



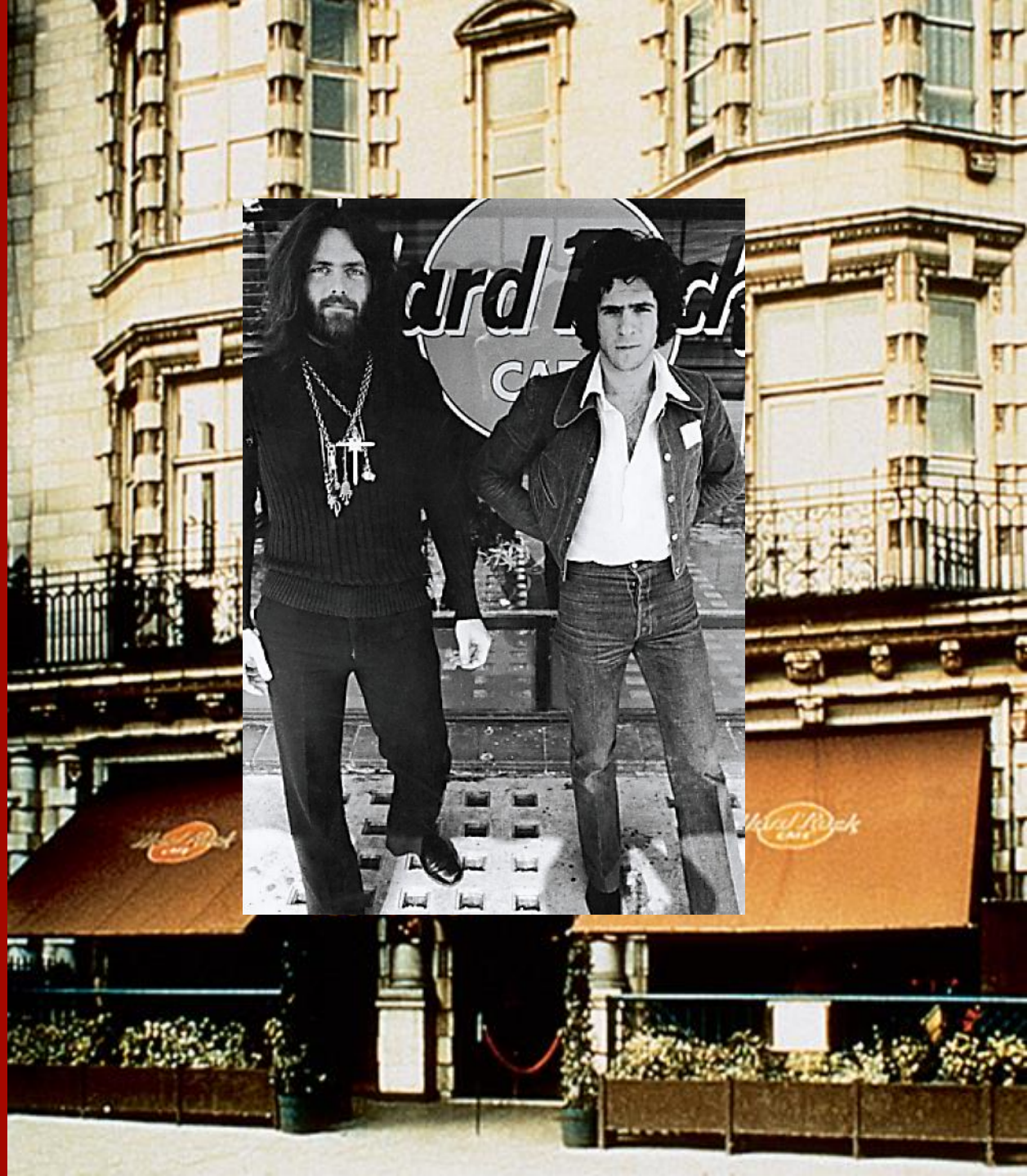
Introduction

Please allow me
to introduce
myself...

Hard Rock has evolved
into one of the most
exciting, sophisticated and
energetic lifestyle brands
in the world.



