

ANNUAL REPORT

2025



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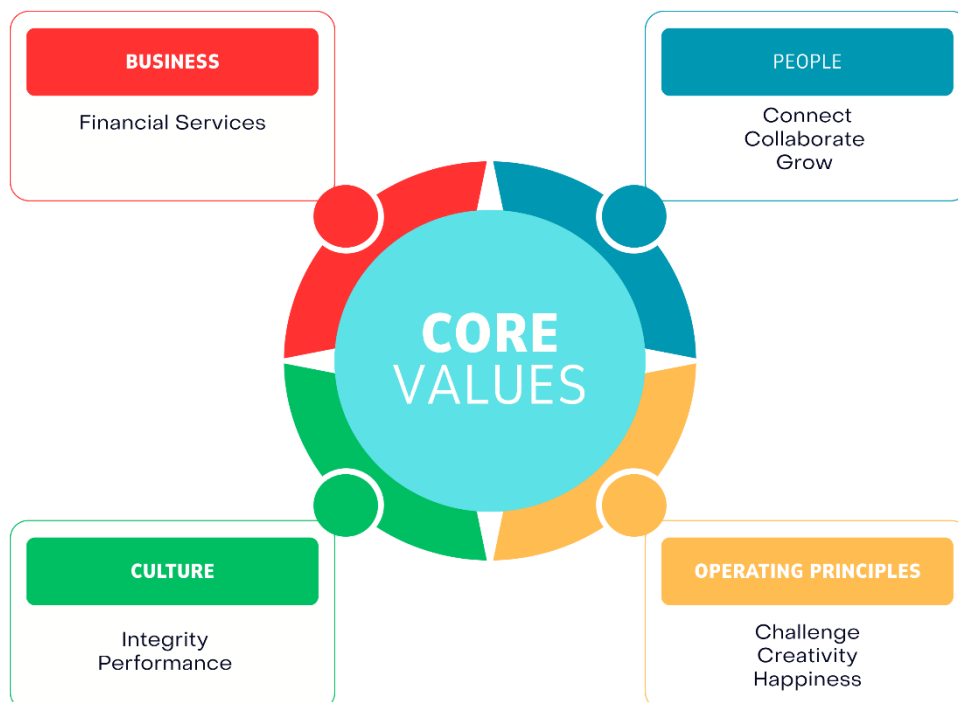
Vision

To become the pioneering and sustainable financial institution in Cambodia.



Mission

To make people happy with more flexibility to accommodate. And to improve the economic and social conditions of Cambodian low-income family, especially those of small and micro enterprises by providing the best financial services.



MESSAGE FROM CEO



Cam Capital Public Limited Company (“Company”) is a public limited company (private company) with its head office located at No.318, Street No 271, Phum 5, Sangkat Stueng Mean Chey 2, Khan Mean Chey, Phnom Penh., Kingdom of Cambodia, registered under No. 00026986. The Company was established under the vision and support of our parent company from South Korea. The Company’s mission is to provide quality financial services with professionalism and in compliance with the regulations of the National Bank of Cambodia, contributing to the promotion of economic growth and the improvement of people’s livelihoods.

In 2025, the global and domestic economic environment remained uncertain, although there were continuous signs of recovery. The financial sector, including our Company, continued to face various challenges, including pressure on credit quality and changes in market demand. Nevertheless, the Company remained committed to its mission of delivering quality financial services with professionalism and a high sense of responsibility in order to meet the needs of customers and communities.

We have applied the lessons learned from previous challenges to strengthen our risk management strategy and improve the effectiveness of our credit management. Under the guidance and support of the Royal Government of Cambodia, the National Bank of Cambodia, and other relevant institutions, we have implemented appropriate measures to ensure the Company’s resilience and long-term sustainability.

During this year, the Company also continued to expand its operational network and service delivery in order to enhance convenience for customers. The development of payment services and the strengthening of digital services have been important steps in expanding financial access to underserved communities.

In addition, the Company has developed and introduced new financial products to support customer mobility and improve their quality of life. Furthermore, the Company has expanded its payment service channels through partnerships with **Wing Bank, ACLEDA Bank Plc., and ABA Bank**, helping to enhance convenience, security, and efficiency in response to customer needs.

