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## **Melco International Development Limited**

*(Incorporated in Hong Kong with limited liability)*

Website: [www.melco-group.com](http://www.melco-group.com)

(Stock Code: 200)

### **ANNUAL RESULTS FOR THE YEAR ENDED 31 DECEMBER 2025**

The board of directors (the “Board”) of Melco International Development Limited (the “Company” or “Melco International”) herein announces the audited consolidated annual results of the Company and its subsidiaries (collectively the “Group”) for the year ended 31 December 2025 as follows:

#### **FINANCIAL HIGHLIGHTS**

1. Net revenues were HK\$40.24 billion for the year ended 31 December 2025, which represented an increase of HK\$4.07 billion or 11.2%, compared to HK\$36.17 billion for the year ended 31 December 2024. The increase in net revenues was primarily attributable to the improved performance in the casino and hospitality operations.
2. The Group generated Adjusted EBITDA of HK\$10.62 billion for the year ended 31 December 2025, compared to HK\$9.03 billion for the year ended 31 December 2024.
3. Profit attributable to owners of the Company was HK\$1.06 billion for the year ended 31 December 2025, compared to loss attributable to owners of the Company of HK\$0.78 billion for the year ended 31 December 2024.
4. Basic earnings per share attributable to owners of the Company was HK\$0.50 for the year ended 31 December 2025, compared to basic loss per share attributable to owners of the Company of HK\$0.40 (as restated) for the year ended 31 December 2024.
5. Net asset value per share attributable to owners of the Company was HK\$0.8 as of 31 December 2025, compared to HK\$0.02 (as restated) as of 31 December 2024.
6. The Board does not recommend the payment of a final dividend for the year ended 31 December 2025.

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

*FOR THE YEAR ENDED 31 DECEMBER 2025*

	<i>Notes</i>	<b>2025</b> <i>HK\$'000</i>	2024 <i>HK\$'000</i>
NET REVENUES	4	<b>40,240,892</b>	36,172,972
<b>OPERATING COSTS AND EXPENSES</b>			
Gaming tax and license fees		<b>(15,596,065)</b>	(14,185,453)
Employee benefits expenses		<b>(7,772,073)</b>	(6,971,953)
Depreciation and amortisation		<b>(4,423,536)</b>	(4,478,398)
Other operating expenses, gains and losses, net	5	<b>(6,941,865)</b>	(7,890,212)
Total operating costs and expenses, net		<b>(34,733,539)</b>	(33,526,016)
<b>OPERATING INCOME</b>		<b>5,507,353</b>	2,646,956
<b>NON-OPERATING INCOME/(EXPENSES)</b>			
Interest income		<b>69,431</b>	138,753
Interest expense, net of amounts capitalised		<b>(4,035,028)</b>	(4,215,963)
Gain/(loss) on modification and extinguishment of debts, net		<b>18,596</b>	(7,818)
Other financing costs		<b>(54,831)</b>	(61,181)
Foreign exchange gains/(losses), net		<b>50,334</b>	(92,567)
Other income/(expenses), net		<b>21,326</b>	(42,063)
Share of profit/(loss) of a joint venture		<b>70</b>	(162)
Share of loss of an associate		<b>–</b>	(1,131)
Total non-operating expenses, net		<b>(3,930,102)</b>	(4,282,132)
<b>PROFIT/(LOSS) BEFORE INCOME TAX</b>		<b>1,577,251</b>	(1,635,176)
Income tax expense	6	<b>(39,777)</b>	(48,561)
<b>PROFIT/(LOSS) FOR THE YEAR</b>		<b>1,537,474</b>	(1,683,737)

	<i>Note</i>	<b>2025</b> <b>HK\$'000</b>	2024 HK\$'000
<b>OTHER COMPREHENSIVE INCOME/(LOSS)</b>			
<i>Other comprehensive income/(loss) that may be reclassified to profit or loss in subsequent periods:</i>			
Exchange differences on translation of foreign operations		<b>204,666</b>	171,828
Fair value loss on derivative financial instruments, net	12	<b>(5,793)</b>	–
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods:</i>			
Other		<b>78</b>	92
		<u>198,951</u>	<u>171,920</u>
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX</b>			
		<u>198,951</u>	<u>171,920</u>
<b>TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR</b>			
		<u><b>1,736,425</b></u>	<u>(1,511,817)</u>
Profit/(loss) for the year attributable to:			
Owners of the Company		<b>1,058,309</b>	(784,603)
Non-controlling interests		<b>479,165</b>	(899,134)
		<u><b>1,537,474</b></u>	<u>(1,683,737)</u>
Total comprehensive income/(loss) for the year attributable to:			
Owners of the Company		<b>1,165,992</b>	(744,438)
Non-controlling interests		<b>570,433</b>	(767,379)
		<u><b>1,736,425</b></u>	<u>(1,511,817)</u>
	<i>Note</i>	<b>2025</b>	2024 (Restated)
<b>EARNINGS/(LOSS) PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY</b>			
	8		
Basic		<u><b>HK\$0.50</b></u>	<u>HK\$(0.40)</u>
Diluted		<u><b>HK\$0.48</b></u>	<u>HK\$(0.40)</u>

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	<i>Notes</i>	<b>2025</b> <i>HK\$'000</i>	2024 <i>HK\$'000</i>
<b>NON-CURRENT ASSETS</b>			
Property and equipment		<b>41,305,369</b>	41,978,077
Right-of-use assets		<b>4,909,570</b>	5,073,287
Intangible assets		<b>18,974,427</b>	19,053,015
Goodwill		<b>5,299,451</b>	5,299,451
Investment in a joint venture	9	<b>55,659</b>	53,046
Prepayments, deposits and other receivables		<b>1,028,887</b>	1,035,366
Restricted cash		<b>972,349</b>	974,404
		<hr/>	<hr/>
<b>Total non-current assets</b>		<b>72,545,712</b>	73,466,646
<b>CURRENT ASSETS</b>			
Inventories		<b>287,273</b>	251,940
Trade receivables	10	<b>983,582</b>	1,119,583
Prepayments, deposits and other receivables		<b>647,740</b>	811,957
Tax recoverable		<b>1,812</b>	1,252
Restricted cash		<b>113,583</b>	68,972
Cash and bank balances		<b>8,119,084</b>	9,029,153
		<hr/>	<hr/>
<b>Total current assets</b>		<b>10,153,074</b>	11,282,857
<b>CURRENT LIABILITIES</b>			
Trade payables	11	<b>201,613</b>	192,485
Other payables, accruals and deposits received	12	<b>8,438,647</b>	8,250,163
Tax payable		<b>227,275</b>	295,829
Interest-bearing borrowings	13	<b>1,000</b>	9,483,349
Lease liabilities		<b>436,961</b>	424,737
		<hr/>	<hr/>
<b>Total current liabilities</b>		<b>9,305,496</b>	18,646,563
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<b>847,578</b>	(7,363,706)
		<hr/>	<hr/>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>73,393,290</b>	66,102,940
		<hr/>	<hr/>

	<i>Notes</i>	<b>2025</b> <b>HK\$'000</b>	2024 <i>HK'000</i>
<b>NON-CURRENT LIABILITIES</b>			
Other payables, accruals and deposits received	12	<b>2,430,321</b>	2,458,289
Interest-bearing borrowings	13	<b>57,135,789</b>	51,204,349
Lease liabilities		<b>1,880,359</b>	1,999,531
Deferred tax liabilities		<b>2,235,111</b>	2,234,250
		<u><b>63,681,580</b></u>	<u>57,896,419</u>
<b>Total non-current liabilities</b>		<b>63,681,580</b>	57,896,419
<b>Net assets</b>		<b>9,711,710</b>	8,206,521
<b>EQUITY</b>			
Share capital	14	<b>6,473,857</b>	5,701,853
Deficit		<b>(4,568,753)</b>	(5,655,923)
		<u><b>1,905,104</b></u>	<u>45,930</u>
Equity attributable to owners of the Company		<b>1,905,104</b>	45,930
Non-controlling interests		<b>7,806,606</b>	8,160,591
		<u><b>9,711,710</b></u>	<u>8,206,521</u>
<b>Total equity</b>		<b>9,711,710</b>	8,206,521

## NOTES

### 1. ORGANISATION AND BUSINESS

#### (a) Corporate and group information

Melco International Development Limited (the “Company”) is a public company with limited liability incorporated in the Hong Kong Special Administrative Region of the People’s Republic of China (“Hong Kong”) as an investment holding company. The address of the registered office of the Company is 38th Floor, The Centrium, 60 Wyndham Street, Central, Hong Kong. The Company’s shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited.

The Company together with its subsidiaries (collectively referred to as the “Group”) is a developer, owner and operator of integrated resort facilities in Asia and Europe. The Group operates its gaming business through Melco Resorts & Entertainment Limited (“Melco Resorts”), a majority-owned subsidiary of the Company and its American depositary shares (“ADSs”) are listed on the Nasdaq Global Select Market in the United States of America (the “U.S.”). In the Macau Special Administrative Region of the People’s Republic of China (“Macau”), a subsidiary of Melco Resorts holds a ten-year concession to operate games of fortune and chance in casinos in Macau which commenced on 1 January 2023 and ends on 31 December 2032 (the “Concession”) and currently operates City of Dreams and Altira Macau, integrated resorts located in Cotai and Taipa, Macau, respectively. As part of Melco Resorts’ development strategy and in accordance with Macau gaming law, Grand Dragon Casino, a casino located in Taipa, Macau, and three of the six Mocha Clubs, which comprise non-casino based operations of electronic gaming machines in Macau, ceased operations between the period from September to December 2025. Following these closures, the gaming tables and electronic gaming machines were reallocated to the Group’s other gaming areas in Macau. The Group has submitted relevant application for the continuing operations of the remaining three Mocha Clubs, namely Mocha Inner Harbour, Mocha Hotel Sintra and Mocha Golden Dragon beyond 31 December 2025, and such application has been approved by the Macau government. On 10 February 2026, the Group entered into an amendment agreement to the concession agreement to reflect the permanent cessation of operations of the Grand Dragon Casino and three Mocha Clubs effective from 1 January 2026. Melco Resorts, through its subsidiaries, including Studio City International Holdings Limited, which is majority-owned by Melco Resorts and its ADSs are listed on the New York Stock Exchange in the U.S., also operates Studio City, a cinematically-themed integrated resort in Cotai, Macau. In the Philippines, a majority-owned subsidiary of Melco Resorts operates and manages City of Dreams Manila, an integrated resort in the Entertainment City complex in Manila. In Europe, Melco Resorts, through its majority-owned subsidiaries, operates City of Dreams Mediterranean, an integrated resort in Limassol, in the Republic of Cyprus (“Cyprus”), and licensed satellite casinos in Cyprus (collectively, the “Cyprus Operations”). In South Asia, a subsidiary of Melco Resorts currently holds a casino license granted by the government of the Democratic Socialist Republic of Sri Lanka (“Sri Lanka”) for a term of 20 years effective from 1 April 2024, to operate a casino business (the “Sri Lanka Casino”) which had an initial opening on 1 August 2025, in an integrated resort branded as “City of Dreams Sri Lanka” in Colombo, Sri Lanka, developed by a subsidiary of John Keells Holdings PLC (“John Keells”), an independent third party.

The principal activities of the Group are divided into two operating and reportable segments, namely (i) the Casino and Hospitality segment; and (ii) the Other segment. See Note 3 for additional information about the Group’s segments.

**(b) Recent developments related to business operations**

City of Dreams Mediterranean continues to be impacted by the on-going military conflicts in the Middle East, including between the U.S., Israel and Iran, and between Russia and Ukraine, and restrictions on the ability to accept certain customers from Russia, all of which have a negative impact on the Group's business, and may materially and adversely affect the Group's business in Cyprus. The Group is currently unable to reasonably estimate the financial impact on its future results of operations, cash flows and financial condition from these disruptions.

In July 2025, a subsidiary of Melco Resorts, as a hotel manager, entered into a management agreement (effective as at 15 July 2025) with a subsidiary of John Keells, owner of the hotel property, to provide management services to operate the top five floors of the hotel tower at City of Dreams Sri Lanka, as a "Nüwa" hotel, which opened to the public on 15 July 2025.

**2.1 BASIS OF PREPARATION**

The consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards (which include all Hong Kong Financial Reporting Standards ("HKFRSs"), Hong Kong Accounting Standards ("HKASs") and Interpretations) issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules") and by the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared under the historical cost convention except for the derivative financial instruments and financial liabilities for cash-settled share-based payments, which have been measured at fair value. These consolidated financial statements are presented in Hong Kong dollars ("HK\$") except when otherwise indicated.

The financial information relating to the years ended 31 December 2025 and 2024 that are included in this announcement of annual results for 2025 does not constitute the Company's statutory annual consolidated financial statements for those years but is derived from those consolidated financial statements. Further information relating to these statutory financial statements required to be disclosed in accordance with section 436 of the Hong Kong Companies Ordinance is set out below.

The Company delivered the consolidated financial statements for the year ended 31 December 2024 to the Registrar of Companies as required by section 662(3) of, and Part 3 of Schedule 6 to, the Hong Kong Companies Ordinance and will deliver the consolidated financial statements in its annual report for the year ended 31 December 2025 in due course.

The Company's auditors have reported on the consolidated financial statements of the Group for both years. The auditor's reports were unqualified, did not include a reference to any matters to which the auditors drew attention by way of emphasis without qualifying its report, and did not contain statements under sections 406(2), 407(2) or (3) of the Hong Kong Companies Ordinance.

## 2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

In the current year, the Group has applied the following amendments to an HKFRS Accounting Standard as issued by the HKICPA for the first time, which are mandatorily effective for the Group's annual period beginning on 1 January 2025 for the preparation of the consolidated financial statements:

Amendments to HKAS 21 *Lack of Exchangeability*

The application of the amendments to the HKFRS Accounting Standard in current year has had no material impact on the Group's financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

## 2.3 ISSUED BUT NOT YET EFFECTIVE HKFRS ACCOUNTING STANDARDS

The Group has not early applied any new and amendments to the HKFRS Accounting Standards that have been issued but are not yet effective in the consolidated financial statements for the year ended 31 December 2025.

Except for the new and amendments to HKFRS Accounting Standards mentioned below, the directors of the Company anticipate that the application of all other amendments to HKFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

### ***Amendments to HKFRS 9 and HKFRS 7 Amendments to the Classification and Measurement of Financial Instruments***

The amendments to HKFRS 9 clarify the recognition and derecognition for financial asset and financial liability and add an exception which permits an entity to deem a financial liability to be discharged before the settlement date if it is settled in cash using an electronic payment system if, and only if certain conditions are met. An entity that elects to apply the derecognition option would be required to apply it to all settlements made through the same electronic payment system.

The amendments also provide guidance on the assessment of whether the contractual cash flows of a financial asset are consistent with a basic lending arrangement. The amendments specify that an entity should focus on what an entity is being compensated for rather than the compensation amount. Contractual cash flows are inconsistent with a basic lending arrangement if they are indexed to a variable that is not a basic lending risk or cost. The amendments state that, in some cases, a contingent feature may give rise to contractual cash flows that are consistent with a basic lending arrangement both before and after the change in contractual cash flows, but the nature of the contingent event itself does not relate directly to changes in basic lending risks and costs. Furthermore, the description of the term "non-recourse" is enhanced and the characteristics of "contractually linked instruments" are clarified in the amendments.

The disclosure requirements in HKFRS 7 *Financial Instruments: Disclosures* in respect of investments in equity instruments designated at fair value through other comprehensive income are amended. In addition, the amendments introduce the requirements of qualitative and quantitative disclosure of contractual terms that could affect the contractual cash flow based on a contingent event not directly relating to basic lending risks and cost.

The amendments are effective for annual reporting periods beginning on or after 1 January 2026, with early application permitted. As a result of the clarification made by the amendments on the derecognition of financial assets and liabilities, the Group can only derecognise financial assets and financial liabilities settled via cheques on the date the cheques have been cleared in the bank account. The Group is in the process of assessing the detailed impact of the amendments on the Group's consolidated financial statements.

### **HKFRS 18 *Presentation and Disclosure in Financial Statements***

HKFRS 18, which sets out requirements on presentation and disclosures in financial statements, will replace HKAS 1 *Presentation of Financial Statements*. This new HKFRS Accounting Standard, while carrying forward many of the requirements in HKAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some HKAS 1 paragraphs have been moved to HKAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* and HKFRS 7. Minor amendments to HKAS 7 *Statement of Cash Flows* and HKAS 33 *Earnings per Share* are also made.

HKFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. HKFRS 18 requires retrospective application with specific transition provisions. The application of the new standard is expected to affect the presentation of the consolidated statement of profit or loss and disclosures in the future consolidated financial statements. The Group is in the process of assessing the detailed impact of HKFRS 18 on the Group's consolidated financial statements.

### 3. SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services and has two operating and reportable segments as follows:

- (a) the “Casino and Hospitality” segment, which comprises the operation of casinos and the provision of hospitality services and facilities through Melco Resorts; and
- (b) the “Other” segment comprises investments in a joint venture and associates and other.

Management monitors the results of the Group’s operating and reportable segments separately for the purpose of making decisions about resource allocations and performance assessments. Segment performance is evaluated based on Adjusted EBITDA, which is a non-HKFRS Accounting Standards financial measure and the segment results of the Group, is the profit/loss for the year before interest, income tax, depreciation and amortisation, share-based compensation expenses, pre-opening costs, development costs, property charges and other, payments to SM Investments Corporation, Belle Corporation (“Belle”) and PremiumLeisure and Amusement, Inc. (collectively referred to as the “Philippine Parties”), integrated resort and casino rent\*, corporate expenses, share of profit/loss of a joint venture, share of loss of an associate and other non-operating income and expenses. This is the measure reported to the chief operating decision-maker for the purposes of resource allocations and performance assessments. Not all companies calculate Adjusted EBITDA in the same manner. As a result, Adjusted EBITDA as presented by the Group may not be directly comparable to other similarly titled measures presented by other companies.

