



# 1Q'21 Results Presentation

April 28<sup>th</sup>, 2021

# Disclaimer

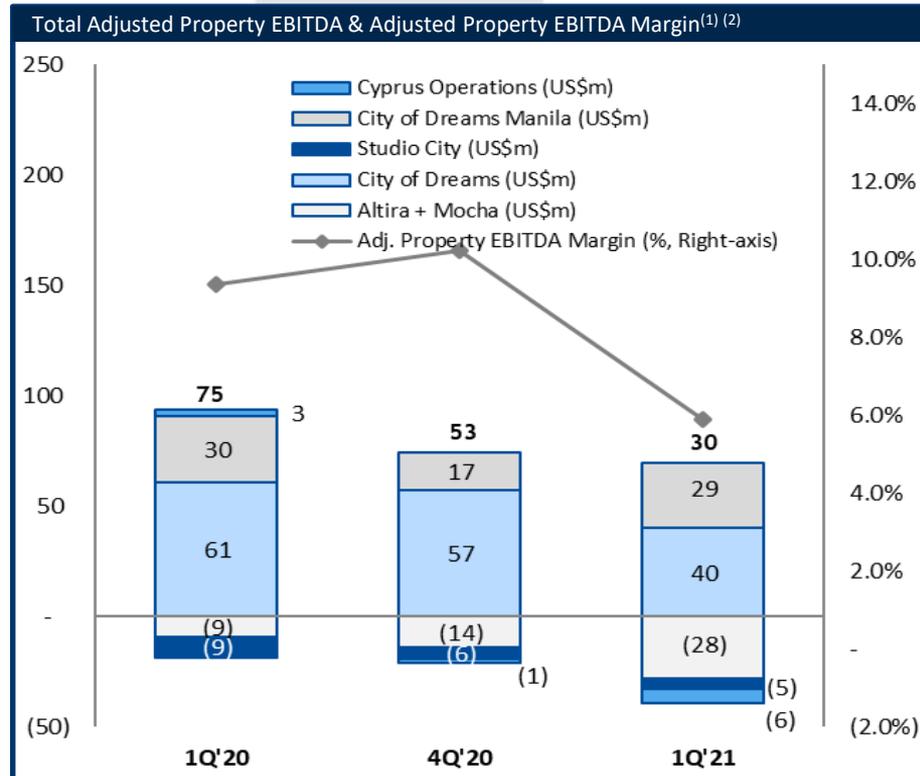
## Safe Harbor Statement

This presentation contains forward-looking statements. These statements are made under the "safe harbor" provisions of the U.S. Private Securities Litigation Reform Act of 1995. The Company may also make forward-looking statements in its periodic reports to the U.S. Securities and Exchange Commission (the "SEC"), in its annual report to shareholders, in press releases and other written materials and in oral statements made by its officers, directors or employees to third parties. Statements that are not historical facts, including statements about the Company's beliefs and expectations, are forward-looking statements. Forward-looking statements involve inherent risks and uncertainties and a number of factors could cause actual results to differ materially from those contained in any forward-looking statement. These factors include, but are not limited to, (i) the global pandemic of COVID-19, caused by a novel strain of the coronavirus, and the continued impact of its consequences on our business, our industry and the global economy (ii) growth of the gaming market and visitation in Macau, the Philippines and the Republic of Cyprus, (iii) capital and credit market volatility, (iv) local and global economic conditions, (v) our anticipated growth strategies, (vi) gaming authority and other governmental approvals and regulations and (vii) our future business development, results of operations and financial condition. In some cases, forward-looking statements can be identified by words or phrases such as "may", "will", "expect", "anticipate", "target", "aim", "estimate", "intend", "plan", "believe", "potential", "continue", "is/are likely to" or other similar expressions. Further information regarding these and other risks, uncertainties or factors is included in the Company's filings with the SEC. All information provided in this presentation is as of the date of this presentation and the Company undertakes no duty to update such information, except as required under applicable law.

This presentation contains non-GAAP financial measures and ratios that are not required by, or presented in accordance with, U.S. GAAP, including Adjusted property EBITDA and Adjusted EBITDA. The non-GAAP financial measures may not be comparable to other similarly titled measures of other companies since they are not uniformly defined and have limitations as analytical tools and should not be considered in isolation or as a substitute for U.S. GAAP measures. Non-GAAP financial measures and ratios are not measurements of our performance under U.S. GAAP and should not be considered as alternatives to any performance measures derived in accordance with U.S. GAAP or any other generally accepted accounting principles. Reconciliations of such non-GAAP financial measures and ratios to their most directly comparable financial measures and ratios are included in our earnings releases that have been furnished with the SEC and are also available on our Investor Relations website at <http://ir.melco-resorts.com>.

# Earnings Summary – 1Q'21

Melco recorded Group-wide Adjusted Property EBITDA of US\$30 million

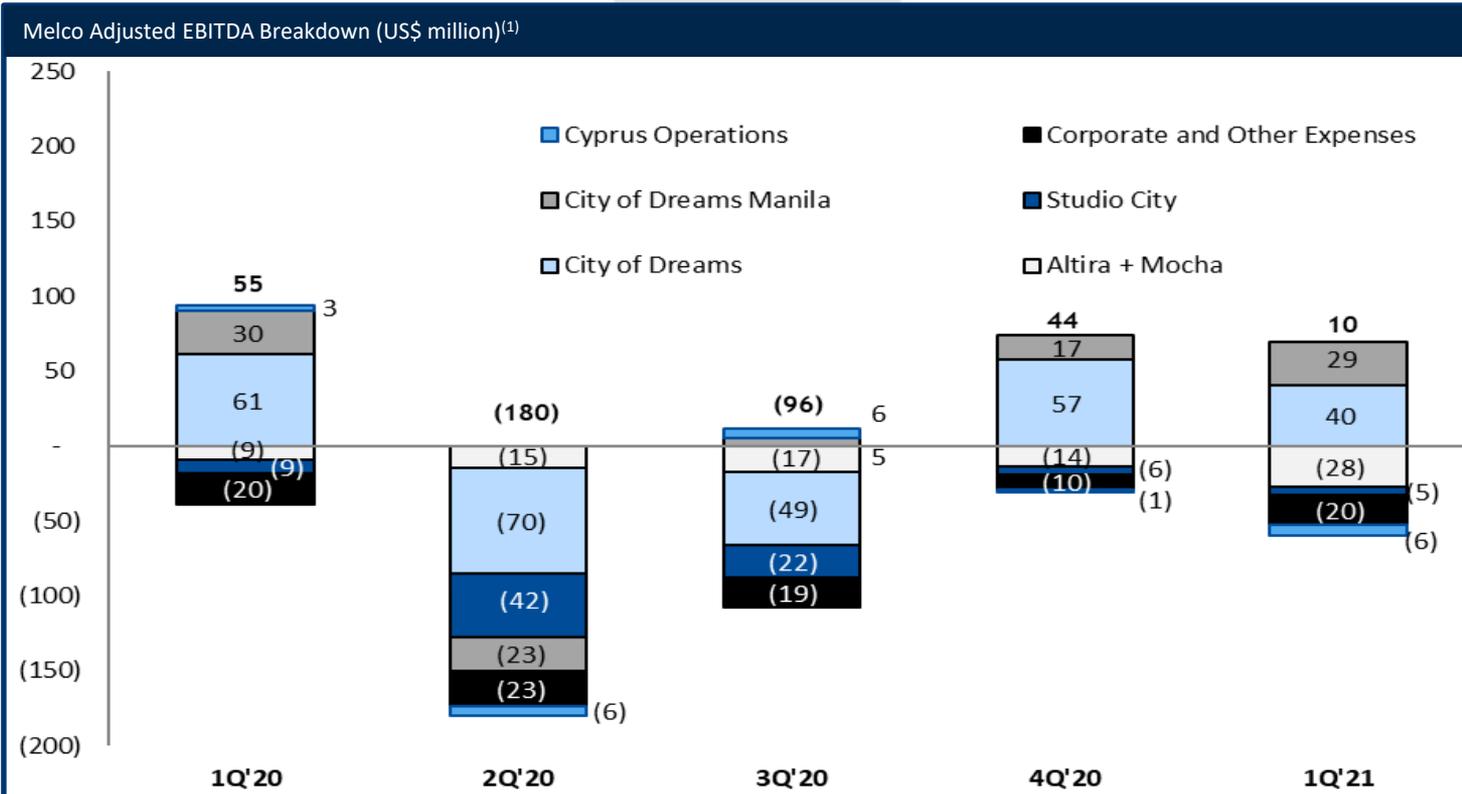


Notes:

1. "Adjusted Property EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation, payments to the Philippine Parties under the cooperative arrangement (the "Philippine Parties"), land rent to Belle Corporation, Corporate and Other expenses and other non-operating income and expenses
2. Adjusted Property EBITDA margin is Adjusted Property EBITDA divided by total operating revenues

# Melco Adjusted EBITDA – 1Q'21

Melco recorded Adjusted EBITDA of US\$10 million

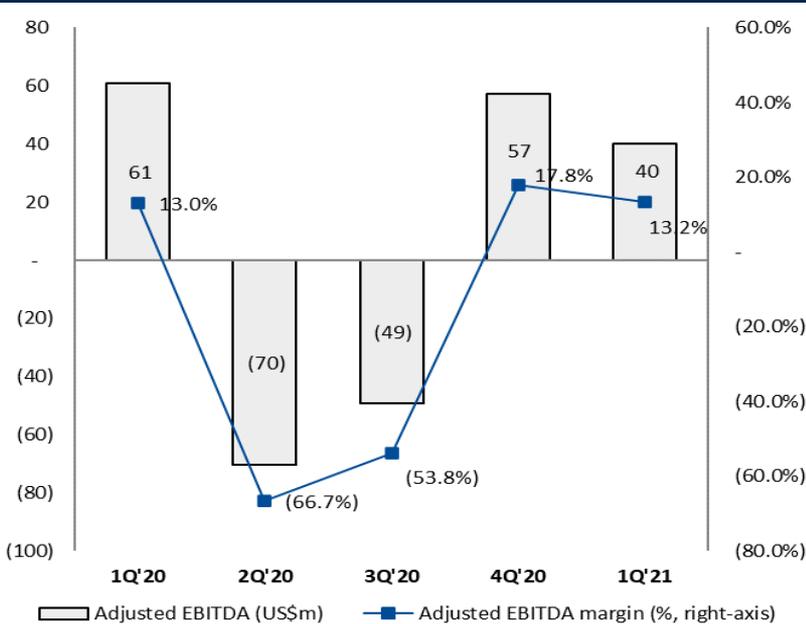


Note:  
 1. "Adjusted EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation, payments to the Philippine parties under the cooperative arrangement (the "Philippine Parties"), land rent to Belle Corporation and other non-operating income and expenses

# City of Dreams – 1Q'21

City of Dreams recorded Adjusted EBITDA of US\$40 million

City of Dreams Adjusted EBITDA and Adjusted EBITDA margin<sup>(1) (2)</sup>



City of Dreams Key Operating Metrics

(US\$m, unless otherwise stated)	1Q'21	Vs. 4Q'20	Vs. 1Q'20
VIP Rolling Chip	4,133	31%	(52%)
VIP Win Rate (%)	2.36%	(140bps)	(175bps)
Mass Table Drop	731	(1%)	28%
Mass Table Hold (%)	31.7%	159bps	(200bps)
VIP GGR	97	(18%)	(73%)
Mass GGR	232	4%	21%
Slots GGR	17	17%	(15%)
Total GGR	346	(3%)	(39%)
Total Operating Revenues	303	(6%)	(35%)
Adjusted EBITDA	40	(30%)	(34%)

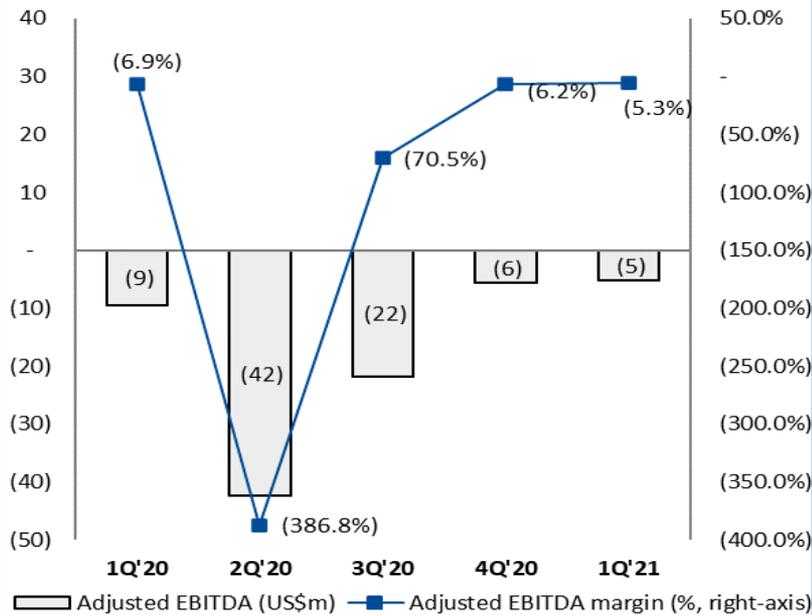
Note:

1. "Adjusted EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation and other non-operating income and expenses
2. "Adjusted EBITDA margin" is Adjusted EBITDA divided by total operating revenues

# Studio City – 1Q'21

Studio City recorded negative Adjusted EBITDA of US\$5 million

Studio City Adjusted EBITDA and Adjusted EBITDA margin<sup>(1) (2)</sup>



Studio City Key Operating Metrics

(US\$m, unless otherwise stated)	1Q'21	Vs. 4Q'20	Vs. 1Q'20
VIP Rolling Chip	505	12%	(63%)
VIP Win Rate (%)	0.29%	42bps	(301bps)
Mass Table Drop	309	1%	(12%)
Mass Table Hold (%)	29.1%	211bps	323bps
VIP GGR	1	349%	(97%)
Mass GGR	90	9%	(1%)
Slots GGR	7	23%	(30%)
Total GGR	99	12%	(33%)
Total Operating Revenues	98	11%	(28%)
Adjusted EBITDA	(5)	6%	45%

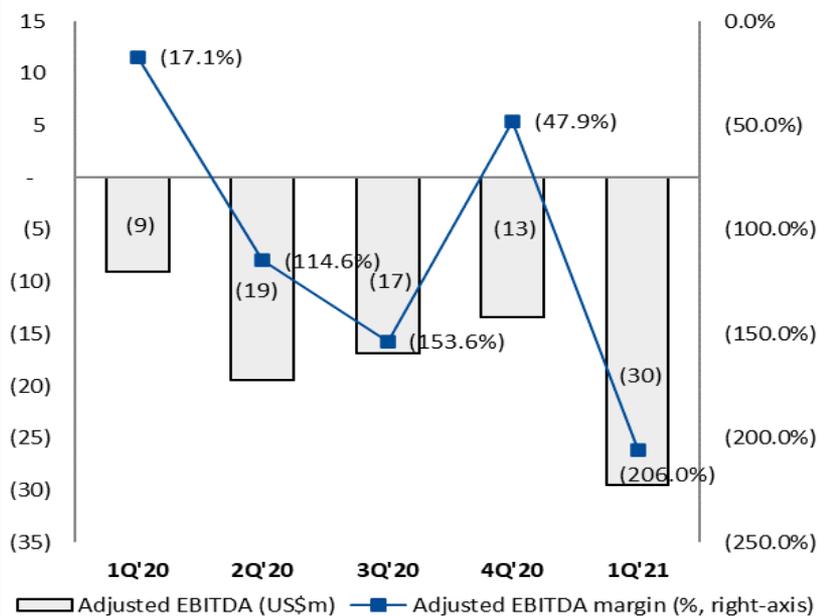
Note:

1. "Adjusted EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation and other non-operating income and expenses
2. "Adjusted EBITDA margin" is Adjusted EBITDA divided by total operating revenues