Beyond business activities, the Company has continued to prioritize Corporate Social Responsibility (CSR) by participating in charitable activities and community development initiatives. These programs include support for education, improvement of learning environments, and the promotion of professional skills, with the objective of contributing to the sustainable development of our society.

Finally, I would like to express my deepest gratitude to our customers, business partners, relevant authorities, and employees at all levels for their continued support and contribution to the Company’s development. We remain committed to working with integrity, innovation, and

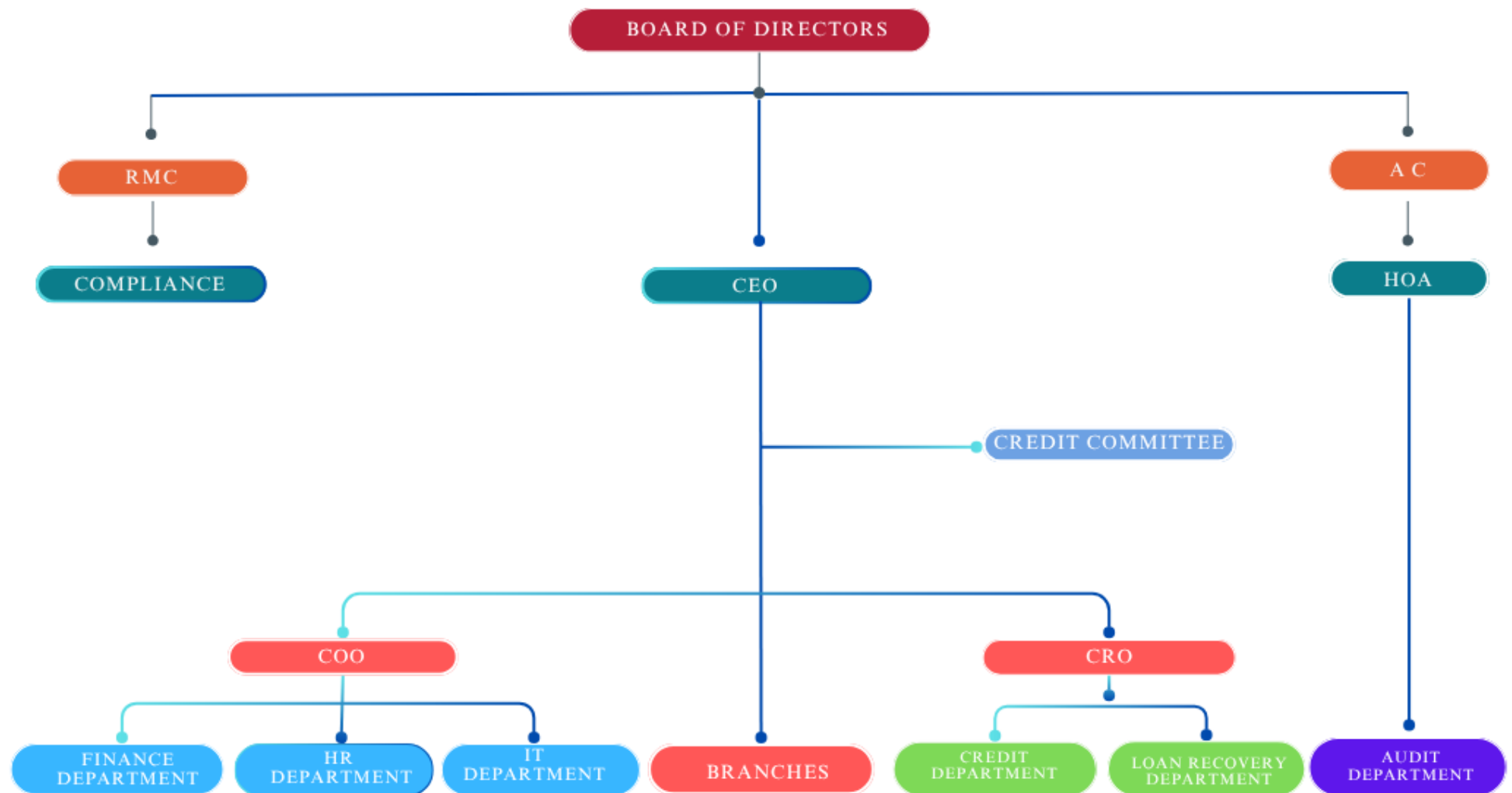
responsibility to promote economic growth and sustainably improve the quality of life of the Cambodian people.