Segment assets exclude other corporate unallocated assets which are managed on a group basis.

Segment liabilities exclude those borrowings, dividends payable, deferred tax liabilities and other corporate unallocated liabilities which are managed on a group basis.

Intersegment sales are transacted with reference to the selling prices used for sales made and services provided to third parties at the prevailing market prices.

\* *Integrated resort and casino rent represents variable lease costs to Belle for City of Dreams Manila.*

**Segment net revenues and results**  
**For the year ended 31 December 2025**

	<b>Casino and Hospitality HK\$'000</b>	<b>Other HK\$'000</b>	<b>Total HK\$'000</b>
<b>Segment net revenues</b>			
Sales to external customers (Note 4)	40,240,892	–	40,240,892
Intersegment sales	13,760	–	13,760
	<u>40,254,652</u>	<u>–</u>	<u>40,254,652</u>
Elimination of intersegment sales	(13,760)	–	(13,760)
	<u>40,240,892</u>	<u>–</u>	<u>40,240,892</u>
<b>Segment expenses</b>			
Gaming tax and license fees <sup>(1)</sup>	(15,588,447)	–	
Employee benefits expenses <sup>(2)</sup>	(7,260,004)	–	
Other operating expenses, gains and losses, net <sup>(3)</sup>	(6,767,618)	(4,854)	
	<u>10,624,823</u>	<u>(4,854)</u>	<u>10,619,969</u>
<b>Adjusted EBITDA</b>			
<b>Other operating costs and expenses</b>			
Depreciation and amortisation			(4,423,536)
Share-based compensation expenses			(346,029)
Pre-opening costs			(361,280)
Development costs			(58,817)
Property charges and other			414,952
Payments to the Philippine Parties			(289,918)
Corporate expenses			(47,988)
			<u>5,507,353</u>
<b>Operating income</b>			
<b>Non-operating income/(expenses)</b>			
Interest income			69,431
Interest expense, net of amounts capitalised			(4,035,028)
Gain on modification and extinguishment of debts, net			18,596
Other financing costs			(54,831)
Foreign exchange gains, net			50,334
Other income, net			21,326
Share of profit of a joint venture			70
			<u>(3,930,102)</u>
Total non-operating expenses, net			<u>(3,930,102)</u>
			<u>1,577,251</u>
<b>Profit before income tax</b>			
Income tax expense			(39,777)
			<u>1,537,474</u>
<b>PROFIT FOR THE YEAR</b>			
			<u>1,537,474</u>

**For the year ended 31 December 2024**

	Casino and Hospitality HK\$'000	Other HK\$'000	Total HK\$'000
<b>Segment net revenues</b>			
Sales to external customers (Note 4)	36,172,972	–	36,172,972
Intersegment sales	13,291	–	13,291
	<u>36,186,263</u>	<u>–</u>	<u>36,186,263</u>
Elimination of intersegment sales	(13,291)	–	(13,291)
	<u>36,172,972</u>	<u>–</u>	<u>36,172,972</u>
<b>Segment expenses</b>			
Gaming tax and license fees <sup>(1)</sup>	(14,174,858)	–	
Employee benefits expenses <sup>(2)</sup>	(6,536,422)	–	
Other operating expenses, gains and losses, net <sup>(3)</sup>	(6,417,485)	(13,471)	
	<u>9,044,207</u>	<u>(13,471)</u>	<u>9,030,736</u>
<b>Adjusted EBITDA</b>			
<b>Other operating costs and expenses</b>			
Depreciation and amortisation			(4,478,398)
Share-based compensation expenses			(318,191)
Pre-opening costs			(138,154)
Development costs			(42,188)
Property charges and other			(1,027,199)
Payments to the Philippine Parties			(327,045)
Integrated resort and casino rent			(9,228)
Corporate expenses			(43,377)
			<u>2,646,956</u>
<b>Operating income</b>			
<b>Non-operating income/(expenses)</b>			
Interest income			138,753
Interest expense, net of amounts capitalised			(4,215,963)
Loss on extinguishment of debts			(7,818)
Other financing costs			(61,181)
Foreign exchange losses, net			(92,567)
Other expenses, net			(42,063)
Share of loss of a joint venture			(162)
Share of loss of an associate			(1,131)
			<u>(4,282,132)</u>
Total non-operating expenses, net			<u>(4,282,132)</u>
			<u>(1,635,176)</u>
<b>Loss before income tax</b>			
Income tax expense			(48,561)
			<u>(1,683,737)</u>
<b>LOSS FOR THE YEAR</b>			

*Notes:*

- (1) Gaming tax and license fees of HK\$7,618,000 (2024: HK\$10,595,000) are included in pre-opening costs during the year ended 31 December 2025.
- (2) Employee benefits expenses of HK\$21,251,000 (2024: HK\$21,932,000) are included in the corporate expenses and HK\$490,818,000 (2024: HK\$413,599,000) are included in pre-opening costs, property charges and other, share-based compensation expenses and development costs during the year ended 31 December 2025.
- (3) Other operating expenses, gains and losses, net of HK\$26,737,000 (2024: HK\$21,445,000) are included in corporate expenses and HK\$142,656,000 (2024: HK\$1,437,811,000) are included in pre-opening costs, development costs, property charges and other, payments to the Philippine Parties and integrated resort and casino rent during the year ended 31 December 2025.

**As at 31 December 2025**

	<b>Casino and Hospitality HK\$'000</b>	<b>Other HK\$'000</b>	<b>Total HK\$'000</b>
<b>Segment assets</b>	<b>82,340,928</b>	<b>55,659</b>	<b>82,396,587</b>
Corporate and other unallocated assets			<b>302,199</b>
Total assets			<b>82,698,786</b>
<b>Segment liabilities</b>	<b>68,279,050</b>	<b>–</b>	<b>68,279,050</b>
Corporate and other unallocated liabilities			<b>4,708,026</b>
Total liabilities			<b>72,987,076</b>

**As at 31 December 2024**

	Casino and Hospitality <i>HK\$'000</i>	Other <i>HK\$'000</i>	Total <i>HK\$'000</i>
<b>Segment assets</b>	<u>84,478,079</u>	<u>151,801</u>	84,629,880
Corporate and other unallocated assets			<u>119,623</u>
Total assets			<u>84,749,503</u>
<b>Segment liabilities</b>	<u>71,359,354</u>	<u>2,217</u>	71,361,571
Corporate and other unallocated liabilities			<u>5,181,411</u>
Total liabilities			<u>76,542,982</u>

**Other segment information**

	Casino and Hospitality <i>HK\$'000</i>	Other <i>HK\$'000</i>	Total <i>HK\$'000</i>
<b>For the year ended 31 December 2025</b>			
Capital expenditures	2,713,493	–	2,713,493
Reversal of impairment of non-current non-financial assets, net	238,497	–	238,497
Share of profit of a joint venture	<u>–</u>	<u>70</u>	<u>70</u>
<b>As at 31 December 2025</b>			
Investment in a joint venture	<u>–</u>	<u>55,659</u>	<u>55,659</u>
	Casino and Hospitality <i>HK\$'000</i>	Other <i>HK\$'000</i>	Total <i>HK\$'000</i>
<b>For the year ended 31 December 2024</b>			
Capital expenditures	2,042,744	–	2,042,744
Impairment of non-current non-financial assets, net	949,652	–	949,652
Impairment of investment in a joint venture	–	104,171	104,171
Impairment of investments in associates	–	17,341	17,341
Share of loss of a joint venture	–	162	162
Share of loss of an associate	–	1,131	1,131
<b>As at 31 December 2024</b>			
Investment in a joint venture	<u>–</u>	<u>53,046</u>	<u>53,046</u>

### Geographical information

The Group's operations are mainly located in Macau, the Philippines and Cyprus. Information about the Group's net revenues is presented based on the locations of the operations of the relevant group entities. Information about the Group's non-current segment assets is presented based on the locations of the assets and for investments in a joint venture and associates, by location of their head offices.

### Net revenues from external customers

	For the year ended	
	31 December	
	2025	2024
	HK\$'000	HK\$'000
Casino and Hospitality		
Macau	34,597,406	30,651,258
The Philippines	3,205,494	3,683,988
Cyprus	2,340,574	1,837,726
Other	97,418	—
	<u>40,240,892</u>	<u>36,172,972</u>

### Non-current segment assets

	As at 31 December	
	2025	2024
	HK\$'000	HK\$'000
Macau	64,687,708	65,675,996
Cyprus	4,447,081	4,720,298
The Philippines	839,904	869,969
Other	1,419,112	1,117,971
	<u>71,393,805</u>	<u>72,384,234</u>

#### 4. NET REVENUES

	<b>For the year ended</b>	
	<b>31 December</b>	
	<b>2025</b>	<b>2024</b>
	<b>HK\$'000</b>	<b>HK\$'000</b>
Casino revenues	<b>33,115,068</b>	29,432,330
Entertainment and resort facilities revenues:		
Rooms	<b>3,461,879</b>	3,296,635
Food and beverage	<b>2,266,643</b>	2,230,663
Entertainment, retail and other	<b>1,397,302</b>	1,213,344
	<hr/>	<hr/>
Sales to external customers (Note 3)	<b>40,240,892</b>	36,172,972
	<hr/> <hr/>	<hr/> <hr/>

For the year ended 31 December 2025, entertainment, retail and other included rental income for operating leases and finance income for the finance lease of HK\$402,101,000 (2024: HK\$449,281,000) and HK\$544,000 (2024: nil), respectively.

For the year ended 31 December 2025, the revenue from contracts with customers was HK\$39,838,247,000 (2024: HK\$35,723,691,000).

#### 5. OTHER OPERATING EXPENSES, GAINS AND LOSSES, NET

	<b>For the year ended</b>	
	<b>31 December</b>	
	<b>2025</b>	<b>2024</b>
	<b>HK\$'000</b>	<b>HK\$'000</b>
Advertising and promotions	<b>1,671,925</b>	1,704,277
Repairs and maintenance	<b>991,654</b>	863,069
Costs of inventories	<b>868,454</b>	830,355
Other gaming operations expenses	<b>836,867</b>	843,533
Utilities and fuel	<b>655,022</b>	670,779
Payments to the Philippine Parties	<b>289,918</b>	327,045
Operating supplies	<b>273,711</b>	249,302
Legal and professional fees	<b>268,149</b>	198,098
Transportation expenses	<b>170,230</b>	135,141
Insurance	<b>161,626</b>	169,088
Other taxes and licenses	<b>110,953</b>	128,744
Allowances for credit losses, net	<b>100,365</b>	30,476
Rental and other expenses	<b>67,279</b>	69,593
Auditor's remuneration		
– Audit services to the Company	<b>1,540</b>	1,334
– Audit services to subsidiaries	<b>20,073</b>	20,116
Loss on disposal of property and equipment	<b>18,376</b>	12,640
Loss on disposal of assets classified as held for sale (Note a)	<b>1,329</b>	–
(Gain)/loss on lease modifications	<b>(2,460)</b>	469
(Reversal of impairment)/impairment of non-current non-financial assets, net (Note b)	<b>(238,497)</b>	949,652
Other	<b>675,351</b>	686,501
	<hr/>	<hr/>
	<b>6,941,865</b>	7,890,212
	<hr/> <hr/>	<hr/> <hr/>

*Note:*

- (a) On 4 July 2025, the Group entered into a sale and purchase agreement to sell its entire 86.68% equity interest in Aberdeen Restaurant Enterprises Limited, a subsidiary of the Company, to an independent third party (the “Transaction”). The assets and liabilities of the subsidiary were classified as held for sale and the Group recorded a loss on disposal of assets classified as held for sale of HK\$1,329,000 upon completion of the Transaction on 30 September 2025.
  
- (b) During the year ended 31 December 2025, the Group recognised net reversal of impairment of non-current non-financial assets of HK\$238,497,000 under the Casino and Hospitality segment, which included (i) reversal of impairment of Studio City, as a cash-generating unit (“CGU”) (the “Studio City CGU”) of HK\$888,978,000 (“Studio City Reversal of Impairment”); (ii) impairment of the Cyprus Operations, as a CGU (the “Cyprus CGU”) of HK\$591,663,000 (“Cyprus Impairment”); (iii) impairment of Mocha Clubs, as a CGU (the “Mocha Clubs CGU”) of HK\$31,842,000 (“Mocha Clubs Impairment”); and (iv) impairment of Altira Macau, as a CGU (the “Altira CGU”) of HK\$26,976,000 (“Altira Impairment”).

*Studio City Impairment Assessment*

During the year ended 31 December 2025, as a result of the operating performance improvement of the Studio City CGU and the Studio City Phase 2 ramp up acceleration based on improved market condition, the Group recognised a reversal of impairment of non-current non-financial assets of HK\$888,978,000 for the Studio City CGU, which included reversal of impairment of property and equipment, intangible assets (including trademark) and right-of-use assets of HK\$639,320,000, HK\$169,778,000 and HK\$79,880,000, respectively, which were determined based on the estimated recoverable amount of HK\$28,979,437,000 as at 31 December 2025 using the value-in-use calculation by discounting the forecasted cash flows of the Studio City CGU at 10.0% on a pre-tax basis and reflected specific risks relating to the Studio City CGU. After the reversal of impairment, the carrying amounts of property and equipment, intangible assets (including trademark), right-of-use assets and other net liabilities included in the Studio City CGU were HK\$21,002,417,000, HK\$5,566,119,000, HK\$2,616,719,000 and HK\$1,987,853,000 as at 31 December 2025, respectively.

*Cyprus Impairment Assessment*

During the year ended 31 December 2025, the performance of the Cyprus Operations was negatively impacted by the on-going regional military conflicts and restrictions on the ability to accept certain customers from Russia, which led to the longer than expected ramp up of operations following the opening of City of Dreams Mediterranean, the Group recognised an impairment of non-current non-financial assets of HK\$591,663,000 for the Cyprus CGU. The Cyprus Impairment included impairment of property and equipment and intangible assets of HK\$522,974,000 and HK\$68,689,000, respectively, which was determined based on the estimated recoverable amounts of HK\$3,526,428,000 as at 31 December 2025 using the value-in-use calculation by discounting the forecasted cash flows of the Cyprus CGU at 11.6% on a pre-tax basis and reflected specific risks relating to the Cyprus CGU.

#### *Mocha Clubs Impairment Assessment*

During the year ended 31 December 2025, as a result of three Mocha Clubs ceased operations between the period from September to December 2025 and the remaining three Mocha Clubs to operate until the expiry of the Concession as disclosed in Note 1, the Group recognised an impairment for the trademark of the Mocha Clubs CGU of HK\$31,842,000. The Mocha Clubs Impairment was determined based on the estimated recoverable amount of HK\$256,690,000 of the Mocha Clubs CGU as at 31 December 2025 using the value-in-use calculation by discounting the forecasted cash flows of the Mocha Club CGU at 13.2% on a pre-tax basis and reflected specific risks relating to the Mocha Clubs CGU.

In addition, effective from 9 June 2025, the date which Melco Resorts announced the development of Mocha Clubs as disclosed in Note 1, the estimated useful lives of Mocha Clubs trademarks were changed from indefinite useful lives to finite useful lives and such carrying amount is amortised on a straight-line basis over the remaining period of the Concession. The change in estimated useful lives of Mocha Clubs trademarks had no material impact to the profit for the year ended 31 December 2025.

#### *Altira Impairment Assessment*

During the year ended 31 December 2025, the performance of the Altira CGU had not improved, the Group recognised a further impairment of non-current non-financial assets of HK\$26,976,000 for the Altira CGU, which included (i) the impairment of certain property and equipment of HK\$31,704,000, which was determined based on the estimated recoverable amount of HK\$76,737,000 of the individual assets at the end of the reporting period. The estimated recoverable amount was estimated by their fair values less costs of disposal using the cost approach with certain key assumptions including asset useful lives of 18 months to 7 years, and were considered as level 3 inputs under the fair value hierarchy; and (ii) the net reversal of impairment of intangible assets of HK\$4,728,000 as a result of certain gaming tables and electronic gaming machines were transferred from the Altira CGU to other CGUs during the year.

## 6. INCOME TAX EXPENSE

An analysis of the income tax expense for the year is as follows:

	<b>For the year ended</b>	
	<b>31 December</b>	
	<b>2025</b>	<b>2024</b>
	<b>HK\$'000</b>	<b>HK\$'000</b>
Current tax:		
Macau Complementary Tax	<b>59,847</b>	60,563
Payments in lieu of Macau Complementary Tax on dividends	<b>61,165</b>	54,709
Philippine withholding tax on dividends	<b>46,299</b>	42,971
Hong Kong Profits Tax	<b>1,497</b>	1,514
Philippine Corporate Income Tax	<b>221</b>	–
Income tax in other jurisdictions	<b>279</b>	245
	<u>169,308</u>	<u>160,002</u>
Sub-total		
(Over)/under provision in prior years:		
Macau Complementary Tax	<b>(49,666)</b>	361
Payments in lieu of Macau Complementary Tax on dividends	<b>(53)</b>	(112)
Hong Kong Profits Tax	<b>(80,929)</b>	(8,059)
Philippine Corporate Income Tax	<b>3</b>	3,737
Income tax in other jurisdictions	<b>(112)</b>	(1,766)
	<u>(130,757)</u>	<u>(5,839)</u>
Sub-total		
Deferred tax	<u>1,226</u>	<u>(105,602)</u>
Total	<u><b>39,777</b></u>	<u><b>48,561</b></u>

In February 2024, Melco Resorts (Macau) Limited (“MRM”), a subsidiary of the Company and a holder of the Concession, entered into an agreement with the Macau government in relation to payments in lieu of Macau Complementary Tax which would otherwise be borne by the shareholders of MRM on dividend distributions from gaming profits for the period from 1 January 2023 to 31 December 2025 under the Concession. Such payments are required regardless of whether dividends are actually distributed or whether MRM has distributable profits in the relevant year. During the year ended 31 December 2025, an estimated amount of HK\$61,165,000 (2024: HK\$54,709,000) was provided for such arrangement. In October 2025, MRM submitted an application for an extension to the agreement for an annual payment for the period from 2026 through 2027, and such application is currently under review by the Macau government.

