

Crown Resorts Limited

2018 Annual General Meeting

1 November 2018



Crown Resorts Limited Group Results



	F18 Normalised \$m	F17 Normalised \$m	Variance F/(U)	F18 Actual \$m	F17 Actual \$m	Variance F/(U)
Australian Resorts EBITDA	893.8	833.7	7.2%	807.5	828.0	(2.5%)
Crown Aspinalls EBITDA	12.0	26.6	(54.8%)	12.4	(5.5)	N/A
Wagering and Online Social Gaming Operations EBITDA	26.9	14.8	81.8%	26.9	14.8	81.8%
Corporate costs (net)	(54.4)	(47.1)	(15.6%)	(54.4)	(47.1)	(15.6%)
EBITDA	878.3	828.0	6.1%	792.4	790.3	0.3%
Depreciation & amortisation	(285.9)	(296.8)	3.7%	(285.9)	(296.8)	3.7%
EBIT	592.4	531.2	11.5%	506.5	493.5	2.6%
Net interest	(46.0)	(101.6)	54.7%	(46.0)	(101.6)	54.7%
Income tax	(170.1)	(135.1)	(25.9%)	(144.3)	(127.1)	(13.5%)
Equity accounted - Melco Resorts & Entertainment	-	42.4	(100.0%)	-	37.9	(100.0%)
- Other	9.3	1.3	635.2%	9.3	1.3	635.2%
NPAT (pre non-controlling and significant items)	385.6	338.2	14.0%	325.5	304.0	7.1%
Non-controlling interest	1.2	4.9	(75.6%)	1.2	4.9	(75.6%)
NPAT (pre significant items) – attributable to the parent	386.8	343.1	12.7%	326.7	308.9	5.8%
Significant items (net of tax) – attributable to the parent	-	-	-	232.2	1,557.2	(85.1%)
Net Profit – attributable to the parent	386.8	343.1	12.7%	558.9	1,866.1	(70.0%)

Melbourne, Perth and Aspinalls Results

Normalised F18

	Crown Melbourne \$m	Variance F/(U)	Crown Perth \$m	Variance F/(U)	Crown Aspinalls \$m	Variance F/(U)
Table games (non-program play)	767.1	4.6%	198.8	(4.1%)	–	–
Gaming machines	449.9	0.2%	265.1	(0.6%)	–	–
Main floor gaming (total)	1,217.0	2.9%	463.9	(2.1%)	–	–
VIP program play	591.8	73.9%	103.0	(5.8%)	63.4	(35.8%)
Non-gaming	470.2	(0.3%)	277.6	12.5%	1.0	(2.8%)
Total Revenue	2,279.0	14.2%	844.5	1.7%	64.4	(35.5%)
Operating expenses ¹	(1,634.0)	(16.2%)	(595.7)	(1.8%)	(52.4)	28.4%
EBITDA	645.0	9.5%	248.8	1.6%	12.0	(54.8%)
Depreciation & amortisation	(177.5)	5.9%	(87.0)	(9.3%)	(1.9)	(106.7%)
EBIT	467.5	16.8%	161.8	(2.1%)	10.1	(60.7%)
EBITDA / revenue %	28.3%	(1.2%) ²	29.5%	– ²	18.7%	(8.0%) ²
VIP turnover \$ billion	43.8	73.9%	7.6	(5.8%)	7.5	(32.3%)
VIP win rate (normalised)	1.35%	–	1.35%	–	0.84% ³	(0.05%)
VIP win rate (actual)	1.29%	(0.30%) ⁴	1.32%	(0.51%) ⁴	0.99%	0.49% ⁴
Total revenue (actual)	2,251.8	9.5%	842.2	(3.1%)	75.7	34.9%
EBITDA (actual)	586.0	2.7%	221.5	(13.9%)	12.4	N/A

1. Inclusive of normalised gaming taxes and commissions.

2. Represents the difference in EBITDA margin compared to the pcp.

3. Crown Aspinalls normalised VIP win rate based on the mix of play during the period.

4. Represents the difference in win rate compared to the pcp.

Crown Digital Results



Crown Wagering and Online Social Gaming Operations	F18 \$m ¹	F17 \$m	Variance F/(U)
Total revenue	293.0	303.3	(3.4%)
Total expenses	(266.1)	(288.5)	7.8%
EBITDA	26.9	14.8	81.8%
Depreciation & amortisation	(14.8)	(22.3)	33.8%
EBIT	12.1	(7.5)	N/A