# Altira – 1Q'21

Altira recorded negative Adjusted EBITDA of US\$30 million

Altira Macau Adjusted EBITDA and Adjusted EBITDA margin<sup>(1) (2)</sup>



Altira Key Operating Metrics

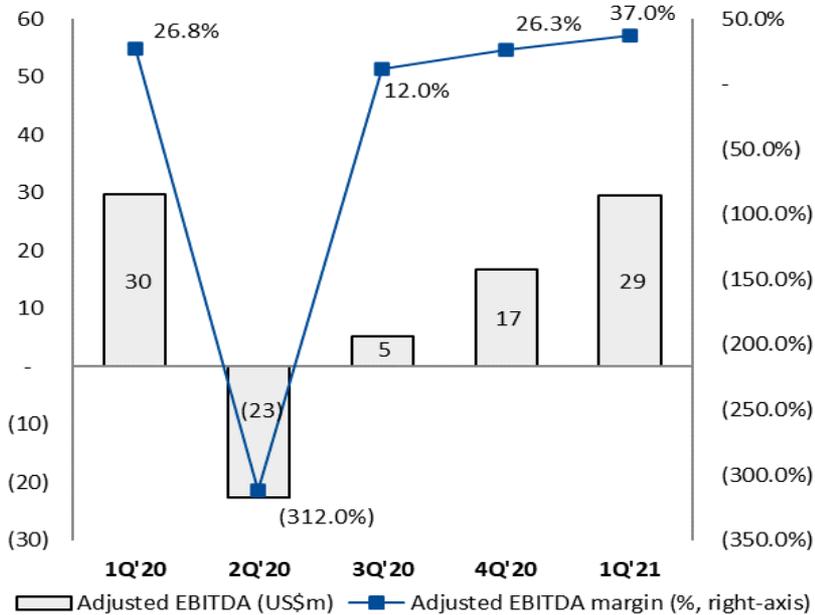
(US\$m, unless otherwise stated)	1Q'21	Vs. 4Q'20	Vs. 1Q'20
VIP Rolling Chip	1,105	16%	(20%)
VIP Win Rate (%)	1.60%	(154bps)	(288bps)
Mass Table Drop	51	6%	(20%)
Mass Table Hold %	19.1%	(7bps)	(1,135bps)
VIP GGR	18	(41%)	(71%)
Mass GGR	10	6%	(50%)
Slots GGR	2	3%	141%
Total GGR	30	(28%)	(64%)
Total Operating Revenues	14	(49%)	(73%)
Adjusted EBITDA	(30)	(120%)	(226%)

- Note:
- "Adjusted EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation and other non-operating income and expenses
  - "Adjusted EBITDA margin" is Adjusted EBITDA divided by total operating revenues

# City of Dreams Manila – 1Q'21

City of Dreams Manila recorded Adjusted EBITDA of US\$29 million

City of Dreams Manila Adjusted EBITDA and Adjusted EBITDA margin<sup>(1) (2)</sup>



City of Dreams Manila Key Operating Metrics

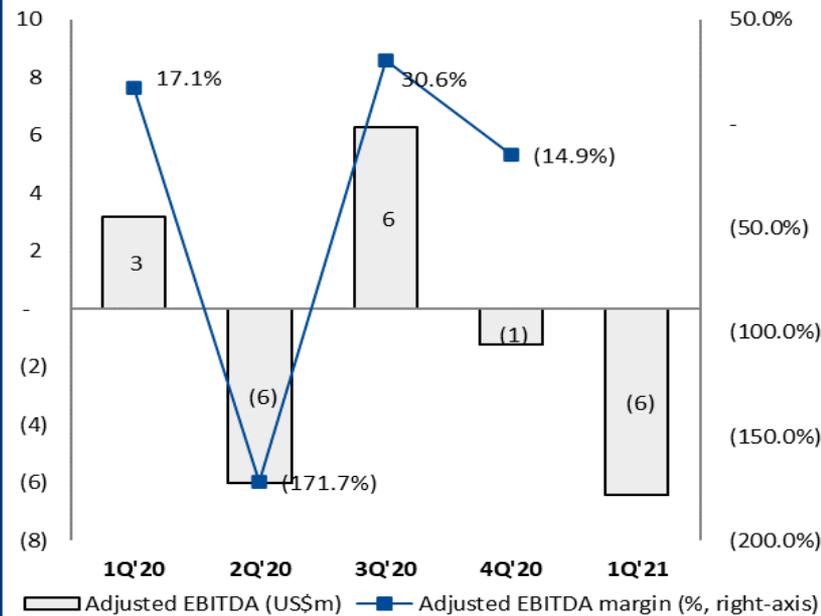
(US\$m, unless otherwise stated)	1Q'21	Vs. 4Q'20	Vs. 1Q'20
VIP Rolling Chip	272	12%	(76%)
VIP Win Rate (%)	7.00%	402bps	328bps
Mass Table Drop	100	0%	(36%)
Mass Table Hold (%)	34.0%	(176bps)	49bps
VIP GGR	19	164%	(56%)
Mass GGR	34	(4%)	(35%)
Slots GGR	32	27%	(9%)
Total GGR	85	25%	(35%)
Total Operating Revenues	79	25%	(28%)
Adjusted EBITDA	29	75%	(0%)

- Note:
1. "Adjusted EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation, payments to the Philippine parties under the cooperative arrangement (the "Philippine Parties"), land rent to Belle Corporation and other non-operating income and expenses
  2. "Adjusted EBITDA margin" is Adjusted EBITDA divided by total operating revenues

# Cyprus Operations – 1Q'21

Cyprus Operations recorded negative Adjusted EBITDA of US\$6 million

Cyprus Operations Adjusted EBITDA and Adjusted EBITDA margin<sup>(1) (2)</sup>



Cyprus Operations Key Operating Metrics

(US\$m, unless otherwise stated)	1Q'21	Vs. 4Q'20	Vs. 1Q'20
VIP Rolling Chip	-	(100%)	N/A
VIP Win Rate (%)	N/A	N/A	N/A
Mass Table Drop	-	(100%)	(100%)
Mass Table Hold (%)	N/A	N/A	N/A
VIP GGR	-	(100%)	N/A
Mass GGR	-	(100%)	(100%)
Slots GGR	-	(100%)	(100%)
Total GGR	-	(100%)	(100%)
Total Operating Revenues	0	(100%)	(100%)
Adjusted EBITDA	(6)	(425%)	(301%)

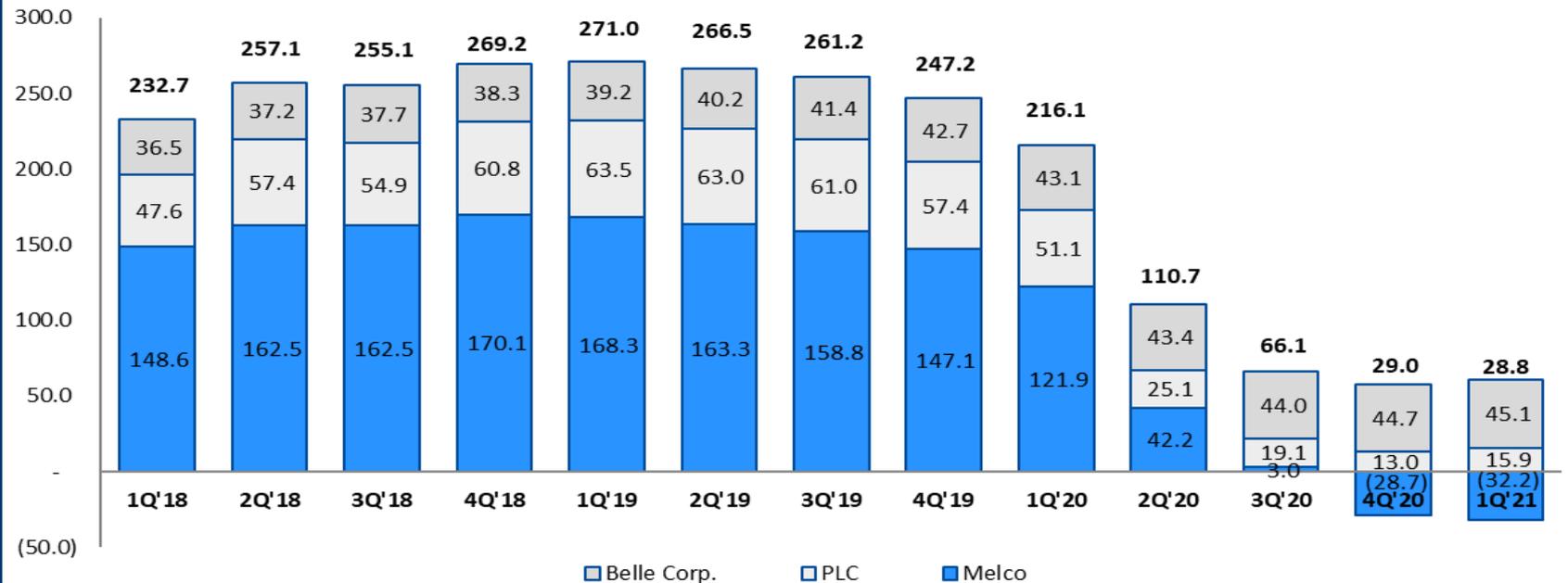
Note:

1. "Adjusted EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation, payments to the Philippine parties under the cooperative arrangement (the "Philippine Parties"), land rent to Belle Corporation and other non-operating income and expenses
2. "Adjusted EBITDA margin" is Adjusted EBITDA divided by total operating revenues

# City of Dreams Manila – Adjusted EBITDA Breakdown

Share of Adjusted EBITDA from City of Dreams Manila

Share of Adjusted EBITDA (Trailing 12 Months, US\$ million)<sup>(1)</sup>



**Notes:**

1. Premium Leisure Corporation's (PLC) share represents payments made to the Philippine Parties while Belle Corporation's share represents cash payments made to Belle Corporation for building and land rent

# Melco's Sustainability Goals & Achievements

---

## Melco's Above & Beyond Sustainability Strategy

Our strategy lays out ambitious goals, actionable targets and further enhancement to disclosures around key environmental, social, and governance (ESG) issues that are critical to Melco's business.

### Key Goals:

- To achieve carbon neutral resorts by 2030
- To achieve zero waste across its resorts by 2030; eliminate problematic single-use plastics in daily operations and contribute to circular economy in Asia
- To be the employer of choice and create the best-in-class working environment for its employees, and to be the best partner to the community both in Macau and around the world
- To inspire guests by seamlessly integrating sustainability in their experience and demonstrate a sustainable future is a better future

### Achievements to date:

#### Renewable energy:

- Assembled Macau's largest solar array of **18,000+ solar panels**, generating 7.7 million kWh of energy per year, equivalent to taking 1,296 passenger cars off the road for a year.
- COD Manila became the first Integrated Resort in the Philippines to harness solar power, installing **3,120 PV panels** to generate 1.2 MW at full capacity.
- Expanding our fleet of electric vehicles to 36 shuttle buses. Electric vehicles now account for 29% of Melco's total bus fleet in Macau, reducing our use and ownership of diesel buses

# Melco's Sustainability Goals & Achievements

---

## Achievements to date [continued]:

### Single-Use Plastic commitments

- Installed the NORDAQ water filtration and bottling system in Morpheus, Macau. Once operational across our entire Macau portfolio, we will **eliminate 14.8 million plastic bottles annually**.
- **Replaced all single use plastic (SUP)** bottles in employee areas with refill water stations, avoiding approximately 244,000 bottles annually.
- Replaced all SUP Food and Beverage (F&B) containers and utensils and straws with biodegradable, sustainable alternatives including items made from cornstarch, bamboo fiber or paper to avoid the use and wastage of **9.5 tons of SUP per year**.
- Trialing large refillable shower amenities in place of small single use plastic amenity bottles at our hotel towers.

### Food waste:

- A successful six-month trial period of Artificial Intelligence (AI)-driven technology, Winnow Vision, saw **Melco reducing overproduced food waste** at COD Macau and Studio City's employee dining rooms by **67% and 60%** in grams per cover, respectively.
- Internal awareness campaigns on food waste also contributed to reducing plate waste in our dining rooms by 13%, equivalent to saving **730 tons** a year (once operations are running fully) on plate waste alone.

### Sustainable Sourcing:

Achieved sourcing all 100% cotton bed, table and bath linens at our Macau and Manila resorts made from OEKO-TEX certified cotton.

# Melco's Sustainability Goals and Achievements

---

## Awards

- “Asia’s Best CSR” – Asian Excellence Awards 2020, Corporate Governance Asia magazine
- “Community Award – Asia” – Industry Community Awards 2020
- Gold Award for “Excellence in Internship Recruitment/Development” – HR Distinction Awards 2020
- Bronze Award for “Best In-house Recruitment Team” – Asia Recruitment Awards 2020
- Green Key Award for all properties in 2020 meeting the stringent standards set by the Foundation for Environmental Education (FEE)
- Studio City Phase 2 recognized with the ‘Regional Award, Asia’ at the BREEAM Awards 2021
- Four accolades received at the Companhia de Electricidade de Macau (CEM) *Macau Energy Saving Activity 2020*.
  - Studio City and City of Dreams were awarded 1<sup>st</sup> Runner-up and Excellence Award of the Hotel Group B category respectively
  - Studio City and Altira Macau were recipients of the Continuous Energy Saving Award (Hotel Group)
- Asian Excellence Award – Best Environmental Responsibility (2013-2020)
- “Best Companies to Work for in Asia” – HR Asia magazine (2019-2020)

# **Melco's Sustainability Goals and Achievements**

---

## **Certifications**

- “RG Check” Accreditation by international third-party Responsible Gambling Council
- Melco integrated resorts in Macau and the Philippines were among first in the world to achieve the Sharecare Health Security VERIFIED® with Forbes Travel Guide certification
- BREEAM “Excellent” ratings for the Design stage for both Studio City Phase 2 and City of Dreams Mediterranean

## **Recognition**

- For our first submission to the Dow Jones Sustainability Index (DJSI), achieved the 93rd percentile for the environment category and the 75<sup>th</sup> percentile of our industry group overall
- In 2019, Melco was named the Best First Time Performer by the globally-renowned Carbon Disclosure Project (CDP) and in 2020 we received an A- score for our climate-related supplier engagement strategy and an overall score of B
- “Excellence” ranking for waste reduction campaign “Wastewi\$e” for 11 consecutive years from 2009-2019 for our Hong Kong offices.

