



THE STAR

ENTERTAINMENT
GROUP

ANNUAL GENERAL MEETING

THURSDAY 24 OCTOBER 2019

The Star Entertainment Group Limited – ACN: 149 629 023 – ASX Code: SGR



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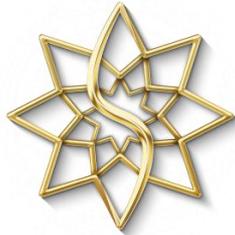
John O'Neill AO, Chairman

QUEEN'S WHARF BRISBANE



Concept Image Only

STRATEGIC ALLIANCE



THE STAR
ENTERTAINMENT
GROUP



CTFE



Far East
Consortium



THE STAR GOLD COAST



OUR COMMITMENT TO QUEENSLAND



POTENTIAL \$9
BILLION
INVESTMENT IN
SOUTH EAST
QUEENSLAND



NEW HOTEL BRANDS AND OFFERINGS



NEW RESTAURANTS AND NIGHTLIFE VENUES



INCREASED TOURISM VISITATION



THOUSANDS OF JOBS



INCREASED GOVERNMENT REVENUES

THE GOLD COAST CAN NOT SUPPORT TWO CASINOS

“The Gold Coast is not the most attractive market for a new integrated resort / casino.....”

“A new competitor would be arguably challenged to expand the domestic market with an investment case most likely based on taking significant domestic market share from the incumbents (The Star and locally licensed venues) rather than tourism.”

MACQUARIE RESEARCH 15 November 2018
Does a second Gold Coast casino stack up?

THE STAR GOLD COAST



The Darling Porte Cochere

THE STAR GOLD COAST



THE STAR GOLD COAST



The Darling Lobby



Food Quarter



The Star Grand

THE STAR GOLD COAST – TOWERS 1 & 2



Concept Image Only

THE STAR GOLD COAST MASTERPLAN



Concept Image Only

GOLD COAST CONVENTION AND EXHIBITION CENTRE



GOLD COAST CONVENTION AND EXHIBITION CENTRE



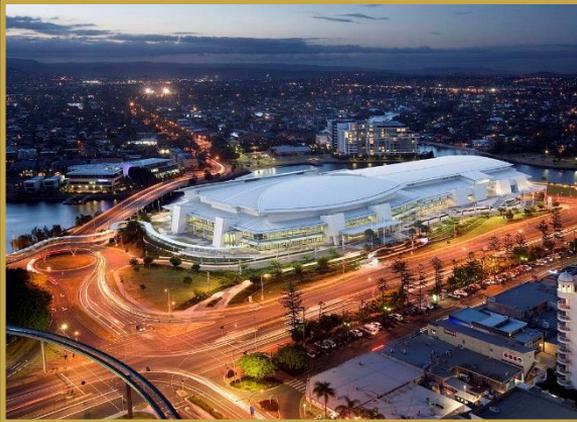
THE SHERATON GRAND MIRAGE



THE SHERATON GRAND MIRAGE



POTENTIAL INVESTMENTS IN THE GOLD COAST



THE STAR SYDNEY – PROPOSED DEVELOPMENT



Concept Image Only

FY2019 FINANCIAL PERFORMANCE

**MAINTAINED RECORD
FULL YEAR DIVIDEND**

20.5C

**STATUTORY NPAT
INCREASED BY**

**33.7% TO \$198
MILLION***

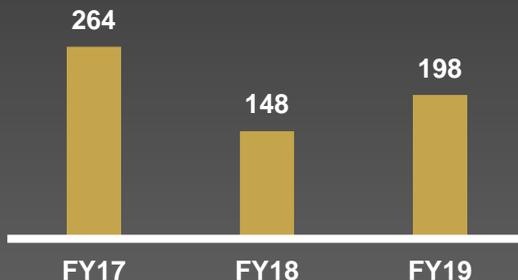
**STATUTORY EBITDA
INCREASED BY**

**14.1% TO \$553
MILLION***

**FULL YEAR DIVIDEND PER
SHARE (CENTS)**



STATUTORY NPAT (\$M)



