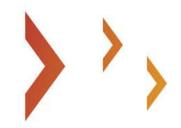


# **Investor Day October 2024**



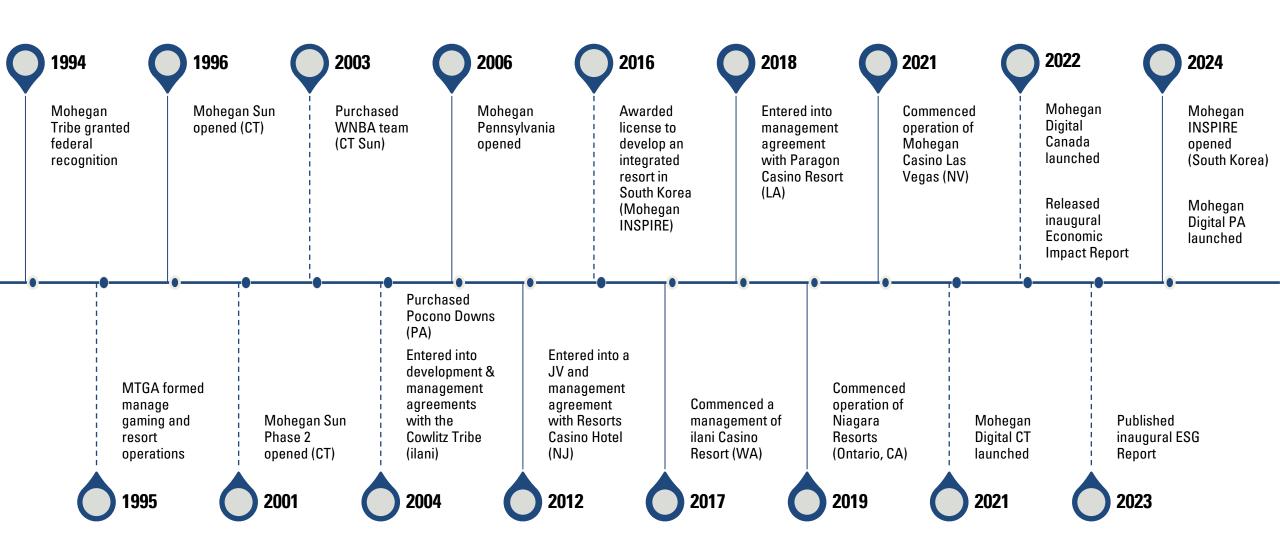
## Agenda

Topic **Presenter Mohegan Tribal Heritage Thayne Hutchins, Treasurer, Mohegan Tribe Strategic Vision & Future Growth Opportunities Ray Pineault, Chief Executive Officer Business Overview Joe Hasson, Chief Operating Officer Mohegan Digital Richard Roberts, President Digital Gaming Financials & Capital Structure Ari Glazer, Chief Financial Officer Q&A** 



## Mohegan Tribal Heritage

### **Mohegan Timeline**





## **Spirit of Aquai**

The Spirit of Aquai is a centuries-old guiding philosophy that infuses our everyday lives with four key principles that truly define who we are and how we treat each other

- Welcoming
- Mutual Respect
- Cooperation
- Building Relationships



- Living by the Mohegan Tribe's principles and always striving to live up to the core values of the Spirit of Aquai, we have created a culture that provides a strong and secure foundation for future endeavors
- A culture that is built not just for today's successes, but for 13 generations to come

## **Mohegan Tribal Council**

- Elected for four-year staggered terms
- Each member of the Tribal Council also serves as a member of the Management Board of Mohegan
- The Management Board draws from the extensive experience of its Council which comes from a range of industries
- Members of the Tribal Council bring a combined 45 years of experience working at Mohegan Sun



## **Uses of Indian Gaming Revenues**

### 100% of Tribal Gaming Revenues Promote Tribal Communities and Neighbors

### **Government and Community Center**





**Education and Youth Programs** 

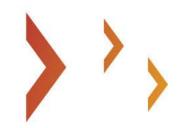


**Public Safety** 



**Elder Housing** 





## **Strategic Vision**

### Mohegan Management Team



#### Mohegan is in the capable hands of a revamped management team, providing an abundance of expertise in complementary spaces across the industry



**Ray Pineault** 

President & CEO

~25 years at Mohegan

25+ years relevant experience







**Joe Hasson** 

Chief Operating
Officer

~4 years at Mohegan

40+ years relevant experience









**Ari Glazer** 

**Chief Financial Officer** 

~1 years at Mohegan

25+ years relevant experience



BEAR STEARNS



**Raymond Lin** 

Chief Legal Officer

~3 years at Mohegan

35+ years relevant experience

LATHAM & WATKINS LLP

**Davis Polk** 



**Richard Roberts** 

President, Mohegan Digital

~3 years at Mohegan

35+ years relevant experience





**小ATARI** 



**Nelson Parker** 

Chief Strategy Officer

~3 year at Mohegan

20+ years relevant experience







### **Mohegan Management Team**



#### Mohegan is in the capable hands of a revamped management team, providing an abundance of expertise in complementary spaces across the industry



**David Martinelli**Chief Marketing

~25 years at Mohegan

Officer

25+ years relevant experience







**Richard Lindsay** 

Chief Development Officer

~6 years at Mohegan

40+ years relevant experience

J3C

kerzner



Mark Rosa

Chief Information
Officer

~8 years at Mohegan

25+ years relevant experience

**Deloitte.** 

Staples.



**George Galinksy** 

SVP, Marketing Communications

~25 years at Mohegan

30+ years relevant experience





**Patricia Smith** 

Chief People Officer

~6 years at Mohegan

35+ years relevant experience







**Tom Cantone** 

SVP, Sports & Entertainment

~17 year at Mohegan

35+ years relevant experience







## **2024 Highlights**

### Achieving historic breakthroughs by focusing on our strengths and remaining disciplined

### People

- Ari Glazer appointed Chief Financial Officer
- Joe Hasson appointed Chief Operating Officer
- Nelson Parker appointed Chief Strategy Officer

#### **Performance**

- Mohegan achieved highest quarterly net revenues in 2024 and 3024
- INSPIRE generated net revenues of \$101.1 million since opening
- Mohegan Digital net revenues up 151.3% year over year

### **Property**

- Mohegan Digital launched in Pennsylvania, April 2
- Mohegan Sun Arena hosted its 3,000th show
- Mohegan Sun Arena received three national awards for Best Casino/Resort Arena
- INSPIRE Grand Opening, March 5



## **Corporate Strategy**

### Global Integrated Omni-Channel Resort Operator

### **Grow Topline**

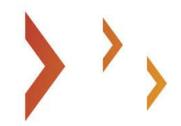
- Omni-Channel Revenue Streams
- Diversify Geographic Footprint
- Diversify Revenue Streams
- Leverage Our Deep Bench

### **Improve Bottom Line**

- Streamline the Company
- Global ERP Rollout
- Improve Efficiency
- Exit Non-Core Assets

### Reduce Debt / Leverage

- Increase Asset Value
- Execute Our Strategy
- Grow Investor Universe
- Investor Education



## Future Growth Opportunities



## **Building Long-term Value for all Stakeholders**

### Continued investment in the long-term success of Mohegan Sun

- Appropriate ongoing maintenance capex to keep property best-in-class
- Attractive investment opportunities to grow our premier asset over time

### Capturing the digital opportunity

- CT Digital remains underpenetrated
- Our retail footprint and database are a significant differentiator

### Further Development Opportunities at Inspire

- Phase 1B Development = 102 acres
- Additional 492 acres available on INSPIRE campus

### Targeted high-return strategic investments

Game-changing opportunity for Mohegan in NY

## Mohegan and Soloviev Group Partnership (NY Downstate)

- Mohegan partnered with the Soloviev Group to bid for one of three possible casino licenses in New York City
- Proposed Freedom Plaza location spans 6+ acres on Manhattan's East Side from 38th to 41st Street east of First Avenue
- The site, owned by Soloviev Group, is the largest undeveloped land parcel in Manhattan.
- Prime location makes our project superior due to its ease of access via FDR and Grand Central station
- Unique blend of luxury amenities, extensive green spaces, and an innovative rewards program that supports local businesses, all while offering significant affordable housing and employment opportunities to the local community
- The NY Gaming Facility Location Board has approved the RFA timeline for June 27, 2025
- Gaming Commission license determination by December 2025

### **Proposed Project**

- World-class casino
- 1,250 room first-class luxury hotel
- Flexible meeting space
- Exceptional food & beverage offerings
- Residential towers including 500+ permanently affordable units
- Museum
- Substantial public green space/park