It all started in
1971





1970's

first Hard Rock Cafe opens in London

first memo donation - Eric Clapton guitar



1980's

one million plus classic T's sold annually

first franchised cafe opens in Tokyo



1990's

first signature series t-shirt

first hard rock hotel & casino opens in Las Vegas



2000's

Hollywood & Tampa hotel & casinos open

first Hard Rock Calling concert in London

set list

(Mar 2019)

245	branded hard rock venues	16,200	hotel rooms in 27 hotels
75	countries	20,500	gaming positions in 11 casinos
5.8 bn	system-wide revenues	15.1 m	merchandise items sold
45,000	system-wide employees	29.0 m	combined social/database reach
120 m	annual guest experiences	83,200	priceless memorabilia icons
18.3 m	cafe food covers per year	35,000	live music events per year



credit ratings

Only company in the history of gaming to maintain an investment grade rating from all 3 rating agencies



BBB Standard & Poor's

Baa2 Moody's

BBB Fitch



BBB- Standard & Poor's

Ba2 Moody's

BBB- Fitch

financials



Debt (millions)	\$1,371	\$640
Leverage (Net Debt to EBITDA Ratio)	0.69x	3.5x
Coverage	18.8X	2.4x

leading employer

“I’ve had the most wonderful life at Hard Rock. I always say music is the medicine of life. I’d carry on working for free, I love it so much.”

