



Your Bridge to a Better Future



ANNUAL REPORT
2025

WELCOME TO THE
2025
ANNUAL REPORT

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1. Message from the Chairman

Neak Oknha
Sear Rithy



Welcome to the 2025 Annual Report

The year 2025 marked another important chapter in BRIDGE Bank's journey, as Cambodia's economy continued to navigate a complex global environment while maintaining its resilience and long-term growth potential. Digital transformation, innovation, and responsible financial intermediation remained key drivers of economic activity across the country. At BRIDGE Bank, we stay focused on building a strong, future-ready institution by deepening our digital capabilities, strengthening governance, and enhancing customer experience across all touchpoints.

In 2025, BRIDGE Bank strengthened its product offering with the launch of the new BRIDGE Visa Credit and Debit Cards, enhancing everyday payment convenience for our customers. We also continued to improve the BRIDGE Mobile app and optimize our service delivery to better support a growing and increasingly digital customer base. These achievements were made possible by the continued dedication of our shareholders, the Board, management, and employees, whose commitment underpins our progress.

I would like to express my sincere appreciation to the National Bank of Cambodia, particularly Her Excellency Dr. Chea Serey, Governor of the National Bank of Cambodia, for her continued guidance, trust, and unwavering support. Her leadership has been instrumental in strengthening Cambodia's financial system and advancing digital financial services nationwide. With the National Bank of Cambodia's strategic direction, BRIDGE Bank has remained aligned with national priorities, including financial inclusion, digital payments, and responsible banking practices. We are honored to contribute to these shared objectives as Cambodia continues its journey toward a more inclusive and resilient financial ecosystem. For the year 2025, the bank as built on the solid foundations established in previous years, as we focused on strengthening core banking activities, enhancing asset quality,

expanding card payment services, and reinforcing our risk management and compliance frameworks. This disciplined and prudent approach enabled us to navigate ongoing economic challenges while sustaining steady progress across key business segments. We are confident that this balanced strategy positions BRIDGE Bank for sustainable and resilient growth in the years ahead.

Throughout 2025, BRIDGE Bank maintained positive momentum in deposit growth and lending activities, reflecting sustained customer confidence in our brand and services. Supported by disciplined management, strong governance, and a customer-centric approach, we remained resilient amid ongoing macroeconomic uncertainties.

Although Cambodia's economy remained stable and continued to grow in 2025, the pace of growth moderated compared to previous years. Despite this challenging environment, we successfully strengthened our credit risk management, reducing our nonperforming loan (NPL) ratio from **6.17%** to **3.00%**, demonstrating a significant improvement compared to the prior year.

At BRIDGE Bank, we firmly believe that our people are the greatest asset. In 2025, we continued to invest in talent development, leadership capability, and a culture rooted in accountability, collaboration, and innovation. Our ongoing commitment to diversity and inclusion has strengthened our organization, enabled better decision-making and fostering a workplace where individuals can grow and contribute meaningfully. By investing in our people, technology, and infrastructure, we are building a bank that is well prepared to meet future challenges and opportunities.

To our valued customers, your trust and loyalty remain the cornerstone of our success. Your confidence motivates us to continuously improve and to deliver banking solutions that support your personal and business aspirations. On behalf of the Board of Directors, I extend my sincere gratitude to the National Bank of Cambodia and the Royal Government of Cambodia for their continued trust and support. Together, we remain committed to growing responsibly, serving with integrity, and contributing to Cambodia's long-term economic development.

As we look ahead, BRIDGE Bank remains steadfast in its mission to deliver Everyday Banking Convenience while creating long-term value for our shareholders, customers, employees, and the communities we proudly serve.

Sincerely,

A stylized signature in white ink, consisting of a horizontal line followed by a circular flourish.

Neak Oknha Sear Rithy
Chairman

2. Message from the Chief Executive Officer

Mr.
Richard Liew



It is my privilege to present the 2025 Annual Report of BRIDGE Bank, reflecting on our journey from the commencement of operations in June 2023 through to December 2025. Over this relatively short yet impactful period, we have made significant strides in building a strong foundation for sustainable growth, while remaining steadfast in our commitment to serving our customers and contributing to the financial sector.

Despite 2025 being a year marked by global and regional uncertainties, BRIDGE Bank has demonstrated resilience and determination in pursuing its strategic objectives. I am pleased to report that our total assets grew by 25% compared to the previous year, underpinned by robust and exponential growth in both our loan portfolio and deposit base. This performance reflects the trust our customers place in us, as well as the disciplined execution of our growth strategy.

A key milestone in 2025 was the expansion of our physical presence. In June, we proudly opened our fifth branch in Saensok, strengthening our branch network and bringing us closer to our customers. This expansion enables us to better serve individuals and businesses by enhancing accessibility and deepening relationships within the communities we operate in. Besides our physical presence and in line with our vision to provide modern and convenient banking solutions, we also have placed strong emphasis on digital transformation. We are committed to leveraging advanced, technology-driven systems

to enhance our digital banking platform, ensuring a seamless, secure and efficient banking experience for our customers. As part of this initiative, in July 2025, we successfully launched our Visa credit and debit cards, supporting our customers' evolving lifestyles through cashless and contactless payment solutions. Furthermore, we have taken important steps to strengthen our international connection. The Bank has established SWIFT correspondent banking relationships with financial institutions in China, Malaysia, Vietnam, and Thailand. These partnerships are instrumental in enabling our customers to seamlessly conduct cross-border transactions and expand their business reach. We remain committed to extending these relationships to additional country markets in the future.

As we continue to grow, we recognize that our success is built upon strong partnerships and unwavering support. On this note, I would like to express my deepest gratitude to the National Bank of Cambodia, particularly to the Bank Governor Her Excellency Dr. Chea Serey, for her invaluable guidance and continued support. I also extend my sincere appreciation to our Chairman and Board of Directors for their strategic directions and leadership, and to our dedicated staff whose hard work and commitment have been instrumental in driving the Bank's achievements.

Finally, I would like to convey my heartfelt thanks to our customers for placing their trust in BRIDGE Bank. We remain fully committed to upholding that trust and growing together with you.

Looking ahead, we are confident in our future and have set in motion further initiatives to accelerate our growth, particularly in the digital banking space. We are optimistic that these efforts will position us for even greater heights to come.

Sincerely,

A handwritten signature in white ink, appearing to read 'Richard Liew', with a stylized flourish at the end.

Richard Liew
Chief Executive Officer

3. About BRIDGE Bank

3.1 Who We Are



BRIDGE Bank, the bank for every Cambodian, is part of World Bridge Group that started its operations in November 2014 and received its license as a Commercial Bank from the National Bank of Cambodia in 2022. BRIDGE Bank the bank for every Cambodian is driven by the vision to be your preferred financial partner of today and generations to come.

The literal meaning of "BRIDGE" is a structure of pathway to connect from one place to another. Hence, BRIDGE Bank is a pathway connecting you to your financial needs. The bank will close the gap between you, your dreams and your future plan. As a financial leader, we care about you and your well-being, as well as your dreams, moving together to a better future.



Trusted

We are new, but our group and partners credibility build trust to our image.

Innovative

We are not only advanced in Banking Technology, but also in Banking Customer Service. (International standard services)

Friendly

We are not here to talk only about money; we are here for your happier life as our hands, ears and heart are always open.

Exciting

We may appear to have the same function as other banks, but we certainly have more exciting products to offer you for an even more exciting lifestyle.

3.2 Vision, Mission, Core Values

Vision:

To be your preferred financial partner of today and generations to come.



Mission:

To provide financial services you can trust through our global service standards, making banking simple and secure.



Core Values: **BRIDGE**

B Best In class:

We are committed to serving our customers with world class products and services supported by our skilled and highly trained staff.

R Relationship:

We value our customer relationships in order to strengthen loyalty to our services.

I Integrity:

We uphold the traits of honesty and strong morals to ensure that customers can trust us and consider us as the right partner for them.

D Dedicated:

We are devoted to our purpose, and we will ensure that we will be here for the long haul. Our commitment will be to serve not just Cambodians for today but also the generations to come.

G Gracious:

We are what we are because of our customers. We are their partners, and we will always show our gratitude towards our customers in every aspect of our business.

