) Plc. as we continue to strengthen our position as the leading general insurance provider in Cambodia. Our journey has always been guided by one clear purpose: to deliver trusted protection solutions that empower individuals, families, and businesses to move forward with absolute confidence. ”

Market Leadership and Financial Solvency

We take great pride in standing at the forefront of Cambodia's insurance market, commanding a dominant market share of 43%. This leadership is further validated by our strong financial standing, underscored by our affirmed GCR credit rating, an affiliate of Moody's, of AA+(KH) on a national scale and B+ internationally. This achievement is more than a measure of scale; it is a direct reflection of our robust capital stability, financial resilience, and the deep trust our customers and partners place in Forte brand.

Innovation: Weather Index-Based Crop Insurance, digital claims, bancassurance, partnerships, sector-specific solutions, and professional development through MII and CII.

Inclusive protection: Weather Index-Based Crop Insurance protects small-scale farmers against drought and excessive rain. In 2023, Forte was recognized as Cambodia's Best Inclusive Business Company.

The Ultimate One-Stop Protection Partner

At Forte, we remain dedicated to being the ultimate “one-stop” insurance solutions provider. By offering a comprehensive and robust suite of products—spanning Motor, Health, Property, Travel, Corporate, and Specialized Risk solutions—our aim is to ensure that every customer can find the right coverage tailored to their precise needs under one trusted roof.

Honoring Our Promise When It Matters Most

An insurance policy is a promise of security, and our true value is proven when our customers need us most. In 2025, Forte honored this commitment by paying approximately USD 21.39 million in claims. Every claim we settle represents far more than a financial transaction; it signifies a restored livelihoods, financial security preserved, and true Space of mind.

- **Looking Ahead:** Building a Resilient Future

As we look to the future, Forte is uniquely positioned to drive the industry forward. We remain deeply committed to:

- **Enhancing Accessibility:** Making insurance simpler to understand and easier to acquire for everyone.
- **Accelerating Digital Innovation:** Leveraging technology to streamline our processes and elevate the customer experience.
- **Nurturing Technical Excellence:** Investing heavily in our people by aligning our team's professional talents with elite global benchmarks, such as the Chartered Insurance Institute (CII), ensuring we deliver world-class expertise and ethical standards to our clients.

- **Fostering Resilience:** Continuing our mission to help build a safer, more sustainable, and economically resilient Cambodia.

Building Confidence and Trust Together

On behalf of the leadership team, I extend my profound gratitude to our dedicated employees for their passion, and to our customers, partners, stakeholders, and the Insurance Regulator of Cambodia (IRC) for their enduring loyalty and continuous support. By continuing to build confidence and trust through unmatched financial strength and professional expertise, we look forward to moving ahead together with care and resilience.



Yours faithfully,

Suy Chantharong

Chief Executive Officer

Financial Highlights

Forte Insurance delivered another year of strong financial performance in 2025, reinforcing its position as Cambodia's dominant general insurer. The results below reflect the consistent underwriting discipline, diversified portfolio, and continued investment in distribution and digital infrastructure.

Key Performance Indicator	2023 (USD)	2024 (USD)	2025 (USD)
Gross Premiums	62,717,312	62,679,920	64,381,457
Net Premiums	31,050,843	31,355,133	34,153,825
Net Claims	11,178,702	12,527,753	13,204,467
Investment Income	1,708,056	2,060,927	2,167,321
Profit Before Income Tax	8,393,533	5,452,306	9,212,582
Net Profit	5,204,997	2,314,538	5,977,780
Total Assets	86,510,365	92,099,815	96,689,162
Shareholders' Equity	38,043,799	40,359,053	40,344,720
Loss Ratio (%)	36%	40%	39%
Expense Ratio (%)	41%	38%	34%
Combined Ratio (%)	80%	84%	80%
Return on Equity (ROE)	15%	11%	15%
Return on Assets (ROA)	5%	5%	6%

The three-year financial highlights reflect Forte Insurance has navigated a period of claims volatility and portfolio transition with discipline and strategic clarity, emerging in 2025 with stronger underwriting margins, a leaner cost structure, higher profitability, and improved returns. The consistent combined ratio of **80%**, declining expense ratio, growing net premium retention, and recovering profitability collectively demonstrate the underlying strength of the Company's business model and its capacity to deliver sustainable value to shareholders, policyholders, and other stakeholders over the long term.

Underwriting profitability remained robust with a combined ratio of **80%**, underpinned by sustained improvements in operational efficiency that drove the expense ratio down by 7 percentage points since 2023, while steady investment income growth and a strengthening balance sheet of **USD 96,689,162** further reinforced the Company's financial foundation.



About Forte Insurance

Established in 1999, Forte has grown alongside Cambodia's economic transformation to become one of the country's largest and leading domestic insurance providers. For more than two decades, we have remained committed to protecting individuals, families, and businesses through innovative insurance solutions built on trust, resilience, and service excellence.

From becoming the market leader in 2003 to pioneering microinsurance business in 2016, Forte has consistently led the way in expanding insurance accessibility across Cambodia. Our strategic growth journey continued with regional expansion into Lao PDR in 2018, followed by the full transition of our life business into Forte Life Assurance in 2019, strengthening our position as a comprehensive insurance group.

A defining milestone in our journey came in 2019, when Forte first achieved an **A+ National Rating from GCR Ratings (Global Credit Rating)**, reinforcing our financial strength and credibility in the market. During the same period, Forte held a market-leading share of **43%**, while also introducing a refreshed brand identity and our enduring promise: **"Live with Confidence."**

Our commitment to excellence has continued to be recognized both locally and internationally. Forte's ratings were subsequently upgraded to **AA National and 'B' International**, and in 2023, further strengthened to **AA+ National and B+ International ratings by GCR Ratings**. In the same year, Forte was honored as **Cambodia's Best Inclusive Business Company**, in addition to receiving **Best General Insurance Company** recognition and being celebrated at **the Asian Management Excellence Awards**.

In 2025, Forte reaffirmed its strong market standing with the continued **AA+ (National) and B+ (International) ratings from GCR Ratings**. This year also marks another proud milestone, as Forte became an **International Professional Partner of the Chartered Insurance Institute (CII)**, further reflecting our commitment to global standards, professional development, and long-term industry leadership.

Today, Forte continues to stand as a trusted insurance partner—empowering people and businesses across the region to live with confidence.



Our vision

Our vision is to protect and empower everyone in the region for a better future – one person, one business at a time.



Our mission

Our mission is to provide innovative customer-focused products and services, build capacity in people, and contribute to the progress of the insurance industry in markets we operate in.



Our values

Our values reflect what Forte stands for:

- F** Forward-thinking
- O** Open
- R** Responsible
- T** Trustworthy
- E** Empowering



Awards & Recognition



National Rating: AA+ (KH)
International Rating: B+ (2024–2026)

GCR Ratings (A subsidiary of Moody's)

Sustained for **three consecutive years**, affirming the Company's financial resilience and readiness to protect customers.



Executive of the Year (2024)

Asian Management Excellence Awards

Honors **Mr. Youk Chamroeunrith** for **30+ years** of innovation and customer-centric leadership.



Best General Insurance Company - 9 Consecutive Years (2024)

Global Banking & Finance Review (UK)

Validates a long track record of elite client services, comprehensive solutions, and meaningful CSR.



Best Inclusive Business Company (2023)

6th ASEAN Inclusive Business Summit

Recognizes financial security provided to farmers nationwide via Weather Index Crop Insurance (WICI).



International Professional Partner (2025)

Chartered Insurance Institute (CII)

Reaffirms a deep commitment to global industry standards, professional staff development, and long-term sector leadership.

These achievements belong to our valued colleagues, clients, and partners, whose trust and dedication continue to drive Forte's success. Together, let us build a stronger and better future for all.

Insurance Products & Services

Protecting what matters today—your health, your assets, and your journey.

We offer a comprehensive range of general insurance solutions designed to safeguard every aspect of daily life, expanding into an Individual, SME, Corporate, Specialty, Agriculture, Employee Benefits, and Life protection ecosystem to empower you with confidence wherever you go.



Worldwide Medical



Automobile



Home and Property



International Health



Personal Accident



Travel





Partnerships & Distribution Channels

Forte Insurance has built one of the most extensive and diversified distribution networks in Cambodia, ensuring that protection is accessible to individuals, SMEs, and large corporations across the country. Our growth is driven by strong, long-standing partnerships with financial institutions, corporate clients, brokers, and digital platforms, enabling us to deliver comprehensive insurance solutions through multiple touchpoints. These partnerships allow us to extend our reach beyond traditional channels and provide customers with seamless, convenient access to protection.

Through these integrated channels, Forte Insurance continues to uphold its promise of being a **“one-stop insurance solutions provider,”** delivering protection that is accessible, reliable, and responsive to the evolving needs of the Cambodian market.

Bancassurance

We continue to strengthen our bancassurance collaborations, working closely with leading banks and financial institutions to integrate insurance into everyday financial services.

Brokers & Agents

Our broker and agent network remains a key pillar

of our distribution strategy, delivering tailored advisory services and industry expertise to meet diverse customer needs.

Corporate & Strategic Partners

Forte has actively expanded its presence through corporate partnerships and sector-specific programs, supporting industries such as construction, manufacturing, and services with customized risk solutions.

Agriculture & Community

We are deeply committed to sector-specific programs, particularly within agriculture, providing specialized insurance solutions that deliver financial stability and risk protection to the wider community.

Healthcare Network

Our partnerships with healthcare providers further enhance our ability to deliver efficient and reliable claims services, particularly for health-related coverage.

Digital Channels

As digital adoption accelerates, Forte is also investing in technology-enabled distribution channels, making it easier for customers to access products, manage policies, and submit claims with greater speed and convenience.

Customers

At Forte Insurance, our customers are at the center of everything we do. From **Individuals, Families, SMEs, and Corporates to Banks/MFIs, Farmers, Employees, and Travelers**, we provide protection solutions that safeguard assets, businesses, and everyday lives across Cambodia. With a strong nationwide presence, Forte serves a diverse customer base through an extensive network of partners, brokers, and corporate relationships.

Our solutions are designed to address a wide range of risks—from motor and health to property and specialized commercial coverage—ensuring that customers receive the right protection for their needs. We measure our success by our ability to deliver when it matters most. In 2025, Forte Insurance paid approximately **USD 21.39 million** in claims, supporting customers in times of loss and uncertainty.

Each claim settled reflects our commitment to reliability, responsiveness, and service excellence. Whether providing swift medical payouts for hospitalized employees, settling commercial property damages for local manufacturing factories, replacing stolen or damaged consumer vehicles, or executing emergency weather-index payouts directly to smallholder farmers during severe droughts, our real-world intervention keeps the Cambodian economy moving forward.

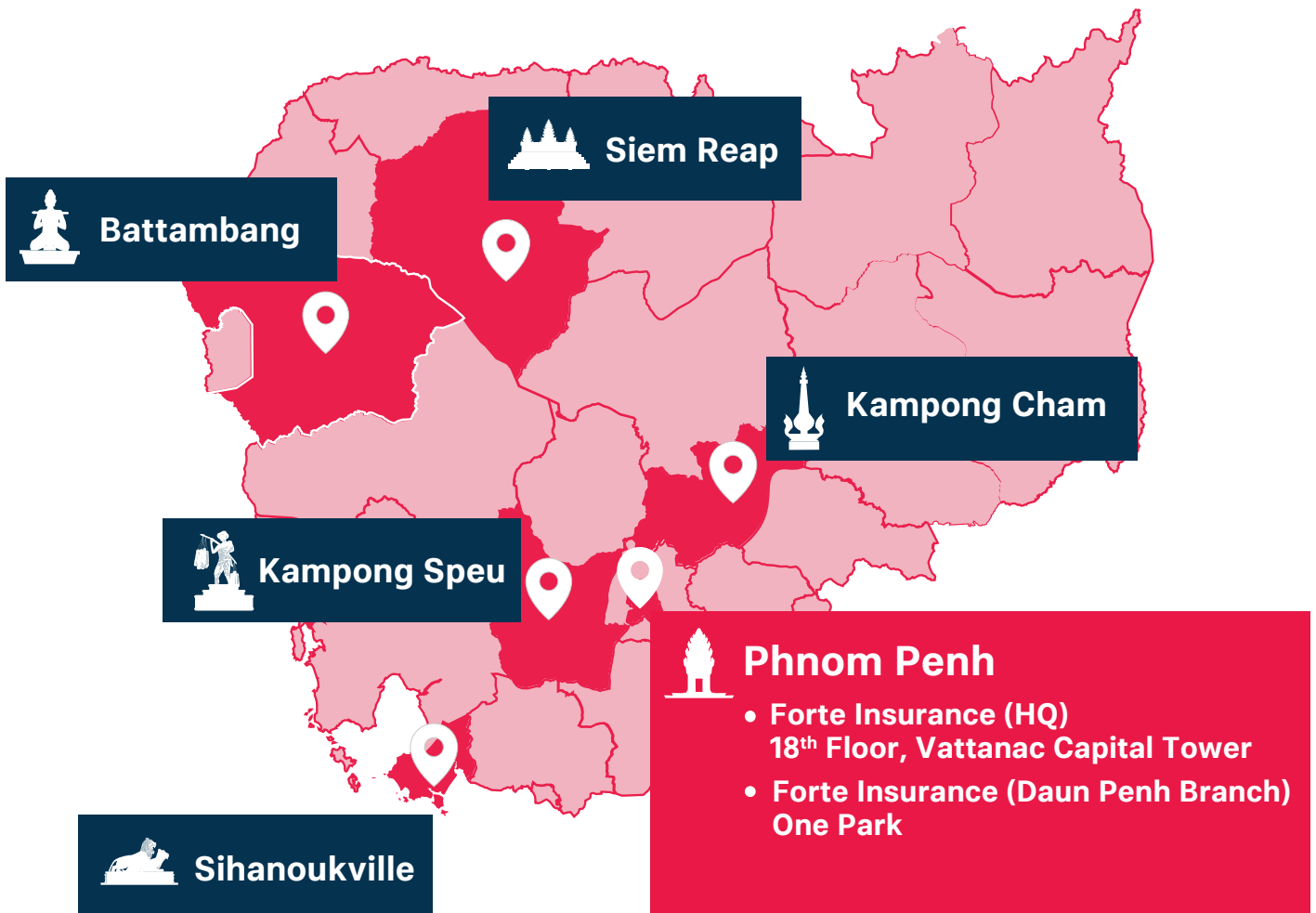
Through our **“one-stop insurance solutions”** approach, customers benefit from convenient access to comprehensive protection under one roof. Supported by efficient processes and dedicated service teams, we continue to enhance the customer experience by making insurance simple, accessible, and dependable. As we move forward, Forte remains committed to strengthening customer relationships, expanding accessibility, and ensuring that every customer can move forward with confidence.



Branch Network

Forte Insurance maintains a strong nationwide presence, with offices across all provinces and major cities in Cambodia. Our extensive network ensures that customers can access reliable protection solutions and responsive service wherever they are.

As a leading national insurer, we are committed to delivering comprehensive coverage and consistent service across the country.





Code of Conduct

Forte Insurance (Cambodia) Plc. has adopted and implemented a comprehensive Code of Conduct (the “Code”), which applies to all members of the Board, Senior Management, and employees of the Company. The Code is designed to ensure compliance with applicable laws and regulations, including those issued by the Insurance Regulator of Cambodia (IRC), and to promote ethical and professional conduct across all levels of the organization.

The Code establishes fundamental principles requiring all personnel to act with integrity and honesty, exercise due care and diligence, and uphold the reputation of the Company. It further requires compliance with all applicable legal and regulatory obligations, as well as adherence to internal policies and procedures.

The Code addresses key areas of conduct, including the proper management of conflicts of interest. All individuals are required to avoid situations where personal interests may conflict with those of the Company and to disclose any actual or potential conflicts in accordance with internal policies. It also imposes strict obligations relating to confidentiality and data protection, ensuring that all non-public information relating to the Company, its policyholders, and business partners is safeguarded and used solely for legitimate business purposes.

In accordance with regulatory expectations on market conduct, the Company is committed to the fair treatment of policyholders, including providing clear and accurate information on insurance

products, handling claims in a timely and equitable manner, and maintaining high standards of service. The Code further incorporates requirements relating to anti-money laundering and combating the financing of terrorism (AML/CFT), consistent with Cambodian laws and IRC regulations, including customer due diligence, ongoing monitoring, and reporting of suspicious transactions.

The Company adopts a zero-tolerance approach to bribery and corruption. All Directors, management, and employees are prohibited from offering, soliciting, or accepting any form of improper advantage. Policies governing gifts and hospitality are in place to ensure that such practices are reasonable, transparent, and do not influence business decisions.

In addition, the Company has established a whistleblowing mechanism that enables employees and relevant stakeholders to report, in good faith, any suspected misconduct or violations of the Code in a confidential manner, without fear of retaliation. Appropriate procedures are in place to ensure that such reports are properly investigated and addressed.

The Company provides ongoing training and awareness programs to ensure that all personnel understand their obligations under the Code and applicable regulations. Any breach of the Code may result in disciplinary action in accordance with internal policies and applicable laws.

Corporate Social Responsibility (CSR)

At Forte Insurance, corporate social responsibility reflects our commitment to protecting communities and contributing to Cambodia's long-term development.

ASEAN Insurance Leader: Angkor Golf for Hope

In 2025, Forte proudly supported the international charity golf event, "ASEAN Insurance Leader: Angkor Golf for Hope," organized alongside the ASEAN insurance meetings in Siem Reap Province. The event brought together regional insurance leaders to promote solidarity, support charitable causes, and contribute to local communities and tourism.



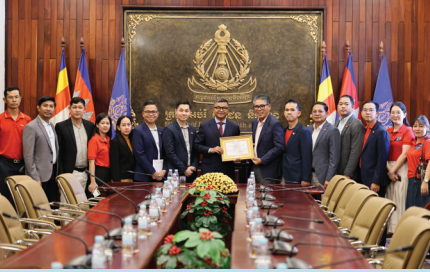
Empowering ASEAN Insurance Talents: Gold Sponsor of YAMA 2025

The ASEAN Insurance Training and Research Institute (AITRI) organizes the Young ASEAN Insurance Manager Award (YAMA 2025) - A prestigious platform that honors the visionaries shaping the future of the ASEAN insurance industry. Our involvement highlights Forte's continuous commitment to nurturing regional talent, driving industry development, and fostering collaboration across the ASEAN insurance ecosystem.



Community Support Initiative for displaced families

Forte also extended humanitarian assistance by contributing food supplies valued at approximately **USD 10,000** to displaced families in Cambodia's border provinces. This relief initiative was channeled through the Insurance Regulator of Cambodia (IRC), the Ministry of Education, Youth and Sport (MoEYS), and the Samdech Techo Voluntary Youth Doctor Association (TYDA).



Blood Donation Drive

Partnering with the National Blood Transfusion Center through the "Together We Donate, Together We Save Lives" campaign, Forte engaged employees in social volunteerism by donating life-saving blood.



Basics of Actuarial Science: Growth Opportunities and Importance in Insurance

Forte continues to support education and industry development through insurance and actuarial science seminars organized in collaboration with the Royal University of Phnom Penh and the National University of Battambang, helping to inspire future insurance professionals in Cambodia.





