



**CROWN
RESORTS**

Crown Resorts Limited Annual General Meeting

26 October 2017

Crown Resorts Limited Group Result



	F17 Normalised \$m	F16 Normalised \$m	Variance F/(U)	F17 Actual \$m	F16 Actual \$m	Variance F/(U)
Australian Resorts EBITDA	833.7	933.2	(10.7%)	828.0	949.2	(12.8%)
Crown Aspinalls EBITDA	26.6	26.5	0.4%	(5.5)	16.0	N/A
Wagering and Online Social Gaming Operations EBITDA	14.8	(5.4)	N/A	14.8	(5.4)	N/A
Corporate costs	(47.1)	(98.5)	52.2%	(47.1)	(98.5)	52.2%
EBITDA	828.0	855.8	(3.3%)	790.3	861.3	(8.3%)
Depreciation & amortisation	(296.8)	(282.7)	(5.0%)	(296.8)	(282.7)	(5.0%)
EBIT	531.2	573.1	(7.3%)	493.5	578.6	(14.7%)
Net interest	(101.6)	(141.6)	28.3%	(101.6)	(141.6)	28.3%
Income tax	(135.1)	(87.2)	(55.0%)	(127.1)	(89.9)	(41.4%)
Equity accounted - MRE	42.4	58.1	(27.0%)	37.9	42.7	(11.3%)
- Other	1.3	(1.4)	N/A	1.3	(1.4)	N/A
NPAT (pre non-controlling and significant items)	338.2	401.0	(15.7%)	304.0	388.4	(21.7%)
Non-controlling interest	4.9	5.2	(6.1%)	4.9	5.2	(6.1%)
NPAT (pre significant items)	343.1	406.2	(15.5%)	308.9	393.6	(21.5%)
Significant items (net of tax)	-	-		1,557.2	555.2	180.5%
Net Profit – attributable to the parent	343.1	406.2	(15.5%)	1,866.1	948.8	96.7%

Crown Melbourne and Crown Perth Results

Normalised F17

	Crown Melbourne \$m	Variance F/(U)	Crown Perth \$m	Variance F/(U)	Australian Resorts \$m	Variance F/(U)
Main floor gaming	1,182.7	(0.1%)	474.0	(4.7%)	1,656.7	(1.4%)
VIP program play	340.3	(49.7%)	109.3	(46.1%)	449.7	(48.9%)
Non-gaming	471.8	4.2%	246.7	11.2%	718.5	6.5%
Total Revenue (Normalised)	1,994.8	(13.7%)	830.1	(10.0%)	2,824.9	(12.7%)
Gaming taxes, commissions & other	(522.9)	30.7%	(134.6)	42.7%	(657.5)	33.6%
Operating expenses	(883.1)	0.2%	(450.6)	(5.6%)	(1,333.7)	(1.7%)
EBITDA	588.8	(12.5%)	244.8	(5.8%)	833.7	(10.7%)
Depreciation & amortisation	(188.6)	2.8%	(79.6)	(19.1%)	(268.3)	(2.8%)
EBIT	400.2	(16.5%)	165.2	(14.4%)	565.4	(15.9%)
EBITDA / revenue %	29.5%	0.4%	29.5%	1.3%	29.5%	0.7%
Total revenue (actual)	2,056.2	(10.5%)	869.2	(11.3%)	2,925.4	(10.7%)
VIP turnover \$ billion	25.2	(49.7%)	8.1	(46.1%)	33.3	(48.9%)
VIP win rate (1.35% theoretical)	1.59%	0.27% ¹	1.83%	0.09% ¹	1.65%	0.23% ¹

1. Represents the difference in win rate compared to the pcp (the win rate at Crown Melbourne in the pcp was 1.32%, the win rate at Crown Perth in the pcp was 1.74% and the combined win rate in the pcp was 1.42%).