Rita Gilligan
Hard Rock’s First Employee

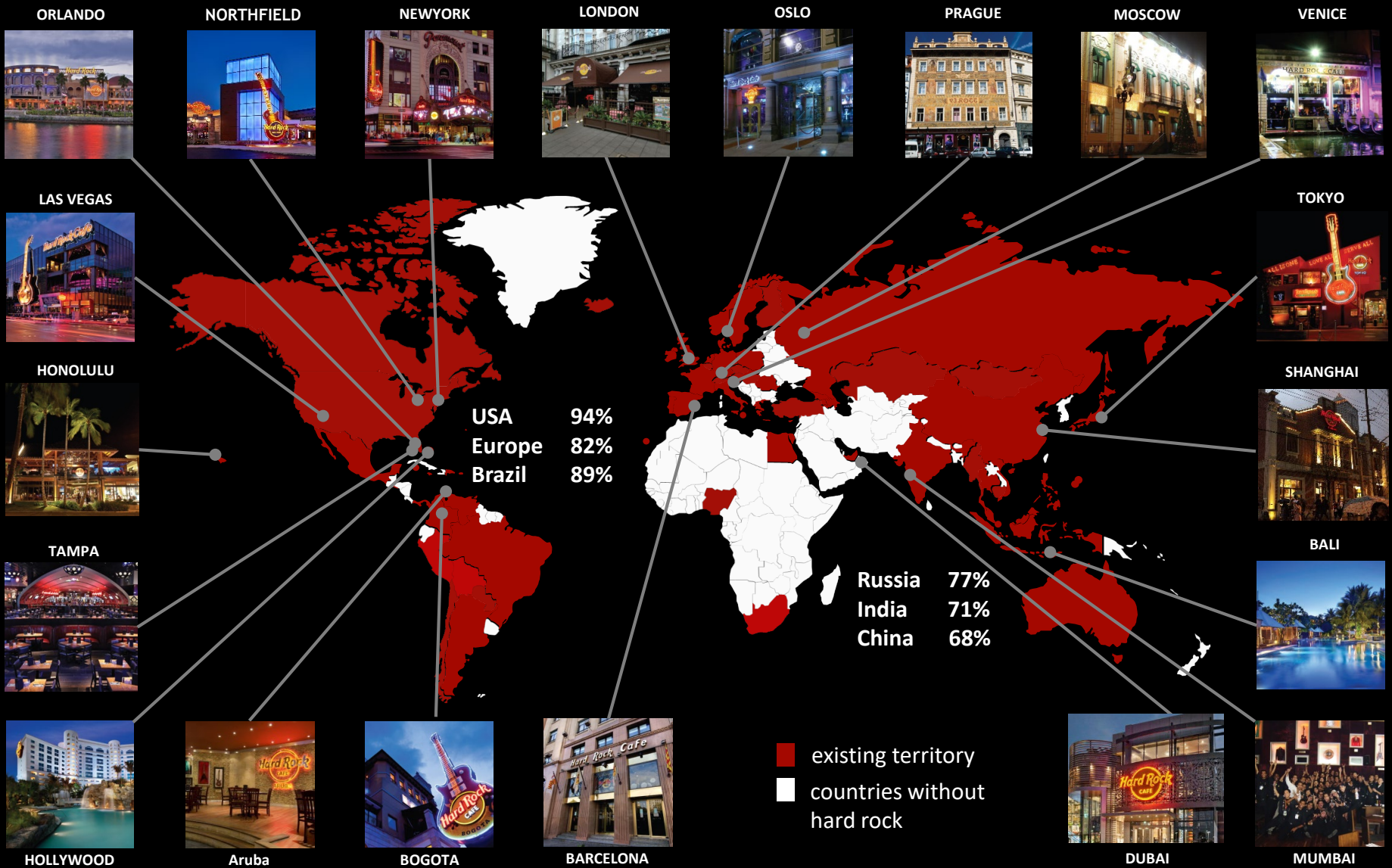


Forbes | 2019
**AMERICA'S
BEST LARGE
EMPLOYERS**



brand
overview





brand awareness

brand mission

to spread the spirit of music by creating

authentic experiences
that rock.

authentic

passionate

irreverent

unpredictable

democratic



PETE TOWNSHEND - THE WHO



SEX PISTOLS



MADONNA

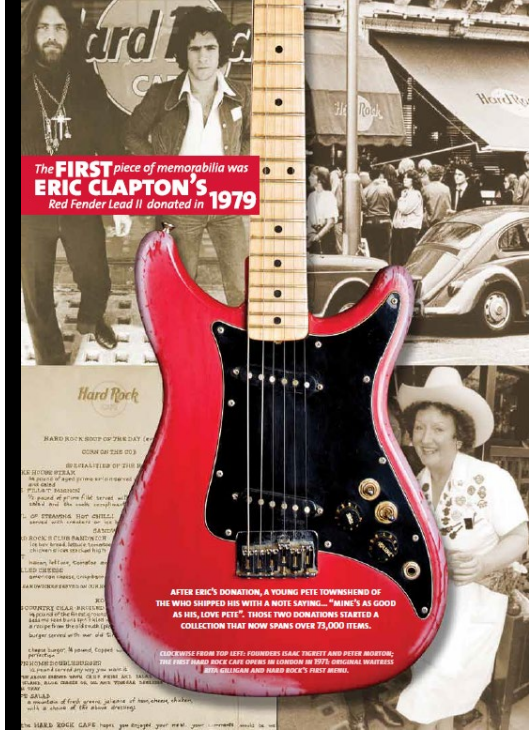


HARD ROCK CALLING - LONDON

brand
relevance
drives
brand premium

203 bn marketing impressions
\$4.8 bn ad value

celebrity
memorabilia
music
philanthropy
media coverage





monuments

aspirational

iconic

unique

brand-defining elements

accentuate local cultures

respect for architectural heritage



menu

cafe heritage

signature restaurants

strategic partnerships, including:

- Paco Roncero
- Palm
- Nobu

bars & lounges

NYY Steak JV

Sublimotion - Ibiza



music

35,000 live music events

largest global battle of the bands

global scale / local relevance

hard rock records

global music festivals – Barcelona '15

international music summit – Ibiza '15



memorabilia

82,000 items

largest collection in the world

started with Eric Clapton donation

global tours

newsworthy

priceless



merchandise

brand barometer

exclusive to Hard Rock properties

artist-inspired offerings

fashion-inspired offerings

classic logo wear

margin driver

brand advertisement

philanthropy



Tyler Robinson Foundation
slay cancer with dragons®



VicenteFerrer



WhyHunger



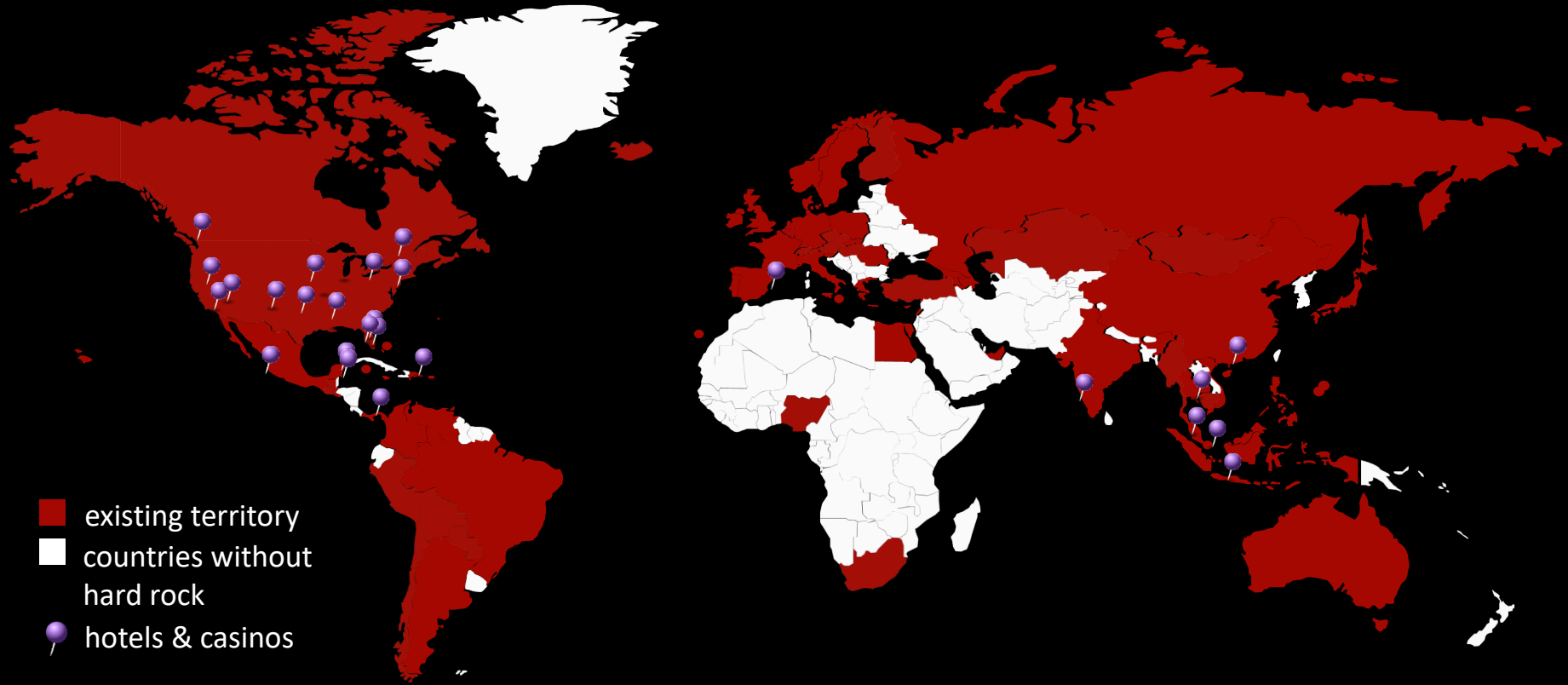


partners

brand portfolio



hotel & casino portfolio



hotels

Atlantic City • Bali • Biloxi • Cancun • Davos • Daytona Beach • Desaru Coast • Goa • Guadalajara • Hollywood, FL • Ibiza • Las Vegas • Orlando • Panama Megapolis • Pattaya • Penang • Puerto Vallarta • Punta Cana • Riviera Maya • San Diego • Shenzhen • Singapore • Sioux City • Tampa • Tenerife • Tulsa

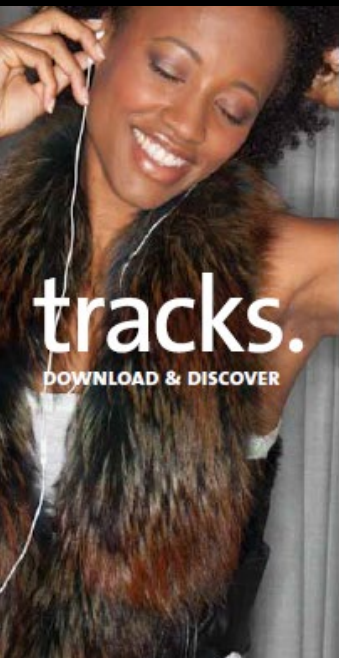
casinos

Atlantic City • Biloxi • Hollywood, FL • Lake Tahoe • Las Vegas • Northfield Park, OH • Ottawa, ON • Punta Cana • Sioux City • Tampa • Tulsa • Vancouver