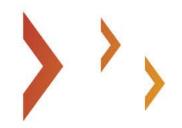


## Mohegan and Soloviev Group Partnership (NY Downstate)









## **Business Overview**

## **Geographic Diversity with Premier Land Based & Digital Gaming Assets**



## Mohegan INSPIRE (South Korea)

- 600 slots
- 150 table games
- 1,275 rooms
- 15,000 seat arena
- Multi-phase dev. on 660+ acres





## Fallsview Resort & Casino Niagara (Ontario, Canada)

- 4,735 slots
- 143 table games
- > 370 rooms
- 5,000 seat venue







Mohegan Digital (CT, PA, & Ontario, Canada)



#### Mohegan Sun (CT)

- 3,405 slots
- 278 table games
- 1,562 rooms
- 10,000 seat arena
- 310,000 SF Casino



#### Mohegan Casino Las Vegas (NV)

- 600 slots
- 45 table games
- Sportsbook
- Mohegan operates gaming floor only



#### Mohegan Pennsylvania (PA)

- 1,585 slots
- 67 table games
- 238 rooms
- 1,500 seat venue



#### Resorts Casino (NJ)

- 1,350 slots
- 75 table games
- 942 rooms
- 1,250 seat venue
- 80,000 SF Casino

## **Geographic Diversity with Premier Land Based Assets**



## **Geographic Digital Diversity with Premier Gaming Assets**

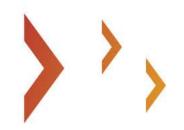












## Mohegan Sun

## Mohegan Sun

### **Key Highlights**

- Located in Southeastern CT, Mohegan Sun is our flagship property and first in our portfolio
- Established in 1996 by the Mohegan Tribe
- Facility includes:
  - 3,405 slot machines
  - 278 table games (including poker)
  - 310,000 sq. ft. gaming floor
  - 10,000 seat arena
  - 1,562 luxury hotel rooms
  - 275,000 sq. ft. of convention & expo space
  - 51 restaurants, bars, nightclubs, and private lounges
  - 37 retail outlets
  - 11,000 sq. ft. sportsbook and racebook facility
  - 18-hole golf course



## Mohegan Sun – Casino









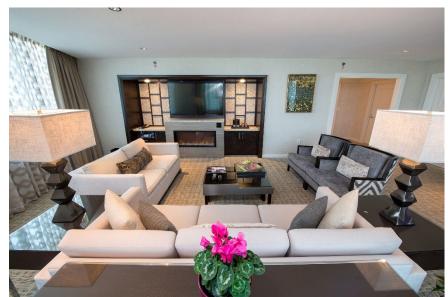


## Mohegan Sun – Hotel

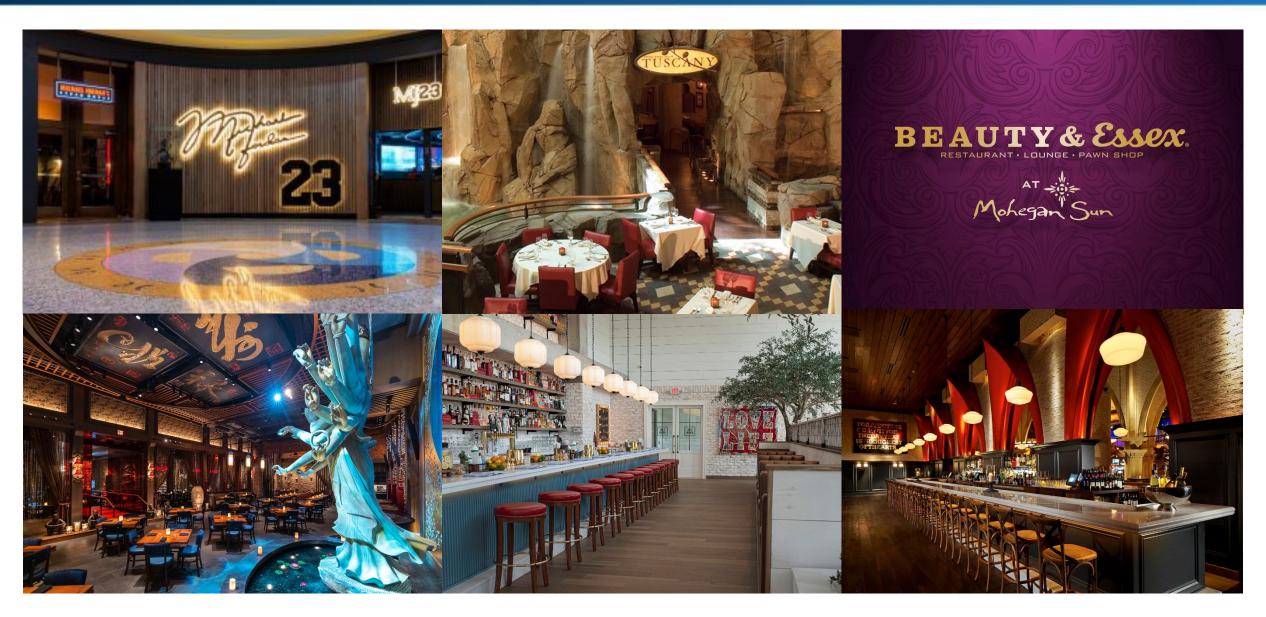




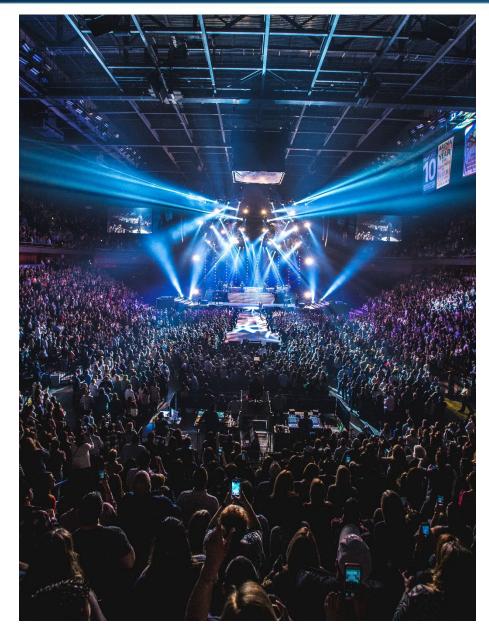




## **Mohegan Sun – Food & Beverage**



## Mohegan Sun – Entertainment















## Mohegan Sun – Meetings, Incentives, Conferences, and Exhibitions









### Mohegan Sun – Connecticut Sun

- The Mohegan Tribe made history in January 2003 becoming the first Native American tribe to own a professional sports team
- The Connecticut Sun play home games inside the Mohegan Sun Arena
- In 2024, the record level of interest in the WNBA drove increased revenue and positively impacted foot traffic at Mohegan Sun



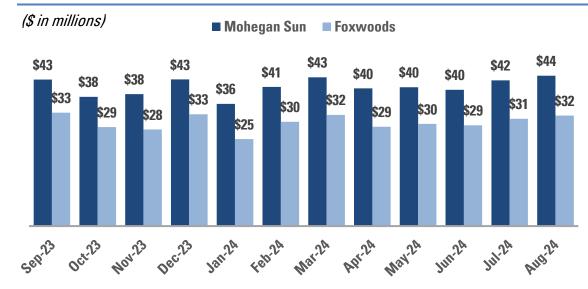


## **Attractive Markets with Leading Market Share – Connecticut**

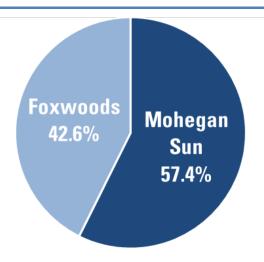
### **Key Highlights**

- Connecticut is one of the premier gaming markets in the U.S.
  - Mohegan Sun captures 57.4% of Connecticut's slot win, outperforming Foxwoods over the last twelve months
  - Connecticut has a median household income of \$91,665
- Geographically, Mohegan Sun is well situated and attracts 10-12 million visitors annually
  - Regularly attracts patrons within a 100-mile radius
  - Conveniently located between New York and Boston

