

For Immediate Release



NagaCorp Announces 2024 Annual Results

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Gross Gaming Revenue (GGR) of US\$542.9 million

EBITDA of US\$202.8 million

Net Profit of US\$109.6 million

Hong Kong, 25 March 2025 – **NagaCorp Ltd.** (“**NagaCorp**” or the “**Company**”, SEHK stock code: 3918), together with its subsidiaries (collectively referred to as the “**Group**”) which owns, manages and operates NagaWorld, the entertainment centre of the Mekong Region, today announced financial and operating results for the financial year ended 31 December 2024 (the “**Year**” or “**FY2024**”).

- 1) **Gross Gaming Revenue (“GGR”)** increased by 5.5% to US\$542.9 million
- 2) **Mass Market GGR** increased by 17.2% to US\$395.0 million
- 3) **Mass Market and Premium VIP Market segments with a blended gross profit margin of 86%**, accounted for 94% of total gross profit
- 4) **Net Profit** amounted to US\$109.6 million
- 5) **Basic earnings per share** of US cents 2.48
- 6) **Earnings Before Interest, Tax, Depreciation and Amortisation (“EBITDA”)** amounted to US\$202.8 million

BUSINESS REVIEW

The overall financial results and performance of the Group were attributed to the following:

- 1. Steady Business Recovery and Sustained Growth Trajectory:** The Group recorded a steady increase in business volume recovery during the Year. This was driven by the ongoing recovery in leisure and business visitation to NagaWorld supported by the gradual recovery of tourism in Cambodia, together with a stable and self-sustaining business from the captive domestic market.

The average daily business volumes for the Mass Market saw a 8.2% year-on-year (“YoY”) increase from US\$9.9 million to US\$10.7 million, representing a recovery rate of 89.1% compared to the pre-pandemic level of financial year ended 31 December 2019 (“FY2019”). This growth was primarily attributable to the stable and increasing headcount at NagaWorld, underscored by the resilience of the captive domestic market comprising a reasonably sized expatriate community. Furthermore, the recovery of international arrivals into Cambodia via the Phnom Penh International Airport, with a recovery rate of 84.6% in 2024 compared to 2019 further supported this positive trend.

In FY2024, average daily rollings of the Premium VIP Market recovered to 82.5% of the pre-pandemic level of FY2019. This performance was largely driven by the ongoing return of business travellers to Cambodia and conversion of some former Referral VIP players into direct Premium VIP players. The Group observed that business travellers typically have greater spending capacity and tend to stay for extended periods with frequent repeat visits.

The Mass Market and Premium VIP Market collectively contributed approximately 88.5% and 94.1% to the Group’s total revenue and gross profit respectively during the Year.

The average daily GGR for Referral VIP Market saw a YoY growth of 1.2% during the Year, supported by an improved rollings of 4.6%. Average daily rollings increased sequentially by 40.2% to US\$6.3 million in the second half of the Year (“2H2024”) compared to US\$4.5 million in the first half of the Year (“1H2024”). This sequential growth can be attributed to the ongoing gradual return of both leisure and business travellers visiting NagaWorld for high quality entertainment offerings. The Group will maintain its strategic focus on pursuing and working with reputable Referral VIP agents.

- 2. Tourism Sector Drives Cambodia’s Economic Growth and Enhances International Appeal:** The revitalisation of the tourism sector has been crucial to Cambodia’s economic recovery, with the continued increase in international arrivals driving economic resurgence and spurring growth. In an effort to bolster tourism, the Royal Government of Cambodia (“RGC”) has been proactively working on various strategic initiatives aimed at revitalising the tourism sector, boosting flight capacity recovery, and positioning Cambodia as a competitive,

sustainable, and inclusive leading global tourism destination. In July 2024, Cambodia's Ministry of Tourism (the "**MOT**") formed the Cambodia Tourism Marketing and Promotion Board ("**CTB**") (comprising of 15 public and private institutions) tasked with spearheading international marketing efforts to elevate Cambodia's profile and attract tourists to Cambodia's top tourist destinations. Following the formation of the CTB, one of the key initiatives by the RGC, to promote overall tourism into Cambodia, includes the approval of a US\$50 million budget in an effort to attract more international tourists into the country over the next two years (Source: *Jianhua Daily*, 13 July 2024). The budget will be used to promote Cambodia's tourism resources, strengthen overseas marketing activities and further position the country as a leading destination in Association of Southeast Asian Nations ("**ASEAN**") (Source: *China News*, 27 July 2024).