E Excellence:

We are a customer-centric institution that will always aim to understand the feelings and predicaments of our customers to ensure that we give them the service that is exactly what they are looking for.

2024

2025

Financial Highlights



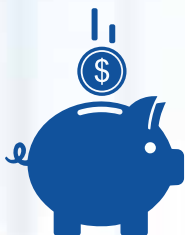
Loans

206.79
2025

+127%▲

91.04
2024

In US\$ Millions



Deposits

189.47
2025

+42%▲

133.23
2024

In US\$ Millions



Assets

266.64
2025

+25%▲

213.27
2024

In US\$ Millions



Revenue

14.03
2025

+58%▲

8.86
2024

In US\$ Millions

3.4 BRIDGE Bank at a Glance



BRIDGE Bank, the bank for every Cambodian, is driven by a clear vision: to be your preferred financial of today and for generations to come. Since our establishment in 2014, BRIDGE Bank has experienced remarkable growth, transforming lives by providing accessible financial services across the country. Our commitment to serving the people of Cambodia has earned us the trust and confidence of the communities we serve.

In 2025, BRIDGE Bank marked a significant milestone with the launch of its Visa credit and debit cards alongside the inauguration of its Saensok branch, reinforcing our commitment to expanding access to modern financial services across Cambodia. This dual launch strengthened our physical presence while accelerating the adoption of secure, convenient, and globally accepted card payment solutions. By enhancing card based payments through Visa and extending our reach into one of the fastest growing districts, BRIDGE Bank continues to pave the way toward a more efficient, inclusive, and digitally enabled payment ecosystem, supporting customers across personal, SME, and corporate segments.

In recognition of these achievements, we were honored with the **Leadership in Consumer Credit Card Issuance Award** and the **Rising Star of Risk Management Award**, underscoring our commitment to innovation, sound governance, and customer-centric growth that always aim to understand the feeling and predicaments of our customers to ensure that we give them the service that exactly what they are looking for.

As a dynamic and forward-thinking financial institution, BRIDGE Bank is dedicated to creating meaningful impact through inclusive, accessible, and convenient banking solutions, making us the bank of choice for all Cambodians.

5 Branches



Headquarters

Nº. 92, Preah Norodom Blvd, Sangkat Chakto Mukh, Khan Daun Penh, Cambodia.



Ta Khmau Branch

Nº.3067, St. 530, Phum Ta Khmau, Khum Ta Khmao, Krong Ta Khmao, Kandal Province, Cambodia.



Toul Kouk Branch

Nº 8 & 9, Street Nº 289, Phum 15, Sangkat Boeng KakTi Pir, Khan Tuol Kouk, Phnom Penh, Cambodia



Olympic Branch

Nº 274, Phum 7, Sangkat Veal Vong, Khan Prampir Meakkakra, phnom penh, Cambodia.



Saensokh Branch

25& 27, street No 1003, phum Bayap, Sangkat Phnom Penh Thmei, Khan Saen Sokh, phnom penh, Cambodia.

4. Products And Services

We have traditionally focused our marketing efforts on smaller business loans that provide a higher yield. We have also capitalized on the extensive experience of our senior managers to become a leader in the financing of movable assets such as vehicles and heavy equipment.

With our strong liquidity, the bank has been planning to expand its product base and has launched or is planning to launch the following products.

 Loans
Staff Loan
Personal Loan
Auto Loan
Housing Loan
Term Loan
Overdraft Loan
Revolving Credit

 BRIDGE Mobile App
Accounts
Bill payment
Phone Top-up
KHQR payment
Bakong wallet cash in
Transfer within own account
Transfer to other BRIDGE account
Transfer to local bank via Bakong

 Deposits
BRIDGE Premier
Smart Saving
Saving Account
Current Account
Fixed Deposit Account

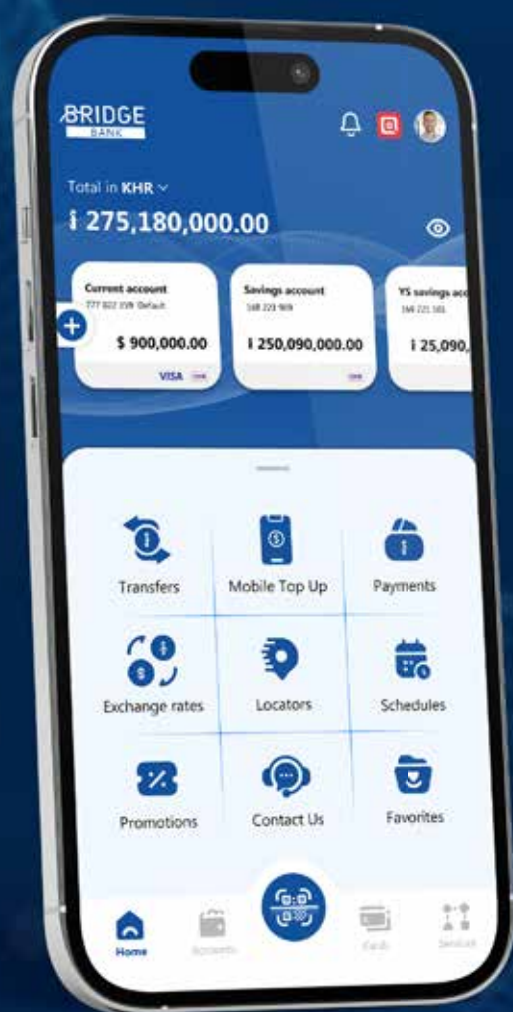
 Visa Card	
Visa Credit	Visa Debit
Gold Card	Classic Card
Platinum Card	Platinum Card
Reserve Card	

 Other Banking Solutions
Payroll Service
Trade Finance
24/7 ATM Banking
Remittance service



Welcome to BRIDGE Premier, where you can enjoy exclusive service and a privileged banking experience with our dedicated staff in all the BRIDGE Bank Premier lounge. We look forward to providing you with our exclusive banking services.

BRIDGE Mobile App



The BRIDGE Mobile App is designed to provide a user-friendly experience that meets everyday needs of BRIDGE Bank customers. It offers services such as money transfers, phone top-ups, and various merchant discounts, all with speed, security, and convenience.

Download BRIDGE Mobile App Now!