Sincerely yours,

A handwritten signature in blue ink, appearing to read 'Ros Thearith', is displayed on a light blue rectangular background.

Ros Thearith, CEO

ORGANIZATION CHART



SHARE CAPITAL AND SHAREHOLDERS



Ownership	Number of Shares	Amount in US\$	% of Ownership
DGB Capital Co., Ltd.	17,000,000	17,000,000 USD	100%
Total	17,000,000	17,000,000 USD	100%

Note: Ordinary Shares with a par value of USD 1 (One US Dollar) per share.



BOARD OF DIRECTORS



MR. KIM SUNG WOOK

Education:

Doctor of Philosophy in Business Administration, aSSIST University (Feb 2024, Korea)

Work Experience:

- 2025-Present: President / iM Capital / Korea
- 2022-2024: Executive Director / Woori Financial Capital / Korea
- 2021-2021: Director / Woori Financial Capital / Korea
- 2018-2021: Associate Executive Director / Woori Financial Capital / Korea



MR. LEE CHANG WOO

Education:

Bachelor of Law, Kyungpook National University (FEB 1994, Korea).

Work Experience:

- Jan 2025-Present: Executive Director / iM Capital / Korea
- Jan 2024-Dec 2024: Director / iM Bank / Korea
- Jan 2023- Dec 2023: Director / Daegu Bank / Korea
- Jan 2020-Dec 2022: General Manager / DGB Financial Group / Korea



MR. SEO DONG PIL

Education:

- Master of Business Administration (MBA), KonKuk University, Korea
- Bachelor of Arts and Crafts, KonKuk University, Korea

Work Experience:

- 2014-Present: 3S.H International / President / Cambodia
- 2006-2012: Daum Communication (Listed at KOSDAQ) / HR Team Manager / Korea
- 2002-2006: Poilink (Listed at KOSDAQ) / HR Team Manager / Korea



Head Office:

No.318, Street No 271, Phum 5, Sangkat Stueng Mean Chey 2, Khan Mean Chey, Phnom Penh.

Chaom Chau Branch:

No. 01 & 02, National Road No 3, Krang Doun Tey Village, Sangkat Chaom Chau 2, Khan Pur SenChey, Phnom Penh, Cambodia.

Dankao Branch:

No.93, Street 217, Borei Kameakkar Village, Sangkat Cheung Aek, Khan Dankao, Phnom Penh, Cambodia.

Chrouy Changvar Branch:

No. F35&F36, National Road No 6A, Phum Khtor, Sangkat Preaek Lieb, Khan Chrouy Chongvar, Phnom Penh.

Angk Snoul Branch:

Angk Snoul Ti Pir Village, Peuk Commune, Angk Snoul District, Kandal Province.

Kandal Stueng Branch:

Preaek Roka Village, Preaek Roka Commune, Kandal Stueng District, Kandal Province.



- **General Loan:** shall be provide for working capital expansion of current business purpose and personal purpose of borrowers (the “Borrower”). The loan shall be provided based on the income stream, repayment capacity of the Borrower, and collateral for the loan
- **Oversea Worker Visa Loan:** Oversea Worker Visa Loan (collectively referred to as E9 Visa for E7 and E8 is a product to provide personal working capital to borrowers (hereinafter referred to as “Borrower”) who plan to work in South Korea and other countries. The loan shall be provided based on the future income stream, repayment capacity of the borrower for the loan.
- **Staff Loan:** The purpose of staff loan policy is to provide urgent funds to staff of the company with a reasonable loan rate.
- **Construction Equipment Loan:** is offered to individuals and corporations for the purchase of construction equipment or machinery for business uses.
- **Three Wheeled Vehicle Loan:** is a personal loan product offered to the owners of three-wheeled vehicles operated through the Transport App (the “borrower”). The Loan is granted based on the Borrower’s income stream and repayment capacity.
- **Personal Collateral Loan Guideline:** The personal collateral loan product offered to provide financing to borrowers, whether our clients or non-clients, to secure additional assets other than mortgages the loan is granted based on the borrower’s income stream and repayment capacity.



The Directors have pleasure in submitting their report and the audited financial statements of Cam Capital Public Limited Company (“the Company”) for the financial year ended 31 December 2025.

