



# 2Q'21 Results Presentation

July 27<sup>th</sup>, 2021

# Disclaimer

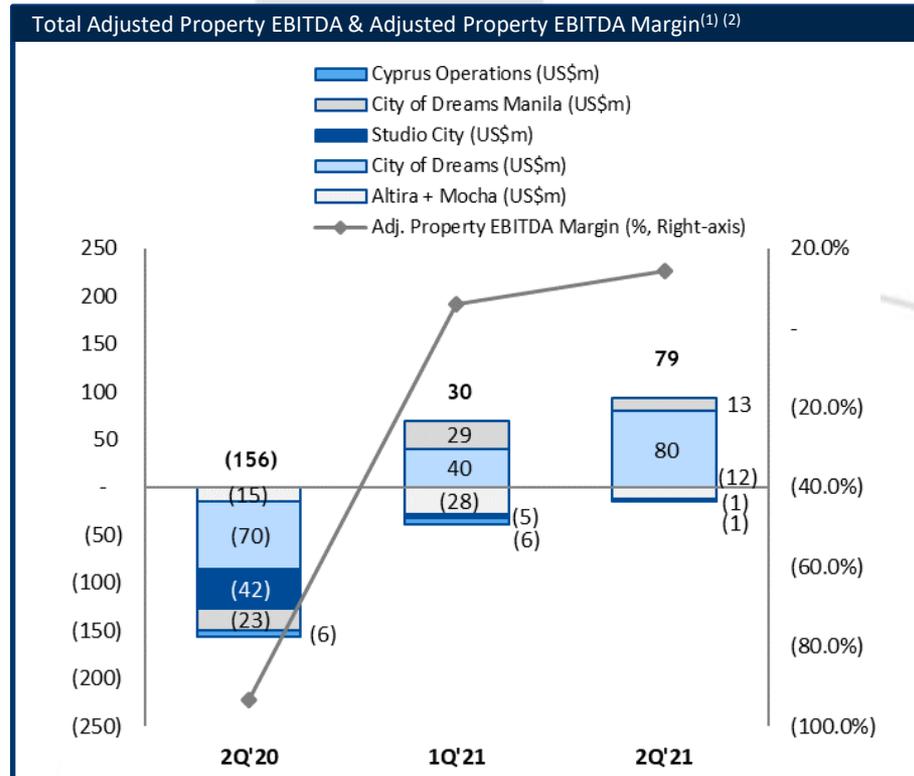
## Safe Harbor Statement

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 – 2Q'21

Melco recorded Group-wide Adjusted Property EBITDA of US\$79 million

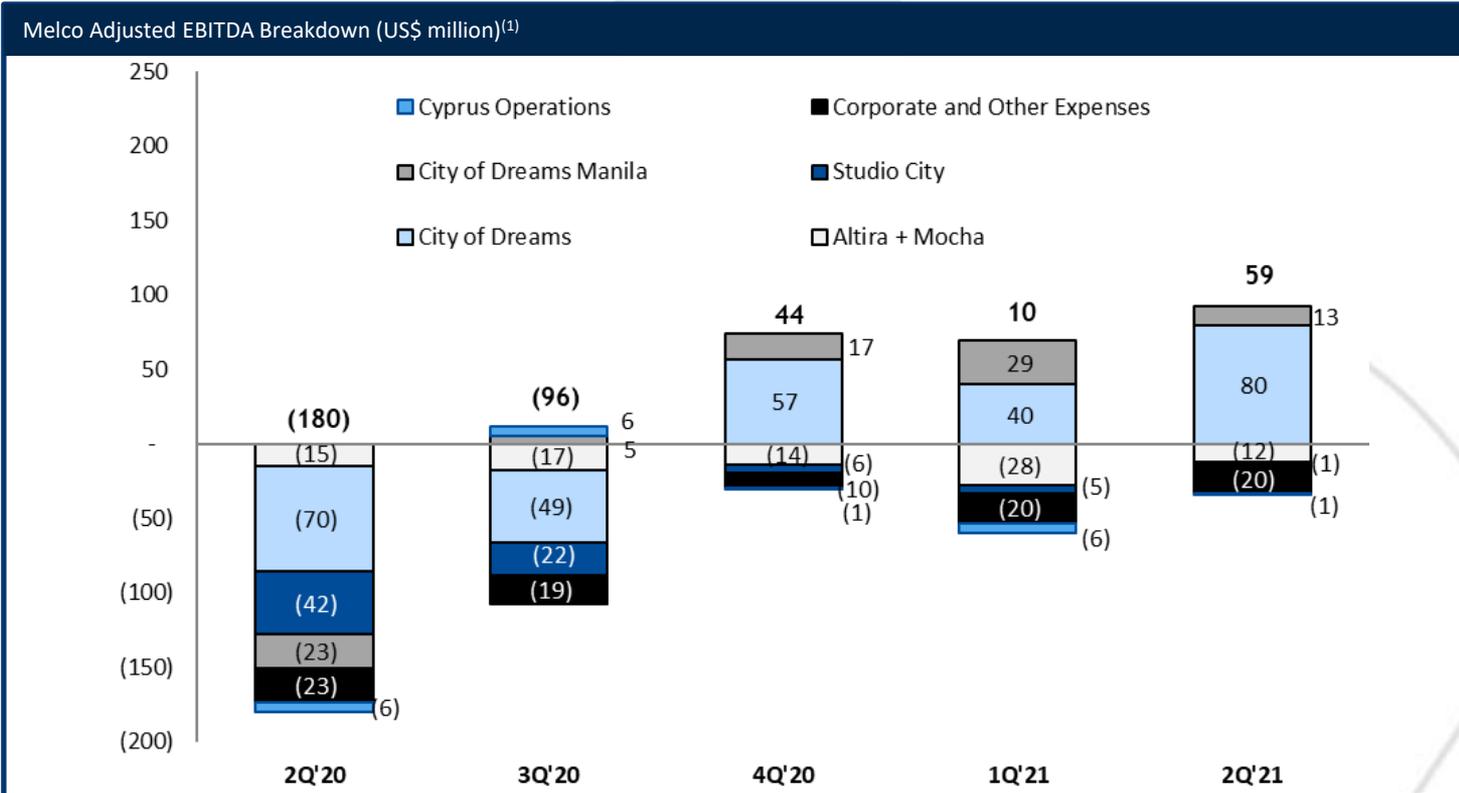


**Notes:**

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 – 2Q'21

Melco recorded Adjusted EBITDA of US\$59 million

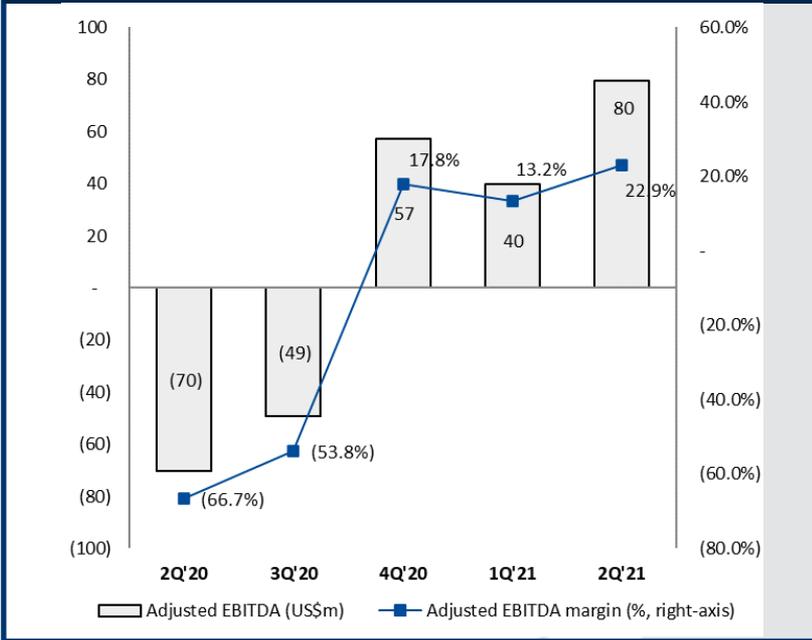


Note:  
 1. "Adjusted EBITDA" is net income/loss before interest, taxes, depreciation, amortization, pre-opening costs, development costs, property charges and other, share-based compensation, payments to the Philippine parties under the cooperative arrangement (the "Philippine Parties"), land rent to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

# City of Dreams – 2Q'21

City of Dreams recorded Adjusted EBITDA of US\$80 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)	2Q'21	Vs. 1Q'21	Vs. 2Q'20