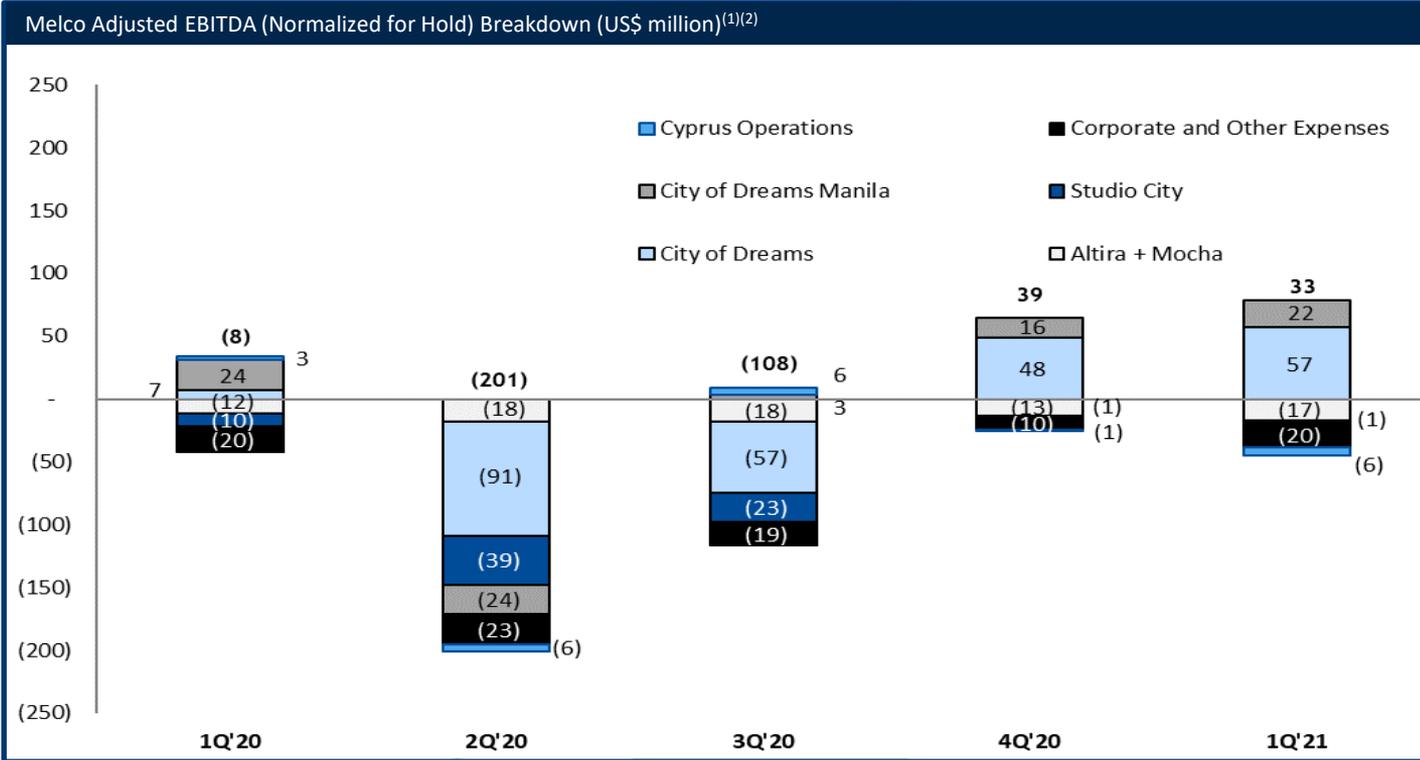


# Appendix



# Melco Adj. EBITDA (Based on Normalized VIP Win Rate) 1Q'21

Adjusted EBITDA (Normalized for Hold) of US\$33 million



Note:

- "Adjusted EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation, payments to the Philippine parties under the cooperative arrangement (the "Philippine Parties"), land rent to Belle Corporation and other non-operating income and expenses
- For illustrative purpose only, normalized VIP win rate is assumed to be 3.00% for this chart, which represents the midpoint of our expected rolling chip win rate. Melco Adjusted EBITDA (Normalized for Hold) is an estimate, is not an actual figure, and is for illustrative purpose only

# Melco: Table Yield Analysis

Continue to optimize table allocation across our portfolio of Integrated Resorts

Average number of VIP Gaming Tables <sup>(1)</sup>					
	1Q'20	2Q'20	3Q'20	4Q'20	1Q'21
Altira	52	55	54	54	55
City of Dreams	135	167	164	157	156
Studio City	33	40	40	41	42
City of Dreams Manila	116	112	100	84	77
Cyprus Operations	3	0	0	2	0

Daily Average Win Per VIP Table (US\$) <sup>(1)</sup>					
	1Q'20	2Q'20	3Q'20	4Q'20	1Q'21
Altira	16,329	4,538	2,067	6,039	3,567
City of Dreams	34,335	8,179	4,122	8,208	6,935
Studio City	17,949	105	1,378	(158)	392
City of Dreams Manila	4,934	2,975	1,954	942	2,853
Cyprus Operations	0	0	(2,920)	(179)	0

Average number of Mass Gaming Tables <sup>(1)</sup>					
	1Q'20	2Q'20	3Q'20	4Q'20	1Q'21
Altira	33	46	47	44	47
City of Dreams	293	348	351	357	352
Studio City	219	251	251	250	250
City of Dreams Manila	183	189	201	223	217
Cyprus Operations	34	25	25	20	0

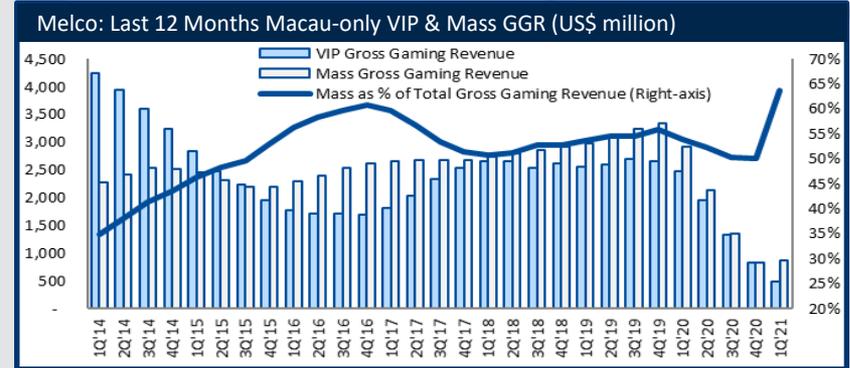
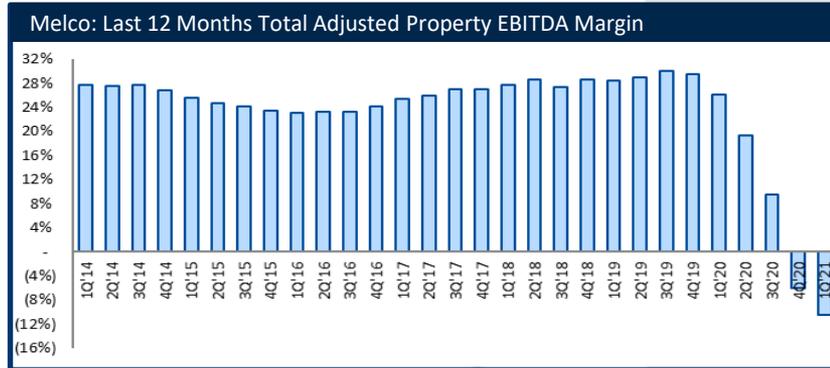
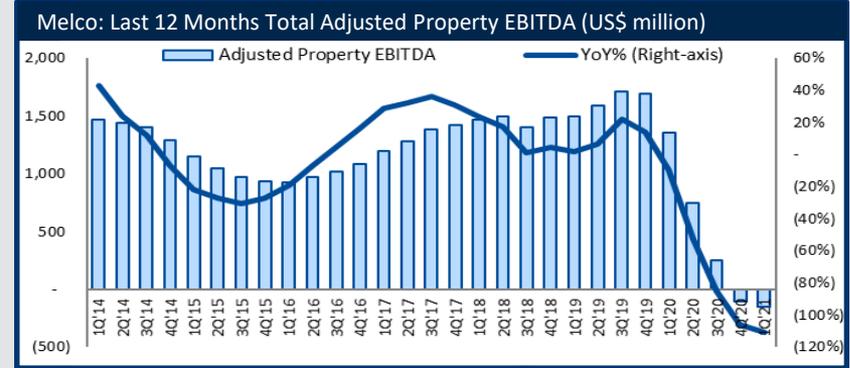
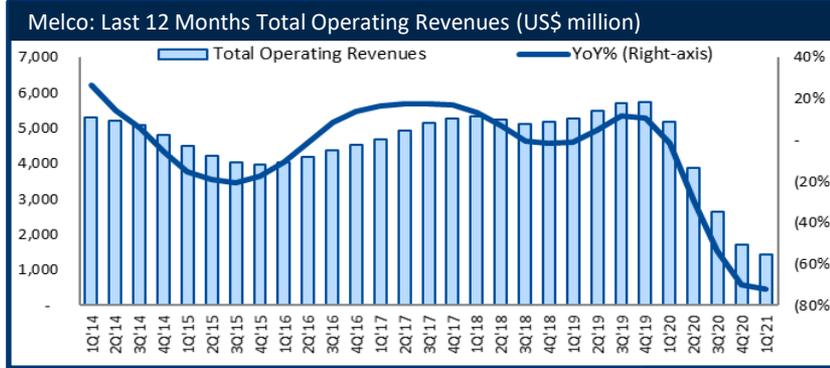
Daily Average Win Per Mass Table (US\$) <sup>(1)</sup>					
	1Q'20	2Q'20	3Q'20	4Q'20	1Q'21
Altira	8,134	393	611	2,308	2,319
City of Dreams	8,527	413	1,061	6,781	7,326
Studio City	5,412	195	678	3,582	3,992
City of Dreams Manila	3,824	640	1,199	1,732	1,801
Cyprus Operations	2,099	1,017	2,089	1,382	0

**Notes:**

1. Table games and gaming machines that were not in operation during 1Q'20, 2Q'20, 3Q'20, 4Q'20 and 1Q'21 due to government-mandated closures or social distancing measures in relation to the COVID-19 outbreak have been excluded.