### **Monthly Slot Win**

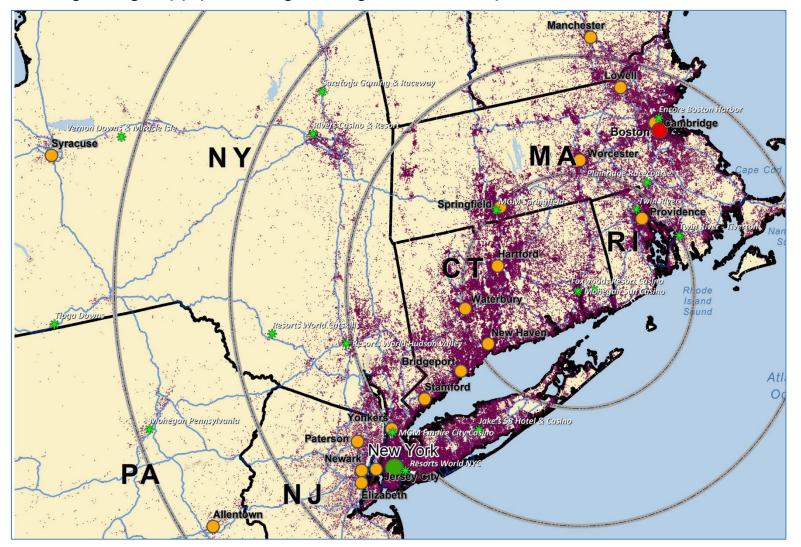


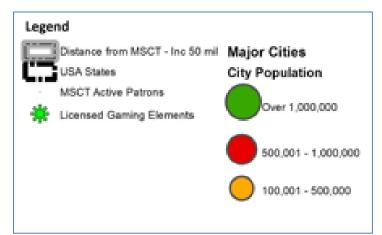
### **% Total CT Slot Win – LTM 8/31/24**



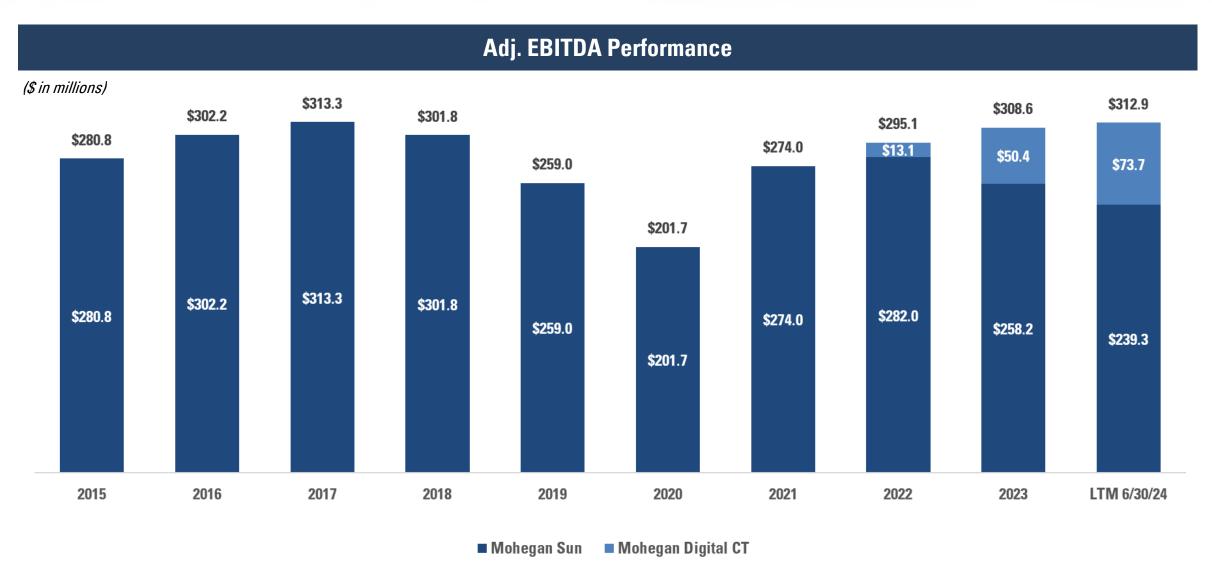
## **Mohegan Sun – Patron Density**

Mohegan Sun is the Northeast's premier destination resort casino and continues to draw from neighboring states despite additional gaming supply entering the region in recent years





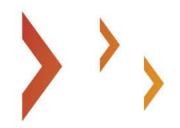
## Mohegan Sun + Mohegan Digital Connecticut



Note: Fiscal Year ending September 30.

## Mohegan Sun – 2024 Highlights

- Launched Hold and Spin slot zone
- Second highest group room nights ever
- Opened Tesla Sales and Delivery location
- 20th Anniversary Sun Wine and Food Festival
- Opened Phase II of Sun Patio in May, extended Party on the Sun Patio four weeks and added Summer Concert Series
- Connecticut Sun season ticket sales record
- Kaizen focused on EVS, Stewarding and Entertainment
- Sunrise Square, The Shed and Beauty & Essex (Coming Soon)



## Mohegan Pennsylvania

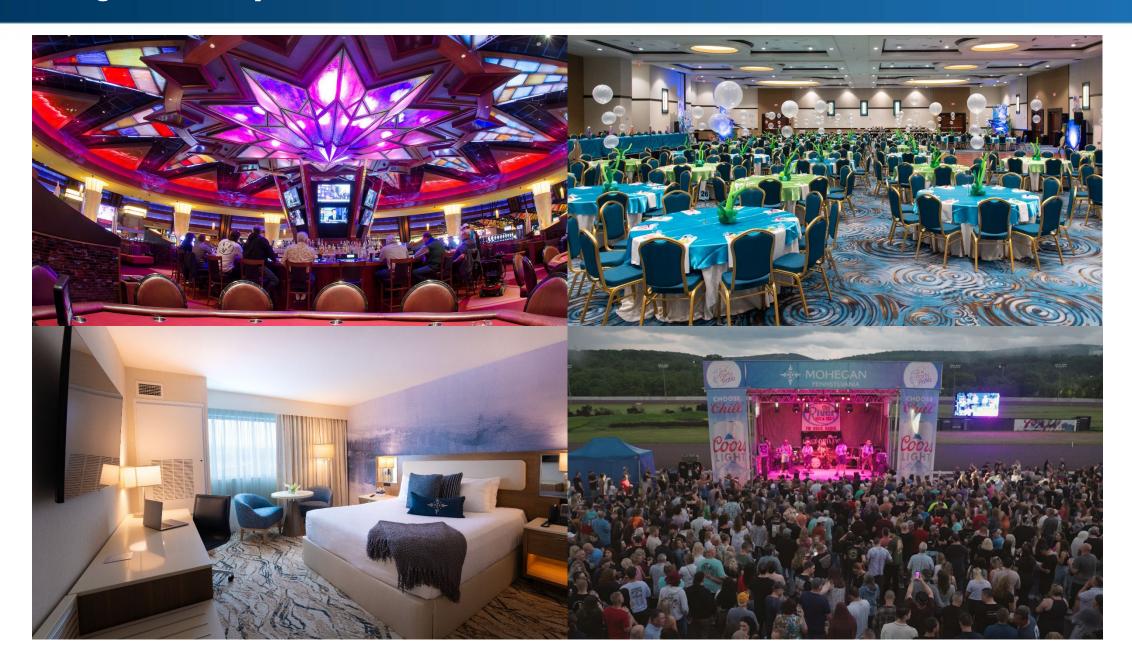
## Mohegan Pennsylvania

### **Property Overview**

- Located in Northeastern PA, our second Mohegan property was the first casino in operation in Pennsylvania
- Facility includes:
  - 1,585 slot machines
  - 67 table games (including poker)
  - 95,000 sq. ft. gaming floor
  - 238 hotel rooms
  - 20,000 sq. ft. of convention space
  - 16 restaurants and bars
  - Sportsbook
  - Harness racing track



## Mohegan Pennsylvania

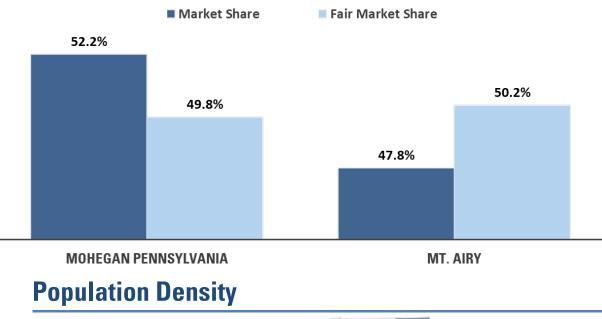


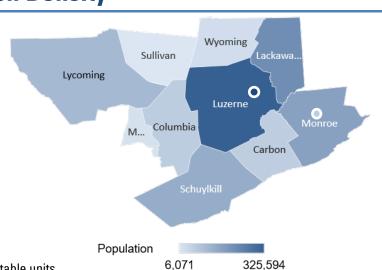
### **Attractive Markets with Leading Market Share – Northeastern PA**

### **Key Highlights**

- Pennsylvania is the 2<sup>nd</sup> largest U.S. commercial casino market
  - PA generated gross gaming revenues of \$5.4 billion (LTM 8/31/24)
  - Northeastern PA has a population of 1.1 million and a median household income of ~\$55,000
- Mohegan Pennsylvania is strategically located near Wilkes-Barre, PA
  - Attracts local patrons from within a 50-mile radius
  - Easy access to New York, Philadelphia, New Jersey, and Delaware
  - Suburban migration has counteracted NY expansion, as more affluent people head to the suburbs and urban regions, including PA
  - Already successfully weathered the storm of Massachusetts and NY slot expansion