Recent Trading Update

1 July to 22 October 2017

- ◆ Main floor gaming revenue (Australian resorts combined) was slightly up on the prior corresponding period (pcp)
- ◆ Non-gaming revenue (Australian resorts combined) increased by around 6% on the pcp
- ◆ Crown Melbourne's main floor gaming revenue increased on the pcp while non-gaming revenue was flat. Crown Perth's main floor gaming revenue has been softer due to challenging market conditions, while non-gaming is growing in part due to the opening of Crown Towers Perth
- ◆ VIP program play turnover was down around 17% on the pcp, however, Crown Melbourne's VIP program play turnover exceeded expectations
- ◆ Crown's wagering and online businesses continue to show good revenue growth

Capital Management

- ◆ Approximately \$1.1 billion of capital returned to shareholders in F17, including:
 - ◆ Special dividend of 83 cents per share
 - ◆ Approximately \$500 million of shares bought back on-market
- ◆ Approximately \$130 million of Subordinated Notes (listed on ASX as “CWNHA”) bought back
- ◆ New dividend policy adopted to pay 60 cents per share on a full year basis¹
- ◆ Net debt (excluding working capital cash) of \$308.5 million at 30 June 2017
- ◆ Total liquidity (excluding working capital cash) of approximately \$2 billion^{2,3}

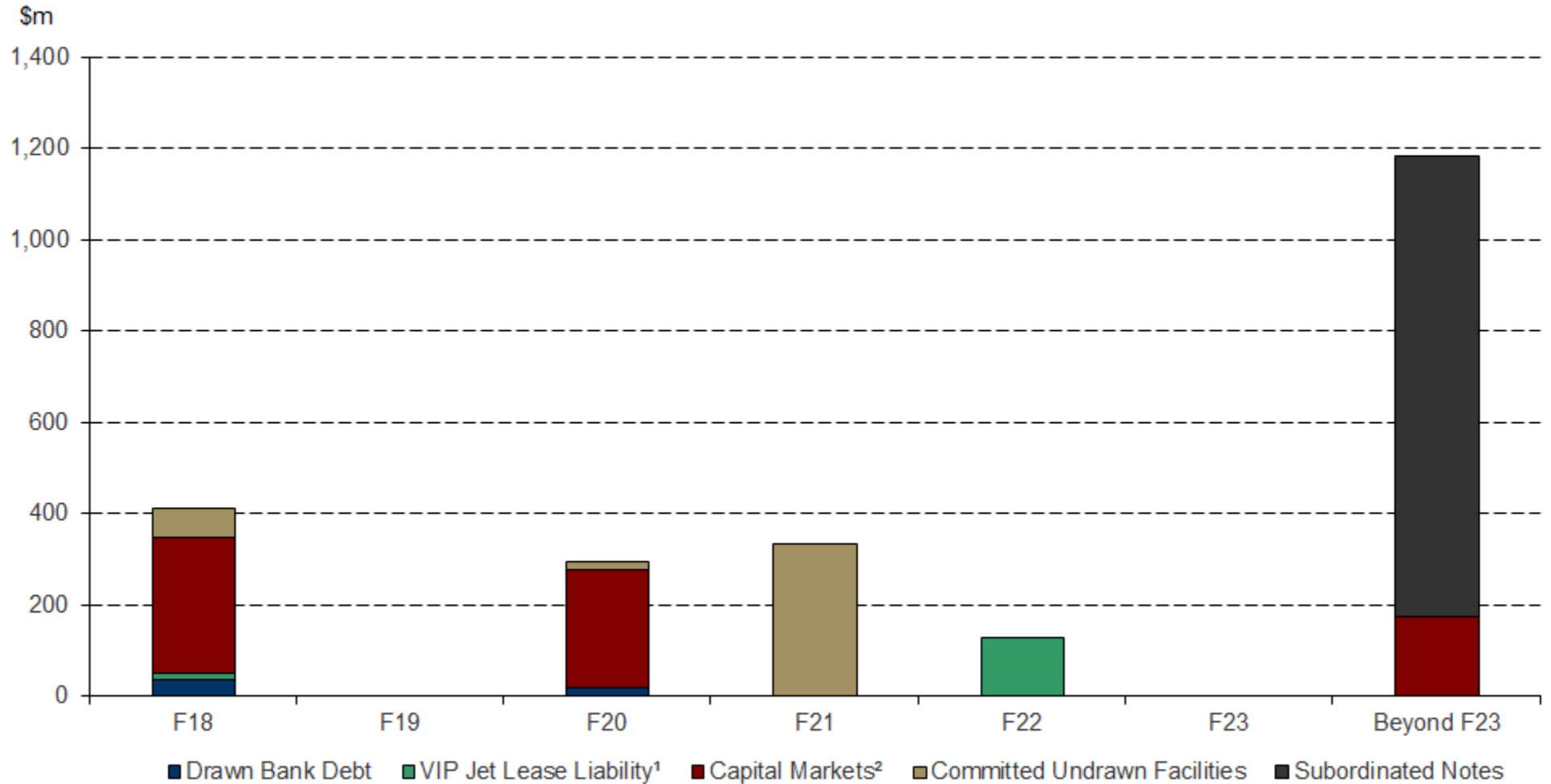
1. Subject to Crown's financial position.