At the third Ministerial Meeting on tourism cooperation between Cambodia and Thailand in July 2024, five key collaborations were agreed upon, including the "Two Countries, One Destination" campaign, promoting quality tourism and tourism investments (Source: *Khmer Times*, 2 & 20 July 2024). As part of the CTB's tourism promotion strategies, the MOT partnered with Visa Worldwide – a world leader in digital payment solutions – in September 2024 to support the growth of tourism in Cambodia and enhance its appeal to international tourists. Initiatives will include providing tourism data and insights, providing marketing support and assisting in digital transformation (Source: *Khmer Times*, 11 September 2024). The RGC consistently focuses on promoting Cambodian tourism across all destinations and has introduced measures such as reduced e-visa fees for both tourist and business travellers to attract more tourists and investors to Cambodia (Source: *Khmer Times*, 30 December 2024).

At the ASEAN Tourism Forum in January 2025, the MOT highlighted its ongoing efforts to diversify the tourism market while maintaining Cambodia's position as a leading destination. In 2024, ASEAN recorded approximately 123 million international arrivals, marking a 30.6% YoY increase compared to 2023 (Source: *Phnom Penh Post*, 28 January 2025). This growth highlights the expanding potential of the ASEAN tourism market. In 2024, Cambodia welcomed 6.7 million international arrivals, surpassing the pre-pandemic level with a recovery rate of 101.4%. Among major Asian countries (Cambodia, Vietnam, Thailand, Singapore, Malaysia, Indonesia, Philippines, Korea and Japan), Cambodia ranks 2nd in terms of recovery of international arrivals behind Japan. The majority of Cambodia arrivals came from border-crossings out of Thailand and Vietnam (excluding these countries, the recovery rate for Cambodia was approximately 61.4%).

While visitation from China is still recovering, there are encouraging signs of improvement. Visitation from China accelerated in 2024, wherein 1H2024 growth was 45.2% while 2H2024 growth was 64.3% compared to the corresponding periods in the previous year (Source: *MOT*).

In response to growing travel demand, most airlines have resumed services, expanded capacity, and launched new direct flights into Cambodia. As of 17 March 2025, there was a 21.1% increase in weekly international direct flights into Cambodia stood at 585 flights, compared to 1H2024. This includes a 33.1% increase in weekly direct flights from Greater China cities such as Beijing, Changsha, Chengdu, Chongqing, Fuzhou, Guangzhou, Haikou, Kunming, Nanning, Sanya, Shanghai, Shenzhen, Xi'An, Xiamen, Zhengzhou, Macau, Taipei and Hong Kong and a 18.6% increase in weekly direct flights from Southeast Asia reaching 165 and 383 flights respectively, compared to 1H2024. With more airlines entering the market (including 7 weekly direct flights from Dubai and Qatar respectively and 2 weekly direct flights from India) and existing operators expanding their operations by introducing new routes, total direct weekly flights into Cambodia from Southeast Asia, South Korea and Greater China have recovered to about 84.7%, 77.8% and 39.8% respectively, compared to the pre-pandemic levels in 2019 (Source: Cambodia airports, airline websites, and Company internal data).

NagaWorld, as the only integrated resort in Phnom Penh, continues to benefit from the ongoing recovery of tourism. As the economy continues to expand, NagaWorld is well-positioned to capitalise on the influx of both leisure and business travellers.