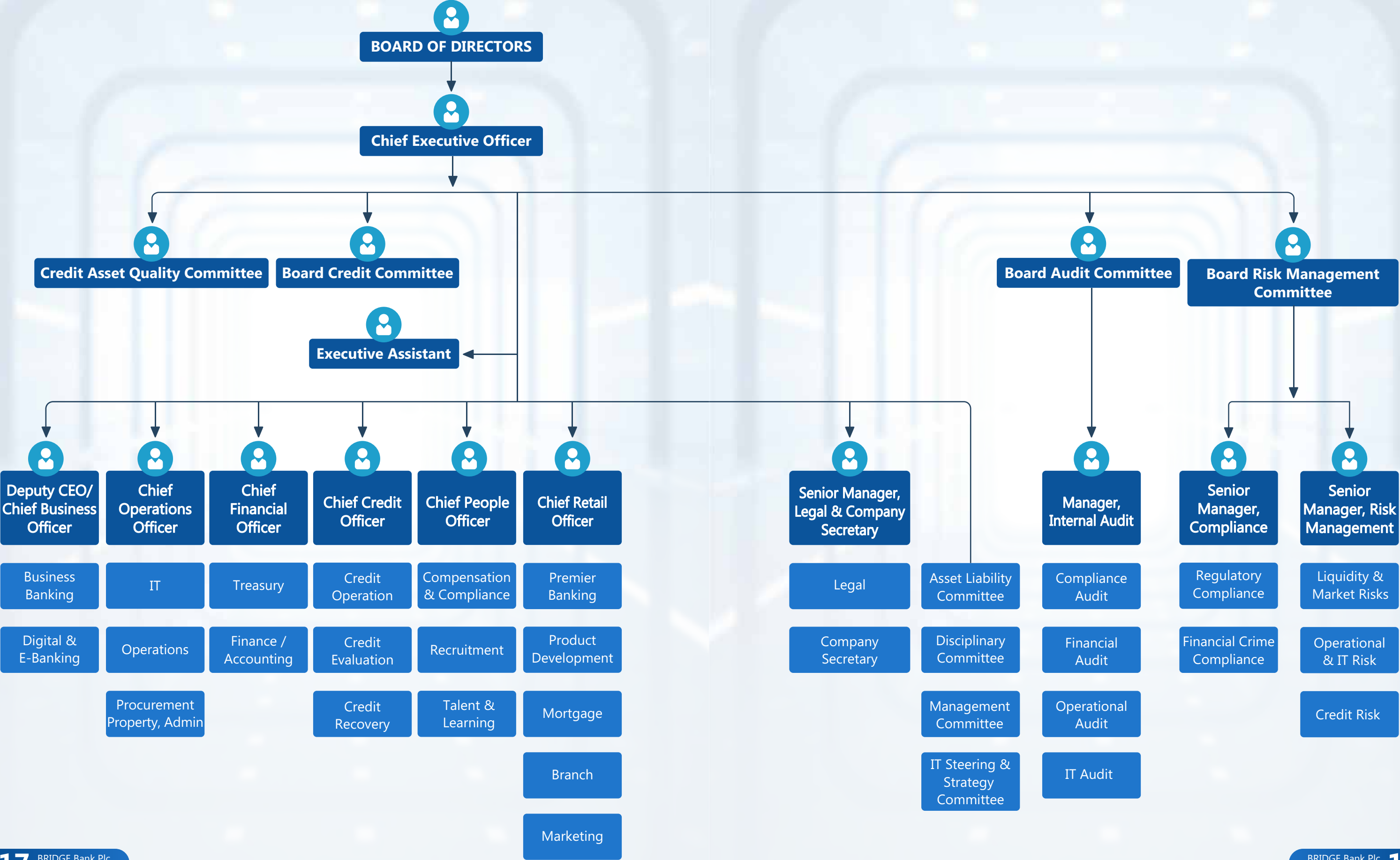
BRIDGE Visa Card

Convenient | Fast | Secure



5.Organization

5.1 Organization Chart



Neak Oknha Sear Rithy

Chairman

Neak Oknha Sear Rithy is a local Cambodian who returned after the Paris Peace Accord to assist the United Nations with logistics. He has built a group of companies which is now industry leaders in sectors like logistics and transportation, food and beverage, media and digital, healthcare, financial services, property development, and industry.

Neak Oknha Sear Rithy is a member of the Cambodian Chamber of Commerce, has earned a Master of Business Administration. He is fluent in Khmer, English, Thai and Chinese. At a young age, he was awarded the high honor of receiving the Dignitary Medal of Mohasereyvat by His Majesty King Norodom Sihamoni of Cambodia.



Mr. Art Sovannra

Director

Since appointed to the Board of Directors in April 2020, Mr. Art Sovannra has brought with him a solid foundation in management, and strategic planning for the Bank. Mr. Sovannra has contributed constructive perspectives and demonstrated a strong alignment with the Bank’s vision for sustainable growth and expansion. His forward-looking approach and complementary views have supported the Bank in identifying new opportunities and strengthening its long-term strategic direction.



Neak Oknha Sear Daniel

Director

Neak Oknha Sear Daniel holds a Bachelor Degree of Commerce from University of New castle, Australia. He was officially appointed as a member of BRIDGE Bank’s Board of Directors in early 2023.

With a strong vision for digital banking and innovation, Neak Oknha has played a key role in advancing the Bank’s technological capabilities. Under his guidance, the Bank successfully enhanced its mobile banking platform, delivering improved functionality, security, and convenience for customers. His forward-thinking approach continues to support the Bank’s digital transformation agenda and strengthens its commitment to providing a seamless and modern banking experience.





Mr. Youk Chamroeunrith

Independent Director

A graduate in economic from the Economic Science Institute and with more than 30 year's experience in Insurance and Risk Management, Mr. Youk Chamroeunrith is the Group CEO of Forte. Mr. Chamroeunrith joined Forte in 1999 as the head of operations and quickly moved up through the underwriting and strategic roles. He then held the positions of General Manager from 2001 to 2014 and

Managing Director from 2015 to 2020, where he was in charge of the company's daily operations and oversaw its profitable expansion. Besides these roles, Mr. Rith has also served as a Board Member of Forte since 2001 along with being a member of the Malaysian Insurance Institute as an Associate. With all his years of experience, Mr. Chamroeunrith was appointed as the Independent Director of the Board of Director and chair the Board Audit Committee of BRIDGE Bank Plc. in early 2023.



Mr. Joseph Farrugia

Independent Director

With over 41 years of experience in banking across three Southeast Asian markets, Mr. Farrugia joined BRIDGE Bank in early 2023 as an Independent Director. He previously served as Chief Executive Officer of Hong Leong Bank, Cambodia for over eight years, where he successfully led the bank's establishment into a well-developed institution with multiple branches, digital banking capabilities, and a strong operational foundation. Prior to this, Mr. Farrugia spent nearly 31 years with ANZ Royal Bank, including 17 years in Southeast Asia, where he played a key role in building and expanding retail banking operations in Cambodia, Vietnam, and the Greater Mekong region. A seasoned banking professional, Mr. Farrugia brings extensive expertise in managing complex financial operations and driving strategic growth, contributing to BRIDGE Bank's ambition to become a leading institution in Cambodia's banking sector.

5.3 Management Profile

Mr. Richard Liew

Chief Executive Officer

He has joined BRIDGE Bank since 2022 as Chief Executive Officer when the bank obtained its full license as a commercial bank. He has driven the bank through overall strategy by focusing on new business and operational models to reinforce BRIDGE Bank position as Cambodia's most trusted financial services through our global standard. This process involves implementing a new core banking system, recruitment of key personnel as well as opening of new branches. He oversees the entire operations and business of the bank and will be instrumental in planning the overall growth strategy of the bank. He brings with him over 33 years of banking experience, having worked in senior positions in various Southeast Asian countries.





Mr. Ith Buntha
Deputy CEO/Chief Business Officer

He has been with us since 2022 as Chief of Business Officer and appointed as a Deputy Chief Executive Officer/Chief Business Officer from February 2023. In his role, he works closely with the CEO and the senior management team developing and refining BRIDGE Bank. He works closely with business team to achieve BRIDGE Bank revenue target and is

responsible for ensuring overall business growth. In addition, Buntha is responsible for the Enterprise Group, handling payment and cash management solutions e.g. payroll, liquidity management, B2B solutions and bills payment, etc. He continues to engage both business partners and government to further enhance the portfolio of BRIDGE Bank.

Ms. Pov Sopheak
Chief People Officer



She has joined BRIDGE Bank since 2023 as Chief People Officer. She is in charge of Human Resources Department and she drives people strategies to ensure the bank achieves its objectives through talented professionals. She ensures that the bank has highly skilled workforces to support business growth and ensure that all professionals receive equal opportunities to access learning and development programs to upskill themselves, so they can solve complex problems for customers. Dealing with people who came from various sectors, she must embrace and build upon a culture of diversity and inclusion to make sure all employees can come to work with their authentic selves.

Mr. Anthony Perkins
Chief Operation Officer



He has joined BRIDGE Bank (year) as Chief Operation Officer in January or February 2024. He is a key member of the bank's executive leadership team, responsible for overseeing the day-to-day operational functions of the bank. He ensures that banking operations, risk management IT systems, and branch performance align with the institution's strategic goals and regulatory requirements. He plays a vital role in driving operational efficiency, and ensuring strong internal controls and effectiveness within each business.

Mr. Kosal Deno
Chief Credit Officer



He has joined BRIDGE Bank since 2014, and he took various positions from Operations to General Manager. He was promoted as Chief Credit Officer in 2022 where he works towards a vision creating fast and efficient credit-granting process for all customers. To do this, he uses data driven decision making and analysis of client behaviors to facilitate faster loan approval.

6. Bank Activities

6.1 BRIDGE Bank and Visa officially launch BRIDGE Visa Cards



In an ambitious step toward redefining the banking experience in Cambodia, BRIDGE Bank, in collaboration with Visa, is proud to officially launch the BRIDGE Visa Credit and Debit Cards. This new product offering underscores BRIDGE Bank’s vision “To be your preferred financial partner of today and generations to come,” by delivering financial services built on trust, global standards, and heartfelt care for every customer.