### Market Share and Fair Share – LTM 8/31/24 (1)

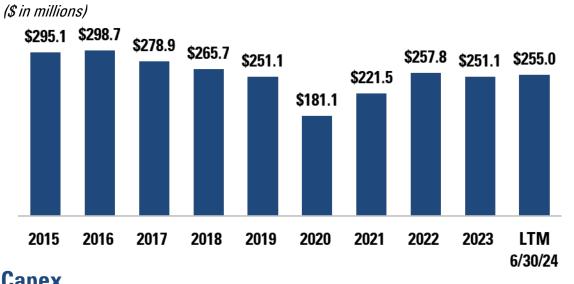




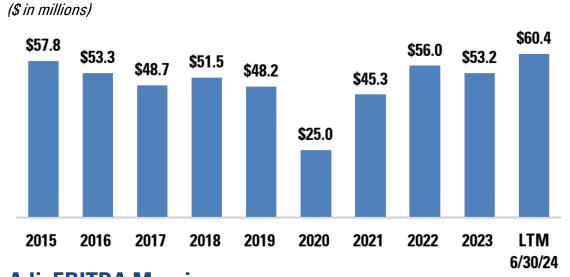


# Historical Financial Performance — Mohegan Pennsylvania

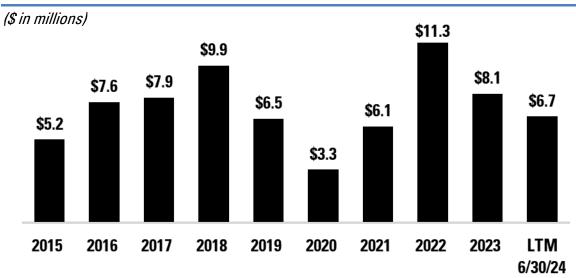
#### **Net Revenue**



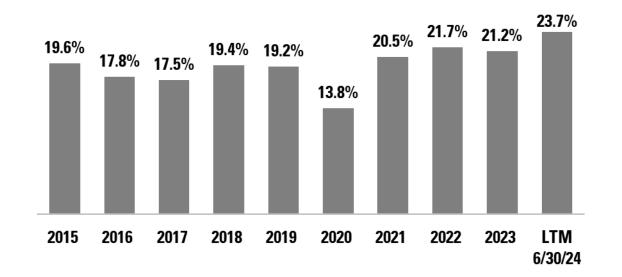
#### Adj. EBITDA



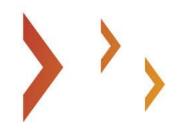
#### Capex



#### **Adj. EBITDA Margin**



Note: Fiscal Year ending September 30.



# Niagara Resorts

# **Niagara Resorts**

#### **Property Overview**

- Niagara Resorts is comprised of two resort casino properties located in Ontario, Canada. The properties are Mohegan's first international ventures.
- Fallsview Casino Resort includes:
  - 3,333 slot machines
  - 112 table games
  - 160,000 sq. ft. gaming floor
  - 372 hotel rooms
  - 45,000 sq. ft. of convention space
  - 16 restaurants and bars
  - 33 retail outlets
- Casino Niagara includes:
  - 1,402 slot machines
  - 31 table games (including poker)
  - 70,000 sq. ft. gaming floor
  - LEV2L Sports Bar





### **Niagara Resorts Partnership**

- In 2019, Ontario Lottery & Gaming Commission ("OLG") sold the exclusive rights to operate gaming in the Niagara Region to Mohegan
  - Fallsview Casino Resort OLG originally built at a cost of \$1 billion and opened in June 2004
  - Casino Niagara located in the heart of the Niagara tourism district, which opened in December 1996
- Mohegan has a local partner in Canadian Niagara Hotels Inc. "CNHI"
  - CNHI operates hotels, retail, food & beverage and tourist attractions in the Niagara Region
  - In June 2023, CNHI exercised their option to convert its outstanding debenture to 40% equity interest in Niagara Resorts; Mohegan owns the remaining 60% equity interest
- As part of the Niagara Resorts refinancing in 2023, Mohegan received a ~\$45 million distribution, representing 100% of its invested capital
- Mohegan continues to earn management fees and will benefit from any future equity distributions
- Niagara Resorts has low leverage and has significantly reduced debt over the last 12 months



# **Fallsview Casino**









## **OLG Stage at Fallsview Casino**

#### **Live Entertainment**

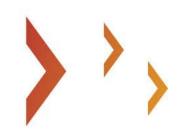
- 5,000 seats theater opened in October 2022
- Grand opening on February 25, 2023, with a soldout performance from Billy Joel
- Since opening, the OLG Stage has hosted 178 shows
- Ranked #1 in Canada and #10 among the world's top venues based on size









