2. Statement by the Supervisory Board Chairman

The ability of well managed African financial institutions to simultaneously expand financial inclusion and deliver hard currency returns is critical to Africa's growth. In 2025 our portfolio confirmed that this can be done.

We hold significant minority stakes in banks and non-bank financial institutions in nine countries, and we are exposed to 33 across sub-Saharan Africa, with a top three banking presence in 20, via our investees. We exercise influence over our investees through board representation, strategic engagements, value creation work and knowledge sharing across our network.

Our investees drive improved financial inclusion by providing capital to underserved segments of the economy, being retail, SMEs and food and agricultural businesses. We measure their impact through the loans they deploy and in 2025 these metrics grew across the board. Our investees served 59 million retail customers (+2% year on year) and 3.8 million SMEs (+5% year on year), while holding retail loans of USD 6.4 billion (+15% year on year), SME loans of USD 4.2 billion (+17% year on year) and agricultural loans of USD 1.9 billion (+13% year on year).

Our financial results were sound. Profit after tax was USD 188.4 million (2024: USD 207.5 million) and total comprehensive income was USD 295.9 million (2024: USD 216.3 million). The portfolio value on an equity accounted and fair value basis increased to USD 1.3 billion (2024: USD 1.1 billion) and USD 1.2 billion (2024: USD 1.1 billion). We maintained a USD dividend yield of approximately 4% for the third consecutive year and expect to sustain that.

The quality of our impact stewardship was independently confirmed during the year. In December 2025 BlueMark awarded our impact management system a Gold rating across impact strategy, governance, management and reporting.

In consultation with our shareholders, we simplified our governance structure which resulted in the Asset Management Committee being transformed into a sub-committee of the Supervisory Board. The Supervisory Board expresses its gratitude to the members of the Asset Management Committee for their support and input over the last years.

On behalf of the Supervisory Board, I thank our shareholders for their support and our investees for their constructive collaboration through the year. Finally, we thank all the Arise employees for their unwavering commitment to the invaluable work Arise is doing and for their time and efforts during 2025 to make that possible.

Erik Bosman
Supervisory Board Chairman

3. Foreword by the Chief Executive Officer

2025 was an important year for Arise.

The implementation of the strategy we approved in late 2024 gained traction with significant progress against our impact and financial objectives.

We completed two projects that will contribute directly to the ability of our investees to increase financial inclusion and approved a third, and we received a Gold rating from BlueMark in our first impact assessment. Our investees grew their retail, SME and food and agricultural businesses pleasingly and we produced strong financial returns. We strengthened our team, we applied resources to expanding our market profile, and we welcomed new directors and a new chair to our Supervisory Board.

This report describes what Arise does, why we invest in Africa, and why we believe in the continent as an investment destination. It highlights why investing through Arise, rather than directly in financial institutions, is likely to yield higher returns. The report also details the loan and deposit growth achieved by our investees across the retail, SME, and food and agricultural sectors, and provides a summary of our financial results for the year.

Environment

Our investment thesis is founded on a belief that certain sectors in Africa offer attractive risk adjusted investment returns and that those returns will compound over time. Large parts of sub-Saharan Africa are resource rich and have young growing populations. Digital access is improving and economic growth levels are well ahead of those in developed countries, albeit off low bases. While much of Africa lags the West on a per capita income basis, there are converging forces that point towards meaningful improvement. The continent has leap frogged from copper cable to digital, which has brought significant connectivity and educational benefits. Developing population densities justify infrastructure spend and increasing external investment in selected sectors bode well for improvements to incomes.

Our investment approach recognises that Africa comprises 54 countries with differing sovereign risks and commercial offerings. We are directly invested in 9 countries and are exposed to 33 via our investees. Political instability and currency risk impact our holdings, however the economic and social policies in a number of the countries in which we are invested are increasingly business friendly, governments are recognising the merits of stable currencies and are adopting more responsible economic policies than in the past, and our diversification across the continent is proving to be valuable.

Investment focus

We invest in banks and non-bank financial institutions with the objective of improving financial inclusion, increases in which contribute to higher standards of living over time. As we build a track record our investments should provide a basis for mobilising more capital, both debt and equity, contributing to the growth of the countries we are invested in.

The bulk of our investments are in larger, systemically important banks that generally exceed underlying economic growth, providing leveraged exposure to Africa's strong growth prospects and a measure of mitigation against currency depreciation.