Crown Digital includes:

- ◆ EBITDA from Crown's wagering and online social gaming operations (shown above)
 - ◆ Betfair Australasia, a 100% owned, online betting exchange
 - ◆ DGN Games, an 85% owned², online social gaming business
 - ◆ CrownBet, a 62% owned, online wagering business, which was sold in February 2018¹
- ◆ Equity accounted investments (not included above) in Chill Gaming and Draftstars (which was sold as part of the CrownBet sale)

1. EBITDA from Crown's wagering and online social gaming operations includes CrownBet's consolidated result from 1 July 2017 to 28 February 2018. On 28 February 2018, Crown completed the sale of its 62% interest in CrownBet and no longer holds any interest in CrownBet.

2. During the period, Crown increased its interest in DGN Games from 70% to 85% in exchange for an earn-out payment to the founders of US\$8.4 million.

Recent Trading Update

1 July to 28 October 2018

- ◆ Australian resorts main floor gaming revenue (excluding VIP program play revenue) was down 0.6% on the prior corresponding period (pcp)
- ◆ Australian resorts non-gaming revenue increased by 3.5% on the pcp
- ◆ Crown Melbourne's main floor gaming revenue was flat on the pcp while non-gaming revenue was up
- ◆ Crown Perth's main floor gaming revenue was down, while non-gaming revenue was up, reflecting the benefit from the ramp-up of Crown Towers Perth
- ◆ VIP program play turnover at Crown's Australian resorts increased by 13% on the pcp
- ◆ Crown's current wagering and online social gaming businesses, Betfair Australasia and DGN Games, each showed revenue growth during the period

Capital Management



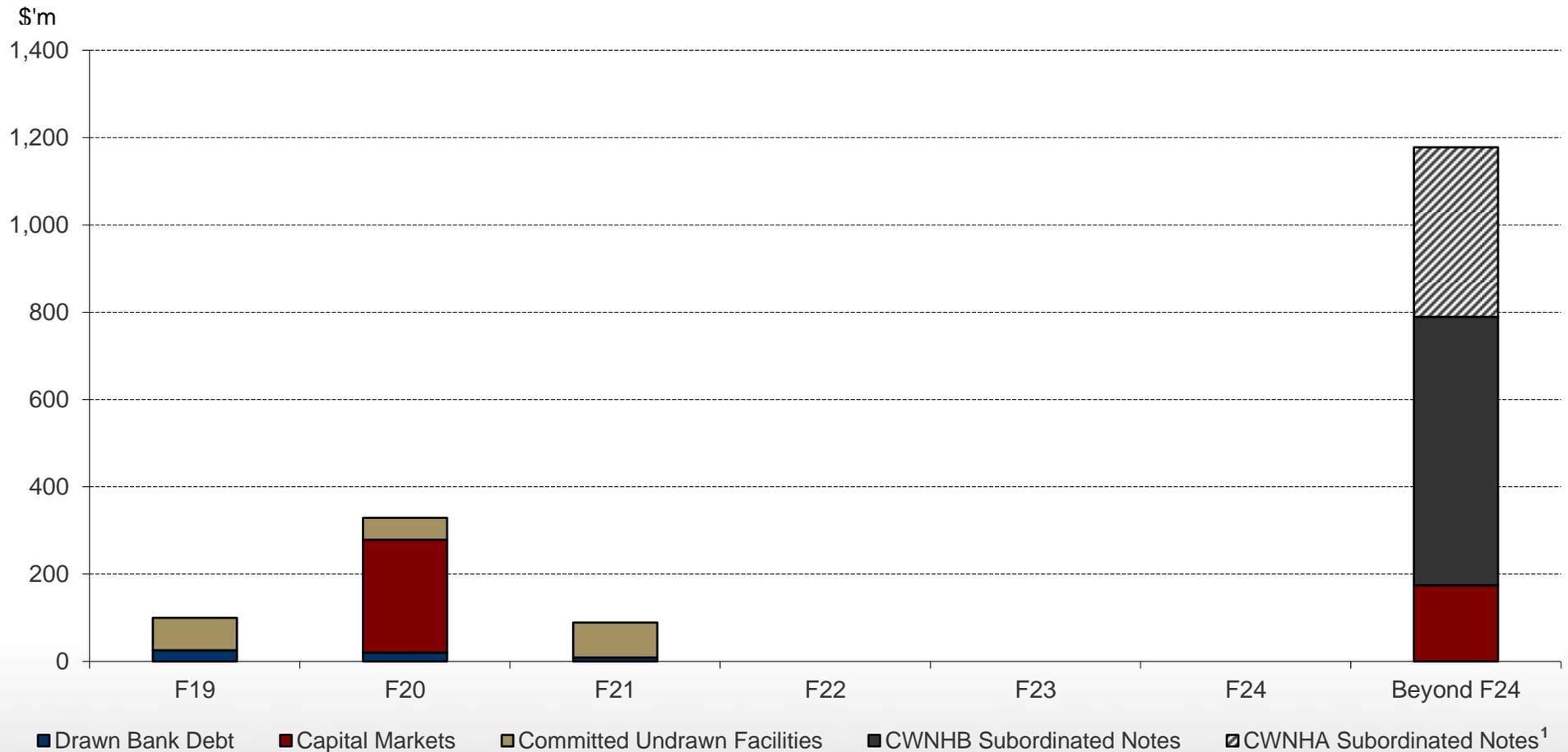
- ◆ Over \$2 billion in capital management in financial years 2017 and 2018 combined, including ordinary dividends, a special dividend and two on-market share buy-backs
- ◆ F18 total dividend declared of 60 cents per share, franked to 60%
- ◆ New on-market share buy-back of up to approximately \$400 million of shares¹, with approximately 7 million shares bought back to date, representing almost a quarter of the buy-back capacity
- ◆ Redemption of Subordinated Notes listed on the ASX under the code "CWNHA" in September 2018, reducing Crown's gross debt by approximately \$400 million