# Melco: Historic Revenue and Adjusted Property EBITDA

Over the past 7 years, Mass as a % of Total GGR increased from 35% to 64%



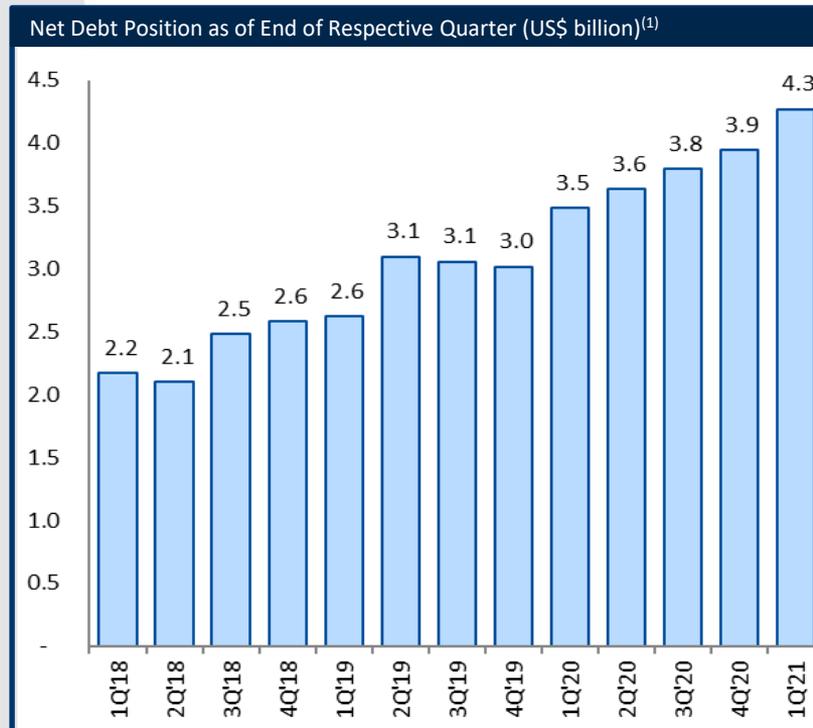
- Notes:
1. "Adjusted Property EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation, payments to the Philippine Parties, land rent to Belle Corporation, net gain on disposal of property and equipment to Belle Corporation, Corporate and Other expenses and other non-operating income and expenses.
  2. Adjusted Property EBITDA margin is Adjusted Property EBITDA divided by total operating revenues

# Balance Sheet

Maturity Profile as of March 31, 2021 (US\$ million)					
Debt Instrument	2021	2022	2023	2024	>2024
Melco Resorts Macau Facility		0.1			
Melco Resorts Finance 4.875% Notes					1,000
Melco Resorts Finance 5.250% Notes					500
Melco Resorts Finance 5.375% Notes					1,150
Melco Resorts Finance 5.625% Notes					600
Melco Resorts Finance 5.750% Notes					850
Studio City Credit Facility					0.1
Studio City Finance 5.000% Notes					750
Studio City Finance 6.000% Notes					500
Studio City Finance 6.500% Notes					500
<b>Total</b>		<b>0.1</b>			<b>5,850</b>

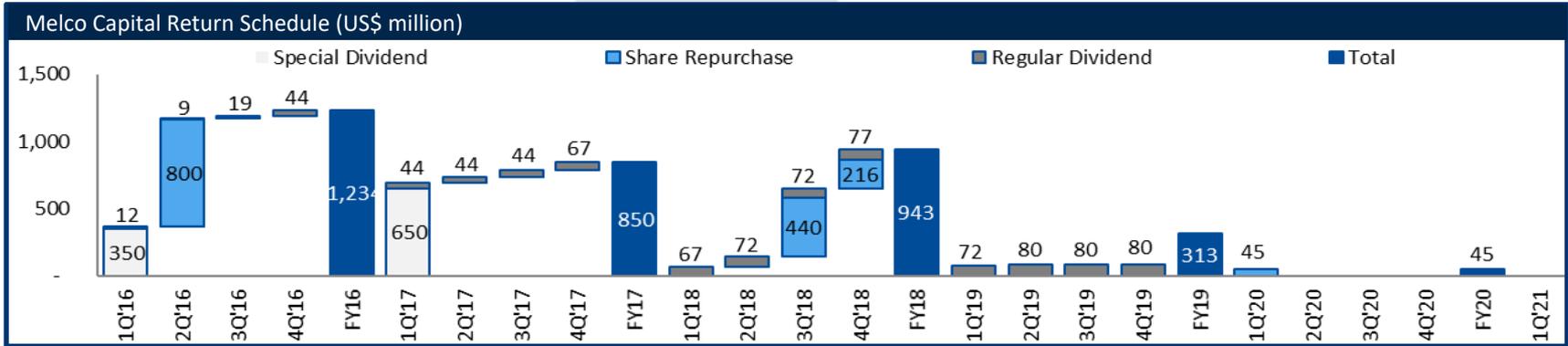
Net Debt as of March 31, 2021 (US\$ million) <sup>(1)</sup>	
Cash	1,581
Debt	5,850
<b>Net Debt</b>	<b>4,269</b>



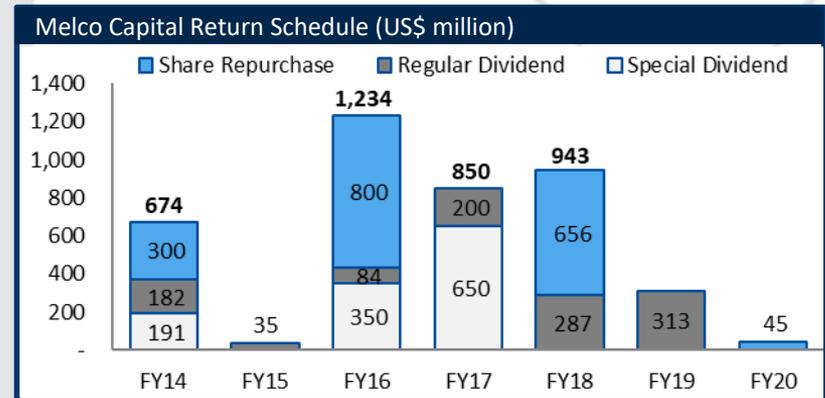
Notes:  
1. Net Debt is calculated by deducting cash, cash equivalents and restricted cash from total debt

