Daiichi Life

ANNUAL REPORT 2025

A leading Japanese Life Insurer since 1902

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I. BUSINESS SUMMARY

1 Message from the Chair of the Board of Directors

On behalf of the Board of Directors, I am pleased to present the Annual Report of Daiichi Life Insurance (Cambodia) PLC. for the year ended 31 December 2025.

Over the past 6 years, the Company has continued to make meaningful progress in strengthening its position within Cambodia's life insurance sector. We have seen steady growth in our business, supported by increasing customer trust, expanding partnerships, and a disciplined approach to capital and risk management. The Company's strong solvency position and continued capital support from the Group reflect a solid foundation for sustainable development. As with many life insurance businesses in their growth phase, current financial results are shaped by the deliberate build-out of distribution capabilities and the accumulation of a high-quality, long-term in-force portfolio that underpins future earnings.

As part of the Daiichi Life Group, the Company continues to benefit from robust financial backing, strong governance frameworks, and deep industry expertise. The Group has demonstrated its sustained commitment to Cambodia through ongoing capital support and strategic investment, reflecting confidence in both the market's potential and the Company's growth strategy.

From a governance perspective, the Board has actively supervised the Company, taking into account the expectations of all stakeholders, while providing strategic direction and guidance. We have focused on ensuring that the Company operates with integrity, transparency, and full compliance with regulatory requirements. Regular Board and Committee meetings have enhanced the quality and rigor of our decision-making processes while reinforcing accountability across the organization.

Looking ahead, the Board is committed to supporting management in executing a clear and forward-looking strategy. Our priorities include strengthening distribution capabilities, enhancing customer-centric solutions, and advancing digital innovation while ensuring that risk management and governance practices continue to evolve alongside the business. We believe that maintaining this balance between growth and discipline is essential for achieving sustainable and scalable profitability over the long term.

We also recognize that our progress would not be possible without the continued trust of our customers, the strong collaboration of our partners, and the dedication of our management team and employees.

The Board remains firmly confident in the Company's long-term direction, supported by its strong capital position and the continued backing of the Group, and its ability to contribute to a more secure and financially resilient future for the people of Cambodia.

Tran Dinh Quan
Chair of the Board of Directors

2 Message from the Chief Executive Officer

2025 marked another year of meaningful progress for Daiichi Life Insurance (Cambodia) PLC. as we continued to build a sustainable, long-term life insurance business in Cambodia.

During the year, we achieved solid growth in gross insurance premiums to USD 13.6 million, supported by the continued expansion of our multi-channel distribution model, particularly through bancassurance partnerships and agency. This performance reflects growing customer trust, the strength of our distribution partnerships, and the increasing relevance of life insurance protection for Cambodian families.

We continued to enhance the range of protection solutions available to customers. The introduction of SECURECare and ELITECare reflects our commitment to better address evolving customer protection needs by providing relevant, accessible, and comprehensive solutions. These efforts also support our broader objective of making life insurance better understood and more accessible across Cambodia.

As a life insurance company in an early stage of development, our financial results reflect the deliberate build-out of distribution scale, customer access and engagement capabilities, operating infrastructure, and a high-quality long-term in-force portfolio. These are fundamental components of a growing life insurance business and provide the foundation for stable, recurring earnings as the business gains scale over time.

Our financial foundation remains strong. With a solvency margin ratio of 358%, significantly above the regulatory requirement of 120%, we are well-positioned to meet our obligations to policyholders, support continued business growth, and execute our long-term strategy with confidence. This strength is further underpinned by the strong financial backing and long-term commitment of Daiichi Life Group, including a USD 12 million capital injection in 2025.

Looking ahead, we will remain focused on disciplined growth, quality of business, persistency improvement, operational efficiency, and cost discipline as we build a clear path toward sustainable profitability. We will also continue to enhance customer experience and expand access to financial protection through our distribution partnerships and digital and service improvements.

Cambodia remains a strategic market for Daiichi Life Group, and we see meaningful long-term opportunities to contribute to greater financial resilience for individuals, families, and communities.

Beyond our core business, we remain committed to contributing positively to Cambodian society. Our sustainability efforts focus on supporting education, health and well-being, financial awareness, and community resilience. These initiatives reflect our broader purpose of supporting the long-term well-being and resilience of the communities we serve, in line with our Group purpose of "Partnering with you to build a brighter and more secure future."

I would like to express my sincere appreciation to our customers, partners, regulators, employees, and Daiichi Life Group for their continued trust, collaboration, and support. Together, we are building a well-capitalized, trusted, and enduring life insurance business that is committed to serving Cambodia over the long term.

Mah Kin Yoong
Chief Executive Officer

3 Summarized Financial Information

Business Summary – Financial Highlights For the year ended 31 December	2025	2024	2023
Balance Sheet (USD)			
Total Assets	34,832,054	29,141,501	20,884,754
Share capital	68,000,000	56,000,000	42,000,000
Total Equity	15,913,736	16,787,756	13,304,867
Total Liabilities	18,918,318	12,353,745	7,579,887
Total Equity and Liabilities	34,832,054	29,141,501	20,884,754
Profit or Loss (USD)			
Gross insurance premium	13,627,246	8,742,091	7,254,093
Net Premium	13,442,695	8,667,187	7,152,731
Net insurance income before claims, benefits, and expenses	14,723,811	9,775,295	7,948,522
Total comprehensive loss for the year	(12,874,020)	(10,517,111)	(7,871,109)
Key Ratios			
Solvency Margin Ratio	358%	402%	321%
Market Trend			
Daiichi Life Market share by Gross Premium	6.7%	4.4%	3.7%

The financial highlights reflect continued business growth and a strengthening market presence, with gross insurance premium increasing to USD 13.6 million and market share by gross premium rising to 6.7% in 2025. The current results primarily reflect the deliberate build-out of distribution scale, customer access and engagement capabilities, operating infrastructure, and a high-quality long-term in-force portfolio, consistent with the development stage of the Company's life insurance business in Cambodia.

The Company remains well-capitalized, supported by share capital of USD 68.0 million and a solvency margin ratio of 358% in 2025, significantly above the regulatory requirement, providing a strong foundation for disciplined growth and the fulfillment of long-term obligations to policyholders.

