



# 1Q'22 Results Presentation

May 5, 2022

# 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 COVID-19 outbreak, 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, (vii) proposed amendments to the gaming law in Macau, the extension of current gaming concessions and subconcessions and tender for new gaming concessions, and (viii) 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>.

# Summary Financials

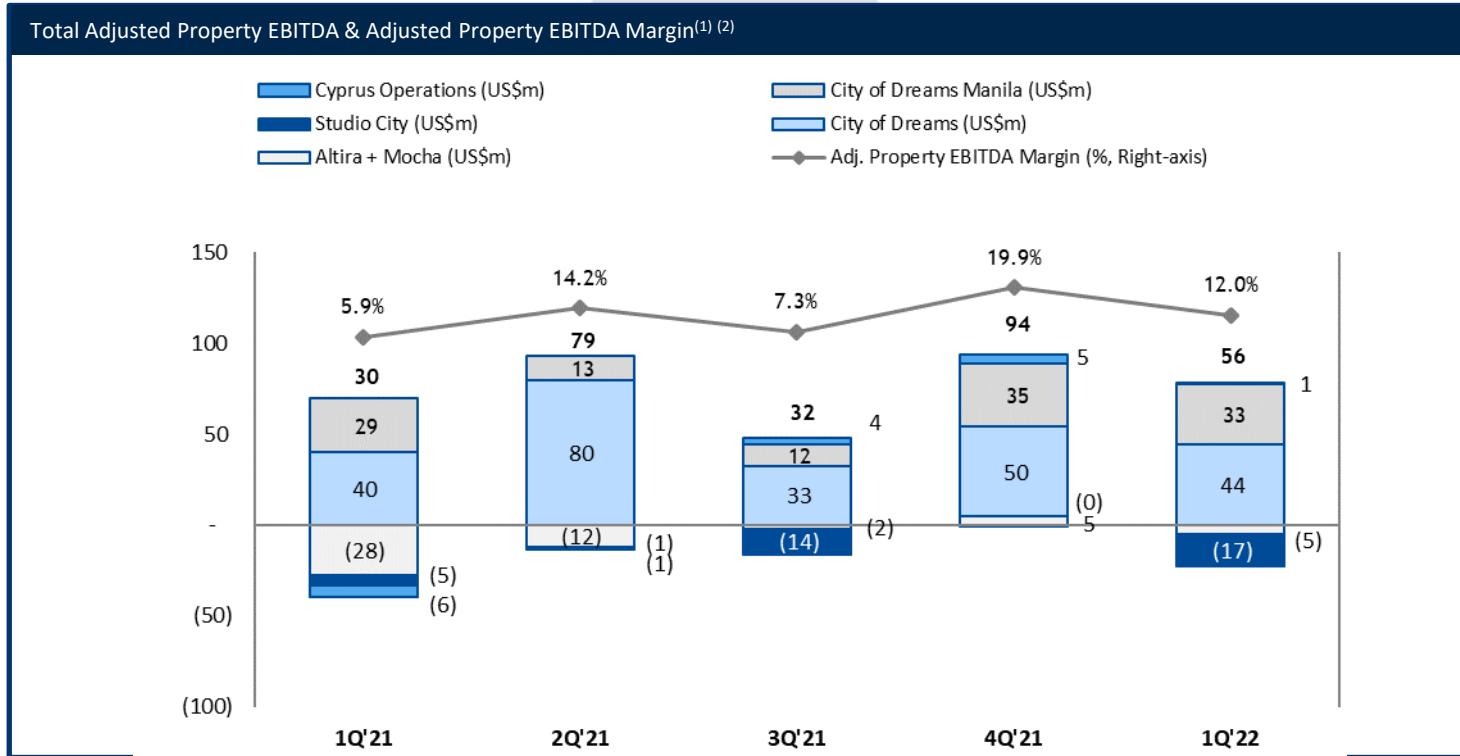
(US\$ millions)	1Q '22	1Q'21	% Change
<b>Total Operating Revenues</b>	<b>475</b>	<b>519</b>	<b>-8.5%</b>
Gaming	395	434	-8.9%
Non-Gaming	80	85	-6.2%
Total Operating Costs & Expenses	(611)	(682)	10.4%
<b>Operating Loss</b>	<b>(136)</b>	<b>(163)</b>	<b>16.5%</b>
Total Non-Operating Expenses, Net	(84)	(114)	26.4%
Net Loss	(222)	(278)	20.1%
<b>Adjusted Property EBITDA</b>	<b>56</b>	<b>30</b>	<b>85.9%</b>