# Shareholder Return

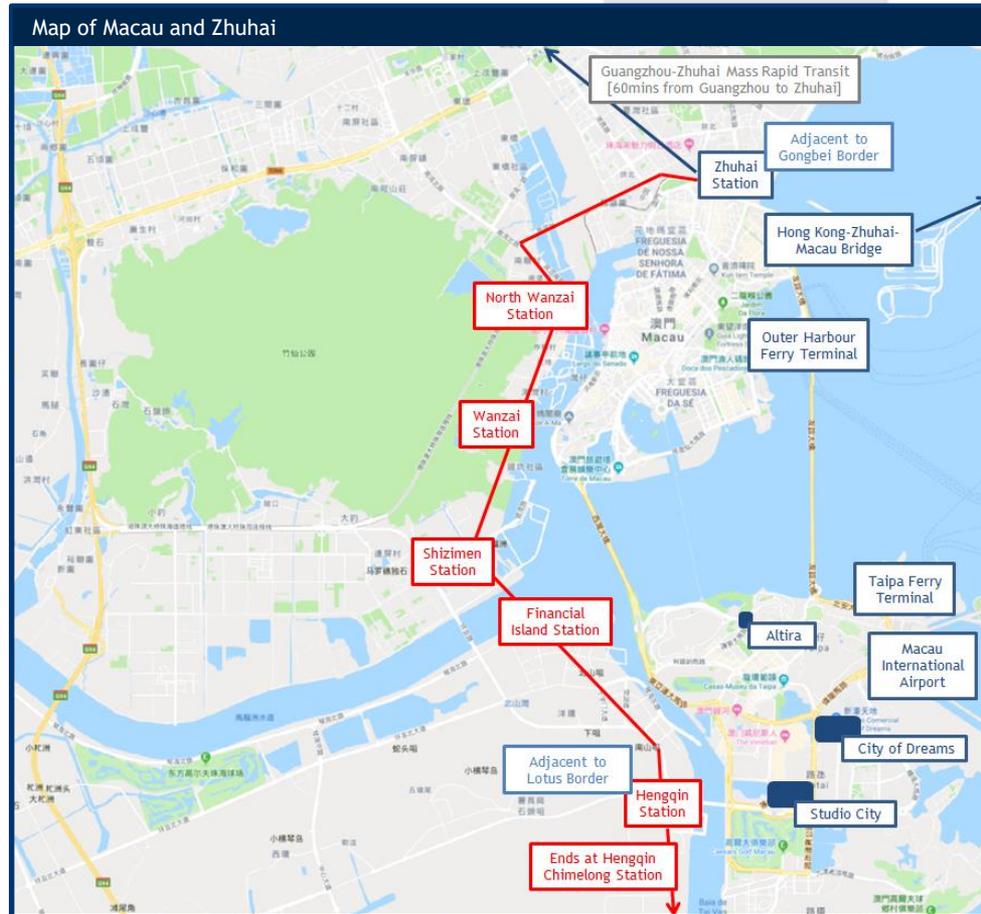
Returned approximately US\$3.4bn to shareholders from 2016 through 1Q'21



- From 2016 through 1Q'21, approximately US\$3.4 billion has been returned to shareholders in the form of dividends and share repurchases.
- To preserve liquidity in light of the COVID-19 pandemic and to continue investing in our business, the board has, in May, decided to suspend the quarterly dividend program. This is a prudent course of action given the current conditions. Melco remains committed to returning capital to shareholders by resuming a regular quarterly dividend in the future and will evaluate the resumption of its quarterly dividend as the operating environment evolves.
- In 2020, the Company has repurchased approximately 3 million ADSs, worth approximately US\$45 million, under the US\$500 million share repurchase program the Company announced in November 2018.



# Map of Macau and Zhuhai



## New Taipa Ferry Terminal

- Opened on 1<sup>st</sup> June 2017
- Has annual capacity of 30 million visitors
- 16 berths for passenger ferries, 3 berths for larger ferries and cruise ships
- Heliport with space for 5 helicopters

## Hong Kong-Zhuhai-Macau Bridge

- Opened on 24<sup>th</sup> October 2018
- The 55-km Hong Kong-Zhuhai-Macau Bridge (HZMB), comprising the 12km Hong Kong Link Road, 29.6km Main Bridge and 13.4km Zhuhai Link Road, is the longest bridge-cum-tunnel sea crossing in the world
- Take only 40 minutes to travel the distance of approximately 42km from Hong Kong Port to Zhuhai Port and Macao Port

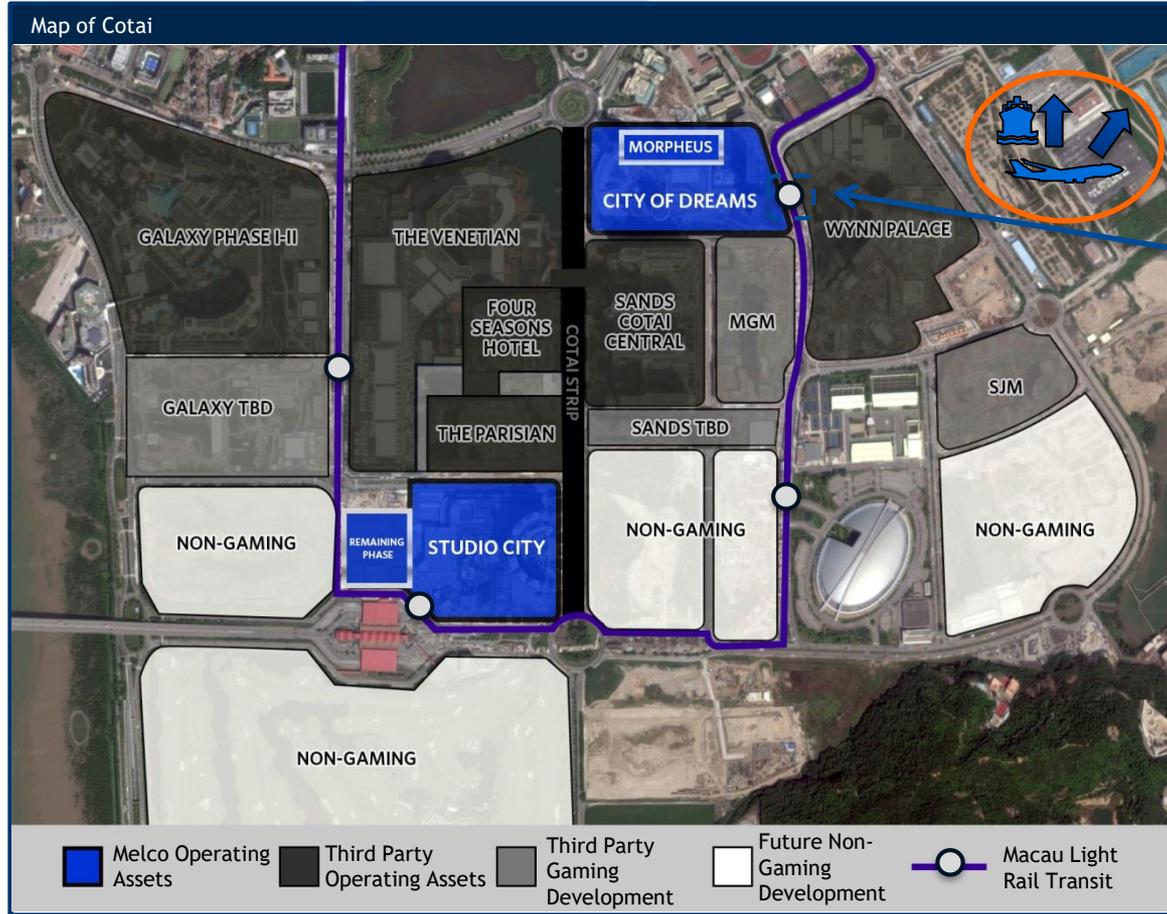
## Macau Light Rapid Transit (LRT) Taipa Line

- The 9.3km Taipa Line will serve 11 stations
- Commenced service in December 2019

## Guangzhou-Zhuhai Intercity Mass Rapid Transit (Hengqin Extension)

- A 16.9km rail connecting Gongbei and the Hengqin New Area
- There will be six stations including North Wanzai, Wanzai, Shizimen, Financial Island, Hengqin and Hengqin Chimelong
- Hengqin Station will be the second largest underground train station in China, after Futian station in Shenzhen
- The Hengqin station will be connected to the Lotus Border and Macau LRT

# Map of Cotai



The Cotai East Light Rail Station is located in front of the Grand Hyatt Macau at City of Dreams.