With the positioning “The Only Card That Cares for You,” the BRIDGE Visa Card is more than a payment card. It is a symbol of a new comer to the market with strong ambition in global payment services. It represents BRIDGE Bank’s customer-first approach and its ongoing commitment to provide not only convenience and financial empowerment but also real emotional value to our cardholders. At the heart of the product lies CARE – a value proposition that signifies Best-in Class Service, Accessibility, and Reliability – a card that is Simple, Secure and Rewarding.



6.2 Official launch of BRIDGE Reserve Card



The BRIDGE RESERVE & Château Angelus Night is the first event organized by BRIDGE Bank and Auskhmer, presided over by Neak Oknha Sear Rithy, Chairman of WorldBridge Group, to introduce the BRIDGE VISA RESERVE card. This reflects the bank’s commitment to providing exclusive, premium services with high efficiency, along with a modern and convenient card-usage experience that meets international standards.

Our bank has worked hard to develop and enable the use of an electronic payment system that facilitates payments and money transfers for commercial and investment transactions. All these efforts contribute to supporting the stability of Cambodia’s national economic and financial activities, which provide financial services you can trust through our global service standards, making banking simple, convenient, and highly secure.



6.3 BRIDGE Bank win Visa International award for eCommerce payment performance in Cambodia 2025



BRIDGE Bank, one of Cambodia's leading commercial banks, has been recognized by Visa, the global leader in digital payments, with the Leadership in Credit Authorization Performance for eCommerce Payment 2025 award. The international recognition highlights BRIDGE Bank's excellence in secure digital banking and eCommerce payment performance in Cambodia.

The award acknowledges BRIDGE Bank's outstanding credit card authorization rates for online transactions, demonstrating high efficiency, fast processing speeds, and advanced security standards. This achievement reinforces the bank's position as a trusted Cambodia bank supporting the country's fast growing digital economy.

6.4 BRIDGE Bank wins Visa awards for leadership in consumer credit card issuance and rising star of Risk Management.



The two accolades, Champion in risk management and Consumer Credit Card Issuance, highlight the bank's commitment to delivering innovative, secure, and customer-focused payment solutions.

"We are truly humbled and inspired by the trust and support of our customers, partners, and the wider community," said Richard Liew, CEO of BRIDGE Bank. "These awards from Visa are not just a recognition of our achievements, but a reaffirmation of our shared mission to lead with purpose, strengthen risk management, and drive financial inclusion in Cambodia. Every milestone reflects our belief that technology can unlock access to opportunities that were once out of reach."

The Champion in Rising Star of Risk Management and Leadership in Consumer Credit Card Issuance awards acknowledge BRIDGE Bank's pioneering work in launching advanced payment products that simplify transactions and expand access to financial tools for both individuals and businesses.

6.5 BRIDG Bank grows stronger with Saensokh Branch Opening



BRIDGE Bank, one of Cambodia’s most dynamic and forward-thinking financial institutions, is pleased to announce the official opening of its newest branch in the vibrant Saensokh district of Phnom Penh on 20th June 2025.

The event was presided over by Neak Oknha Sear Daniel, a member of the Board of Directors of BRIDGE Bank; Mr. Richard Liew, Chief Executive Officer BRIDGE Bank; and other distinguished guests from the WorldBridge Group.



6.6 BRIDGE Bank waives all outstanding debts for fallen soldiers, disable soldiers, and their co-borrowers



To contribute to supporting frontline troops, BRIDGE Bank has fully written off the debts of fallen soldiers, in response to the appeal of Samdech Moha Borvor Thipadei Hun Manet, Prime Minister of the Kingdom of Cambodia, and in accordance with No. ៥១៧.០២៥.០១៩ ស.ក.ណ.ន dated Wednesday, July 30, 2025, issued by the National Bank of Cambodia under the guidance of Her Excellency Dr. Chea Serey, Governor.

BRIDGE Bank, in the spirit of solidarity, humanity, and shared responsibility, will fully waive all outstanding debts for fallen soldiers, disabled soldiers, and their co-borrowers who directly participated in military operations during the Cambodia-Thailand border conflict in defense of the nation’s territorial integrity.

6.7 Standing Together for Our Nation and Our People



"For the Nation and Our People" During these difficult circumstances, hearing the struggles of displaced families and our heroes on the frontlines drove us to take action. This program is more than just words; it is a commitment fueled by the collective spirit of every citizen.

A huge thank you to all the companies that provided essential supplies. We are proud to share that every bit of aid has reached the hands of our displaced families and our soldiers. On behalf of the entire team and our partners, thank you for your priceless unity and for the generosity you've shown through your donations. We couldn't have done it without you.



6.8 BRIDGE Bank and Saisons Company collaborate to provide financial support to entrepreneurs for purchasing the emart24 and Mega MGC Coffee franchises



BRIDGE Bank, a financial institution in Cambodia offering a wide range of financial services, and Saisons Company, the exclusive franchise holder of emart24 and, more recently, Mega MGC Coffee, a well-known Korean brand, have signed a Memorandum of Understanding to provide loans to entrepreneurs interested

in purchasing emart24 and Mega MGC Coffee franchises from Saisons. The signing ceremony was presided over by senior management from both parties as well as franchise business owners. This partnership marks an important step in strengthening the financial system's engagement with entrepreneurs in the country, by providing comprehensive financial services that meet the needs of all customers, including small and medium enterprises as well as high-income clients, in acquiring the emart24 and Mega MGC Coffee franchises.



6.9 BRIDGE Bank and RMA Join forces to support equipment financing in Cambodia



Phnom Penh: BRIDGE Bank Plc. and RMA (Cambodia) Plc. signed a Memorandum of Understanding (MoU) to cooperate in offering financing solutions for commercial vehicles and heavy equipment. Through this collaboration, customers will have the opportunity to own FUSO trucks, JCB, and TCM forklifts from RMA with easy and fast financing options, without the need to pay the full amount upfront.

The MoU signing ceremony was held on October 22, 2025 to officially announce the partnership between the two institutions in providing commercial vehicles and heavy equipment loans. The agreement was signed by Mr. Richard Liew, Chief Executive Officer of BRIDGE Bank, and Mr. Erwan Soubelet, Chief Financial Officer of RMA (Cambodia). The event was also presided over by management teams from both organizations and other distinguished guests.



6.10 BRIDGE Bank signs MoU to support SMEs in Cambodia



BRIDGE Bank, Baray Global Management and WorldBridge Industrial Development. have officially signed a Memorandum of Understanding (MoU) to provide financial support to customers joining the SME Cluster Zone. The signing took place during the Business Forum under the theme

“The 3 Major Capitals to Build Successful Small and Medium Enterprises (SMEs)”, held in Takhmao City, Kandal Province. The forum brought together industry leaders, financial experts, and government officials to discuss strategies for enhancing SME growth and fostering sustainable economic development in Cambodia. The MoU established a strategic collaboration between BRIDGE Bank PLC, Baray Global Management CO., LTD and WorldBridge Industrial Developments CO., LTD to provide financial solutions tailored to SMEs operating within the SME Cluster Zone. This partnership aims to increase accessibility to funding, drive business expansion, and create economic opportunities for entrepreneurs.

6.11 BRIDGE Bank and BTI partner to enhance ATM services



BRIDGE Bank has officially entered a strategic partnership with BTI Payments Cambodia to strengthen its self-service banking infrastructure and explore new ways of bringing banking closer to its customers. The collaboration was signed to embark on the journey of self-banking services, which marks a significant milestone in the bank’s ongoing commitment to innovation, efficiency, and customer access. As part of the partnership, BTI will support the rollout of advanced automated teller machine (ATM) and cash recycle machine (CRM) devices across BRIDGE Bank branches. These new machines will help improve service availability, streamline cash management, and support the bank’s overall goal of providing seamless, technology-driven customer experience.