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

# Melco Group Adjusted Property EBITDA – 1Q'22

Melco Group-wide Adjusted Property EBITDA of US\$56 million

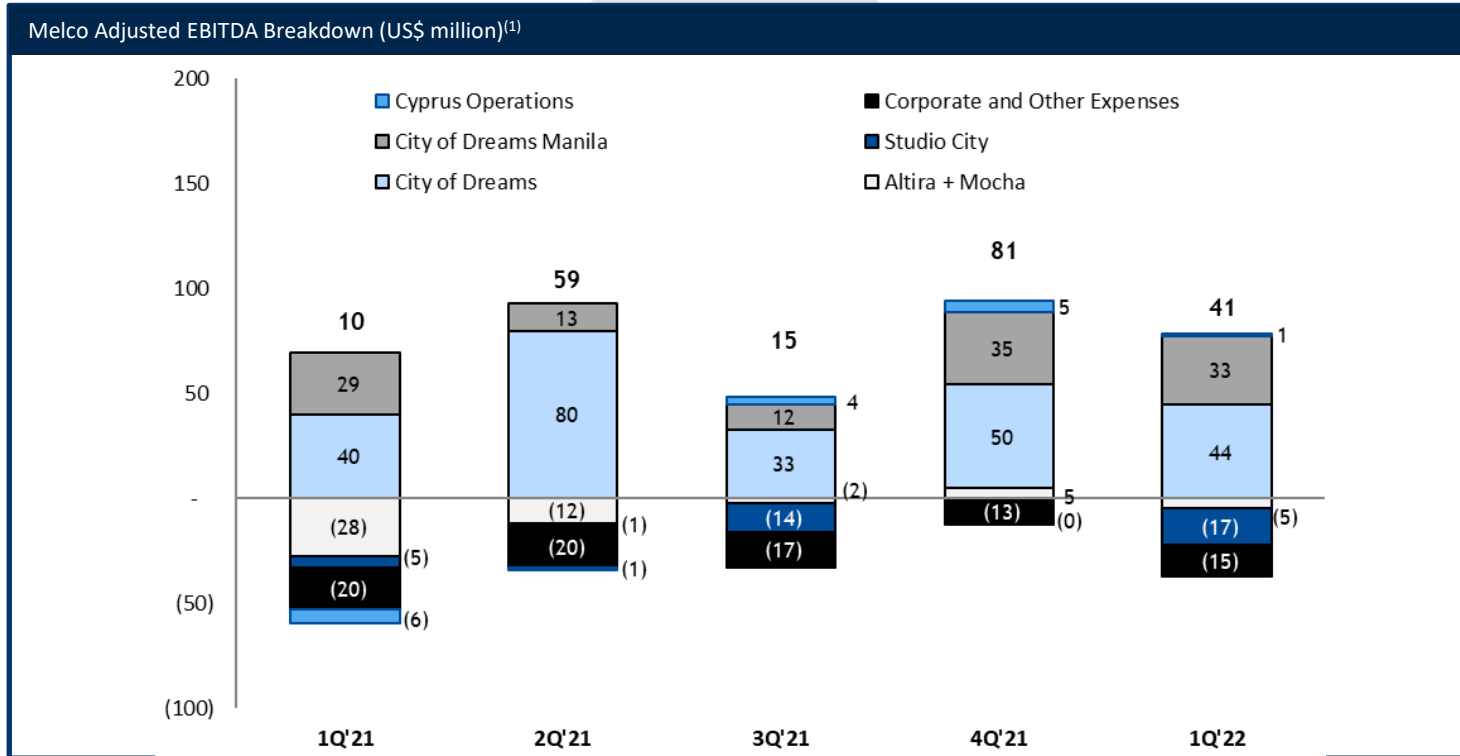


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2. Adjusted Property EBITDA margin is Adjusted Property EBITDA divided by total operating revenues

# Melco Adjusted EBITDA – 1Q'22

Melco recorded Adjusted EBITDA of US\$41 million



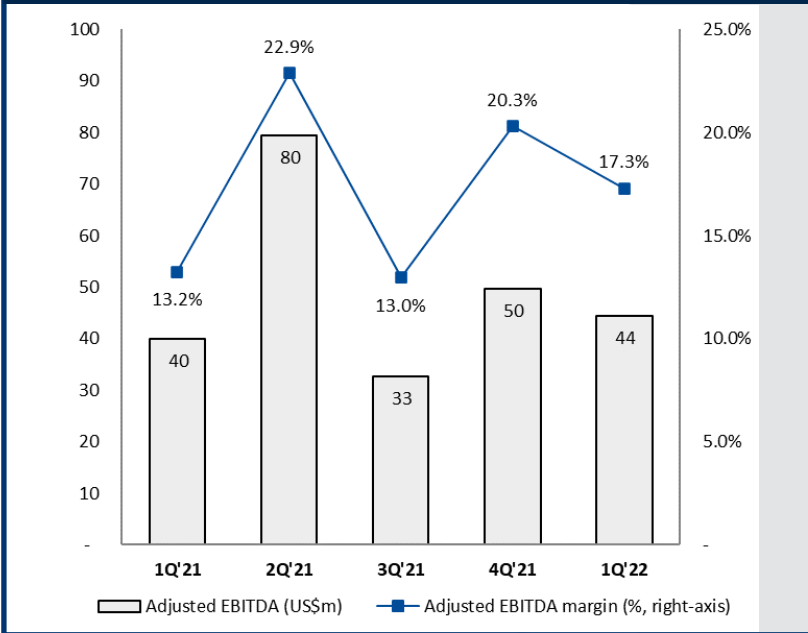
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# City of Dreams – 1Q'22

City of Dreams recorded Adjusted EBITDA of US\$44 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'22	Vs. 4Q'21	Vs. 1Q'21
VIP Rolling Chip	2,449	(21%)	(41%)
VIP Win Rate (%)	3.93%	225bps	157bps
Mass Table Drop	553	(20%)	(24%)
Mass Table Hold (%)	30.6%	90bps	(115bps)
VIP GGR	96	84%	(1%)
Mass GGR	169	(18%)	(27%)
Slots GGR	13	(15%)	(22%)
Total GGR	278	2%	(20%)
Total Operating Revenues	257	5%	(15%)
Adjusted EBITDA	44	(11%)	11%