differentiated experience

brand defining
amenities

The Sound of Your Stay™
Sleep like a Rock™
Rock Spa®



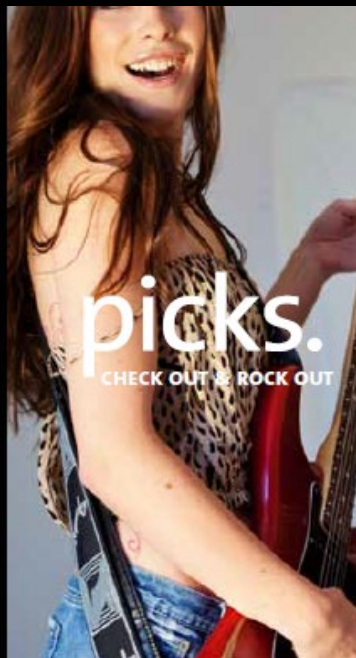
tracks.

DOWNLOAD & DISCOVER



mix.

MIX BEATS LIKE A PRO



picks.

CHECK OUT & ROCK OUT



Hard Rock Hotel Orlando

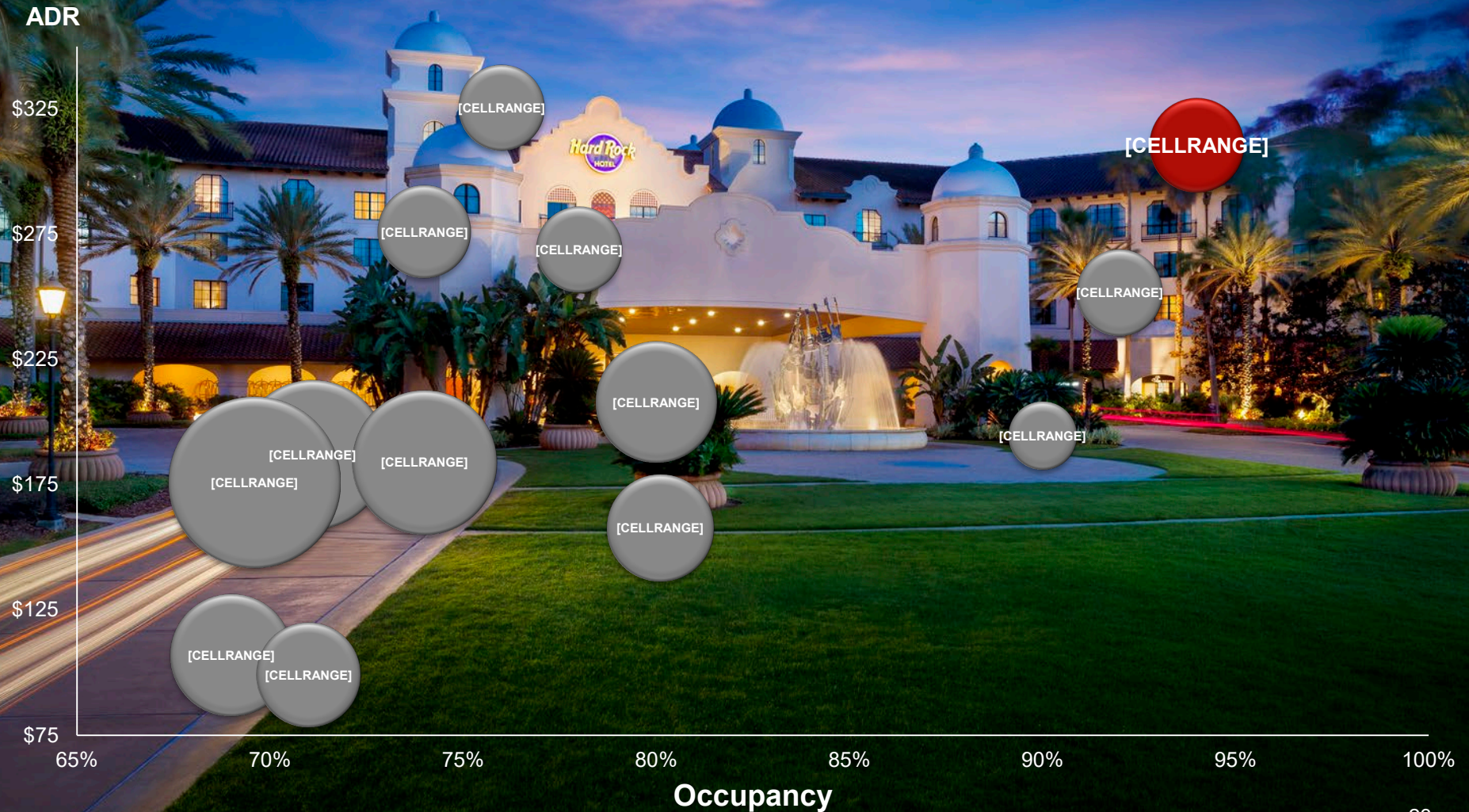
- Opened 2001
- 650 guestrooms & suites
- the palm[®], the kitchen & beachclub restaurants
- velvet bar
- 12,000 sq ft pool with sand beach
- 207% RevPAR index