II. COMPANY INFORMATION

1 About Company

A. Daiichi Life Group

Daiichi Life Group, Inc. is a global insurance group with operations in 9 countries. The Group views Cambodia as a long-term strategic market and remains committed to supporting the development of its insurance sector.

Founded in 1902

Daiichi Life, the company from which our Group originates, was established in **1902** as Japan's first mutual insurance company.

36.5 million customers in Japan (as of March 2026)

In accordance with our purpose "Partnering with you to build a brighter and more secure future", we continue to provide products and services from the customer's perspective.

Global insurance group with operations in 9 countries

We have been expanding our international business presence since **2007**. We will continue to promote growth that is balanced between developed markets and emerging markets.

Total asset 74.1 trillion yen (as of March 2026)

We contribute to society and move the economy and financial markets an institutional investor pursuing both stability and profitability and by supporting capital needs in growth areas such as infrastructure.

Regional Offices

- USA (North America RHQ)
- Singapore (APAC RHQ)
- UK (Research Company)

Life Insurance Business

- Japan
- USA
- Australia
- New Zealand
- Vietnam
- Cambodia
- Myanmar
- India
- Indonesia

B. Daiichi Life Insurance (Cambodia) PLC.

Daiichi Life Insurance (Cambodia) PLC. ("the Company") is a wholly owned subsidiary of Daiichi Life Group, Inc. of Japan. The Company was established in 2018 and officially commenced its life insurance business in Cambodia in 2019. As part of Daiichi Life Group, a global insurance group, the Company benefits from strong financial backing, robust governance frameworks, and deep insurance and operational expertise, which support its sustainable growth and long-term development in Cambodia.

Company Name

Daiichi Life Insurance (Cambodia) PLC.

Chief Executive Officer
Mah Kin Yoong

Service:	Life Insurance
Date of Incorporation:	14 March 2018
Registered Address:	Ground Floor, 1st Floor & 2nd Floor, Samaky Tower, St. 315, Phum 6, Sangkat Boeung Kork II, Khan Toul Kork, Phnom Penh
Branches:	Phnom Penh Branch Office Ground Floor, Samaky Tower, St. 315, Phum 6, Sangkat Boeung Kork II, Khan Toul Kork, Phnom Penh Battambang Branch Office Address: #440-441, National Road No. 5, Prek Mohatep village, Svay Por commune, Battambang municipality Siem Reap Branch Office Address: #736, National Road No. 6A, Sla Kram village, Sla Kram commune, Siem Reap municipality
Number of Employees:	387
Number of Customers:	21,334

Award and Recognition

“International Life Insurer of the Year – Cambodia”

for 2 consecutive years, 2023 and 2024.

“Best Companies to Work for in Asia” and “Most Caring Company”

for 2024 by HR Asia.

Partnering with you to build a brighter and more secure future

Purpose

Partnering with you to build a brighter and more secure future

Values

We care We do what's right We innovate

Mission

Empowering Cambodians to achieve financial security through innovative and accessible products, consistently supported by outstanding service

Vision

Building on our strong Japanese heritage, we aim to be the foremost trusted partner in providing financial protection for the prosperity and well-being of every Cambodian.

Message

By your side, for life

Our Purpose, Mission and Values

Guided by our Group purpose, "Partnering with you to build a brighter and more secure future," our mission is to empower Cambodians to achieve financial security through innovative, accessible, and reliable insurance solutions.

Our values — We care, We do what's right, and We innovate — shape the way we serve our customers, work with our partners, support our people, and contribute to the communities we serve. Building on Daiichi Life Group's strong Japanese heritage, we aim to be a trusted long-term partner in providing financial protection and peace of mind for Cambodian families.

2 Insurance Products

We offer life insurance products that support customers' protection needs and long-term financial planning at different stages of life. Our product portfolio includes Endowment, Term Life, and Credit Life products, helping customers and their families prepare for future financial needs with greater confidence.

The Company continues to enhance customer understanding, accessibility, and service experience through clear communication, customer-centric initiatives, and ongoing service improvements. These efforts are aimed at helping customers make informed decisions and maintain long-term confidence in their protection solutions.

New Products in 2025

- **SECURECare** is a 5-in-1 protection plan designed to provide enhanced financial protection in the event of death, total permanent disability (TPD), or accidental injury, including partial dismemberment. The plan also includes additional benefits such as coverage for selected infectious diseases, daily hospital allowance, and compassionate benefits, supporting customers' broader protection needs.

- **ELITECare** is a life insurance product with short-term or single premium payment options, providing long-term protection. It offers high coverage for death and TPD, together with value features such as return of premium, supporting customers' protection and savings needs in a single plan.

A. Endowment products:

- **"DL EduPro"** – a non-participating endowment plan that provides regular guaranteed benefits together with protection coverage for death and TPD, supporting customers' long-term financial planning needs.

- **"EduPro Premier"** – a limited-pay, non-participating endowment plan that provides guaranteed benefits and comprehensive protection for death and TPD, with enhanced coverage for accidental events, supporting both protection and savings objectives.

- **"ELITECare"** – a non-participating endowment plan that offers return-of-premium features through guaranteed cash benefits or maturity benefits, together with comprehensive protection for death and TPD, supporting customers' protection and savings needs in a single plan.

B. Term life insurance products

- **"EASYCare"** – a term life protection plan with short-term premium payment options, providing protection coverage for death and TPD over the policy term.
- **"SECURECare"** – a term life protection plan focused on accidental protection, providing coverage for death and TPD together with additional benefits such as accidental-related coverage, infectious disease protection, hospital cash benefits, and compassionate benefits, supporting broader protection needs.

C. Credit Life products:

- **"CREDITCare"** – a credit life protection plan that provides coverage for death and TPD designed to help protect customers against outstanding loan liabilities.

3 Business Partners & Distribution Channels

The Company provides access to its life insurance solutions through a multi-channel distribution model, including Agency, Partnerships, Digital Platforms, and Agent Sales Staff. This approach helps customers choose the channel that best suits their needs, while supporting the Company's mission to expand access to financial protection for families across Cambodia.

Within this model, Partnerships play a particularly important role in extending access to life insurance through trusted and well-established financial service channels.