ESG Framework & Commitments

Sustainable Governance

Forte Insurance (Cambodia) Plc. integrates environmental, social and governance (“ESG”) considerations into its governance, operational and risk management processes as part of its commitment to responsible and sustainable business practices.

The Board of Directors and management oversee ESG-related matters through the Company’s broader Risk Management Framework, including operational ESG risks, sustainability initiatives, underwriting governance and regulatory compliance. ESG practices are aligned with Group-level governance standards and sustainability objectives.

Environmental Responsibility

The Company continues to implement environmentally responsible operational practices aimed at reducing resource consumption and improving sustainability awareness among employees.

Key initiatives during the reporting year included:

- Reduction in paper consumption through increased digitization;
- Elimination of single-use plastic bottles across offices;
- Monitoring of operational carbon emissions associated with electricity usage, transportation and business travel; and
- Employee environmental awareness and sustainability engagement programs.

As part of the Group-wide ESG monitoring program, the Group recorded a 6.91% reduction in total carbon footprint during 2025 compared to the prior year, while overall paper usage decreased by 20.9%. The Company contributed to these improvements through operational efficiency measures, increased digital adoption and environmentally responsible workplace practices, supporting an 11.57% reduction in the Group's Scope 3 emissions during the reporting period.

The Company also continued to monitor environmental and social risks within underwriting and investment activities through exclusion list screening and ESG-related risk controls.

Social Responsibility

As the largest general insurer in Cambodia by Gross Written Premium ("GWP"), FIC plays an important role in supporting economic resilience by providing insurance protection solutions to businesses, individuals and communities against financial losses arising from accidents, natural catastrophes and other unforeseen events.

The Company is also currently the only insurer in Cambodia providing agriculture insurance solutions, supporting farmers and agricultural communities against climate-related risks. The Company believes that expanding access to insurance protection contributes positively to financial resilience, business continuity and sustainable economic development across Cambodia.

With a consistently leading market position over the past decade, the Company continues to contribute to financial stability across multiple sectors of the Cambodian economy through responsible underwriting practices and accessible insurance protection solutions.

The Company remains committed to responsible business conduct, customer protection and fair treatment of policyholders. FIC recognizes the importance of maintaining customer trust, transparency and operational integrity across its insurance operations.

During the reporting year, the Company continued to promote a responsible and inclusive workplace culture through employee engagement, awareness programs and professional development initiatives. Participation rates in environmental awareness initiatives for Forte GI reached 85% during the reporting year.

The Company also maintains policies and practices relating to employee welfare, ethical conduct, anti-bribery and anti-corruption standards, grievance handling and fair workplace practices.

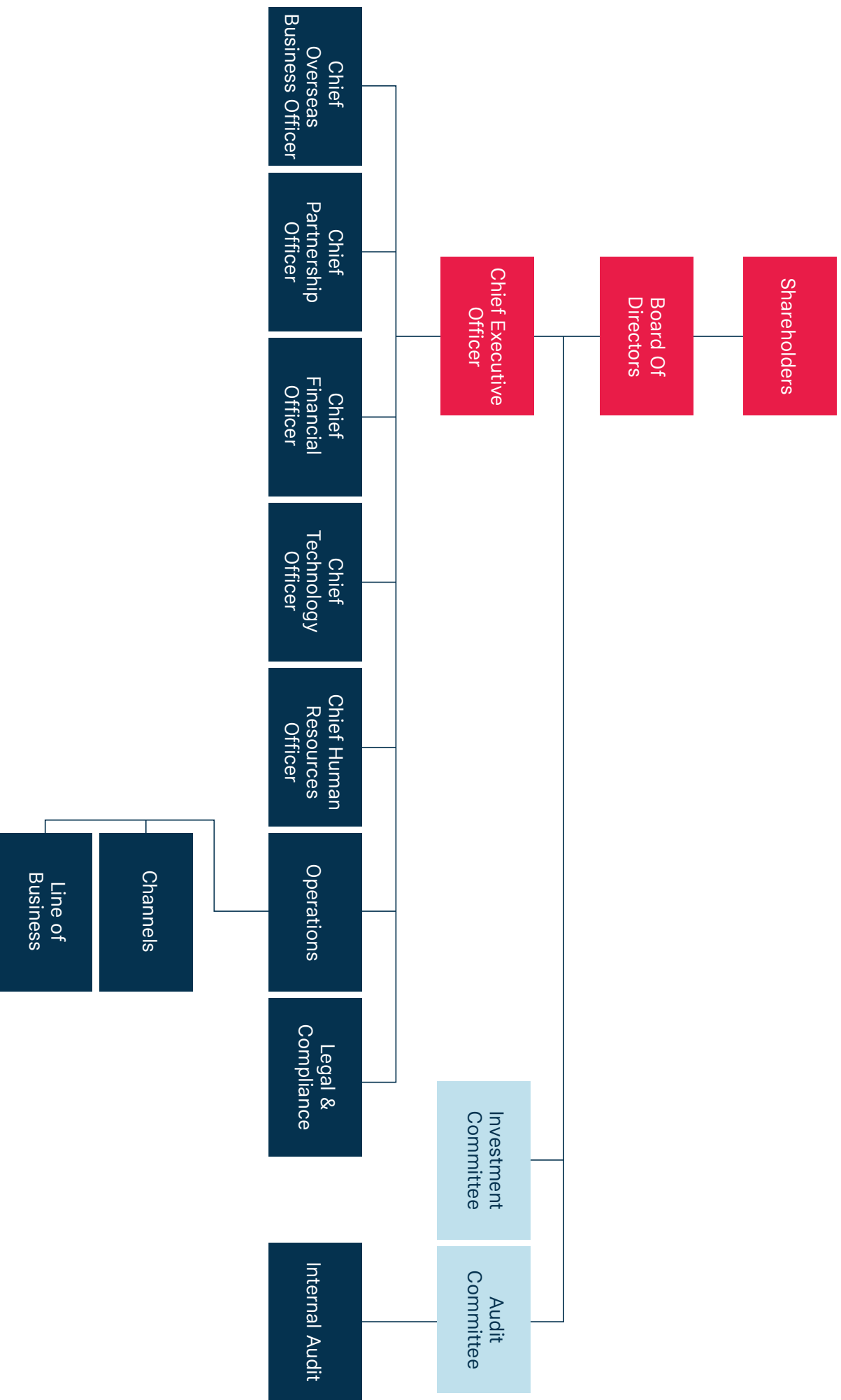
Governance and Risk Oversight

The Company maintains governance and risk management frameworks designed to support prudent management, accountability, transparency and regulatory compliance.

The Board and management oversee ESG-related risks as part of the Company's broader Risk Management Framework, including operational, underwriting and reputational risks. ESG-related governance standards and policies are periodically reviewed to ensure alignment with regulatory expectations, stakeholder interests and evolving industry practices.

The Company remains committed to maintaining sound governance practices and responsible business operations while supporting long-term policyholder protection and operational resilience.

Company Structure



Board of Directors



Mr. Youk Chamroeunrith

Chairman of the Board

Mr. Youk Chamroeunrith is a Chairman of the Board of Directors, he is a visionary leader and the Chairman of Forte, an insurance icon in Cambodia. With over three decades of expertise, he has been a driving force behind the evolution of Cambodia's insurance industry and Forte's transformation into a respected regional brand.

Since joining Forte in 1999, Mr. Chamroeunrith has risen through key roles—including General Manager (2001–2014)

and Managing Director (2015–2020)—before becoming Chairman. Under his leadership, Forte expanded regionally, accelerated digital transformation, and pioneered inclusive insurance solutions. Honored as Executive of the Year – General Insurance (Cambodia) at the Asian Management Excellence Awards 2024, he holds a Bachelor's degree in Economics and is a Fellow of the Malaysian Insurance Institute (FMII).

Mr. Ith Vichit, Independent Director

Chair of the Investment Committee

Mr. Ith Vichit is Chair of the Investment Committee and a highly investment-savvy board member with extensive experience across investment banking, private equity, and global capital markets. He brings deep expertise in portfolio strategy, asset allocation, and cross-border investments, supported by a strong track record across the aviation, telecommunications, agribusiness, and trading sectors. He currently serves as Country Representative for Bell Helicopter in Cambodia, and as an Independent Director of Forte Insurance and RMA Cambodia PLC.



Vichit has advised senior government leaders on economic policy, led mergers and acquisitions, and facilitated strategic partnerships. He holds a Master's degree in Macroeconomic Policy and Capital Markets from Harvard University and has completed executive education programs at Stanford Graduate School of Business.



Mr. Suy Channtharong, Director

Member of the Investment Committee

Mr. Suy Channtharong is a member of the Investment Committee and Chief Executive Officer of Forte Insurance. With over 20 years of experience, he has risen through key leadership roles across Underwriting, Claims, Reinsurance, and Distribution Channels since joining Forte in 2005. As a transformational CEO and Board member, Channtharong combines strategic vision with disciplined execution to drive sustainable growth and organizational excellence.

A strong advocate for agricultural resilience and financial inclusion, he pioneered climate-focused insurance solutions in Cambodia, including Weather Index Crop Insurance (WICI). Representing Cambodia, he won the prestigious Young ASEAN Insurance Manager Award (YAMA) in 2021 and chaired the 13th ASEAN Insurance Congress, reflecting his influential regional leadership.

Channtharong holds two master's degrees, including an Executive MBA from ESSEC Business School, and prestigious international insurance qualifications from AMII and ACII (Chartered Insurance Institute (CII) from UK).

Mr. Pin Nirorn, Director

Member of the Investment Committee

Mr. Pin Nirorn is a member of the Investment Committee and currently serves as the Chief Financial Officer of Forte, where he leads all finance functions to drive financial excellence, strengthen governance, and support the organization's long-term sustainability.

Nirorn brings over 16 years of progressive experience within Forte, establishing a strong track record of operational efficiency and financial discipline. Prior to his current role, he held key leadership positions, including Assistant General Manager, Corporate Secretary, and Assistant Vice President of Finance. He plays a pivotal role in shaping financial strategy and optimizing capital management.

Nirorn holds a Master of Finance from the Australian National University, a Bachelor of Business Administration (Honors) from the National University of Singapore, an Advanced Diploma in Insurance (Chartered Insurer) from the UK, and is a CFA Level III candidate.





Mr. Khov Engleng, Director
Member of the Investment Committee

Mr. Khov Engleng is a member of the Investment Committee and serves as Investment Manager at Emerging Markets Investment Advisers (EMIA). He oversees investments in small and medium-sized enterprises across Cambodia, Laos, and other ASEAN frontier markets, focusing on driving growth, enhancing governance, and supporting organizational transformation.

With over 15 years of experience in investment banking and private equity, he has strong expertise in capital markets, mergers and acquisitions, financial advisory, and private equity investments.

Previously, Engleng held roles at TONGYANG Securities, SBI Royal Securities, and Emerging Market Consulting, contributing to Cambodia's first IPO and various corporate and development finance transactions. His experience strengthens investment oversight and board-level strategic decision-making.

Mr. Yong Cho Choon,
Independent Director

Chair of the Audit Committee

Mr. James Yong is Chair of the Audit Committee and a highly experienced insurance professional with over 40 years in the industry. He brings deep expertise in insurance, risk management, audit, and corporate governance, supporting strong oversight and control frameworks.

He currently serves as an Independent Director of Forte Insurance (Cambodia) Plc, providing strategic guidance on risk, compliance, and sustainable business growth. Throughout his career, he has held senior leadership roles at QBE Insurance, including General Manager and Head of Business Development, where he led distribution and strategic initiatives in Singapore.

James has extensive knowledge of general insurance, reinsurance, and financial risk management. He holds an MBA from the University of Hull and is an Associate of the Chartered Insurance Institute (ACII).





Mr. Heng Chhay, Independent Director

Member of the Audit Committee

Mr. Heng Chhay is a member of the Audit Committee and a highly respected legal professional with over 20 years of experience in corporate law, banking and finance, mergers and acquisitions, and commercial litigation. He brings strong expertise in legal and regulatory compliance and governance, supporting robust risk management and oversight.

He is the Managing Partner and Co-Founder of RAJAH & TANN SOK & HENG LAW OFFICE, where he advises local and international clients on complex legal and commercial matters.

Chhay is recognized for his strategic counsel on cross-border transactions, corporate restructuring, and dispute resolution. He holds an LL.M. from Nagoya University and an LL.B. from the Royal University of Law and Economics, and has completed a program at Cambridge Judge Business School.

Ms. Sophie Taing, Director

Member of the Audit Committee

Ms. Sophie Taing is a member of the Audit Committee and an investment professional with over a decade of experience in private equity, investment analysis, and deal execution. She brings strong expertise in financial analysis, investment evaluation and oversight of financial and operational performance, supporting effective corporate governance and risk assessment.



She currently serves as Investment Manager at Emerging Markets Investment Advisers (EMIA), where she manages investments across Southeast Asia and drives post-investment value creation, working closely with management teams to strengthen financial oversight, operational controls, and long-term sustainability. Prior to joining EMIA, she worked at PwC in Deals and Advisory, conducting financial due diligence and market analysis across various sectors. She also gained international banking experience at Société Générale in Paris.

Her expertise includes financial analysis, investment evaluation, and performance oversight.

Management Profiles





Mr. Suy Chantharong

Chief Executive Officer

Mr. Suy Chantharong is Chief Executive Officer of Forte Insurance. He is a seasoned insurance executive with more than 20 years of experience in the insurance industry. Since joining Forte Insurance in 2005 as a filing clerk, he has advanced through successive leadership roles spanning Sales, Business Development, Underwriting, Claim, Risk Management, Reinsurance, and Distribution Channels, including Bancassurance and Intermediaries. His broad industry expertise and deep operational knowledge have enabled him to drive sustainable growth while strengthening organizational excellence.

Appointed CEO and Board member of Forte Insurance since 2023, Chantharong is recognized as a transformational leader who champions innovation, builds high-performing teams, and fosters a culture of accountability, collaboration, and continuous improvement. He combines strategic vision with disciplined execution, positioning Forte Insurance to navigate emerging risks and capitalize on new market opportunities.

A strong advocate for agricultural resilience and financial inclusion, he has spearheaded the development of climate-focused insurance solutions in Cambodia, including WeatherIndex Crop Insurance (WICI). Through effective collaboration with government institutions, development partners, and private-sector stakeholders, he continues to contribute to the advancement of a more resilient and sustainable agricultural ecosystem.

Chantharong has actively participated in numerous international insurance conferences, executive

development programs, and specialized training courses, including engagements within the London insurance market. He is frequently invited as a speaker, panelist, and moderator at national, regional, and ASEAN insurance forums, where he shares industry insights and contributes to the development of insurance practices across the region.

He serves as an active member of various insurance working groups at both the Cambodian and ASEAN levels. Representing Cambodia, he received the prestigious award as the Winner Young ASEAN Insurance Manager Award (YAMA) in 2021 and has served as Chairman of the 13th ASEAN Insurance Congress, demonstrating his leadership and influence within the regional insurance community.

Chantharong holds two bachelor's degrees from the Royal University of Phnom Penh: a Bachelor of Science in Computer Science and a Bachelor of Education (TEFL). He also holds two master's degrees: a Master of Finance from Charles Sturt University, Australia, and a Master of Business Administration-Executive MBA from ESSEC & Mannheim Asia-Pacific, ESSEC Business School, Singapore. In addition, he holds internationally recognized professional insurance qualifications, including the Advanced Diploma in Insurance (ACII) from the Chartered Insurance Institute, United Kingdom, and the Associateship in Insurance (AMII) from The Malaysian Insurance Institute.



Mr. Pin Nirorn, Director
Chief Financial Officer

Mr. Pin Nirorn is a member of the Investment Committee and currently serves as the Chief Financial Officer of Forte, where he leads all finance functions to drive financial excellence, strengthen governance, and support the organization's long-term sustainability.

Nirorn brings over 16 years of progressive experience within Forte, establishing a strong track record of operational efficiency and financial discipline. Prior to his current role, he held key leadership positions, including Assistant General Manager, Corporate Secretary, and Assistant Vice President of Finance. He plays a pivotal role in shaping financial strategy and optimizing capital management.

Nirorn holds a Master of Finance from the Australian National University, a Bachelor of Business Administration (Honors) from the National University of Singapore, an Advanced Diploma in Insurance (Chartered Insurer) from the UK, and is a CFA Level III candidate.



Ms. Haiming Zhao (Hazel)
Chief Overseas Business Officer

Ms. Hazel Zhao is the Chief Overseas Business Officer, leading Forte's international business development and strategic regional expansion. She brings over 35 years of extensive experience across the general and life insurance sectors, as well as import-export industries, spanning both Cambodia and China.

Since joining Forte in 2003, Hazel has held senior leadership roles, making significant contributions to the diversification of the commercial portfolio and driving cross-border initiatives. Recognized for her pragmatic, relationship-focused leadership style, she excels in cultivating strategic partnerships that support sustainable growth.

Hazel holds the Chartered Insurer designation and an Advanced Diploma in Insurance (ACII) from the UK, alongside an Associate (AMII) qualification from Malaysia and diplomas from China.



Mr. Ny Lyhoung

Chief Partnership Officer

Mr. Ny Lyhoung is a seasoned insurance executive with two decades of leadership experience across Cambodia's general, life, micro, and agriculture insurance sectors—all with Forte. As Chief Partnership Officer, he leads the development of the company's partnership strategy, expands distribution ecosystems, and builds strategic alliances to drive sustainable growth.

Lyhoung played a foundational role in establishing Forte Microinsurance and Forte Life Assurance, pioneering Cambodia's first weather index insurance, microinsurance products, and comprehensive employee benefit programs.

An advocate for industry development, he serves as Chairman of the Education Committee of the Insurance Association of Cambodia. Lyhoung holds ACII (UK), AMII (Malaysia), ALMI, and FLMI (USA) designations, alongside a Master's degree in Finance from Charles Sturt University.



Ms. Keo Chenda

Chief Human Resource Officer

Ms. Keo Chenda is the Chief Human Resource Officer, bringing over 15 years of professional experience across the banking and insurance industries. She has held senior leadership roles at leading financial institutions, including Hong Leong Bank as Deputy CEO, Human Resources, alongside management positions at Maybank and ANZ Royal Bank.

At Forte, she leads people strategy to drive organizational performance, strengthen leadership capabilities, and align talent initiatives with business growth. A strong advocate for women's empowerment, Chenda has accelerated gender diversity through leadership pipelines and mentorship to foster an inclusive, high-performance culture. She holds degrees from IFL and Pannasastra University (PUC).



Mr. Chandana Jayasooriya

Chief Technology Officer

Mr. Chandana Jayasooriya is the Chief Technology Officer, leading enterprise-wide technology strategy, digital transformation, and operational excellence. He brings over 20 years of C-level management experience spanning the banking, insurance, and telecom sectors.

A strong advocate for process efficiency, Chandana integrates technology with human talent to drive innovation and enhance customer experiences. He has successfully influenced strategy and led key projects at major regional institutions, including Banque Indosuez, Union Assurance, Ezecom Cambodia, and AIA Insurance, where he established start-up operations in Cambodia.

