Directors' Report

For The Year Ended 31 December 2025

Dear Shareholders,

On behalf of the Board of Directors of Liva Group SAOG and its subsidiaries (the "Group" or "Company"), I am pleased to present the consolidated results of the Group for the year ended 31 December 2025.

Regional Economic and Market Landscape

In 2025, the GCC economy demonstrated continued resilience, with GDP growth of around 3.3% driven by recovering oil production, strong non-oil expansion, and accelerated infrastructure investment under national transformation programs. The Sultanate of Oman's non-oil momentum and fiscal stability underpinned a supportive market environment while the United Arab Emirates (UAE) outperformed with 4.8% real GDP growth supported by economic diversification. The insurance sector benefited from regulatory reforms and expanded mandatory health coverage across the region, lifting penetration and broadening access, even as rising climate-related risks and ongoing geopolitical tensions increased pressure on underwriting and risk management, with strong regulatory momentum sustaining a positive long-term growth outlook.

2025 Financial Performance and Operational Resilience

We delivered robust financial performance in 2025, demonstrating consistent progress in scaling operations, enhancing profitability, and strengthening operational resilience across our business lines. These results reflect our disciplined execution of strategic priorities and sustained momentum toward long-term growth. Insurance Revenue increased by 24% to OMR 408.3 million, supported by strong economic activity across our core markets: Oman, the UAE, and the Kingdom of Saudi Arabia (KSA). Our Insurance Service Result improved to OMR 13.7 million, representing a recovery from an OMR 5.6 million loss in the prior year. This turnaround was driven by focused underwriting actions, enhanced risk management discipline, and stabilisation in claims following a prior period impacted by adverse weather events.

A considered approach to portfolio optimisation drove a 20% increase in investment income to OMR 17.2 million. The Group maintains a diversified investment portfolio, combining debt and equity instruments to strike a balance between risk mitigation and maximising returns.

As a result of the above factors, the Group recorded a net profit after tax of OMR 14.2 million for the year.

Strategic Outlook and Growth Priorities

The Group continues to reinforce its strategic partnerships as part of its long-term growth plans, underscoring its commitment to its customers and sustainable value creation. In

parallel, it has advanced its digital distribution channels in alignment with its customer-first ambition, simplifying access and enhancing education around motor products.

Looking ahead to 2026, we are poised to capitalise on our newly acquired Participating Insurer status in the UAE. Secured at the close of 2025, this milestone allows Liva to enter the Low Salary Band (LSB) health segment, providing a scalable new revenue stream while improving healthcare accessibility for a vital part of the workforce.

Environmental, Social, and Governance (ESG): Building Sustainable Value

In 2025, Liva aligned its Corporate Social Responsibility initiatives with its core pillars including health and wellbeing, innovation and education, environmental stewardship, and community advancement. The Group also advanced our ESG strategy, established a robust framework, and prepared our inaugural ESG report. In creating this framework, we aligned ESG priorities with our purpose while reflecting national objectives such as Oman Vision 2040 and regulatory expectations.

In 2026, Liva will focus on enhancing measurable social impact and expanding opportunities for people and communities by fostering youth potential, strengthening community wellbeing, and establishing a unified CSR value exchange across the GCC.

Strategic and Operational Milestones

Key strategic and operational milestones in 2025 included:

UAE Integration: The successful transfer of the National Life & General Insurance Company (NLGIC)’s portfolio in the UAE to Liva Insurance in September 2025, unifying all aspects of the entities, strengthening Liva’s position as a leading multi-line insurer in the region. This marks the complete integration of NLGIC's business across all markets into Liva.

KSA Merger: KSA remains a core market in our GCC growth strategy, with ongoing merger discussions with Malath.

Credit Ratings and Corporate Recognition

We entered 2025 with an AM Best ‘A-’ (Excellent) financial strength rating, supported by a robust balance sheet, a prudent investment strategy, and a diversified GCC presence. During the year, AM Best also assigned Financial Strength Ratings of ‘A-’ (Excellent) and Long-Term Issuer Credit Ratings of ‘a-’ (Excellent) to Liva Bahrain and Liva Oman, including their branches.

Liva Oman was named ‘Insurance Company of the Year’ at the AIWA Awards and received the ‘Rebranding Campaign of the Year’ award at the Oman Leadership Awards; This industry recognition serves as an encouraging indicator that our new identity and strategic direction are resonating within the market.

Acknowledgements

We are grateful to our inspirational leader His Majesty Sultan Haitham bin Tarik for his vision and initiatives as he continues to lead the country on the path of development, peace, and enduring prosperity.

On behalf of the Board of Directors, I would like to thank the Financial Services Authority, Sultanate of Oman, Muscat Stock Exchange, The Central Banks of the United Arab Emirates, and Bahrain, the Insurance Authority and The Saudi Capital Market Authority (CMA) of the Kingdom of Saudi Arabia, the Insurance Regulatory Unit of Kuwait and the Qatar Financial Centre Regulatory Authority for their continued support and guidance.

I would also like to thank our dedicated teams at Liva Group and across our Group companies for their commitment and hard work.

Khalid Muhammad AlZubair

Chairman