- 3. Foreign Direct Investments ("FDI") Expansion and Global Trade Diversification Accelerate Cambodia's Economic Development and Growth:** On 16 May 2024, Moody's Ratings upgraded its outlook on Cambodia to stable, citing the country's improving external positioning, supported by a reduction in trade deficits, gradual recovery in tourism and FDI inflows (Source: Moody's Ratings Credit Opinion, 16 & 23 May 2024). Again, Moody's Ratings and S&P Global revised the Company's outlook to stable on 6 June 2024 and 6 August 2024 respectively (Source: Moody's Ratings Credit Opinion, 6 June 2024; S&P Global Credit Research, 6 August 2024). Cambodia's evolving investment environment in recent years has positioned it as one of the most appealing destinations for foreign investors and businesses, with a growing economy, modern infrastructure, and rapid urbanisation. According to FDI Standouts Watchlist 2024 by FDI Intelligence, Cambodia ranked first among the top 10 emerging markets exhibiting the strongest investment momentum for 2024 and expected to be Southeast Asia's fastest-growing economy. This ranking was attributed to Cambodia's robust and consistent GDP growth, low inflation rate, and rapid expansion in FDI (Source: Khmer Times, 22 May 2024). According to the Council for Development of Cambodia, the country witnessed a surge in investment projects with the approval of new and expansion projects totalling US\$6.9 billion in 2024, up 40.2% YoY from investment recorded in 2023 (Source: Khmer Times, 12 January 2025). In 2024, China continued to be Cambodia's largest investment source, amounting to US\$3.4 billion or 49.8% of the total foreign investment for the Year (Source: Khmer Times, 14 January 2025).

The ongoing commitment to fostering robust bilateral relations between Cambodia and other regional partners will encourage more businesses to expand into Cambodia, resulting in a rise

in business visitation and business migration. Such visitation will continue to provide NagaWorld with a growing source of higher spending customers looking for quality entertainment and gaming.

Since becoming a member of the Regional Comprehensive Economic Partnership in January 2022, Cambodia has continued to benefit from free trade, greater market access, and increased bilateral trade and FDI. These trade agreements have played a key role in strengthening diplomatic relations among member countries, promoting a more integrated and interconnected region and easing travel restrictions, which has in turn boosted leisure and business travel. Cambodia's growing diversification of export markets is aligned with a significant increase in trade volume, reaching US\$54.7 billion in 2024, an increase of 16.9% YoY (*Source: Khmer Times, 11 January 2025*). As Cambodia continues to capitalise on the advantages of these trade agreements, it is poised to broaden and diversify its market reach, fostering long-term economic growth by attracting new FDI and businesses seeking to establish a stronger presence in the region.

- 4. Maintaining Adequate Liquidity for Business Operations:** As of 31 December 2024, the Group had cash and deposits of US\$120.6 million. On 31 May 2024, the Company drew down the loan amount of US\$70 million at an interest rate of 8% per annum which is repayable on or before the second anniversary of such advance pursuant to the Loan Agreement with CLK Capital (the "**Shareholder's Loan**") for the purpose of discharging part of the outstanding 2024 Senior Notes upon their maturity on 6 July 2024. CLK Capital is directly and wholly owned by The Sakai Trustee (in its capacity as the trustee of The Sakai Trust), which is in turn a controlling shareholder of the Company.

Subsequently, the Company fully repaid the outstanding principal amount of US\$472.2 million on the 2024 Senior Notes together with the interest accrued to the maturity date. Following the full repayment of the 2024 Senior Notes, the Company does not have any debt obligations, other than the outstanding Shareholder's Loan.