Chandana holds an MSc in IT from Keele University (UK), a Banking Diploma from Sri Lanka, and CISM and PMP professional certifications.

Ms. Meng Vannary

Head of Accident & Health
and Head of Miscellaneous

Ms. Meng Vannary is a dynamic leader serving as Head of the Accident & Health and Financial Lines Departments at Forte Insurance. She leads underwriting, claims, and product development, driving innovation and operational excellence across her portfolios.

With a career at Forte spanning nearly two decades, Vannary rose from Executive Trainee to senior leadership. She has played a key role in strengthening underwriting discipline, enhancing claims efficiency, and introducing customer-focused solutions. Beyond business, she serves as Country Coordinator for OISCA Cambodia.

Vannary is a Chartered Insurer (CII, UK) and holds advanced qualifications in finance, insurance, and computer science.



Mr. Kheang Ratanak

Head of Auto

Mr. Kheang Ratanak is an inspiring leader serving as Head of the Auto Department at Forte Insurance. He leads underwriting, claims, and auto partnerships with a strong focus on innovation, customer-centricity, and operational excellence.

A long-serving employee, Ratanak has been with Forte for nearly 15 years, playing a pivotal role in transforming the Auto portfolio. By enhancing claims responsiveness and elevating service standards, he has consistently reinforced Forte’s competitive market position. He brings strong discipline and strategic thinking to his role, backed by prior audit and finance experience at PwC Cambodia and TOLL Cambodia.

Ratanak received the AYIM Excellence Award 2022 and holds a Master of Finance alongside academic qualifications in accounting and education.

Ms. Heng Roatmonea

Head of Property, Engineering and Marine

Ms. Heng Roatmonea is a highly respected leader serving as Head of the Property, Engineering and Marine Department at Forte Insurance. With over 20 years of experience, Monea oversees underwriting, claims, and reinsurance across complex portfolios, including property, engineering, marine, aviation, and liability insurance.

Beginning an insurance career with Forte in 2005, Monea has built extensive institutional knowledge alongside external experience in reinsurance and product development. Known for a collaborative, disciplined leadership style, Monea has played a key role in strengthening underwriting standards and driving the growth of specialized insurance lines.

Monea is a Chartered Insurer (ACII, UK) and holds an MBA in Finance, along with dual bachelor’s degrees in business administration and Translation and Interpreting.



Mr. Thorng Sras

Head of Direct Sales

Mr. Thorng Sras is a highly driven sales leader serving as Head of the Direct Sales Department at Forte. With over 15 years of experience in sales strategy and market development, Sras focuses on accelerating business growth, expanding market reach, and delivering strong sales performance.

Guided by a results-oriented mindset and a people-centered leadership style, Sras has built a high-performing sales team that consistently drives revenue growth and strengthens customer relationships. Sras places a strong emphasis on coaching, mentoring, and fostering a culture of accountability.

Sras holds a bachelor's degree in Economic Development from Cambodian Mekong University, qualified for the ASEAN Young Insurance Managers 2019 program, and is currently pursuing an MBA.



Mr. Liu Bo (Paul)

Head of Chinese Desk

Mr. Liu Bo is the Head of Chinese Desk at Forte Insurance, leading the company's strategy and growth within the Chinese-speaking market segment. He brings over 12 years of experience in insurance sales and business development. Under his leadership, the Chinese Desk has delivered consistent growth in premium income and client portfolios through strategic partnerships.

Fluent in Mandarin and English, Paul serves as a vital link between Forte and its stakeholders, strengthening the company's presence among Chinese individual and corporate customers.

Paul holds a Bachelor's degree in Banking and Finance and brings expertise in client relationship management, market expansion, and cross-cultural engagement.



Mr. Prach Piseth

Head of Corporate Relationships and Brokers

Mr. Prach Piseth is a seasoned insurance professional serving as Head of Corporate Relationships and Brokers at Forte Insurance. Since joining Forte in 2007, he has played a pivotal role in strengthening the company's market presence by building trusted partnerships with brokers, global reinsurers, clients, and key stakeholders.

Piseth is recognized for driving business growth through relationship excellence and a deep understanding of the insurance landscape. Leading with a collaborative mindset, he empowers his team to expand Forte's corporate portfolio and enhance long-term value.

Piseth is a Senior Associate Certified Insurance Professional (CIP) with ANZIIF and holds an Associateship (AMII) from the Malaysian Insurance Institute, alongside a Bachelor's degree in Economics and an MBA in Finance.



Mr. Yan Sipha

Head of Agency Management

Mr. Yan Sipha is a dynamic sales leader serving as Head of Agency Management at Forte Insurance. Since joining Forte in 2008, he has been instrumental in expanding the company's agency and bancassurance channels, overseeing strategic planning and the day-to-day performance of partnerships with banks and corporate agencies.

With a focus on revenue growth, Sipha builds high-performing sales networks and strengthens partner engagement. His commercial discipline is backed by a deep technical foundation, gained from hands-on experience as an underwriter across property, auto, and casualty lines. This unique blend allows him to align risk management with market demand.

Sipha holds a Bachelor's degree in Informatics Economics from the Royal University of Law and Economics (RULE).



Mr. Hiroki Okamoto (Oka)

Head of Japanese Desk

Mr. Hiroki Okamoto is the Head of Japanese Regional Business at Forte. Joining in 2018, he moved to Laos following Forte's acquisition of Toko Jaya Lao Assurance, where he established the Japanese desk as the country's first resident-based insurance specialist for Japanese clients. Within four years, he successfully grew the business to achieve top market share in Laos' Japanese insurance sector.

Hiroki began his career in 2010 at Bank of Tokyo-Mitsubishi UFJ, gaining extensive corporate banking experience in project financing, syndicated loans, and M&A bridging finance. He holds a BA in History from UCLA (Class of 2010).

Mr. Touch Chandara

Head of Regional Branches

Mr. Touch Chandara is the Head of Regional Branches at Forte Insurance, leading the growth and performance of the company's provincial network. He drives strategic initiatives that expand market reach, strengthen customer engagement, and accelerate nationwide business growth.

Since joining Forte in 2014, he has built deep expertise across claims, underwriting, and product development, enabling him to translate technical insights into practical solutions. Guided by a leadership philosophy centered on empowerment, accountability, and results, he focuses on building capable teams and fostering a culture of continuous improvement across every region.

Chandara is a member of the Malaysian Insurance Institute (MII) and holds the Professional Certificate of General Insurance of Underwriting (PCGIU).



Mr. Heng Channsophal

Head of Bancassurance

Mr. Heng Channsophal is the Head of Bancassurance at Forte Insurance, leading the growth and performance of the company's bancassurance channel. Since joining Forte in 2022, he has played a key role in strengthening strategic partnerships with banking institutions, integrating insurance solutions into the customer journey, and driving sustainable growth across retail, SME, and affluent segments.

A results-driven, partnership-focused leader, Channsophal is recognized for building strong stakeholder relationships, developing effective sales strategies, and improving productivity. He focuses on helping banks protect their portfolios while enhancing value for customers.

Channsophal holds a Bachelor's Degree in Business Management, providing a solid foundation in leadership, strategic planning, and business development.

Audit Committee Report

The Audit Committee of Forte Insurance (the “Committee”) presents its report to shareholders for the financial year ended 31 December 2025. The Committee operates under a formal charter approved by the Board of Directors, which sets out its composition, authority, responsibilities, and reporting obligations.

Composition & Independence

The Committee consists of 3 (three) members, whom the committee chair is an independent director, with two members - one is an independent director and another one is the non-executive director of the Company, parent company, or subsidiary of the Company. The Committee met 4 times during 2025.

Responsibilities

During the year, the Committee discharged the following principal responsibilities:

- Reviewed and approved the annual internal audit plan, ensuring adequate coverage of material risks across all business lines and functions.
- Monitored the effectiveness of the internal audit function and reviewed all internal audit reports issued during the year.
- Reviewed the financial statements for the year ended 31 December 2025 prior to Board approval, including the application of significant accounting policies and key judgements.

- Oversaw the external audit process, including approval of the external auditor’s engagement terms, audit plan, and findings.
- Reviewed the adequacy and effectiveness of the Company’s internal controls over financial reporting, compliance, and operations.
- Reviewed the Company’s compliance with applicable laws and regulations, including requirements of the Insurance Regulator of Cambodia (IRC).

External Auditor

The Company’s external auditor for the financial year 2025 is Ernst & Young (Cambodia) Ltd. The Committee confirms that the external auditor has maintained its independence throughout the year. The Committee maintained close engagement with the external auditors throughout the audit cycle. This included reviewing the audit plan, scope, and key audit matters, as well as discussing audit findings and recommendations. The Committee also evaluated the independence and performance of the external auditors and is satisfied that their objectivity has not been compromised.

The Committee is satisfied that the financial statements, taken as a whole, present a true and fair view of the financial position and performance of Forte Insurance for the year ended 31 December 2025.





Investment Committee Report

The Investment Committee (the “Committee”) presents its report for the financial year ended 31 December 2025. The Committee is responsible for oversight of the Company’s investment strategy, asset allocation, portfolio performance, and alignment with the Investment Policy approved by the Board, and regulator.

Composition & Independence

The Investment Committee consists of 5 (five) members, whom the committee chair is an independent director, with 4 members including: Chief Executive Officer, Chief Financial Officer; non-executive director and an investment officer. The Committee met 4 times during 2025.

Responsibilities

The Investment Committee has the following main roles and responsibilities:

- Establish investment policies, ensuring that these investments are safe, liquid, and diversified
- Prepare a 3-year rolling investment plan
- Review and monitor investment activities
- Evaluate investment results
- Manage the efficiency of asset utilization to meet company obligations
- Report quarterly and annual investment results to the Board of Directors
- Regularly review investment policies and provide recommendations on adjusting investment policies to ensure compliance with applicable regulations

The Committee is satisfied that the investment portfolio remains appropriately positioned relative to the Company’s liability profile and regulatory requirements. The investment portfolio delivered a Net Investment Income of USD 2.17 million in 2025, supported mainly by stable interest income and a conservative asset allocation strategy. Performance remained broadly in line with expectations despite ongoing market volatility, reflecting the Company’s cautious positioning and focus on risk-adjusted returns rather than yield maximization and ensured compliance with investment limits and guidelines.

In addition to regular performance reviews, the Committee actively monitored market conditions, including interest rate movements and credit developments, and assessed their potential impact on the Company’s portfolio. Where appropriate, adjustments were made to maintain alignment with the Company’s risk profile and to safeguard capital.

Corporate Governance Report

The Annual Report of Forte Insurance (Cambodia) Plc. (the “Company”) sets out the reporting framework in accordance with the applicable laws and regulations of the Kingdom of Cambodia, including the Insurance Law, and relevant Prakas, circulars, and guidelines issued by the Insurance Regulator of Cambodia (“IRC”).

The Company acknowledges that sound corporate governance and a robust ethical framework are essential to safeguarding policyholders’ interests, maintaining market confidence, and ensuring the long-term sustainability of the insurance sector. The Board of Directors (the “Board”) and Senior Management are committed to ensuring that the Company operates in full compliance with regulatory requirements and in accordance with the highest standards of integrity, transparency, accountability, and professionalism.

The governance structure of the Company is established in accordance with its Articles of Association, internal governance policies, and applicable regulatory requirements of the IRC. The Board retains overall responsibility for the

governance of the Company, including setting strategic direction, approving risk appetite, overseeing financial performance, and ensuring that adequate systems of internal control and compliance are in place.

In line with IRC requirements, the Board has established appropriate governance arrangements, including Board-level committees such as the Audit and Risk Committee, to support effective oversight of financial reporting, risk management, internal controls, and compliance functions. These committees operate under formally approved charters and regularly report to the Board.

Senior Management is responsible for the day-to-day management of the Company and for implementing strategies and policies approved by the Board. Clear lines of responsibility and accountability are maintained to ensure effective decision-making and operational control.



Capital & Solvency

In accordance with the Law on Insurance and the relevant Prakas issued by the Insurance Regulator of Cambodia (IRC), Forte is required to maintain a minimum level of paid-up capital and a solvency margin sufficient to meet its obligations to policyholders and other creditors at all times.

Minimum Capital Requirement

"As a licensed General Insurance company in the Kingdom of Cambodia, Forte is required to maintain a minimum paid-up capital of **USD 7,000,000** as prescribed by the IRC. As at 31 December 2025, the Company's shareholder's equity stood at **USD 40,344,720**, which meets and exceeds the regulatory requirement."

Solvency Margin

The IRC requires all licensed General Insurance companies to maintain a minimum solvency margin at all times. The solvency margin represents the excess of the value of admissible assets over the value of liabilities, and serves as a key indicator of the Company's financial strength and its ability to meet claims obligations.

As at 31 December 2025, the Company's solvency position was as follows:

	2024 (%)	2025 (%)
Solvency Margin (Actual)	647%	628%
IRC Minimum Solvency Margin	120%	120%

The Company's solvency ratio of 628% as at 31 December 2025 represents a surplus of 508% above the minimum threshold prescribed by the IRC, reflecting the Company's sound capital management and continued financial resilience.

The Board of Directors confirms that Forte was in full compliance with all IRC requirements relating to minimum capital and solvency margins throughout the financial year ended 31 December 2025. The Company maintained adequate capital buffers above regulatory thresholds at all times during the reporting period.

The Company's capital adequacy position is monitored on a regular basis by Management and reported to the Board. Where necessary, capital management actions are taken proactively to ensure continued compliance and to support the Company's ongoing growth and underwriting activities.

Investment Disclosure

Investment Strategy

This section provides detailed disclosure of Forte Insurance's investment assets as at 31 December 2025, in accordance with the requirements of the Insurance Regulator of Cambodia (IRC) and applicable financial reporting standards.

Forte's investment strategy is designed to support the Company's core insurance obligations while generating stable and sustainable returns for shareholders. The strategy is governed by the Board-approved Investment Policy, which sets out the principles, asset allocation limits, eligible asset classes, and risk parameters within which the investment portfolio is managed.

The Company's strategic asset allocation as at 31 December 2025 was as follows:

Asset Class	Actual Allocation
Placements with Banks	73%
Cash on hand and in banks	12%
Available-for-sale investments	0%
Investment in Subsidiaries	13%
Asset held for sale	2%
Total	100%

All asset class allocations remained within the IRC-prescribed limits throughout the reporting year.

Investment Risk Exposures

The Company's investment portfolio is exposed to market risk, comprising interest rate, foreign currency, and credit risk that arising from fluctuations in market rates, exchange rate movements, and the potential default or credit deterioration of issuers and counterparties. Investment income and asset values are sensitive to changes in the interest rate environment, while credit exposures are managed through portfolio diversification and the application of minimum counterparty credit quality standards. The Company is further exposed to liquidity risk, managed by maintaining a portfolio of liquid assets appropriately matched to the maturity profile of its insurance liabilities, ensuring policyholder obligations can be met as they fall due. These risks are subject to ongoing monitoring and management within Board oversight.

Three-Year Rolling Investment Plan 2026 – 2028

The Company's assets are segmented by line of business in order to strengthen and support liabilities, and to formulate investment strategies for each respective segment. The company's investment strategy is based on investment policies by asset class, market rate forecasts for fixed-income investments, and projections for other long-term assets. The projected cash flows from these assets include forecasted cash flows from future purchases or disposals of assets, as well as the expected rates of return on those investments.

To mitigate liquidity risk, the company continues to diversify its business and investments in accordance with Article 4 of the Prakas on Permitted Investments for Insurance Companies.

Insurance Technical Reserves

Overview of Technical Reserves

Technical reserves represent the liabilities set aside by the Company to meet its present and future obligations to policyholders and claimants. As a licensed General Insurance company, Forte maintains the following categories of technical reserves in accordance with IRC regulations:

- **Unearned Premium Reserve (UPR):** the portion of written premiums relating to the unexpired period of risk as at the reporting date.
- **Reported but not settled (RBNS):** Provisions for claims that have been reported but not yet fully settled as at the reporting date.
- **Incurred But Not Reported (IBNR):** An actuarial estimate of claims that have occurred before the reporting date but have not yet been reported to the Company.
- **Unexpired Risk Reserve (URR):** An additional reserve established where UPR is insufficient to cover the expected future claims and expenses on in-force policies.

Movement in Technical Reserves

Technical reserves represent the Company's estimated obligations to policyholders in respect of claims incurred and premiums written but not yet earned and are a critical measure of the adequacy of the Company's balance sheet to meet its insurance liabilities.

The reserves are determined in accordance with applicable actuarial standards and regulatory requirements, reflecting management's best estimate of future claims outflows together with an appropriate margin for adverse deviation.

During the year, the movement in technical reserves was driven by growth in net written premiums, claims experience across key lines of business, and periodic actuarial reviews of outstanding claims provisions. The Company's reserving policy remains prudent, with reserve adequacy reviewed regularly by the appointed actuary.

Net technical reserves as at 31 December 2025

stood at **USD 19,980,996**, representing a **8%** increase compared to **USD 18,520,719** as at 31 December 2024. A detailed analysis of the movement in technical reserves for the current and prior financial year is set out in Note 20 to the audited financial statements.

Actuarial Opinion

In accordance with IRC requirements, Forte engaged Ms. Yean Kim Cheng from Milliman, a qualified and independent actuarial firm, to perform an actuarial valuation of the Company's technical reserves as at 31 December 2025. The appointed actuary holds the qualification of Fellow of the Institute and Faculty of Actuaries (FIA) and is independent of the Company's management.

Scope of Actuarial Review

The work was performed in accordance with the PRAKAS on Determination Methodology for Technical Reserves for Insurance Company (effective 23 December 2022).

The scope covered two categories of liabilities across lines of business.

- **Claim liabilities:** including case reserves, IBNR, and Indirect Claims Handling Expenses (ICHE), on both gross and net of reinsurance bases
- **Premium liabilities:** including Unexpired Risk Reserves (URR) and assessment of whether any Premium Deficiency Reserve (PDR) is required.

Actuarial Opinion Statement

Based on the actuarial valuation conducted as at 31 December 2025, Cheng Yeon Kim, FIA, has satisfied that the assumptions were reasonable for the liability valuation, in her opinion, the technical reserves as at 31 December 2025 are adequate to meet the Company's insurance obligations and comply with legislation and regulations of the Insurance Regulator of Cambodia.

The Board of Directors and Management of Forte have reviewed the actuarial report and are satisfied that the technical reserves carried as at 31 December 2025 are adequate and fairly stated in the

financial statements. The Company's reserving practices are consistent with IRC regulatory requirements and internationally recognised actuarial standards.

The Company will continue to engage an independent actuary on an annual basis and to monitor claims development experience on a quarterly basis to ensure that reserves remain appropriate at all times.