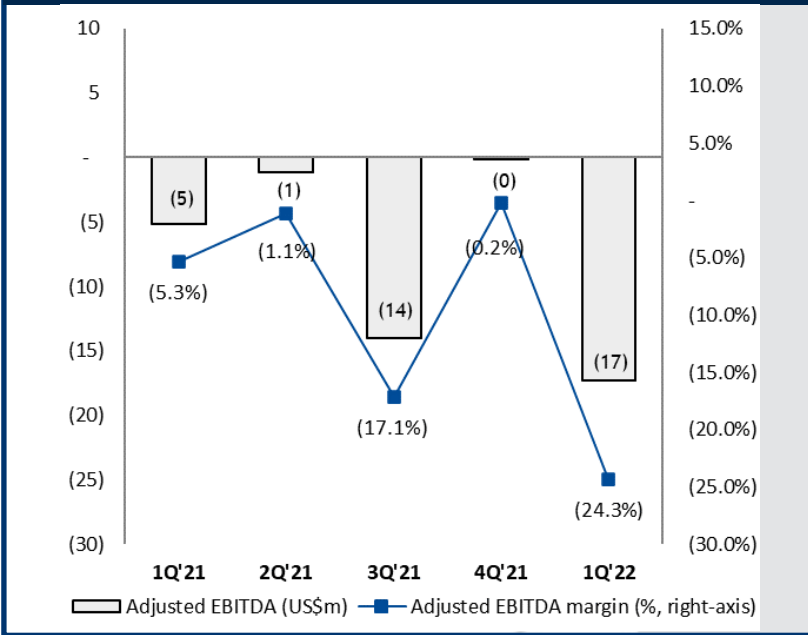
Note:

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

# Studio City – 1Q'22

Studio City recorded Negative Adjusted EBITDA of US\$17 million

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



Studio City Key Operating Metrics

(US\$m, unless otherwise stated)	1Q'22	Vs. 4Q'21	Vs. 1Q'21
VIP Rolling Chip	439	(7%)	(13%)
VIP Win Rate (%)	1.66%	(18bps)	137bps
Mass Table Drop	192	(24%)	(38%)
Mass Table Hold (%)	31.6%	200bps	252bps
VIP GGR	7	(17%)	392%
Mass GGR	61	(19%)	(33%)
Slots GGR	7	(3%)	1%
Total GGR	75	(18%)	(24%)
Total Operating Revenues	71	(19%)	(27%)
Adjusted EBITDA	(17)	(12,623%)	(233%)

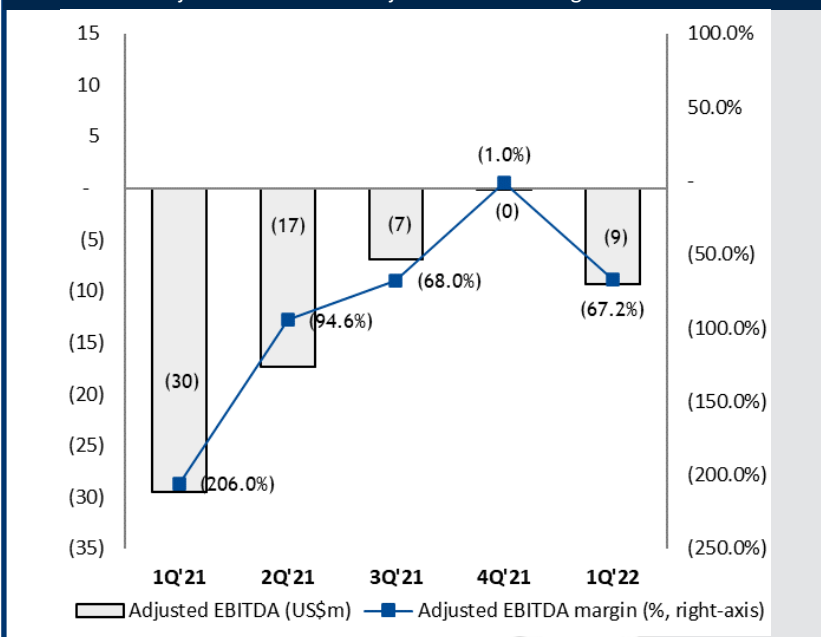
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# Altira – 1Q'22

Altira recorded Negative Adjusted EBITDA of US\$9 million

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



Altira Key Operating Metrics

(US\$m, unless otherwise stated)	1Q'22 <sup>(3)</sup>	Vs. 4Q'21	Vs. 1Q'21
VIP Rolling Chip	-	N/A	N/A
VIP Win Rate (%)	-	N/A	N/A
Mass Table Drop	44	25%	(14%)
Mass Table Hold %	26.3%	(184bps)	724bps
VIP GGR	-	N/A	N/A
Mass GGR	12	17%	19%
Slots GGR	2	(12%)	(13%)
Total GGR	14	12%	(54%)
Total Operating Revenues	14	5%	(3%)
Adjusted EBITDA	(9)	(6,985%)	68%

Note:

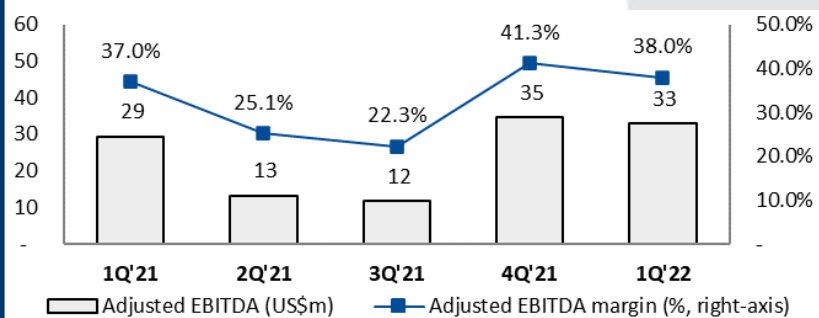
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3. Starting in the third quarter of 2021, Altira Macau has strategically repositioned to cater to the premium mass segment and has shut down VIP operations.