1. Crown may, at its discretion, vary, suspend or terminate the new on-market share buy-back at any time.

Debt Maturity Profile



Crown Resorts Limited Debt Profile - 30 June 2018



1. Subsequent to 30 June 2018, Crown redeemed all of the outstanding Subordinated Notes listed on the ASX under the code "CWNHA" on the first call date of 14 September 2018. The CWNHA Subordinated Notes (approximately \$400 million) are depicted in the chart above, which is as at 30 June 2018, in 'Beyond F24'.

Major Focus Areas



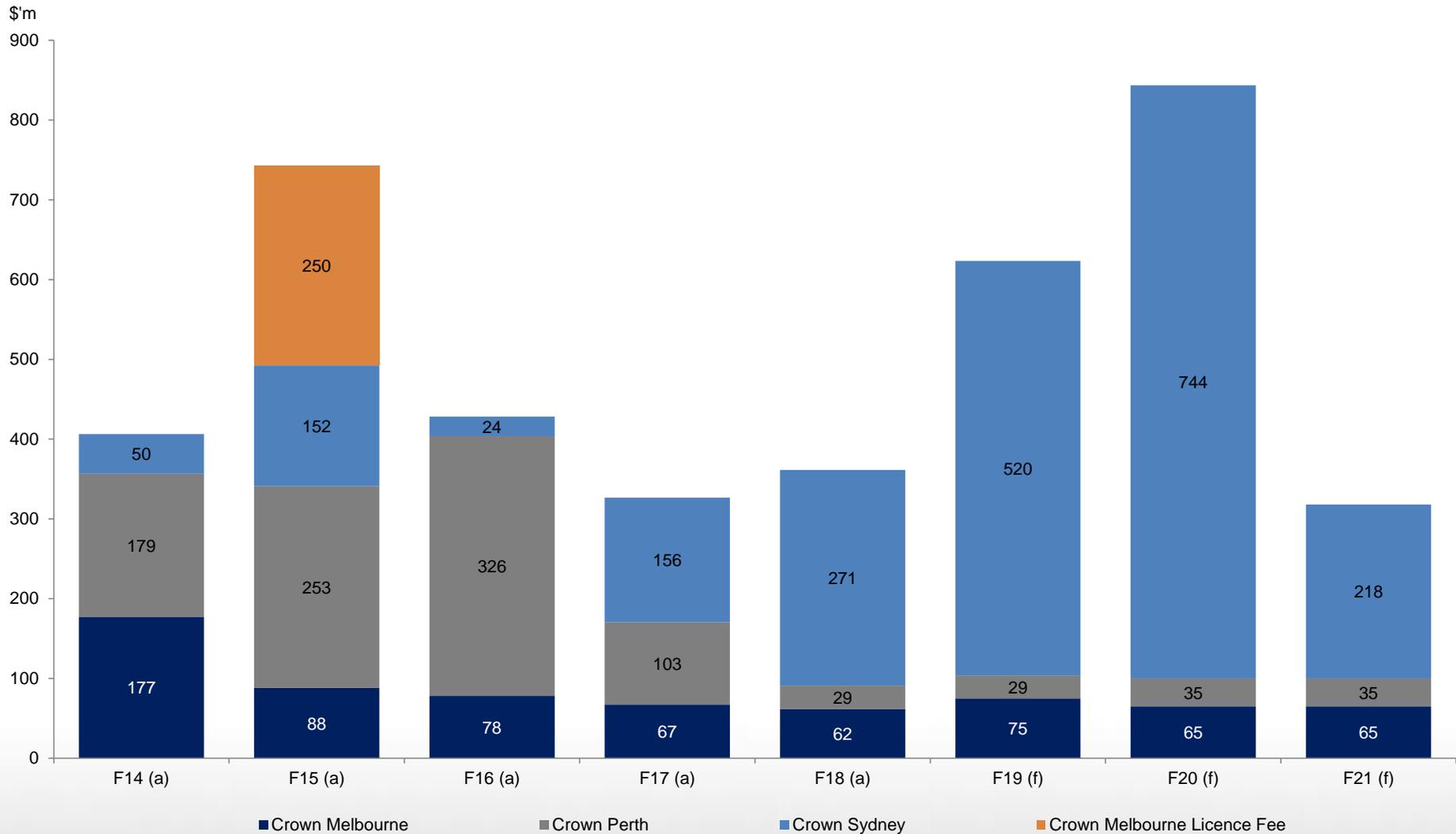
Continue to improve the underlying performance of Crown Melbourne and Crown Perth