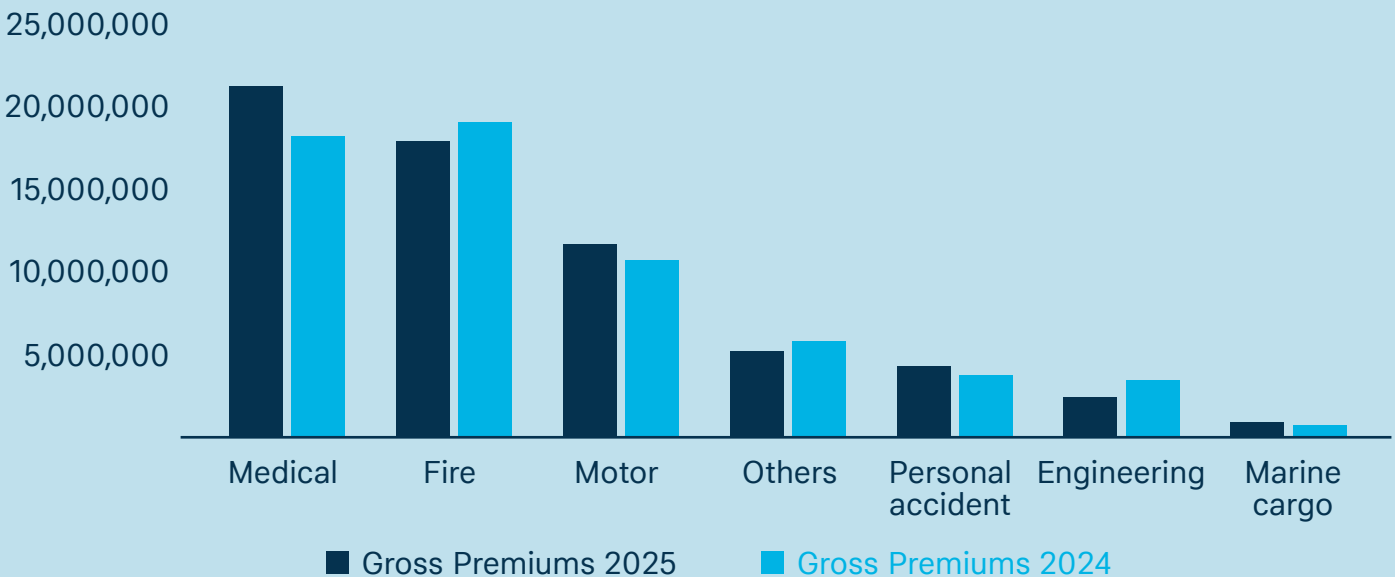
Business Operating Results

Forte Insurance delivered a solid operating performance for the financial year ended 31 December 2025, with gross written premium of **USD 64.38 million**, achieving profitable underwriting results supported by disciplined pricing, effective claims management, and a growing diversified book of business. The results reflect the Company's continued focus on sustainable growth, technical profitability, and operational efficiency across all major lines of business.

Underwriting Performance by Line

Total gross premiums for the year amounted to **USD 64.38 million**, representing growth of **3%** over the prior year (**2024: USD 62.68 million**). This growth was driven primarily by expansion in the Medical and Motor, continued momentum in the Commercial Property segment, and selective growth in Personal Accident and Marine classes. The Company maintained a disciplined approach to underwriting, prioritizing quality of risk over volume, and declining business that did not meet its technical pricing criteria.

Gross Premiums by Product Line



Net Claims Incurred

The Company maintained sound claims management discipline during the year, with net claims incurred growing modestly by **5%** to **USD 13,204,467** from **USD 12,527,753** in the prior year, a performance that compares favourably against the growth in the overall portfolio.

Overall, the Company's ability to contain net claims growth to **5%** despite a broader expansion of the portfolio underscores the strength of its underwriting discipline, robust claims management framework, and continued commitment to portfolio quality across all lines of business.

Notably, the Medical line delivered a strong **46%** reduction in net claims, other categories, also recorded an **11%** improvement, and Personal Accident was achieved through proactive underwriting and claims management initiatives, while growth in claims across Marine Cargo, Engineering, Fire, and Motor lines reflects the natural progression of the Company's deliberate portfolio expansion strategy, with all movements remaining well within management's expectations and risk appetite.

Management Expenses and Commission

The Company manages its operating expenses with the objective of maintaining an efficient and scalable cost base that supports business growth without compromising service quality or regulatory compliance. Expenses are monitored against budget on a monthly basis, with variances reported to senior management and the Board.

Underwriting Profitability

The Company delivered a strong underwriting performance in 2025, with the combined ratio improving to **80%** from **84%** in the prior year, reflecting meaningful progress across both claims management and expense efficiency.

The loss ratio improved marginally to **39%** from **40%**, underpinned by disciplined underwriting practices and active portfolio management across all lines of business. More notably, the expense ratio recorded a significant improvement to **34%** from **38%**, demonstrating the Company's successful efforts in optimizing its cost structure and enhancing operational efficiency during the year.

Together, these improvements translated into a combined ratio of **80%**, well below the **100%** threshold, affirming a healthy underwriting profit and the Company's ability to generate returns from its core insurance operations independently of investment income. This represents a 4-percentage point improvement over the prior year and reflects the sustained execution of the Company's underwriting strategy.

The strong underwriting result was further reflected in the Company's overall profitability, with profit before income tax rising **69%** to **USD 9,212,582** and net profit increasing **158%** to **USD 5,977,780**, supported by a **9%** growth in net premiums to **USD 34,153,825** and stable investment income of **USD 2,167,321**. Return on equity improved to **15%** from **11%**, and return on assets strengthened to **6%** from **5%**, demonstrating the Company's enhanced capacity to generate value for its shareholders.

Overall, the 2025 underwriting results reflect the Company's continued commitment to profitability, disciplined risk selection, and operational excellence, positioning it well for sustained performance in the years ahead.

Reinsurance

The Company maintains a robust reinsurance program with the objective of protecting its capital, stabilizing underwriting results, and enhancing its capacity to underwrite business. Reinsurance arrangements are structured in line with the Company's risk appetite, portfolio profile, and regulatory requirements.

Reinsurance strategy

The Company reinsures a portion of the insurance risks it underwrites in order to control its exposure to losses and protect its capital, through treaty and facultative reinsurance arrangements. These reinsurance agreements transfer part of the risk and limit the exposure from each insured. The amount of each risk retained depends on the Company's evaluation of the specific risk and is, in certain circumstances, subject to maximum limits based on characteristics of coverage. Under the terms of the reinsurance agreements, the reinsurer agrees to reimburse the ceded amount in the event the claim is paid. However, the Company remains liable to its policyholders with respect to ceded insurance if any reinsurer fails to meet the obligations it assumes.

Selection of reinsurance partners

The selection of reinsurance partners is governed by the Company's Board-approved Reinsurance Policy, which establishes minimum eligibility criteria, concentration limits, and an annual review process. The Company's reinsurer selection framework is designed to ensure that reinsurance recoverables are secure, collectible, and placed with financially sound counterparties.

All reinsurers participating in the Company's treaty and facultative programmes as at 31 December 2025 met the above minimum criteria.

The Company confirms that all participating reinsurers hold valid IRC approval status for the relevant classes of business prior to binding any reinsurance contract.



Risk Management

Forte Insurance operates within a robust risk management framework overseen by the Board of Directors, designed to identify, assess, monitor, and mitigate risks that may hinder the sustainable achievement of its financial and strategic objectives.

- **Insurance Risk** is managed through disciplined underwriting guidelines, defined authority limits, portfolio diversification, sound pricing, and reinsurance arrangements with reinsurers rated 'A' or above. Statistical methods are applied to estimate claims liabilities, and each claim is assessed on a case-by-case basis with regular review as new information arises.
- **Market Risk** arises primarily from interest rate movements on the investment portfolio and foreign currency fluctuations. The Company conducts the majority of its business in United States Dollars, limiting currency exposure, and monitors asset and liability positions regularly to manage the impact of interest rate changes on its financial position.
- **Credit Risk** is managed through established counterparty credit limits, periodic review of receivables, and reinsurer approval guidelines incorporating international credit ratings. The financial stability and settlement performance of reinsurers are reviewed regularly.
- **Liquidity Risk** is managed by maintaining adequate levels of cash and liquid assets to meet insurance claim obligations and operating commitments under both normal and stressed conditions.
- **Operational Risk** is mitigated through clearly defined roles and responsibilities, documented procedures, authority limits, staff training, and business continuity planning.
- **Capital and Regulatory Compliance** is actively monitored to ensure the Company maintains its solvency margin above the minimum 120% requirement as prescribed by the Insurance Regulator of Cambodia.

Customer Due Diligence procedures are applied at onboarding and on an ongoing basis, including customer identity verification and transaction monitoring, in compliance with applicable anti-money laundering and know-your-customer regulations. Related counterparties and business partners are identified and managed through established governance procedures to ensure conflicts of interest are properly disclosed and that all related party transactions are conducted on arm's length terms.

A detailed disclosure of the Company's risk management policies, quantitative risk exposures, and financial risk sensitivities is set out in the notes with the audited financial statements.



Audited Financial Statements



The financial information presented below is extracted from the Company's audited financial statements for the year ended 31 December 2025. Ernst & Young (Cambodia) Ltd. issued an unmodified audit opinion on the full set of financial statements. This extract does not include all disclosures and should be read in conjunction with the complete audited financial statements and auditor's report dated 30 March 2026

CORPORATE INFORMATION

Company name: Forte Insurance (Cambodia) Plc.
Registration no.: 00004671
Registered office: Vattanac Capital, Level 18, No. 66 Monivong Blvd, Sangkat Wat Phnom, Khan Daun Penh, Phnom Penh, Cambodia.

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Kampong Speu Branch
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Email: kps@forteinsurance.com

Forte Insurance (Cambodia) Plc.

(Registration No. 00004671)

CORPORATE INFORMATION (continued)

Directors: Mr. Youk Chamroeunrith - Chairman of the Board of Directors
Mr. Suy Channtharong - Director
Mr. Pin Nirorn- Director
Mr. Yong Cho Choon - Independent Director
Mr. Ith Vichit - Independent Director
Mr. Heng Chhay - Independent Director
Mr. Khov Engleng - Director
Ms. Taing Sophie Vitiana - Director

Management team: Mr. Suy Channtharong - Chief Executive Officer
Mr. Pin Nirorn- Director – Group Chief Financial Officer
Ms. Zhao Haiming - Group Chief Business Officer

Principal bankers: Aceda Bank Plc.
CIMB Bank Plc.

Auditor: Ernst & Young (Cambodia) Ltd.

REPORT OF THE BOARD OF DIRECTORS

The Board of Directors submits the report together with the financial statements of Forte Insurance (Cambodia) Plc. ("the Company") as at 31 December 2025 and for the year then ended.

THE COMPANY

Forte Insurance (Cambodia) Plc. was incorporated in the Kingdom of Cambodia on 9 July 1999. The Company obtained license no. 005 SHVUHTR dated 24 February 2003 from the Ministry of Economy and Finance ("MoEF") to operate general insurance business. On 6 January 2023, the Company had been granted a permanent license by the Insurance Regulator of Cambodia ("IRC").

The principal activity of the Company is underwriting of general insurance business.

FINANCIAL RESULTS

The financial performance for the year is set out in the statement of comprehensive income.

DIVIDENDS

The dividends declared and paid during the year is set out in the statement of changes in equity.

ISSUE OF SHARES AND WARRANTS

There are no new ordinary shares issued during the year.

EMPLOYEE SHARE OPTION SCHEME

There is no employee share option scheme implemented during the year.

BOARD OF DIRECTORS

The Directors who held office during the year and as at the date of this report are:

<i>Name</i>	<i>Title</i>
Mr. Youk Chamroeunrith	Chairman of the Board of Directors
Mr. Suy Chantharong	Director
Mr. Pin Nirorn	Director
Mr. Yong Cho Choon	Independent Director
Mr. Ith Vichit	Independent Director
Mr. Heng Chhay	Independent Director
Mr. Khov Engleng	Director
Ms. Taing Sophie Vitiana	Director

DIRECTORS' INTERESTS

Mr. Youk Chamroeunrith is a shareholder of the FIG3 Investment Holding Pte Ltd., which is the ultimate holding company of the Company. None of the other directors held or dealt directly or indirectly in the shares of the Company during the year.

Forte Insurance (Cambodia) Plc.

(Registration No. 00004671)

REPORT OF THE BOARD OF DIRECTORS (continued)

DIRECTORS' BENEFITS

During and at the end of the year, there were no arrangements for the Directors of the Company to acquire benefits from buying shares or bonds in the Company.

Since the end of the previous year, no Director has received a benefit (other than Directors' remunerations disclosed in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which he is a member, or with a Company in which he has financial benefit.

INFORMATION ON THE FINANCIAL STATEMENTS

Before financial statements were prepared, the Directors took reasonable steps:

- (a) To ascertain that proper action has been taken to cause all known bad debts to be written off and to recognize reasonable level of allowance for credit losses; and
- (b) To ensure that assets which cannot be realized at their carrying values in the books of the Company are written down at estimated net realizable value.

At the date of this report, the Directors are not aware of any circumstances:

- (a) Which would render the amounts written off for bad debts or the amount of the allowance for credit losses in the financial statements of the Company inadequate in any material respect; or
- (b) Which would render the values attributed to assets in the financial statements of the Company misleading; or
- (c) Which would render adherence to the existing method of valuation of assets or liabilities of the Company misleading or inappropriate.

Contingent and other liabilities

No contingent or other liability of the Company has become enforceable, or is likely to become enforceable within the period of twelve months after the end of the year which, in the opinion of the Directors, will or may have a material effect on the ability of the Company to meet their obligations when they fall due.

At the date of this report, there does not exist:

- Any charge on the assets of the Company which has arisen since the end of the year which secures the liabilities of any other person; or
- Any contingent liability of the Company which has arisen since the end of the year except as disclosed in the financial statements.

Change of circumstances

At the date of this report, the Directors are not aware of any circumstances, not otherwise dealt with in this report or the financial statements of the Company, which would render any amount stated in the financial statements misleading.

AUDITOR

The auditor of the Company is Ernst & Young (Cambodia) Ltd. The auditor has expressed their willingness to continue in office.

Forte Insurance (Cambodia) Plc.

(Registration No. 00004671)

REPORT OF THE BOARD OF DIRECTORS (continued)

STATEMENT OF THE BOARD OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

The Board of Directors is responsible for ensuring that the financial statements give a true and fair view of the financial position of the Company as at 31 December 2025, and of its financial performance and its cash flows for the year then ended in accordance with Cambodian International Financial Reporting Standards ("CIFRSs") with the deferral of CIFRS 17, *Insurance Contracts*, and CIFRS 9, *Financial Instruments*, ("CIFRSs with the deferral of CIFRS 17 and CIFRS 9"), in line with Accounting and Auditing Regulator's notification allowing for the delay in their implementation (see Note 2.2). The Board of Directors oversees the preparation of these financial statements by management who is required to:

- adopt appropriate accounting policies which are supported by reasonable and prudent judgments and estimates and then apply them consistently;
- comply with the disclosure requirement of CIFRSs with the deferral of CIFRS 17 and CIFRS 9 and relevant requirements of laws and regulations applicable to the insurance industry or, if there has been any departure in the interests of fair presentation, ensure this has been appropriately disclosed, explained and quantified in the financial statements;
- maintain adequate accounting records and an effective system of internal controls;
- prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Company will continue operations in the foreseeable future; and
- set overall policies for the Company, ratify all decisions and actions that have a material effect on the operations and performance of the Company, and ensure they have been properly reflected in the financial statements.

Management is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the financial position of the Company and to ensure that the accounting records comply with the registered accounting system. Management is also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Directors confirms that the Company has complied with these requirements in preparing the financial statements.

APPROVAL OF THE FINANCIAL STATEMENTS IN ACCORDANCE WITH ARTICLE 226 OF LAW ON COMMERCIAL ENTERPRISES

We, Youk Chamroeunrith and Pin Nirorn, on behalf of the Board of Directors, do hereby confirm that the accompanying financial statements give a true and fair view of the financial position of the Company as at 31 December 2025, and of its financial performance and its cash flows for the year then ended in accordance with CIFRSs with the deferral of CIFRS 17 and CIFRS 9, and comply with the relevant requirements of laws and regulations applicable to the insurance industry.

On behalf of the Board of Directors,



Youk Chamroeunrith
Chairman



Pin Nirorn
Director

Phnom Penh, Kingdom of Cambodia
30 March 2026

STATEMENT OF FINANCIAL POSITION
as at 31 December 2025

	Notes	2025		2024	
		US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
ASSETS					
Statutory deposit	5	700,000	2,809,100	700,000	2,817,500
Intangible assets	6	661,705	2,655,422	453,941	1,827,113
Deferred expense	7.1	2,911,464	11,683,705	3,025,449	12,177,432
Property and equipment	8	803,213	3,223,294	693,633	2,791,873
Right-of-use assets	9	878,512	3,525,469	1,250,381	5,032,784
Investment in subsidiaries	10	7,700,000	30,900,100	7,700,000	30,992,500
Available-for-sale investments	12	281,236	1,128,600	364,218	1,465,977
Other assets	13	1,790,964	7,187,139	1,552,621	6,249,299
Reinsurance assets	14	23,397,187	93,892,911	22,045,115	88,731,588
Asset held for sale	15	1,094,780	4,393,352	1,001,939	4,032,804
Insurance receivables	16	4,072,757	16,343,974	5,329,056	21,449,450
Placements with banks	17	44,882,165	180,112,128	33,916,315	136,513,168
Cash on hand and in banks	18	7,515,179	30,158,413	14,067,147	56,620,267
TOTAL ASSETS		96,689,162	388,013,607	92,099,815	370,701,755
EQUITY AND LIABILITIES					
EQUITY					
Share capital	19	7,000,000	28,000,000	7,000,000	28,000,000
Unrealized gain on available-for-sale investments		145,718	588,265	137,831	556,630
Retained earnings		33,199,002	134,951,146	33,221,222	135,028,570
Cumulative translation differences		-	(1,636,050)	-	(1,140,012)
Total equity		40,344,720	161,903,361	40,359,053	162,445,188
LIABILITIES					
Insurance contract liabilities	20	40,943,025	164,304,359	36,381,049	146,433,722
Deferred revenue	7.2	1,954,844	7,844,789	2,055,759	8,274,430
Deferred tax liability	23	36,430	146,194	34,458	138,693
Lease liabilities	9	912,537	3,662,011	1,259,995	5,071,480
Insurance payables	21	9,610,517	38,567,005	9,491,462	38,203,135
Other payables	22	2,762,682	11,086,643	2,371,825	9,546,596
Income tax payable	23	124,407	499,245	146,214	588,511
Total liabilities		56,344,442	226,110,246	51,740,762	208,256,567
TOTAL EQUITY AND LIABILITIES		96,689,162	388,013,607	92,099,815	370,701,755

The accompanying notes 1 to 32 form an integral part of these financial statements.