Gross Premium Income 2025 Breakdown by Channel:

Distribution Channel	Gross Premium Income (USD)	Share %
Agency	**3,873, 913**	**28.43%**
Partnership	**9,106,388**	**66.82%**
Digital	**3,852**	**0.03%**
Agent Sales Staff	**643,092**	**4.72%**
Total Premium	**13,627,246**	

Bancassurance Partnerships

We collaborate with leading banking partners to make life insurance protection more accessible to customers through trusted and well-established financial service channels. By leveraging the strength, reach, and customer relationships of our partners, these partnerships play a key role in expanding access to financial protection across Cambodia.

1. Vattanac Bank
2. Sacom Bank (Cambodia) PLC.
3. AMK Bank PLC.
4. RHB Bank (Cambodia) PLC.
5. WOORI BANK (CAMBODIA) PLC.

4 Customer Service

We are committed to delivering clear, responsive, and customer-centric service across every customer touchpoint, guided by "Omotenashi," the Japanese spirit of thoughtful and attentive hospitality. We aim to help customers feel supported and confident throughout their relationship with us.

The Company maintains a transparent, fair, and responsive complaint handling process. Customer feedback and complaints are acknowledged promptly and handled with due care, in line with regulatory requirements, supporting customer trust and the continuous improvement of service quality.

1. 1800 201 202 (toll-free)
2. Multi-step renewal premium reminders via call and automated SMS before due date.
3. Product campaigns including through Social Media
4. Personalized customer meetings and events foster ongoing engagement

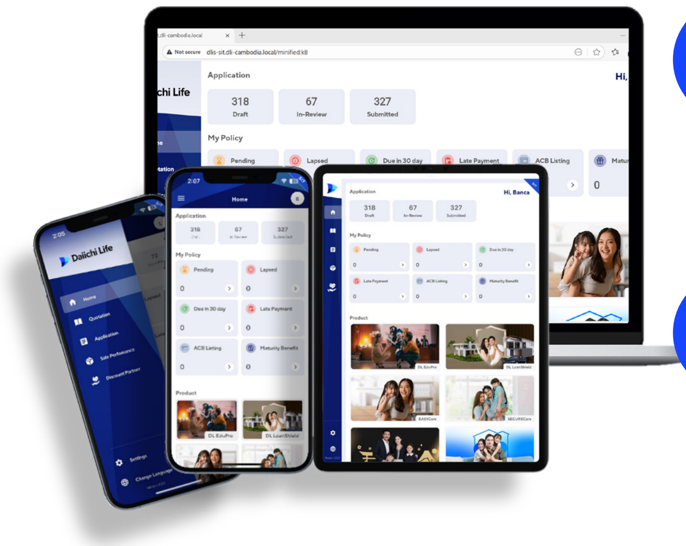
5. Online portal delivers e-policy KIT instantly and allows us to listen to customer feedback real time.
6. Prompt and just claims handling; 100% of beneficiaries rated our support
7. Strengthen relationship with customers through our relationship with Loyal Parties.
8. Auto issued and auto accepted underwriting rules mean our customers are promptly protected.

In line with our commitment to customer-centric service, we continue to enhance our digital capabilities to make every interaction simpler, more accessible, and more responsive. Through paperless processes, digital engagement platforms, and online service tools, we aim to provide customers and distribution partners with greater convenience, transparency, and efficiency throughout the insurance journey.

EPOS system "DLIS 2.0"

The EPOS System enhances the application experience by enabling digital submission, straight-through processing, and automated underwriting.

It supports higher submission quality, reduces unnecessary manual document handling, and provides better visibility of application progress from submission to completion.



Cross-Platform, Multi-Device

A web-to-mobile system enables sales staff to generate illustrations and submit applications in dual languages at anywhere, anytime.

Built-in OCR

Automatically extracts customer data to ensure complete, accurate submissions and reducing manual entry errors and accelerating processing.

Payment integration

In-app Bill Payment and KHQR integration, then auto-collect payments to the core system for faster processing and cleaner reconciliation.

Verification via API

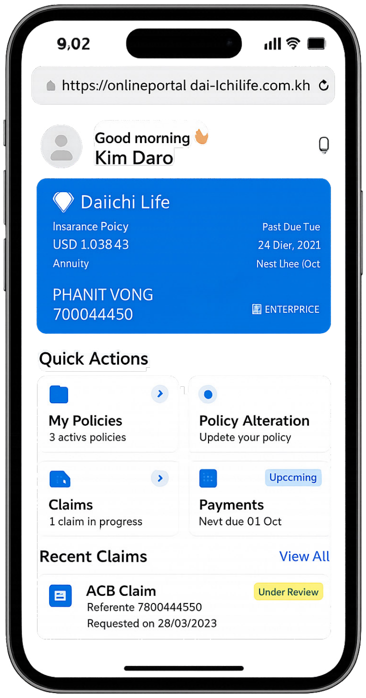
Ready to integrate with bank eliminating scanning, uploads, and manual document handling.

Near Real-Time Status Updates

Status sync for pending applications. Sales and Operations team can align and act on next steps earlier.

Customer Online Portal

Customer Online Portal offers customers a secure and convenient way to access and manage their policies anytime and anywhere. Its self-service features improve accessibility and service efficiency, while giving customers greater flexibility and control over their policy information.



Customer Information API Basic Self-Service

- Policy information & document access
- Profile management
- Premium payment history
- FAQ and Support