6.12 BRIDGE Bank strategic partnership with premium benefits to elevate cardholders experience.



BRIDGE Bank, Plaza Premium Lounge, Shangri-La Global Network (Shangri-La), and Singapore Medical Center (SGMC) have entered into a strategic partnership through a Memorandum of Understanding (MoU) to enhance the card payment experience and offer cardholders a unique blend of convenience, wellness, and lifestyle

privileges. This strategic partnership signifies a pivotal advancement in consumers’ payment experience towards a fully integrated digital economy. By aligning the BRIDGE Visa card with key global brands, this initiative not only enhances the access to global payment infrastructure but also redefines the cardholders experience through a seamless blend of creativity and innovation, convenience, and exclusivity. It supports the shift toward a cashless society by offering a curated suite of global privileges – from premium travel access and wellness benefits to luxury hospitality empowering users with greater financial flexibility and lifestyles freedom wherever they go.

6.13 BRIDGE Bank participates in supporting traditional Khmer games through its involvement in the “Nhor Nhem Sa Tor”



BRIDGE Bank is truly honored and excited to be part of the vibrant Angkor Sankranta, which showcases Cambodia’s rich culture and folk games in Siem Reap, along with our valued customers and community members.

The preparations for the New Year’s Sankranta in Siem Reap are being organized by the Union of Cambodian Youth Federations, in collaboration with the Siem Reap administration and several relevant ministries and institutions.

This initiative will feature the Angkor Sangkranta 2025 event under the theme “Smile to Celebrate the New Year,” inviting everyone to join, visit, and enjoy the festivities.

6.14 Staff Townhall



BRIDGE Bank Staff Gathering was organized with the aim of strengthening teamwork and building closer relationships among our employees.

The event was joined by our management team, whose presence made the atmosphere even more meaningful.

During the session, our management engaged in a warm and open conversation with staff about the bank’s future vision, and also presented appreciation certificates to the Outstanding Employees of October.

It is also worth noting that this was truly a special and meaningful moment for our staff a time to enjoy a movie and share a delicious meal together.



7. Directors’ Report

The directors hereby submit the report and the audited financial statements of BRIDGE Bank Plc. (“the Bank”) for the financial year ended 31 December 2025.

The names of directors of the Bank who served during the financial year and up to the date of this report are as follows:

Neak Oknha Sear Rithy	Chairman
Mr. Art Sovannra	Director
Neak Oknha Sear Daniel	Director
Mr. Youk Chamroeunrith	Independent Director
Mr. Farrugia Joseph	Independent Director

DIRECTORS’ RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS

The directors are responsible for the financial statements of the Bank to be properly drawn up so as to give a true and fair view of the financial position of the Bank as at 31 December 2025 and of its financial performance and cash flows for the financial year then ended. In the preparation of these financial statements, the directors are required to:

- (i) adopt appropriate accounting policies in compliance with Cambodian International Financial Reporting Standards (“CIFRSs”) which are supported by reasonable and appropriate judgments and estimates and then apply them consistently;
- (ii) comply with the disclosure requirements CIFRSs, if there have been any departures in the interest of true and fair presentation, ensure that these have been appropriately disclosed, explained and quantified in the financial statements;
- (iii) maintain adequate accounting records and an effective system of internal controls;
- (iv) prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Bank will continue its operations in the foreseeable future; and
- (v) control and direct effectively the Bank in all material decisions affecting its operations and performance and ascertain that such decisions and/or instructions have been properly reflected in the financial statements.

The directors confirm that the Bank has complied with the above requirements in preparing the financial statements of the Bank.

STATEMENT BY DIRECTORS

In the opinion of the directors, the accompanying financial statements of the Bank are drawn up in accordance with CIFRSs so as to give a true and fair view of the financial position of the Company as at 31 December 2025 and of the results of its operations and its cash flows for the year then ended.

PREPARATION OF THE FINANCIAL STATEMENTS

In the preparation of the financial statements, the directors have taken account of the following matters:

- (i) all material transfers to or from reserves or provisions during the financial year are disclosed in the financial statements;
- (ii) adequate allowance for impairment losses on receivables and other current and non-current assets, if required, has been made;
- (iii) known bad debts had been written off, if any;
- (iv) existing methods of valuation of assets or liabilities are not misleading or inappropriate;
- (v) there are no known circumstances that would render any amount stated in the financial statements to be misleading;
- (vi) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Bank for the financial year in which this report is made;
- (vii) the results of the operations of the Bank during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature;
- (viii) no contingent or other liability of the Bank has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Bank to meet its obligations when they fall due.

APPROVAL OF THE FINANCIAL STATEMENTS

In the preparation of the financial statements, the directors have taken account of the following matters:



Neak Oknha Sear Rithy
Chairman

Phnom Penh, Cambodia
Date: 30 March 2026

8. Independent Auditor Report

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of BRIDGE Bank Plc, ("the Bank") which comprise the statement of financial position of the Bank as at 31 December 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy, as set out on pages 6 to 58.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Bank as at 31 December 2025, and of its financial performance and its cash flows for the financial year then ended in accordance with Cambodian International Financial Reporting Standards ("CIFRSs").

Basis of Opinion

We conducted our audit in accordance with Cambodian International Standards on Auditing ("CISA"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Bank in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code") together with ethical requirements that are relevant to our audit of the financial statements in the Kingdom of Cambodia, and we have fulfilled our other ethical responsibilities in accordance with these requirements and IESBA Code.

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Bank are responsible for the other information. The other information comprises the Directors' Report, but does not include the financial statements of the Bank and our auditors' report thereon.

Our opinion on the financial statements of the Bank does not cover the Directors' Report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Bank, our responsibility is to read the Directors' Report and, in doing so, consider whether the Directors' Report is materially inconsistent with the financial statements of the Bank or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the Directors' Report, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors for the Financial Statements

The directors of the Bank are responsible for the preparation of financial statements that give a true and fair view in accordance with CIFRSs. The directors are also responsible for such internal controls as the directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Bank, the directors are responsible for assessing the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Bank or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Bank as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with CISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As a part of an audit in accordance with CISA, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements of the Bank, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank's internal control.

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Bank or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Bank to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements of the Bank, including the disclosures, and whether the financial statements of the Bank represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other Matters

Our audit was conducted for the purpose of forming an opinion on the financial statements denominated in the functional currency of United States Dollar ("USD"). The translation of the financial statements from USD into Khmer Riel ("KHR") using the closing and average rates as at 31 December 2025 and for the year then ended, respectively, is presented for the purpose of additional analysis and it does not form an integral part of the audited financial statements. The translation has not been subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we do not express any opinion on it.

Crowe (KH) Co., Ltd



Onn Kien Hoe

Director

Date: 30 March 2026

9. AUDITED FINANCIAL STATEMENTS

1. Statement of Financial Position at 31 December 2025

ASSETS		USD		KHR'000	
	Note	2025	2024	2025	2024
Cash on hand	5	4,193,572	11,713,780	16,828,804	47,147,964
Balances with National Bank of Cambodia	6	24,650,648	30,630,348	98,923,050	123,287,150
Balances with other banks	7	14,787,020	72,555,540	59,340,311	292,036,047
Loans and advances to customer	8	205,145,897	89,931,987	823,250,485	361,976,249
Other assets	9	1,760,263	1,251,047	7,063,935	5,035,464
Other investments	10	10,000,000	-	40,130,000	-
Right-of-use assets	11	424,460	652,781	1,703,358	2,627,444
Property, plant and equipment	12	3,539,849	4,877,565	14,205,414	19,632,200
Intangible assets	13	1,991,931	1,660,056	7,993,619	6,681,725
Deferred tax assets	25(a)	-	-	-	-
TOTAL ASSETS		266,493,640	213,273,104	1,069,438,976	858,424,243

LIABILITIES and EQUITY

LIABILITIES					
Other liabilities	14	2,318,457	2,047,280	9,303,967	8,240,303
Deposits from customers	15	189,471,643	133,231,340	760,349,703	536,256,144
Subordinated loan	16	5,000,000	5,000,000	20,065,000	20,125,000
Lease liabilities	11	541,657	777,594	2,173,670	3,129,816
TOTAL LIABILITIES		197,331,757	141,056,214	791,892,340	567,751,263

EQUITY					
Share capital	17	75,000,000	75,000,000	304,710,000	304,710,000
Regulatory reserve	18	6,279,932	5,644,455	25,528,900	22,980,002
Accumulated losses		(12,118,049)	(8,427,565)	(49,148,898)	(34,346,368)
Translation reserve		-	-	(3,543,366)	(2,670,654)
TOTAL EQUITY		69,161,883	72,216,890	277,546,636	290,672,980
TOTAL LIABILITIES AND EQUITY		266,493,640	213,273,104	1,069,438,976	858,424,243