Principal activity

The principal activity of the Company is to provide microfinance services to low-income individuals and small and medium enterprises through its offices in Cambodia. There have been no significant changes in the nature of these activities during the financial year.

Results of operations

	US\$	KHR'000
Profit for the financial year	82,635	331,449

Dividends

The Directors do not recommend the payment of any dividend for the current financial year.

Reserves and provisions

During the financial year, there was a transfer of US\$177,924 from accumulated losses to regulatory reserve.

Bad and doubtful loans

Before the statement of comprehensive income and statement of financial position of the Company were made out, the Directors took reasonable steps to ascertain that proper action had been taken in relation to the writing off of bad loans and the making of allowance for doubtful loans and satisfied themselves that there were no known bad loans and that adequate allowance had been made for doubtful loans.

At the date of this report, the Directors are not aware of any circumstances which would render it necessary to write off bad loans or the amount of the allowance for doubtful loans in the financial statements of the Company inadequate to any material extent.

Current assets

Before the statement of comprehensive income and statement of financial position were made out, the Directors took reasonable steps to ensure that for any current assets which were

unlikely to be realised in the ordinary course of business, their values as shown in the accounting records of the Company have been written down to an amount expected if realised.

At the date of this report, the Directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements of the Company misleading.

Valuation methods

At the date of this report, the Directors are not aware of any circumstances, which have arisen and which may render adherence to the existing method of valuation of assets or liabilities of the Company misleading or inappropriate.

Contingent and other liabilities

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

- (i) any charge on the assets of the Company which has arisen since the end of the financial year which secures the liabilities of any other person, or
- (ii) any contingent liability of the Company which has arisen since the end of the financial year.

No contingent or other liability has become enforceable, or is likely to become enforceable, within the period of 12 months after the end of the financial year which, in the opinion of the Directors, will or may substantially affect the ability of the Company to meet its obligations when they fall due.

Change of circumstances

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

Items of an unusual nature

The results of the operations of the Company 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.

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 Company for the financial year for which this report is made.

Share capital

The Company did not issue any shares during the current financial year.

No option to take up unissued shares in the Company was granted during the financial year and there were no shares under options at the end of the financial year in respect of shares in the Company.

Directors

The Directors who have held for office since the date of the last report are:

Mr. Seo Dong Pil

Mr. Kim Sung Wook (appointed on 18 April 2025)

Mr. Lee Chang Woo (appointed on 18 April 2025)

Mr. Lee Joon Ho (resigned on 18 April 2025)

Mr. Kim Byeong Hee (resigned on 18 April 2025)

Directors' benefits

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, with the object or objects of enabling the Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, the Directors have not received or become entitled to receive any benefit by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

Directors' responsibility in respect of the financial statements

The Directors are responsible to ascertain that the financial statements give a true and fair view of the financial position of the Company as at 31 December 2025, and of its financial performance and cash flows for the financial year then ended. In preparing these financial statements, the Directors are required to:

- (a) adopt appropriate accounting policies which are supported by reasonable judgements and estimates and then apply them consistently;
- (b) comply with the disclosure requirements of the Cambodian International Financial Reporting Standards for Small and Medium-sized Entities ("CIFRSs for SMEs") and the guidelines issued by the National Bank of Cambodia relating to the preparation and presentation of financial statements or, 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;
- (c) maintain adequate accounting records and an effective system of internal controls;
- (d) prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Company will continue its operations in the foreseeable future; and
- (e) control and direct effectively the Company 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 they have complied with the above requirements in preparing the financial statements.

Statement by the Directors

In the opinion of the Directors, the financial statements set out on pages 8 to 32 have been drawn up in accordance with Cambodian International Financial Reporting Standards for Small and Medium-sized Entities and the guidelines issued by the National Bank of Cambodia so as to give a true and fair view of the financial position of the Company as at 31 December 2025, and of its financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board,



Seo Dong Pil
Independent Director

Phnom Penh, Cambodia
Date: 28 April 2026

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Cam Capital Public Limited Company (“the Company”), which comprise statement of financial position as at 31 December 2025, and statement of 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 a summary of significant accounting policies, as set out on pages 8 to 32.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at 31 December 2025, and of its financial performance and cash flows for the financial year then ended in accordance with Cambodian International Financial Reporting Standards for Small and Medium-sized Entities and the guidelines issued by the National Bank of Cambodia.