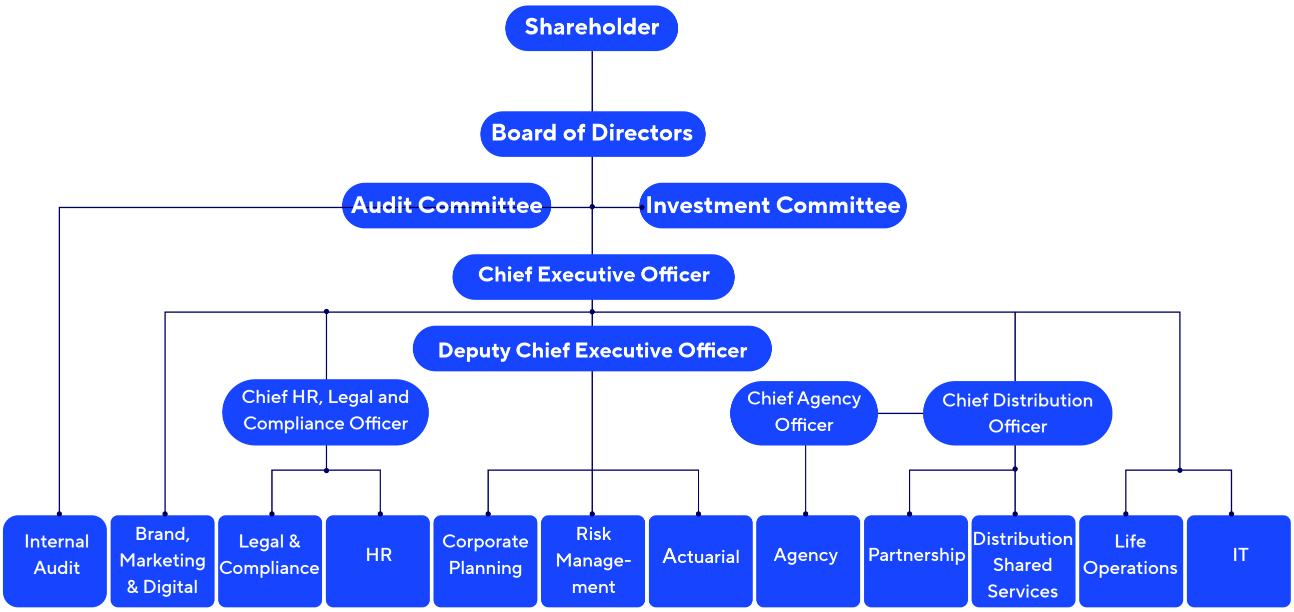
Claims Submission Basic Portal

- Digital claim submission form
- Document upload capability
- Claim status tracking
- Automated acknowledgement

III. CORPORATE GOVERNANCE

Daiichi Life Insurance (Cambodia) PLC. maintains a corporate governance framework that supports transparent, fair, timely, and effective decision-making, while promoting sound management supervision, accountability, and responsible business conduct. This framework enables the Company to fulfill its responsibilities to all stakeholders, including customers, partners, employees, shareholders, regulators, and the communities we serve.

1 Corporate Governance Structure



A. Our Board

The Board supervises the Company's management and provides strategic guidance, taking into account the expectations of all stakeholders, to support disciplined growth, sound governance, sustainable development, and long-term corporate value creation.

To fulfill this role effectively, the Board is composed of members who bring diverse knowledge, experience, and skill sets across insurance, finance, governance, risk management, and business strategy. Board appointments are made through a formal process designed to ensure compliance with Cambodia's Corporate Governance Prakas for Insurance Companies, including the assessment of relevant qualifications, independence, and expertise. This composition supports the Board's ability to provide effective supervision and guidance, while addressing the Company's governance requirements, strategic priorities, and responsibilities to stakeholders.

Tran Dinh Quan

Chairperson

He is a Vietnamese national and was appointed as a member of the Board of Directors in May 2024.

He holds a Master of Science and a Bachelor's degree from Odessa Technological Institute of Food Industries.

He has extensive experience in insurance and has held senior management positions in insurance companies. He brings relevant professional experience and contributes to BOD with his knowledge and expertise.

Webster Coates

Director

He is a Japanese national and was appointed as a member of the Board of Directors in March 2024.

He has extensive experience in investment banking, retail banking, insurance, and financial services, having held senior management and executive roles at leading global financial institutions.

His professional expertise includes strategy management, retail banking products, compliance, governance, and regulatory affairs.

Masato Inagaki

Director

He is a Japanese national and was appointed as a member of the Board of Directors in September 2025.

He has extensive experience in the life insurance industry, with a career spanning risk management, credit, international insurance operations, and executive management.

He has held senior management and executive roles across multiple companies within Daiichi Life Group.

Leon Humberto Villavicencio

Director

He is a Swiss national and was appointed as a member of the Board of Directors in September 2025.

He has over 20 years of experience in the insurance and reinsurance industries, with extensive expertise in business transformation, digital and operational strategy, governance, and risk management.

His career spans senior roles in multinational insurance and reinsurance companies across Asia-Pacific, Europe, and Latin America, where he has led large-scale transformation programs.

Mah Kin Yoong

Director

He is a Singapore national and was appointed as a member of the Board of Directors in February 2025. He is also the Chief Executive Officer of Daiichi Life Insurance (Cambodia) PLC.

He has over 20 years of experience in the life insurance industry, with extensive expertise in distribution and partnerships management, digital distribution, operations, and performance management. His professional career spans multiple senior leadership roles across Singapore, Malaysia, Hong Kong, and Cambodia with multinational life insurance companies.

Chiek Chansamphors

Independent Director

He is a Cambodian national and was appointed as a member of the Board of Directors in August 2019.

He has extensive experience in investment management, corporate strategy, and business development, with exposure to the insurance sector, and has held senior leadership roles across conglomerate, consulting, infrastructure, and consumer sectors in Cambodia.

Eat Bunret

Independent Director

He is a Cambodian national and has been a member of the Board of Directors since July 2023.

He has over 20 years of experience in accounting and finance, treasury, internal audit, internal control and governance, risk management and organizational transformation in multiple sectors, including banking and insurance sectors in Cambodia.

Khek Ravy

Independent Director

He is a Cambodian national and was appointed as a member of the Board of Directors in March 2024.

He has experience in the insurance sector and brings broad leadership and governance experience from both the public and private sectors. His professional background includes senior roles in government, financial institutions, construction, property development, as well as board and committee memberships involving audit, risk oversight, nomination, and remuneration matters.

Mak Chamroeun

Independent Director

He is a Cambodian national and was appointed as a member of the Board of Directorsin November 2024.

He has experience in the insurance sector and brings over 20 years of leadership and management experience across banking, financial services, fintech, investment, and organizational development.

He has held senior executive and board-level roles involving strategy, operations, governance, business transformation, and stakeholder engagement.

B. Senior Management / Executive Committee (ExCo)

The Executive Committee (ExCo), comprising members of Senior Management, is responsible for leading day-to-day operations and executing Board-approved strategies.