2. Includes \$1.6 billion in available cash (being closing cash balance of \$1,771.2 million less working capital cash of \$134.7 million) and \$414.8 million in committed undrawn facilities at 30 June 2017.

3. Subsequent to 30 June 2017, the \$300 million AMTN (maturing in July 2017) was repaid and \$105.7 million of finance leases (maturing in June 2022) were terminated.

Debt Maturity Profile

Crown Resorts Limited Debt Profile - 30 June 2017



1. Subsequent to 30 June 2017, Crown terminated \$105.7 million of finance leases (maturing in June 2022).

2. Subsequent to 30 June 2017, the \$300 million AMTN (maturing in July 2017) was repaid.

Major Focus Areas



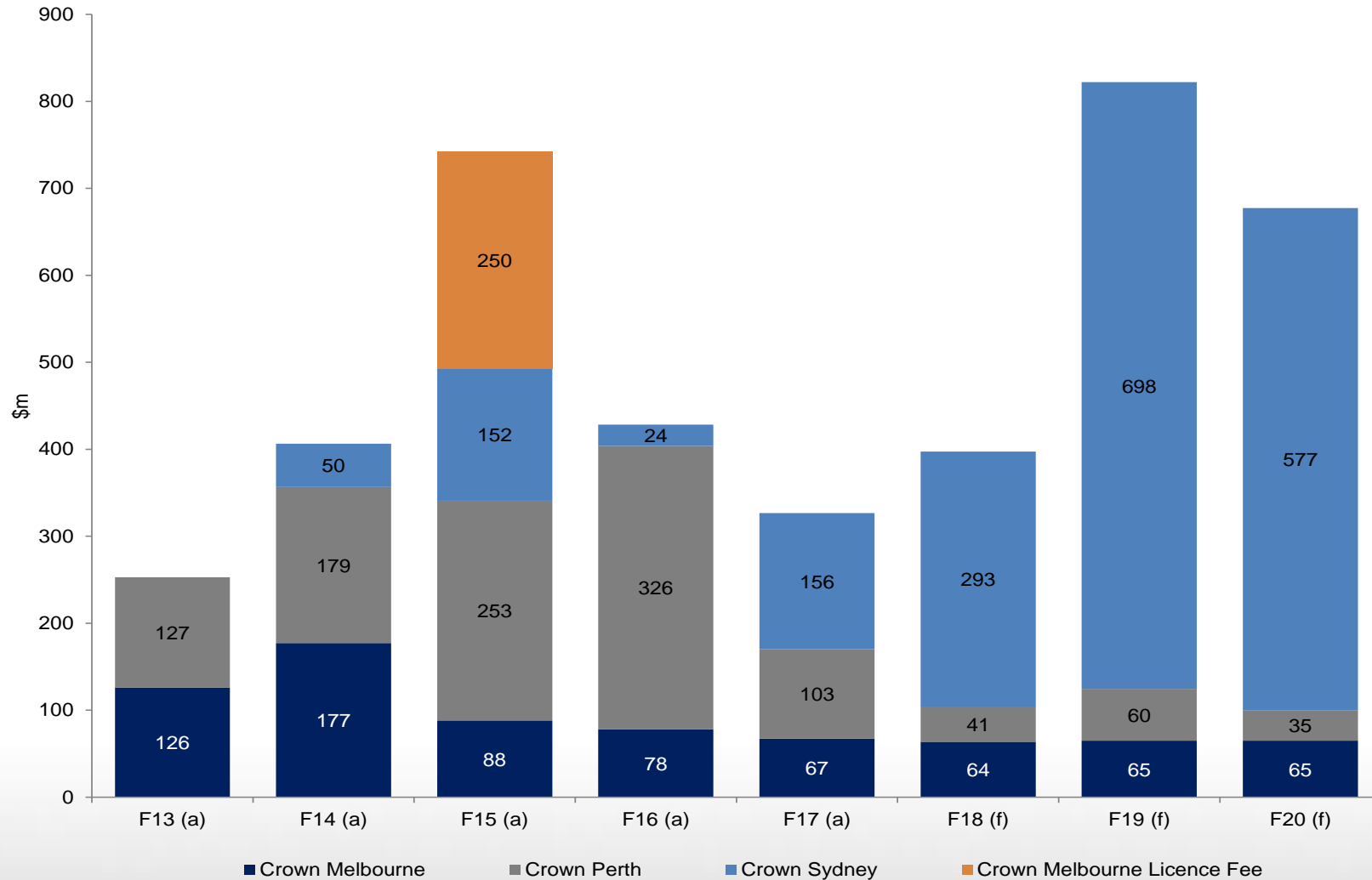
Improve the underlying performance of Crown Melbourne and Crown Perth