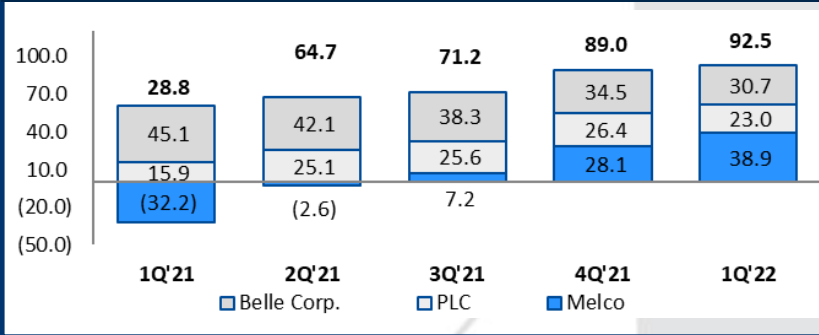
# City of Dreams Manila – 1Q'22

City of Dreams Manila recorded Adjusted EBITDA of US\$33 million

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



City of Dreams Manila - Share of Adjusted EBITDA (Trailing 12 Months, US\$ million)<sup>(3)</sup>



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
- 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

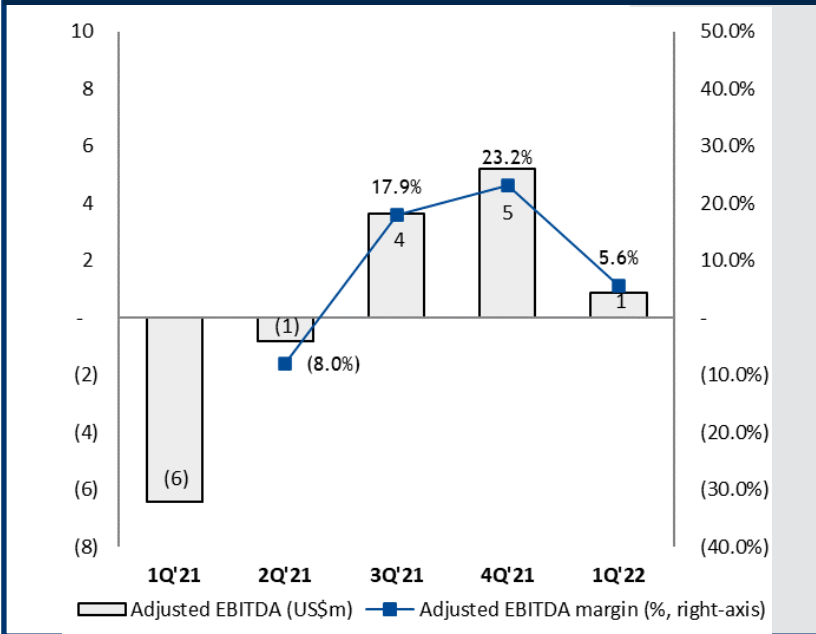
City of Dreams Manila Key Operating Metrics

(US\$m, unless otherwise stated)	1Q'22	Vs. 4Q'21	Vs. 1Q'21
VIP Rolling Chip	648	214%	138%
VIP Win Rate (%)	1.09%	(12bps)	(591bps)
Mass Table Drop	127	12%	27%
Mass Table Hold (%)	29.8%	(582bps)	(419bps)
VIP GGR	7	182%	(63%)
Mass GGR	38	(6%)	12%
Slots GGR	46	5%	43%
Total GGR	91	5%	7%
Total Operating Revenues	87	4%	9%
Adjusted EBITDA	33	(5%)	12%

# Cyprus – 1Q'22

Cyprus recorded Adjusted EBITDA of US\$1 million

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

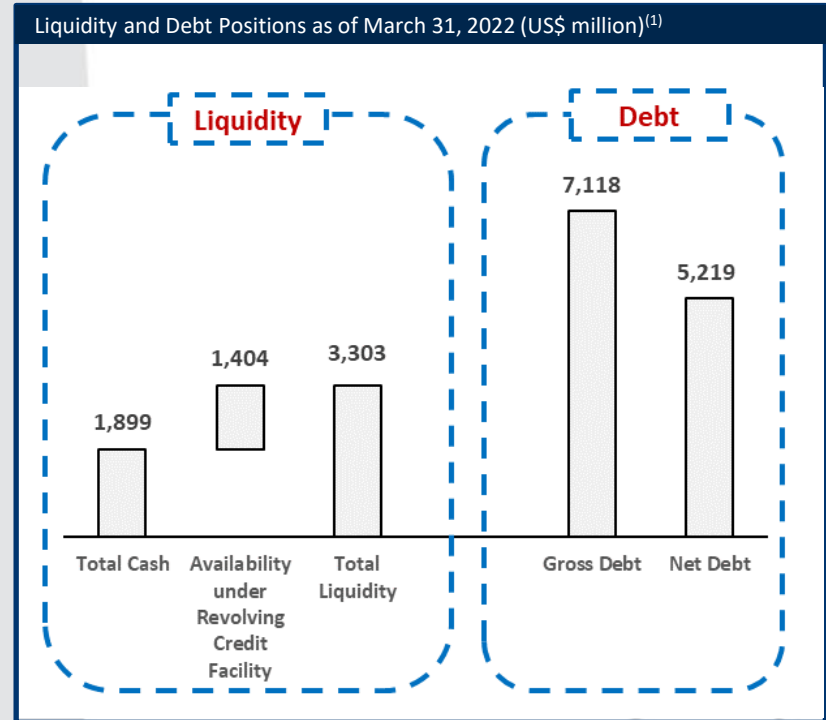
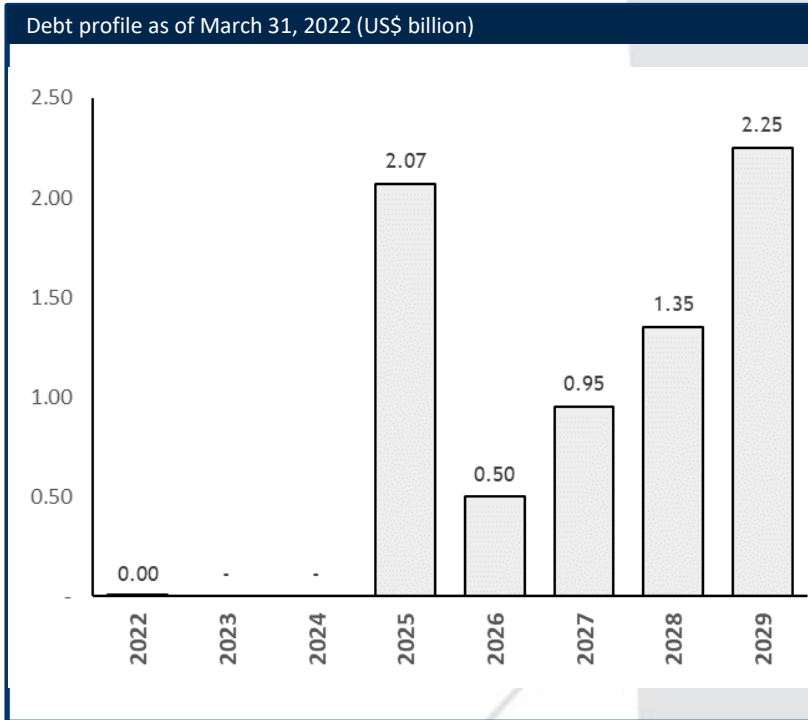