VIP Rolling Chip	4,554	10%	124%
VIP Win Rate (%)	2.74%	38bps	(339bps)
Mass Table Drop	807	10%	1848%
Mass Table Hold (%)	32.4%	70bps	90bps
VIP GGR	125	28%	0%
Mass GGR	262	13%	1903%
Slots GGR	15	(12%)	918%
Total GGR	401	16%	189%
Total Operating Revenues	348	15%	230%
Adjusted EBITDA	80	99%	213%

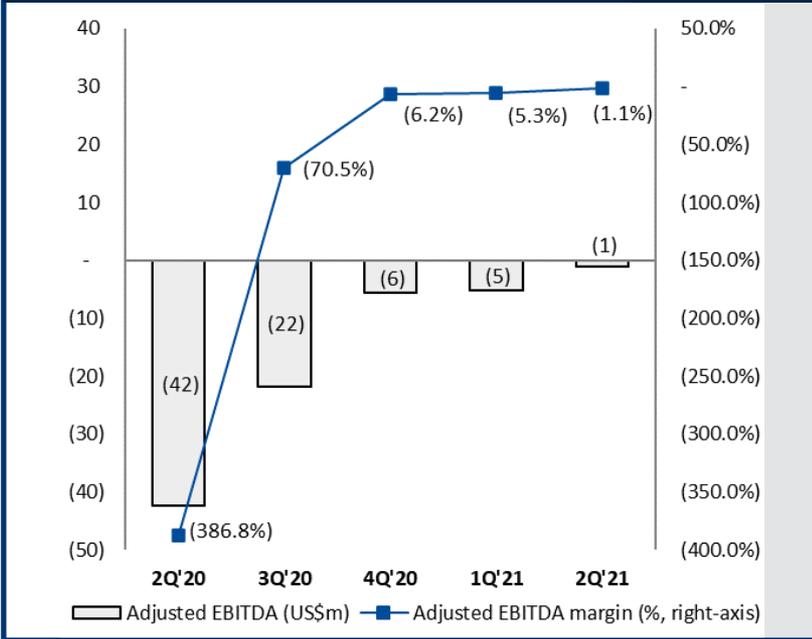
Note:

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 – 2Q'21

Studio City recorded negative Adjusted EBITDA of US\$1 million

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



Studio City Key Operating Metrics

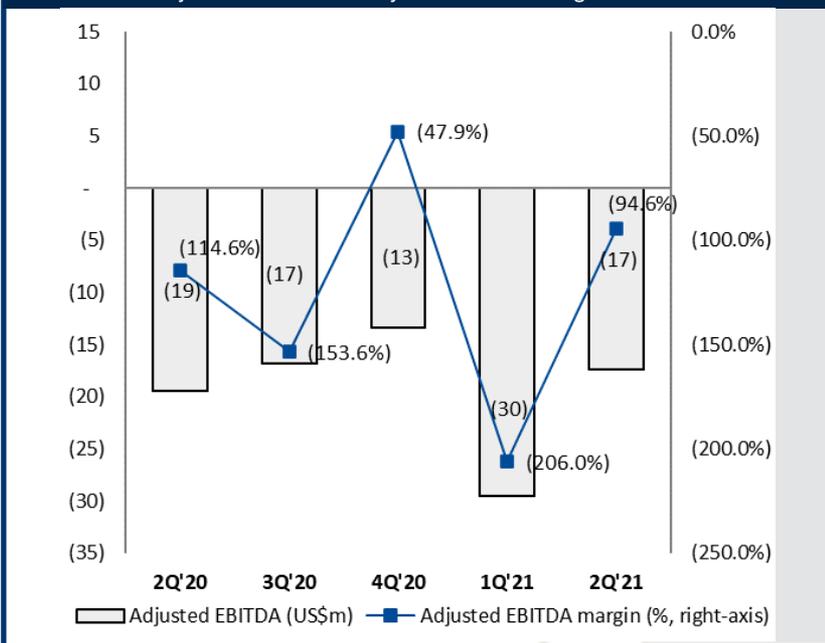
(US\$m, unless otherwise stated)	2Q'21	Vs. 1Q'21	Vs. 2Q'20
VIP Rolling Chip	386	(24%)	66%
VIP Win Rate (%)	4.01%	372bps	385bps
Mass Table Drop	320	3%	1489%
Mass Table Hold (%)	25.8%	(324bps)	366bps
VIP GGR	16	948%	3950%
Mass GGR	83	(8%)	1751%
Slots GGR	8	14%	336%
Total GGR	106	8%	1487%
Total Operating Revenues	104	7%	854%
Adjusted EBITDA	(1)	77%	97%