STATUTORY EBITDA (\$M)



Note: * on prior comparable period

OUR BOARD OF DIRECTORS



**JOHN O'NEILL
AO**
Chairman and
Non Executive
Director



MATT BEKIER
Managing
Director and
Chief Executive
Officer



**GERARD
BRADLEY**
Non Executive
Director



BEN HEAP
Non Executive
Director



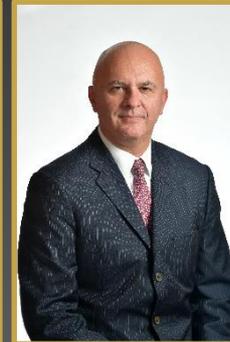
**KATIE LAHEY
AM**
Non Executive
Director



SALLY PITKIN
Non Executive
Director



**RICHARD
SHEPPARD**
Non Executive
Director



**ZLATKO
TODORCEVSKI**
Non Executive
Director



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Matt Bekier, Managing Director and CEO

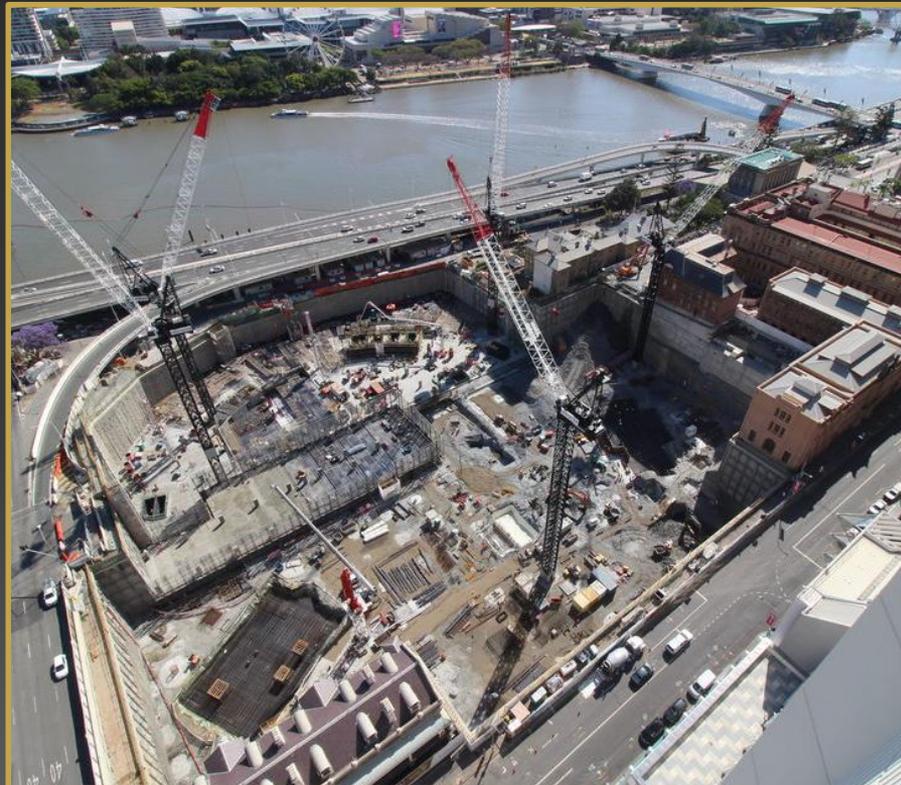
QUEEN'S WHARF BRISBANE



QUEEN'S WHARF BRISBANE



OCTOBER 2018



OCTOBER 2019

THE STAR GOLD COAST MASTERPLAN



Concept Image Only

THE STAR SYDNEY



'Grand Foyer' Entrance

THE STAR SYDNEY



Sovereign Room Development – Concept Image Only

OUR AWARDS

#1

**DJSI 'GLOBAL LEADER'
CASINO AND GAMING
INDUSTRY
2016 / 2017 / 2018 / 2019**
Dow Jones Sustainability
Index (DJSI)
assessment 2019