Basis for Opinion

We conducted our audit in accordance with Cambodian International Standards on Auditing (“CISAs”). 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 Company in accordance with the International Ethics Standards Board for Accountants’ *International Code of Ethics for Professional Accountants (including International Independence Standards)* (“IESBA Code”), as applicable to audit of financial statements of public interest entities, together with the ethical requirements that are relevant to our audit of the financial statements in Cambodia, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Information Other than the Financial Statements and Auditors’ Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors’ Report but does not include the financial statements of the Company and our auditors’ report thereon.

Our opinion on the financial statements of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Company 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 other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation and fair presentation of these financial statements in accordance with Cambodian International Financial Reporting Standards for Small and Medium-sized Entities and the guidelines issued by the National Bank of Cambodia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Company, the Directors are responsible for assessing the Company'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 Director either intends to liquidate the Company, or to cease operations, or has 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 Company 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 CISAs 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 the financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements of the Company, 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 Company's internal control.

As part of an audit in accordance with CISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company'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 Company 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 Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Company, including the disclosures, and whether the financial statements of the Company 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 Matter

This report is made solely to the shareholder of the Company, as a body. We do not assume responsibility to any other person for the content of this report.

BDO (Cambodia) Limited



Phnom Penh, Cambodia

Date: 28 April 2026

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	2025		2024	
		US\$	KHR'000	US\$	KHR'000
ASSETS					
Cash on hand	7	122,396	491,175	157,047	632,114
Balances with National Bank of Cambodia	8	883,947	3,547,279	4,875,086	19,622,221
Balances with other banks	9	5,152,772	20,678,074	305,481	1,229,561
Loans to customers	10	37,311,200	149,729,846	43,116,718	173,544,790
Other receivables	11	432,902	1,737,236	432,449	1,740,607
Property and equipment	12	558,175	2,239,956	757,352	3,048,342
Intangible asset	13	4,857	19,491	-	-
TOTAL ASSETS		44,466,249	178,443,057	49,644,133	199,817,635
LIABILITIES AND EQUITY					
LIABILITIES					
Subordinated debts	14	3,007,800	12,070,301	-	-
Borrowings	15	27,139,000	108,908,807	35,206,844	141,707,547
Other payables	16	189,448	760,255	387,747	1,560,682
Current tax liabilities		2,880	11,557	5,056	20,350
TOTAL LIABILITIES		30,339,128	121,750,920	35,599,647	143,288,579
EQUITY					
Share capital	17	17,000,000	68,000,000	17,000,000	68,000,000
Regulatory reserve	18	8,909,004	36,338,558	8,731,080	35,624,549
Accumulated losses		(11,781,883)	(48,005,832)	(11,686,594)	(47,623,272)
Currency translation difference	-		359,411	-	527,779
TOTAL EQUITY		14,127,121	56,692,137	14,044,486	56,529,056
TOTAL LIABILITIES AND EQUITY		44,466,249	178,443,057	49,644,133	199,817,635

STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	2025		2024	
		US\$	KHR'000	US\$	KHR'000
Interest income	19	4,405,099	17,668,852	6,351,874	25,858,479
Interest expense	20	(1,921,038)	(7,705,283)	(2,582,288)	(10,512,494)
Net interest income		2,484,061	9,963,569	3,769,586	15,345,985
Reversal of allowance/(allowance for doubtful loans)	10	221,360	887,875	(675,464)	(2,749,814)
Other operating income	21	59,620	239,136	19,378	78,888
Personnel expenses	22	(1,134,977)	(4,552,393)	(1,202,209)	(4,894,193)
Depreciation and amortisation expenses	23	(374,828)	(1,503,435)	(509,840)	(2,075,559)
General and administrative expenses	24	(1,172,601)	(4,703,303)	(1,343,299)	(5,468,570)
Profit before tax		82,635	331,449	58,152	236,737
Tax expense	25	-	-	-	-
Profit for the financial year		82,635	331,449	58,152	236,737
Other comprehensive profit, net of tax					
Items that may be reclassified subsequently to profit or loss					
- foreign currency translations		-	(168,368)	-	(671,855)
Total comprehensive income/(loss) for the financial year		82,635	163,081	58,152	(435,118)

**STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

	Note	Share capital		Regulatory reserve		Accumulated losses		Currency translation difference	Total	
		US\$	KHR'000	US\$	KHR'000	US\$	KHR'000	KHR'000	US\$	KHR'000
Balance as at 1 January 2024		15,000,000	60,000,000	2,505,239	10,279,150	(5,518,905)	(22,514,610)	1,199,634	11,986,334	48,964,174
Loss for the financial year		-	-	-	-	58,152	236,737	-	58,152	236,737
Foreign currency translations		-	-	-	-	-	-	(671,855)	-	(671,855)
Total comprehensive income/(loss)		-	-	-	-	58,152	236,737	(671,855)	58,152	(435,118)
Transaction with owner										
Share issue	17	2,000,000	8,000,000	-	-	-	-	-	2,000,000	8,000,000
Transfer from regulatory reserve		-	-	6,225,841	25,345,399	(6,225,841)	(25,345,399)	-	-	-
Total transaction with owner		2,000,000	8,000,000	6,225,841	25,345,399	(6,225,841)	(25,345,399)	-	2,000,000	8,000,000
Balance as at 31 December 2024		17,000,000	68,000,000	8,731,080	35,624,549	(11,686,594)	(47,623,272)	527,779	14,044,486	56,529,056
Profit for the financial year		-	-	-	-	82,635	331,449	-	82,635	331,449
Foreign currency translations		-	-	-	-	-	-	(168,368)	-	(168,368)
Total comprehensive income		-	-	-	-	82,635	331,449	(168,368)	82,635	163,081
Transaction with owner										
Transfer from regulatory reserve representing total transaction with owner		-	-	177,924	714,009	(177,924)	(714,009)	-	-	-
Balance as at 31 December 2025		17,000,000	68,000,000	8,909,004	36,338,558	(11,781,883)	(48,005,832)	359,411	14,127,121	56,692,137

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	2025	2024
		US\$	US\$
		KHR'000	KHR'000
Cash flows from operating activities			
Profit before tax		82,635	58,152
Adjustments for:			
(Reversal of allowance)/allowance for doubtful loans	10	(221,360)	675,464
Amortisation of intangible asset	13	1,278	76,918
Depreciation of property and equipment	12	373,550	432,922
Interest expense	20	1,921,038	2,582,288
Gain on disposals of property and equipment		(11,125)	(378)
Operating profit before working capital changes		2,146,016	3,825,366
Changes in working capital			
Loan to customers		6,026,878	560,297
Other receivables		(453)	(214,718)
Other payables		(198,299)	176,636
Statutory deposit		-	(100,000)
Cash generated from operations		7,974,142	4,247,581
Income tax paid		(2,176)	(160)
Interest paid		(1,981,082)	(2,453,196)
Net cash from operating activities		5,990,884	1,794,225
Cash flows from investing activities			
Purchase of property and equipment	12	(174,396)	(19,467)
Purchase of intangible asset	13	(6,135)	-
Proceeds from disposal of property and equipment		11,148	3,033
Net cash used in investing activities		(169,383)	(16,434)

Cash flows from financing activities

Proceeds from issuance of ordinary shares	17	-	-	2,000,000	8,142,000
Repayments of bank borrowings		(8,000,000)	(32,088,000)	(38,000,000)	(154,698,000)
Drawdown of bank borrowings		-	-	35,000,000	142,485,000
Drawdown of subordinated debts	14	3,000,000	12,033,000	-	-
Net cash used in financing activities		(5,000,000)	(20,055,000)	(1,000,000)	(4,071,000)
Net increase in cash and cash equivalents		821,501	3,295,029	777,791	3,166,387
Cash and cash equivalents at beginning of financial year		4,487,614	18,062,646	3,709,823	15,154,626
Exchange difference on translation		-	(52,197)	-	(258,367)
Cash and cash equivalents at end of financial year		5,309,115	21,305,478	4,487,614	18,062,646

Cash and cash equivalents comprise the following:

	Note	2025		2024	
		US\$	KHR'000	US\$	KHR'000
Cash on hand	7	122,396	491,175	157,047	632,114
Balances with National Bank of Cambodia (excluding statutory deposit)	8	33,947	136,229	4,025,086	16,200,971
Balances with other banks	9	5,152,772	20,678,074	305,481	1,229,561
		5,309,115	21,305,478	4,487,614	18,062,646

CONTACT



023 991 999



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Cam Capital Plc



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