- 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 – 2Q'21

Altira recorded negative Adjusted EBITDA of US\$17 million

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



Altira Key Operating Metrics

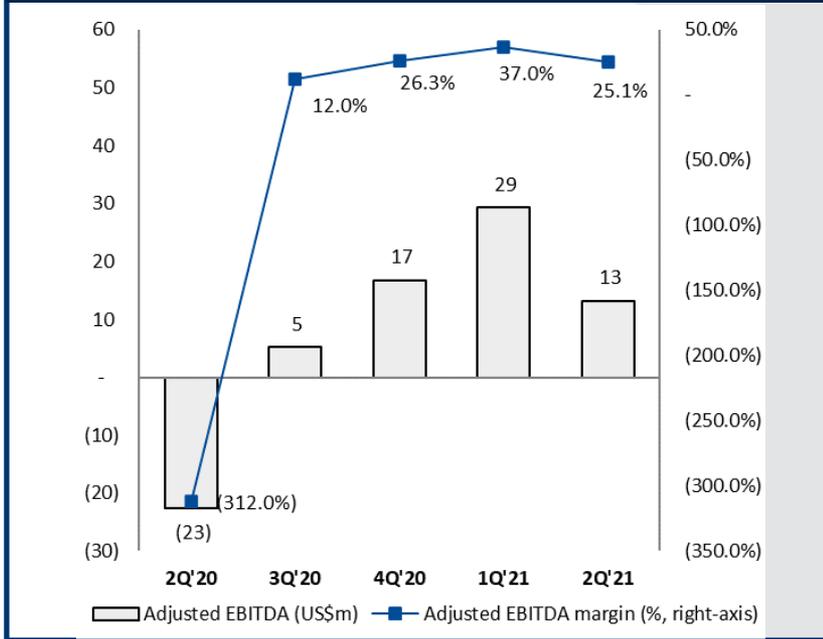
(US\$m, unless otherwise stated)	2Q'21	Vs. 1Q'21	Vs. 2Q'20
VIP Rolling Chip	857	(22%)	133%
VIP Win Rate (%)	1.62%	2bps	(457bps)
Mass Table Drop	44	(15%)	201%
Mass Table Hold %	26.9%	788bps	1561bps
VIP GGR	14	(21%)	(39%)
Mass GGR	12	20%	617%
Slots GGR	2	(12%)	35%
Total GGR	28	(7%)	7%
Total Operating Revenues	18	28%	8%
Adjusted EBITDA	(17)	41%	11%

- 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 – 2Q'21

City of Dreams Manila recorded Adjusted EBITDA of US\$13 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)	2Q'21	Vs. 1Q'21	Vs. 2Q'20
VIP Rolling Chip	272	(0%)	85%
VIP Win Rate (%)	5.37%	(163bps)	199bps
Mass Table Drop	69	(31%)	828%
Mass Table Hold (%)	30.2%	(374bps)	587bps
VIP GGR	15	(24%)	193%
Mass GGR	21	(38%)	1052%
Slots GGR	22	(32%)	996%
Total GGR	58	(33%)	554%
Total Operating Revenues	53	(34%)	629%
Adjusted EBITDA	13	(55%)	159%

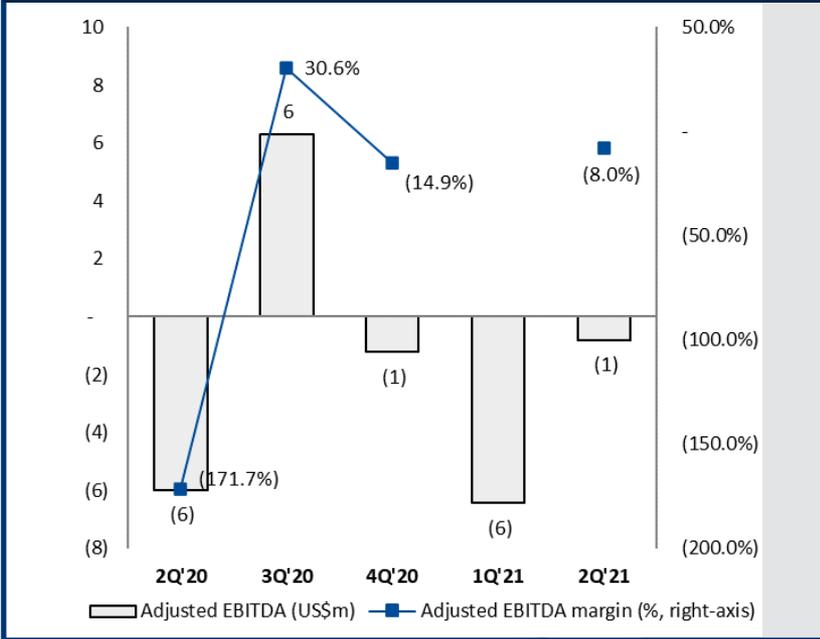
Note:

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 – 2Q'21

Cyprus Operations recorded negative Adjusted EBITDA of US\$1 million

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



Cyprus Operations Key Operating Metrics

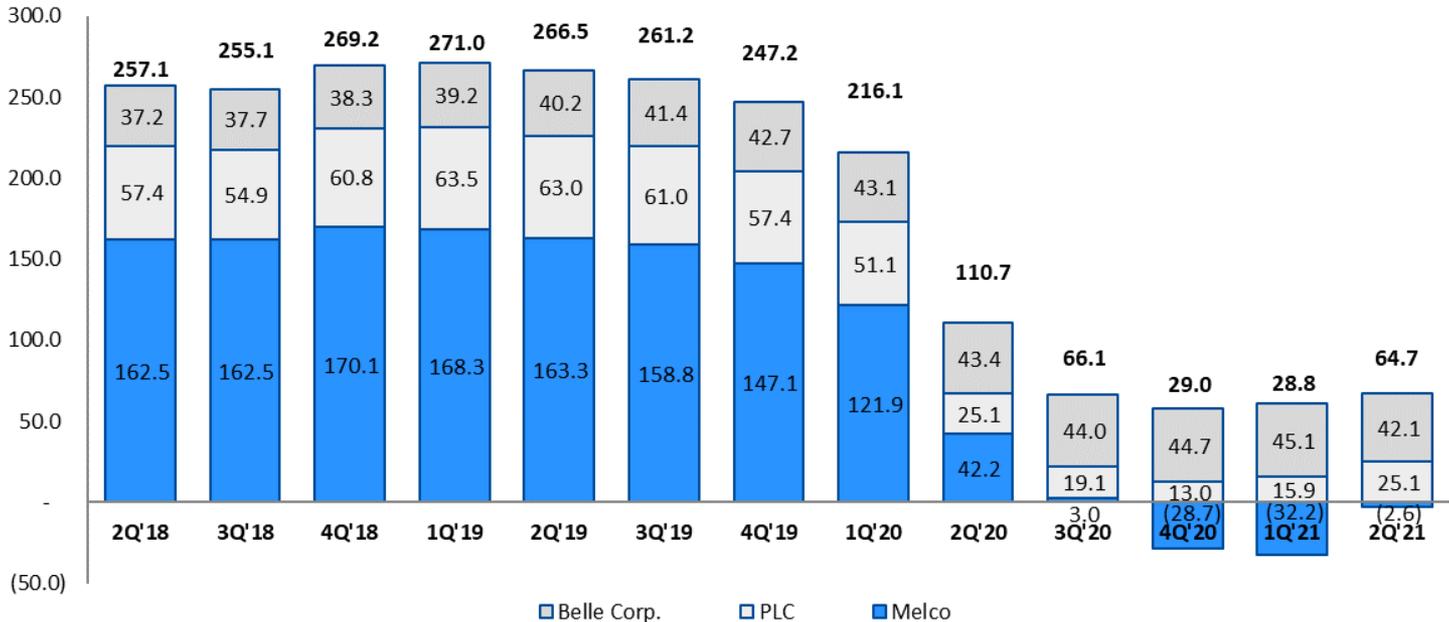
(US\$m, unless otherwise stated)	2Q'21	Vs. 1Q'21	Vs. 2Q'20
VIP Rolling Chip	2	N/A	N/A
VIP Win Rate (%)	(4.40%)	N/A	N/A
Mass Table Drop	14	N/A	253%
Mass Table Hold (%)	15.6%	N/A	444bps
VIP GGR	(0)	N/A	N/A
Mass GGR	2	N/A	394%
Slots GGR	8	N/A	162%
Total GGR	10	N/A	191%
Total Operating Revenues	10	NMF	187%
Adjusted EBITDA	(1)	88%	87%

- 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
  - "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

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## Melco's Above & Beyond Sustainability Strategy

We published our 2020 Sustainability Report. 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 our 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 our 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

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## 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.
- Donated over 4,000kg of used linens to local NGOs in Macau and Manila.

### 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.
- Participated in study with London School of Economics and identified key communications techniques to reduce plate waste in EDRs

### 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

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## 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 Responsible Gambling Council, an international third-party
- 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.



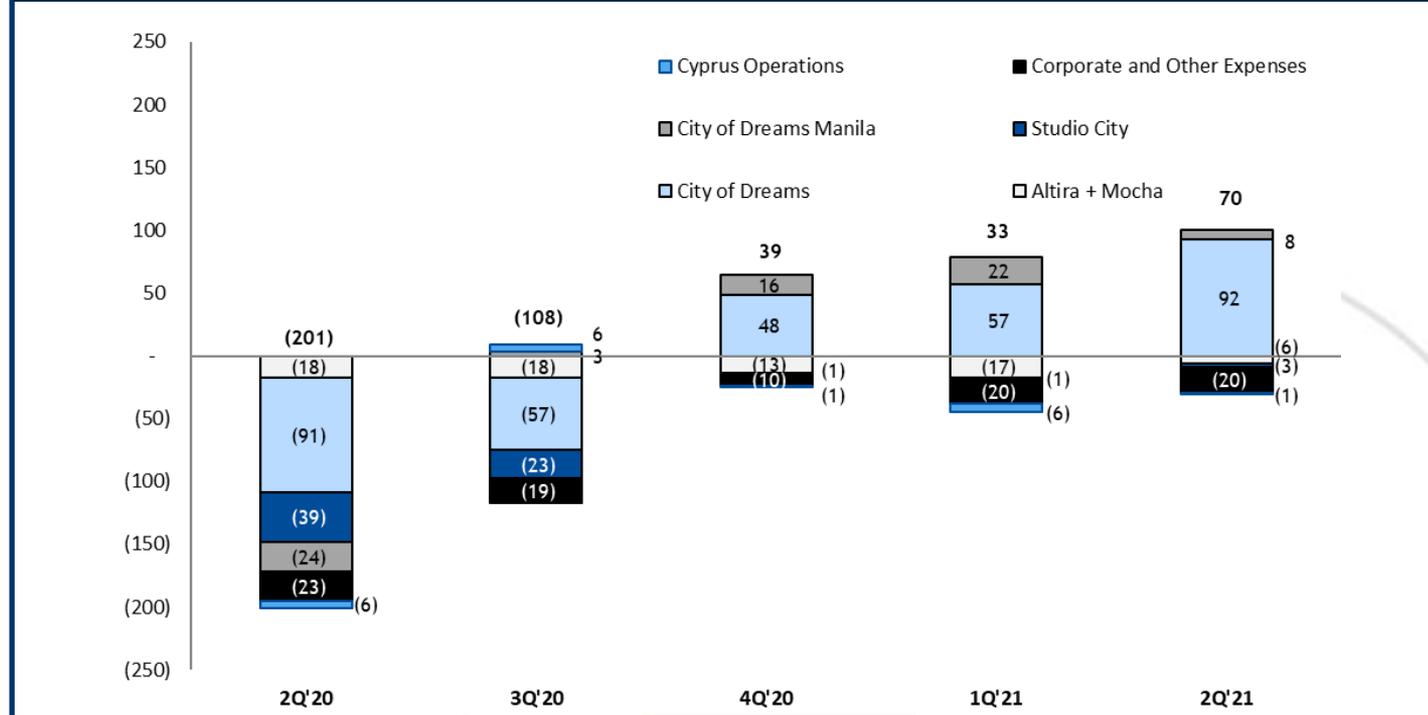
# Appendix



# Melco Hold-Adjusted EBITDA 2Q'21

Hold-Adjusted EBITDA of US\$70 million

Melco Hold-Adjusted EBITDA Breakdown (US\$ million)<sup>(1)(2)</sup>



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. 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 Hold-Adjusted EBITDA is based on a normalized VIP win rate only. This figure is an estimate, 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>					
	2Q'20	3Q'20	4Q'20	1Q'21	2Q'21
Altira	55	54	54	55	53
City of Dreams	167	164	157	156	156
Studio City	40	40	41	42	40
City of Dreams Manila	112	100	84	77	64
Cyprus Operations	0	0	2	0	3