Deliver the Crown Sydney project on time and on budget

Develop a financing solution for the proposed One Queensbridge project

Continue growing Crown Digital, including wagering and online social gaming

Investment in Australian Resorts



This chart excludes investment in the Alon Las Vegas Project, the Proposed One Queensbridge Project, Crown Aspinalls and Crown Digital

Crown Sydney Project



Proposed Concept Render

- ◆ Crown has commenced construction of the Crown Sydney Hotel Resort at Barangaroo South. Crown Sydney will be Sydney's first six-star hotel and a landmark building of global significance on one of the world's most beautiful harbours
- ◆ The project is proceeding on schedule and is expected to be completed in the first half of 2021

Proposed One Queensbridge Project



Proposed Concept Render

- ◆ Crown and the Schiavello Group received conditional planning approval in February 2017 for a new 388 room luxury six-star hotel and approximately 700 luxury apartments, connected to Crown Melbourne by a sculptural pedestrian bridge
- ◆ The project remains subject to financing and long-form agreements between Crown and the Schiavello Group
- ◆ The proposed One Queensbridge project would cement Crown Melbourne's position as the largest single-site accommodation provider in Australia and create over 3,900 new jobs for Victoria

Crown Towers Perth



- ◆ Officially opened on 15 December 2016
- ◆ 500 luxury hotel rooms and suites, villas and private gaming salons
- ◆ Restaurants, bars, a grand ballroom, a convention centre, luxury retail outlets, a resort pool and spa facilities
- ◆ One of the most luxurious hotels in Australia



Crown Digital



Crown Wagering and Online Social Gaming Operations	F17 \$m	F16 \$m	Variance F/(U)
Total revenue	303.3	229.9	31.9%
Total expenses	(288.5)	(235.3)	(22.6%)
EBITDA	14.8	(5.4)	N/A
Depreciation & amortisation	(22.3)	(15.8)	(41.0%)
EBIT	(7.5)	(21.3)	64.7%

Crown Digital includes:

- ◆ EBITDA from Crown's wagering and online social gaming operations (shown above)
 - ◆ CrownBet, a 62% owned, online wagering business
 - ◆ Betfair Australasia, a 100% owned, online betting exchange
 - ◆ DGN Games, a 70% owned, online social gaming business based in Austin, Texas
- ◆ Equity accounted investments in Draftstars and Chill Gaming (not included above)
 - ◆ Chill Gaming is a 50/50 joint venture between Crown and New Gaming Pty Ltd, which is owned by the founders of Wymac Gaming Solutions. Chill Gaming will focus on innovation and providing current gaming customers with new entertaining product options

Employment and Training Achievements

- ◆ Over 15,600 people employed across our Melbourne and Perth resorts
- ◆ Indigenous Employment Program has provided over 700 Indigenous employment opportunities
- ◆ CROWNability program currently employs almost 200 Australians with a disability
- ◆ Crown Perth was 2017 Employer of the Year for Innovation (atWork Australia) and Crown Melbourne was National Employer of the Year 2016 (OCTEC Employment Services)
- ◆ Over 8,250 apprentices and trainees have graduated from Crown College
- ◆ Established Crown College International
- ◆ Working at all levels of our business to create positive and proactive change for gender equity



Crown Resorts Foundation



- ◆ The Crown Resorts Foundation, together with the Packer Family Foundation, continue to set the benchmark in corporate philanthropy with our \$200 million National Philanthropic Fund
- ◆ Working with 115 not-for-profit community organisations
- ◆ Recently committed approximately \$2 million in funding to Indigenous education programs
- ◆ Providing thousands of school students across Australia with:
 - ◆ Greater access to enhanced and creative educational programs; and
 - ◆ Pathways to employment and community re-engagement



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