The composition of the ExCo is aligned with the Company's strategic priorities and brings together broad experience and capabilities across insurance, distribution, finance, risk management, operations, digital, and compliance.

Through this collective expertise, the ExCo supports disciplined execution, effective cross-functional coordination, and customer-centric business management, while ensuring that the Company operates in a compliant, efficient, and sustainable manner.

Mah Kin Yoong

Chief Executive Officer

He was appointed as Chief Executive Officer from IRC in July 2024.

He holds a Bachelor of Business from the University of Technology, Sydney, Australia and is a full member of CPA Australia.

He has over 20 years of experience in the life insurance industry, with extensive expertise in distribution and partnerships management, digital distribution, operations, and performance management. His professional career spans multiple senior leadership roles across Singapore, Malaysia, Hong Kong, and Cambodia with multinational life insurance companies.

Sabato Takao

Deputy Chief Executive Officer

He was appointed as Deputy Chief Executive Officer in April 2024 and he is a Japanese national.

He has extensive experience in the insurance sector, with a professional career spanning over two decades within the Daiichi Life group and related international insurance operations in Japan, Hong Kong, and Thailand.

His experience covers international life insurance business development, overseas market promotion, and management roles within international business units.

Lay Sithy

Chief Distribution Officer

He currently serves as Chief Distribution Officer of Daiichi Life Insurance (Cambodia) PLC., a role he assumed in July 2024.

He previously held the positions of Chief Partnership Officer, where he was responsible for developing and managing key distribution partnerships, including bancassurance and strategic alliances.

He brings over 20 years of experience in sales, distribution, and business development within the life insurance and financial services sectors. His professional background includes senior leadership roles in partnership distribution, agency management, and sales strategy with multinational insurance companies operating in Cambodia.

Touch Len

Chief Agency Officer

He has been serving as Chief Agency Officer of Daiichi Life Insurance (Cambodia) PLC. since September 2023. In this role, he is responsible for overseeing and strengthening the agency distribution channel.

He has significant experience in agency operations and sales leadership within the insurance sector, contributing to the sustainable growth, quality, and professionalism of the agency force.

You Samedy

Chief Human Resources and Legal & Compliance Officer

He joined Daiichi Life Insurance (Cambodia) PLC. in April 2023 as Chief Human Resources Officer and, in March 2025, expanded his responsibilities to assume the role of Chief Human Resources, Legal and Compliance Officer.

He has over 25 years of extensive experience across a broad range of human resources functions in multiple industries, especially with more than 12 years in the insurance sector. His experience covers strategic human capital management, organizational development, and corporate governance support.

Shiozawa Kenichi

General Manager of Corporate Planning

He was appointed as General Manager of Corporate Planning in April 2025, where he oversees the company-wide initiatives and leads the development of the company's strategic business plan.

He is a Japanese national and He has over 10 years experience in the insurance sector within Daiichi Life Group, bringing extensive expertise in international business planning and macro environment research, gained through his career in Japan.

2 Reports of Board, Committee and Management

	Board	Investment Committee	Audit Committee	Senior Management (ExCo)
Role and Responsibility	✽ Supervise the execution of business operations and oversee the overall performance ✽ Provide the strategic leadership and insights for business plan ✽ Ensure the effectiveness of corporate governance for sustainable business	✽ Oversee the company's investment activities, ensuring regulatory compliance, prudent risk management, and alignment with strategic objectives. ✽ Setting and implementation of investment policy, monitoring performance and liquidity.	✽ Provide independent oversight of the Company's financial reporting, internal controls systems, internal and external audit processes, and compliance with applicable laws and regulations including m including Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT)	✽ Execute board-approved strategies, day-to-day operation ✽ Ensure the company operates in a compliant, efficient, and custome r-focused manner.
Key Work and Achievement	✽ Review the business plan and strategy including the company name and logo change. ✽ Develop new products. ✽ Oversight the company performance. ✽ Review the financial statement. ✽ Review the remuneration.	✽ Review & approval on annual investment plans including new investment opportunities. ✽ Periodic Investment Review on investment reports covering portfolio composition, performance, liquidity position, and compliance with approved limits.	✽ Review Internal Audit Plan, Internal Audit Report and regulatory Report ✽ Review audit issues identified by internal and external auditors, monitored remediation progress. ✽ Evaluate and ensure the adequacy and effectiveness of the internal control system	✽ Develop the strategic direction. ✽ Develop and implement the operation to achieve the business plan with agreed strategies and targets. ✽ Identify and evaluate risk and conform the compliance matter.

3 Report of Business Corporate

The Board maintained an effective meeting structure in 2025, with four Board meetings held during the year, supported by well-prepared agendas, timely materials, and constructive discussions.

Through these meetings and related Committee discussions, Directors reviewed key strategic, financial, risk, compliance, and operational matters, provided effective challenge and guidance, and ensured appropriate follow-up on management actions.

IV. FINANCIAL STATUS & OPERATIONS

1 Capital & Solvency

Pursuant to Prakas No. 061 on Solvency Margin issued by the Insurance Regulator of Cambodia (IRC) on 14 December 2022, life insurance companies are required to maintain a solvency margin ratio of not less than 120%. In addition, life insurance companies must maintain Required Solvency equal to the higher of (i) 4% of net mathematical reserves plus 0.3% of net sum at risk, or (ii) 50% of the minimum capital requirement, which is set at USD 7 million.

As of 31 December 2025, the Company maintained a strong capital and solvency

- Net assets stood at USD 12.5 million, well above the Minimum Required Solvency of USD 3.5 million.
- The Solvency Margin Ratio stood at 358%, significantly above the minimum regulatory requirement of 120%.

This strong solvency position demonstrates the Company's capacity to meet its obligations to policyholders, absorb potential shocks, and support continued business growth. It also reflects the Company's disciplined approach to capital management as it continues to build a sustainable, long-term life insurance business in Cambodia.

In 2025, the Company's parent company, Daiichi Life International Holdings LLC, provided an additional capital injection of USD 12 million. This capital support further strengthens the Company's financial foundation and reflects Daiichi Life Group's long-term commitment to Cambodia as a strategic market. Together with the Company's strong solvency position, this provides a solid foundation to support disciplined growth, policyholder protection, and the development of a high-quality long-term in-force portfolio.