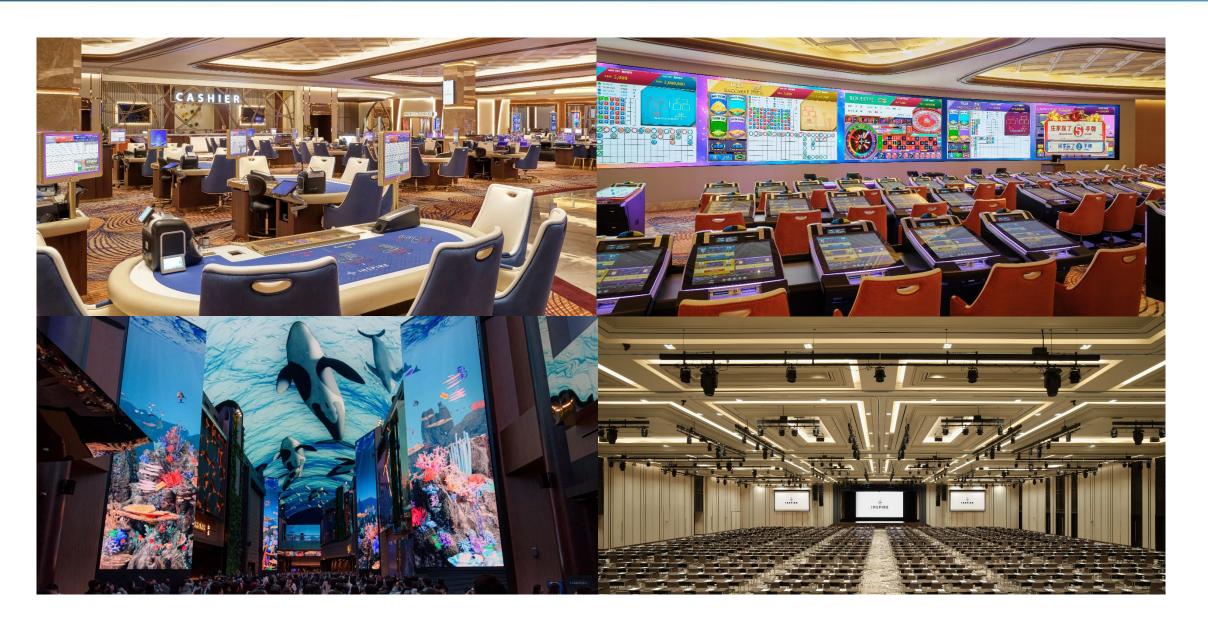


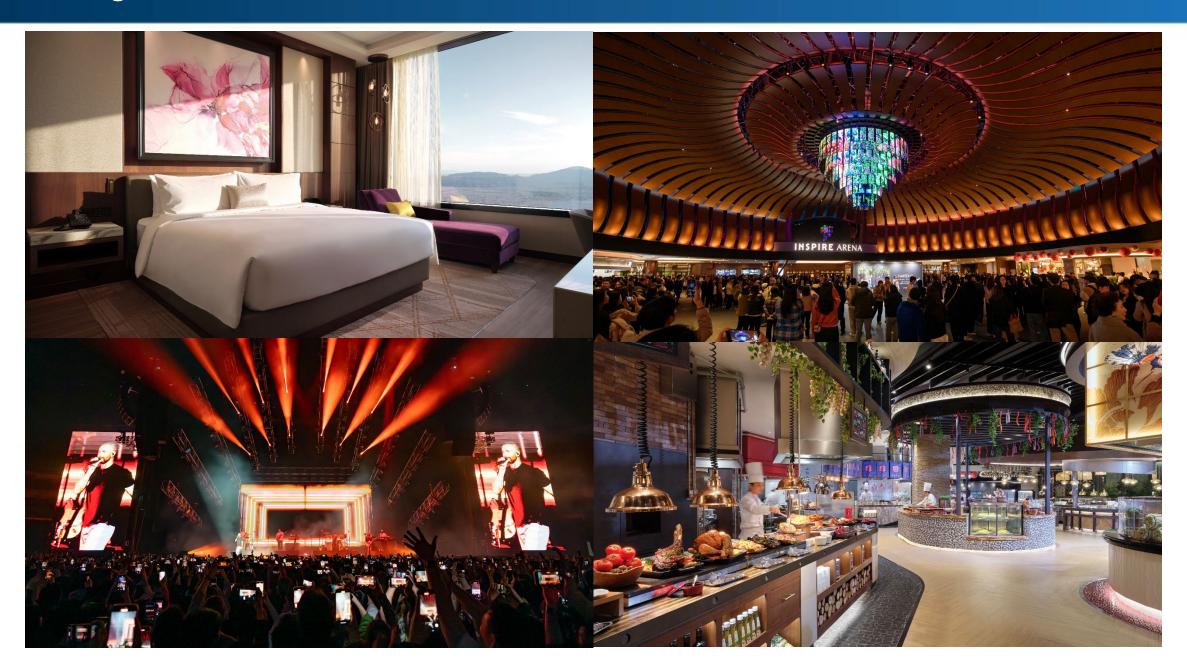
# INSPIRE

#### **Property Overview**

- Opened in the second quarter of 2024,
   Mohegan became the first Native American
   Tribe to own and operate a casino in Asia
- The facility includes:
  - Foreigners only casino
    - 600 slots and 150+ tables
  - 15,000-seat arena
  - Three hotel towers totaling 1,275 hotel rooms
  - Meeting and convention space
  - Dining, retail, entertainment options
  - Indoor pool water dome experience
  - Outdoor family park
- Property is comparable in size and scale to Mohegan Sun (1,562 rooms and 15,000-seat arena)

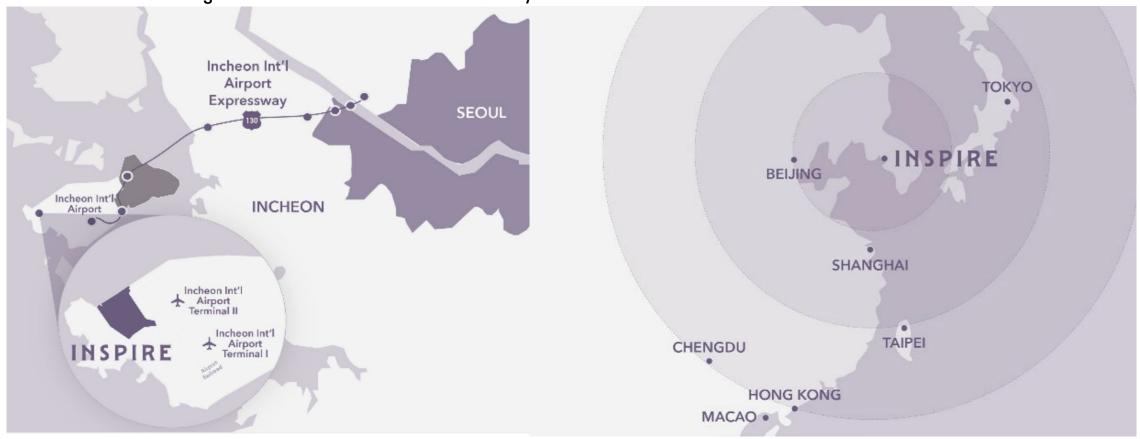






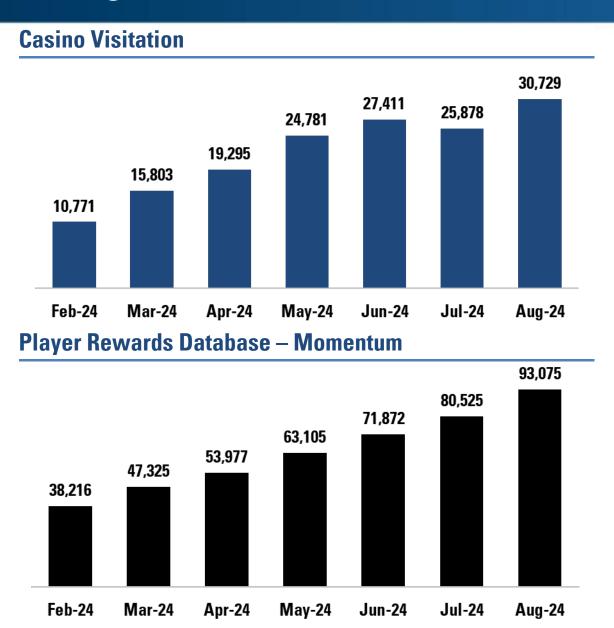
#### **Geographic Positioning**

Located just a 15-minute drive from Incheon International Airport, INSPIRE is highly accessible from major cities in the Northeast Asian region and about an hour drive away from the center of Seoul

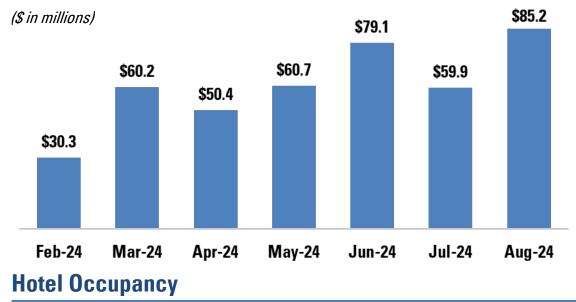


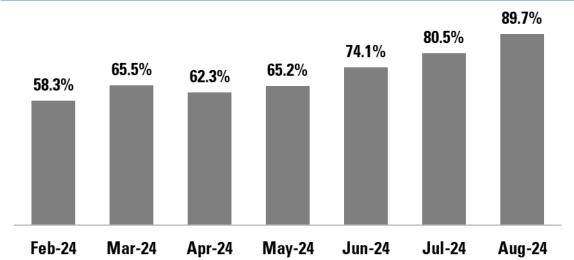
Beijing	Shanghai	Taipei	Tokyo	Chengdu	Hong Kong
2.0 hours	2.0 hours	2.5 hours	2.5 hours	4.0 hours	4.0 hours

## **Mohegan INSPIRE – Historical KPI Performance**

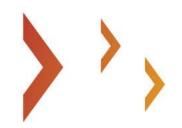


#### Mass & Premium Mass Table Drop





Note: Fiscal Year ending September 30.

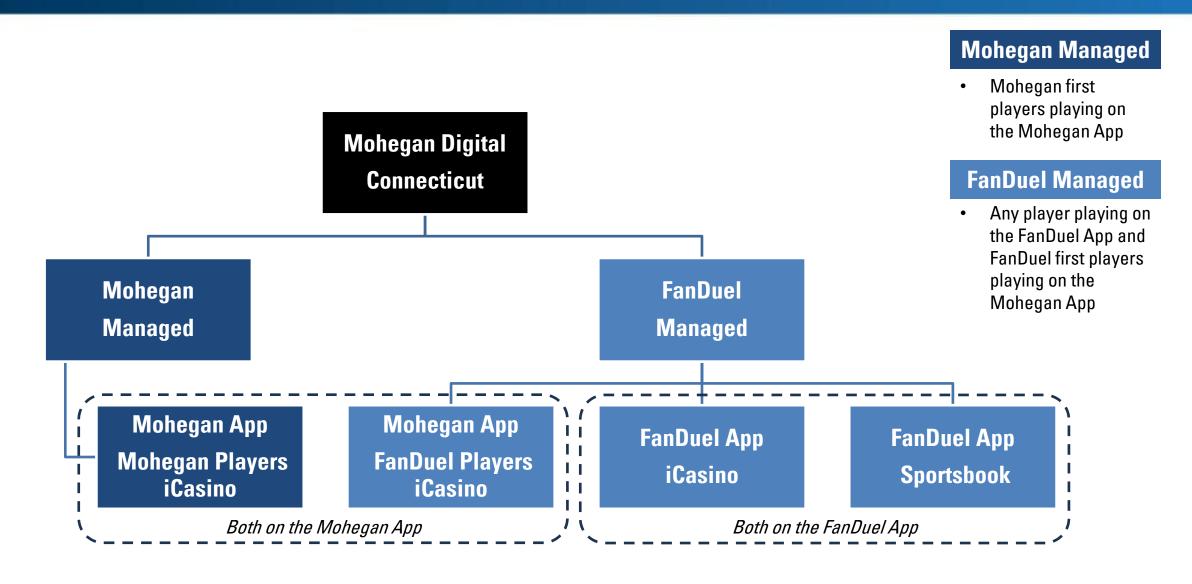


# Mohegan Digital

### **Mohegan Digital – Overview**

- Focused on profitability and long-term stability
  - Emphasis on generating EBITDA not GGR
  - Digital CT is projected to achieve record EBITDA growth for FY24
  - Digital PA and Canada are break-even to positive with strong growth expected in FY25
- Experienced Partners:
  - FanDuel: CT iGaming, sports betting, and payment processing
  - Pala Interactive: PA & Canada iGaming and payment processing
  - Kambi: Canada sports betting
- Mohegan's omni-channel strategy enables a seamless and consistent experience across online and retail channels
  - Omni-Channel / Hybrid Players represent 30% higher economic value.
- Potential for expansion into other markets