Deliver the Crown Sydney project on time and on budget

Develop a financing solution for the proposed One Queensbridge project

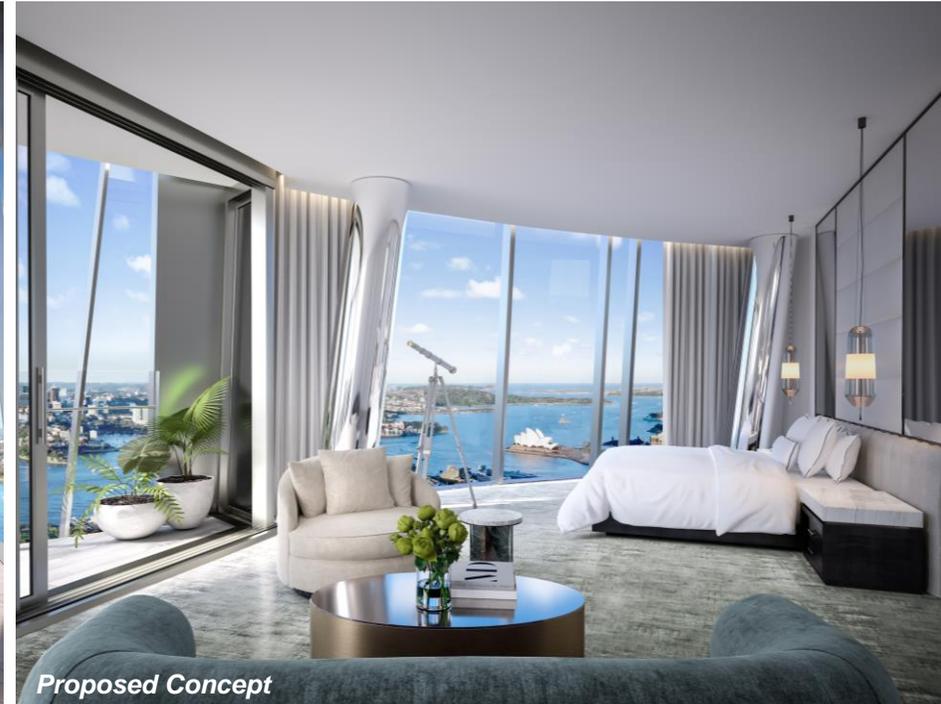
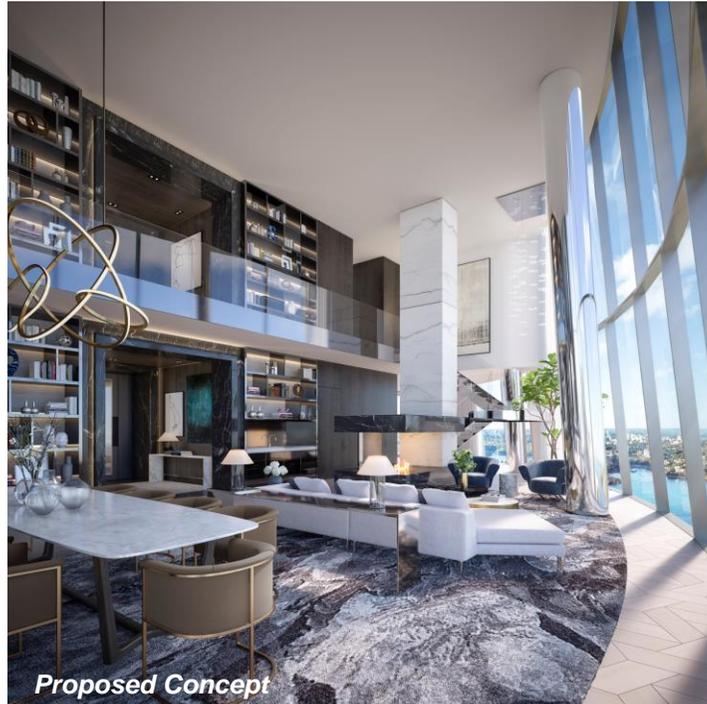
Continue growing Crown Digital, including wagering and online social gaming

Investment in Australian Resorts



This chart excludes investment in Crown Aspinalls, Crown Digital, Crown's equity accounted investments and the proposed One Queensbridge Project as well as the expected proceeds from the sale of Crown Sydney apartments

Crown Sydney Project



- ◆ Construction on the Crown Sydney Hotel Resort is progressing on schedule with the podium rising on the Barangaroo foreshore and the tower elevator core structure having been constructed to Level 17
- ◆ The Crown Sydney Residences, which will be situated above the Crown Sydney Hotel Resort, have received strong interest from both domestic and international buyers
- ◆ The project remains on schedule for completion in the first half of calendar year 2021 and the total gross project cost is expected to be approximately \$2.2 billion, with a net project cost of approximately \$1.4 billion

Crown Sydney Project – Construction Progress



- ◆ The construction of Crown Sydney continues to provide significant support to local Australian suppliers and subcontractors with 96% of subcontracts awarded to Australian companies
- ◆ Since construction commenced, Crown Sydney has:
 - ◆ Accrued more than 1,125,000 labour hours
 - ◆ Installed an estimated 2,500 tonnes of locally fabricated structural steel in the podium levels' composite structure
 - ◆ Installed/tied over 12,000 tonnes of steel reinforcement
 - ◆ Poured over 52,000m³ of concrete as part of the foundation and structure works
 - ◆ Excavated more than 215,000m³ of material
- ◆ Bulk basement excavation under the podium is nearing completion and marks a significant milestone for the project
- ◆ Crown Sydney supports a project-specific Indigenous action plan, sponsoring the iTradies program which saw the graduation of 14 Indigenous men and women with a Certificate I in construction