Cyprus Operations Key Operating Metrics

(US\$m, unless otherwise stated)	1Q'22	Vs. 4Q'21	Vs. 1Q'21
VIP Rolling Chip	2	68%	N/A
VIP Win Rate (%)	(3.40%)	(148bps)	N/A
Mass Table Drop	27	(12%)	N/A
Mass Table Hold (%)	16.5%	(358bps)	N/A
VIP GGR	(0)	196%	N/A
Mass GGR	4	(28%)	N/A
Slots GGR	12	(28%)	N/A
Total GGR	16	(28%)	N/A
Total Operating Revenues	16	(28%)	N/A
Adjusted EBITDA	1	(83%)	114%

- 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

# Balance Sheet



Notes:

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



# Melco's Sustainability Goals & Achievements



# Melco's Sustainability Goals & Achievements

## Melco's Above & Beyond Sustainability Strategy

Our sustainability 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 community partner
- To inspire guests by seamlessly integrating sustainability in their experience and demonstrate a sustainable future is a better future

### Achievements to date:

#### Renewable energy:

- Melco has over **21,000** solar panels across our properties in Macau and Manila, that can generate over **8MW** at full capacity, equivalent to powering 1,800 households per year\*.
- We are increasing our electrical vehicle fleet and reducing our use and ownership of diesel buses.

#### Energy Efficiency Measures:

- We implement ongoing efficiency measures to reduce overall energy consumption.

\*Calculation from EMSD <https://www.emsd.gov.hk/energylabel/en/cal/cal.php>

# Melco's Sustainability Goals & Achievements

## Achievements to date [continued]:

### Single-Use Plastic commitments:

Installed the NORDAQ water filtration and bottling system in Macau. We will gradually eliminate 14.8 million plastic bottles annually.

### Food waste:

- Utilize artificial Intelligence (AI)-driven technology, Winnow, to reduce food waste in employee dining rooms (EDRs), which serve over 10,000 colleagues every day in Macau.
- Participated in study with London School of Economics and Winnow to utilize cutting edge Artificial Intelligence (AI) technology and behavioral science to reduce food waste in colleague dining rooms by as much as 35% over the five-month trial.

### Sustainable Sourcing:

- Achieved sourcing all 100% cotton bed, table and bath linens at our Macau and Manila resorts made from OEKO-TEX certified cotton.
- Sustainable seafood represents 16% of Melco's total seafood by weight in 2021, up 73% over the previous year.
- Prioritize internationally-recognized eco-labels such as Green Key and Green Seal to source chemicals in Melco's chemical sourcing guidelines. Green and Amber chemicals now comprise 92% of all chemicals used on properties.

### Upcoming projects

- Sustainability Report for FY2021 will be released in May 2022.
- Mapping our Scope 3 GHG inventory as part of our overall initiative to set temporal targets to achieve our overarching 2030 goals.
- Undergoing climate risk assessment under TCFD guidelines to identify climate-related financial risks and opportunities.

# Melco's Sustainability Goals & Achievements

## AWARDS

- 'Sustainable Resort of the Year' 2021 - International Gaming Awards (IGA)
- 97 Forbes Travel Guide Awards, including 17 five-star and three four-star awards, and seven Michelin Stars across our restaurants in 2021
- Studio City Phase 2 recognized with the 'Regional Award, Asia' at the BREEAM Awards 2021
- Green Key International Environment Award 2021 for our Studio City Hotel, Altira Macau, Morpheus at City of Dreams, The Countdown at City of Dreams, NÜWA at City of Dreams, with City of Dreams Manila in progress, meeting the stringent standards set by the Foundation for Environmental Education (FEE)
- Gold Awards 2021 of the 'Climate Change Initiative' category – sustainability strategy 'Above & Beyond' – Pacific Asia Travel Association (PATA)
- ASEAN Tourism Standards Awards 2021 – ASEAN Green Hotel for all City Of Dreams Manila hotels - Nobu Hotel, NÜWA Hotel and Hyatt Regency
- Hong Kong Sustainability Award 2021 – Certificate of Excellence