Forte Insurance (Cambodia) Plc.
(Registration No. 00004671)

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2025

	Notes	2025		2024	
		US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Gross premiums	24	64,381,457	258,234,024	62,679,920	255,169,954
Premiums ceded to reinsurers	24	(29,572,679)	(118,616,015)	(30,427,138)	(123,868,879)
Change in provision for unearned premiums	24	(654,953)	(2,627,016)	(897,649)	(3,654,329)
Net premiums		34,153,825	136,990,993	31,355,133	127,646,746
Commission income	7.2,24	5,194,768	20,836,214	5,348,884	21,775,307
Finance and other income	25	2,390,409	9,587,930	2,571,701	10,469,395
Other revenue		7,585,177	30,424,144	7,920,585	32,244,702
Total revenue		41,739,002	167,415,137	39,275,718	159,891,448
Gross claims paid	24	(21,392,554)	(85,805,534)	(24,824,179)	(101,059,233)
Claims ceded to reinsurers	24	9,218,258	36,974,433	12,124,279	49,357,940
Gross change in insurance contract liabilities	24	(3,479,808)	(13,957,510)	233,243	949,532
Change in insurance contract liabilities ceded to reinsurers	24	2,449,637	9,825,494	(61,096)	(248,722)
Net claims		(13,204,467)	(52,963,117)	(12,527,753)	(51,000,483)
Commission expense	7.1,24	(7,728,420)	(30,998,693)	(7,378,086)	(30,036,188)
General and administrative expenses	26	(11,506,762)	(46,153,622)	(11,765,772)	(47,898,458)
Impairment loss on investment in a subsidiary		-	-	(2,069,620)	(8,425,423)
Finance cost	9	(86,771)	(348,038)	(82,181)	(334,559)
Total commission and other expenses		(19,321,953)	(77,500,353)	(21,295,659)	(86,694,628)
Total claims, commission and other expenses		(32,526,420)	(130,463,470)	(33,823,412)	(137,695,111)
Profit before income tax		9,212,582	36,951,667	5,452,306	22,196,337
Income tax expense	23	(3,234,802)	(12,974,791)	(3,137,768)	(12,773,854)
Net profit for the year		5,977,780	23,976,876	2,314,538	9,422,483
Other comprehensive income items:					
Unrealized gain on available-for-sale investments for the year, net of tax		7,887	31,635	716	2,915
Currency translation differences		-	(496,038)	-	(2,389,129)
Total comprehensive income for the year		5,985,667	23,512,473	2,315,254	7,036,269

The accompanying notes 1 to 32 form an integral part of these financial statements.

Forte Insurance (Cambodia) Plc.
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STATEMENT OF CHANGES IN EQUITY
for the year ended 31 December 2025

	<i>Share capital</i>		<i>Unrealized gain on available-for-sale investments</i>		<i>Retained earnings</i>		<i>Cumulative translation differences</i>		<i>Total</i>	
	<i>US\$</i>	<i>KHR'000</i>	<i>US\$</i>	<i>KHR'000</i>	<i>US\$</i>	<i>KHR'000</i>	<i>KHR'000</i>	<i>US\$</i>	<i>KHR'000</i>	
As at 1 January 2025	7,000,000	28,000,000	137,831	556,630	33,221,222	135,028,570	(1,140,012)	40,359,053	162,445,188	
Total comprehensive income for the year	-	-	7,887	31,635	5,977,780	23,976,876	(496,038)	5,985,667	23,512,473	
Dividends (<i>Note 19</i>)	-	-	-	-	(6,000,000)	(24,054,300)	-	(6,000,000)	(24,054,300)	
As at 31 December 2025	7,000,000	28,000,000	145,718	588,265	33,199,002	134,951,146	(1,636,050)	40,344,720	161,903,361	
As at 1 January 2024	7,000,000	28,000,000	137,115	553,715	30,906,684	125,606,087	1,249,117	38,043,799	155,408,919	
Total comprehensive income for the year	-	-	716	2,915	2,314,538	9,422,483	(2,389,129)	2,315,254	7,036,269	
As at 31 December 2024	7,000,000	28,000,000	137,831	556,630	33,221,222	135,028,570	(1,140,012)	40,359,053	162,445,188	

The accompanying notes 1 to 32 form an integral part of these financial statements.

Forte Insurance (Cambodia) Plc.

(Registration No. 00004671)

STATEMENT OF CASH FLOWS for the year ended 31 December 2025

	Notes	2025		2024	
		US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
OPERATING INCOME ACTIVITIES					
Profit before income tax		9,212,582	36,951,667	5,452,306	22,196,337
Adjustments for:					
Depreciation and amortization	26	928,239	3,723,167	931,403	3,791,742
Amortization of deferred revenue and expense		13,070	52,424	(183,551)	(747,236)
Provision for (reversals of) credit losses		5,050	20,256	(11,496)	(46,800)
Finance income		(2,176,963)	(8,731,799)	(2,434,387)	(9,910,390)
Accretion of interest on lease liabilities	9	86,771	348,038	82,181	334,559
Other adjustments on intangible assets		(108,525)	(435,294)	-	-
Loss on intangible assets written off		14,552	58,368	-	-
Loss on disposal of property and equipment		415	1,665	60,764	247,370
Impairment loss on investment in a subsidiary		-	-	2,069,620	8,425,423
Accretion of interest on loan to a related party		-	-	(363,688)	(1,480,574)
Loss on lease termination		-	-	8,503	34,616
Changes in working capital:					
Other assets		(142,627)	(572,077)	329,368	1,340,857
Reinsurance assets		(1,352,072)	(5,423,161)	(1,187,024)	(4,832,375)
Insurance receivables		1,266,912	5,081,584	1,450,496	5,904,969
Insurance contract liabilities		4,561,976	18,298,086	1,810,348	7,369,927
Insurance payables		103,392	414,705	819,764	3,337,259
Other payables		376,305	1,509,359	21,595	87,913
Income tax paid	23	(3,256,609)	(13,062,259)	(3,250,540)	(13,232,948)
Interest received		2,077,285	8,331,990	2,029,986	8,264,073
Interest paid on lease liabilities	9	(86,771)	(348,038)	(82,181)	(334,559)
Net cash provided by operating activities		11,522,982	46,218,681	7,553,467	30,750,163
INVESTING ACTIVITIES					
Acquisitions of:					
Intangible assets	6	(214,721)	(861,246)	(155,755)	(634,079)
Property and equipment	8	(390,147)	(1,564,880)	(160,355)	(652,805)
Placements with banks		(17,588,369)	(70,546,948)	(8,400,328)	(34,197,735)
Proceeds from:					
Maturities of placements with banks		6,622,519	26,562,924	4,879,546	19,864,632
Repayment of related party loan	11	-	-	4,560,022	18,563,850
Net cash (used in) provided by investing activities		(11,570,718)	(46,410,150)	723,130	2,943,863
FINANCING ACTIVITY					
Dividends paid	19	(6,000,000)	(24,054,300)	-	-
Payments of principal portion of lease liabilities	9	(504,232)	(2,022,475)	(535,446)	(2,179,801)
Net cash used in financing activities		(6,504,232)	(26,076,775)	(535,446)	(2,179,801)
Net (decrease) increase in cash on hand and in banks		(6,551,968)	(26,268,244)	7,741,151	31,514,225
Cash on hand and in banks at beginning of year		14,067,147	56,620,267	6,325,996	25,841,694
Currency translation differences		-	(193,610)	-	(735,652)
Cash on hand and in banks at end of year	18	7,515,179	30,158,413	14,067,147	56,620,267

The accompanying notes 1 to 32 form an integral part of these financial statements.

Forte Insurance (Cambodia) Plc.

(Registration No. 00004671)

NOTES TO THE FINANCIAL STATEMENTS

as at 31 December 2025 and for the year then ended

1. COMPANY'S BACKGROUND AND PRINCIPAL ACTIVITIES

Forte Insurance (Cambodia) Plc. ("the Company") was incorporated in the Kingdom of Cambodia on 9 July 1999. The original license received from the Ministry of Commerce ("MoC") is Certificate No. Co.586/99E under the name Forte Insurance (Cambodia) Ltd. On 10 May 2016, the Company obtained Certificate No. 00004671 from the MoC upon re-registration of business.

On 6 January 2023, the Company had been granted a permanent license by the Insurance Regulator of Cambodia.

The principal activity of the Company is underwriting of general insurance services in Cambodia. There was no significant change in the principal activity during the year.

The Company currently operates six branches which are in Siem Reap, Sihanouk Ville, Battambang, Kompong Cham, Daun Penh and Kampong Speu. The Company is 99% owned by Forte Investment Holdings Co., Ltd., a company incorporated in the Kingdom of Cambodia. The ultimate holding company is FIG3 Investment Holding Pte Ltd, a company incorporated in Singapore.

The financial statements were authorized for issue by the Board of Directors on 30 March 2026.

The registered office of the Company is at Vattanac Capital, Level 18, No. 66 Monivong Blvd, Sangkat Wat Phnom, Khan Daun Penh, Phnom Penh, Cambodia.

As at 31 December 2025, the Company has 385 employees (2024: 353 employees).

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 *Basis of preparation*

The financial statements of the Company have been prepared on historical cost basis, except for available-for-sale investments measured at fair value.

The Company presents its statement of financial position broadly in the order of liquidity.

Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position only when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settled the liability simultaneously.

2.2 *Statement of compliance*

The financial statements are prepared in accordance with Cambodian International Financial Reporting Standards ("CIFRSs") with the deferral of CIFRS 17, *Insurance Contracts*, and CIFRS 9, *Financial Instruments* ("CIFRSs with the deferral of CIFRS 17 and CIFRS 9"), in line with Accounting and Auditing Regulator's notification allowing for the delay in their implementation. As such, the Company applied CIFRS 4, *Insurance Contracts*, in accounting for the insurance contracts and CIAS 39, *Financial Instruments: Recognition and Measurement*, in accounting for the financial instruments (see Note 3.1).

2.3 *Fiscal year and reporting period presented*

The Company's fiscal year starts on 1 January and ends on 31 December.

Forte Insurance (Cambodia) Plc.

(Registration No. 00004671)

NOTES TO THE FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.4 *Functional and presentation currency*

The national currency of Cambodia is the Khmer Riel (“KHR”). However, as the Company transacts its business and maintains its accounting records primarily in United States dollar (“US\$”), management has determined the US\$ to be the Company’s functional currency as it reflects the economic substance of the underlying events and circumstances of the Company. The financial statements are presented in US\$. All values are rounded to the nearest US\$, except when otherwise indicated.

Foreign currency transactions

Transactions in other currencies are initially recorded at the functional currency rate ruling at the date of the transaction. Monetary assets and liabilities denominated in other currencies are retranslated at the functional currency rate of exchange ruling at statement of financial position date. All differences are taken to statement of comprehensive income. Non-monetary items that are measured in terms of historical cost in other currency are translated using the exchange rates as at the respective dates of the initial transactions.

Presentation in Khmer Riel

The translation of the US\$ amounts into KHR is presented in the financial statements to comply with the Law on Accounting and Audit.

Assets and liabilities included in the statement of financial position are translated at the closing rate prevailing at the end of each reporting date, whereas income and expense items presented in the statement of comprehensive income are translated at the average rate for the year then ended. All resulting exchange differences are recognized as a separate component of equity. Such translation should not be construed as a representation that the US\$ amounts represent, or have been or could be, converted into KHR at that or any other rate. All values in KHR are rounded to the nearest thousand (“KHR’000”), except if otherwise indicated.

The financial statements are presented in KHR based on the applicable exchange rates per US\$1 as follows:

	2025	2024
Closing rate	4,013	4,025
Average rate	4,011	4,071

2.5 *Exemption from preparing consolidated financial statements*

The Company’s subsidiaries are Forte Life Assurance (Cambodia) Plc and Forte-Toko Lao Assurance Co., Ltd., with 72.10% and 59% ownership interest (2024: 72.10% and 59% ownership interest), respectively. The Company elected not to prepare consolidated financial statements under the exemption provided in CIFRS 10, *Consolidated Financial Statements*, which considered the following:

- The Company is a 99%-owned subsidiary of Forte Investment Holdings Co., Ltd. and its other owner has been informed about, and do not object to, the Company not presenting consolidated financial statements;
- The Company’s debt or equity instruments are not traded nor is it in the process of filing in a public market; and
- The parent holding company, Forte Investment Holdings Co., Ltd., prepares consolidated financial statements in accordance with CIFRSs with the deferral of CIFRS 17 and CIFRS 9 which is available upon request at its head office located at No. 42K, Concrete Road, Sangkat Tuol Sangkae, Khan Ruessey Keo, Phnom Penh, Kingdom of Cambodia.

Forte Insurance (Cambodia) Plc.

(Registration No. 00004671)

NOTES TO THE FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.5 *Exemption from preparing consolidated financial statements* (continued)

- d) Investments in subsidiaries of the parent holding company, Forte Investment Holdings Co., Ltd., are carried in its separate financial statements at cost, net of accumulated impairment losses. The exception is Forte-Toko Lao Assurance Co., Ltd., which is classified as an asset held for sale and measured at the lower of its carrying amount and fair value less costs to sell.

2.6 *Product classification*

Insurance contracts are those contracts when the Company accepts significant insurance risk from another party ("the policyholder") by agreeing to compensate the policyholder or beneficiary if a specified uncertain future event ("the insured event") occurs. As a general guideline, the Company determines whether there is significant insurance risk, by comparing benefits paid with benefits payable if the insured event did not occur.

Once a contract has been classified as an insurance contract, it remains as an insurance contract for the remaining of its lifetime, even if the insurance risk reduces significantly during this year, unless all rights and obligations are extinguished or expired.

2.7 *Intangible assets*

Costs incurred for maintaining Intangible assets are recognized as expenses when incurred. Costs that are directly attributable with identifiable and unique Intangible asset products controlled by the Company and that will probably generate economic benefits exceeding costs beyond one year are capitalized.

Expenditure which enhances or extends the performance of Intangible assets beyond their original specifications is recognized as a capital improvement and added to the original cost of the intangible asset.

Intangible assets development costs recognized as assets are amortized using the straight-line method over their useful life, not exceeding a period of 10 years.

2.8 *Deferred expenses*

Deferred acquisition costs ("DACs")

Those direct and indirect costs incurred during the financial period arising from acquiring or renewing of insurance contracts are deferred to the extent that these costs are recoverable out of future premiums from insurance contract. All other acquisition costs are recognized as an expense when incurred.

Subsequent to initial recognition, DACs for general insurance are amortized over the period in which the related revenues are earned. The deferred acquisition costs for reinsurers are amortized in the same manner as the underlying asset amortization and is recorded in the statement of comprehensive income.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortization period or method and are treated as a change in an accounting estimate.

An impairment review is performed at each reporting date or more frequently when an indication of impairment arises. When the recoverable amount is less than the carrying value, an impairment loss is recognized in the statement of comprehensive income. DACs are also considered in the liability adequacy test for each reporting period.

DACs are derecognized when the related contracts are either settled or disposed of.

Forte Insurance (Cambodia) Plc.

(Registration No. 00004671)

NOTES TO THE FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.9 *Property and equipment*

Property and equipment are stated at cost less accumulated depreciation and impairment, if any. The cost of an asset comprises its purchase price and any directly attributable cost of bringing the asset to its working condition and location for its intended use. The carrying amounts are reviewed at each balance sheet date to assess whether they are recorded in excess of their recoverable amount, and where carrying values exceed this recoverable amount, assets are written down to their recoverable amount.

Depreciation is calculated on a straight-line method over the useful life of the assets. Annual depreciation rates are as follows:

Building improvements	5%
Furniture and fixtures	20%
Office equipment	20%
Vehicles	20%

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

When assets are sold, their cost and accumulated depreciation are removed from the accounts. Any resulting gain or loss from their disposal is included in the statement of comprehensive income. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and recognized in statement of comprehensive income.

Fully depreciated items of property and equipment are retained in the financial statements until they are disposed of or written off.

2.10 *Leases*

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Company recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. The Company's leased assets are office rental for head office and all the branches.

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2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.10 *Leases* (continued)

Right-of-use assets (continued)

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. Refer to the accounting policies on *Impairment of non-financial assets*.

Lease liabilities

At the commencement date of the lease, the Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases of premises and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognized as expense on a straight-line basis over the lease term.

2.11 *Impairment of non-financial assets*

The Company assesses at each reporting date whether there is any indication that an asset maybe impaired. Assets that have an indefinite useful life are not subject to depreciation and amortization and are tested annually for impairment. Assets that are subject to depreciation and amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

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2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.12 *Investment in subsidiaries and associates*

A subsidiary is an entity over which the Company has the ability to control the financial and operating policies so as to obtain benefits from their activities. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Company has such power over another entity.

An associate is an entity over which the Company has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

Investments in subsidiaries and associates are carried at cost less accumulated impairment losses, if any. Any impairment loss is recognized in profit or loss in the statement of comprehensive income.

2.13 *Assets held for sale*

Non-current assets (or disposal groups) are classified as assets held for sale when their carrying amount is to be recovered principally through a sale transaction and a sale is considered highly probable. They are measured at the lower of the carrying amount and fair value less costs to sell unless the assets are investment properties measured at fair value or financial assets in the scope of CIAS 39 in which case they are measured in accordance with those standards.

2.14 *Financial instruments*

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

2.14.1 *Financial assets*

Recognition and measurement

Financial assets within the scope of CIAS 39 are classified as financial assets at fair value through profit or loss, loans and receivables, held-to-maturity financial investments, available-for-sale ("AFS") financial assets. The Company determines the classification of its financial assets at initial recognition.

All financial assets are recognized initially at fair value plus, in the case of investments not at fair value through profit or loss, directly attributable transaction costs.

The classification depends on the purpose for which the investments were acquired or originated. Financial assets are classified as at fair value through profit or loss where the Company's documented investment strategy is to manage financial investments on a fair value basis, because the related liabilities are also managed on this basis. The available-for-sale is passively managed and/or carried at amortized cost.

The Company's financial assets include investments in equity securities, insurance receivables, placements with banks, cash on hand and cash in banks.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
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2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.14 *Financial instruments* (continued)

2.14.1 *Financial assets* (continued)

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial measurement, loans and receivables are measured at amortized cost, using the effective interest rate method (“EIR” or “EIR method”), less allowance for impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition and fee or costs that are an integral part of the EIR. The interest income based on EIR is included in ‘Investment income’ in the statement of comprehensive income. Gains and losses are recognized in the statement of comprehensive income when the investments are derecognized or impaired, as well as through the amortization process.

Available-for-sale investments

Available-for-sale investments are non-derivative financial assets which are designated as such and are purchased and held indefinitely, and may be sold in response to liquidity requirements or changes in market conditions. Available-for-sale investments comprise quoted and unquoted equity investments in local entities which are recognized initially at fair value.

After initial measurement, available-for-sale investments are subsequently measured at fair value with unrealized gains or losses being recognized in other comprehensive income and as a separate component of equity until the investment is derecognized or until the investment is determined to be impaired at which time the cumulative gain or loss previously reported in equity is included in profit or loss in the statement of comprehensive income.

Held-to-maturity investments

Quoted non-derivative financial assets with fixed or determinable payments and fixed maturities are classified as held-to-maturity when the Company has the positive intention and ability to hold until maturity. After initial measurement, held to maturity financial assets are measured at amortized cost, using the EIR, less impairment. The interest income based on EIR is included in ‘investment income’ in the profit or loss in statement of comprehensive income. Gains and losses are recognized in the profit or loss in statement of comprehensive income when the investments are derecognized or impaired, as well as through the amortization process.

De-recognition of financial assets

A financial asset (or, where applicable a part of a financial asset or part of a Company of similar financial assets) is derecognized when:

- The rights to receive cash flows from the asset have expired;
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement; or
- Either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
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2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.14 *Financial instruments* (continued)

2.14.1 *Financial assets* (continued)

De-recognition of financial assets (continued)

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Company's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

Impairment of financial assets

The Company assesses at each balance sheet date whether there is any objective evidence that a financial asset or group of financial assets is impaired.