2 Investment Strategy and Risk Management

The Company's investment strategy is designed to support long-term financial stability, policyholder protection, and sustainable business growth, while ensuring compliance with Prakas No. 061 on Solvency Margin issued by the Insurance Regulator of Cambodia (IRC) on 14 December 2022. As a life insurance company, the Company recognizes its responsibility to manage assets prudently in order to meet long-term obligations to policyholders and protect the value of funds entrusted through insurance premiums.

To support this objective, the Company maintains an investment risk management framework covering key investment-related risks, including market risk, credit risk, liquidity risk, and asset-liability management risk. This framework supports responsible investment management and enhances the stability and resilience of the investment portfolio.

Recent 3-year movement in investment portfolios:

For the year ended 31 December	2025	2024	2023
Asset Class: (USD)			
Cash and Cash Equivalents	7,726,690	3,985,537	2,746,034
Fixed Deposit	19,100,000	19,800,000	12,700,000
Securities	2,000,000	-	-
Total investment portfolio	**28,826,690**	**23,785,537**	**15,446,034**

The Company's investment activities are conducted in accordance with approved investment policies, regulatory requirements, and internal credit and risk limits. The investment strategy prioritizes high-quality and liquid instruments to support the Company's ability to meet future claims, benefit payments, policyholder obligations, and operational needs.

As of 31 December 2025, the Company's investment portfolio increased to USD 28.8 million, compared with USD 23.8 million in 2024 and USD 15.4 million in 2023, reflecting asset growth in line with business expansion. Throughout this period, the portfolio remained predominantly invested in fixed deposits and cash-equivalent instruments, demonstrating a prudent and liquidity-focused investment approach consistent with the Company's responsibility to safeguard assets backing policyholder obligations.

The investment in securities amounting to USD 2.0 million in 2025 represents a measured step toward portfolio diversification. This allocation was undertaken selectively and within approved risk limits, reflecting a gradual enhancement of return potential while maintaining a prudent risk profile. The Company will continue to balance return considerations with capital preservation, liquidity, and policyholder protection.

Investment risks, including credit, liquidity, market, and asset-liability management risks, are monitored through regular portfolio reviews, limit controls, and ongoing management supervision.

3-year investment plan:

Looking ahead, the Company's target asset allocation is designed to maintain a prudent balance among liquidity, risk management, capital preservation, and return considerations. Fixed deposits are expected to remain the core investment asset, supporting capital preservation and liquidity objectives, while securities investments may be increased gradually to enhance diversification and return potential within regulatory limits and the Company's approved risk appetite.

Over the next three years, the Company plans to gradually increase the allocation to securities by approximately 5 percentage points, subject to market conditions, liquidity requirements, asset-liability considerations, and ongoing compliance with approved investment policies and regulatory requirements. The allocation will be implemented progressively and prudently, with continued focus on policyholder protection, portfolio resilience, and disciplined risk management.

Through this approach, the Company aims to manage its investment portfolio responsibly, ensuring that assets are managed with due care to support the long-term promises made to policyholders while contributing to the Company's sustainable growth.

3 Insurance Technical Reserves

The Company calculates its Insurance Technical Reserves in compliance with the requirements prescribed by the IRC under Prakas No. 063, titled "Procedure and Methodology of Technical Reserve Calculation", effective from 23rd December 2022.

Recent 2-year Insurance Technical Reserves:

For the year ended 31 December	2025	2024
Insurance Technical Reserve (USD)	14,524,086	8,021,721

As of 31 December 2025, the Company maintained Insurance Technical Reserves of USD 14.52 million, an increase of USD 6.50 million from USD 8.02 million as of 31 December 2024. The increase was mainly driven by the continued growth and aging of the in-force portfolio, new business written during the year, and reinstated policies. As policies remain in-force and progress into later policy durations, higher reserves are held to support future claims and benefit payments to policyholders. This increase was partly offset by policy lapses and terminations, for which reserves were released during the year.

The increase in Insurance Technical Reserves is consistent with the development of the Company's life insurance business and the continued build-out of a high-quality long-term in-force portfolio. Maintaining adequate reserves is a key component of policyholder protection and supports the Company's ability to fulfill its long-term obligations to policyholders.

In accordance with the Appointed Actuary's professional opinion, the valuation methodologies and assumptions applied in determining the Insurance Technical Reserves are appropriate and reasonable. These methodologies and assumptions comply with applicable regulatory requirements and are aligned with generally accepted actuarial practices.

Based on this assessment, the resulting Insurance Technical Reserves are considered adequate to meet the Company's obligations.

4 Business Operation Results

For the year ended 31 December	2025	2024	2023
Gross insurance premium	13,627,246	8,742,091	7,254,093
Reinsurance premium	(184,551)	(74,904)	(101,362)
Net Premium (USD)	13,442,695	8,667,187	7,152,731
Finance income (USD)	1,281,116	1,108,108	795,791
Gross change in insurance contract liabilities	(6,502,365)	(3,473,223)	(610,940)
Claims and benefits incurred	(389,517)	(188,231)	(219,625)
Other income	251,495	12,386	1,719
Commission, brokerages and other selling expenses	(8,907,909)	(5,623,551)	(5,241,922)
Operating and administrative expenses	(12,014,407)	(10,968,355)	(9,624,382)
Interest Expense - Lease	(35,128)	(51,432)	(53,020)
Total claims, benefits, and expenses (USD)	**(27,597,831)**	**(20,292,406)**	**(15,748,170)**

For the year ended 31 December 2025, the Company recorded gross insurance premiums of USD 13.6 million, representing strong growth compared with prior years. This growth reflects the continued expansion of the Company's multi-channel distribution model, increasing customer trust, and the ongoing build-out of its long-term in-force portfolio.

Net premium income also increased in line with premium growth, demonstrating the continued expansion of the Company's core insurance business. As the in-force portfolio grows and policies remain in force over time, insurance contract liabilities and technical reserves increase accordingly to support future claims and benefit payments to policyholders.

