

MELCO RESORTS & ENTERTAINMENT

INTRODUCTION

EMPLOYER OF CHOICE

- Pride in the organization’s reputation and success
- Career opportunities
- Work environment where people feel valued, cared and recognized for
- Quality of Life & Family



“We believe that If we care for our colleagues, they will take care of our guests”

Lawrence Ho
Melco Chairman & CEO

PRIDE IN THE ORGANIZATION

Winner of over 1,000 awards – local, regional and international

- Premium luxury service delivery via regimented training system
- Mandatory orientation
- “My First 90 Days” Integration Program
- Customized Consumer Brand & Service Training
- Melco Core Service Standards
- “Forbes” Standards Training
- Mystery Shoppers
- Technical Skills Training



MICHELIN STARRED RESTAURANTS
ONE OF MACAU’S IR OPERATORS WITH THE MOST MICHELIN-STARS



2023
Forbes
TRAVEL GUIDE

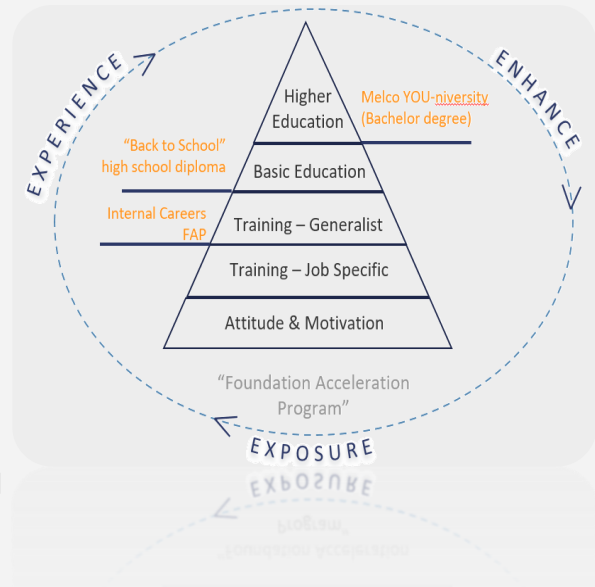
17 FORBES FIVE STAR AWARDS



WORLD’S GREATEST PLACES 2018
AWARDED TO MORPHEUS ONLY TWO MONTHS AFTER OPENING

CAREER OPPORTUNITIES

- Sustainable and effective development must include generalist experience;
- Method focuses on both technical skills and the enabling of a generalist path;
- Learning is in classroom AND on-the-job;
- Foundation Acceleration Program (FAP), which embraces stretch projects and long-term assignments in cross-functional areas; and experience through exposure into various areas which is not part of day-to-day job;
- Enables higher education through high school diploma and university education.



INTERNAL CAREER OPPORTUNITIES

POLICY

Where qualifications are equal, preference is given to internal colleagues

31,000 promotions and internal transfers to-date

49% vacancies filled internally in 2022



WORK ENVIRONMENT

As an organization committed to continually improving the work environment, we actively seek feedback from our colleagues. We offer many formal and informal channels for them to share comments and suggestions with us.

- Focus groups across various business functions and integrated resorts
- A mobile app that allows colleagues to “Talk to Management”
- Newsletters and social media
- Annual performance appraisals
- Leadership forums
- In-house mental wellness seminars

BEST IN CLASS "HEART OF HOUSE"



Best Office Interior Macau (2017) International Property Awards



COLLEAGUE COMARADERIE



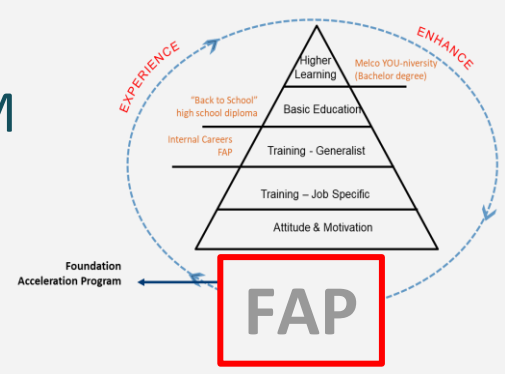
QUALITY OF LIFE & FAMILY

- Family events
 - Family days
 - Heart of House Tours (Pre-tour 59% as good/excellent employer; Post-tour 91%)
- Scholarships for family members
- Work Life Balance
 - FlexCompress
 - Strawberry Life
 - Lifestyle Programs
 - Hybrid Work-from-Home opportunities as roles and responsibilities allow