Daily Average Win Per VIP Table (US\$) <sup>(1)</sup>					
	2Q'20	3Q'20	4Q'20	1Q'21	2Q'21
Altira	4,538	2,067	6,039	3,567	2,855
City of Dreams	8,179	4,122	8,208	6,935	8,779
Studio City	105	1,378	(158)	392	4,207
City of Dreams Manila	2,975	1,954	942	2,853	3,727
Cyprus Operations	0	(2,920)	(179)	0	(494)

Average number of Mass Gaming Tables <sup>(1)</sup>					
	2Q'20	3Q'20	4Q'20	1Q'21	2Q'21
Altira	46	47	44	47	48
City of Dreams	348	351	357	352	355
Studio City	251	251	250	250	250
City of Dreams Manila	189	201	223	217	234
Cyprus Operations	25	25	20	0	29

Daily Average Win Per Mass Table (US\$) <sup>(1)</sup>					
	2Q'20	3Q'20	4Q'20	1Q'21	2Q'21
Altira	393	611	2,308	2,319	2,666
City of Dreams	413	1,061	6,781	7,326	8,098
Studio City	195	678	3,582	3,992	3,629
City of Dreams Manila	640	1,199	1,732	1,801	1,468
Cyprus Operations	1,017	2,089	1,382	0	1,720

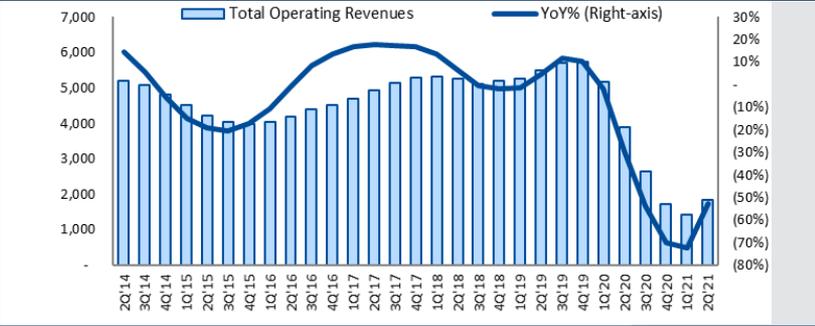
**Notes:**

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

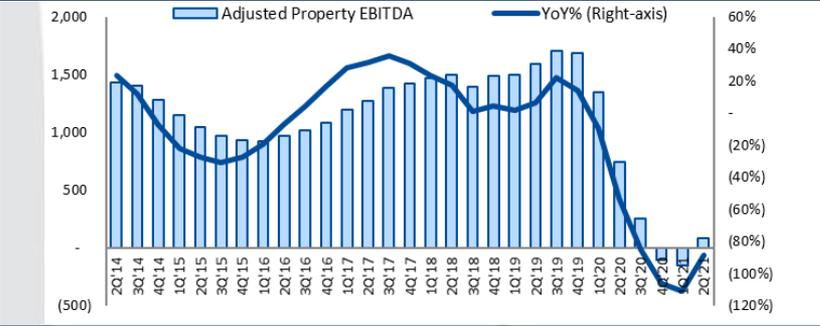
# Melco: Historic Revenue and Adjusted Property EBITDA

Over the past 7 years, Mass as a % of Total GGR increased from 38% to 71%

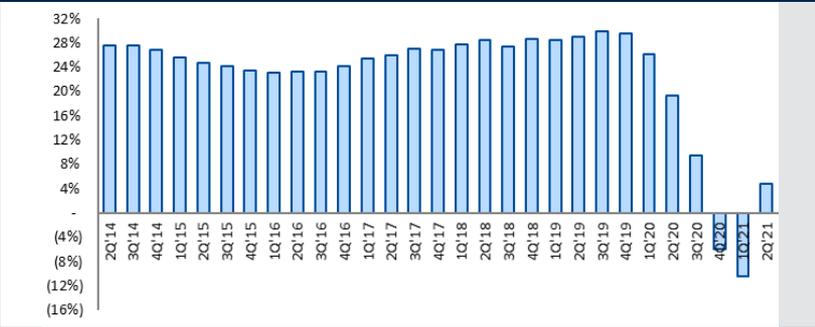
Melco: Last 12 Months Total Operating Revenues (US\$ million)



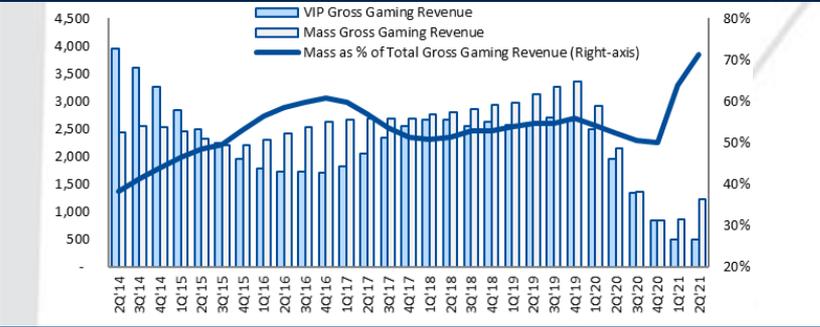
Melco: Last 12 Months Total Adjusted Property EBITDA (US\$ million)



Melco: Last 12 Months Total Adjusted Property EBITDA Margin



Melco: Last 12 Months Macau-only VIP & Mass GGR (US\$ million)