The Company's operating results continued to reflect the economics of a life insurance business in its early growth phase. Selling-related expenses and operating expenses increased as the Company continued to broaden customer access to protection solutions, provide advisory support, enhance service capabilities, and strengthen the operating infrastructure required to support sustainable growth.

These expenses are characteristic of a growing life insurance business, where investments to reach, advise, and serve customers are incurred upfront, while future earnings emerge over the policy lifecycle. The Company views these investments as essential to building a high-quality, long-term in-force portfolio capable of generating stable and recurring earnings over time.

The increase in total claims, benefits, and expenses was consistent with the Company's growth phase and planned investments in customer access, advisory support, service capabilities, and operating infrastructure.

Overall, the Company's operating performance in 2025 reflects strong premium growth, continued portfolio expansion, and planned investments in the capabilities required to build a sustainable life insurance business. The Company remains focused on disciplined growth, persistency improvement, operating efficiency, and cost discipline as it builds a clear path toward sustainable profitability

5 Reinsurance

The Company applies a prudent reinsurance strategy to strengthen financial resilience, protect policyholders, and support sustainable business growth in compliance with applicable Cambodian regulations.

A. Reinsurance Strategy and Management

Reinsurance forms part of the Company's overall risk and capital management framework. It helps manage underwriting risk, limit exposure to adverse claims fluctuations, support broader customer needs, including larger protection requirements, and enhance financial stability at an acceptable cost.

B. Reinsurer Selection and Evaluation

Reinsurers are selected in accordance with the Reinsurance Prakas and the Company's internal policies, based on criteria including financial strength, reliability, regulatory compliance, relevant technical expertise, commitment to policyholder obligations, and competitive pricing.

Reinsurance arrangements are structured to comply with regulatory requirements, including retention limits, risk retention levels, appropriate agreement types, and diversification of reinsurers and risks.

C. Determination of Reinsurance Needs

The Company conducts regular risk assessments to determine its reinsurance needs, including changes to existing arrangements, at the Company level, by product type, or across relevant risk segments.

The Company reviews and reassesses its reinsurance policy at least every three years, as required under the Reinsurance Prakas.

6 Risk Management and Compliance

A. Risk Management

Effective risk management is essential to maintaining a sound, secure, resilient, and sustainable business. It supports the Company's ability to protect policyholders, serve customers and partners, support its people, and contribute to the communities it serves, both now and in the future.

How we manage risk

In making daily business decisions, the Company applies a disciplined approach to identifying, assessing, controlling, monitoring, and reporting risks. Employees are expected to exercise sound judgment, supported by the following governance mechanisms:

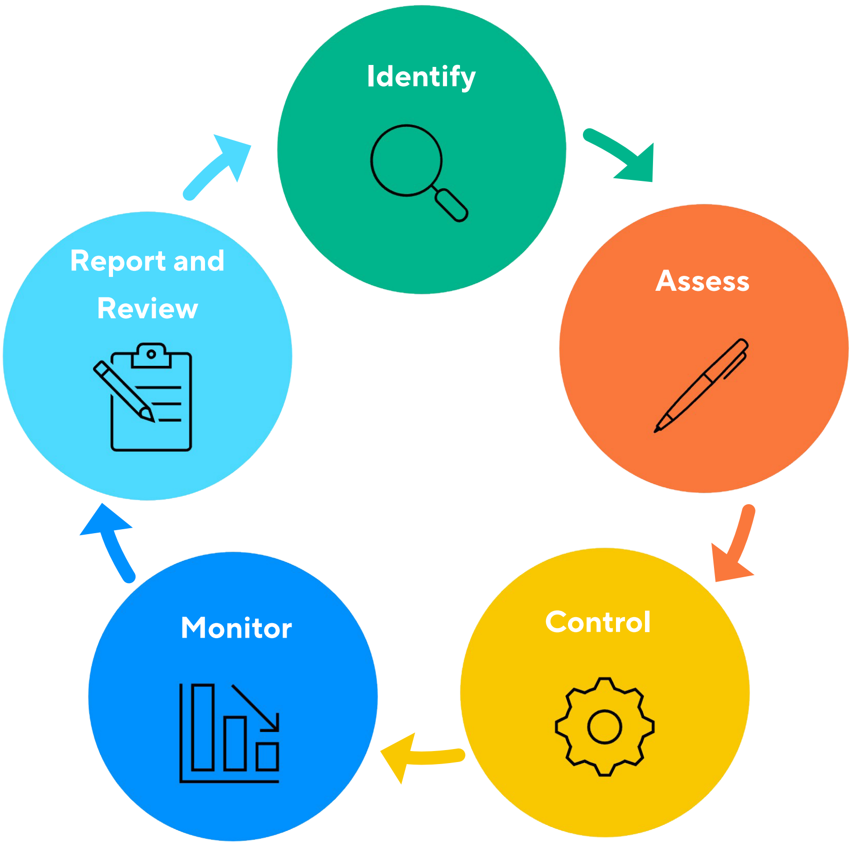
- Three Lines of Defense model
- Risk Management Policy
- Risk Appetite Statement
- Code of Conduct
- Internal Policies, standards and guidelines

Risk Management Process

The Company follows a structured five-step risk management cycle applied across the enterprise: Identify, Assess, Control, Monitor, and Report and Review. This process supports the timely identification, assessment, mitigation, and monitoring of key risks within approved risk appetite and tolerance levels.

The Company classifies its key risk areas into financial and non-financial categories:

- Financial Risks include: Liquidity, Market & Investment, Credit, and Insurance Risk
- Non Financial Risks include: Strategic, IT & Cybersecurity, and Operational Risk



B. Compliance Management

The Company maintains a comprehensive compliance framework designed to support adherence to applicable laws, regulations, and internal policies. This framework is aligned with Daiichi Life Group's compliance standards and promotes ethical conduct, sound governance, and a strong focus on customer protection and fair treatment.

The Company provides regular compliance training and awareness initiatives to ensure that employees understand and apply these principles in their daily responsibilities.

Compliance Framework

The framework is designed to uphold ethical conduct, regulatory compliance and responsible business practice across all functions through Compliance Policy or any other relevant policies. Our Code of Conduct set out the basic standard of conduct expected to the people who work at the Company.