FOUNDATION ACCELERATION PROGRAM

IN 2022

109,831 total FAP experiences
104,651 (95.2%) Gaming to Non-Gaming



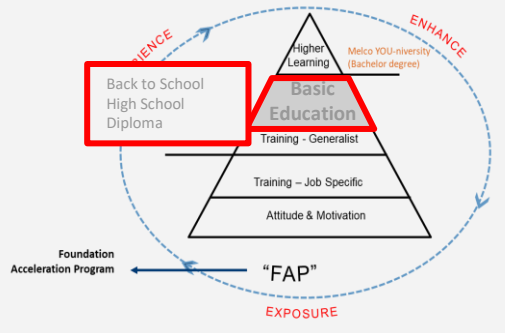
DEALER PARTICIPATION EXAMPLES

| | |
|------------------------------|--------|
| Security (1/2 – 1 day) | 86,880 |
| Housekeeping (1 day) | 198 |
| Culinary (1 week) | 689 |
| Entertainment (1 day) | 447 |
| Property Services (3 months) | 98 |
| Resorts Marketing (1 day) | 122 |

Systematic approach to accelerate growth

- cross exposure into various depts other than own to enhance foundation
- exposure to various experiences, projects and challenges
- can be one task, project, one hour, day, week, month or longer

BACK TO SCHOOL PROGRAM

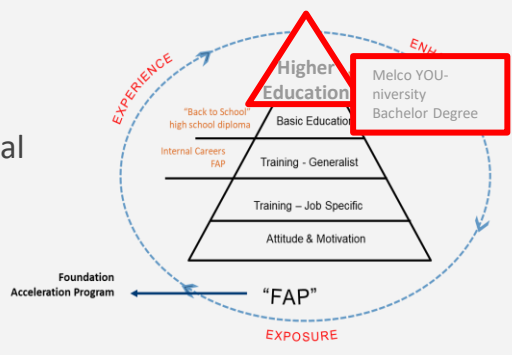


- Partnered with Government as first operator to offer in 2010
- Allows colleagues to achieve high school diploma during full employment
- 20 graduates (studied 3 years)

Melco YOU-niversity – Macau’s only in-house Bachelor’s Degree program

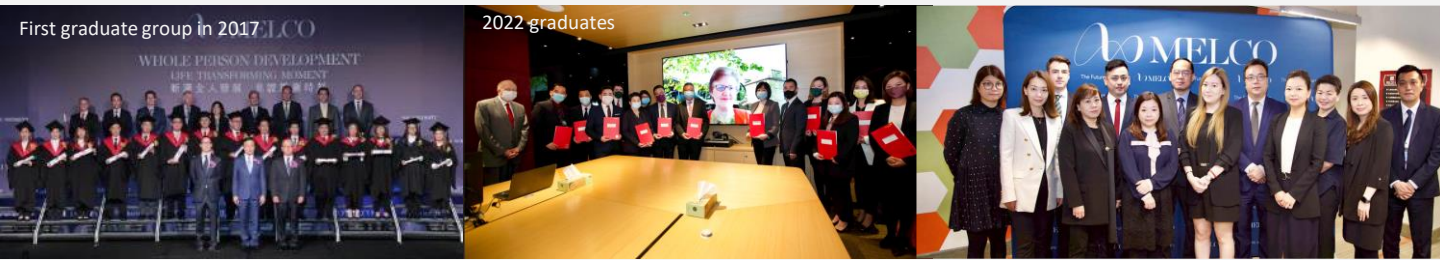
- A two-year, in-house university program
- Enables colleagues to earn a Bachelor’s degree in International Business Practice whilst working
- Each class comprises of 15 students every two years
- Requires approval from Department Tertiary Education

HIGHER EDUCATION



First graduate group in 2017

2022 graduates



INTERNAL CAREER OPPORTUNITIES

- Our policy mandates that most vacancies be internally posted, and where qualifications are equal, priority should be given to the internal candidate
- Facilitates cross-functional career paths
- 31,000 internal promotions and transfers offered since the company’s inception



| | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|-----------|-----------|-----------|-----------|-----------|
| Open positions filled internally at Group Level (Macau only %) | 40% (40%) | 34% (30%) | 63% (52%) | 71% (64%) | 49% (42%) |

Women in Leadership In 2022:

27% of Directors across our Boards

36% of Senior management

21% of Executive Committee members

41% of General Management

MELCO LEARNING ACADEMY – FIRST IN-HOUSE ACADEMY IN MACAU

Launched in 2009, the Melco Learning Academy facilitates and instills the value of life-long learning in colleagues

Offered
~8,000
courses

Over
650k
seats

Over
2.87M
hours

Over
90%
Training hours

Customized across multi-functional tracks e.g., finance, service, language, personal development, gaming & non-gaming, technical training

Filled by colleagues since 2009

Of training taken by colleagues globally in 2022

Taken by locals



SCHOLARSHIPS

- **Family scholarships** launched in 2010 to support colleagues and their immediate family members, providing awards of financial assistance to support undergraduate education including international institutions.
- **Hope Scholarships** offer financial assistance to employees and family members who have experienced hardship or misfortune.
- **Benefitting total of 115 Melco colleagues and family members**