### Mohegan Digital Connecticut — Co-Branded Business Model



# **Mohegan Digital – Team**

Business Function	Headcount	Area of Focus
Product	4	Sports betting and iGaming aligned to the target market-based analytics and the latest bets and games
Advertising	10	Capitalizing on omnichannel brand awareness to drive acquisition via in-the-field event marketing, DSP and social media
CRM / VIP / Player Development	12	Built on the success of traditional casino gaming values and lifecycle management while leveraging the latest in technology to engage players at the highest level
Business Intelligence	3	Data informing decision making to enhance prospecting, player retention, cohorts, offer management, CAC/LTV and other KPIs
Compliance	6	Internal team guidance that aligns strategy and tactics with regulations in each jurisdiction
Executive	1	
Total	36	

### **Mohegan Digital – Competitive Differentiation**

#### **Product & Technology**

- Create bespoke products for each market
- Platform flexibility
- Enhance customer experience through omnichannel engagement

#### **Innovation**

- Data science enables us to better sort players
- Industry leading technologies to build unique promotions for the individual players
- Building a viable
   ecosystem that enables
   us to provide customers
   with the best experience
   in all environments

#### Scale

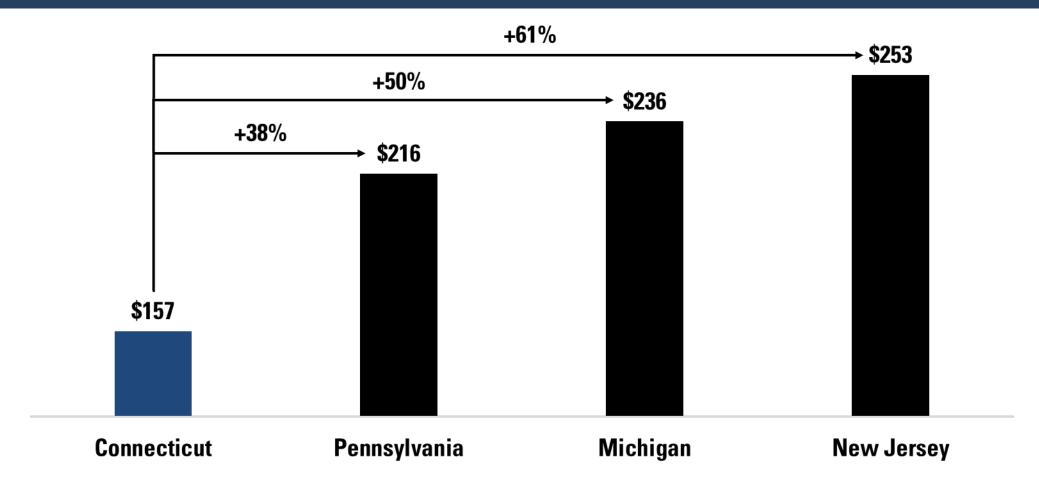
- Leverage the Mohegan brand to get better pricing and products
- Invest efficiently in our product and marketing strategies

#### **Brand**

- Strong brand recognition in our active markets
- Existing database was heavily utilized to quickly connect our guests and players to Mohegan Digital
- Optimized marketing

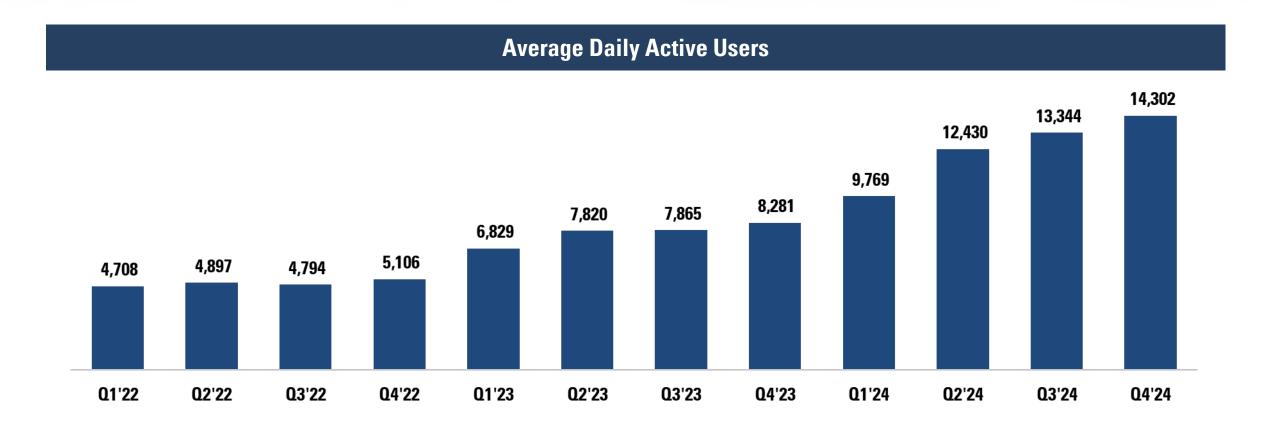
# iCasino Gaming is Underpenetrated in CT





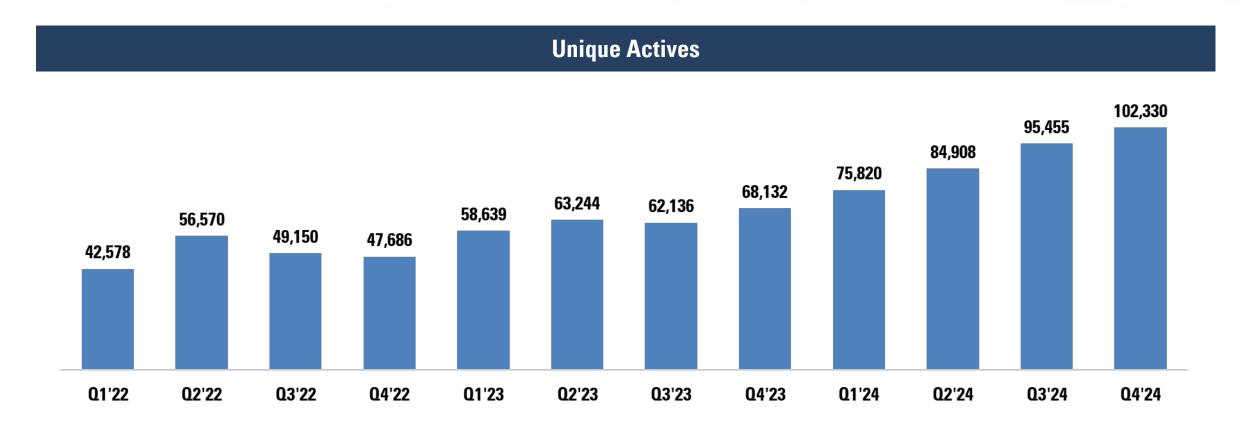


# Mohegan Digital (CT, PA, Ontario) – Average Daily Active Users





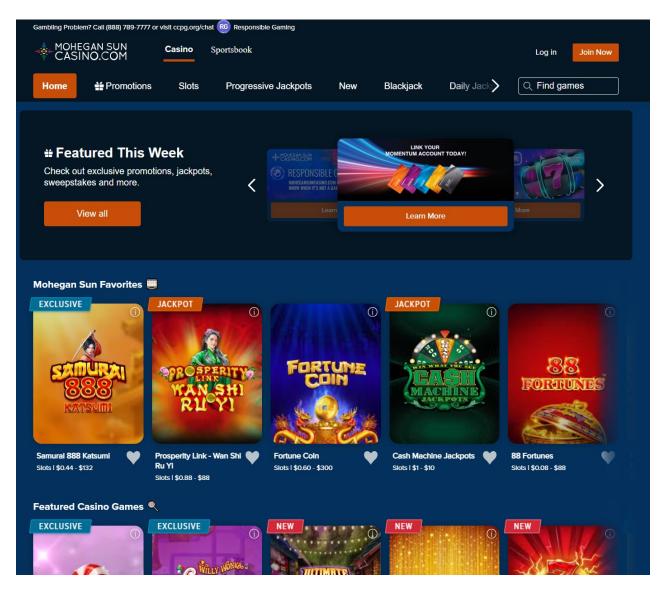
# Mohegan Digital (CT, PA, Ontario) – Unique Actives