Anti-Money Laundering and Counter-Financing of Terrorism (AML/CFT) Framework

This includes KYC/CDD processes, sanctions screening, and mandatory regulatory reporting, ensure to prevent suspicious matters related to the money laundering and counter-financing of terrorism and is designed to ensure to adhere to the applicable AML/CFT regulations.

7 Sustainability

At Daiichi Life Insurance (Cambodia) PLC., sustainability reflects our commitment to contributing positively to Cambodian society beyond our core insurance business. Guided by our Group purpose, "Partnering with you to build a brighter and more secure future," we focus on initiatives that support education, health and well-being, financial awareness, and community resilience.

A. Education & Community Support

We believe that access to education is an important foundation for long-term social and economic development. In 2025, we supported local schools and educational institutions by providing learning resources to help improve education quality and learning environments.

We also engaged with university students through educational visits and industry exposure, helping to build awareness of the life insurance sector and its role in financial planning. These initiatives contribute to developing future talent and strengthening financial literacy in Cambodia.

B. Health and Well-being

Supporting health and well-being remains an important part of our community contribution. In 2025, we continued to support healthcare-related initiatives, including contributions to Angkor Hospital for Children and support for Japan Heart's efforts to deliver healthcare services to medically underserved areas.

These efforts aim to improve access to essential medical services, particularly for vulnerable communities, and contribute to a healthier and more resilient society. We also supported initiatives such as Rabbit School, helping to raise awareness for children with special needs and mobilize community support through fundraising activities, including the Run By Heart campaign.

In addition, we promoted healthy lifestyles and community engagement through wellness campaigns and charitable events, encouraging greater awareness of health, prevention, and social participation.

C. Community & Industry Engagement

We engage with the broader community and insurance industry to promote awareness of financial protection and responsible insurance practices. Our participation in industry-led initiatives, including Insurance Day, supports public understanding of insurance and its role in financial security.

We also collaborate with partners on community activities such as blood donation drives and volunteer programs, encouraging employee participation and strengthening connections with the communities we serve.

Ⅴ. ANNUAL AUDITED FINANCIAL REPORT

FINANCIAL STATEMENTS 2025

DAIICHI LIFE INSURANCE (CAMBODIA) PLC. [FORMERLY DAI-ICHI LIFE INSURANCE (CAMBODIA) PLC.] STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	31 December 2025		(As reclassified) 31 December 2024	
	US$	**KHR'000**	US$	KHR'000
Assets				
Statutory deposit	**700,000**	**2,809,100**	700,000	2,817,500
Property and equipment	**524,106**	**2,103,238**	762,654	3,069,682
Right-of-use assets	**240,725**	**966,030**	510,708	2,055,600
Intangible assets	**2,194,025**	**8,804,622**	1,730,614	6,965,721
Insurance and other receivables	**1,536,200**	**6,164,771**	1,088,370	4,380,687
Other investments	**21,753,348**	**87,296,186**	20,281,174	81,631,725
Cash and cash equivalents	**7,726,690**	**31,007,207**	3,985,537	16,041,786
Income tax credit	**156,960**	**629,880**	82,444	331,839
Total assets	**34,832,054**	**139,781,034**	29,141,501	117,294,540
Equity and liabilities				
Equity				
Share capital	**68,000,000**	**272,000,000**	56,000,000	224,000,000
Accumulated losses	**(52,086,264)**	**(211,662,564)**	(39,212,244)	(160,024,870)
Currency translation reserves	-	**3,524,387**	-	3,595,588
Total equity	**15,913,736**	**63,861,823**	16,787,756	67,570,718
Liabilities				
Insurance contract liabilities	**14,524,086**	**58,285,157**	8,021,721	32,287,427
Insurance and other payables	**4,132,195**	**16,582,500**	3,798,017	15,287,017
Lease liabilities	**262,037**	**1,051,554**	534,007	2,149,378
Total liabilities	**18,918,318**	**75,919,211**	12,353,745	49,723,822
Total equity and liabilities	**34,832,054**	**139,781,034**	29,141,501	117,294,540

DAIICHI LIFE INSURANCE (CAMBODIA) PLC. [FORMERLY DAI-ICHI LIFE INSURANCE (CAMBODIA) PLC.] STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2025

	For the year ended 31 December 2025		(As reclassified) For the year ended 31 December 2024	
	US$	**KHR'000**	US$	KHR'000
Gross insurance premium	**13,627,246**	**54,658,884**	8,742,091	35,589,052
Reinsurance premium	**(184,551)**	**(740,234)**	(74,904)	(304,934)
Net premium	**13,442,695**	**53,918,650**	8,667,187	35,284,118
Interest income	**1,281,116**	**5,138,556**	1,108,108	4,511,108
Net insurance income before claims, benefits, and expenses	**14,723,811**	**59,057,206**	9,775,295	39,795,226
Claims, benefits, and expenses				
Gross change in insurance contract liabilities	**(6,502,365)**	**(26,080,986)**	(3,473,223)	(14,139,491)
Claims and benefits incurred	**(389,517)**	**(1,562,353)**	(188,231)	(766,288)
Other income	**251,495**	**1,008,746**	12,386	50,423
Commission, brokerages and other selling expenses	**(8,907,909)**	**(35,729,623)**	(5,623,551)	(22,893,476)
Operating and administrative expenses	**(12,014,407)**	**(48,189,786)**	(10,968,355)	(44,652,173)
Interest expense – lease	**(35,128)**	**(140,898)**	(51,432)	(209,380)
Total claims, benefits, and expenses	**(27,597,831)**	**(110,694,900)**	(20,292,406)	(82,610,385)
Loss before minimum tax	**(12,874,020)**	**(51,637,694)**	(10,517,111)	(42,815,159)
Minimum tax expense	-	-	-	-
Loss before income tax	**(12,874,020)**	**(51,637,694)**	(10,517,111)	(42,815,159)
Income tax expense	-	-	-	-
Net loss for the year	**(12,874,020)**	**(51,637,694)**	(10,517,111)	(42,815,159)
Other comprehensive (loss)/income				
Currency translation difference	-	**(71,201)**	-	35,495
Total comprehensive loss for the year	**(12,874,020)**	**(51,708,895)**	(10,517,111)	(42,779,664)

Daiichi Life Insurance (Cambodia) PLC.

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