On 31 December 2025, the Cyprus government enacted a change in the Cyprus Corporate Income Tax rate from 12.5% to 15%, effective from 1 January 2026. No provision for Cyprus Corporate Income Tax was made for the years ended 31 December 2025 and 2024 as the subsidiaries operating in Cyprus either had no taxable profits or utilised tax losses against the taxable profits.

The subsidiaries incorporated in Sri Lanka are subject to Sri Lanka corporate income tax of 40%, which is increased to 45% with effect from 1 April 2025 on profits from betting and gaming activities while profits of other businesses are subject to tax of 30% on profit earned in or derived from Sri Lanka and abroad.

Certain jurisdictions in which the Group operates have enacted Global Anti-Base Erosion Model Rules (“Pillar Two”) that became effective on 1 January 2024. The Group is in scope of the enacted legislation and has performed an assessment of the Group’s potential exposure to Pillar Two income taxes, which is based on the most recent tax filings, country-by-country reporting and financial information for the constituent entities of the Group. Based on management’s best estimate, the Group does not have exposure to Pillar Two top-up taxes for the years ended 31 December 2025 and 2024.

## 7. DIVIDENDS

The Board does not recommend the payment of any dividends for the years ended 31 December 2025 and 2024.

## 8. EARNINGS/(LOSS) PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY

The calculation of the basic and diluted earnings/(loss) per share attributable to owners of the Company is based on the following data:

	<b>For the year ended</b>	
	<b>31 December</b>	
	<b>2025</b>	<b>2024</b>
	<i>HK\$'000</i>	<i>HK\$'000</i>
<b>Profit/(loss) for the year</b>		
Profit/(loss) attributable to owners of the Company for the purpose of basic earnings/(loss) per share	<b>1,058,309</b>	(784,603)
Effect of dilutive potential ordinary shares:		
Adjustment in relation to restricted shares issued by a subsidiary of the Company	<u>(8,179)</u>	<u>–</u>
Profit/(loss) attributable to owners of the Company for the purpose of diluted earnings/(loss) per share	<u><b>1,050,130</b></u>	<u>(784,603)</u>

	<b>For the year ended 31 December</b>	
	<b>2025</b>	2024
	<b>'000</b>	'000
		(Restated)
<b>Number of shares</b>		
Weighted average number of ordinary shares for the purpose of basic earnings/(loss) per share	<b>2,134,930</b>	1,957,620
Effect of dilutive potential ordinary shares:		
Adjustment in relation to awarded shares issued by the Company	<u><b>32,953</b></u>	<u>–</u>
Weighted average number of ordinary shares for the purpose of diluted earnings/(loss) per share	<u><b>2,167,883</b></u>	<u>1,957,620</u>

	<b>For the year ended 31 December</b>	
	<b>2025</b>	2024
		(Restated)
<b>Earnings/(loss) per share attributable to owners of the Company</b>		
Basic	<u><b>HK\$0.50</b></u>	<u>HK\$(0.40)</u>
Diluted	<u><b>HK\$0.48</b></u>	<u>HK\$(0.40)</u>

The weighted average number of shares for the purpose of basic and diluted earnings/(loss) per share attributable to owners of the Company for the year ended 31 December 2025 has been adjusted and for the year ended 31 December 2024 has been restated to reflect the bonus element of the Rights Issue (as defined in Note 14) on 17 June 2025, and have been derived by excluding the shares of the Company held under trust arrangements for the Company's share award schemes.

Diluted earnings/(loss) per share attributable to owners of the Company is calculated by adjusting the weighted average number of ordinary shares outstanding and assumed conversion of all dilutive potential ordinary shares, and the profit/(loss) as adjusted to reflect the dilution effect of the share options and restricted shares issued by a subsidiary of the Company. For the year ended 31 December 2025, adjustments were made as certain restricted shares issued by a subsidiary of the Company and awarded shares issued by the Company would have dilutive effect on the earnings per share. For the year ended 31 December 2024, no adjustment was made to the basic loss per share amount presented in respect of a dilution as the impact of the share options and restricted shares issued by a subsidiary of the Company and the share options and awarded shares issued by the Company had an anti-dilutive effect on the basic loss per share attributable to owners of the Company amount presented.

## 9. INVESTMENT IN A JOINT VENTURE

	As at 31 December	
	2025	2024
	<i>HK\$'000</i>	<i>HK\$'000</i>
Cost of investment in a joint venture	<b>180,150</b>	180,150
Share of loss	<b>(3,055)</b>	(3,125)
Share of changes in exchange reserve	<b>(17,265)</b>	(19,808)
Impairment recognised	<b>(104,171)</b>	(104,171)
	<b>55,659</b>	53,046

Particulars of the Group's joint venture as at 31 December 2025 and 2024 are as follows:

Name	Particulars of registered capital	Place of registration and business	Percentage of		Principal activity
			Ownership interest (Note)	Voting power	
Zhongshan Melco Yachuang Real Estate Development Co., Ltd.* 中山新濠雅創房地產開發有限公司 (“JV Company”)	Renminbi 1,000,000,000	Mainland China	51%	50%	Property development

\* for identification purposes only

Note:

Notwithstanding that the above joint venture is held as to 51% by the Group, under the Joint Venture Cooperation Agreement as defined below, the Group is solely entitled to all profits or losses arising from its ownership and operation of a theme park to be developed therein.

A notice dated 13 July 2022 from the Group was served to the joint venture partner to terminate a cooperation agreement and its supplemental agreements (collectively, the “Joint Venture Cooperation Agreement”) because certain provisions in the Joint Venture Cooperation Agreement were not met by the joint venture partner (the “JV Termination”). On 30 June 2023, the Group entered into a framework agreement, as further supplemented on 29 November 2023, with the joint venture partner for the separation plan regarding the JV Termination. In September 2024, the Group commenced arbitration at the China International Economic and Trade Arbitration Commission against the joint venture partner, the JV Company and Agile Group Holdings Limited (collectively referred to as the “Agile and JV Parties”), in order to seek compensation from the Agile and JV Parties. The arbitration was concluded on 25 September 2025 and the Agile and JV Parties are jointly liable to pay for a total of approximately HK\$147,494,000 to the Group (the “Arbitral Award”).

The Agile and JV Parties failed to satisfy the Arbitral Award. On 8 December 2025, the Group has filed a winding-up petition against Agile Group Holdings Limited to the High Court of Hong Kong on the basis of the unsatisfied Arbitral Award. The hearing is adjourned to 29 June 2026. In addition, the Group has applied for enforcement of the Arbitral Award against the Agile and JV Parties before the Zhongshan Intermediate People's Court in December 2025.

During the year ended 31 December 2024, an impairment of HK\$104,171,000 for the cost of investment was recognised in light of the liquidity pressure faced by the joint venture partner. Management considered that the realisation of income resulting from the arbitration is not certain and the winding-up petition is ongoing, thus, the Group did not reverse any impairment made in 2024 or recognise any contingent gain during the year ended 31 December 2025.

#### 10. TRADE RECEIVABLES

An aging analysis of trade receivables as at the end of the reporting period, based on the due dates, is as follows:

	<b>As at 31 December</b>	
	<b>2025</b>	<b>2024</b>
	<b>HK\$'000</b>	<b>HK\$'000</b>
Current	<b>340,034</b>	339,455
Past due:		
Within 1 month	<b>164,274</b>	508,621
More than 1 month but within 3 months	<b>323,175</b>	111,873
More than 3 months but within 6 months	<b>44,839</b>	28,847
More than 6 months	<b>1,036,743</b>	1,112,464
	<b>1,909,065</b>	2,101,260
Allowances for credit losses	<b>(925,483)</b>	(981,677)
	<b>983,582</b>	1,119,583

## 11. TRADE PAYABLES

An aging analysis of trade payables as at the end of the reporting period, based on the invoice dates, is as follows:

	As at 31 December	
	2025	2024
	HK\$'000	HK\$'000
Within 1 month	150,700	135,596
More than 1 month but within 3 months	42,358	39,399
More than 3 months but within 6 months	3,494	4,981
More than 6 months	5,061	12,509
	<u>201,613</u>	<u>192,485</u>

## 12. OTHER PAYABLES, ACCRUALS AND DEPOSITS RECEIVED

	As at 31 December	
	2025	2024
	HK\$'000	HK\$'000
<b>Current liabilities</b>		
Advance deposits and ticket sales	2,088,107	1,966,787
Accrued operating expenses and other liabilities	1,322,900	1,349,259
Gaming tax and license fee payables	1,263,882	1,327,666
Accrued employee benefits expenses	1,069,844	959,106
Interest expense payables	902,861	925,273
Outstanding gaming chips	660,260	647,581
Property and equipment payables	497,908	520,368
Intangible assets liabilities	379,453	247,566
Loyalty program liabilities	246,911	303,614
Interest rate swap liabilities (Note)	3,988	–
Dividends payable	2,533	2,943
	<u>8,438,647</u>	<u>8,250,163</u>
<b>Non-current liabilities</b>		
Intangible assets liabilities	1,982,782	2,100,516
Other liabilities	244,803	217,987
Accrued employee benefits expenses	90,882	75,666
Deposits received	64,191	64,120
Cross-currency swap liabilities (Note)	45,824	–
Interest rate swap liabilities (Note)	1,839	–
	<u>2,430,321</u>	<u>2,458,289</u>

*Note:*

In June 2025, the Group entered into four floating-for-fixed interest rate swap arrangements to manage interest rate risk on its loans drawn under the MN1 2020 Revolving Facilities (as defined in Note 13(d)). Two of the interest rate swap arrangements will expire in July 2026, while the remaining two expire in April 2027. Under the interest rate swap arrangements, the Group pays fixed interest rates and receives variable interest based on the notional amounts. As at 31 December 2025, the aggregate notional amount of the outstanding interest rate swaps amounted to HK\$5,880,000,000.

These interest rate swaps are expected to remain highly effective in fixing the interest rate and qualify for cash flow hedge accounting. Therefore, there is no impact to the profit or loss from changes in the fair value of the hedging instruments. Instead, the fair values of the hedging instruments are recorded as assets or liabilities on the consolidated statement of financial position, with an offsetting adjustment to accumulated other comprehensive income until the hedged interest expenses are recognised in profit or loss.

For the year ended 31 December 2025, fair value loss on interest rate swaps recognised in other comprehensive income was HK\$21,756,000 (2024: nil) with HK\$15,963,000 (2024: nil) reclassified to profit or loss. As at 31 December 2025, the net fair values of interest rate swaps were recorded as liabilities, of which HK\$34,000 were included in prepayments, deposits and other receivables and HK\$5,827,000 were included in current and non-current portions of other payables, accruals and deposits received. The cash flow impact of the interest rate swaps is included in financing activities in the consolidated statement of cash flows.

In September 2025, a subsidiary of the Company entered into two cross-currency swap arrangements to manage the foreign currency exchange rate risk associated with the interest and principal payments under the outstanding 2033 MRF Senior Notes (as defined in Note 13(b)) which are denominated in United States dollars (“US\$”). The cross-currency swap exchange predetermined amounts of HK\$ for US\$ at contractual spot rates based on the aggregate notional amount of US\$500,000,000 (equivalent to approximately HK\$3,890,597,000). The fair values of the cross-currency swaps are recorded as assets or liabilities in the accompanying consolidated statement of financial position, with the changes in fair value recognised as other income, net, as cross-currency swaps are not designated as hedges. As at 31 December 2025, the net fair values of cross-currency swaps were recorded as liabilities, of which HK\$23,245,000 were included in prepayments, deposits and other receivables and HK\$45,824,000 were included in non-current portion of other payables, accruals and deposits received. Fair value loss on cross-currency swaps, net of HK\$22,581,000 for the year ended 31 December 2025 was reported as an adjustment of cashflow from operating activities in consolidated statement of cash flows.

### 13. INTEREST-BEARING BORROWINGS

		<b>As at 31 December</b>	
		<b>2025</b>	<b>2024</b>
	<i>Notes</i>	<i>HK\$'000</i>	<i>HK\$'000</i>
Senior notes:			
Secured	a	<b>2,711,001</b>	2,695,005
Unsecured	b	<b>42,272,848</b>	51,655,302
		<u><b>44,983,849</b></u>	<u>54,350,307</u>
Non-current portion		<u><b>(44,983,849)</b></u>	<u>(44,866,958)</u>
Current portion		<u><b>–</b></u>	<u>9,483,349</u>
Bank loans:			
Secured	c	<b>5,253,940</b>	5,108,391
Unsecured	d	<b>6,899,000</b>	1,229,000
		<u><b>12,152,940</b></u>	<u>6,337,391</u>
Non-current portion		<u><b>(12,151,940)</b></u>	<u>(6,337,391)</u>
Current portion		<u><b>1,000</b></u>	<u>–</u>
Total:			
Non-current portion		<u><b>57,135,789</b></u>	<u>51,204,349</u>
Current portion		<u><b>1,000</b></u>	<u>9,483,349</u>
		<u><b>57,136,789</b></u>	<u>60,687,698</u>
Analysed into borrowings repayable:			
Senior notes:			
Within one year or on demand		–	9,484,054
In the second year		<b>7,392,133</b>	3,881,747
In the third to fifth years, inclusive		<b>28,012,295</b>	35,323,893
After five years		<b>9,726,492</b>	5,822,620
		<u><b>45,130,920</b></u>	<u>54,512,314</u>
Less: deferred financing costs and original issue premiums, net		<u><b>(147,071)</b></u>	<u>(162,007)</u>
		<u><b>44,983,849</b></u>	<u>54,350,307</u>
Bank loans:			
Within one year or on demand		<b>1,000</b>	–
In the second year		<b>7,292,666</b>	5,114,036
In the third to fifth years, inclusive		<b>4,887,156</b>	1,230,000
		<u><b>12,180,822</b></u>	<u>6,344,036</u>
Less: deferred financing costs and adjustments on modification of debts, net		<u><b>(27,882)</b></u>	<u>(6,645)</u>
		<u><b>12,152,940</b></u>	<u>6,337,391</u>

The interest rate exposure of the Group's interest-bearing borrowings is as follows:

	<b>As at 31 December</b>	
	<b>2025</b>	2024
	<b>HK\$'000</b>	<b>HK\$'000</b>
Fixed-rate borrowings	<b>44,983,849</b>	54,350,307
Variable-rate borrowings	<b>12,152,940</b>	6,337,391
	<b><u>57,136,789</u></b>	<u>60,687,698</u>

The carrying amounts of the Group's interest-bearing borrowings are denominated in the following currencies:

	<b>As at 31 December</b>	
	<b>2025</b>	2024
	<b>HK\$'000</b>	<b>HK\$'000</b>
US\$	<b>49,613,789</b>	59,456,698
HK\$	<b>7,523,000</b>	1,231,000
	<b><u>57,136,789</u></b>	<u>60,687,698</u>

During the year ended 31 December 2025, the Group obtained new interest-bearing borrowings of HK\$13,159,668,000 (2024: HK\$6,651,509,000) and repaid interest-bearing borrowings of HK\$16,921,936,000 (2024: HK\$9,144,543,000).

*Notes:*

(a) Secured senior notes

On 16 February 2022, the Group issued an aggregate principal amount of US\$350,000,000 (equivalent to approximately HK\$2,733,499,000) 7.00% secured senior notes due 2027 at an issue price of 100% of the principal amount (the "2027 SCC Senior Secured Notes"). Certain subsidiaries of the Company and other future restricted subsidiaries as defined in the 2027 SCC Senior Secured Notes are guarantors to guarantee the indebtedness under the 2027 SCC Senior Secured Notes.

The indenture governing the secured notes contains certain covenants, subject to certain exceptions and conditions, that limit the ability of the issuer, one of the subsidiary as parent guarantor and restricted subsidiaries to, among other things: (i) incur or guarantee additional indebtedness and issue certain preferred stock; (ii) make specified restricted payments and investments; (iii) prepay or redeem subordinated debt or equity; (iv) issue or sell capital stock; (v) transfer, lease or sell assets; (vi) create or incur certain liens; (vii) impair the security interests in the collateral; (viii) enter into agreements that restrict the restricted subsidiaries' ability to pay dividends, transfer assets or make intercompany loans; (ix) change the nature of the business of the relevant group; (x) enter into transactions with affiliates; and (xi) effect a consolidation or merger. The indenture governing the secured notes also contains conditions and provides for customary events of default for such financings as well as early redemption options available to the issuer during certain time periods and redemption options available to the secured notes holders in certain events. There are provisions under the indenture that limit or prohibit certain payments of dividends and other distributions by certain restricted subsidiaries of the Company, subject to certain exceptions and conditions.