(i) Assets carried at amortized cost

If there is objective evidence that an impairment loss on loans and receivables carried at amortized cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition). The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognized in the profit and loss account.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed, to the extent that the carrying value of the asset does not exceed its amortized cost at the reversal date. Any subsequent reversal of an impairment loss is recognized in the profit and loss account.

(ii) Available-for-sale investments

Impairment losses on available-for-sale financial assets are recognized by reclassifying the losses accumulated in the fair value reserve to profit or loss. The amount reclassified is the difference between the acquisition cost (net of any principal repayment and amortization) and the current fair value, less any impairment loss previously recognized in profit or loss. Impairment losses recognized in profit or loss for an investment in an equity instrument classified as available-for-sale are not reversed through profit or loss.

2.14.2 *Financial liabilities*

Recognition and measurement

Financial liabilities within the scope of CIAS 39 are classified as financial liabilities at fair value through profit or loss, loans and borrowings or financial guarantee contracts. This does not include liabilities on insurance contracts. The Company determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognized initially at fair value and in the case of loans and borrowings, less directly attributable transaction costs.

The Company's financial liabilities include insurance and other payables including amounts payable to related parties and lease liabilities.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended

2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.14 *Financial instruments* (continued)

2.14.2 *Financial liabilities* (continued)

Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the EIR. Gains and losses are recognized in the statement of comprehensive income when the liabilities are derecognized.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fee or costs that are an integral part of the EIR. The interest based on the EIR is included in finance cost in the statement of comprehensive income.

De-recognition

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the statement of comprehensive income.

2.14.3 *Offsetting of financial instruments*

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously.

2.15 *Related parties*

A party is related to an entity if directly, or indirectly through one or more intermediaries, has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. The party is related to an entity if it is controlled, jointly controlled or significantly influenced by the entity, or is under common control with the entity or has significant influence over the entity. A related party can be an individual or a legal entity.

All related party transactions including investments, loans, settlements, etc. are disclosed in the relevant notes to the financial statements.

2.16 *Reinsurance ceded to reinsurance counterparties*

The Company cedes insurance risk in the normal course of business for all of its businesses. Reinsurance assets represent balances due from reinsurance companies. Amounts recoverable from reinsurers are estimated in a manner consistent with the outstanding claims provision or settled claims associated with the reinsurer's policies and are in accordance with the related reinsurance contract.

Reinsurance assets are reviewed for impairment at each reporting date, or more frequently, when an indication of impairment arises during the reporting period. Impairment occurs when there is objective evidence as a result of an event that occurred after initial recognition of the reinsurance asset that the Company may not receive all outstanding amounts due under the terms of the contract and the event has a reliably measurable impact on the amounts that the Company will receive from the reinsurer. The impairment loss is recorded in the statement of comprehensive income.

Ceded reinsurance arrangements do not relieve the Company from its obligations to policyholders.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
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2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.17 *Insurance receivables*

Insurance receivables are recognized when due and measured on initial recognition at the fair value of the consideration receivable. Subsequent to initial recognition, insurance receivables are measured at amortized cost, using the EIR method. The carrying value of insurance receivables is reviewed for impairment whenever events or circumstances indicate that the carrying amount may not be recoverable, with the impairment loss recorded in the statement of comprehensive income. Portion of the impairment loss attributable to reinsurances premium is recognized as credit losses recoverable from reinsurers.

2.18 *Placements with banks*

Placements with banks represent term deposits with financial institutions with original maturities of more than 3 months.

2.19 *Cash on hand and in banks*

Cash consist of cash on hand and cash at banks which include savings account which earn interest at the prevailing bank deposit rates and are subject to an insignificant risk of change in value.

2.20 *Equity*

Ordinary shares with discretionary dividends are classified as equity. Distributions of dividends to owners are charged directly to retained earnings.

Dividends on ordinary shares are recognized as liabilities when declared before reporting date. Dividends declared after the reporting date, but before the financial statements are authorized for issue, are not recognized as a liability at the reporting date.

2.21 *Insurance contract liabilities*

Contract liabilities include the outstanding claims provision, the provision for unearned premium and the provision for premium deficiency. The outstanding claims provision is based on the estimated ultimate cost of all claims incurred but not settled at the reporting date, whether reported or not, together with related claims handling costs and a reduction for the expected value of salvage and other recoveries. Delays can be experienced in the notification and settlement of certain types of claims. Therefore, the ultimate cost of these cannot be known with certainty at the reporting date. The liability is calculated at the reporting date using a range of standard actuarial claim projection techniques, based on empirical data and current assumptions that may include a margin for adverse deviation. The liability is not discounted for the time value of money. The liabilities are derecognized when the obligation to pay a claim expires, is discharged or is cancelled.

The provision for unearned premiums represents that portion of premiums received or receivable that relates to risks that have not yet expired at the reporting date. The provision is recognized when contracts are entered into and premiums are charged, and is brought to account as premium income over the term of the contract in accordance with the pattern of insurance service provided under the contract.

At each reporting date, the Company performs a liability adequacy test to determine whether its recognized insurance liabilities are adequate. This calculation uses current estimates of future contractual cash flows arising under the insurance contracts, including claims handling costs. If these estimates show that the carrying amount of the insurance liability is inadequate, the deficiency is recognized in the income statement by setting up a provision for liability adequacy.

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2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.22 *Insurance payables*

Insurance payables are recognized when due and measured on initial recognition at fair value of the consideration received less directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortized cost using the EIR method.

2.23 *Revenue recognition*

Gross premiums

Premium income is generally recognized on the date of inception of the risk. In the event that certain terms and/or conditions remain to be finalized before an insurance contract can be issued, premium income is recognized on the issuance date of the insurance contract. Premium refund and adjustments are recognized when amounts are agreed with the policy holder and approval and verification from the re-insurers are obtained. Annually, the management assesses the need and probability to recognize asset or liability related to the refund and adjustments based on the status as at reporting date.

Unearned premiums are those proportions of premiums written in a year that relate to periods of risk after the reporting date. Unearned premiums are calculated on a daily pro rata basis. The proportion attributable to subsequent periods is deferred as a provision for unearned premiums.

Reinsurance premiums

Gross general reinsurance premiums ceded comprise the total premiums payable for the whole cover provided by contracts entered into in the period and are recognized on the date on which the policy incepts. Premiums include any adjustments arising in the accounting period in respect of reinsurance contracts incepting in prior accounting periods.

Unearned reinsurance premiums are those proportions of premiums ceded in a year that relate to periods of risk after the reporting date. Unearned reinsurance premiums are deferred over the term of the underlying direct insurance policies for risks-attaching contracts and over the term of the reinsurance contract for losses-occurring contracts.

Commission income

Commission income represents fees received and receivable from re-insurers calculated on the basis of gross premium ceded and recognized as revenue over the period in which the related services are performed. If the fees are for services provided in future periods, then they are deferred and recognized over those future periods.

Interest income

For all financial instruments measured at amortized cost and interest-bearing financial instruments, interest income is recorded using the EIR method.

Investment income

Investment income includes dividends when the right to receive payment is established.

Net realized gains and losses

Net realized gains and losses recorded in the statement of comprehensive income include gains and losses on financial assets and properties and equipment. Gains and losses on the sale of investments are calculated as the difference between net sales proceeds and the original or amortized cost and are recorded on occurrence of the sale transaction.

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2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.24 *Claims and expenses recognition*

Gross claims

Insurance claims include all claims occurring during the year, whether reported or not, internal and external claims handling costs that are directly related to the processing and settlement of claims, a reduction for the value of salvage and other recoveries, and any adjustments to claims outstanding from previous years.

Reinsurance claims

Reinsurance claims are recognized when the related gross insurance claim is recognized according to the terms of the relevant contract.

Commission expense

Commission expense comprises fees payable to intermediaries referring customers to the Company calculated on the basis of gross premium written and recognized over the period in which the related services are performed. If the fees are for services provided in future periods, then they are deferred and recognized over those future periods.

Finance cost

Finance cost is recognized in the statement of comprehensive income as it accrues and is calculated by using the EIR method.

2.25 *Income taxes*

Current income tax

Current tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute these amounts are those that are enacted or substantively enacted during the reporting period.

Deferred income tax

Deferred income tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the end of the reporting period.

Deferred income tax liabilities are recognized for all taxable temporary differences, except where the deferred income tax liability arises from the initial recognition of an asset or liability in a transaction that affects neither the accounting profit nor taxable profit or loss.

Deferred income tax assets are recognized for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized except where the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that affects neither the accounting profit nor taxable profit or loss.

The carrying amount of deferred income tax assets is reviewed at the end of each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized. Unrecognized deferred income tax assets are reassessed at the end of each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax assets to be recovered.

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2. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.25 *Income taxes* (continued)

Deferred income tax (continued)

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted during the reporting period.

Deferred income tax assets and deferred income tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxation authority.

2.26 *Employee benefits*

Wages, salaries, paid annual leave and sick leave, bonuses, and non-monetary benefits are accrued in the period in which the associated services are rendered by employees of the Company.

In 2018, the Ministry of Labour and Vocational Training's ("MoLVT") Prakas No. 443 dated 21 September 2018 mandated the payment of seniority indemnity for unspecified duration contracted employees with implementation guidelines issued on 22 March 2019. The said Prakas requires retroactive seniority payment equal to fifteen days per year of employee service for a maximum not exceeding 6 months based on the average net wages for each year. Payment shall be made as follows:

- Equal to three days payable every June; and
- Equal to three days payable every December.

The estimated amount of retroactive seniority payment was recognized under other payables (*Note 22*).

3. AMENDED ACCOUNTING STANDARDS AND INTERPRETATIONS

The accounting policies adopted are consistent with those of the previous financial year, except for those following new accounting pronouncements starting 1 January 2025.

Amendments to CIAS 21, Lack of exchangeability

The amendments listed above had no significant impact on the Company's financial statements.

3.1 *Standards and interpretations issued but not yet effective*

The standards and interpretation that are issued, but not yet effective, up to the date of issuance of the Company's financial statements are disclosed below:

(i) *The Company intends to adopt these standards, when they become effective.*

CIFRS 17, Insurance Contracts

In May 2017, the International Accounting Standards Board ("IASB") issued IFRS 17, Insurance Contracts, replacing IFRS 4 that sets out principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of IFRS 17. IFRS 17 was effective for annual reporting periods beginning on or after 1 January 2023.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
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3. AMENDED ACCOUNTING STANDARDS AND INTERPRETATIONS (continued)

3.1 *Standards and interpretations issued but not yet effective* (continued)

(i) *The Company intends to adopt these standards, when they become effective.* (continued)

CIFRS 17, Insurance Contracts (continued)

Effective IFRSs issued by the IASB are simultaneously adopted in Cambodia with equivalent CIFRS accounting standards unless the regulators decide, otherwise. CIFRS 17 applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. A few scope exceptions will apply. The overall objective of CIFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers.

In contrast to the requirements in CIFRS 4, which are largely based on grandfathering previous local accounting policies, CIFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of CIFRS 17 is the general model, supplemented by:

- A specific adaptation for contracts with direct participation features (the variable fee approach).
- A simplified approach (the premium allocation approach) mainly for short-duration contracts.

On 24 March 2023, ACAR issued a notification allowing to delay the mandatory adoption of CIFRS 17 and CIFRS 9 for insurance companies to be effective for annual reporting periods beginning on or after 1 January 2025. On 23 December 2024, ACAR issued another notification to further delay the implementation until 1 January 2028. During the period of delay, insurance companies shall continue to apply applicable effective CIFRSs.

The review of the implication and impact of adopting this standard is currently ongoing.

CIFRS 9, Financial Instruments

CIFRS 9 replaced CIAS 39 Financial Instruments: Recognition and Measurement. However, the Company elected, under the amendments to CIFRS 4 to apply the temporary exemption from CIFRS 9, deferring the initial application date of CIFRS 9 to align with the initial application of CIFRS 17. The Company concluded that it qualified for the temporary exemption from CIFRS 9 because its activities are predominantly connected with insurance and there has been no significant change in the activities of the Company.

(ii) *Amended standards that are not expected to have material impact to the Company:*

Effective beginning on or after 1 January 2026

- Amendments to CIFRS 9 and CIFRS 7, *Classification and Measurement of Financial Instruments*
- Annual Improvements to CIFRS Accounting Standards - Volume 11
- Amendments to CIFRS 9 and CIFRS 7, *Contracts Referencing Nature-dependent Electricity*

Effective beginning on or after 1 January 2027

- CIFRS 18, *Presentation and Disclosure in Financial Statements*
- CIFRS 19, *Subsidiaries without Public Accountability: Disclosures*
- Amendments to CIAS 21, *Translation to a Hyperinflationary Presentation Currency*

Effective date deferred indefinitely

- Amendments to CIFRS 10, *Consolidated Financial Statements*, and CIAS 28, *Sale or Contribution of Assets between Investor and its Associate or Joint Venture*

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NOTES TO THE FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The Company makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. Estimates and judgements are continually evaluated and based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

a. Valuation of insurance contract liabilities

For non-life insurance contracts, estimates have to be made both for the expected ultimate cost of claims reported at the reporting date and for the expected ultimate cost of claims incurred, but not yet reported (“IBNR”), at the reporting date. It can take a significant period of time before the ultimate claims cost can be established with certainty and for some type of policies, IBNR claims form the majority of the liability in the statement of financial position.

The ultimate cost of outstanding claims is estimated by using a range of standard actuarial claims projection techniques. These methods primarily use historical claim settlement trends as a base for assessing future claims settlement amounts. Historical claims developments are mainly analyzed by underwriting year, by type and line of business and by geographical territory. Large claims are separately addressed using loss adjusters’ reports and historical large claims development patterns.

Additional qualitative judgement is required as significant uncertainties remain such as future changes in inflation, economic conditions, attitude to claiming, foreign exchange rates, judicial decisions and operational process.

Similar judgements, estimates and assumptions are employed in the assessment of adequacy of provision for unearned premiums. Judgement is also required in determining whether the pattern of insurance service provided by a contract requires amortization of unearned premiums on a basis other than time apportionment.

b. Fair value measurement of financial instruments

When measuring the fair value of an asset or a liability, the Company uses market observable data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

When the fair values of financial assets and financial liabilities recorded in the statement of financial position cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the discounted cash flow (“DCF”) model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and model inputs such as volatility for longer dated derivatives and discount rates, prepayment rates and default rate assumptions for asset backed securities.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Fair value measurement of financial instruments (continued)

For discounted cash flow analysis, estimated future cash flows and discount rates are based on current market information and rates applicable to financial instruments with similar yields, credit quality and maturity characteristics. Estimated future cash flows are influenced by factors such as economic conditions (including country specific risks), concentrations in specific industries, types of instruments or currencies, market liquidity and financial conditions of counterparties. Discount rates are influenced by risk free interest rates and credit risk. Changes in assumptions relating to these factors could affect the reported fair value of financial instruments.

c. Impairment of non-financial assets

The Company assesses impairment on non-financial assets (property and equipment, investments in subsidiaries, intangible asset costs and other assets) whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. The factors that the Company considers important which could trigger an impairment review include a) significant underperformance relative to expected historical or projected future operating results; b) significant changes in the manner of use of the acquired assets or the strategy for overall business; and c) significant negative industry or economic trends.

The Company uses the higher of fair value less cost to sell and value-in-use ("VIU") in determining the recoverable amount of the assets. The recoverable amount of the investment in a subsidiary has been determined based on a VIU calculation. Key assumptions in VIU calculation are most sensitive to the assumptions: (a) production volume; (b) price; (c) exchange rates; and (d) long-term growth rates. In 2024, the Company recognized impairment loss on investment in a subsidiary amounting to US\$ 2,069,620 or KHR'000 8,425,423 (see Note 10).

d. Taxation

Taxes are calculated on the basis of current interpretation of the tax regulations. However, these regulations are subject to periodic variation and the ultimate determination of tax expenses will be made following inspection by the tax authorities. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the year in which such determination is made.

e. Functional currency

CIAS 21 requires management to use its judgment to determine the entity's functional currency such that it most faithfully represents the economic effects of the underlying transactions, events and conditions that are relevant to the entity.

In making this judgment, the Company considers the following:

- The currency that mainly influences prices for financial instruments and services (this will often be the currency in which prices for its financial instruments and services are denominated and settled);
- The currency in which funds from financing activities are generated; and
- The currency in which receipts from operating activities are usually retained.

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5. STATUTORY DEPOSIT

The deposit required by the Insurance Law is maintained with the National Bank of Cambodia for the account of MoEF. The deposit is equivalent to 10% of the Company's registered share capital or US\$ 0.70 million (KHR 2.81 billion, 2024: KHR 2.82 billion), does not earn interest and is refundable only when the Company ceases its operations in Cambodia.

6. INTANGIBLE ASSETS

	<i>2025</i>			<i>KHR'000</i> <i>(Note 2.4)</i>
	<i>Software</i> <i>US\$</i>	<i>Work-in-progress</i> <i>US\$</i>	<i>Total</i> <i>US\$</i>	
Cost				
As at 1 January	1,528,247	-	1,528,247	6,151,194
Additions	20,669	194,052	214,721	861,246
Other adjustments	-	108,525	108,525	435,294
Write off	(33,158)	-	(33,158)	(133,063)
Currency translation difference	-	-	-	(17,693)
As at 31 December	1,515,758	302,577	1,818,335	7,296,978
Accumulated amortization				
As at 1 January	1,074,306	-	1,074,306	4,324,081
Amortization	100,930	-	100,930	404,830
Write off	(18,606)	-	(18,606)	(74,629)
Currency translation difference	-	-	-	(12,726)
As at 31 December	1,156,630	-	1,156,630	4,641,556
Net carrying amount				
As at 31 December	359,128	302,577	661,705	2,655,422

	<i>2024</i>	
	<i>Software</i> <i>US\$</i>	<i>KHR'000</i> <i>(Note 2.4)</i>
Cost		
As at 1 January	1,372,492	5,606,631
Additions	155,755	634,079
Currency translation difference	-	(89,516)
As at 31 December	1,528,247	6,151,194
Accumulated amortization		
As at 1 January	971,593	3,968,959
Amortization	102,713	418,145
Currency translation difference	-	(63,023)
As at 31 December	1,074,306	4,324,081
Net carrying amount		
As at 31 December	453,941	1,827,113

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7. DEFERRED EXPENSE AND REVENUE

7.1 *Deferred expense*

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
As at 1 January	3,025,449	12,177,432	2,805,059	11,458,666
Expense deferred	7,614,435	30,541,499	7,598,476	30,933,396
Released to statement of comprehensive income	(7,728,420)	(30,998,693)	(7,378,086)	(30,036,188)
Currency translation difference	-	(36,533)	-	(178,442)
As at 31 December	2,911,464	11,683,705	3,025,449	12,177,432

7.2 *Deferred revenue*

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
As at 1 January	2,055,759	8,274,430	2,018,920	8,247,288
Revenue deferred	5,093,853	20,431,444	5,385,723	21,925,278
Released to statement of comprehensive income	(5,194,768)	(20,836,214)	(5,348,884)	(21,775,307)
Currency translation difference	-	(24,871)	-	(122,829)
As at 31 December	1,954,844	7,844,789	2,055,759	8,274,430

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8. PROPERTY AND EQUIPMENT

	<i>Building improvements</i>	<i>Furniture and fixtures</i>	<i>Office equipment</i>	<i>Vehicles</i>	<i>Total</i>
	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>
Cost					
As at 1 January 2025	485,759	515,250	843,807	913,268	2,758,084
Additions	25,839	1,919	110,641	266,300	404,699
Disposals	-	-	(4,257)	(140,000)	(144,257)
As at 31 December 2025	511,598	517,169	950,191	1,039,568	3,018,526
Accumulated depreciation					
As at 1 January 2025	275,748	494,941	466,022	827,740	2,064,451
Charge for the year	75,209	8,403	147,205	63,887	294,704
Disposals	-	-	(3,842)	(140,000)	(143,842)
As at 31 December 2025	350,957	503,344	609,385	751,627	2,215,313
Net carrying amount					
As at 31 December 2025	160,641	13,825	340,806	287,941	803,213
KHR'000 (Note 2.4)	644,652	55,480	1,367,654	1,155,508	3,223,294

As at 31 December 2025, the cost of fully depreciated property and equipment still in use amounted to US\$ 1,403,117 or KHR'000 5,630,709.