### **Mohegan Digital Connecticut**

#### **Key Highlights**

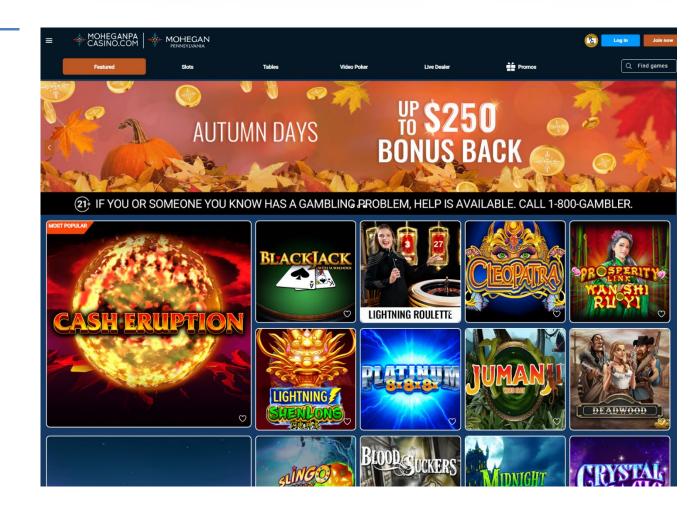
- Went live in October 2021
- Mohegan operates iGaming profitably in an industry known for over-spending
- Accretive to the restricted group, as the products generate strong / positive EBITDA
- Daily active players +57% compared with the prioryear
- New activations +45% compared with the prior-year
- Digital apps have become an important acquisition and retention tool for our CT property



## **Mohegan Digital Pennsylvania**

#### **Key Highlights**

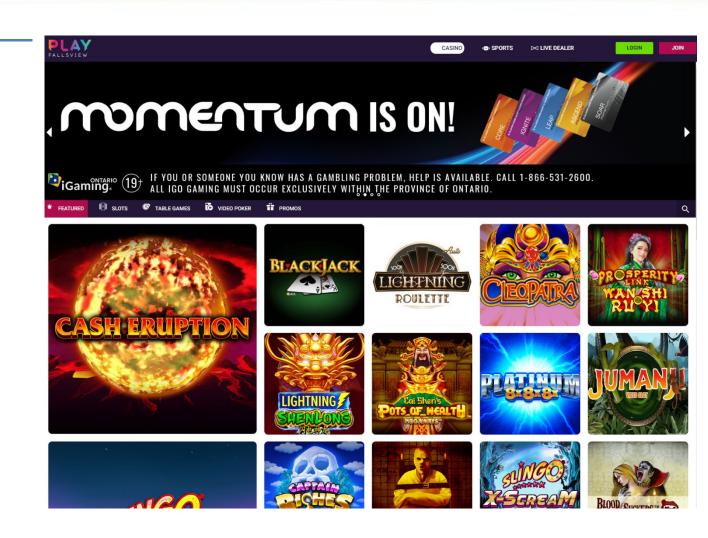
- Went live in April 2024
- Since Opening
  - Turnover >\$274 million
  - Average Revenue Per User ("ARPU") is performing above PA average
  - Over 20,000 first time depositing players

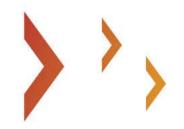


### **Mohegan Digital Ontario**

#### **Key Highlights**

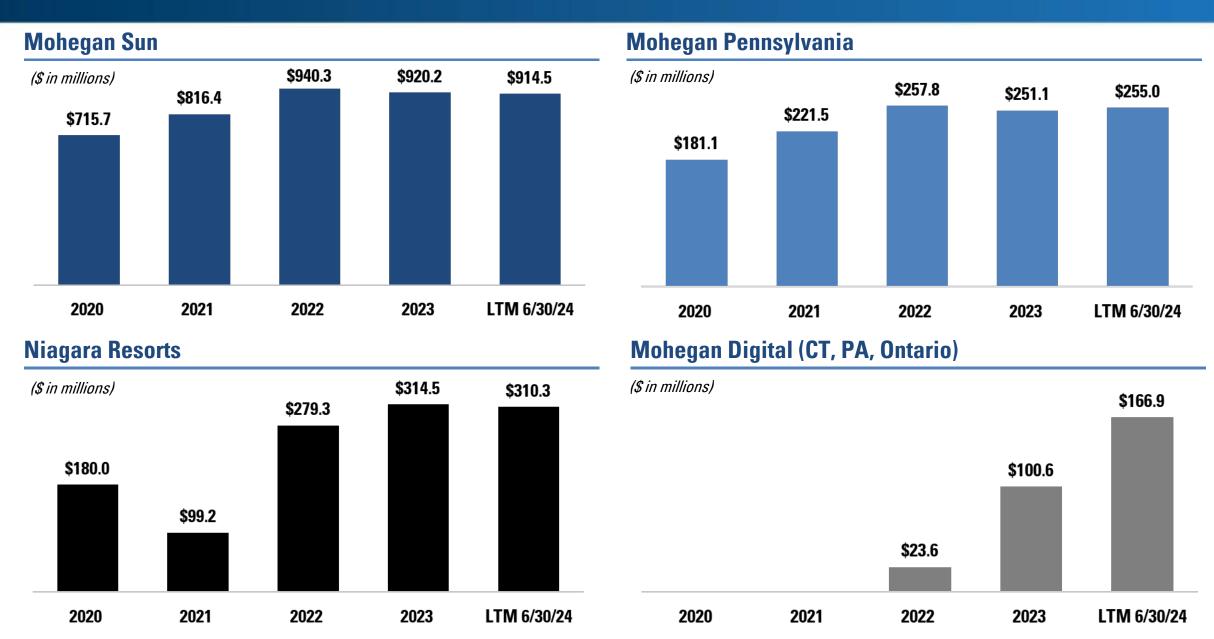
- Went live in September 2022
- Only iGaming operator in the Province tied to a brick-and-mortar casino
- Mohegan's Momentum Program will allow iGaming customers to earn rewards that can be redeemed at the brick-and-mortar casino, creating a sustainable competitive advantage for Mohegan in the Ontario iGaming Market
- 7.3K yearly actives
- ARPU increased 48% compared with the prioryear
- ARPU outperformed the iGO reported average for the Ontario market by more than 2X
- Deposits increased 67% compared with the prioryear





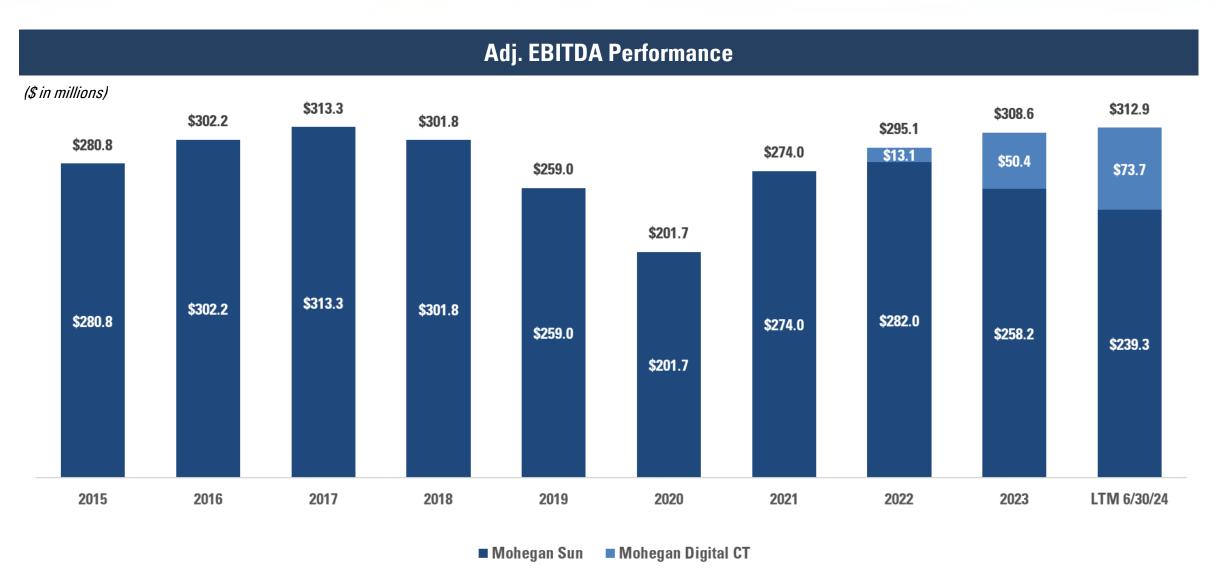
# Financials

#### **Historical Financial Performance – Net Revenue**



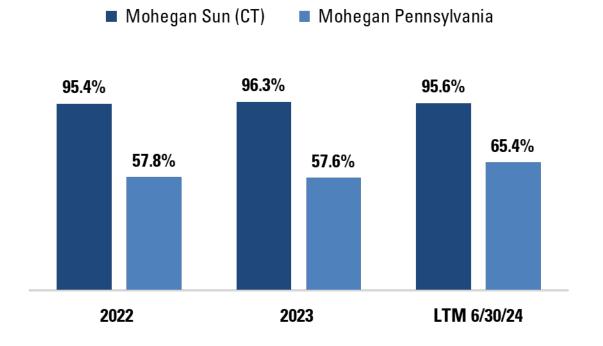
Note: Fiscal Year ending September 30.