## 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

- 2021 CSA submission for Dow Jones Sustainability Index (DJSI), achieved the 80<sup>th</sup> percentile for the environment category and the 77<sup>th</sup> percentile of our industry group overall
- 2021 CDP overall score of B



# Appendix

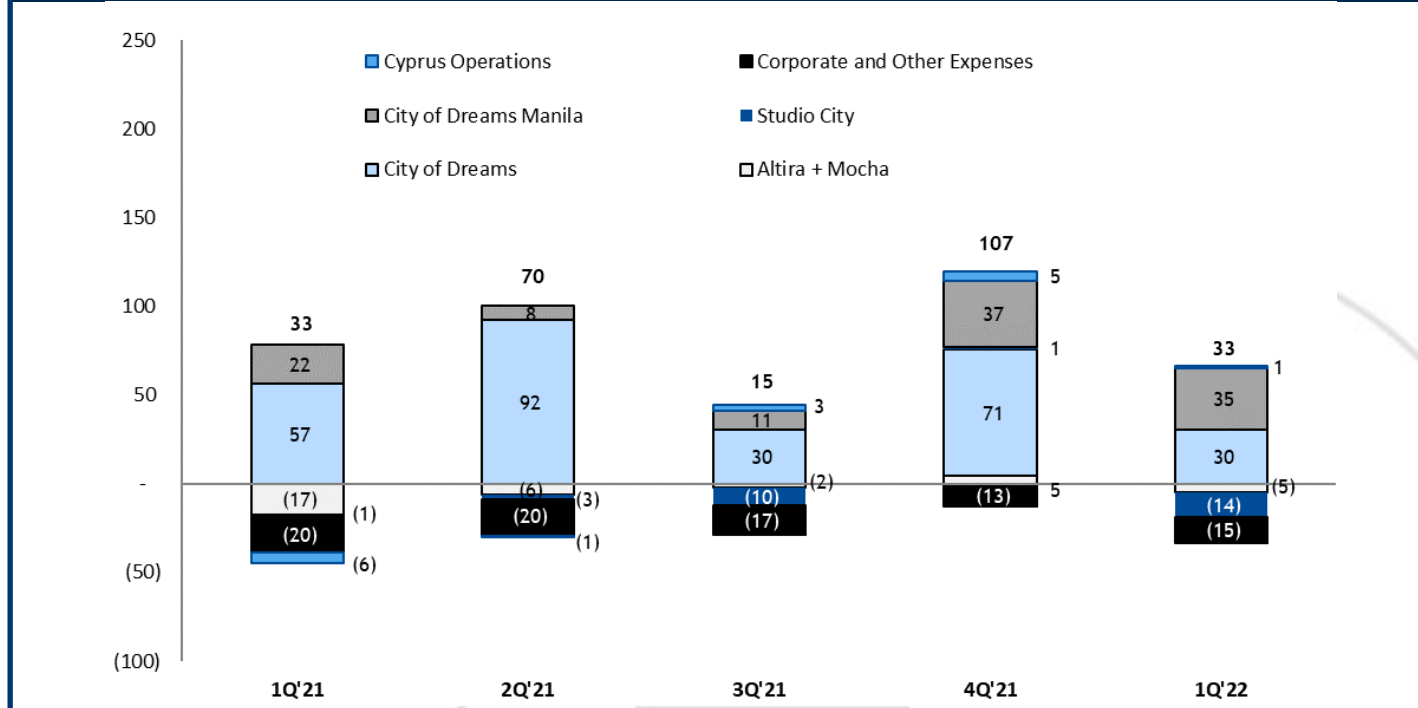




# Melco Hold-Adjusted EBITDA 1Q'22

Hold-Adjusted EBITDA of US\$33million

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



**Note:**

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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>					
	1Q'21	2Q'21	3Q'21	4Q'21	1Q'22
Altira	55	53	20	10	8
City of Dreams	156	156	155	150	105
Studio City	42	40	45	42	31
City of Dreams Manila	77	64	66	69	76
Cyprus Operations	-	3	3	3	3

Daily Average Win Per VIP Table (US\$) <sup>(1)</sup>					
	1Q'21	2Q'21	3Q'21	4Q'21	1Q'22
Altira	3,567	2,855	-(2)	-(2)	-(2)
City of Dreams	6,935	8,779	6,781	3,793	10,157
Studio City	392	4,207	2,705	2,270	2,619
City of Dreams Manila	2,853	3,727	519	389	1,024
Cyprus Operations	-	(494)	2,187	(93)	(283)

Average number of Mass Gaming Tables <sup>(1)</sup>					
	1Q'21	2Q'21	3Q'21	4Q'21	1Q'22
Altira	47	48	80	90	90
City of Dreams	352	355	359	359	355
Studio City	250	250	246	246	246
City of Dreams Manila	217	234	236	240	218
Cyprus Operations	-	29	29	29	32

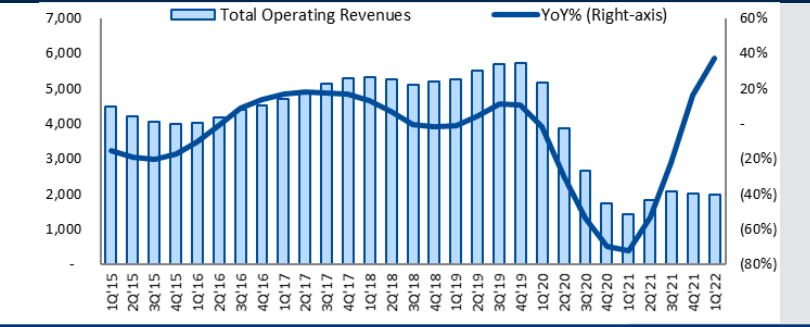
Daily Average Win Per Mass Table (US\$) <sup>(1)</sup>					
	1Q'21	2Q'21	3Q'21	4Q'21	1Q'22
Altira	2,319	2,666	1,004	1,204	1,450
City of Dreams	7,326	8,098	5,351	6,215	5,294
Studio City	3,992	3,629	2,915	3,313	2,738
City of Dreams Manila	1,801	1,468	1,951	1,827	1,931
Cyprus Operations	-	1,720	1,988	2,269	1,536

- Notes:
1. Table games and gaming machines that were not in operation due to government-mandated closures or social distancing measures in relation to the COVID-19 outbreak have been excluded.
  2. Starting in the third quarter of 2021, Altira Macau has strategically repositioned to cater to the premium mass segment and has shut down VIP operations.