**DIVERSITY &
INCLUSION**

**#2 IN AUSTRALIA AND
#25 IN THE WORLD**
Refinitiv 2019
Diversity & Inclusion Index

**"PRIDE IN
DIVERSITY"
SILVER EMPLOYER**

Australian Workplace Equality
Index for LGBTI Inclusion

**THE STAR
GOLD COAST
BEST REDEVELOPED
ACCOMMODATION
HOTEL/RESORT**
Queensland Hotels Association
(QHA) Award

**THE DARLING
GOLD COAST
BEST DELUXE
ACCOMMODATION**

Queensland Hotels Association
(QHA) Award

**THE DARLING
SYDNEY**

**FORBES 5 STAR RATING
2017 / 2018 / 2019**
Sydney's only hotel to receive the
prestigious Forbes
Five-Star rating

**CHEF OF THE
YEAR**

**PAUL CARMICHAEL OF
MOMOFUKU SEIOBO AT
THE STAR SYDNEY**
2020 Gourmet Traveller
Restaurant Awards

**BEST
INNOVATION
PROJECT
(SINGLE-USE PLASTICS)**
Tourism Accommodation (NSW)
Australia

OUR PEOPLE

\$100+
MILLION
CONTRIBUTION TO
QUEENSLAND'S
GAMBLING
COMMUNITY BENEFIT
FUND SINCE 1987



\$19.3
MILLION
TO THE
RESPONSIBLE
GAMBLING FUND
(NSW) IN FY2019

THE 2019 FINANCIAL YEAR RESULTS

FY2019 GROUP PERFORMANCE HIGHLIGHTS	NORMALISED		STATUTORY	
	\$M	VS PCP (%)	\$M	VS PCP (%)
GROSS REVENUE	2,501	↓ 7.2	2,514	↓ 2.5
EBITDA	557	↓ 2.0	553	↑ 14.1
NPAT	224	↓ 8.4	198	↑ 33.7

- ◆ Solid domestic business performance offset by the International VIP Rebate business
- ◆ Restructuring benefits underway
- ◆ Capital plans across QWB, the Gold Coast and Sydney on schedule and de-risked
- ◆ Maintained record full year dividend, 20.5 cps total dividend (84% of normalised NPAT)

GROUP YEAR TO DATE TRADING (UNAUDITED)

- ◆ For the period from 1 July to 21 October 2019, group domestic revenue is up 1.5% on pcp, with growth in both Sydney and Queensland
- ◆ Group International VIP Rebate business normalised revenue is up on pcp
 - Front money flat on pcp
 - Low actual win rate experienced in 1H FY2020 YTD negatively impacting statutory results
- ◆ De-risking initiatives implemented, including annualised cost reductions of ~\$45m by end 1H FY2020
- ◆ Normalised group EBITDA for 1H FY2020 is expected to be between \$300 million and \$310 million

Note: Normalised results reflect the underlying performance of the business as they remove the inherent win rate volatility of the International VIP Rebate business. Normalised results are adjusted using an average win rate of 1.35% on actual turnover and commissions. Normalised EBITDA is calculated based on normalised gross revenue, commissions and normalised taxes. Significant items are excluded from the normalised results.

OUR PRIORITIES FOR THE 2020 FINANCIAL YEAR

IMPROVE AND DE-RISK RETURNS ACROSS THE GROUP

- 1 Execute on Centre of Excellence operating model**
 - ◆ Leverage improved capabilities
 - ◆ Extract and retain efficiencies
 - ◆ Build on solid PGR performance
 - ◆ Improve MGF performance
- 2 Deliver on investment strategy**
 - ◆ Sydney
 - ◆ Gold Coast masterplan
 - ◆ Queen's Wharf Brisbane
 - ◆ Chow Tai Fook/ Far East Consortium partnership
- 3 Manage competitive environment**
 - ◆ Sydney new entrant, fiscal arrangements
 - ◆ Gold Coast casino market structure
- 4 Improve capital efficiency**
 - ◆ Reduce capital expenditure
 - ◆ Potential capital recycling of supporting assets



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