2. Statement of Profit or Loss And Other Comprehensive Income

The Financial Year Ended 31 December 2025

Note	USD		KHR'000	
	2025	2024	2025	2024
Interest Income 19	13,809,617	8,715,353	55,390,374	35,480,203
Interest Expenses 20	(8,962,769)	(4,587,523)	(35,949,666)	(18,675,805)
Net Interest Income	4,846,848	4,127,830	19,440,708	16,804,398
Other Operating Income 21	229,845	147,066	921,908	598,706
Net Income	5,076,693	4,274,896	20,362,616	17,403,104
Personnel Costs 22	(3,447,846)	(3,243,696)	(13,829,310)	(13,205,085)
Depreciation and Amortisation 23	(1,385,719)	(1,121,368)	(5,558,119)	(4,565,091)
Administration and General Expenses 24	(2,597,542)	(2,094,248)	(10,418,741)	(8,525,683)
Operating Loss Before Impairment Losses	(2,354,414)	(2,184,416)	(9,443,554)	(8,892,755)
Loss Allowance for Expected Credit Losses ("Ecl") 9	(540,656)	(627,471)	(2,168,571)	(2,554,434)
Loss Before Tax	(2,895,070)	(2,811,887)	(11,612,125)	(11,447,189)
Income Tax Expense 25(b)	(159,937)	(115,028)	(641,507)	(468,279)
Loss after Tax	(3,055,007)	(2,926,915)	(12,253,632)	(11,915,468)
Other Comprehensive Income	-	-	(872,712)	(4,373,999)
Total Comprehensive Expense for the Financial Year	(3,055,007)	(2,926,915)	(13,126,344)	(16,289,467)

3. Statement Of Changes In Equity for

The Financial Year Ended 31 December 2025

	Share Capital		Regulatory reserve		Accumulated losses		Translation Reserve		Total	
	USD	KHR'000	USD	KHR'000	USD	KHR'000	KHR'000	USD	USD	KHR'000
Balance as at 1.1.2024	75,000,000	304,710,000	805,121	3,279,073	(661,316)	(2,729,971)	1,703,345	75,143,805	306,962,447	
Loss for the financial year	-	-	-	-	(2,926,915)	(11,915,468)	-	(2,926,915)	(11,915,468)	
Other comprehensive loss, net tax	-	-	-	-	-	-	(4,373,999)	-	(4,373,999)	
Total comprehensive loss	-	-	-	-	(2,926,915)	(11,915,468)	(4,373,999)	(2,926,915)	(16,289,467)	
Transaction with owners										
Transfer to regulatory reserve, representing total transaction with owners	-	-	4,839,334	19,700,929	(4,839,334)	(19,700,929)	-	-	-	
Balance as at 31.12.2024/1.1.2025	75,000,000	304,710,000	5,644,455	22,980,002	(8,427,565)	(34,346,368)	(2,670,654)	72,216,890	290,672,980	
Loss for the financial year	-	-	-	-	(3,055,007)	(12,253,632)	-	(3,055,007)	(12,253,632)	
Other comprehensive loss, net tax	-	-	-	-	-	-	(872,712)	-	(872,712)	
Total comprehensive loss	-	-	-	-	(3,055,007)	(12,253,632)	(872,712)	(3,055,007)	(13,126,344)	
Transaction with owners										
Transfer to regulatory reserve, representing total transaction with owners	-	-	635,477	2,548,898	(635,477)	(2,548,898)	-	-	-	
Balance as at 31.1.2025	75,000,000	304,710,000	6,279,932	25,528,900	(12,118,049)	(49,148,898)	(3,543,366)	69,161,883	277,546,636	

4. Statement of Cash Flows

The Financial Year Ended 31 December 2025

Note	USD		KHR'000	
	2025	2024	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES				
Loss before tax	(2,895,070)	(2,811,887)	(11,612,125)	(11,447,189)
Adjustments for: Allowance for ECL for loans and advances 09	540,656	627,471	2,168,571	2,554,434
Depreciation of right-of-use assets 11	244,167	220,472	979,354	897,543
Depreciation of property and equipment 12	723,395	621,113	2,901,537	2,528,551
Amortisation of intangible asset 13	418,157	279,783	1,677,228	1,138,997
Interest expense 20	8,962,769	4,587,523	35,949,666	18,675,805
Property, plant and equipment written-off 12	3,734	29,584	14,977	120,436
Loan written off	500,000	-	2,005,500	-
Operating profit before working capital changes	8,497,808	3,554,059	34,084,708	14,468,577
Working capital changes :				
balances with National Bank of Cambodia	(4,388,473)	(7,571,261)	(17,610,942)	(30,474,326)
-loan and advances	(116,254,566)	(40,730,112)	(466,529,573)	(163,938,701)
-other receivables	(190,630)	(769,330)	(764,998)	(3,096,553)
-deposits from customers	56,240,303	106,041,670	225,692,336	426,817,721
-other liabilities	271,177	690,624	1,088,233	2,779,762
CASH FLOWS (FOR) FROM OPERATION	(55,824,381)	61,215,650	(224,040,236)	246,556,480
Interest paid	(8,835,177)	(4,444,592)	(35,437,895)	(18,093,934)
Income tax paid	(159,937)	(100,630)	(641,507)	(409,665)
NET CASH (FOR)/FROM OPERATING ACTIVITIES	(64,819,495)	56,670,428	(260,119,638)	228,052,881

4. Statement of Cash Flows

The Financial Year Ended 31 December 2025 (cont'd)

Note	USD		KHR'000	
	2025	2024	2025	2024
CASH FLOWS FOR INVESTING ACTIVITIES				
Purchase of property, plant and equipment 12	(13,367)	(1,697,483)	(53,642)	(6,832,369)
Purchase of intangible assets 13	(126,078)	(134,914)	(505,951)	(543,029)
Purchase of quoted bonds	(10,000,000)	-	(40,130,000)	-
Withdrawal/(Placement) of fixed deposits with original maturity of more than three months	15,481,366	66,614	62,126,722	268,121
NET CASH FOR INVESTING ACTIVITIES	5,341,921	(1,765,783)	21,437,129	(7,107,277)
CASH FLOWS FROM/(FOR) FINANCING ACTIVITIES				
	-	-	-	-
Subordinated loan	-	5,000,000	-	20,125,000
Payments of lease liabilities 11	(379,375)	(329,972)	(1,521,673)	(1,343,316)
NET CASH FROM/(FOR) FINANCING ACTIVITIES	(379,375)	4,670,028	(1,521,673)	18,781,684
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	(59,856,949)	59,574,673	(240,204,182)	239,727,288
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR	81,752,580	22,177,907	329,054,133	90,596,751
EFFECT OF CURRENCY TRANSLATION	-	-	(982,784)	(1,269,906)
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR 26	21,895,631	81,752,580	87,867,167	329,054,133

29.1 FINANCIAL RISK MANAGEMENT POLICIES

The Bank's policies in respect of the major areas of treasury activity are as follows:

(a) Operational risk

Operational risk is the risk of direct or indirect loss arising from inadequate or failed internal processes, personnel, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behavior.

The operational risk losses is managed through established operational risk management processes, proper monitoring and reporting of the business activities by control and support units which are independent of the business units and oversight provided by the senior management of the Bank.

The Bank's operational risk management entails the establishment of clear organisational structures, roles and control policies. Various internal control policies and measures have been implemented including the establishment of signing authorities, defining system parameters controls, streamlining procedures and documentation and compliance with regulatory and other legal requirements.

(b) Credit risk

Credit risk is the potential loss of revenue and principal losses in the form of specific provisions as a result of defaults by the borrowers or counter parties through its lending and investing activities.

The primary exposure to credit risk arises through its loans to customers. The amount of credit exposure in this regard is represented by the carrying amounts of the assets on the statement of financial position. The lending activities are guided by the Bank's credit policy to ensure that the overall objectives in the area of lending are achieved; i.e., that the loans portfolio is strong and healthy and credit risks are well diversified. The credit policy documents the lending policy, collateral policy and credit approval processes and procedures implemented to ensure compliance with NBC Guidelines.