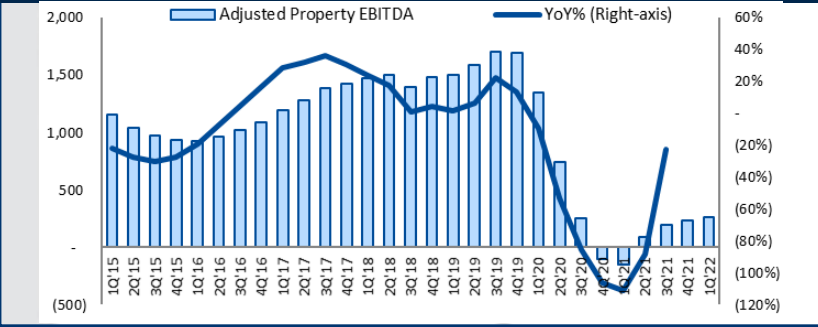
# Melco: Historic Revenue and Adjusted Property EBITDA

Over the past 7 years, Mass as a % of Total GGR increased from 46% to 76%

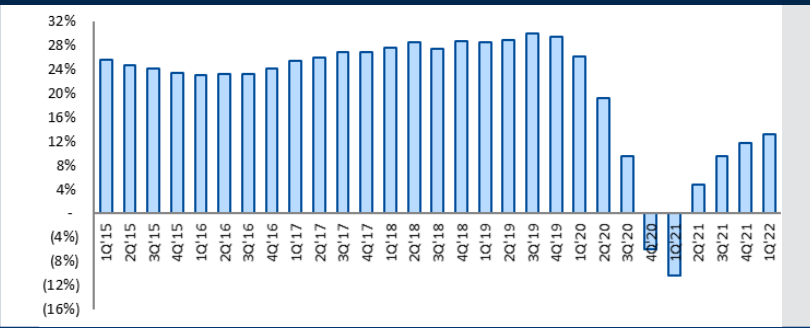
Melco: Last 12 Months Total Operating Revenues (US\$ million)



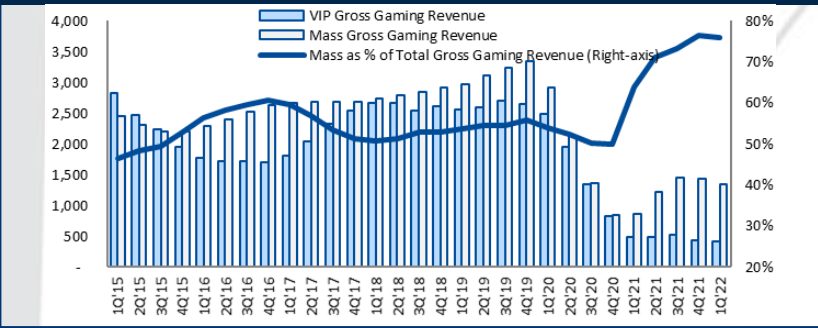
Melco: Last 12 Months Total Adjusted Property EBITDA (US\$ million)



Melco: Last 12 Months Total Adjusted Property EBITDA Margin



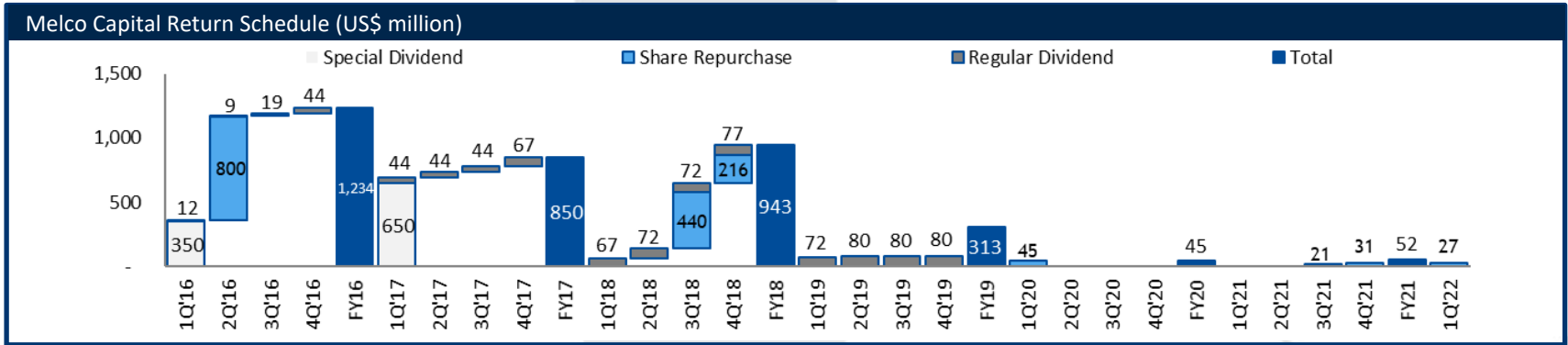
Melco: Last 12 Months Macau-only VIP & Mass GGR (US\$ million)