(b) Unsecured senior notes

As at 31 December 2025, the unsecured notes bear interest rates ranging from 5.000% to 7.625% (2024: 4.875% to 7.625%) per annum and are repayable at maturities from 2027 to 2033 (2024: from 2025 to 2032). The unsecured notes are denominated in US\$. Certain unsecured notes are guaranteed by certain subsidiaries of the Company.

On 8 April 2024, the Group initiated a cash tender offer (the "2025 SCF Senior Notes Tender Offer (2024)") which expired on 6 May 2024, subject to the terms and conditions, to purchase for up to an aggregate principal amount of US\$100,000,000 (equivalent to approximately HK\$782,601,000) of the outstanding US\$500,000,000 (equivalent to approximately HK\$3,901,861,000) in an aggregate principal amount of 6.000% unsecured senior notes due 2025 (the "2025 SCF Senior Notes") and was subsequently amended to increase to US\$100,029,000 (equivalent to approximately HK\$782,828,000) (the maximum tender amount). The Group purchased an aggregate principal amount of US\$100,029,000 (equivalent to approximately HK\$782,828,000) of the 2025 SCF Senior Notes that were validly tendered (and not validly withdrawn) pursuant to the 2025 SCF Senior Notes Tender Offer (2024), as amended, and settled the transaction on 24 April 2024. Other than the 2025 SCF Senior Notes Tender Offer (2024), the Group repurchased an aggregate principal amount of US\$75,349,000 (equivalent to approximately HK\$586,715,000) of the 2025 SCF Senior Notes during the year ended 31 December 2024. In connection with the 2025 SCF Senior Notes Tender Offer (2024) and the repurchases of the 2025 SCF Senior Notes, the Group recorded loss on extinguishment of debt of HK\$7,818,000 during the year ended 31 December 2024. The 2025 SCF Senior Notes Tender Offer (2024) and repurchases of the 2025 SCF Senior Notes during the year ended 31 December 2024 included certain amounts purchased from a related party. On 15 July 2025, the Group fully redeemed the outstanding principal amount of US\$221,622,000 (equivalent to approximately HK\$1,739,699,000) of the 2025 SCF Senior Notes at maturity with funds drawn from the SCC 2021 Revolving Facilities and the SCC 2024 Revolving Facilities (as defined at Note (c) below) and cash on hand.

On 17 April 2024, the Group issued an aggregate principal amount of US\$750,000,000 (equivalent to approximately HK\$5,869,509,000) 7.625% unsecured senior notes due 2032 at an issue price of 100% of the principal amount (the “2032 MRF Senior Notes”). The net proceeds from the offering of the 2032 MRF Senior Notes were used to partially repay the principal amount outstanding under the MN1 2020 Revolving Facilities (as defined at Note (d) below).

On 6 June 2025, the Group fully redeemed an aggregate principal amount of US\$1,000,000,000 (equivalent to approximately HK\$7,849,602,000) 4.875% unsecured senior notes (the “2025 MRF Senior Notes”) at maturity with drawdowns from the MN1 2020 Revolving Facilities as disclosed in Note (d) below.

On 15 September 2025, the Group initiated a conditional cash tender offer (the “2026 MRF Senior Notes Tender Offer”) which expired on 19 September 2025, subject to the terms and conditions, to purchase any or all of its outstanding aggregate principal amount of US\$500,000,000 (equivalent to approximately HK\$3,891,172,000) 5.250% unsecured senior notes which would have been due on 2026 at an issue price of 100% of the principal amount (the “2026 MRF Senior Notes”). The Group purchased an aggregate principal amount of US\$142,060,000 (equivalent to approximately HK\$1,105,560,000) of the 2026 MRF Senior Notes that were validly tendered (and not validly withdrawn) pursuant to the 2026 MRF Senior Notes Tender Offer, and settled the transaction on 24 September 2025. The remaining 2026 MRF Senior Notes with aggregate principal amount of US\$357,940,000 (equivalent to approximately HK\$2,780,937,000) were redeemed in full on 25 October 2025. In connection with the 2026 MRF Senior Notes Tender Offer and the redemption of the 2026 MRF Senior Notes, the Group recorded a loss on extinguishment of debt of HK\$5,882,000 during the year ended 31 December 2025.

On 24 September 2025, the Group issued an aggregate principal amount of US\$500,000,000 (equivalent to approximately HK\$3,891,172,000) 6.500% unsecured senior notes due 2033 at an issue price of 100% of the principal amount (the “2033 MRF Senior Notes”). The net proceeds from the offering of the 2033 MRF Senior Notes were used to settle the 2026 MRF Senior Notes Tender Offer and to early redeem the remaining 2026 MRF Senior Notes as described above. In September 2025, the Group entered into two cross-currency swap arrangements to manage the foreign currency exchange rate risk associated with the outstanding U.S. dollar denominated 2033 MRF Senior Notes. The Group’s outstanding cross-currency swap arrangements as at 31 December 2025 are disclosed in Note 12.

The 2025 SCF Senior Notes and 2025 MRF Senior Notes were due within next 12 months after the year ended 31 December 2024, the net carrying amount of HK\$1,718,594,000 and HK\$7,764,755,000, respectively, were classified as current liabilities as at 31 December 2024.

Certain indentures governing the respective unsecured notes contain certain covenants, subject to certain exceptions and conditions, that limit the ability of the issuers and its restricted subsidiaries to, among other things: (i) incur or guarantee additional indebtedness; (ii) make specified restricted payments; (iii) issue or sell capital stock; (iv) sell assets; (v) create liens; (vi) enter into agreements that restrict the ability of the restricted subsidiaries of relevant borrowing groups to pay dividends, transfer assets or make intercompany loans; (vii) enter into transactions with affiliates; and (viii) effect a consolidation or merger. The respective indentures governing the unsecured notes also contain conditions and provide for customary events of default for such financings as well as early redemption options available to the issuers during certain time periods and redemption options available to the senior notes holders in certain events. There are provisions under certain indentures that limit or prohibit certain payments of dividends and other distributions by certain restricted subsidiaries of the Company, subject to certain exceptions and conditions.

(c) Secured bank loans

As at 31 December 2025 and 2024, the outstanding secured bank loans are denominated in US\$ or HK\$. Borrowings denominated in US\$ bear interest at the term Secured Overnight Financing Rate (“SOFR”) plus an applicable credit adjustment spread, if any, ranging from 0.06% to 0.20% per annum and a margin ranging from 1.95% to 2.55% per annum; and borrowings denominated in HK\$ bear interest at the Hong Kong Interbank Offered Rate (“HIBOR”) plus an applicable margin ranging from 1.00% to 2.55% per annum. The secured bank loans consisted of term loan facilities and revolving credit facilities. As at 31 December 2025, the term loan facilities are repayable quarterly and/or at maturity within the period from 2026 to 2029 (2024: repayable at maturity from 2026 to 2029) and the revolving credit facilities are repayable on the last day of an agreed upon interest period or rolled over subject to compliance with certain covenants and satisfaction of conditions precedent. The secured bank loans are guaranteed by certain subsidiaries of the Company and one of the secured bank loans is also guaranteed by the Company.

On 6 June 2024, the maturity date and the applicability of the waiver obtained in April 2020 on various undertakings and covenants of a secured credit facility of HK\$2,000,000 was extended from 24 June 2024 to 24 June 2026.

On 29 November 2024, the Group entered into a senior secured revolving credit facility agreement with a syndicate of banks (the “SCC 2024 Revolving Facilities”) for HK\$1,945,000,000 with a term of five years and maturity date of 29 November 2029, with an option to increase the commitments in an amount not exceeding US\$100,000,000 (equivalent to approximately HK\$778,198,000), subject to satisfaction of conditions precedent. The SCC 2024 Revolving Facilities are available up to the date that is one month prior to the maturity date. Borrowings under the SCC 2024 Revolving Facilities can be denominated in US\$ which bear interest at term SOFR or HK\$ which bear interest at HIBOR, in both case plus an applicable margin ranging from 1.95% to 2.55% per annum as adjusted in accordance with the leverage ratio. The Group may select an interest period for borrowings under the SCC 2024 Revolving Facilities ranging from one to six months or any other agreed period. On 11 July 2025, the Group drew down HK\$1,104,000,000 from the SCC 2024 Revolving Facilities for full redemption of the 2025 SCF Senior Notes as disclosed at Note (b) above. As at 31 December 2025, the outstanding principal amount of the SCC 2024 Revolving Facilities was HK\$389,000,000 (2024: nil).

On 29 November 2024, the Group amended and restated a secured credit facility in aggregate amount of HK\$234,000,000 (the “SCC 2021 Credit Facilities”), which consists of a HK\$233,000,000 revolving credit facility (the “SCC 2021 Revolving Facilities”) and a HK\$1,000,000 term loan facility. The maturity of the facility is extended from 15 January 2028 to 29 August 2029. Borrowings denominated in US\$, if any, bear interest at term SOFR plus an applicable credit adjustment spread ranging from 0.06% to 0.20% per annum and a margin of 2.25% per annum; and borrowings denominated in HK\$ bear interest at HIBOR plus an applicable margin of 2.25% per annum, which was amended from HIBOR plus an applicable margin of 4.00% per annum. On 11 July 2025, the Group drew down HK\$233,000,000 from the SCC 2021 Revolving Facilities for full redemption of the 2025 SCF Senior Notes as disclosed at Note (b) above. As at 31 December 2025, the outstanding principal amount of the SCC 2021 Credit Facilities was HK\$234,000,000 (2024: HK\$1,000,000).

During the year ended 31 December 2025, the Group obtained consents from the majority of lenders in an US\$1,000,000,000 (equivalent to approximately HK\$7,781,193,000) 5-year secured credit facility (the “MIDL 2021 Credit Facilities”) (i) on 5 February 2025 to waive certain financial covenants from 1 July 2024 to 31 December 2025 (both dates inclusive), subject to certain conditions; and (ii) on 8 April 2025 to amend certain covenants from 8 April 2025 to 30 June 2025 (both dates inclusive), subject to certain conditions (the “April 2025 Amendment”). The Group prepaid US\$10,000,000 (equivalent to approximately HK\$77,587,000) of the outstanding loan principal amount of the revolving credit facility under the MIDL 2021 Credit Facilities on the same date as agreed under the April 2025 Amendment. During the year ended 31 December 2025, the Group also prepaid US\$60,000,000 (equivalent to approximately HK\$470,551,000) of the outstanding loan principal amount of the term loan facility and drew down US\$10,000,000 (equivalent to approximately HK\$78,496,000) of the revolving credit facility under the MIDL 2021 Credit Facilities.

On 31 July 2025, the Group entered into a second amendment and restatement agreement with the facility agent of the MIDL 2021 Credit Facilities (the “MIDL 2021 Credit Facilities Amendments”). Pursuant to the MIDL 2021 Credit Facilities Amendments and with effect from 31 July 2025, the lenders agreed, among other things, to (i) extend the maturity date of the MIDL 2021 Credit Facilities for two years to 5 June 2028; (ii) amend the available facility commitments under the term loan facility and the revolving credit facility to US\$421,600,000 (equivalent to approximately HK\$3,309,496,000) and US\$210,000,000 (equivalent to approximately HK\$1,648,468,000), respectively; (iii) amend the terms of certain financial covenants and waive the requirement of such compliance from 1 July 2024 to 31 December 2025 (both dates inclusive); (iv) resume quarterly repayments of outstanding principal amounts of the term loan from 30 June 2027; and (v) include mandatory prepayment of the term loan related to a portion of the dividends from a subsidiary, with remaining amounts to be deposited into the restricted debt service account (the “Debt Service Account”), in addition to other mandatory prepayment events. As a result of the MIDL 2021 Credit Facilities Amendments, the Group recorded a gain of HK\$24,478,000 on modification of debt during the year ended 31 December 2025. As at 31 December 2025, the outstanding principal amount of the MIDL 2021 Credit Facilities was US\$598,600,000 (equivalent to approximately HK\$4,657,822,000) (2024: US\$658,600,000 (equivalent to approximately HK\$5,113,036,000)).

Certain agreements governing the secured bank loans, as the case may be, contain covenants, subject to certain exceptions and conditions, that limit the ability of respective borrowing groups to, among other things: (i) incur or guarantee additional indebtedness and issue certain preferred stock; (ii) make specified restricted payments and investments; (iii) prepay or redeem subordinated debt or equity; (iv) issue or sell capital stock; (v) transfer, lease or sell assets; (vi) create or incur certain liens; (vii) impair the security interests in the collateral; (viii) enter into agreements that restrict the ability of the restricted subsidiaries of relevant borrowing groups to pay dividends, transfer assets or make intercompany loans; (ix) change the nature of the business of the relevant group; (x) enter into transactions with affiliates; and (xi) effect a consolidation or merger. The agreements governing the secured bank loans also contain conditions and events of default customary for such financings, and mandatory prepayment requirements in respect of various amounts as specified in the agreements. Certain secured bank loans also contain financial covenants including leverage ratios, gearing ratios, interest cover ratio and minimum net assets requirements with respective applicable test dates of each year until maturity.

(d) Unsecured bank loans

On 29 April 2020, the Group entered into a senior unsecured credit facilities agreement with a syndicate of banks (the “MN1 2020 Revolving Facilities”) for a HK\$14,850,000,000 revolving credit facility with a term of five years. On 8 April 2024, the lenders approved an extension of the maturity date by two years from 29 April 2025 to 29 April 2027. Each loan made under the MN1 2020 Revolving Facilities is repayable in full on the last day of an agreed upon interest period in respect of the loan, generally ranging from one to six months, or rolling over subject to compliance with certain covenants and satisfaction of conditions precedent. The Group is also subject to mandatory prepayment requirements in respect of various amounts as specified in the MN1 2020 Revolving Facilities.

As at 31 December 2025 and 2024, the outstanding balance under the MN1 2020 Revolving Facilities are denominated in HK\$. Borrowings under the MN1 2020 Revolving Facilities can be denominated in US\$ which bear interest at term SOFR plus an applicable credit adjustment spread ranging from 0.06% to 0.20% per annum, or in HK\$ which bear interest at HIBOR, in both cases plus an applicable margin ranging from 1.00% to 2.00% per annum as adjusted in accordance with the leverage ratio in respect of certain subsidiaries of the Company. The indebtedness under the MN1 2020 Revolving Facilities is guaranteed by certain subsidiaries of the Company.

On 25 February 2025, pursuant to the terms under the MN1 2020 Revolving Facilities, an incremental facility of HK\$387,500,000 was established to increase the available commitments under the MN1 2020 Revolving Facilities from HK\$14,850,000,000 to HK\$15,237,500,000, subject to the satisfaction of certain conditions precedent.

During the year ended 31 December 2025, the Group drew down a total of HK\$7,853,000,000 from the MN1 2020 Revolving Facilities to primarily fund the redemption of the 2025 MRF Senior Notes as disclosed in Note (b) above. The Group also repaid an aggregate principal amount of HK\$2,183,000,000 under the MN1 2020 Revolving Facilities with cash on hand.

In June 2025, the Group entered into four interest rate swap arrangements to hedge the interest rate exposure on loans under the MN1 2020 Revolving Facilities carried at variable interest rates. The Group's outstanding interest rate swap arrangements as at 31 December 2025 are disclosed in Note 12.

As at 31 December 2025, the outstanding principal amount of the MN1 2020 Revolving Facilities was HK\$6,899,000,000 (2024: HK\$1,229,000,000).

The MN1 2020 Revolving Facilities contain certain covenants customary for such financings including, but not limited to, limitations on, except as permitted (i) incurring additional liens; (ii) incurring additional indebtedness (including guarantees); (iii) the disposal of certain key assets; and (iv) carrying on businesses which are not the permitted business activities of certain subsidiaries of the Company. The MN1 2020 Revolving Facilities also contain conditions and events of default customary for such financings and the financial covenants including a leverage ratio, total leverage ratio and interest cover ratio.

- (e) As at 31 December 2025, an unsecured credit facility amounting to PHP2,350,000,000 (equivalent to approximately HK\$310,625,000) (2024: PHP2,350,000,000 (equivalent to approximately HK\$314,479,000)) was available for drawdown, subject to satisfaction of certain conditions precedent. As at 31 December 2025 and 2024, the available drawdown currencies under the credit facility are PHP and US\$ and the maturity date of each individual drawdown is to be the earlier of: (i) the date which is 360 days from the date of drawdown, and (ii) the date which is 360 days after the end of the availability period. The credit facility availability period was extended from 30 June 2025 to 30 June 2026 during the year ended 31 December 2025, with no changes in the underlying terms and conditions.
- (f) As at 31 December 2025, the Group had unused borrowing capacity of HK\$10,462,905,000 (2024: HK\$17,162,551,000) of which HK\$9,840,143,000 (2024: HK\$16,537,250,000) was available for drawdown, subject to the satisfaction of certain conditions precedent.
- (g) As at 31 December 2025, borrowings in an aggregate principal amount of HK\$8,005,240,000 (2024: HK\$7,832,259,000) were secured by the following assets of the Group:
  - (i) certain property and equipment;
  - (ii) certain right-of-use land and all present and future buildings on and fixtures to such land, and land use rights (or equivalent);
  - (iii) certain bank deposits;
  - (iv) receivables and other assets including certain intragroup loans; and
  - (v) issued shares of certain subsidiaries of the Company.