Hard Rock Orlando Hotel Performance



Consistently the top Performing Hotel in Occupancy & ADR in the #1 Most Visited Destination in the U.S.



Hotel Development

\$3+ Billion in Hard Rock Hotel Projects Underway



New York



London



Berlin



Hotel Development

New Hard Rock Hotels opening by 2020



Location	Rooms	Location	Rooms
Barcelona	800	Ilha do Sol, Brazil	399
Berlin	372	London	900
Budapest	133	Maldives	130
Cabo San Lucas	600	Malta	450
Dalian	200	Montego Bay, Jamaica	800
Desaru Coast	365	New Orleans	350
Dublin	128	NYC	445
Fortaleza, Brazil	268	Prague	485
Guadalajara	350	Sacramento	200
Haikou	272		

Hotel & Casino Brand Results

Hard Rock Hotel & Casino – Tampa, FL



✓ Most Profitable Casino in the U.S.



Hotel & Casino Expansion

Hard Rock Hotel & Casino Hollywood – Expansion



Expanding To:

- 1,274 rooms
- 3,000 Slots
- 228 Table Games
- Hard Rock Live
- Comedy Theater
- Nightclub & Beachclub
- Memorabilia Experience
- 14 Restaurants
- 41K Sq. Ft Spa
- 28K Sq. Ft Retail
- 141K Sq. Ft Convention Space