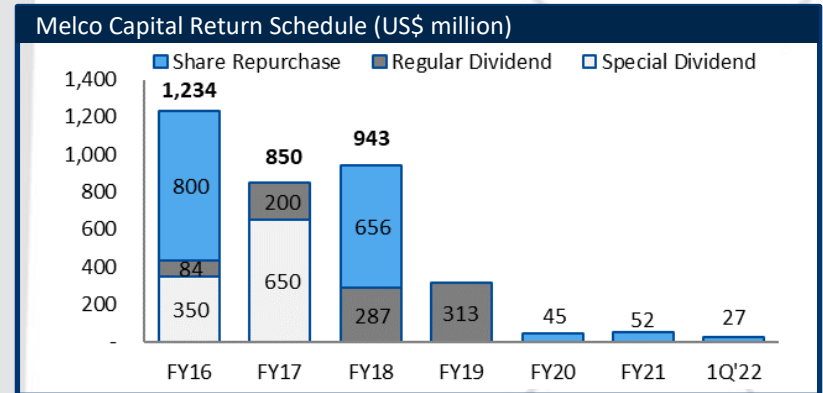
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# Shareholder Return

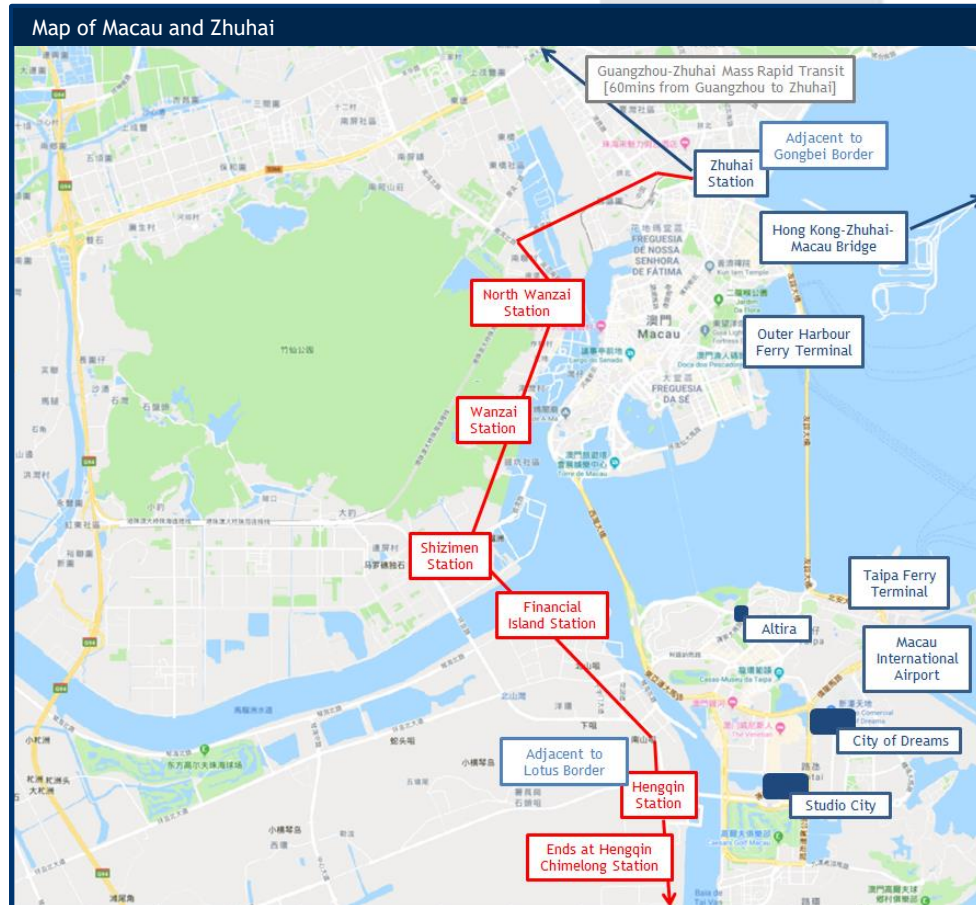
Returned approximately US\$3.5bn to shareholders from 2016



- From 2016, approximately US\$3.5 billion has been returned to shareholders in the form of dividends and share repurchases.
- To preserve liquidity in light of the COVID-19 outbreak 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.
- In Q1 2022, the Company has repurchased approximately 3.9 million ADSs, for a total consideration of approximately US\$27 million, under the US\$500 million share repurchase program the Company announced in June 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-Macao 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
- The Cotai East Light Rail Station is located in front of the Grand Hyatt Macau at City of Dreams.
- The Lotus Checkpoint Light Rail Station is located in front of one of the entrances of Studio City.

## 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

Source: Zhuhai Municipal Government, Hong Kong Transport and Housing Bureau, Macauhub, MTR Corporation

# Studio City Phase 1 and 2

- Studio City is a world-class gaming, retail and entertainment resort located in Cotai, Macau.
- Our cinematically-themed integrated resort provides highly differentiated non-gaming attractions.
- Phase 1 highlights:
  - The world's first figure-8 Ferris wheel;
  - a 5,000-seat live performance arena;
  - approximately 1,600 luxury hotel rooms.
- Phase 2 highlights:
  - Approximately 900 additional luxury hotel rooms and suites;
  - an additional indoor/outdoor water park which is expected to be one of the largest in the world;
  - state-of-the-art MICE space;
  - the construction of Studio City Phase 2 is progressing with completion targeted to be on or before December 27, 2022.



# 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.



*A* MELCO

Thank You