## 14. SHARE CAPITAL

	<b>Number of ordinary shares</b>	<b>Amount HK\$'000</b>
Issued and fully paid:		
As at 1 January 2024 and 31 December 2024	1,516,683,755	5,701,853
Issuance of shares under Rights Issue	758,341,877	780,030
Transaction costs attributable to Rights Issue	—	(8,026)
	<u>2,275,025,632</u>	<u>6,473,857</u>
As at 31 December 2025		

On 25 April 2025, the Company announced a proposed rights issue on the basis of one rights share for every two existing shares of the Company at a subscription price of HK\$1.0286 per rights share (the “Rights Issue”) and with a prospectus published on 26 May 2025 (the “Prospectus”). On 17 June 2025, the Rights Issue was completed and 758,341,877 rights shares were allotted and issued at HK\$1.0286 per rights share. The rights shares are ranked pari passu in all respects with the existing shares then in issue. The gross proceeds from the Rights Issue amounted to approximately HK\$780,030,000 and the net proceeds from the Rights Issue after transaction costs of approximately HK\$9,514,000, of which HK\$8,026,000 was eligible to capitalise as share capital, were HK\$770,516,000. As disclosed in the Prospectus, the Company drew down HK\$390,000,000 under the Second Shareholder Loan Facilities (as defined in Note 16(b)), which was primarily utilised to repay a portion of the outstanding amounts under the MIDL 2021 Credit Facilities. Approximately HK\$389,934,000 of the amounts drawn under the Second Shareholder Loan Facilities (the “Set Off Amount”) was set off against a portion of the subscription monies for the Rights Issue payable by the associates of Mr. Ho, Lawrence Yau Lung (“Mr. Ho”), a Director, Chairman and Chief Executive Officer of the Company. After applying the Set Off Amount, the net proceeds from the Rights Issue after expenses were approximately HK\$380,582,000.

The unutilised net proceeds from the Rights Issue, after satisfying to loan principal amounts outstanding and the interest payable under the MIDL 2021 Credit Facilities (including applying the First Shareholder Loan Facilities of US\$15,000,000 (equivalent to approximately HK\$117,824,000) advanced to prefund the interest payment and prepayment of a certain portion of the loan principal amounts outstanding under the MIDL 2021 Credit Facilities in April 2025, the outstanding loan principal amounts of which were repaid in June 2025 (Note 16(b)) and fees and expenses in relation to the Rights Issue and the MIDL 2021 Credit Facilities), of approximately HK\$202,626,000 were deposited into the Debt Service Account for future debt service payments under the MIDL 2021 Credit Facilities (Note 13(c)) in July 2025.

Immediately before completion of the Rights Issue, there were 2,017,000 outstanding share options under the Company’s share option scheme. As a result of the Rights Issue, the exercise price of the share options and the number of shares to be issued upon exercise of the outstanding share options were adjusted with effect from 17 June 2025 pursuant to the terms and conditions of the share option scheme and the Listing Rules, details of which were set out in the announcement of the Company dated 16 June 2025.

## 15. OTHER COMMITMENTS

### **Agreement with the Board of Investment of Sri Lanka**

On 28 June 2024, a subsidiary of Melco Resorts in Sri Lanka (the “Sri Lanka Subsidiary”) signed an agreement (the “BOI Agreement”) with the Board of Investment of Sri Lanka confirming its investment plan and commitment, in return for certain import and labour-related concessions. Pursuant to the BOI Agreement, the Sri Lanka Subsidiary, subject to the terms and certain conditions, was obligated to create and operate a “recreation centre including a casino and related activities” at City of Dreams Sri Lanka, with an investment amount of US\$100,000,000 (equivalent to approximately HK\$776,349,000) to be invested by the earlier of (i) the date which was 24 months from 28 June 2024; and (ii) the date that the Sri Lanka Casino commenced operation as disclosed in Note 1(a) (the “Investment Commitment”), and which ultimately took place on 1 August 2025. The Investment Commitment was required to be funded by 20% equity and 80% loan capital as foreign direct investment. Before the initial opening of Sri Lanka Casino on 1 August 2025, the Group had made equity and loan investments of LKR7,510,000,000 (equivalent to HK\$191,717,000) and US\$90,000,000 (equivalent to approximately HK\$706,401,000), respectively, for the operation and development of the Sri Lanka Casino, and satisfied the Investment Commitment.

### **Litigation**

#### *City of Dreams Mediterranean arbitration*

On 24 July 2024, Avax S.A. & Terna S.A. (the “Claimants”, main contractor for the construction of City of Dreams Mediterranean) filed a notice of arbitration against ICR Cyprus Resort Development Co Limited, a subsidiary of the Company, (the “Respondent”) which initiated an arbitration under the London Court of International Arbitration Rules, principally seeking additional payment for the construction of City of Dreams Mediterranean (the “Arbitration”). The Respondent believes that the claims are without merit and intends to continue to vigorously defend against the claims. The Respondent has significant counter claims against the Claimants which the Respondent intends to continue to vigorously pursue. The Respondent has determined that based on the Arbitration progress to date, it is currently unable to determine the outcome of the Arbitration or reasonably estimate the range of possible loss, if any.

#### *General litigation*

As at 31 December 2025, the Group continues to be a party to certain other legal proceedings which relate to matters arising out of the ordinary course of its business. Management believes that the outcomes of such proceedings have been adequately provided for or have no material impact on the Group’s consolidated financial statements as a whole.

## 16. RELATED PARTY TRANSACTIONS

### (a) The Group entered into the following significant transactions with related parties:

Related company	Nature of transactions	For the year ended	
		2025	2024
		HK\$'000	HK\$'000
iRad	Revenues (services provided by the Group)		
	Lease and other income	2,787	–
	Costs and expenses (services provided to the Group)		
	Purchase of goods and services	1,354	–

#### *Note:*

The Group entered into an operating agreement (the “Studio City Operating Agreement”) with iRad Imaging and Diagnostic Medical Center Ltd. (“iRad”), an associate of Mr. Ho, to grant iRad the right to operate a private hospital focused on imaging and diagnostic medical services at Studio City and to utilise certain medical equipment for the operation of iRad at Studio City (the “Equipment”), for an initial period commencing from 1 October 2025 and ending on 30 November 2034, with an option to renew for two further periods of five years each by mutual agreement. As at 31 December 2025, a security deposit of MOP15,652,000 (equivalent to approximately HK\$15,196,000) received from iRad pursuant to the Studio City Operating Agreement, of which MOP3,679,000 (equivalent to approximately HK\$3,572,000) and MOP11,973,000 (equivalent to approximately HK\$11,624,000) were included in current and non-current portion of other payables, accruals and deposits received, respectively. The related party transactions also fall under the definition of continuing connected transaction as defined in Chapter 14A of the Listing Rules.

### (b) Shareholder loans

On 9 January 2025, the Company, as borrower, entered into two shareholder loan facility agreements (collectively referred to as the “First Shareholder Loan Facilities”), with Mr. Ho and his controlled company, as lenders. Pursuant to the First Shareholder Loan Facilities, uncommitted revolving loan facilities, in an amount of US\$2,200,000 (equivalent to approximately HK\$17,080,000) and US\$22,800,000 (equivalent to approximately HK\$177,008,000), were granted by Mr. Ho and his controlled company, respectively, to the Company for a period from 9 January 2025 to 2 July 2026, subject to certain conditions precedent. The First Shareholder Loan Facilities are unsecured. Principal amounts outstanding under the First Shareholder Loan Facilities bear interest at 11% per annum and are payable every two months, with outstanding loan principal amounts payable by the Company on 2 July 2026. Notwithstanding the aforesaid, the lenders may demand immediate repayment of all or part of the principal amounts outstanding together with interest accrued by notice to the Company. In January 2025 and April 2025, the Company drew down a total of US\$15,000,000 (equivalent to approximately HK\$116,597,000) from the First Shareholder Loan Facilities for interest payment and prepayment of US\$10,000,000 (equivalent to

approximately HK\$77,587,000) on the revolving loan under the MIDL 2021 Credit Facilities on 8 April 2025. On 18 June 2025, the Company fully prepaid the outstanding loan principal amounts of US\$15,000,000 (equivalent to approximately HK\$117,824,000) together with interest accrued under the First Shareholder Loan Facilities. As at 31 December 2025, the outstanding loan principal amount under the First Shareholder Loan Facilities was nil and the available unused borrowing capacity was US\$25,000,000 (equivalent to approximately HK\$194,530,000), subject to the satisfaction of certain conditions precedent.

On 24 April 2025, the Company entered into certain shareholder loan facility agreements with the associates of Mr. Ho, pursuant to which the associates of Mr. Ho provided the shareholders' credit facilities of up to an aggregate principal amount of HK\$451,830,000 to the Company for a period from 24 April 2025 to 24 October 2026 (the "Second Shareholder Loan Facilities"). The Second Shareholder Loan Facilities were unsecured revolving loan facilities which included a set-off arrangement allowing all or part of the subscription monies payable by the associates of Mr. Ho under the Rights Issue (as defined in Note 14) to be partially set off on a dollar-to-dollar basis against an equivalent amount of any outstanding obligation under the Second Shareholder Loan Facilities (including any accrued interests). Principal amounts outstanding under the Second Shareholder Loan Facilities bore interest at 11% per annum and were payable every two months, with outstanding loan principal amounts payable by the Company on 24 October 2026. Notwithstanding the aforesaid, the lenders might demand immediate repayment of all or part of the principal amounts outstanding together with interest accrued by notice to the Company.

On 9 May 2025, the Company drew down HK\$390,000,000 from the Second Shareholder Loan Facilities to fund the prepayment of US\$50,000,000 (equivalent to approximately HK\$392,055,000) outstanding term loan principal amount under the MIDL 2021 Credit Facilities on 13 May 2025. On 9 June 2025, the Company prepaid approximately HK\$66,000 for outstanding loan principal together with its interest accrued under the Second Shareholder Loan Facilities and the associates of Mr. Ho applied the remaining outstanding loan principal amount of approximately HK\$389,934,000 as the Set Off Amount for the subscription monies for the Rights Issue payable by the associates of Mr. Ho. On 17 June 2025, the subscription of Rights Issue of approximately HK\$203,981,000 of the Set Off Amount was successful and the remaining portion of the Set Off Amount of approximately HK\$185,953,000 for the unsuccessful subscription of the Rights Issue by the associate of Mr. Ho was deemed as outstanding loan principal under the Second Shareholder Loan Facilities. On 18 June 2025, the Company fully prepaid the outstanding loan principal amounts together with interest accrued under the Second Shareholder Loan Facilities. On 30 June 2025, the Second Shareholder Loan Facilities were terminated.

During the year ended 31 December 2025, total interest expenses of US\$445,000 (equivalent to approximately HK\$3,460,000) and HK\$3,700,000 were paid to the controlled company and the associates of Mr. Ho in relation to the First Shareholder Loan Facilities and the Second Shareholder Loan Facilities, respectively.

## 17. SUBSEQUENT EVENTS

- (a) During the period from 1 January 2026 through 31 March 2026, the date of this announcement, the Group repaid a total outstanding principal amount of HK\$467,000,000 and HK\$78,000,000, along with accrued interests, under the MN1 2020 Revolving Facilities and SCC 2024 Revolving Facilities, respectively.
  
- (b) During the period from 1 January 2026 through 31 March 2026, the date of this announcement, Melco Resorts repurchased 2,393,604 ADSs (equivalent to 7,180,812 ordinary shares) from the open market for an aggregate consideration of approximately US\$13,154,000 (equivalent to approximately HK\$102,847,000), of which nil shares repurchased were cancelled. The Group's ownership interest in Melco Resorts increased as a result.

## CHAIRMAN & CEO'S STATEMENT

Dear Shareholders,

2025 was a pivotal year of robust recovery and strategic expansion for the Group. Through disciplined cost management, margin expansion and an unwavering commitment to operational excellence, we have strengthened our financial foundations while sustaining positive momentum across our global portfolio.

In the Macau Special Administrative Region of the People's Republic of China ("Macau"), we remain dedicated to elevating the quality and distinctiveness of our guest experience. Highlight of the year was the highly anticipated return of House of Dancing Water at City of Dreams in May 2025. Reimagined with a refreshed storyline and enhanced visuals powered by cutting-edge technology, the show is once again captivating global audiences, reinforcing its status as a world-class spectacle. We are particularly honoured to have the House of Dancing Water team be awarded the 2025 Medal of Merit – Tourism by the Macau government. This recognition underscores the show's vital role as a local cultural and entertainment icon and affirms our contribution to the advancement of Macau's diversified tourism economy.

We also continued to enhance the infrastructure and facilities of City of Dreams. The new southeast entrance and the renovated main entrance have significantly improved visibility and accessibility to the property, while the new Signature Club Clubhouse offers a bespoke environment that redefines the premium gaming experience for our most discerning clientele.

As Studio City celebrates its glamorous 10th anniversary, we continue our decade-long legacy of introducing innovative offerings to enhance the experience for visitors of all ages. The launch of the iRad Hospital, Macau's only integrated resort hospital equipped with MRI and CT scanning capabilities, underscores our support for the city's "Big Health" industry development by introducing high-quality wellness services. Additionally, we opened the Studio City Sk8te Park, Macau's first rooftop skatepark. Designed by the team behind the Olympic extreme sports venue, this attraction not only offers a professional-grade venue for skaters but also injects a vibrant sports culture into the city, further diversifying our non-gaming attractions.

Beyond Macau, we continue to pursue growth with focus and agility. The launch of City of Dreams Sri Lanka in the third quarter of 2025, as the first integrated resort of its kind in South Asia, marked a historic milestone. As we progress through the initial ramp-up phase, we are encouraged by the property's early performance and the market's positive trajectory. This venture serves as a successful validation of our capital-light strategy, providing a blueprint for capturing future global opportunities efficiently.

Looking ahead, we remain focused on advancing our pipeline of new initiatives. A key highlight is the launch of our new luxury hotel project REM at City of Dreams, which is on track to open in the second half of 2026. Concurrently, we are revitalising the retail and dining precincts at City of Dreams to align with evolving guest expectations, ensuring our offerings remain synonymous with quality, innovation and luxury.

Our commitment to excellence continues to set the industry standard. As we entered 2026, we were proud to attain the highest number of Forbes Travel Guide Five-Star Awards for any integrated resort operator globally. This achievement is a testament to our culture of excellence and the dedication of our colleagues. And as we move forward, we will continue to upgrade our offerings to deliver unparalleled and memorable experiences to our guests. Our strategy remains anchored in innovation, quality and sustainable value creation for all stakeholders.

I would like to extend my deepest gratitude to our Board, shareholders, partners, customers and dedicated colleagues for their trust and commitment. Together, we will continue to shape a future defined by creativity, excellence and enduring growth.

With best wishes,

**Ho, Lawrence Yau Lung**

*Chairman and Chief Executive Officer*

## **MANAGEMENT DISCUSSION & ANALYSIS**

### **SIGNIFICANT EVENTS AND DEVELOPMENTS**

In 2025, the Group strengthened its foundation for the future through strategic investments. These moves have driven a more diversified portfolio and a broader global footprint, reinforcing the Group's standing as a global leader in premium integrated resorts.

In Macau, strategic investments aligned with the city's vision have delivered both commercial and cultural success, exemplified by the relaunch of House of Dancing Water. Achieving exceptional occupancy, the show boosted non-gaming revenue and reinforced Macau's appeal as a key entertainment destination, while actively advancing its global standing as a World Centre of Tourism and Leisure. The team of House of Dancing Water was formally recognised by the Macau government with the Medal of Merit – Tourism for its significant contribution to the promotion and development of the local tourism sector.

Demonstrating its capital-light strategy in action to maximise returns while mitigating risk, the Group expanded its global footprint with the launch of City of Dreams Sri Lanka in the third quarter of 2025. The project strategically positions the Group to access the Indian and Middle Eastern markets, and provides a clear blueprint for disciplined growth in emerging markets.

The Group's resilience was further demonstrated across its diverse portfolio. At City of Dreams Manila, disciplined cost optimisation addressed heightened market competition. Meanwhile, in Cyprus, City of Dreams Mediterranean and its satellite casinos maintained stable performance.

### **BUSINESS REVIEW**

#### **Integrated Gaming and Entertainment Resorts**

Melco International operates its integrated resort business through its subsidiary, Melco Resorts & Entertainment Limited ("Melco Resorts"), a developer, owner and operator of integrated resort facilities in Asia and Europe. As at 31 December 2025, Melco International, through its subsidiary, held approximately 56.32% of the total number of issued shares of Melco Resorts.

In Macau, Melco Resorts currently operates City of Dreams and Altira Macau, integrated resorts located in Cotai and Taipa, Macau, respectively. Its business also includes Mocha Clubs, the only non-casino based operation of electronic gaming machines in Macau. In addition, it operates Studio City, a cinematically-themed integrated resort located in Cotai, Macau.

Beyond Macau, a Philippine subsidiary of Melco Resorts currently operates and manages City of Dreams Manila, an integrated resort located at the Entertainment City complex in Manila. In Europe, Melco Resorts, through its majority-owned subsidiaries, operates City of Dreams Mediterranean, an integrated resort in Limassol, Cyprus and licensed satellite casinos in other cities in Cyprus.

The Group further expanded its global presence into South Asia through the operations of the casino at City of Dreams Sri Lanka (the “Sri Lanka Casino”) and provision of management services to operate the top five floors of the hotel tower at City of Dreams Sri Lanka, as a “Nüwa” hotel (“Nüwa Sri Lanka”), in Colombo, Sri Lanka, underscoring its continued international growth strategy.

The Group’s net revenues totalled Hong Kong dollar (“HK\$”) 40.24 billion for the year ended 31 December 2025, an increase of 11.2% compared to HK\$36.17 billion recorded in the corresponding period of 2024. The increase was primarily attributable to the improved performance in the casino and hospitality operations, particularly from better overall gaming performance. Profit attributable to owners of the Company was HK\$1.06 billion in 2025, compared with loss attributable to owners of the Company of HK\$0.78 billion in 2024.