Proposed One Queensbridge Project



- ◆ Crown and the Schiavello Group were granted planning approval in February 2017 for a new 388 room luxury six-star hotel and approximately 700 luxury apartments located on one of the last significant development sites adjacent to the Crown Melbourne complex
- ◆ The proposed project represents Crown's continued investment in the Southbank arts and entertainment precinct and would be connected to the Crown Melbourne complex by a sculptural pedestrian bridge spanning Queensbridge Street. This would result in Crown Melbourne offering a combined total of approximately 2,000 hotel rooms, which would support Melbourne's tourism industry
- ◆ The proposed project is a 50/50 joint venture between Crown and the Schiavello Group and remains subject to financing

Review of the Melbourne Casino Licence

- ◆ Following the end of the 2018 financial year, the Victorian Commission for Gambling and Liquor Regulation (VCGLR) released its final report concerning the Sixth Review of the Casino Operator and Licence held by Crown Melbourne
- ◆ The report concluded, among other matters:
 - ◆ Crown Melbourne remains a suitable person to continue to hold its licence to operate the Melbourne Casino;
 - ◆ Crown Melbourne is complying with relevant legislation and agreements; and
 - ◆ it is in the public interest that the licence should continue in force
- ◆ The report also made 20 recommendations in relation to the operations of Crown Melbourne which Crown Melbourne has accepted, subject to the matters set out in Crown's response



Crown's Economic and Social Contribution to Australia



Up to **\$4.4 billion**

economic contribution from Crown's
Australian resorts to Australian real GDP¹

*Up to **\$3.2 billion** contribution from Crown Melbourne*

*Up to **\$1.2 billion** contribution from Crown Perth*

Over 4,000

local business suppliers supported
across Victoria and Western Australia

~94% of all suppliers based in Australia

Up to **25,000** jobs

supported by Crown's
Australian resorts¹

*~18,000 people directly employed at Crown's
Melbourne and Perth resorts*

***Largest single-site private sector employer**
in Victoria and Western Australia*

1. Based on a 2018 independent assessment by ACIL Allen Consulting. Represents the direct and indirect contribution to the Australian economy by Crown's Australian resorts.

Employment and Training Achievements

- ◆ Over 8,500 apprentices and trainees have graduated from Crown College since inception
- ◆ Over 100 students currently enrolled at Crown College International
- ◆ Crown College Perth was the Tourism Council of WA Gold winner for Tourism Education and Training for the second year in a row
- ◆ Indigenous Employment Program has provided over 800 Indigenous employment opportunities
- ◆ CROWNability program has provided over 360 employment opportunities for people with disability
- ◆ 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, supports effective programs which provide young Australians with opportunities to engage in education and the arts and culture. The Foundations continue to partner with organisations that encourage and foster social cohesion
- ◆ In F18, over \$16 million in grants were provided to more than 120 programs across Australia, including:
 - ◆ a funding extension to the Foundations' preferred arts education program recipients
 - ◆ a second round of Indigenous education grants
- ◆ The Crown Resorts Foundation Employee Advisory Committee provides opportunities for Crown employees to engage with the Foundations' partners and other charities



Disclaimer



- ◆ All information provided in this presentation is provided as at the date stated or otherwise as at the date of this presentation.
- ◆ This presentation may include forward looking statements which can generally be identified by the use of forward looking terminology such as “may”, “will”, “expect”, “intend”, “plan”, “estimate”, or “anticipate”. Forward looking statements, by their nature, involve known and unknown risks, uncertainties and other factors. Many of those risks and uncertainties are matters which are beyond Crown’s control and could cause actual results, performance and achievements to differ materially from those contained in this presentation. Except as required by applicable laws and regulations, Crown does not undertake to publicly update or review any forward looking statements, whether as a result of new information or future events.
- ◆ Some information which has been included in this presentation has been provided by third parties. Those third parties have consented to the inclusion of that information and accordingly, Crown does not assume responsibility for the correctness or accuracy of the information.
- ◆ This presentation has not taken into account any particular investor’s investment objectives or other circumstances. Investors are encouraged to make an independent assessment of Crown.
- ◆ This presentation includes certain non-IFRS financial measures which have not been subject to audit or review.

Crown Resorts Limited

2018 Annual General Meeting

1 November 2018

