



## **Crown Melbourne Limited Meeting of the Board of Directors**

*Wednesday 8 August 2018 at 1300hrs*

*M7 & M8 – Level 1, Crown Conference Centre  
Crown Promenade*

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**CROWN MELBOURNE LIMITED  
BOARD MEETING**

**Wednesday 8<sup>th</sup> August, 2018  
1.00pm**

**M7 & M8 - Level 1, Crown Conference Centre, Crown Promenade**

**Attendees:** John Alexander, Ken Barton, Rowena Danziger, John Horvath, Barry Felstead

**Also Invited:** Guy Jalland, Michael Johnston, Mary Manos, Alan McGregor, Todd Nisbet,  
Joshua Preston, Xavier Walsh

**Apologies:**

**AGENDA**

- 1. Minutes of Previous Meetings**
  - 1.1. Minutes 3<sup>rd</sup> July 2018
- 2. Financial Results**
  - 2.1. F18 Full Year Results
  - 2.2. Executive Review
  - 2.3. Results YTD July 2018
  - 2.4. Capital Report
  - 2.5. Balance Sheet
  - 2.6. Cash Flow
- 3. Current Issues**
  - 3.1. Current Issues
- 4. Development Update**
  - 4.1. Development Update
- 5. Audit and Compliance Update**
  - 5.1. Regulatory and Governance Update
  - 5.2. Section 25 Update
    - 5.2.1. Letter to VCGLR – Sixth Review of the Casino Operator and Licence
  - 5.3. Audit Committee Minutes – 1 August 2018
  - 5.4. Compliance Committee Minutes – 1 August 2018
- 6. Responsible Gaming Update**
  - 6.1. Responsible Gaming Committee Minutes – 1 August 2018
- 7. Occupational Health & Safety Report**
  - 7.1. OH&S Committee Report
- 8. Other Business**
  - 8.1. Memo to the Board - Aristocrat Technologies: Proposed Games Licence and Gaming Hardware - Master Supply Agreement.



**AGENDA ITEM 1:**

Minutes of Previous Meetings

**CROWN MELBOURNE LIMITED**

**MINUTES OF THE MEETING OF DIRECTORS**  
**HELD GARDEN ROOM 1, LEVEL 1, CROWN TOWERS**  
**TUESDAY, 3 JULY 2018**  
**11:00AM**

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**IN ATTENDANCE:**

- Board:**
- Mr John Alexander (Chairman) (via teleconference from Sydney)
  - Professor John Horvath (via teleconference from Sydney)
  - Mrs Rowena Danziger (via teleconference from Sydney)
  - Mr Barry Felstead
  - Mr Ken Barton
- Mr Joshua Preston (Co-Secretary)  
Ms Mary Manos (Co-Secretary)
- By invitation:**
- Mr Todd Nisbet
  - Mr Alan McGregor
- Apologies:**
- Mr Xavier Walsh
- Minutes of meeting:**
- The Minutes of the Board meeting held on 21 February 2018 were approved.
- The Minutes of the Board meeting held on 2 May 2018 were approved.
- Financial Results:**
- Mr Felstead spoke to the financial results generally and also the Day 1 Estimate and noted as follows:
- theoretical EBIDTA was \$7.4m (15%) above budget and \$7.5m (15.3%) above last year;
  - local contribution was \$4.1m (8.9%) above budget and \$4.8m (10.7%) above last year;
  - Table Games was \$0.9m (3.1%) above budget and \$2.3m (8.5%) above last year. Drop was \$2.6m above budget however hold was poor;
  - Gaming Machines was \$0.2m (1.3%) below budget and \$0.8m (4.4%) below last year. Volumes were above budget and above the prior year, however hold was slightly below budget but in line with last year;
  - Food & Beverage is down on budget but up on last year;
  - April and May were particularly bad months for Food & Beverage;
  - Hotels made budget and was up on last year;
  - Support departments were again favourable to budget;
  - VIP had an excellent year being up on budget and on last year however there was a poor variance to theoretical.
  - Overall the performance of the business, which is in line with budget and up on last year, was positive considering the various headwinds that had been confronted over the course of the 12

months.

**F19-F22 Financial Plan** Mr Felstead noted the F19-F22 Financial Plan which was taken as read.

It was noted that the Crown Resorts Limited Board had approved the Financial Plan and that it had been discussed at length by the Board which comprised all Directors apart from Ms Danzinger.

Ms Danzinger noted that she had reviewed the plan and was satisfied with it.