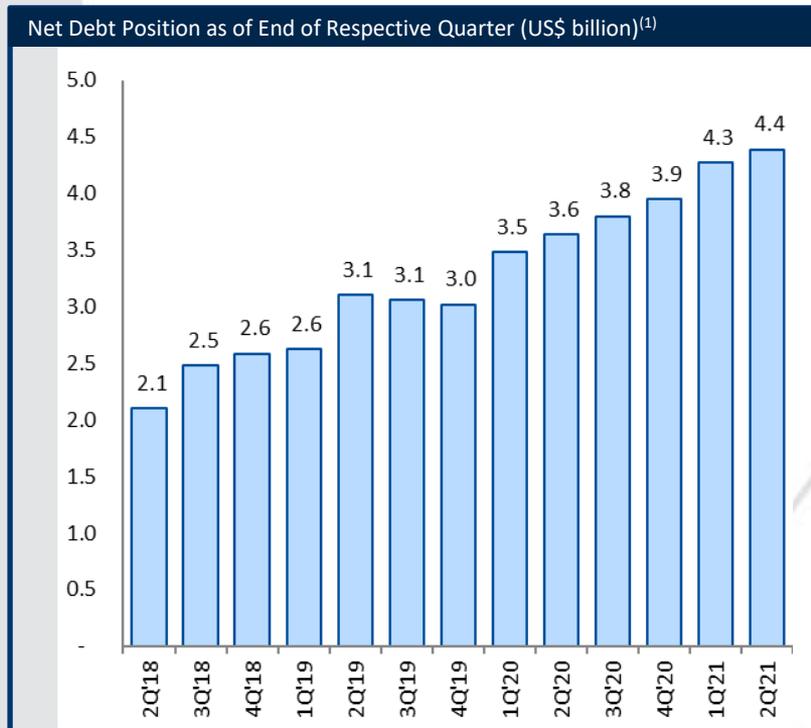
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  2. Adjusted Property EBITDA margin is Adjusted Property EBITDA divided by total operating revenues

# Balance Sheet

Maturity Profile as of June 30, 2021 (US\$ million)					
Debt Instrument	2021	2022	2023	2024	>2024
Melco Resorts Macau Facility		0.1			
MCO Nominee One Facility					
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					1,100
Studio City Finance 6.000% Notes					500
Studio City Finance 6.500% Notes					500
<b>Total</b>		<b>0.1</b>		<b>-</b>	<b>6,200</b>

Net Debt as of June 30, 2021 (US\$ million) <sup>(1)</sup>	
Cash	1,811
Debt	6,200
<b>Net Debt</b>	<b>4,389</b>

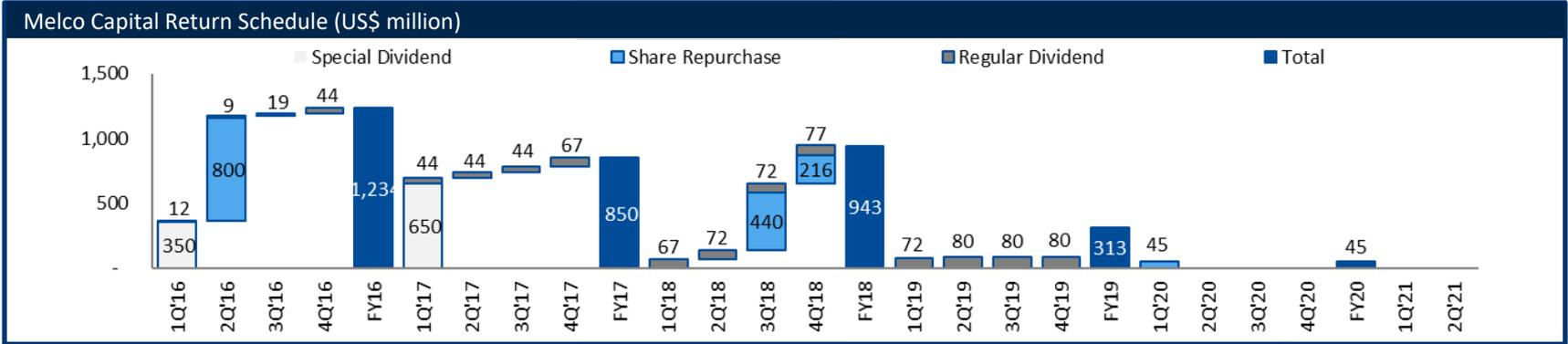


**Notes:**

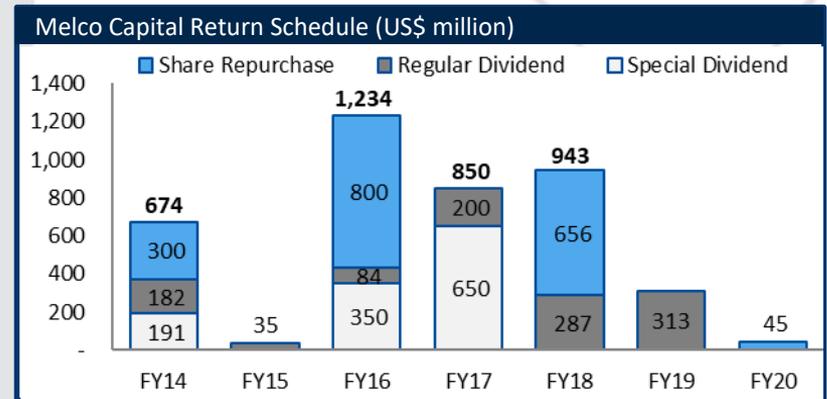
1. Net Debt is calculated by deducting cash, cash equivalents and restricted cash from total debt

# Shareholder Return

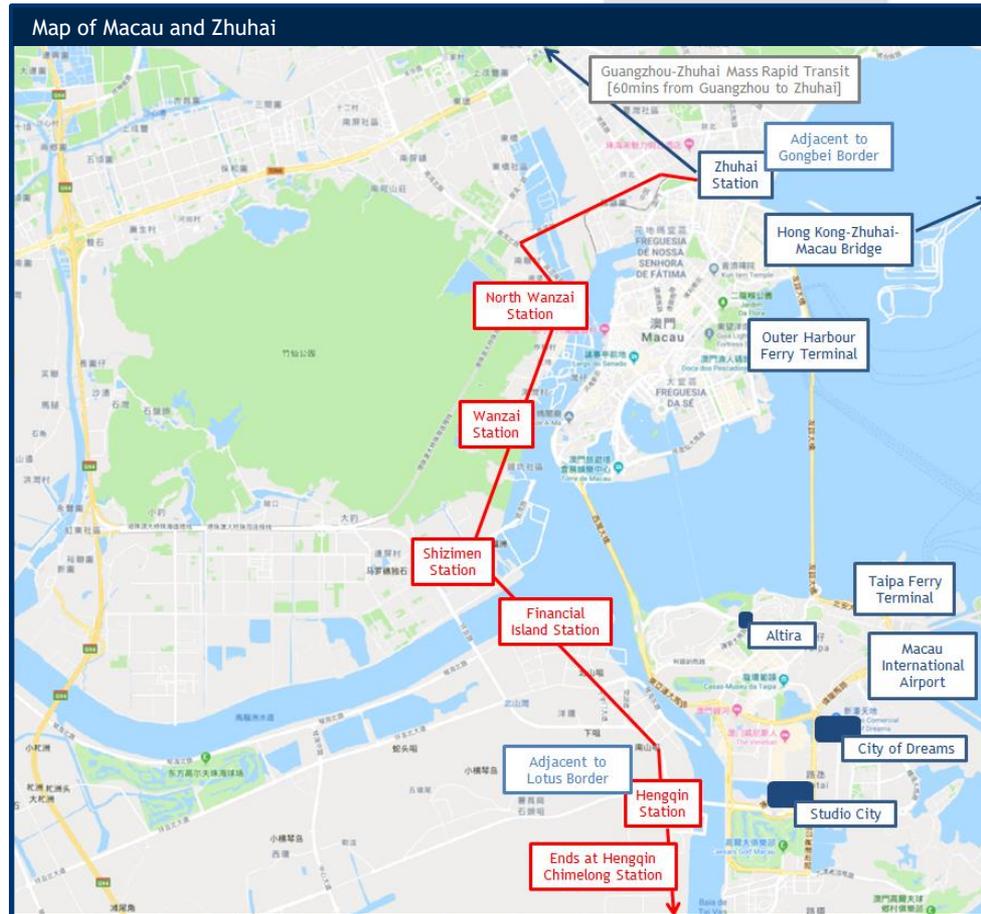
Returned approximately US\$3.4bn to shareholders from 2016 through 2Q'21