### *City of Dreams*

City of Dreams in Macau is Melco Resorts’ flagship integrated resort, a premium-focused property targeting high-end customers and rolling chip patrons from regional markets across Asia. In 2025, the property operated an average of approximately 439 gaming tables and 635 gaming machines.

In line with the Group’s long-term commitment to driving Macau’s tourism development, City of Dreams continues to elevate its non-gaming experiences through unique experiences and artistic attractions. The once-in-a-lifetime aquatic show House of Dancing Water production made a highly anticipated return in May 2025, featuring a refreshed storyline, enhanced visuals and advanced stage technology. The reimagined show received strong audience acclaim and continues to showcase Macau globally as a hub for world-class entertainment, reinforcing the Group’s leadership in premium integrated resort offerings.

With the renovated south entrance and the new southeast entrance providing direct access to the gaming area, the property’s visibility and accessibility were enhanced, creating a more inviting atmosphere.

### ***Studio City***

The cinematically-themed integrated resort, Studio City, is designed to be the most diverse entertainment destination in Macau. In 2025, the property operated an average of approximately 253 gaming tables and 775 gaming machines.

Studio City celebrated its 10th anniversary in 2025, marking a significant milestone in the Group's journey to redefine integrated entertainment. Throughout the year, Studio City launched a series of interactive experiences such as Toy Story's 30th Anniversary Celebration campaign, the Halloween extravaganza "Studio Creepy 2" and the 10th anniversary celebration themed Cinematic Mastery "Make Every Scene A Hit", transforming the resort into a cinematic universe and offering immersive entertainment for all ages.

To further enrich Macau's tourism landscape, Studio City launched the Studio City Sk8te Park. As Macau's first rooftop skatepark, it spans 1,200 square metres with a professional "street" and "park" layout designed by the team behind the Olympic extreme sports venue. Additionally, the launch of iRad Hospital at Studio City in October 2025 has further strengthened Macau's tourism infrastructure by introducing top-tier healthcare and wellness services.

### ***Altira Macau***

Altira Macau is an integrated resort designed to provide a casino and hotel experience that caters to the premium mass and mass operations. Located in Taipa, it offers an oasis of sophistication with spectacular panoramic views of the Macau peninsula. By delivering impeccable service customised for each guest, both Altira Macau and Altira Spa achieved a Five-Star ranking from Forbes Travel Guide ("FTG") for the 17th consecutive year in 2026. In 2025, Altira Macau operated an average of approximately 31 gaming tables and 160 gaming machines operated under the brand Mocha at Altira Macau.

### ***Mocha Clubs and Other***

Mocha Clubs comprise non-casino based operations of electronic gaming machines in Macau. As a pioneer in Macau's electronic gaming industry, Mocha Clubs has invested in a series of innovative and top-quality electronic gaming machines from around the world to offer a contemporary entertainment mix to a broader range of visitors.

After considering the Group's overall development strategy and in accordance with Macau gaming law, Grand Dragon Casino and three of the Mocha Clubs, namely Mocha Kuong Fat, Mocha Grand Dragon Hotel and Mocha Hotel Royal, progressively ceased operations between September and December in 2025. Following these closures, 15 gaming tables and 137 gaming machines were reallocated to City of Dreams, and 100 gaming machines and 198 gaming machines were reallocated to Altira Macau and Studio City, respectively.

In 2025, Mocha Clubs operated an average of approximately 810 gaming machines (excluding approximately 160 gaming machines at Altira Macau). Grand Dragon Casino operated an average of approximately 15 tables in 2025.

### ***City of Dreams Manila***

Beyond Macau, City of Dreams Manila, which is strategically located at the gateway of Entertainment City, provides an unparalleled entertainment and hospitality experience for the Southeast Asian market and continues to set the benchmark for the Group's robust capacity to execute its international vision. Marking its 10th anniversary in 2025, this dynamic property boasts the ultimate in entertainment, hotel, retail, dining and lifestyle experiences and features extensive gaming space, including VIP and mass market gaming facilities. In 2025, the property operated an average of approximately 265 gaming tables and 2,265 gaming machines.

### ***City of Dreams Mediterranean and Other***

City of Dreams Mediterranean, Europe's first and largest integrated resort, continued to position Cyprus as a premier year-round tourism and business destination. It is an award-winning resort in Limassol, Cyprus, providing a 500-room hotel with a casino, conferencing facilities including the island's largest expo centre within a resort, entertainment shows, luxury retail, fine dining and spa. It also offers a wide array of exceptional recreational facilities, including the Marcos Baghdatis Tennis Academy, a family adventure park and the largest pool complex on the island.

Throughout the year 2025, City of Dreams Mediterranean unveiled a series of events that captivated audiences from near and far. Unique attractions, including sporting events, live entertainment and performances, have welcomed over 120,000 visitors. This impressive turnout not only highlighted the venue's appeal but also solidified its status as a premier destination for entertainment and sporting events.

In addition to City of Dreams Mediterranean, the Group continues to operate three satellite casinos in Cyprus located in Nicosia, Ayia Napa and Paphos. In 2025, City of Dreams Mediterranean had an average of approximately 102 gaming tables and 729 gaming machines and the satellite casinos had an average of approximately 4 gaming tables and 161 gaming machines.

### ***Other Operations***

Other Operations include the Group's casino operations at the Sri Lanka Casino, which had an initial opening on 1 August 2025, and provision of management services to Nüwa Sri Lanka, which opened to the public on 15 July 2025. Built by John Keells Holdings PLC, City of Dreams Sri Lanka is the first integrated resort in Sri Lanka and South Asia. The property features two landmark luxury hotels, a state-of-the-art casino and entertainment zone, premium dining and conferencing facilities, aiming to redefine integrated resort entertainment in South Asia and contribute to Colombo's emergence as a world-class tourism and business destination.

## OUTLOOK

Building upon a year of recovery and strategic execution, the Group looks toward the future with renewed confidence. The resilience of the leisure and tourism sectors, particularly within the Greater Bay Area, provides a solid foundation for continued expansion. The Group is dedicated to leveraging its diversified portfolio to deliver exceptional experiences and sustainable growth.

Bolstered by supportive government policies and enhanced cross-border accessibility between mainland China and Macau, Macau's tourism industry delivered exceptional growth in 2025. Visitor arrivals reached a record 40.1 million, representing a 14.7% year-on-year increase, while gross gaming revenue rose 9.1% year-on-year to Macau Patacas ("MOP") 247.4 billion. This upward momentum is expected to continue, evidenced by a robust start to 2026. For the first two months in 2026, gross gaming revenue reached MOP43.3 billion, an increase of 13.9% year-on-year. The Group maintains a positive outlook regarding the sustained recovery and long-term prosperity of the Macau market.

The Group remains unwaveringly committed to supporting the Macau government's initiatives to diversify the economy and further establish the city as a World Centre of Tourism and Leisure. Aligned with these strategic priorities, the Group is actively enhancing its hospitality and entertainment portfolio. The launch of REM, the new luxury hotel project at City of Dreams, is progressing on schedule for a projected opening in the second half of 2026. This new hotel will complement the existing premium offerings at the integrated resort, introducing a distinctive luxury experience that sets a new benchmark for hospitality in Macau. Furthermore, the revitalisation of the retail precinct at City of Dreams is currently underway, alongside planned upgrades to food and beverage outlets, aimed at further elevating product quality and the overall guest experience.

Beyond Macau, the Group's international operations are expected to drive meaningful contributions to the overall business. In the Philippines, while remaining mindful of competitive pressures and industry headwinds that may impact business performance, the Group is encouraged by positive structural developments in the market including the implementation of visa-free travel for Chinese nationals and infrastructure upgrades at Manila's airport to facilitate international tourism. In Cyprus, while geopolitical tensions in the Middle East have presented near-term headwinds to visitor flows, the Group remains confident that the unique, world-class integrated resort product will drive long-term demand as the operating environment normalises. In Sri Lanka, the Group continues to solidify its presence and ramp up operations. Early operational momentum at City of Dreams Sri Lanka underscores the promising prospects of this emerging market.

The Group enters 2026 with strong momentum and a clear strategic focus. Supported by a robust development pipeline and a recognised commitment to excellence, the Group is well-positioned to capture growth opportunities, enhance brand equity and sustain long-term value creation across its global portfolio.

## **ACHIEVEMENTS AND AWARDS**

The Group has reinforced its leading position among integrated resort operators through a year of outstanding performance. Its steadfast commitment to excellence has earned a broad spectrum of prestigious international and regional accolades. These honours underscore the Group's holistic approach to sustainable value creation and mark a year of distinguished achievement across all strategic pillars of its business.

### **Corporate Governance**

The Group's dedication to upholding the highest standards of transparency and ethical leadership continues to earn distinguished acclaim. In 2025, the Group was once again honoured with the Best Investor Relations Company award at the Asian Excellence Awards hosted by the Corporate Governance Asia magazine, maintaining this distinction for 14 consecutive years. Additionally, Chairman and Chief Executive Officer, Mr. Ho Lawrence Yau Lung, was recognised as Asia's Best CEO for the 14th year. The repeated honours validate the Group's rigorous governance framework and its strategic role in fostering trust and delivering long-term stakeholder value.

### **Business Operations**

The Group's unwavering dedication to operational excellence and extraordinary guest experiences has been validated through a comprehensive suite of prestigious international awards and recognitions. These accolades underscore the Group's leadership in creating and sustaining world-class integrated resorts that consistently redefine luxury and innovation in the global leisure industry.

The architecturally pioneering Morpheus at City of Dreams was awarded Two MICHELIN Keys in the inaugural MICHELIN Guide Hotel Selection for Hong Kong and Macau, a global benchmark for exceptional hotel stays, celebrating the iconic, futuristic design legacy of the late Dame Zaha Hadid.

The Group achieved historic leadership position in the 2026 FTG by garnering 19 Five-Star Awards, topping the competition as the world's integrated resort operator with the most FTG Five-Star Awards and reinforcing its position as the region's premier luxury hospitality provider. The achievement is anchored by the attainment of 107 FTG Stars across the Group's Hotel, Restaurant and Spa categories for properties including City of Dreams, Studio City, Altira Macau and City of Dreams Manila.

Culinary excellence remained a cornerstone of achievement, with the Group’s restaurants receiving critical acclaim internationally. The MICHELIN Guide Hong Kong & Macau 2026 awarded an impressive total of eight MICHELIN Stars across five of the Group’s signature restaurants, namely Jade Dragon, Alain Ducasse at Morpheus, Pearl Dragon, Ying and Sushi Kinetsu. Additionally, the Group was honoured with a collective six Diamonds from the Black Pearl Restaurant Guide 2026, presented to Jade Dragon, Alain Ducasse at Morpheus, Yí and Sushi Kinetsu. Furthermore, the Group’s dining prestige was affirmed by Tatler Best, which named Jade Dragon and Alain Ducasse at Morpheus among the Best 100 Restaurants at Tatler Best Awards Asia-Pacific 2025, making City of Dreams the only integrated resort in Macau with two restaurants on this prestigious list. Jade Dragon was also named Restaurant of the Year at Tatler Best 2025 Hong Kong and Macau, while Morpheus at City of Dreams and Alain Ducasse at Morpheus won Macau’s Best-In-Class accolades for Best Design in the Hotel Category and Best Service in the Restaurant & Bar Category, respectively.

In the realm of large-scale entertainment, House of Dancing Water at City of Dreams received significant industry praise for its revitalisation and market impact. The team of House of Dancing Water has been honoured with the Medal of Merit – Tourism by the Macau government, in recognition of its significant contribution to the promotion and development of the local tourism sector. It was also awarded Best IR Resort Attraction at the 2025 IAG Academy IR Awards, recognising its exceptional popularity and role as a premier non-gaming draw. Its grand premiere was further celebrated at the 2025 TITAN Brand Awards, where the accompanying campaign won the Platinum Award for Best Brand Awareness Campaign and the Gold Award for Best Integrated Marketing Campaign. This strategic marketing initiative achieved a monumental impact, generating over 1.1 billion views and six million interactions across major social media platforms within the days following the premiere, showcasing its unparalleled success in audience engagement and brand building.

Beyond Macau, in recognition of its excellence in travel and hospitality, City of Dreams Manila was honoured as one of the top 10 winners in the Best Integrated Resorts category at the Travel + Leisure Luxury Awards Asia Pacific for the second consecutive year in 2025 and was named Asia’s Leading Casino Resort at the World Travel Awards for the fifth time in 2025. City of Dreams Mediterranean received a Tripadvisor Traveller’s Choice Award as a top-rated hotel, affirming its guest-centric appeal. Its culinary excellence was decisively confirmed at the Golden Chef Hats Cyprus 2025 awards, where the integrated resort received the highest combined score of all Cyprus’ hotels and restaurants. The resort’s Amber Dragon restaurant received the highest score overall and was awarded a “Golden Hat” for the second consecutive year, while Prime Steakhouse and Anaïs both earned “Top Notch” distinctions, highlighting the property’s diverse and exceptional dining portfolio.

The diverse collection of awards across design, hospitality, dining, entertainment and international operations vividly illustrates the Group’s holistic expertise and its successful execution of a world-class, multi-dimensional resort experience.

## **People**

Rooted in creating a sustainable future, the Group strives to foster an engaging work culture and environment that stimulates innovation and resilience, while nurturing local talent and promoting “Whole Person Development”.

The Group continuously evolves its environment to offer the best overall workplace for its colleagues. This commitment to excellence has garnered significant acclaim, as evidenced by the Group’s recognition at the 2025 IAG Academy IR Awards, where it was honoured as the Best IR Workplace. The honour acknowledges its exemplary workplace health and safety standards, robust corporate culture, comprehensive training programs and the myriad opportunities for career advancement.

Through strategic investments in empowering colleagues with diverse opportunities for career development, the Group supports its colleagues in pursuing both personal and professional growth, within their current roles and beyond.

Signature initiatives such as the Foundation Acceleration Program (Culinary) aim to discover and nurture local culinary talent while reinforcing Macau’s position as a UNESCO designated “Creative City of Gastronomy”. In collaboration with the Labour Affairs Bureau of the Macau government and the Macao University of Tourism, the program has proudly seen the successful graduation of 52 local talents since its launch, representing 90% of all participants, with over 60% of graduates receiving promotions in their new roles.

Meanwhile, Ms. Safa Rodas, Head Chef of L’ATTITUDE at Morpheus has been selected as one of the ten chefs to join the Young Chefs Programme, which is jointly organised by the Food and Agriculture Organization of the United Nations and the World Food Forum. It is a testament to the Group’s goals of supporting youth and female leadership, as well as sustainable development.

With steadfast commitment to pushing boundaries while upholding its culture of excellence and philosophy of lifelong learning, the Group has attained remarkable recognition through various competitions and accolades, demonstrating colleagues’ professional skills, leadership and dedication to excellence in the hospitality industry. Our colleagues’ notable achievements include being recognised in the 2025 “Shenhe Cup” Vocational Skills Competition, the 2025 Macau International Chinese Cuisine Chef Competition, as well as Stelliers Greater China 2025.

## **Corporate Social Responsibility**

Guided by the vision of making a positive difference in people's lives, the Group dedicates its utmost efforts to contributing to society through a proactive and innovative approach, channelling appropriate resources to address priority needs.

Volunteering is deeply ingrained in the Group's culture, and its commitment to the local community endures. With the collective participation and support of the Melco Volunteer Team, the Group's signature "Simple Acts of Kindness" initiative has been widely recognised, winning numerous international awards such as the Best Individual CSR Initiative at the 2025 IAG Academy IR Awards, underlining the Group's extraordinary contribution in fulfilling its corporate social responsibility.

Over the past year, the Group has weathered challenges alongside local communities, and remains dedicated to utilising its resources to resolutely support the well-being of the community and contribute to the long-term prosperity of the country. In the aftermath of Super Typhoon Ragasa, the Group swiftly gathered nearly a hundred volunteers through its "Simple Acts of Kindness" initiative to assist in the community's recovery efforts, collaborating with local partners to support various affected areas in Macau. Furthermore, to firmly support the national rural revitalisation policy, the Group donated HK\$3 million to the construction and relocation of the Hangkou Town Healthcare Center in Xiushui County, Jiangxi Province. Through this medical and public health project, the Group is dedicated to providing quality healthcare services to the local community and contributing to the rural revitalisation efforts in Xiushui County, Jiangxi Province, as jointly supported by the Macau government and the Liaison Office of the Central People's Government in the Macau Special Administrative Region.

In terms of responsible gaming, the Group strives to uphold stringent standards, adopting technologically enabled safeguards to facilitate a culture of responsible gaming and proactively providing related information and assistance to all the guests when needed. Adhered to regulatory requirements, the Group takes a proactive approach to raise responsible gaming awareness and support within communities through partnerships with local non-governmental organisations. These efforts were recognised with the Best Responsible Gaming Program award at the Asia Gaming Awards for the third consecutive year in 2025.

## **Environmental Sustainability**

Reflecting on 2025, the Group continued its efforts to integrate sustainability across all operations. By aligning mindsets, systems and resources, the Group has positioned itself for further advancement toward carbon neutrality and climate resilience. This commitment to going Above & Beyond aims to achieve a better, sustainable future that uplifts all guests, colleagues and communities.

Melco Resorts was included in the S&P Sustainability Yearbook 2026, which is widely regarded as the benchmark resource for corporate sustainability performance, for the second consecutive year. In the 2025 S&P Global Corporate Sustainability Assessment, it ranked in the 96th percentile within its industry group, rising from the 92nd percentile the previous year.