The Bank holds collateral against loans to customers in the form of mortgage interests over property and guarantees. Estimates of fair value are based on the value of collateral assessed at the time of borrowing, and generally are not updated except when a loan is individually assessed as doubtful.

(i) Credit risk measurement

The measurement of expected credit loss allowance under the CIFRS 9's three-stage approach is to recognise lifetime expected credit loss allowance for financial instrument for which there has been a significant increase in credit risk since initial origination or is credit-impaired as at the reporting date. The financial instrument which has not undergone any significant deterioration in credit risk shall be recognised with 12-month expected credit loss allowance.

Under the three-stage approach, the financial instrument is allocated into three stages based on the relative movement in the credit risk.

- **Stage 1** includes financial instruments that neither have a significant increase in credit risk since initial recognition nor credit-impaired as at reporting date. For these assets, 12-month expected credit loss allowance are recognised.
- **Stage 2** includes financial instruments that have had a significant increase in credit risk since initial recognition but do not have objective evidence of impairment. For these assets, lifetime expected credit loss allowance are recognised.
- **Stage 3** includes financial instruments that have objective evidence of impairment at the reporting date. For these assets, lifetime expected credit loss allowance are recognised.
- Purchased or originated credit-impaired financial assets are those financial assets that are credit-impaired on initial recognition. Their expected credit loss allowance is always measured on a lifetime basis (Stage 3).

The key judgements and assumptions adopted by the Bank in addressing the requirements of the standard on the measurement of allowances are:

(1) Significant increase in credit risk ("SICR")

The assessment of SICR shall be a multifactor and holistic analysis and based on a mixture of quantitative and/or qualitative information. To determine whether the risk of default of a loan has increased significantly since initial recognition, the current risk of default at the reporting date is compared with the risk of default at initial recognition.

(2) Definition of credit impaired

Loans and advances

The Bank classifies a loan and advance as impaired when it meets one or more of the following criteria:

- The principal or interest or both of the loan is past due for more than 3 months for short term loans and 1 year for long term loans;
- The loan is forced impaired due to various reasons, such as bankruptcy;
- The loan is classified as "Loss" as per NBC's requirement.

(3) Definition of default

Loans and advances

The Bank defines a financial instrument as in default when it meets one or more of the following criteria:

- Credit-impaired;
- Write-off/charged-off accounts.

(4) Measuring ECL – inputs, assumptions and estimation techniques

The ECL is measured on either a 12-month or Lifetime basis depending on whether a significant increase in credit risk has occurred since initial recognition or whether an asset is considered to be credit-impaired. The 12-month or Lifetime ECL reflects multiple forward-looking scenarios and is weighted based on the probability of occurrence for each scenario. The ECL can be assessed and measured either on collective or individual basis.

For collective assessment, the ECL is determined by projecting the Probability of Default ("PD"), Loss Given Default ("LGD") and Exposure at Default ("EAD") for each future month and for each individual exposure or collective segment. The three components are multiplied together to calculate an ECL for each future month, which is then discounted back to the reporting date and summed. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof.

For individual assessment, the ECL allowance is determined by comparing the outstanding exposure with the present value of cash flow which is expected to be received from the borrower.

Probability of Default

The PD represents the likelihood of a borrower will be unable to meet its financial obligation either over the next 12 months (12-month PD) or over the remaining lifetime (Lifetime PD) of the obligation.

The PD is derived based on the modelling approach of which statistical analysis and expert judgement was performed to identify the risk parameters which correlate with the historical observed default. The model relies on the risk parameters and its correlation with the historical observed default to predict the 12-month PD. The Lifetime PD is developed using forecasted macro-economic variables ("MEV") with the application of survival probabilities up to maturity of the loan facility.

Exposure at Default

EAD is the total amount that the Bank is exposed to at the time the borrower defaults.

The 12-month and lifetime EADs are determined based on the expected payment profile. For amortising products and bullet repayment loans, this is based on the contractual repayments owed by the borrower over a 12-month or remaining maturity.

Loss Given Default

LGD represents the Bank's expectation of the extent of loss on a defaulted exposure. LGD varies by type of counterparty, type and seniority of claim and availability of collateral or other credit support. LGD is expressed as a percentage loss per unit of exposure at the time of default.

The 12-month and lifetime LGDs are determined based on the factors which impact the recoveries made post default. These vary by product type.

- For secured products, this is primarily based on collateral type and projected collateral values, historical discounts to market/book values due to forced sales, time to repossession and recovery costs observed.
- For unsecured products, LGD's are typically set at product level due to the limited differentiation in recoveries achieved across different borrowers. These LGD's are influenced by collection strategies, including contracted debt sales and price.

The assumptions underlying the ECL calculation are monitored and reviewed periodically. There have been no significant changes in estimation techniques or significant assumptions made during the reporting period.

(5) Grouping of exposure for ECL measured on collective basis

For expected credit loss provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous.

In performing this grouping, there must be sufficient information for the group to be statistically credible. Where sufficient information is not available internally, the Bank has considered benchmarking internal external supplementary data to use for modelling purposes.

The appropriateness of groupings is monitored and reviewed on a periodic basis.

(ii) Risk limit control and mitigation policies

The Bank operates and provides loans and advances to individuals or enterprises within the Kingdom of Cambodia. The Bank manages limits and controls concentration of credit risk whenever they are identified.

The Bank employs a range of policies and practices to mitigate credit risk. The most traditional of these is the taking of security in the form of collateral for loans to customers, which is common practice. The Bank implements guidelines on the acceptability of specific classes of collateral or credit risk mitigation. The principal collateral types secured for loans to customers are:

- Mortgages over residential properties (land, building and other properties)
- Charges over business assets such as land and buildings; and
- Cash in the form of margin deposits

(iii) Impairment and provisioning policies

The Bank is required to follow the mandatory credit classification and provisioning in accordance with Prakas B7-017-344 and B7-018-001 dated 1 December 2017 and 16 February 2018 respectively on loan classification and provisioning. The impairment policy is set out in Note 8.

At each reporting date, the bank assesses whether any of financial assets at amortised cost are credit impaired.

Loans and advances

The Bank applies the 3-stage general approach to measuring expected credit losses for loans and advances.

The calculation of expected loss rates are based on the estimation techniques mentioned in Note 29.1(b)(i).

Generally, the Bank considers loans and advances to related parties have low credit risks. The Bank assumes that there is a significant increase in credit risk when a related parties' financial position deteriorates significantly. As the Bank is able to determine the timing of payments of the related parties' loans and advances when they are payable, the Bank considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded. The Bank considers a related party's loan or advance to be credit impaired when the subsidiary is unlikely to repay its loan or advance in full or the subsidiary is continuously loss making or the subsidiary is having a deficit in its total equity.

The Bank determines the probability of default for these loans and advances individually using internal and external information available.

The information about the exposure to credit risk and the loss allowances calculated under CIFRS 9 for loans and advances are summarised below:

Loss Allowance for ECL					
	12-month ECL	Lifetime ECL - not credit impaired	Lifetime ECL - credit impaired	Total Carrying amount	
2025	(Stage 1) USD	(Stage 2) USD	(Stage 3) USD	USD	KHR'000
Gross carrying amount	198,960,018	1,217,547	6,614,510	206,792,075	829,856,597
Impairment	(1,639,098)	(5,456)	(1,624)	(1,646,178)	(6,606,112)
	197,320,920	1,212,091	6,612,886	205,145,897	823,250,485
2024					
Gross carrying amount	84,161,866	769,696	6,105,947	91,037,509	366,425,975
Impairment	(866,817)	-	(238,705)	(1,105,522)	(4,449,726)
	83,295,049	769,696	5,867,242	89,931,987	361,976,249

The movement is the loss allowance for ECL in respect of loans and advances are disclosed in Note 8.

Other receivables are also subject to the impairment requirements of CIFRS 9, the identified impairment loss was immaterial and hence, it is not provided for.

Bank balances are also subject to the impairment requirements of CIFRS 9, the identified impairment loss was immaterial and hence, it is not provided for.