- From 2016 through 2Q'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 2020, 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.
- On June 2 2021, the Company has renewed its US\$500 million share repurchase program over a 3-year period. The prior repurchase program, announced in Nov 2018, was originally due to expire in Nov 2021.



# 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

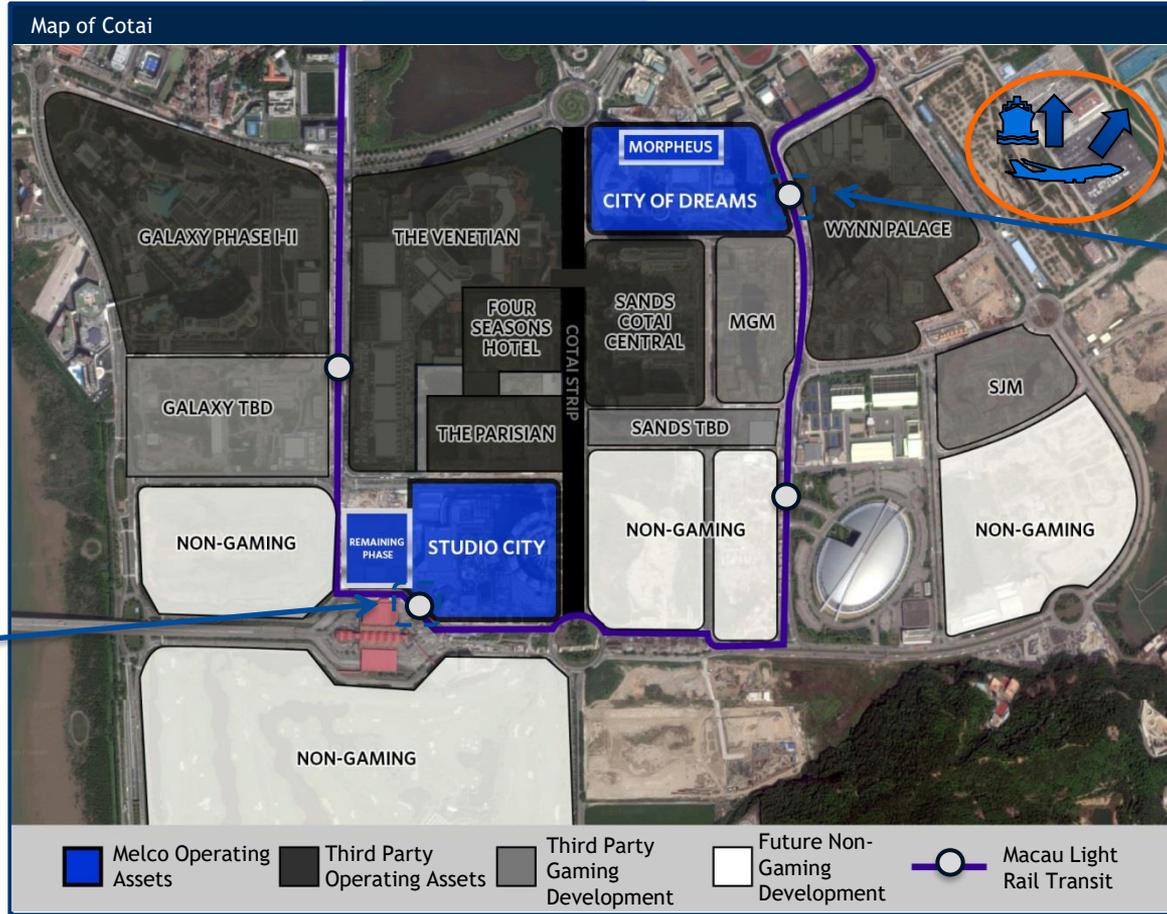
## Macau Light Rapid Transit (LRT) Taipa Line

- 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 Chimeilong
- 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 Lotus Checkpoint Light Rail Station is located in front of one of the entrances of Studio City.