- 5. Rising Shareholdings via Southbound Trading under Shanghai-Hong Kong Stock Connect and Shenzhen-Hong Kong Stock Connect (the "Stock Connect") Continue to Improve Share Liquidity:** Since being added to the Southbound trading under the Stock Connect on 13 March 2023, the trading of the Company's shares through the Stock Connect has been trending upward. As of 14 March 2025, the total shareholdings of the Company held through the Stock Connect were 41.8 million shares, representing approximately 0.94% of the Company's total issued shares. This highlights the success of the Stock Connect programme in drawing more Mainland China investors to trade the Company's shares via the Southbound trading. As the only foreign gaming operator eligible for Southbound trading, the Company believes that its share liquidity will continue to improve, benefiting from access to a sizable pool of domestic investors in Mainland China.
- 6. Corporate Social Responsibility ("CSR") Initiatives and Corporate Level Performances:** NagaWorld's commitment to making a positive impact in the community is driven by

NagaWorld Kind Hearts (“**NKH**”), the Company’s CSR arm. Since 2014, NKH has organised over 730 activities, with the invaluable participation of employees who have contributed more than 43,000 volunteer hours. Aligned with the United Nations Sustainable Development Goals and Cambodia’s vision for sustainable development, its efforts focus on four key areas: Education Enhancement, Community Engagement, Sports Development, and Environmental Care.

The Company believes that investing in education is investing in the future of a nation. NKH is committed to creating sustainable change in its communities through various CSR initiatives. NKH has initiated the stationery set distribution project at schools and non-governmental organisations (“**NGO**”), benefitting over 175,000 underprivileged students across 13 provinces and cities since 2014. During the Year, NKH donated 55 computer sets, benefitting 3,749 children from 10 NGO and schools. To further empower youth, the Youth @ Risk programme was launched, sponsoring up to 70 marginalised youth to participate in a 20-month boarding programme designed to equip them with life skills and employability competencies.

NagaWorld supports community welfare through various engagement initiatives aimed at fostering meaningful connections and building a brighter future for all. During the Year, the Company supported the local arts scene by hosting A Beautiful Evening of Music with the Angkor Youth Orchestra Association (“**ANYO**”), marking a significant milestone in ANYO’s nearly two-decade journey of advancing classical music in Cambodia. Held at the Nations Arts Bayon Academy (NABA) Theatre in NagaWorld, the event welcomed an audience of 1,000, including 180 children and young adults from 5 NGO. Since 2014, the Fire Safety Awareness programme has donated 399 fire extinguishers and provided fire safety demonstrations, benefitting over 50,000 community members. Festive celebrations were also organised to bring cheer and joy to underprivileged children.

NagaWorld maintains its longstanding commitment as a dedicated corporate supporter of Cambodian athletes. NagaWorld was the first company to forge a sponsorship agreement with the National Olympic Committee of Cambodia in 2011. This agreement encompasses a wide range of major sporting events, including the Southeast Asian Games (SEA Games), Asia Games, and the Olympics. During the Year, NagaWorld sponsored the 4th National Games, held from 29 October to 8 November 2024. NagaWorld Football Club (“**NagaWorld FC**”) celebrated the achievements of its women’s team captain who made history by becoming the first Cambodian woman to score in the AFC Women’s Champions League during her loan to a team in Laos for the playoff tournament. NagaWorld FC also won the inaugural eCambodian Premier League 2024/25, hosted a football clinic and collaborated with NKH to organise a U-18 Mini Football tournament at its home stadium, Kampong Speu Stadium, to nurture young talent and promote physical education.

In support of Cambodia’s goal to achieve 60% forest cover by 2050, NKH planted nearly 3,500 tree saplings across four provinces during the Year, involving over 400 participants. NKH also

promoted environmental awareness through cleanup activities, waste management workshops, and the Soap for Hope project to recycle used hotel soap. Since 2017, over 1,660kg of soap has been recycled and given to 725 families, promoting waste reduction, sustainability, and personal hygiene awareness. In November 2024, NagaWorld signed a Memorandum of Understanding with the Ministry of Education, Youth and Sport to launch a 7-month waste management and recycling competition across 68 secondary schools in Phnom Penh.