Source: MTR Corporation

# City of Dreams Mediterranean

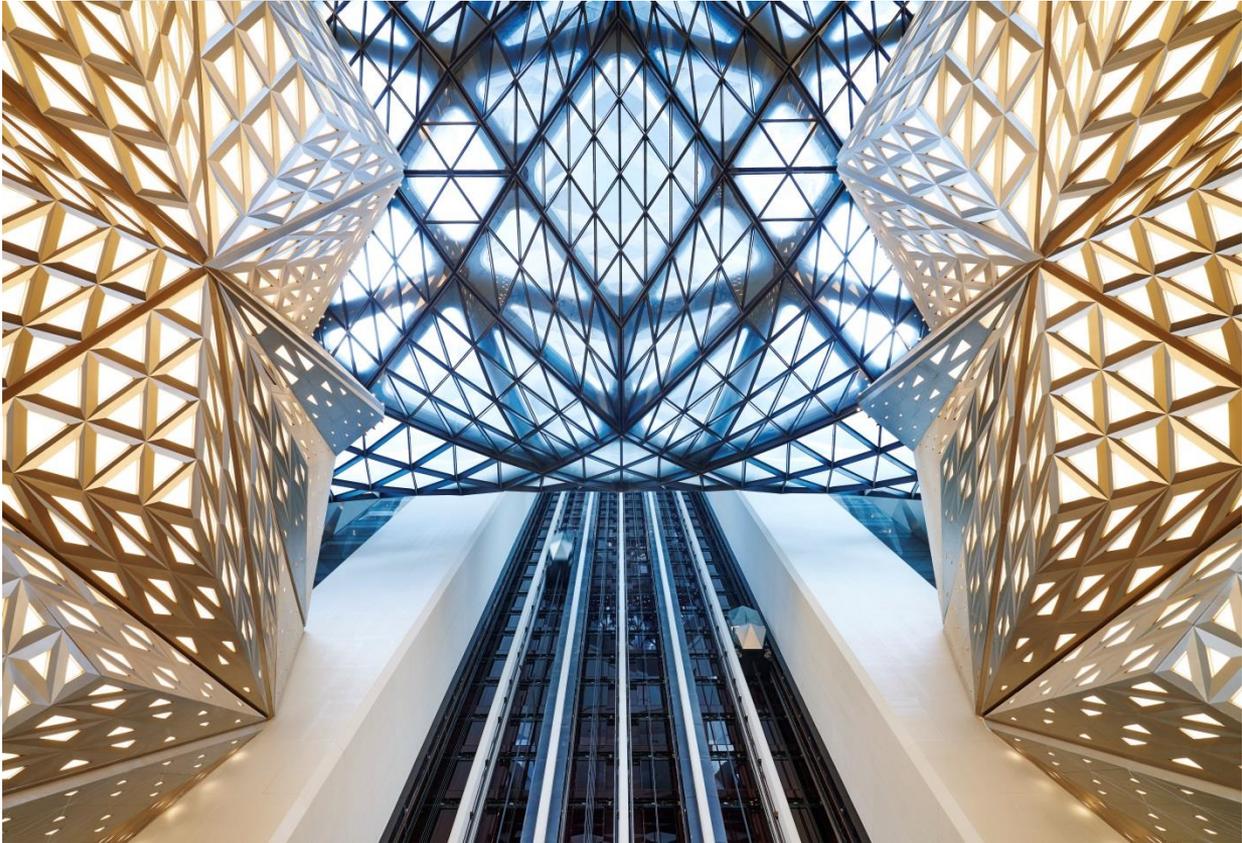
- City of Dreams Mediterranean, upon completion, is expected to become Europe's largest premier integrated resort.
- The integrated resort, upon completion, is expected to comprise over 100 gaming tables, over 1,000 slot machines, a five-star 500-room hotel, large recreation and wellness facilities, high-end luxury retail, a 1,500-seat outdoor amphitheater, 9,600 square meters of MICE facilities and Expo Center.



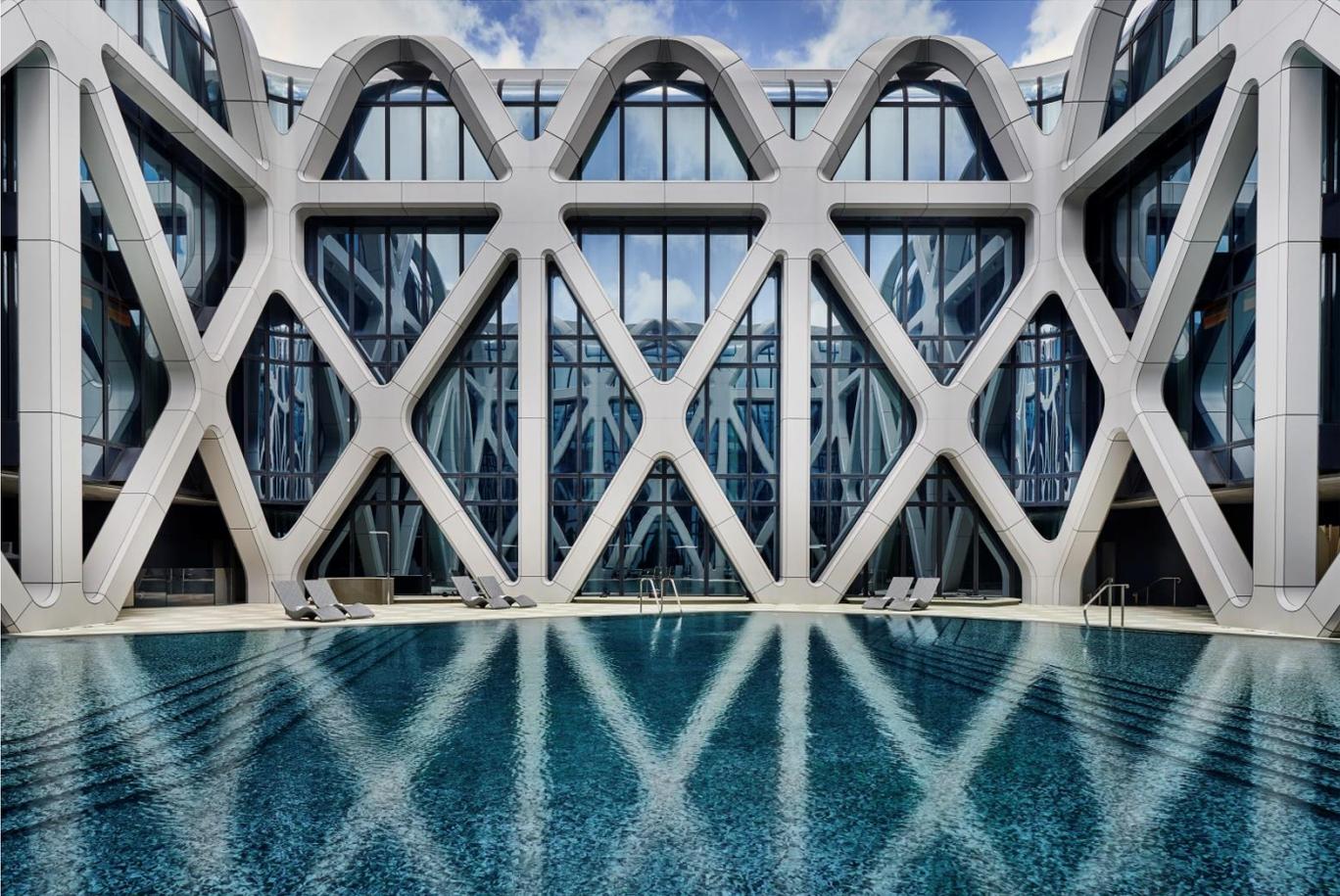
# Morpheus: Exterior



# Morpheus: Lobby



# Morpheus: Sky Pool



# Morpheus: Alain Ducasse at Morpheus



# Morpheus: Other Restaurants



L'ATTITUDE



Club Lounge



Yi

# Morpheus: Spa



## Morpheus: Art on 23



Source: KAWS

## Morpheus: Standard Room (58 square meters)



# Morpheus: Prestige Suite (106 square meters)



# Morpheus: Villas (510 to 582 square meters)



Duplex Villa



Pool Villa

*A* MELCO

Thank You