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

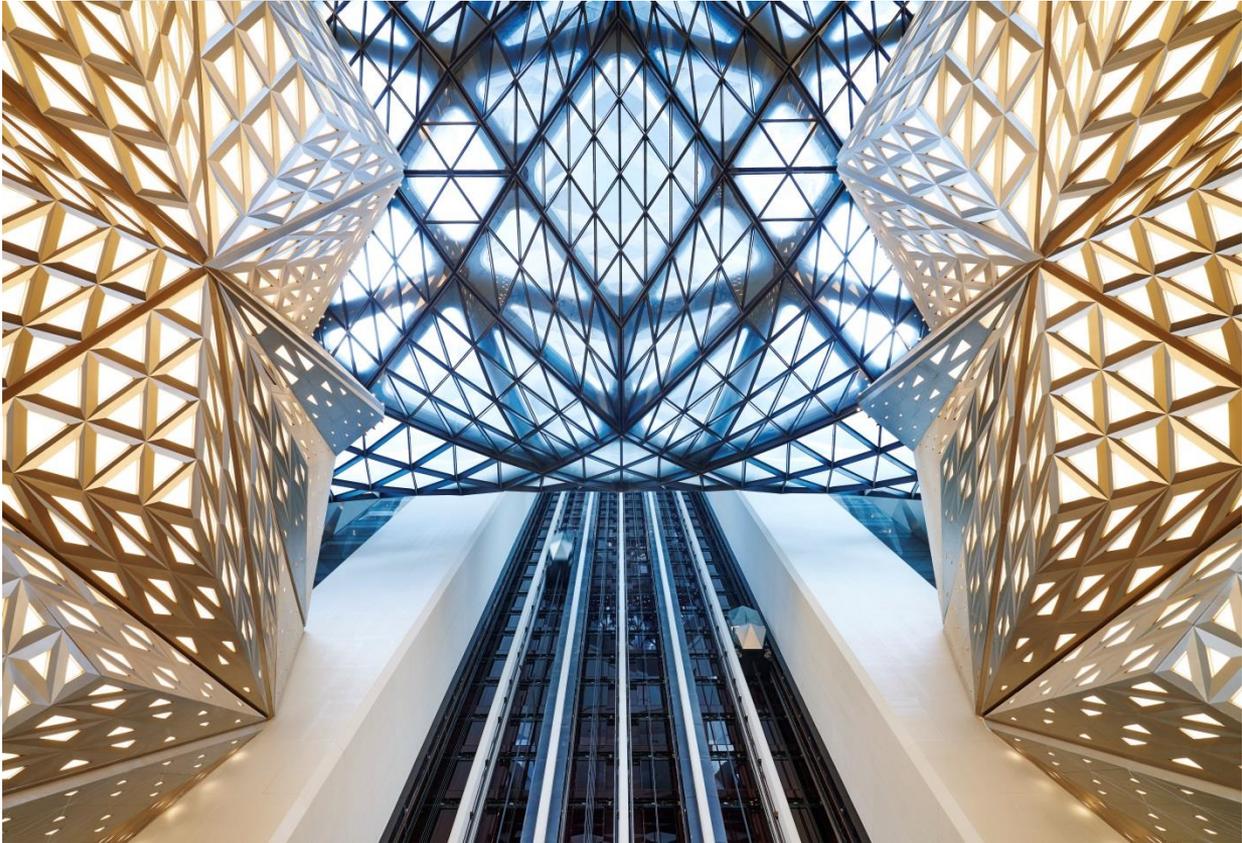
- City of Dreams Mediterranean, upon completion, is expected to become Europe's largest premier integrated resort.
- The project, upon completion, will be Europe's largest integrated resort with approximately 500 luxury hotel rooms, approximately 10,000 square meters of MICE space, an outdoor amphitheater, a family adventure park, and a variety of fine-dining outlets and luxury retail.



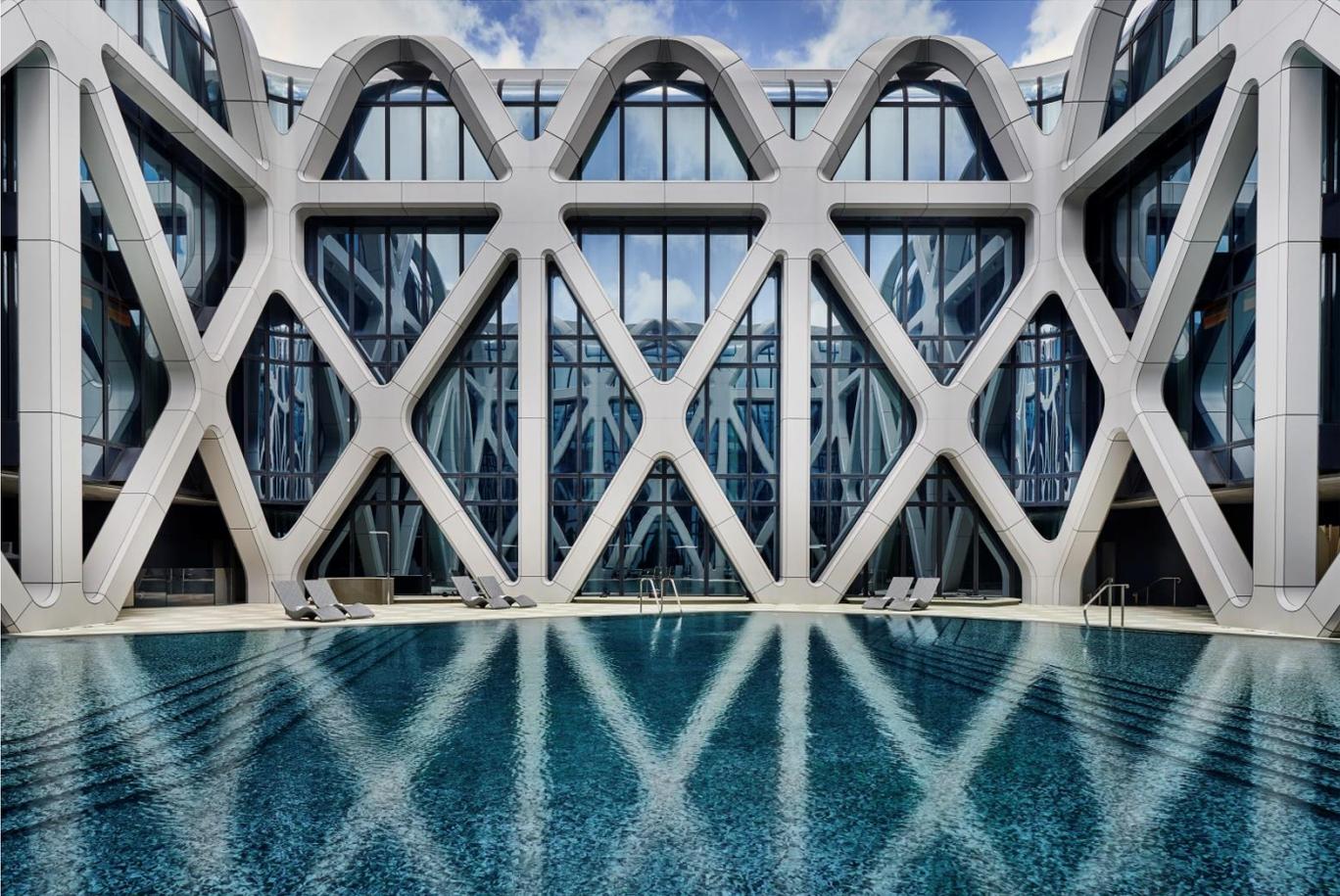
# Morpheus: Exterior



# 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