(iv) Maximum exposure to credit risk before collateral held or other credit enhancements

The credit exposure arising from on and off balance sheet activities are as follows:

	USD		KHR'000	
	2025	2024	2025	2024
Credit risks exposures relating to on-balance sheet assets:				
Bank balances – gross	14,787,020	72,555,540	59,340,311	292,036,047
Deposits and placements with National Bank of Cambodia – gross	24,650,648	30,630,348	98,923,050	123,287,150
Loans and advances – gross	206,792,075	91,037,509	829,856,597	366,425,974
Other assets	952,023	444,845	3,820,468	1,790,501
Other investments	10,000,000	-	40,130,000	-
	257,181,766	194,668,242	1,032,070,426	783,539,672
Credit risks exposures relating to off-balance sheet items:				
Undisbursed portion of loans and advances	28,653,760	2,810,935	114,987,539	11,314,013
Total maximum credit risk exposure	285,835,526	197,479,177	1,147,057,965	794,853,685

(v) Exposure to credit risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position of the Bank after deducting any allowance for impairment losses (where applicable).

Loans with renegotiated terms/restructured loans

Loans with renegotiated terms are loans that have been rescheduled or refinanced in accordance with an agreement setting forth a new repayment schedule on a periodic basis occasioned by weaknesses in the borrower’s financial condition and/or inability to repay the loan as originally agreed. Loans to be restructured are analyzed on the basis of the business prospects and repayment capacity of the borrower according to new cash flow projections supported by updated business perspectives and overall market conditions being based on realistic and prudent assumptions.

Once the loan is restructured it remains in the same category independent of satisfactory performance after restructuring. The classification is not improved unless there are no arrears in repayment of principal and interest within 3 installment periods and within a period of not less than 3 months.

Write-off policy

In compliance with NBC Guidelines, the Bank shall remove a loan/advance or a portion of a loan from its balance sheet when the Bank loses control of the contractual rights over the loan or when all or part of a loan is deemed uncollectible; or there is no realistic prospect of recovery.

Collateral

The Bank holds collateral against loans and advances in the form of mortgage interests over property and/or guarantees. Estimates of fair value are based on the value of collateral assessed on an annual basis. There were no non-financial assets obtained by the Bank during the year by taking possession of collateral held as security against loans and advances. The repossessed properties have to be sold within one year as the required by t he NBC Guidelines and are classified in the statement of financial position as foreclosed property.

Concentration of credit risk

The analysis of concentrations of credit risk from loans and advances at the end of the reporting period is shown in Note 8 to the financial statements.

(c) Market Risk

Market risk is the risk of loss arising from adverse movement in the level of market prices or rates, the two key components being foreign currency exchange risk and interest rate risk. Market risk arising from the trading activities is controlled by marking to market the trading positions against their predetermined market risk limits.

(i) Foreign currency risk

Foreign currency exchange risk refers to the adverse exchange rate movements on foreign currency exchange positions taken from time to time. The Bank maintains a policy of not exposing itself to large foreign exchange positions. Any foreign currency exchange open positions are monitored against the operating requirements, predetermined position limits and cut-loss limits.

Foreign exchange risk arises from future commercial transactions and recognized assets and liabilities denominated in a currency that is not the Bank's functional currency.

The Bank's exposure to foreign currency exchange rate risk at the end of the reporting period is disclosed in the respective notes to the financial statements.

Any reasonably possible change in the foreign currency exchange rates at the end of the reporting period against the functional currencies of the Bank does not have a material impact on the profit/loss after taxation and other comprehensive income of the Bank and hence, no sensitivity analysis is presented.

(ii) Interest rate risk

Interest rate risk refers to the volatility in net interest income as a result of changes in the levels of interest rate and shifts in the composition of the assets and liabilities. Interest rate risk is managed through close monitoring of returns on investment, market pricing, cost of funds and through interest rate sensitivity gap analysis. The potential reduction in net interest income from an unfavorable interest rate movement is monitored against the risk tolerance limits set.

The Bank's exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in respective notes to the financial statements.

Fair value sensitivity analysis for fixed rate instruments

The Bank does not account for any fixed rate liabilities at fair value through profit or loss, and the Bank does not have derivatives as at the year end. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

Sensitivity analysis for floating rate instruments

The Bank does not have significant floating rate instruments. Any reasonably possible change in the interest rates of floating rate instruments at the end of the reporting period does not have a material impact on the profit after tax and other comprehensive income of the Bank and hence, no sensitivity analysis is presented.

(iii) Equity price risk

The Bank does not have any quoted investments and hence is not exposed to equity price risk.

(d) Liquidity Risk

Liquidity risk relates to the ability to maintain sufficient liquid assets to meet its financial commitments and obligations when they fall due at a reasonable cost.

In addition to full compliance of all liquidity requirements, the management of the Bank closely monitors all inflows and outflows and the maturity gaps through periodical reporting. Movements in loans and customers' deposits are monitored and liquidity requirements adjusted to ensure sufficient liquid assets to meet its financial commitments and obligations as and when they fall due.

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):

2025	Weighted Average Effective Interest Rate %	Carrying Amount USD	Contractual undiscounted cash flow USD	Within 1 Year USD	1 - 5 Years USD	Over 5 Years USD
Non-derivative Financial Liabilities						
Deposits from customers	1% - 8.80%	189,471,643	197,713,067	189,415,979	8,297,088	-
Subordinated loan	4.5%	5,000,000	5,900,000	225,000	5,675,000	-
Other liabilities	N/A	2,318,457	2,318,457	2,318,457	-	-
Lease liabilities	16.67%	541,657	685,216	325,055	360,161	-
		197,331,757	206,616,740	192,284,491	14,332,249	-

2024	Weighted Average Effective Interest Rate %	Carrying Amount USD	Contractual undiscounted cash flow USD	Within 1 Year USD	1 - 5 Years USD	Over 5 Years USD
Non-derivative Financial Liabilities						
Deposits from customers	1% - 8.80%	133,231,340	136,225,973	130,672,165	5,553,808	-
Subordinated loan	4.5%	5,000,000	6,125,000	225,000	5,900,000	-
Other liabilities	N/A	2,047,280	2,047,280	2,047,280	-	-
Lease liabilities	16.67%	777,594	1,017,964	774,169	243,795	-
		141,056,214	145,416,217	133,718,614	11,697,603	-

2025	Weighted Average Effective Interest Rate %	Carrying Amount USD	Contractual undiscounted cash flow USD	Within 1 Year USD	1 - 5 Years USD	Over 5 Years USD
Non-derivative Financial Liabilities						
Deposits from customers	1% - 8.80%	760,349,703	793,422,538	760,126,324	33,296,214	-
Subordinated loan	4.5%	20,125,000	23,676,700	902,925	22,773,775	-
Other liabilities	N/A	9,303,967	9,303,967	9,303,967	-	-
Lease liabilities	16.67%	2,173,670	2,749,772	1,304,446	1,445,326	-
		791,892,340	829,152,977	771,637,662	57,515,315	-
2024	Weighted Average Effective Interest Rate %	Carrying Amount USD	Contractual undiscounted cash flow USD	Within 1 Year USD	1 - 5 Years USD	Over 5 Years USD
Non-derivative Financial Liabilities						
Deposits from customers	1% - 8.80%	536,256,144	548,309,541	525,955,464	22,354,077	-
Subordinated loan	4.5%	20,125,000	24,653,125	905,625	20,125,000	-
Other liabilities	N/A	8,240,303	8,240,303	8,240,303	23,747,500	-
Lease liabilities	16.67%	3,129,816	4,097,305	3,116,030	981,275	-
		567,751,263	585,300,274	538,217,422	67,207,852	-

29.2 CAPITAL RISK MANAGEMENT

(a) Regulatory Capital

The Bank's objectives when managing capital, which is a broader concept than the 'equity' on the face of the statement of financial position, are:

- To comply with the capital requirements set by the NBC;
- To safeguard the Bank's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders; and
- To maintain a strong capital base to support the development of the business.

The NBC requires all the Banks to (i) fulfill the minimum capital requirements, and (ii) comply with solvency, liquidity and other requirements.

(b) Capital allocation

The allocation of capital between specific operations and activities is, to a large extent, driven by optimisation of the return achieved on the capital allocated. The amount of capital allocated to each operation or activity is based primarily upon the regulatory capital.

There was no change in the Bank's approach to capital management during the financial year.