Casino Development

\$3+ Billion Casino Projects Underway



Ottawa Ontario Canada



Hard Rock Tampa, FL



Hard Rock Hollywood, FL



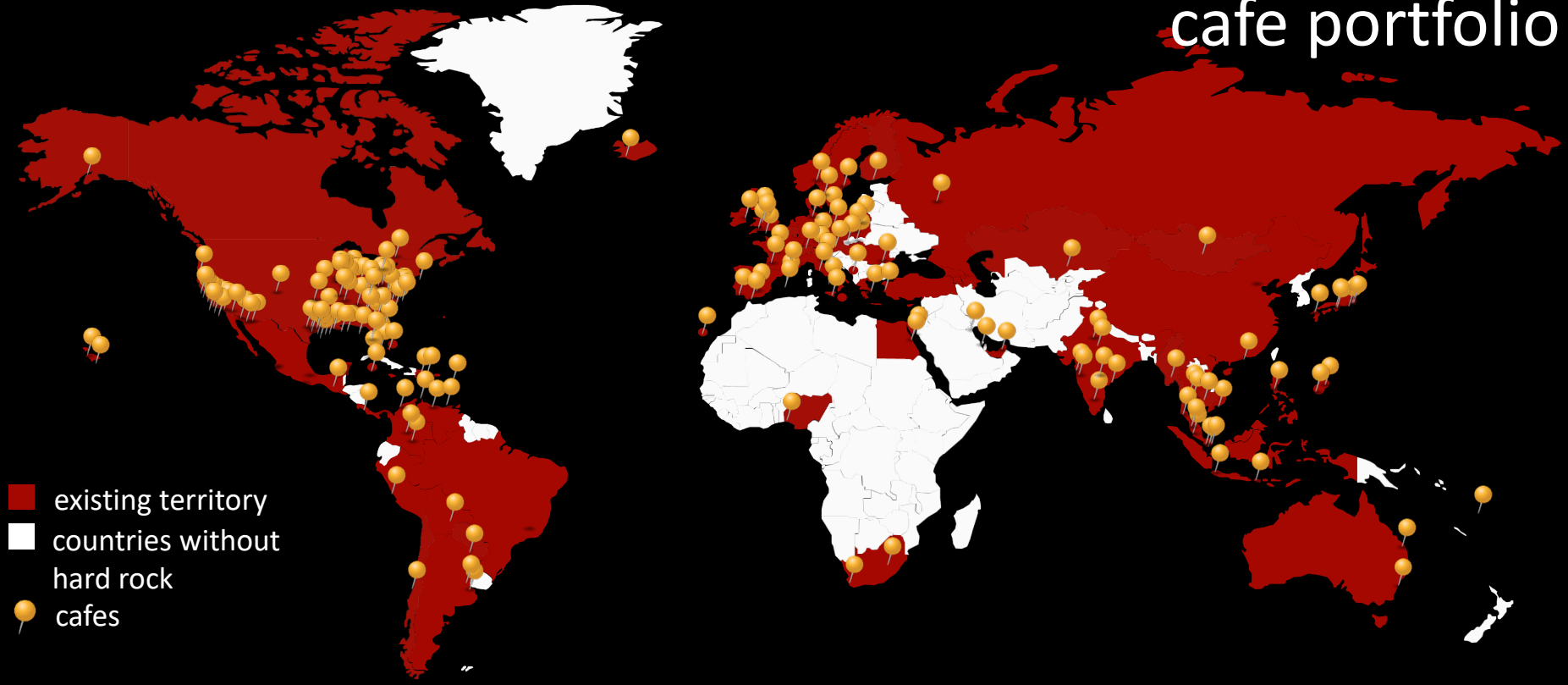
Hard Rock Atlantic City

Hard Rock Barcelona

Only Integrated Resort in Spain



cafe portfolio



United States

Anchorage
 Atlanta
 Atlantic City
 Baltimore
 Biloxi
 Boston
 Chicago
 Cleveland
 Dallas
 Denver
 Detroit
 Four Winds
 Foxwoods
 Hollywood, CA on
 Hollywood Blvd.
 Hollywood, CA @
 Universal CityWalk
 Hollywood, FL
 Honolulu
 Houston

Indianapolis
 Key West
 Lake Tahoe
 Las Vegas
 Las Vegas at Hard
 Rock Hotel
 Louisville
 Mall of America
 Maui
 Memphis
 Miami
 Myrtle Beach
 Nashville
 New Orleans
 New York
 Niagara Falls
 Northfield Park, OH
 Orlando
 Philadelphia
 Phoenix
 Pigeon Forge
 Pittsburgh

San Antonio
 San Diego
 San Francisco
 Seattle
 St. Louis
 Tampa
 Washington, DC
 Yankee Stadium

Canada
 Niagara Falls
 Toronto

México
 Cozumel

Caribbean
 Aruba
 Cayman Islands
 Nassau
 Punta Cana
 Santo Domingo
 St. Maarten

Central America

Guatemala
 San Jose

South America

Asunción
 Bogotá
 Buenos Aires
 Caracas
 Cartagena
 Lima
 Margarita Island
 Medellín
 Santiago
 Santa Cruz

Europe

Almaty
 Amsterdam
 Barcelona
 Berlin
 Brussels

Bucharest
 Budapest
 Cologne
 Copenhagen
 Dublin
 Edinburgh
 Florence
 Gdansk
 Glasgow
 Gothenburg
 Hamburg
 Helsinki
 Ibiza
 Istanbul
 Krakow
 Lisbon
 London
 Madrid
 Mallorca
 Malta
 Manchester

Marbella
 Marseille
 Moscow
 Munich
 Nice
 Oslo
 Paris
 Podgorica
 Prague
 Rome Stockholm
 Tenerife
 Venice
 Vienna
 Warsaw