# Mohegan Sun + Mohegan Digital Connecticut

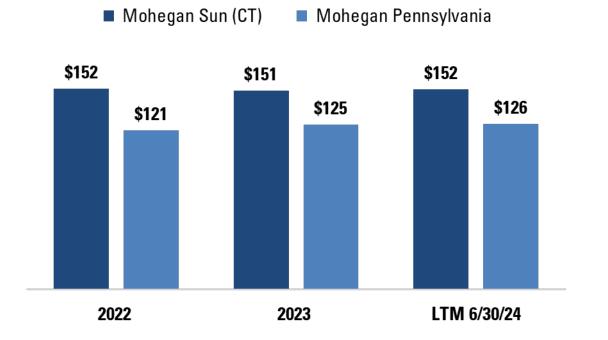


### **Historical Financial Performance – KPIs**

#### **Occupancy**

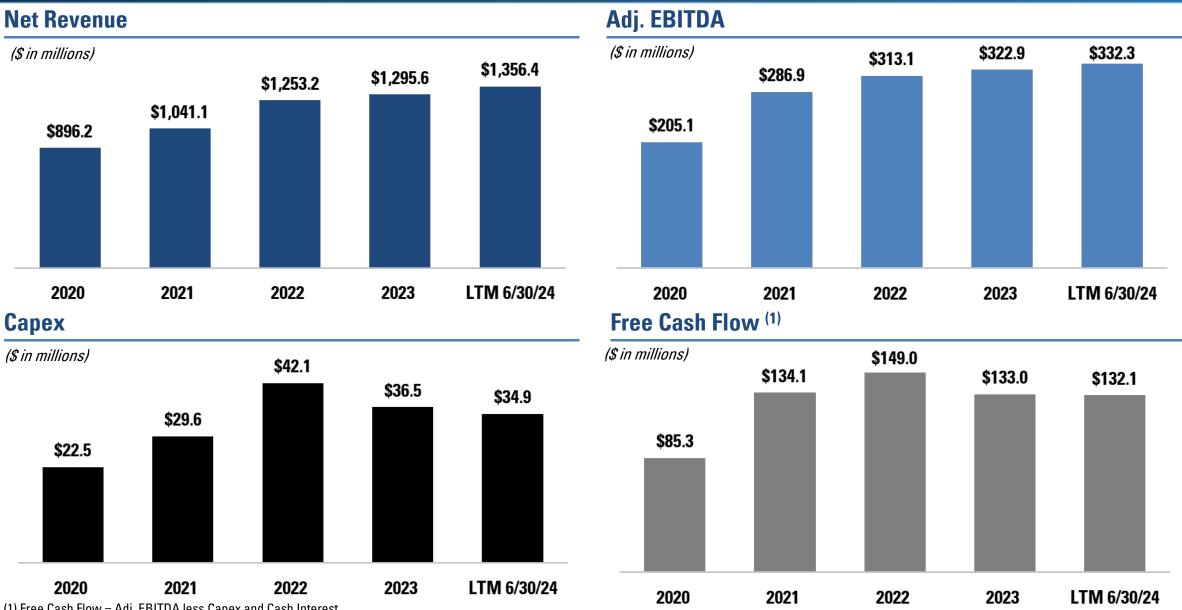


#### **Average Daily Rate**



Note: Fiscal Year ending September 30.

## **Historical Financial Performance – Restricted Group**



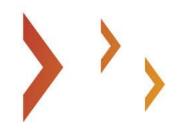
(1) Free Cash Flow = Adj. EBITDA less Capex and Cash Interest. Note: Fiscal Year ending September 30.

#### **2024 Fiscal Year End Financial Achievements**

- Delivered total property-level year-over-year growth of approximately 11%
- Digital performance accelerated, capitalizing on our strong team and underpenetrated core market
- Mohegan INSPIRE has delivered over \$163 million of revenue since opening, and is continuing to ramp
- NJ Digital sale completed, delivering our pro rata share of the proceeds to Mohegan
- MGNV exit on track and expected to close before March 31, 2025
- \$292 million of restricted group liquidity as of 9/30/24

# 2024 Mohegan Sun Financial Performance

- Highest hotel revenue year ever, approaching \$100 million
- Highest non-gaming revenue year ever, approaching \$350 million
- Highest F&B revenue year ever, over \$100 million
- Mohegan Sun Sponsorship revenue grew 58% year over year
- CT Sun Sponsorship revenue grew 50% year over year



# **Capital Structure**

### **Mohegan Entity Structure**

**Restricted Group Entities** (1)



#### **Equity Investments**





















<sup>(1)</sup> Restricted Group Entities also includes Expo, CT Sun, and Mohegan Golf

<sup>(2)</sup> Unrestricted Entities also includes Earth Hotel



# **Collateral Package**

#### **Collateral Breakdown:**

1<sup>st</sup> Lien Banks (RCF) and 2<sup>nd</sup> lien bondholders share the collateral package

#### **Collateral Package:**

#### **All Restricted Group Entities:**

- CT/PA (Land Based & Digital), Corporate (MTGA), Las Vegas
- CT: Sky Hotel, Arena, Convention & Expo Centers, F&B, Retail
  - Exclusions: Earth Hotel (owned by & leased from tribe), Casino License, Land

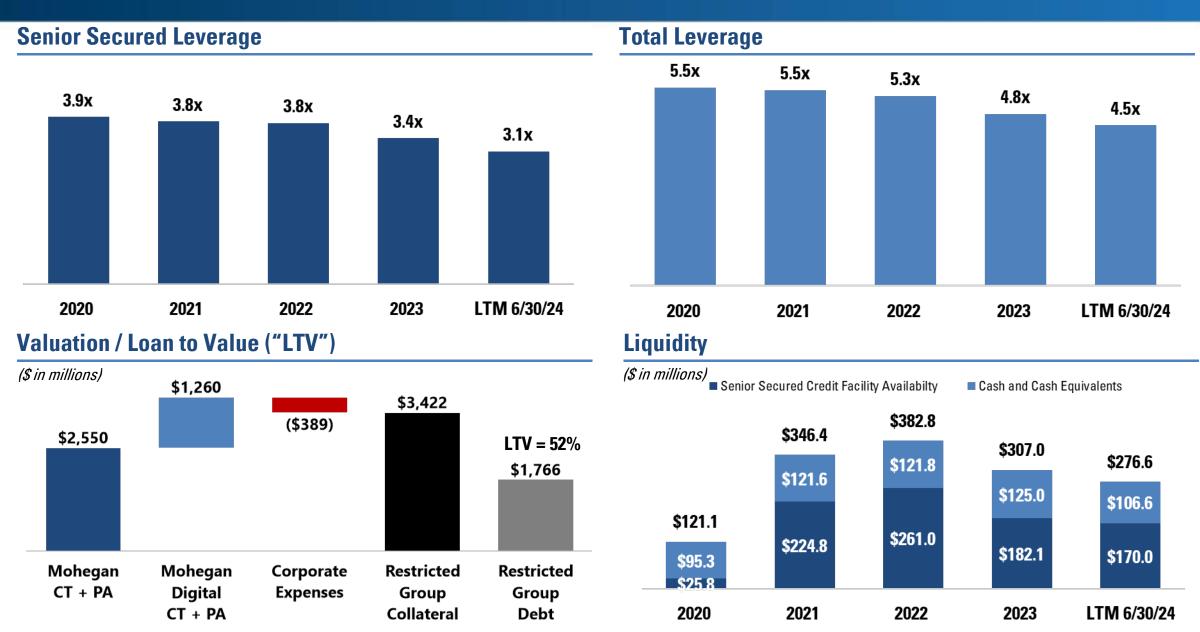
#### **Equity Pledge to the Hold Co that owns:**

- 60% of Niagara
- Mohegan INSPIRE (Currently 100%)
  - Potential Dilution: 22% from warrants at the entity above INSPIRE and 5% Convertible (at INSPIRE level directly)
  - Diluted Equity Stake: 74.1%
- 10% Passive Ownership of Resorts, Atlantic City

#### **Indian Gaming Regulatory Act**

Residual cashflows from **gaming** have to prioritize distributions to the tribe first

## **Credit Statistics – Restricted Group**



# **Unpacking Our Unique Value Proposition**

Durable cash flows from stable premier assets

EBITDA growth fueled by diversification efforts

Tangible deleveraging trajectory

Low loan-to-value

Committed, aligned owners with long-term focus