This year, NagaWorld's CSR efforts received significant recognition, including the Social Empowerment and Green Leadership awards at the Asia Responsible Enterprise Awards (AREA), the Platinum Award for "Best in Cambodia" for the fourth consecutive year at the 16th Global CSR & Environmental, Social, and Governance ("ESG") Summit and Awards™, and Gold, Silver, and Bronze Stevie® Awards in the "CSR Programme of the Year in Asia, Australia, and New Zealand" category at the 21st Annual International Business Awards®. NagaWorld remains the only Cambodian company to have won three Gold Stevie® Awards in this category, reaffirming its leadership in CSR excellence.

At the corporate level, in June 2024, the Company was awarded the coveted Most Honoured Company in the Small & Mid-Cap and Asia (ex-Mainland China) categories and an Honoured Company in the Asia (ex-Japan) category by the renowned financial publication *Institutional Investor* for exceptional leadership and investor relations, including "Best Investor Relations", "Best IR Team", "Best CFO", "Best IR Professional", "Best Overall ESG" and "Best Company Board of Directors" under the Gaming & Lodging sector. This recognition was part of *Institutional Investor's* 2024 Asia (ex-Japan) Executive Team rankings survey as voted by the buy-side and sell-side investment community, which are regarded globally as the financial industry's benchmark for excellence.

The Group is dedicated to generating long-term value for all stakeholders and continuously pursues excellence by fostering sustainable growth of its business.

PROSPECTS

Cambodia's economy has demonstrated resilience in the post-pandemic recovery, supported by the sustained growth of the tourism and manufacturing sectors, despite external challenges arising from geopolitical tensions and the impact of a global economic slowdown.

The tourism sector is one of the significant contributors to Cambodia's GDP growth fuelling the country's rapid economic development and transformation. Efforts in rejuvenating Cambodia's tourism sector are already underway including the expansion of flight routes, increased collaboration with neighbouring countries, ongoing infrastructure improvements and travel visa facilitation measures. The RGC continues to actively promote the country's tourism potential and has been in talks with various countries to introduce direct flights and launch new routes between

Cambodia and countries such as the Philippines, Japan, Turkey, Australia, Abu Dhabi, Germany and several European nations (Source: *Khmer Times*, 12 March 2024, 23 March 2024, 18 July 2024, 28 November 2024, 29 January 2025 & 5 March 2025; *Phnom Penh Post*, 7 March 2025). The under-construction Phnom Penh Techo Takhmao International Airport is nearing completion and is expected to be operational in 2025 with capacity for up to 13 million passengers annually during the first phase of operation, anticipating the ability to facilitate and drive more leisure and business travellers to Cambodia (Source: *Khmer Times*, 24 February 2025). This new large-scale airport is part of the RGC's long-term strategy to position Cambodia as a world-class tourist destination and propel the capital city's growth through infrastructure advancements, along with the introduction of new routes and destinations. The RGC aims to attract up to 7.5 million international arrivals in 2025 and expects to grow that visitation further once the new Phnom Penh international airport officially opens in 2025 (Source: *Khmer Times*, 27 January 2025).

The RGC has been developing joint action plans and implementing several strategies to attract international tourists. For example, trade relations between Cambodia and Thailand have been significantly expanded as a result of a strategic partnership between the two countries. As part of this partnership and to enhance bilateral relations, the RGC remains committed to attracting more investment from Thailand by exploring various opportunities, with both countries continuing to pursue the Plus-One strategy by attracting private sector investments, aiming to achieve bilateral trade of US\$15 billion by 2025 (Source: *Khmer Times*, 20 September 2024). This solid trade partnership will further deepen bilateral relations between the two countries and encourage more businesses to invest and expand into Cambodia, leading to an increase in business visitation to Cambodia. Additionally, as part of the strategy to attract more international tourists, Cambodia is considering Thailand's proposal labeled "Six Countries, One Destination" (6-in-1), a travel visa plan aimed at promoting tourism and economic collaboration between Cambodia, Brunei, Laos, Malaysia, Vietnam and Thailand. The expectation is that a single visa for multiple countries will boost regional tourism with seamless travel between the countries making it more attractive for international tourists who seek multicultural experiences and exploration of multiple destinations in ASEAN (Source: *Khmer Times*, 23 October 2024).