In recognition of its exemplary sustainability initiatives, the Group was honoured with the Sustainability Award at the International Gaming Awards 2026, as well as the Best Environmental Responsibility and the Sustainable Asia Award from the Asian Excellence Awards 2025.

Furthermore, the Group received three accolades at the TVB ESG Awards, namely Best in ESG Report, Greater Bay Area ESG Excellence Enterprise Award (Macau SAR) and the ESG Special Recognition Award – with Merit. These awards acknowledge its sustainable developments and contributions over the past year.

Looking ahead, the Group will persist in implementing its RISE sustainability strategy to deliver measurable impact, while advancing its energy, waste, sourcing and water footprint goals.

## FINANCIAL REVIEW RESULTS

<i>HK\$' million</i>	For the year ended 31 December		
	2025	2024	YoY%
Net revenues	<b>40,240.9</b>	36,173.0	11.2%
Adjusted EBITDA	<b>10,620.0</b>	9,030.7	17.6%
Profit/(loss) attributable to owners of the Company	<b>1,058.3</b>	(784.6)	234.9%
Basic earnings/(loss) per share attributable to owners of the Company (HK\$)	<b>0.50</b>	(0.40) <sup>(1)</sup>	223.7%

## FINANCIAL POSITION

<i>HK\$' million</i>	As at 31 December		
	2025	2024	YoY%
Total assets	<b>82,698.8</b>	84,749.5	-2.4%
Total liabilities	<b>72,987.1</b>	76,543.0	-4.6%
Equity attributable to owners of the Company	<b>1,905.1</b>	45.9	4,047.8%
Net asset value per share attributable to owners of the Company (HK\$)	<b>0.8</b>	0.02 <sup>(1)</sup>	4,047.8%
Gearing ratio (%)	<b>69.1%</b>	71.6%	N/A

### Net Revenues

Net revenues of the Group increased by 11.2% from HK\$36.17 billion for the year ended 31 December 2024 to HK\$40.24 billion for the year ended 31 December 2025. The increase in net revenues was primarily attributable to the improved performance in the casino and hospitality operations, particularly from better overall gaming performance.

<i>HK\$' million</i>	For the year ended 31 December		
	2025	2024	YoY%
Casino revenues	<b>33,115.1</b>	29,432.3	12.5%
Entertainment and resort facilities revenues:			
Rooms	<b>3,461.9</b>	3,296.6	5.0%
Food and beverage	<b>2,266.6</b>	2,230.7	1.6%
Entertainment, retail and other	<b>1,397.3</b>	1,213.3	15.2%
	<b>40,240.9</b>	36,173.0	11.2%

<sup>(1)</sup> Amounts restated to reflect the rights issue of the Company completed in June 2025.

## **Adjusted EBITDA <sup>(2)</sup>**

The Group generated Adjusted EBITDA of HK\$10.62 billion for the year ended 31 December 2025, compared to HK\$9.03 billion for the year ended 31 December 2024. The change in Adjusted EBITDA was mainly attributable to the improved performance in our casino and hospitality operations, partially offset by higher operating costs for the increase in business activities for the year ended 31 December 2025.

## **Profit/(Loss) Attributable to Owners of the Company**

Profit attributable to owners of the Company was HK\$1.06 billion for the year ended 31 December 2025, compared to loss attributable to owners of the Company of HK\$0.78 billion for the year ended 31 December 2024. The change was mainly attributable to the improved performance in our casino and hospitality operations and net reversal of impairment of non-current non-financial assets, partially offset by higher operating costs for the increase in business activities for the year ended 31 December 2025.

During the year ended 31 December 2025, the Group recognised net reversal of impairment of non-current non-financial assets of HK\$238.5 million under the Casino and Hospitality segment, mainly as a result of the operating performance improvement of Studio City and the Studio City Phase 2 ramp up acceleration based on improved market condition, the Group recognised a reversal of impairment of HK\$889.0 million (2024: impairment of HK\$931.3 million) for property and equipment, intangible assets (including trademark) and right-of-use assets of Studio City; and net off with the negative impact of the on-going regional military conflicts and restrictions on the ability to accept certain customers from Russia which led to the longer than expected ramp up of operations following the opening of City of Dreams Mediterranean, the Group recognised an impairment of HK\$591.7 million (2024: nil) for property and equipment and intangible assets of City of Dreams Mediterranean. Besides, as a result of three Mocha Clubs ceased operations between the period from September to December 2025 and the remaining three Mocha Clubs to operate effective from 1 January 2026 until the expiry of the concession in Macau as approved by the Macau government in February 2026, the Group recognised an impairment for the trademark of Mocha Clubs of HK\$31.8 million during the year ended 31 December 2025 (2024: nil). In addition, the Group recognised a further net impairment of HK\$27.0 million during the year ended 31 December 2025 (2024: HK\$18.4 million) for certain property and equipment and intangible assets of Altira Macau since the performance of Altira Macau had not improved.

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<sup>(2)</sup> Adjusted EBITDA, which is a non-HKFRS Accounting Standards financial measure, is the profit/loss for the year before interest, income tax, depreciation and amortisation, share-based compensation expenses, pre-opening costs, development costs, property charges and other, payments to SM Investments Corporation, Belle Corporation (“Belle”) and PremiumLeisure and Amusement, Inc. (collectively referred to as the “Philippine Parties”), integrated resort and casino rent\*, corporate expenses, share of profit/loss of a joint venture, share of loss of an associate and other non-operating income and expenses. Adjusted EBITDA is used by management as the measure of the Group’s operating performance and to compare our operating performance with that of our competitors. However, Adjusted EBITDA presented in this announcement may not be comparable to other similarly titled measures of other companies operating in the gaming or other business sectors.

\* Integrated resort and casino rent represents variable lease costs to Belle for City of Dreams Manila.

During the year ended 31 December 2024, due to the longer than expected ramp up of operations following the opening of Studio City Phase 2 starting in April 2023, the Group recognised an impairment of HK\$931.3 million for property and equipment, intangible assets (including trademark) and right-of-use assets of Studio City. In addition, the Group recognised a net impairment of HK\$18.4 million for certain property and equipment and intangible assets during the year ended 31 December 2024 since the performance of Altira Macau had not improved.

### **Basic Earnings/(Loss) Per Share Attributable to Owners of the Company**

Basic earnings per share attributable to owners of the Company was HK\$0.50 for the year ended 31 December 2025, compared to basic loss per share attributable to owners of the Company of HK\$0.40 (as restated) for the year ended 31 December 2024.

### **Financial and Operational Performance**

Melco Resorts, a majority-owned subsidiary of the Group, contributed the vast majority of the financial results of the Group during the years ended 31 December 2025 and 2024.

The performance of Melco Resorts during the years ended 31 December 2025 and 2024 is described below.

According to the 2025 annual report on Form-20F of Melco Resorts prepared in accordance with the U.S. generally accepted accounting principles, it recorded total operating revenues of United States dollar (“US\$”) 5.16 billion for the year ended 31 December 2025 versus US\$4.64 billion in the prior year. The increase in total operating revenues was primarily attributable to an overall improved performance in all gaming and non-gaming operations, led by the continued recovery in inbound tourism to Macau in 2025.

Operating income for 2025 was US\$600.4 million, compared with US\$484.6 million for 2024.

Melco Resorts generated Adjusted Property EBITDA<sup>(3)</sup> of US\$1.43 billion for the year ended 31 December 2025, compared with US\$1.22 billion in 2024.

Net income attributable to the financial performance of Melco Resorts for 2025 was US\$185.0 million, compared with US\$43.5 million for 2024.

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<sup>(3)</sup> Adjusted Property EBITDA is net income/loss before interest, taxes, depreciation and amortisation, pre-opening costs, development costs, property charges and other, share-based compensation, payments to the Philippine Parties, integrated resort and casino rent\*, corporate and other expenses and other non-operating income and expenses. Adjusted Property EBITDA is used by management as the primary measure of Melco Resorts’ operating performance and to compare our operating performance with that of our competitors. However, Adjusted Property EBITDA presented in this announcement may not be comparable to other similarly titled measures of other companies operating in the gaming or other business sectors.

\* Integrated resort and casino rent represents land rent and variable lease costs to Belle and casino rent to a subsidiary of John Keells Holdings PLC.

### *City of Dreams*

For the year ended 31 December 2025, total operating revenues at City of Dreams were US\$2.74 billion, compared with US\$2.28 billion in 2024. City of Dreams generated Adjusted Property EBITDA of US\$822.1 million for the year ended 31 December 2025, compared with US\$621.6 million in 2024.

### *Gaming Performance*

<i>US\$'million</i>	<b>For the year ended</b>		
	<b>31 December</b>		
	<b>2025</b>	2024	YoY%
<b>VIP Gaming</b>			
Rolling chip volume	<b>23,404.1</b>	20,059.4	16.7%
Win rate	<b>3.62%</b>	2.74%	N/A
<b>Mass Market</b>			
Mass market table games drop	<b>6,739.9</b>	5,869.4	14.8%
Hold percentage	<b>30.4%</b>	32.1%	N/A
<b>Gaming Machine</b>			
Handle	<b>3,984.7</b>	3,771.1	5.7%
Win rate	<b>2.9%</b>	3.1%	N/A

### *Non-Gaming Performance*

Total non-gaming revenue at City of Dreams in 2025 was US\$365.8 million, compared with US\$325.2 million in 2024.

### *Studio City*

For the year ended 31 December 2025, total operating revenues at Studio City were US\$1.48 billion, compared with US\$1.39 billion in 2024. Studio City generated Adjusted Property EBITDA of US\$393.8 million in 2025, compared with US\$341.2 million in 2024.

### *Gaming Performance*

<i>US\$'million</i>	<b>For the year ended</b>		
	<b>31 December</b>		
	<b>2025</b>	2024	YoY%
<b>VIP Gaming</b>			
Rolling chip volume	–	1,998.6	–100.0%
Win rate	N/A	3.85%	N/A
<b>Mass Market</b>			
Mass market table games drop	<b>3,756.3</b>	3,683.4	2.0%
Hold percentage	<b>33.4%</b>	30.6%	N/A
<b>Gaming Machine</b>			
Handle	<b>3,596.7</b>	3,408.6	5.5%
Win rate	<b>3.5%</b>	3.3%	N/A

VIP rolling chip operations at Studio City were transferred to City of Dreams in late October 2024. Studio City did not have VIP rolling chip operations in 2025.

### *Non-Gaming Performance*

Total non-gaming revenue at Studio City in 2025 was US\$314.4 million, compared with US\$313.7 million in 2024.

### *Altira Macau*

For the year ended 31 December 2025, total operating revenues at Altira Macau were US\$107.0 million, compared with US\$125.1 million in 2024. Altira Macau generated negative Adjusted Property EBITDA of US\$4.1 million in 2025, compared with US\$1.9 million in 2024.

### *Gaming Performance*

<i>US\$'million</i>	<b>For the year ended</b>		
	<b>31 December</b>		
	<b>2025</b>	2024	YoY%
<b>Mass Market</b>			
Mass market table games drop	<b>493.6</b>	535.8	-7.9%
Hold percentage	<b>19.3%</b>	22.4%	N/A
<b>Gaming Machine</b>			
Handle	<b>525.3</b>	496.1	5.9%
Win rate	<b>2.9%</b>	2.5%	N/A

### *Non-Gaming Performance*

Total non-gaming revenue at Altira Macau was US\$20.4 million in both 2025 and 2024.

### ***Mocha and Other***

Mocha and Other segment included the operation of Grand Dragon Casino before its closure and was changed to Mocha segment effective on 23 September 2025.

As part of the Company's development strategy and in accordance with Macau law, Grand Dragon Casino and three of the six Mocha Clubs, namely Mocha Kuong Fat, Mocha Grand Dragon Hotel and Mocha Hotel Royal, ceased operations during the period from September to December 2025. Following the closures, 15 gaming tables and 435 gaming machines were reallocated to the Company's other gaming areas in Macau.

Total operating revenues from Mocha and Other were US\$107.1 million in 2025, compared with US\$122.6 million in 2024. Mocha and Other generated Adjusted Property EBITDA of US\$22.2 million in 2025, compared with US\$27.0 million in 2024.

### ***Gaming Performance***

<i>US\$'million</i>	<b>For the year ended</b>		
	<b>31 December</b>		
	<b>2025</b>	2024	YoY%
<b>Mass Market</b>			
Mass market table games drop	<b>155.1</b>	231.6	-33.0%
Hold percentage	<b>17.0%</b>	16.8%	N/A
<b>Gaming Machine</b>			
Handle	<b>2,049.2</b>	2,066.0	-0.8%
Win rate	<b>4.1%</b>	4.3%	N/A

### *City of Dreams Manila*

For the year ended 31 December 2025, total operating revenues at City of Dreams Manila were US\$411.1 million, compared with US\$472.3 million in 2024. City of Dreams Manila generated Adjusted Property EBITDA of US\$132.8 million in 2025, compared with US\$181.1 million in 2024.

### *Gaming Performance*

<i>US\$'million</i>	<b>For the year ended</b>		
	<b>31 December</b>		
	<b>2025</b>	2024	YoY%
<b>VIP Gaming</b>			
Rolling chip volume	<b>2,032.3</b>	2,485.8	-18.2%
Win rate	<b>3.37%</b>	3.57%	N/A
<b>Mass Market</b>			
Mass market table games drop	<b>566.4</b>	695.8	-18.6%
Hold percentage	<b>34.0%</b>	32.8%	N/A
<b>Gaming Machine</b>			
Handle	<b>3,873.2</b>	4,343.4	-10.8%
Win rate	<b>5.0%</b>	5.0%	N/A

### *Non-Gaming Performance*

Total non-gaming revenue at City of Dreams Manila in 2025 was US\$102.7 million, compared with US\$115.0 million in 2024.

### *City of Dreams Mediterranean and Other*

Melco Resorts operates City of Dreams Mediterranean in conjunction with three satellite casinos in Cyprus.

For the year ended 31 December 2025, total operating revenues at City of Dreams Mediterranean and Other were US\$300.2 million, compared with US\$234.6 million in 2024. City of Dreams Mediterranean and Other generated Adjusted Property EBITDA of US\$68.2 million in 2025, compared with US\$50.5 million in 2024.

### *Gaming Performance*

<i>US\$'million</i>	<b>For the year ended</b>		
	<b>31 December</b>		
	<b>2025</b>	2024	YoY%
<b>VIP Gaming</b>			
Rolling chip volume	<b>14.1</b>	32.0	-55.9%
Win rate	<b>4.15%</b>	0.24%	N/A
<b>Mass Market</b>			
Mass market table games drop	<b>657.9</b>	487.4	35.0%
Hold percentage	<b>22.3%</b>	22.9%	N/A
<b>Gaming Machine</b>			
Handle	<b>2,640.5</b>	2,152.6	22.7%
Win rate	<b>5.1%</b>	5.2%	N/A

### *Non-Gaming Performance*

Total non-gaming revenue at City of Dreams Mediterranean and Other in 2025 was US\$94.6 million, compared with US\$75.3 million in 2024.

### *Other Operations*

Effective from 1 August 2025, the initial opening of the Sri Lanka Casino, the operations in Sri Lanka including the provision of management services to Nüwa Sri Lanka effective from its opening on 15 July 2025, which were previously reported under the Corporate and Other category, has been included in the Other Operations segment for the years ended 31 December 2025 and 2024.

For the year ended 31 December 2025, total operating revenues at Other Operations were US\$12.5 million. Other Operations generated negative Adjusted Property EBITDA of US\$4.6 million in 2025, compared with US\$0.2 million in 2024.

## **LIQUIDITY, FINANCIAL RESOURCES AND CAPITAL STRUCTURE**

### **Capital Resources**

The Group finances its business operations and investments with internal resources, cash generated from operating activities, and bank and other borrowings.

The Group adopts conservative policies in cash and financial management. As at 31 December 2025, the Group's cash and bank balances amounted to HK\$8,119.1 million (2024: HK\$9,029.2 million) and restricted cash (mainly being cash collateral for concession-related guarantees to the Macau government and security under credit facilities) amounted to HK\$1,085.9 million (2024: HK\$1,043.4 million).

As at 31 December 2025, the Group had unused borrowing capacity of HK\$10.66 billion (2024: HK\$17.16 billion), of which HK\$10.03 billion (2024: HK\$16.54 billion) was available for drawdown, subject to the satisfaction of certain conditions precedent.

Major changes in our indebtedness during the year ended and subsequent to 31 December 2025 are summarised below.

On 9 January 2025, the Company, as borrower, entered into two shareholder loan facility agreements (collectively referred to as the "First Shareholder Loan Facilities"), with Mr. Ho, Lawrence Yau Lung ("Mr. Ho") and his controlled company, as lenders. Pursuant to the First Shareholder Loan Facilities, an aggregate principal amount of US\$25.0 million (equivalent to approximately HK\$194.1 million) of uncommitted revolving loan facilities were granted to the Company for a period from 9 January 2025 to 2 July 2026, subject to certain conditions precedent. On 22 January 2025, US\$5.0 million (equivalent to approximately HK\$38.8 million) was drawn to fund the interest payments under a US\$1.00 billion (equivalent to approximately HK\$7.78 billion) 5-year secured credit facility (the "MIDL 2021 Credit Facilities"). On 7 April 2025, US\$10.0 million (equivalent to approximately HK\$77.8 million) was drawn to prepay a portion of the outstanding principal amounts under the MIDL 2021 Credit Facilities.