Banking many of Africa's consumers profitably has been difficult historically, however that has changed with advances in technology and digital offerings. Banks, other financial institutions and telcos can distribute low cost products efficiently, meeting the needs of previously unbanked consumers and bringing them into the formal financial system. These products address the need for non collateral based lending, for developing credit histories based on repeated small transactions and for the use of non traditional credit data. Our portfolio includes local banks that have grown their retail and SME books significantly, based on market appropriate products.

The retail and SME markets that are a target for local banks with strong brands and effective distribution networks offer attractive returns when served effectively, despite growing competition from fintechs and telcos. The competition is likely to stimulate innovation in the sectors.

Financial sector regulation in many African markets is robust, increasing the attractiveness of the sector from an investment perspective.

As a long term investor with a view through economic cycles, we are structured to benefit from African countries rerating.

"Our investment thesis is founded on a belief that there are sectors in Africa that offer attractive risk adjusted investment returns and that those returns will grow over time."

Performance

We apply capital to investments and work with our investees to grow their businesses and drive impact. We investigated numerous investment opportunities during the year but limited our disbursements to a follow on contribution to CalBank of USD 12.5 million. The remainder of the pipeline items were either not sufficiently impact focussed or did not offer returns that justified their risk. The 2026 pipeline is focused primarily on systemically important banks as they tend to be resilient through economic cycles and their objectives generally align with ours. We expect to add to the portfolio during the year.

As a minority shareholder we do not exercise control, we drive value by exercising influence, supporting the right management teams and providing technical resources or facilitating support from external service providers. Our technical resources are focused on compliance, credit, risk, IT and digitisation, and ESG; where our investees require extensive support in these areas or in other areas we provide introductions to specialist providers.

We strengthened the investment and value adding parts of the team during the year and will continue to add resources as we grow and spend more time on the ground with our banks.

Working with our investees to drive their retail, SME and food businesses is a core part of our ethos and the growth achieved in these areas has been gratifying. As these segments can represent higher risk areas in a loan portfolio, we are conscious of the rights and aspirations of our fellow shareholders as we work with the banks. Our value adding initiatives focus both on working with our investees to strengthen their businesses and on growing their impact in a commercially sustainable manner.

The returns from the portfolio have improved since 2023 as a result of stronger performances from our larger investments. These were a function of declining inflation and interest rates, lower nonperforming loan ratios, strong growth and careful cost control. Growth has been achieved through a focus on areas where the banks have a competitive advantage.

The majority of our investees have invested heavily in core banking systems in the last few years and it will be important to extract the requisite value from these systems going forward. The larger banks have transaction volumes that are appropriate to the systems, some of our smaller investees operate at levels where extracting value from the systems will require careful focus.

Financially, 2025 was a pleasing year, with net income after tax of USD 188.4 million and total comprehensive income of USD 295.9 million. We paid a total dividend of USD 50 million in 2026 based on the 2025 results, the third consecutive year in which our USD dividend yield has been in the order of 4%. Based on the results for our portfolio to date, we expect to maintain this yield in 2027.

Looking forward

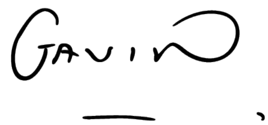
2026 will be a challenging year for Africa and our portfolio. The positive start to the year was disrupted by the war in the Middle East and the inflationary effects of that continue to be felt. Nonetheless, a number of the countries in which we are invested are showing relatively strong growth and certain countries have benefitted from high gold and oil prices. The El Niño weather event is expected to weigh on economic activity in some markets.

We are looking to streamline the portfolio and to make larger investments where we find opportunities that match our investment criteria. We have the necessary liquidity and resources to support the investments.

A key aspect of our 2024 strategy was a decision to open our share register to new shareholders. This will be progressed during 2026 and will include, inter alia, an evaluation of our structure, liquidity options, our impact thesis, investment thesis and processes, investment returns and dividend yield, direct contribution to investee entities, technical assistance facility, and people and retention mechanisms, to ensure that these are relevant to the investors we target.

Appreciation

The outcomes for 2025 were the result of a team effort. My thanks go to my colleagues for their efforts through some difficult times, to the members of the Asset Management committee for their contributions, to Nanno Kleiterp and Marianne Schoemaker who retired from the board in November 2025, and Philip Odera who retired as chairman in January 2026, for their guidance, and to the Supervisory Board as a whole for its judgement and support.



Gavin Tipper
Chief Executive Officer