The launch of the "Year of People-to-People Exchanges" in the beginning of 2024 between China and Cambodia has been injecting stronger vitality into the development of bilateral relations in the areas of culture, tourism and economy. With these comprehensive and distinctive mechanisms, Cambodia remains optimistic that investment and tourism between the two countries will further improve, by attracting more Chinese tourists and investors (Source: *Khmer Times*, 11 April 2024). In addition to the "China Ready" strategy of targeting Chinese tourists, Cambodia is also actively engaging in the ASEAN Tourism initiative and showcasing Cambodia's diverse tourism offerings to expand its presence in both the ASEAN and international tourism markets (Source: *Khmer Times*, 15 January 2025). As Cambodia continues its path of recovery with ongoing regional tourism collaboration and travel exhibitions, the country's tourism sector is poised to maintain its upward trajectory and become a leading tourism destination in Southeast Asia.

In a similar effort to enhance people-to-people ties, tourism and cultural relations between South Korea and Cambodia, the RGC has also engaged with South Korea in proposing several initiatives to boost trade and tourism between the two countries by promoting direct flights between Siem Reap and major South Korea provinces such as Incheon, Busan, Jeju, and the south-western Korean county of Muan (Source: *Khmer Times*, 20 May 2024, 1 November 2024 & 18 December 2024).

The RGC aims to become a middle-income country by 2030 and a high-income country by 2050 (Source: *Khmer Times*, 16 October 2024). The transition into a digitised economy and adoption of rapidly emerging digital technologies is crucial for achieving this goal with improved connectivity and digital literacy. In this regard, the demand for data centres will continue to rise to support Cambodia's digital innovation and rapid socio-economic development, ensure reliable data access, and foster a conducive business environment. As part of the digitalisation plan, Cambodia's National Data Centre is expected to be fully operational by 2025, set to improve the country's administrative services and fully digitise Cambodia's operations (Source: *Asian Telecom*, 12 January 2024; *Knight Frank – Navigating the Data Centre Landscape in Cambodia*, December 2024). The future of Cambodia's data centres looks promising with private and public sector investments supporting its growth. Additionally, Cambodia's strategic location in Southeast Asia makes it an ideal hub for regional data centres and an attractive destination for multinational corporations. With the country's ongoing political and social stability, the RGC's proactive approach to attracting FDI, alongside advancements in digital infrastructure and business facilitation are expected to attract more international companies establishing operations in Cambodia, further boosting the country's economic growth and development.

The Group remains optimistic about its long-term growth prospects with Cambodia's ongoing economic recovery and political stability demonstrating strong fundamentals for its continued expansion in the years ahead. NagaWorld, as the only integrated resort in Phnom Penh, will continue to thrive by attracting more visitors seeking entertainment and luxurious lifestyle offerings at competitive prices and value. The development of Naga 3 as a leading tourism asset for Cambodia aligns with the RGC's broader vision and commitment in bolstering the tourism sector. This initiative positions Naga 3 as a key contributor to the regional tourism landscape, showcasing a shared dedication to elevating the global presence of Cambodia's tourism.

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ABOUT NAGACORP LTD.

NagaCorp Ltd. has been listed on The Hong Kong Stock Exchange since October 2006 (SEHK stock code: 3918). Established in 1995, NagaCorp's wholly owned subsidiary NagaWorld Ltd. owns, manages and operates the only world-class integrated entertainment and leisure complex

in Phnom Penh, the capital of the Kingdom of Cambodia. It owns a casino license valid for 70 years, and exclusive gaming rights for a period of 51 years (1995-2045). NagaCorp was selected for inclusion in the Hang Seng Foreign Companies Composite Index launched on 5 September 2011. On 10 September 2018, the Group was included as a constituent of the Hang Seng Composite Large Cap & Mid Cap Index. On 13 March 2023, the Group was listed as one of the eligible securities for Southbound Trading under Shanghai-Hong Kong Stock Connect and Shenzhen-Hong Kong Stock Connect.

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