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8. PROPERTY AND EQUIPMENT (continued)

	<i>Building improvements</i> US\$	<i>Furniture and fixtures</i> US\$	<i>Office equipment</i> US\$	<i>Vehicles</i> US\$	<i>Total</i> US\$
Cost					
As at 1 January 2024	597,392	517,709	809,223	907,388	2,831,712
Additions	13,617	2,349	132,909	11,480	160,355
Write-off	(125,250)	(4,808)	(98,325)	-	(228,383)
Disposals	-	-	-	(5,600)	(5,600)
As at 31 December 2024	485,759	515,250	843,807	913,268	2,758,084
Accumulated depreciation					
As at 1 January 2024	252,537	491,100	436,246	777,563	1,957,446
Charge for the year	88,248	8,649	127,550	55,777	280,224
Write-off	(65,037)	(4,808)	(97,774)	-	(167,619)
Disposals	-	-	-	(5,600)	(5,600)
As at 31 December 2024	275,748	494,941	466,022	827,740	2,064,451
Net carrying amount					
As at 31 December 2024	210,011	20,309	377,785	85,528	693,633
KHR'000 (Note 2.4)	845,294	81,744	1,520,585	344,250	2,791,873

As at 31 December 2024, the cost of fully depreciated property and equipment still in use amounted to US\$ 1,337,046 or KHR'000 5,381,610.

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9. LEASES

The Company as lessee

The Company has lease contracts for head office and branches with lease terms ranging from 2 to 5 years. The Company also has certain leases of office space with lease terms of 12 months or less where the Company applies the 'short-term lease' recognition exemption for these leases.

Right-of-use assets and liabilities

Set out below are the carrying amounts of the right-of-use assets recognized and the movements during the year:

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Cost				
As at 1 January	1,778,111	7,156,897	1,028,017	4,199,449
Additions	160,736	644,712	1,289,534	5,249,693
Expiration/termination	(138,898)	(557,120)	(539,440)	(2,196,060)
Currency translation difference	-	(21,294)	-	(96,185)
As at 31 December	1,799,949	7,223,195	1,778,111	7,156,897
Accumulated depreciation				
As at 1 January	527,730	2,124,113	489,199	1,998,377
Depreciation	532,605	2,136,279	548,466	2,232,805
Expiration/termination	(138,898)	(557,121)	(509,935)	(2,075,945)
Currency translation difference	-	(5,545)	-	(31,124)
As at 31 December	921,437	3,697,726	527,730	2,124,113
Net carrying amount				
As at 31 December	878,512	3,525,469	1,250,381	5,032,784

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
As at 1 January	1,259,995	5,071,480	550,754	2,249,830
Additions	156,774	628,821	1,265,689	5,152,620
Accretion of interest	86,771	348,038	82,181	334,559
Payments	(591,003)	(2,370,513)	(617,627)	(2,514,360)
Expiration/termination	-	-	(21,002)	(85,499)
Currency translation difference	-	(15,815)	-	(65,670)
As at 31 December	912,537	3,662,011	1,259,995	5,071,480

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12. AVAILABLE-FOR-SALE INVESTMENTS

Movements of the Company's available-for-sale investments are as follows:

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Unlisted shares				
As at 31 December	-	-	92,841	373,685
Listed shares				
As at 1 January	271,377	1,092,292	270,483	1,104,923
Unrealized gain during the year	9,859	39,544	894	3,639
Currency translation difference	-	(3,236)	-	(16,270)
As at 31 December	281,236	1,128,600	271,377	1,092,292
Total	281,236	1,128,600	364,218	1,465,977

Listed shares

This represents the Company's investment in Phnom Penh Autonomous Port, which has been classified as available-for-sale investment since the Company's intention is to hold these shares for an indefinite period of time and may be sold in response to needs for liquidity or changes in the market conditions. In 2025, the Company received dividend income from the investment amounting to US\$ 6,800 or KHR'000 27,276 (2024: US\$ 6,777 or KHR'000 27,589).

13. OTHER ASSETS

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Accrued interest receivable	853,993	3,427,074	763,957	3,074,927
Deposits	494,700	1,985,231	472,506	1,901,837
Prepayment	296,867	1,191,327	291,140	1,171,839
Other receivables	145,404	583,507	25,018	100,696
	1,790,964	7,187,139	1,552,621	6,249,299

Other receivables include advance to employees, fees and claims recoverable from co-insurer.

14. REINSURANCE ASSETS

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Reinsurance unearned premiums reserve	13,620,642	54,659,636	12,968,580	52,198,535
Reinsurance outstanding claims and IBNR	7,341,387	29,460,986	4,891,750	19,689,294
Reinsurance ceded receivables	2,435,158	9,772,289	4,184,785	16,843,759
	23,397,187	93,892,911	22,045,115	88,731,588

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15. ASSET HELD FOR SALE

On 1 November 2024, the Company entered into a sale and purchase agreement with FIG3 Investment Holding Pte. Ltd. for the transfer of 2,718,134 shares, representing 54% of its interest in Forte-Toko Lao Assurance Co., Ltd., which is expected to be completed within 12 months from the statement of financial position date. Accordingly, the Company has reclassified its investment in Forte-Toko Lao Assurance Co., Ltd. as an asset held for sale.

As at 31 December 2025, asset held for sale amounted to US\$ 1,094,780. Based on the Company's reassessment in accordance with CIFRS 5, *Non-current Assets Held for Sale and Discontinued Operations*, the investment continues to meet the criteria for classification as an asset held for sale, as the Company remains committed to the plan to dispose of the investment. As at the reporting date, the transaction is still in progress.

16. INSURANCE RECEIVABLES

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Gross premiums	4,122,091	16,541,951	5,389,003	21,690,737
Allowance for credit losses	(49,334)	(197,977)	(59,947)	(241,287)
	4,072,757	16,343,974	5,329,056	21,449,450

Movements of allowance for credit losses on insurance receivables are as follow:

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
As at 1 January	59,947	241,287	60,445	246,917
Reversals of credit losses (Note 26)	(10,613)	(42,569)	(498)	(2,027)
Currency translation difference	-	(741)	-	(3,603)
As at 31 December	49,334	197,977	59,947	241,287

17. PLACEMENTS WITH BANKS

Placements with banks represent term deposits with local banks and microfinance institutions with interest rates ranging from 3.25% to 7.75% (2024: 3.25% to 7.25%).

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Within one year	38,582,165	154,830,228	28,241,315	113,671,293
More than one year	6,300,000	25,281,900	5,675,000	22,841,875
	44,882,165	180,112,128	33,916,315	136,513,168

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18. CASH ON HAND AND IN BANKS

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Cash on hand	6,600	26,486	6,848	27,564
Cash in banks	7,508,579	30,131,927	14,060,299	56,592,703
	7,515,179	30,158,413	14,067,147	56,620,267

Cash in banks represents current and saving accounts with local banks and microfinance institutions with interest rates ranging from 0.00% to 2.00% (2024: 0.50% to 1.75%).

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20. INSURANCE CONTRACT LIABILITIES

The Company's insurance contract liabilities comprise claim liabilities and premium liabilities, which are estimated in accordance with the Prakas No. 063 on Procedures and Methods of Insurance Technical Reserve Calculation issued on 23 December 2022 by the IRC.

	2025		2024	
	<i>Insurance contract liabilities</i>	<i>Reinsurance contract liabilities</i>	<i>Insurance contract liabilities</i>	<i>Reinsurance contract liabilities</i>
	US\$	US\$	US\$	US\$
Provision for unearned premiums (Note 20.1)	29,405,300	(13,620,642)	15,784,658	28,098,285
Provision for outstanding claims (Note 20.2)	7,200,713	(4,755,176)	2,445,537	6,050,419
Provision for IBNR (Note 20.2)	4,337,012	(2,586,211)	1,750,801	2,007,498
Outstanding claims payable	-	-	-	224,847
As at 31 December	40,943,025	(20,962,029)	19,980,996	36,381,049
KHR'000 (Note 2.4)	164,304,359	(84,120,622)	80,183,737	146,433,722
20.1 Provision for unearned premiums	2025			
	<i>Insurance contract liabilities</i>	<i>Reinsurance contract liabilities</i>	<i>Net contract liabilities</i>	<i>Insurance contract liabilities</i>
	US\$	US\$	US\$	US\$
As at 1 January	28,098,285	(12,968,580)	15,129,705	26,279,540
Premiums written during the year	64,381,457	(29,572,679)	34,808,778	62,679,920
Premiums earned	(63,074,442)	28,920,617	(34,153,825)	(60,861,175)
As at 31 December	29,405,300	(13,620,642)	15,784,658	28,098,285
KHR'000 (Note 2.4)	118,003,469	(54,659,636)	63,343,833	113,095,597
	2024			
	<i>Insurance contract liabilities</i>	<i>Reinsurance contract liabilities</i>	<i>Net contract liabilities</i>	<i>Insurance contract liabilities</i>
	US\$	US\$	US\$	US\$
As at 1 January	28,098,285	(12,047,484)	14,232,056	26,279,540
Premiums written during the year	64,381,457	(30,427,138)	32,252,782	62,679,920
Premiums earned	(63,074,442)	29,506,042	(31,355,133)	(60,861,175)
As at 31 December	29,405,300	(12,968,580)	15,129,705	28,098,285
KHR'000 (Note 2.4)	118,003,469	(52,198,535)	60,897,063	113,095,597

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20. INSURANCE CONTRACT LIABILITIES (continued)

20.2 Provision for outstanding claims and IBNR

	2025		2024			
	<i>Insurance contract liabilities</i>	<i>Reinsurance of contract liabilities</i>	<i>Insurance contract liabilities</i>	<i>Reinsurance of contract liabilities</i>		
	US\$	US\$	US\$	US\$		
As at 1 January	8,057,917	(4,891,750)	3,166,167	8,291,161	(4,952,846)	3,338,315
Claims incurred during the year	24,872,362	(11,667,895)	13,204,467	24,590,935	(12,063,183)	12,527,752
Claims paid during the year	(21,392,554)	9,218,258	(12,174,296)	(24,824,179)	12,124,279	(12,699,900)
As at 31 December	11,537,725	(7,341,387)	4,196,338	8,057,917	(4,891,750)	3,166,167
KHR'000 (Note 2.4)	46,300,890	(29,460,986)	16,839,904	32,433,116	(19,689,294)	12,743,822

21. INSURANCE PAYABLES

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
	Reinsurance ceded payable	7,710,283	30,941,366	6,898,467
Commission payable	1,668,057	6,693,913	2,456,327	9,886,716
Premiums refund payable	244,660	981,820	164,814	663,377
9,623,000	38,617,099	9,519,608	38,316,423	
Credit losses recoverable from reinsurers	(12,483)	(50,094)	(28,146)	(113,288)
9,610,517	38,567,005	9,491,462	38,203,135	

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21. INSURANCE PAYABLES (Continued)

Movements of allowance for credit losses recoverable from reinsurers are as follow:

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
As at 1 January	28,146	113,288	17,148	70,050
(Allowance for) reversals of credit losses (Note 26)	(15,663)	(62,824)	10,998	44,773
Currency translation difference	-	(370)	-	(1,535)
As at 31 December	12,483	50,094	28,146	113,288

23. TAXATION

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Income tax expense	3,234,802	12,974,791	3,137,768	12,773,854

The Company's tax returns are subject to examination by the General Department of Taxation ("GDT"). Because the application of tax laws and regulations to many types of transactions is susceptible to varying interpretations, the amounts reported in the financial statements could be changed at a later date upon final determination by the GDT.

In accordance with Cambodian Law on Taxation, the Company has an obligation to pay:

- Profit tax at 5% of the gross premiums received in the tax year in relation to the insurance or reinsurance of risk in Cambodia.
- Profit tax at 20% of any taxable profit that is not attributable to insurance or reinsurance activities.

Details of income tax expense are as follows:

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Gross premiums written	64,381,457	258,234,024	62,679,920	255,169,954
Tax at 5%	3,219,073	12,911,701	3,133,996	12,758,498
Tax on profit not attributable to insurance or reinsurance activities and others	15,729	63,090	3,772	15,356
3,234,802	12,974,791	3,137,768	12,773,854	

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23. TAXATION (continued)

Deferred tax liability

Deferred tax liability arises in respect of:

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
As at 1 January	34,458	138,693	34,279	140,030
Unrealized gain on available-for-sale investments	1,972	7,910	179	729
Currency translation difference	-	(409)	-	(2,066)
As at 31 December	36,430	146,194	34,458	138,693

Movements of income tax payable are as follows:

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
As at 1 January	146,214	588,511	258,986	1,057,958
Income tax expense	3,234,802	12,974,791	3,137,768	12,773,854
Income tax paid during the year	(3,256,609)	(13,062,259)	(3,250,540)	(13,232,948)
Currency translation difference	-	(1,798)	-	(10,353)
As at 31 December	124,407	499,245	146,214	588,511

25. FINANCE AND OTHER INCOME

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Interest income	2,167,321	8,693,125	2,060,927	8,390,034
Accretion of interest	9,642	38,674	373,460	1,520,356
Other income	213,446	856,131	137,314	559,005
	2,390,409	9,587,930	2,571,701	10,469,395

Interest income represents interest from term deposits and saving accounts with banks and financial institutions.

Accretion of interest includes interest income relating to refundable deposit and loan to a related party.

Other income includes policy admin fee, realized gain from disposal of available-for-sale investments, dividend income, and others.

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27. RELATED PARTY DISCLOSURES

Significant transactions with related parties during the year and outstanding balances were as follows.

27.2 Balances with related parties

a) Receivables from related parties

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Subsidiary				
Insurance receivables	-	-	459,493	1,849,459

b) Payable to a related party

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
Subsidiary				
Co-insurance payables	67,653	271,492	-	-
Outstanding claims payable	-	-	224,847	905,009
Insurance payable	-	-	194,926	784,577
	67,653	271,492	419,773	1,689,586

28. RISK MANAGEMENT FRAMEWORK

28.1 Governance framework

The primary objective of the Company's risk and financial management framework is to protect the Company's shareholders from events that hinder the sustainable achievement of financial performance objectives.

The Company recognizes the importance of having efficient and effective risk management systems in place. This is supplemented by a clear organizational structure with documented delegated authorities and responsibilities from the Board of Directors to the management and other senior managers.

28.2 Risk management objectives, policies and processes for management of insurance risk

The primary insurance activity carried out by the Company is the assumption of risk of loss from persons or organization that are directly subject to the risk. Such risks may relate to life, accident, health, financial or other perils that may arise from an insurable event. As such the Company is exposed to the uncertainty surrounding the timing and severity of claims under the contract. The Company also has exposure to market risk through its insurance and investment activities.

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NOTES TO THE FINANCIAL STATEMENTS (continued)
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28. RISK MANAGEMENT FRAMEWORK (continued)

28.2 *Risk management objectives, policies and processes for management of insurance risk* (continued)

The Company manages its insurance risk through underwriting limits, underwriting guidelines and authority limits, approval procedures for new products or those exceed set limits, risk diversification, pricing guidelines, reinsurance, approval procedures for reinsurance and monitoring of emerging issues.

The Company uses several methods to assess and monitor insurance risk exposures both for individual types of risks insured and overall risks. These methods include internal risk measurement models, sensitivity analyses, scenario analyses and stress testing for significant and relevant exposures.

The theory of probability is applied to the pricing and provisioning for a portfolio of insurance contracts.

28.3 *Capital management and regulatory framework*

The IRC mandates the solvency margin and capital requirements. On 14 December 2022, the IRC issued Prakas No. 061 on Solvency Margin which introduced the new methodology to calculate the solvency requirement based on the net claims method and net premiums method. The minimum solvency margin is 120% which is calculated as the ratio of net assets over the required solvency as defined by IRC. In addition, it has also specified the required capital allocation for insurance companies.

The solvency requirement is the higher of the amount calculated based on net claims method and net premiums method, subject to the minimum required solvency amount of 50% of the minimum capital of US\$ 7.0 million or US\$ 3.5 million.

Regulatory net assets are calculated based on total assets less total liabilities and other non-admissible assets such as account receivables which are overdue of more than 180 days, advances and prepayments, loans to related parties, deferred acquisition costs, surplus of property revaluation, mortgage assets, and intangible assets as defined in CIAS 38, *Intangible Assets* and CIFRS 3, *Business Combinations*.

The table below summarizes the solvency margin of the Company.

	2025		2024	
	US\$	KHR'000 (Note 2.4)	US\$	KHR'000 (Note 2.4)
<i>Solvency requirement</i>				
(a) Net claims basis	3,198,947	12,830,976	2,931,601	11,934,548
(b) Net premiums basis	5,794,331	23,241,062	5,641,193	22,965,297
(c) Minimum solvency capital	3,500,000	14,038,500	3,500,000	14,248,500
Net assets	36,393,197	145,973,113	36,523,632	148,687,706
Required solvency (higher of a, b or c)	5,794,331	23,241,062	5,641,193	22,965,297
Solvency margin	628%		647%	

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28. RISK MANAGEMENT FRAMEWORK (continued)

28.4 Underwriting strategy

The Company's underwriting strategy seeks diversity to ensure a balanced mix of business portfolio and is based on a large portfolio of similar risks over a number of years and, as such, reduces the variability of the outcome.

28.5 Reinsurance strategy

The Company reinsures a portion of the insurance risks it underwrites in order to control its exposure to losses and protect its capital, through treaty and facultative reinsurance arrangements. These reinsurance agreements transfer part of the risk and limit the exposure from each insured. The amount of each risk retained depends on the Company's evaluation of the specific risk, subject in certain circumstances, to maximum limits based on characteristics of coverage. Under the terms of the reinsurance agreements, the reinsurer agrees to reimburse the ceded amount in the event the claim is paid. However, the Company remains liable to its policyholders with respect to ceded insurance if any reinsurer fails to meet the obligations it assumes.

29. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS

29.1 Insurance risk

Insurance risk includes risk incurred from claims having amounts higher than the normal amounts and also risk incurred from changes in legal or economic conditions or any aspects that affect insurance pricing and condition of insurance or reinsurance cover.

The Company seeks to minimize insurance risk through the selling of a variety of insurance products and applying insurance policies on the limits of insurance, careful calculation of claim provisions and how secure the reinsurance companies are.

Reinsurance risk occurs when the reinsurance companies retain fragile financial positions; therefore, it is difficult to claim from those reinsurers. To reduce this risk, the Company analyzes the financial position and reviews the credit levels of each reinsurance company in its collaboration and reviews each reinsurance company's operations with other reinsurance companies.

29.1.1 Assumptions and changes in assumptions

The process used to determine the assumptions is intended to result in estimates of the most likely outcome. The sources of data used as inputs for the assumptions are internal, based on detailed studies that are carried out regularly. The assumptions are checked to ensure that they are consistent with other observable information. There is more emphasis on current trends, and where there is insufficient historical information, prudent assumptions are used.

The nature of the business makes it very difficult to predict with certainty the outcome of any particular claim and the ultimate cost. Each notified claim is assessed on a separate case by case basis with due regard to the circumstances, information available from loss adjusters and historical evidence of similar claims. Case estimates are reviewed regularly and are updated as and when new information arises. The impact of many of the items affecting the ultimate costs of the loss is difficult to estimate. The provisions are based on information currently available. However, the ultimate liabilities may vary as a result of subsequent developments.

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29. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (continued)

29.1 Insurance risk (continued)

29.1.1 Assumptions and changes in assumptions (continued)

The cost of outstanding claims and the IBNR provisions are estimated using a range of statistical methods which extrapolate the development of paid and incurred claims for each accident year based upon observed development of earlier years and expected loss ratios.

The key methods are:

- Chain Ladder method, which uses historical paid and incurred loss statistics to estimate the ultimate claim cost;
- Expected Loss Ratio method, which uses the Company's expectation of the loss ratio and benchmark experience from other emerging markets in Asia;

To the extent that these methods use historical claims development information they assume that the historical claims development pattern will occur again in the future. There are reasons why this may not be the case, which, insofar as they can be identified, have been allowed for by modifying the methods. Such reasons include:

- Changes in processes that affect the development/recording of claims paid and incurred (such as changes in claim reserving procedures); and
- Economic, legal, political and social trends (resulting in the difference from expected levels of inflation); and
- Changes in mix of business (resulting fluctuations, including the impact of large losses).

	<i>2025</i>			
	<i>Change in assumptions</i>	<i>Increase (decrease) in gross liabilities</i>	<i>Increase (decrease) in net liabilities</i>	<i>Increase (decrease) in profit before tax</i>
	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>
Ultimate loss	10%	2,781,266	1,379,460	(1,379,460)
Ultimate loss	-10%	(1,970,426)	(1,352,343)	1,352,343
	<i>2024</i>			
	<i>Change in assumptions</i>	<i>Increase (decrease) in gross liabilities</i>	<i>Increase (decrease) in net liabilities</i>	<i>Increase (decrease) in profit before tax</i>
	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>
Ultimate loss	10%	2,632,587	1,624,321	(1,624,321)
Ultimate loss	-10%	(2,632,587)	(1,624,321)	1,624,321

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NOTES TO THE FINANCIAL STATEMENTS (continued)
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29. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (continued)

29.2 Financial risk

Transactions in financial instruments may result in the Company assuming financial risks. These include market risk, credit risk and liquidity risk. Each of these financial risks is described below, together with a summary of the ways in which the Company manages these risks.

29.2.1 Market risk

Market risk can be described as the risk of change in fair value of a financial instrument due to changes in interest rates, equity prices and foreign currency exchange rates.

(i) Interest rate risk

The Company's exposure to market risk for changes in interest rate is concentrated in its investment portfolio. The Company monitors this exposure through periodic reviews of its asset and liability positions. Estimates of cash flows, as well as the impact of interest rate fluctuations relating to the investment portfolio and insurance reserves, are modelled and reviewed regularly. The overall objective of the investment strategy is to limit the net changes in the value of assets and liabilities arising from interest rate movements.

(ii) Foreign currency risk

Foreign currency risk is the risk of loss resulting from changes in currency exchange rates in currencies other than the functional currency. Fluctuations in exchange rates between US\$, the functional currency and other currencies in which the Company conducts business may affect its financial condition and results of operations. The current risk facing the Company mainly comes from movements in the US\$/KHR exchange rates. The Company seeks to limit its exposure to currency risk by minimising its net foreign currency position.

Majority of the Company's financial assets are denominated in US\$, the functional currency, which mitigates the foreign currency risk. For assets denominated in other currency, most of them are in KHR.

(iii) Fair value disclosures

As at 31 December 2025, the Company assessed the fair value and the amount of change in fair value of financial assets as follows:

- Assets for which their contractual cash flows represent solely payments of principal and interest (SPPI) are carried at amortized cost, excluding any financial assets that are held for trading or that are managed and whose performance is evaluated on a fair value basis; and
- All financial assets other than those carried at amortized cost above (i.e. those for which contractual cash flows do not represent SPPI, assets that are held for trading and assets that are managed and whose performance is evaluated on a fair value basis)

As at 31 December 2025, cash in banks, placements with banks, insurance and reinsurance receivables, related party loans and receivables are carried at amortized cost and their carrying amount has been used as a reasonable approximation of fair value due to the relatively short-term maturities of these accounts.

As at 31 December 2025, financial assets other than those carried at amortized cost above pertains to available-for-sale investments which are measured at fair value.

Fair value of available-for-sale investments is under level 1 in the fair value category. No movements between level of fair value categories during the year.

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29. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (continued)

29.2 Financial risk (continued)

29.2.2 Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Company seeks to invest in liquid assets that are safe and profitable. It also seeks to manage credit risk by setting credit limits and ensuring that it sells to customers and reinsurers who have good credit history. Information about receivables from the customers and reinsurers is reviewed periodically in order to take action on doubtful debts and debt settlement. In addition, sales to customers will not be made until previous debts are settled. The Company considers the risk of loss from non-performing debtors.

The Company has insurance and reinsurance receivables and other receivable amounts subject to credit risk. To mitigate the risk of the counterparties not paying the amount due, the Company has established certain business and financial guidelines for reinsurer approval, incorporating ratings by major agencies and considering currently available market information. The Company also periodically reviews the financial stability of reinsurers from public and other sources and the settlement trend of amounts due from reinsurers.

The carrying amounts of financial assets represent the maximum credit exposure. The maximum exposure to credit risk at the reporting date is as follows:

	2025				
	<i>Current</i> US\$	<i>Past due</i> US\$	<i>Total</i> US\$	<i>Impairment allowance</i> US\$	<i>Carrying amount</i> US\$
Financial assets					
Available-for-sale investments	281,236	-	281,236	-	281,236
Other assets*	1,483,223	-	1,483,223	-	1,483,223
Reinsurance assets**	9,776,545	-	9,776,545	-	9,776,545
Insurance receivables	2,886,799	1,235,292	4,122,091	(49,334)	4,072,757
Placements with banks	44,882,165	-	44,882,165	-	44,882,165
Cash in banks	7,508,579	-	7,508,579	-	7,508,579
Total	66,818,547	1,235,292	68,053,839	(49,334)	68,004,505
KHR'000 (Note 2.4)	268,142,829	4,957,227	273,100,056	(197,977)	272,902,079

*Exclude prepayments and advance to employees

**Exclude reinsurance unearned premiums reserve

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29. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (continued)

29.2 Financial risk (continued)

29.2.2 Credit risk (continued)

	2024				
	<i>Current</i> US\$	<i>Past due</i> US\$	<i>Total</i> US\$	<i>Impairment allowance</i> US\$	<i>Carrying amount</i> US\$
Financial assets					
Available-for-sale investments	364,218	-	364,218	-	364,218
Other assets*	1,261,481	-	1,261,481	-	1,261,481
Reinsurance assets**	9,076,535	-	9,076,535	-	9,076,535
Insurance receivables	3,566,144	1,822,859	5,389,003	(59,947)	5,329,056
Placements with banks	33,916,315	-	33,916,315	-	33,916,315
Cash in banks	14,060,299	-	14,060,299	-	14,060,299
Total	62,244,992	1,822,859	64,067,851	(59,947)	64,007,904
KHR'000 (Note 2.4)	250,536,093	7,337,007	257,873,100	(241,287)	257,631,814

*Exclude prepayments and advance to employees

**Exclude reinsurance unearned premiums reserve

29.2.3 Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company monitors its liquidity risk and maintains a level of cash on hand and in banks deemed adequate by management to finance the Company's operations and to mitigate the effects of fluctuations in cash flows.

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29. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (continued)

29.2 Financial risk (continued)

29.2.3 Liquidity risk (continued)

Exposure to liquidity risk

The following are the remaining contractual maturities of the non-derivative financial assets and liabilities at the reporting date. The amounts are gross and undiscounted and include estimated interest payments and exclude the impact of netting agreements. For insurance contract liabilities, maturity profile is determined based on estimated timing of net cash outflows from the recognized insurance liabilities.

Contractual maturity

In respect of the income-earning financial assets, the contractual maturity profile is as follows:

	2025			
	<i>Carrying amount</i>	<i>Contractual cash flow</i>	<i>Contractual cash flow less than 1 year</i>	<i>Contractual cash flow more than 1 year</i>
	US\$	US\$	US\$	US\$
Available-for-sale investments	281,236	281,236	281,236	-
Other assets*	1,483,223	1,483,223	988,523	494,700
Reinsurance assets**	9,776,545	9,776,545	9,776,545	-
Insurance receivables	4,072,757	4,072,757	4,072,757	-
Placements with banks	44,882,165	44,882,165	38,582,165	6,300,000
Cash on hand and in banks	7,515,179	7,515,179	7,515,179	-
Total	68,011,105	68,011,105	61,216,405	6,794,700
KHR'000 (Note 2.4)	272,928,564	272,928,564	245,661,433	27,267,131

*Exclude prepayments and advance to employees

**Exclude reinsurance unearned premiums reserve

	2024			
	<i>Carrying amount</i>	<i>Contractual cash flow</i>	<i>Contractual cash flow less than 1 year</i>	<i>Contractual cash flow more than 1 year</i>
	US\$	US\$	US\$	US\$
Available-for-sale investments	364,218	364,218	364,218	-
Other assets*	1,261,481	1,261,481	803,679	457,802
Reinsurance assets**	9,076,535	9,076,535	9,076,535	-
Insurance receivables	5,329,056	5,329,056	5,329,056	-
Placements with banks	33,916,315	33,916,315	28,241,315	5,675,000
Cash on hand and in banks	14,067,147	14,067,147	14,067,147	-
Total	64,014,752	64,014,752	57,881,950	6,132,802
KHR'000 (Note 2.4)	257,659,377	257,659,377	232,974,849	24,684,528

*Exclude prepayments and advance to employees

**Exclude reinsurance unearned premiums reserve

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29. MANAGEMENT OF INSURANCE AND FINANCIAL RISKS (continued)

29.2 Financial risk (continued)

29.2.3 Liquidity risk (continued)

Exposure to liquidity risk (continued)

The following shows the remaining contractual maturities of the non-derivative financial liabilities:

	2025			
	<i>Carrying amount</i>	<i>Contractual cash flow</i>	<i>Contractual cash flow Less than 1 year</i>	<i>Contractual cash flow More than 1 year</i>
	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>
Insurance contract liabilities*	11,537,725	11,537,725	11,537,725	-
Insurance payables	9,610,517	9,610,517	9,610,517	-
Lease liabilities	912,537	1,544,665	591,004	953,661
Total	22,060,779	22,692,907	21,739,246	953,661
KHR'000 (Note 2.4)	88,529,906	91,066,636	87,239,594	3,827,042

*Exclude provision for unearned premiums

	2024			
	<i>Carrying amount</i>	<i>Contractual cash flow</i>	<i>Contractual cash flow Less than 1 year</i>	<i>Contractual cash flow More than 1 year</i>
	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>	<i>US\$</i>
Insurance contract liabilities*	8,282,764	8,282,764	8,282,764	-
Insurance payables	9,491,462	9,491,462	9,491,462	-
Lease liabilities	1,259,995	1,390,465	560,204	830,261
Total	19,034,221	19,164,691	18,334,430	830,261
KHR'000 (Note 2.4)	76,612,740	77,137,881	73,796,080	3,341,801

*Exclude provision for unearned premiums

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30. MATURITY ANALYSIS OF ASSETS AND LIABILITIES

The table below shows an analysis of assets and liabilities according to when they are expected to be recovered or settled.

	2025			
	<i>One year</i> US\$	<i>Beyond</i> <i>one year</i> US\$	<i>Total</i>	
			US\$	KHR'000 (Note 2.4)
Financial assets				
Available-for-sale investments	281,236	-	281,236	1,128,600
Other assets	988,523	494,700	1,483,223	5,952,174
Reinsurance assets	9,776,545	-	9,776,545	39,233,275
Insurance receivables	4,122,091	-	4,122,091	16,541,951
Placements with banks	38,582,165	6,300,000	44,882,165	180,112,128
Cash on hand and cash in banks	7,515,179	-	7,515,179	30,158,413
	61,265,739	6,794,700	68,060,439	273,126,541
Non-financial assets				
Investment in subsidiaries	-	7,700,000	7,700,000	30,900,100
Asset held for sale	1,094,780	-	1,094,780	4,393,352
Statutory deposit	-	700,000	700,000	2,809,100
Intangible assets	-	1,818,335	1,818,335	7,296,978
Deferred expense	60,091	2,851,373	2,911,464	11,683,705
Property and equipment	-	3,018,526	3,018,526	12,113,345
Right-of-use assets	-	1,799,949	1,799,949	7,223,195
Other assets	307,741	-	307,741	1,234,965
Reinsurance assets	978,878	12,641,764	13,620,642	54,659,636
	2,441,490	30,529,947	32,971,437	132,314,376
	63,707,229	37,324,647	101,031,876	405,440,917
Accumulated depreciations and amortization of non-financial assets			(4,293,380)	(17,229,333)
Allowance for credit and impairment losses			(49,334)	(197,977)
Total assets			96,689,162	388,013,607
Financial liabilities				
Insurance contract liabilities	11,537,725	-	11,537,725	46,300,890
Lease liabilities	514,384	398,153	912,537	3,662,011
Insurance payables	9,623,000	-	9,623,000	38,617,099
	21,675,109	398,153	22,073,262	88,580,000
Non-financial liabilities				
Insurance contract liabilities	1,267,417	28,137,883	29,405,300	118,003,469
Deferred revenue	125,427	1,829,417	1,954,844	7,844,789
Deferred tax liability	36,430	-	36,430	146,194
Other payables	2,717,096	45,586	2,762,682	11,086,643
Income tax payable	124,407	-	124,407	499,245
	4,270,777	30,012,886	34,283,663	137,580,340
	25,945,886	30,411,039	56,356,925	226,160,340
Allowance for credit losses on premium receivable recoverable from reinsurers			(12,483)	(50,094)
Total liabilities			56,344,442	226,110,246

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30. MATURITY ANALYSIS OF ASSETS AND LIABILITIES (continued)

	<i>2024</i>			<i>KHR'000</i> <i>(Note 2.4)</i>
	<i>One year</i> <i>US\$</i>	<i>Beyond</i> <i>one year</i> <i>US\$</i>	<i>Total</i> <i>US\$</i>	
Financial assets				
Available-for-sale investments	364,218	-	364,218	1,465,977
Other assets	803,679	457,802	1,261,481	5,077,460
Reinsurance assets	9,076,535	-	9,076,535	36,533,053
Insurance receivables	5,389,003	-	5,389,003	21,690,737
Placements with banks	28,241,315	5,675,000	33,916,315	136,513,168
Cash on hand and cash in banks	14,067,147	-	14,067,147	56,620,267
	57,941,897	6,132,802	64,074,699	257,900,662
Non-financial assets				
Investment in subsidiaries	-	7,700,000	7,700,000	30,992,500
Asset held for sale	1,001,939	-	1,001,939	4,032,804
Statutory deposit	-	700,000	700,000	2,817,500
Intangible assets	-	1,528,247	1,528,247	6,151,194
Deferred expense	2,890,426	135,023	3,025,449	12,177,432
Property and equipment	-	2,758,084	2,758,084	11,101,288
Right-of-use assets	-	1,778,111	1,778,111	7,156,897
Other assets	291,140	-	291,140	1,171,839
Reinsurance assets	9,895,761	3,072,819	12,968,580	52,198,535
	14,079,266	17,672,284	31,751,550	127,799,989
	72,021,163	23,805,086	95,826,249	385,700,651
Accumulated depreciation and amortization of non-financial assets			(3,666,487)	(14,757,609)
Allowance for credit and impairment losses			(59,947)	(241,287)
Total assets			92,099,815	370,701,755
Financial liabilities				
Insurance contract liabilities	8,282,764	-	8,282,764	33,338,125
Lease liabilities	479,200	780,795	1,259,995	5,071,480
Insurance payables	9,519,608	-	9,519,608	38,316,423
	18,281,572	780,795	19,062,367	76,726,028
Non-financial liabilities				
Insurance contract liabilities	24,048,929	4,049,356	28,098,285	113,095,597
Deferred revenue	1,986,184	69,575	2,055,759	8,274,430
Deferred tax liability	34,458	-	34,458	138,693
Other payables	2,237,628	134,197	2,371,825	9,546,596
Income tax payable	146,214	-	146,214	588,511
	28,453,413	4,253,128	32,706,541	131,643,827
	46,734,985	5,033,923	51,768,908	208,369,855
Allowance for credit losses on premiums receivable recoverable from reinsurers			(28,146)	(113,288)
Total liabilities			51,740,762	208,256,567

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31. CONTINGENCIES

Legal

The Company which operates in the insurance industry is subject to legal proceeding in the normal course of business. While it is not practicable to forecast or determine the final results of all pending or threatened legal proceedings, management does not believe that such proceedings (including litigations) will have a material effect on its financial position and results of operations.

Taxation

The Company received various tax reassessments from Department of Large Taxpayers of the GDT. The Company strongly believes that it has reasonable grounds to challenge the tax reassessments. The Company is continuously discussing with the GDT the merits of these outstanding tax matters with a firm position against the reassessments.

The taxation system in Cambodia is characterized by numerous taxes and frequently changing legislation, which is often unclear, contradictory and subject to interpretation. Often, differing interpretations exist and investigation by a number of authorities and jurisdictions. Taxes are subject to review and investigation by a number of authorities, who are enabled by law to impose severe fines, penalties and interest charges. Management believes that it has adequately provided for tax liabilities based on its interpretation of tax legislation. However, the relevant authorities may have differing interpretations and the effects could be significant.

32. EVENTS SINCE THE STATEMENT OF FINANCIAL POSITION DATE

Other than as disclosed elsewhere in these financial statements, at the date of the report, there were no other significant events occurred subsequent to 31 December 2025 which would require adjustments or disclosures to be made in the financial statements for the year ended 31 December 2025.



Forte Insurance (Cambodia) Plc.

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