Middle East Africa
 Bahrain
 Dubai
 Hurghada
 Johannesburg
 Nabq
 Sharm El Sheikh

Asia

Andheri
 Angkor
 Bali
 Bangkok
 Bengaluru
 Chennai
 Fukuoka
 Gurgaon
 Ho Chi Minh City
 Hong Kong
 Hyderabad
 Jakarta
 Kuala Lumpur
 Macau
 Makati
 Melaka
 Mumbai
 New Delhi
 Osaka
 Osaka, Universal

Pattaya
 Penang
 Phuket
 Pune
 Sentosa
 Singapore
 Singapore Changi
 Airport
 Tokyo
 Tokyo, Uyeno-Eki
 Yokohama

Pacific Rim

Fiji (Fiyi in Nexos)
 Guam
 Saipan
 Surfers Paradise
 Sydney

cafes



Philadelphia



Florence



New York City



Medellin

development expertise

WELCOME TO THE
MACHINE



CASINO | PROJECT PLANNING & DESIGN STANDARDS
Issue: February 1, 2011



- 12 construction specialists / cost estimators
- 10 memorabilia staff
- 7 architects
- 4 interior designers
- 4 procurement and logistics
- 2 IT specialists & graphics

Responsible for: Hard Rock Cafes,
Hotels & Casinos worldwide

Sample projects: Atlantis Bahamas, Atlantis Dubai, Venetian, Caesars Palace, Universal Studios, Walt Disney World, Disney Land Paris, Harrah's AC, Foxwoods, Mohegan Sun, Parx Casino, IP Casino, Horseshoe Casinos, Coconut Creek Casino, Red Rock, Green Valley Ranch, etc...

Prior experience: Friedmutter Group, WATG,
Walt Disney Imagineering & Universal Studios

Expertise to manage every detail of a project

brand impact

Innovation Group

“adding the Hard Rock Brand to a casino would have a 16% positive impact on gaming revenues”

“57% of respondents living 101-150 miles said they would take a gambling trip to a potential Hard Rock casino, compared to 37% otherwise”

“if an existing casino were remodeled and replaced with a new Hard Rock casino, 39% would increase their current trips”

Industry Recognition

Tampa	#1 profitability in USA
Hollywood	#1 Place Visited Among Miami & Fort Lauderdale Residents
Punta Cana	Travel Weekly Magellan Design USA Today Top 5 in Caribbean
Biloxi	Conde Nast Reader's Choice US News Best Hotels
Northfield Park	#1 Ohio market share #1 Cleveland fair share

Hard Rock Hotel & Casino Punta Cana

- rebranded
November 1, 2010
- 1,790 rooms
- 12 restaurants
- 7 bars/lounges
- rock spa
- Hard Rock Golf
- 2 rock shops
- 8 pools & beach



Hard Rock Hotel & Casino
Punta Cana

2018 post branded performance

	2010	2018	growth
RevPAR	\$71	\$234	230% ▲
total revenue	\$48M	\$220M	357% ▲



Hard Rock Hotel Cancun

- rebranded
August 3, 2012
- 601 rooms
- 6 restaurants
- 5 bars/lounges
- rock spa
- rock shop
- 2 pools & beach



2018 post branded performance

	2012	2018	growth
RevPAR	\$152	\$262	72% ▲
total revenue	\$41M	\$65M	59% ▲



Hard Rock Hotel Ibiza



- 493 guestrooms & suites
- Sessions and 3rd half casual restaurants
- Estado Puro by Paco Rancero
- Sublimotion by Paco Rancero
- Opened May 2014
- 72% occupancy
- \$356 ADR
- Yr 1 revenues 20% above optimistic budget

2018 post branded performance

	2013	2018	growth
ADR	\$198	\$355	79% ▲
RevPar	\$168	\$256	53% ▲
Total revenue	\$15	\$48	218% ▲





Hard Rock has evolved into one of the most exciting, sophisticated and energetic lifestyle brands in the world.

From exhilarating music to authentic memorabilia, innovative signature restaurants to electrifying public spaces, Hard Rock is redefining globally what a lifestyle destination experience can be.