On 5 February 2025, the Group obtained consent from the majority of lenders in the MIDL 2021 Credit Facilities to waive certain financial covenants from 1 July 2024 to 31 December 2025 (both dates inclusive), subject to certain conditions.

On 25 February 2025, pursuant to the terms under a HK\$14.85 billion senior unsecured credit facility (the "MN1 2020 Revolving Facilities"), an incremental facility of HK\$387.5 million was established to increase the available commitments under the MN1 2020 Revolving Facilities from HK\$14.85 billion to HK\$15.24 billion, subject to the satisfaction of certain conditions precedent.

On 8 April 2025, the Group obtained consent from the majority of lenders of the MIDL 2021 Credit Facilities to amend certain covenants from 8 April 2025 to 30 June 2025 (both dates inclusive), subject to certain conditions.

On 24 April 2025, the Company entered into certain shareholder loan facility agreements with the associates of Mr. Ho, pursuant to which the credit facilities of up to an aggregate principal amount of HK\$451.8 million were granted to the Company for a period from 24 April 2025 to 24 October 2026 (the “Second Shareholder Loan Facilities”). The Second Shareholder Loan Facilities were unsecured revolving loan facilities which included a set-off arrangement allowing all or part of the subscription monies payable by the associates of Mr. Ho under the rights issue on the basis of one rights share for every two existing shares of the Company at a subscription price of HK\$1.0286 per rights share (the “Rights Issue”) to be partially set off on a dollar-to-dollar basis against an equivalent amount of any outstanding obligation under the Second Shareholder Loan Facilities (including any accrued interests). On 9 May 2025, the Company drew down HK\$390.0 million under the Second Shareholder Loan Facilities, which was primarily utilised to prepay a portion of the outstanding principal amounts under the MIDL 2021 Credit Facilities, and approximately HK\$389.9 million of the amounts drawn under the Second Shareholder Loan Facilities (the “Set Off Amount”) was set off against a portion of the subscription monies for the Rights Issue payable by the associates of Mr. Ho.

On 6 June 2025, the Group fully redeemed the outstanding principal amount of US\$1.00 billion (equivalent to approximately HK\$7.85 billion) of the 4.875% unsecured senior notes at maturity with the proceeds from drawdowns of the MN1 2020 Revolving Facilities. In June 2025, the Group entered into interest rate swap arrangements with an aggregate notional amount of HK\$5.88 billion to manage the interest rate exposure on its loans under the MN1 2020 Revolving Facilities carried at variable interest rates.

On 17 June 2025, the Company completed a Rights Issue with gross proceeds of approximately HK\$780.0 million. After applying the Set Off Amount, the net proceeds from the Rights Issue after expenses were approximately HK\$380.6 million. For further details of the Rights Issue, please refer to note 14 to the audited consolidated annual results of this announcement. The outstanding amounts of the First Shareholder Loan Facilities and Second Shareholder Loan Facilities were repaid on 18 June 2025.

On 30 June 2025, the Second Shareholder Loan Facilities were terminated.

On 15 July 2025, the Group fully redeemed the outstanding principal amount of US\$221.6 million (equivalent to approximately HK\$1.74 billion) of the 6.000% unsecured senior notes at maturity with proceeds drawn from a HK\$233.0 million secured revolving credit facility (the “SCC 2021 Revolving Facilities”) and a HK\$1,945.0 million senior secured revolving credit facility (the “SCC 2024 Revolving Facilities”), together with cash on hand.

On 31 July 2025, the Group entered into a second amendment and restatement agreement with the facility agent of the MIDL 2021 Credit Facilities to amend certain terms including but not limited to the financial covenants, and to extend the maturity for two years to 5 June 2028. Please refer to note 13 to the audited consolidated annual results of this announcement for details.

On 15 September 2025, the Group initiated a conditional cash tender offer (the “2026 MRF Senior Notes Tender Offer”) which expired on 19 September 2025, subject to the terms and conditions, to purchase all of its outstanding aggregate principal amount of US\$500.0 million (equivalent to approximately HK\$3.89 billion) 5.250% unsecured senior notes due 2026 at an issue price of 100% of the principal amount (the “2026 MRF Senior Notes”).

On 24 September 2025, the Group issued an aggregate principal amount of US\$500.0 million (equivalent to HK\$3.89 billion) 6.500% unsecured senior notes due 2033 at an issue price of 100% of the principal amount (the “2033 MRF Senior Notes”). The proceeds were used to settle the 2026 MRF Senior Notes Tender Offer and to early redeem the remaining 2026 MRF Senior Notes. An aggregate principal amount of US\$142.1 million (equivalent to approximately HK\$1.11 billion) of the 2026 MRF Senior Notes were validly tendered in the 2026 MRF Senior Notes Tender Offer and settled on 24 September 2025, while the remaining aggregate principal amount of US\$357.9 million (equivalent to approximately HK\$2.78 billion) of the 2026 MRF Senior Notes were early redeemed on 25 October 2025.

In September 2025, the Group entered into two cross-currency swap arrangements to manage foreign exchange rate risk associated with the interest and principal payments under the 2033 MRF Senior Notes.

During the year ended 31 December 2025, the Group drew down HK\$5.67 billion, HK\$389.0 million and HK\$233.0 million in aggregate on a net basis under the MN1 2020 Revolving Facilities, SCC 2024 Revolving Facilities and SCC 2021 Revolving Facilities, respectively.

During the period from 1 January 2026 through 31 March 2026, the date of this announcement, the Group repaid a total outstanding principal amount of HK\$467.0 million and HK\$78.0 million, along with accrued interests, under the MN1 2020 Revolving Facilities and SCC 2024 Revolving Facilities, respectively.

The availability period of an unsecured credit facility amounting to Philippine Peso (“PHP”) 2.35 billion (equivalent to approximately HK\$310.6 million) was extended from 30 June 2025 to 30 June 2026 during the year ended 31 December 2025, with no changes in the underlying terms and conditions.

For further details of our indebtedness, see note 13 to the audited consolidated annual results contained herein, which includes information regarding the type of debt facilities used, the maturity profile of debt, the currency and interest rate structure, the charge on our assets and the nature and extent of any restrictions on our ability, and the ability of our subsidiaries, to transfer funds as cash dividends, loans or advances.

## **Gearing Ratio**

The gearing ratio, expressed as a percentage of total interest-bearing borrowings divided by total assets, was 69.1% as at 31 December 2024 (2024: 71.6%).

## **Pledges of assets**

As at 31 December 2025, borrowings in an aggregate principal amount of HK\$8,005.2 million (2024: HK\$7,832.3 million) were secured by the following assets of the Group:

- (i) certain property and equipment;
- (ii) certain right-of-use land and all present and future buildings on and fixtures to such land, and land use rights (or equivalent);
- (iii) certain bank deposits;
- (iv) receivables and other assets including certain intragroup loans; and
- (v) issued shares of certain subsidiaries of the Company.

## **CONTINGENT LIABILITIES**

Beyond the commitments and contingencies disclosed in note 15 to the audited consolidated annual results of this announcement, the Group had no further significant contingent liabilities as at 31 December 2025.

## **FINANCIAL RISK**

### **Foreign exchange risk**

The Group's principal operations are primarily conducted and recorded in HK\$, MOP, US\$, PHP, Euro ("EUR") and Sri Lankan Rupees ("LKR"). The financial statements of foreign operations are translated into HK\$ which is the Group's functional and presentation currency. The majority of the Group's revenues are denominated in HK\$, while operating expenses are denominated predominantly in MOP, HK\$, PHP, EUR and LKR. In addition, a significant portion of our indebtedness and certain expenses are denominated in US\$.

The HK\$ is pegged to the US\$ within a narrow range and the MOP is, in turn, pegged to the HK\$, and the exchange rates between these currencies has remained relatively stable over the past several years. Accordingly, the Group does not expect fluctuations in the values of these currencies to have a material impact on the operations. The Group holds bank balances, receivables and deposits for its operations which are denominated in foreign currencies, such as PHP, EUR and Renminbi, and consequently, exposure to exchange rate fluctuations may arise and may be affected by, among other things, changes in political and economic conditions.

The Group has not engaged in hedging transactions with respect to foreign exchange exposure of the revenues and expenses in its day-to-day operations during the year ended 31 December 2025 and 2024. Instead, the Group maintains a certain amount of the operating funds in the same currencies in which the Group has obligations, thereby reducing the exposure to currency fluctuations. However, the Group occasionally enters into foreign exchange transactions as part of financing transactions and capital expenditure programs. In September 2025, the Group entered into two cross-currency swap arrangements to manage the foreign currency exchange rate risk associated with the outstanding U.S. dollar denominated 2033 MRF Senior Notes.

### **Interest rate risk**

The Group is primarily exposed to cash flow interest rate risk in relation to the borrowings bearing interest based on floating rates. The Group attempts to manage interest rate risk by managing the mix of long-term fixed-rate borrowings and variable-rate borrowings and may supplement by hedging activities in a manner the Group deems prudent. The Group entered into interest rate swap arrangements to manage interest rate risk on its loans drawn under the MN1 2020 Revolving Facilities.

### **Credit risk**

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group issues credit in gaming operations pursuant to gaming credit facilities entered into with customers following a review of their creditworthiness. Credit is/can be given to gaming promoters in the Philippines and Cyprus. These receivables can be offset against commissions payable and any other payments due by the Group to customers and gaming promoters. In this regard, the management of the Group considers that the Group's credit risk is adequately monitored. As at 31 December 2025 and 2024, the credit risks associated with certain casino receivables are mitigated because they are secured by properties with equal or greater value to the carrying amount of the related casino receivable.

### **FUTURE PLANS FOR MATERIAL INVESTMENTS OR CAPITAL ASSETS**

The Group may have significant capital expenditures in the future as it continues to maintain, enhance and develop its existing properties and pursue potential growth opportunities in existing and new jurisdictions. The Group has relied, and intends in the future to rely, on operating cash flow and different forms of financing to meet funding needs.

## **HUMAN RESOURCES**

### **Headcount and Employees' Information**

The total number of the Group's employees was 22,972 as of 31 December 2025 (31 December 2024: 21,795). Among these employees, 220 are located in Hong Kong and the remaining 22,752 are mainly located in Macau, the Philippines and Cyprus. The related staff costs for the year ended 31 December 2025, including directors' emoluments and share-based compensation expenses amounted to HK\$7,772.1 million (year ended 31 December 2024: HK\$6,972.0 million).

### **Human Resources**

Melco International believes that the key to success lies in its people. The Group strives to create environments of care and trust that make employees proud to be part of them. As an equal opportunity employer, Melco International believes that building a stable workforce and cultivating a harmonious workplace starts with embracing diversity. Equal opportunities are ensured in every area, including compensation, benefits, recruitment, promotion, transfer, training opportunities and development. The Group believes, through growing its business, it will be able to create opportunities and deliver value to its people. Thus, the Group encourages its employees to do their best at work and grow with the Group. Melco International builds employees' loyalty through recognition, involvement and participation. Melco International's people policy, systems and practices are directly aligned with the Group's mission and values which contribute to its success.

### ***Recruitment***

Melco International recruits talented people with the necessary professional competencies, desirable personal qualities and commitments to the Group. The Group hires the right people to shape its future. We identify and validate talent through different recruitment exercises and regularly review our recruitment policies and assessment criteria.

### ***Performance and Rewards***

The Company seeks and appreciates high performance. Our reward principle is primarily performance based, and we reward our people competitively and based on their job responsibilities, performances and contributions to the Group's development as well as their professional and managerial competencies.

### ***Training and Development***

The Company provides training for employees to develop the skills required to satisfy business needs, which would improve performance, deliver value and enhance personal growth. The Group adopts a systematic approach in designing our training programmes with a special focus on individual and corporate needs. Training objectives and the desired outcomes are first established and the subsequent results from any training are continually reviewed.

## **FINAL DIVIDEND**

The Board does not recommend the payment of a final dividend for the year ended 31 December 2025 (2024: Nil).

## **CLOSURE OF REGISTER OF MEMBERS FOR ANNUAL GENERAL MEETING**

The annual general meeting of the Company is scheduled to be held on Monday, 8 June 2026. The record date for determining the eligibility of the shareholders of the Company to attend and vote at the annual general meeting is Monday, 8 June 2026. The register of members of the Company will be closed from Wednesday, 3 June 2026 to Monday, 8 June 2026 (both days inclusive), during which period no share transfers will be registered. In order to be eligible to attend and vote at the above meeting, all transfer forms accompanied by relevant share certificates must be lodged with the Company's share registrar, Tricor Investor Services Limited at 17th Floor, Far East Finance Centre, 16 Harcourt Road, Hong Kong for registration not later than 4:30 p.m. on Tuesday, 2 June 2026.

## **COMPLIANCE WITH CORPORATE GOVERNANCE CODE**

The Company has in place its code on corporate governance (the "Company Code"), which sets out the corporate standards and practices used by the Company in directing and managing its business affairs, and is revised from time to time with reference to the principles, code provisions and recommended best practices stipulated in the Corporate Governance Code (the "CG Code") contained in Appendix C1 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"). The Company Code not only formalises the Company's existing corporate governance principles and practices, it also serves to assimilate practices with benchmarks prescribed by The Stock Exchange of Hong Kong Limited (the "Hong Kong Stock Exchange"), ultimately ensuring that the Company runs highly transparent operations and is accountable to its shareholders.

Apart from the deviation mentioned below, the Company has complied with (i) the Company Code and (ii) the code provisions of the CG Code during the year ended 31 December 2025.

Under Paragraph C.2.1 of Part 2 of the CG Code, the roles of chairman and chief executive officer of a listed company should be separate and performed by different individuals. However, in view of the current composition of the Board, the in-depth knowledge of Mr. Ho, Lawrence Yau Lung of the operations of the Group and of the gaming and entertainment sector, his extensive business network and connections in that sector, and the scope of operations of the Group, the Board believes it is in the best interests of the Company for Mr. Ho, Lawrence Yau Lung to assume the roles of Chairman and Chief Executive Officer until such time as the Board considers that such roles should be assumed by different persons.

The Company set up the following Board committees to ensure maintenance of high corporate governance standards:

- a. Executive Committee;
- b. Audit Committee;
- c. Remuneration Committee;
- d. Nomination and Corporate Governance Committee;
- e. Finance Committee; and
- f. Regulatory Compliance Committee.

The Company Code and the terms of reference of the above committees have been posted on the Company's website at [www.melco-group.com](http://www.melco-group.com) under the "Corporate Governance" section.

## **SECURITIES TRANSACTIONS BY DIRECTORS**

The Company has a code for dealing in the Company's securities by the directors of the Company (the "Directors") and relevant employees, who are likely to be in possession of inside information in relation to the securities of the Company (the "Code of Securities Dealings") on terms no less exacting than the required standards set out in the Model Code for Securities Transactions by Directors of Listed Issuers contained in Appendix C3 to the Listing Rules. Having made specific enquiry of the Directors, all Directors confirmed that they have complied with the required standards set out in the Code of Securities Dealings throughout the year of 2025.

## **AUDIT COMMITTEE**

The Company has an Audit Committee, which was established for the purpose of reviewing and providing supervision over the Group's financial reporting processes and overseeing the Group's risk management and internal control systems.

The Audit Committee, made up of three Independent Non-executive Directors, met four times during the year. At the meetings, the Audit Committee reviewed the accounting principles and practices adopted by the Group, the interim and annual reports of the Group and discussed with the internal auditor, external auditor and management the auditing, risk management, internal control and financial reporting matters.

The Group's annual results for the year ended 31 December 2025 have been reviewed by the Audit Committee and audited by the independent auditor of the Group, Deloitte Touche Tohmatsu.

## **SCOPE OF WORK OF DELOITTE TOUCHE TOHMATSU**

The figures in respect of the Group's consolidated statement of financial position, consolidated statement of profit or loss and other comprehensive income and the related notes thereto for the year ended 31 December 2025 as set out in the annual results announcement have been agreed by the Group's auditor, Deloitte Touche Tohmatsu, to the amounts set out in the audited consolidated financial statements of the Group for the year as approved by the Board on 31 March 2026. The work performed by Deloitte Touche Tohmatsu in this respect did not constitute an assurance engagement and consequently no opinion or assurance conclusion has been expressed by Deloitte Touche Tohmatsu on the annual results announcement.

## **PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES**

During the year ended 31 December 2025, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities.

## **PUBLICATION OF ANNUAL RESULTS AND ANNUAL REPORT ON THE WEBSITES OF THE COMPANY AND THE HONG KONG STOCK EXCHANGE**

This announcement is published on the Company's website ([www.melco-group.com](http://www.melco-group.com)) and the Hong Kong Stock Exchange's website ([www.hkexnews.hk](http://www.hkexnews.hk)). The 2025 annual report will be available on the websites of the Company and the Hong Kong Stock Exchange and printed copies of the annual report will be sent to the shareholders of the Company who have elected to receive printed copies in due course in accordance with the Listing Rules.

## **BOARD OF DIRECTORS**

As at the date of this announcement, the Board comprises four Executive Directors, namely Mr. Ho, Lawrence Yau Lung (Chairman and Chief Executive Officer), Mr. Evan Andrew Winkler (President and Managing Director), Mr. Chung Yuk Man, Clarence and Mr. Geoffrey Stuart Davis (Chief Financial Officer); and three Independent Non-executive Directors, namely Mr. Tsui Che Yin, Frank, Ms. Karuna Evelyne Shinsho and Mr. Ko Chun Fung, Henry.

By Order of the Board of  
**Melco International Development Limited**  
**Ho, Lawrence Yau Lung**  
*Chairman and Chief Executive Officer*

Hong Kong, 31 March 2026