**Current Issues:** Mr Felstead noted the Current Issues paper which was taken as read.

The following matters were specifically noted:

- The Section 25 Casino Review report was ultimately a good outcome, noting that there were some challenges in reaching the final version of the report. The initial version of the report did not, in Crown's views, properly reflect various positions accurately, however the Board noted it was pleasing that the management team together with the support of others were able to reach a more positive outcome;
- the development of the Teak Room Non-Smoking Gaming Machine area had now started and was scheduled for completion in late September 2018;
- there had been a focus on re-engaging with 200,000 inactive members through Food and Beverage offerings;
- a new Group General Manager Loyalty and Rewards, Mark Kelly, had been appointed. Mr Kelly had previous experience with Body Shop, Virgin and Caltex;
- Crown Melbourne is currently in the process of negotiating the Enterprise Bargaining Agreement for Gaming Area Managers, Surveillance, Security & Cage;
- the RSG issue from January 2018 involving a barred patron who had injured himself and our Security Officers through setting himself alight, had now entered rehab and had also been charged by police with various offences. Our Security and RSG staff members had exercised great courage and but for their actions the barred patron would not have survived;
- it was noted that one of the granite panels on the Gas Brigades had a failure in its infrastructure with a granite panel falling off. All Gas Brigades are currently under full review with works to be undertaken to ensure that no further incidents of this nature occur;
- Lightning Link and Dragon Link were continuing to perform well with the number of units to increase to 700 over F19 due to their popularity;
- there are currently 234 employees in the CROWNability program across Perth and Melbourne with 115 employees and 10 contracts in Crown Perth and 98 employees and 11 contractors at Crown Melbourne;

- the CROWNability Ambassador, Kurt Fearnley, delivered a presentation to Crown Melbourne in June to celebrate CROWNability Day during Crown's Community week;
- there are currently 201 employees in the Crown Indigenous Employment Program with 113 employees at Crown Melbourne and 88 at Crown Perth;
- Mr Felstead noted that he was currently in negotiations with Jason O'Connor for a new potential role with Crown Melbourne;
- Mr Horvath raised the issue of the current media coverage related to a former staff member who had taken video footage of a continuous machine being played. It was noted that the former staff member is a current Gold Tier Member and that the person who was with him was a former Channel 9 Reporter and related to the Nick Xenophon Group. Mr Felstead noted that the continuous machines all operated within the various approvals and their spin cycles were all in accordance with approved spin rates. It was noted that a watching brief would be maintained on these issues.

**Development Update:** The Development Update was taken as read.

It was noted that there was still some interest in Queensbridge in terms of financing arrangements from other parties and also that there was 8 months before the relevant permits expired and that the Victorian Government would need to be engaged to seek an extension to the permit expiry dates.

**Audit and Compliance Committee Updates:** Mr Preston spoke to the Audit and Compliance update, noting that there are no dedicated Audit Committee or Compliance Committee meetings during the period, however a paper had been prepared on relevant matters.

In this respect Mr Preston spoke to the Regulatory and Governance Update which was taken as read. Mr Preston referred to the following specific items for update:

- the AUSTRAC Compliance Assessment from early 2017, largely related to junkets had been closed out by AUSTRAC;
- the AUSTRAC Compliance Assessment from November 2017, related to the Wilkie EGM allegations had resulted in no adverse findings. There were 10 recommendations for Crown to consider which it is reviewing and will respond to in due course;
- the AUSTRAC enquiry regarding Suncity Group continues with no response from AUSTRAC to Crown's submission;
- there was an expectation that Crown would be invited to join AUSTRAC Fintel's Alliance. This was a very positive step regarding Crown's relationship with AUSTRAC and also will provide a stronger level of intelligence to assist our business with its commitment to AML/CTF;
- the corporate risk profile had been reviewed with several key events being considered, specifically in terms of any impact that they had on Crown Melbourne's risk profile. Those matters

considered in the context of the risk profile included the blanking buttons matter, the April 2018 Wilkie Allegations, the draft Section 25 Review Report, AUSTRAC matters, the premium gaming turnover being above budget in Melbourne, bad debts provisions, the recent terrorist security threat in February 2018, the 2018 Federal Budget position regarding restriction on \$10,000 above cash transactions, and the VCGLR's position and status regarding the China investigation.

- it was noted that these events impacted the premium gaming business bad debt risk which was increased to high and the brand reputation/image risk which was also being increased from significant to high;
- Mr Preston provided an update to the Risk Management framework, including details on the work that was being undertaken to further enhance the risk framework in Melbourne. This work was progressing well under the guidance of Anne Siegers, Group General Manager Risk & Audit and included staff resources being increased to support the enhanced structure;
- it was also noted that the enhancement of the compliance framework continued with the new compliance management tool, CURA, being rolled out to 13 departments with a further 8 departments to come on line over the next several months;
- the VCGLR will continue to investigate the China matter with its position to be presented to the Commission in due course. Crown together with Richard Murphy from MinterEllison will continue to remain engaged with the VCGLR to manage this process;
- a new Gaming Initiatives Form had been developed and implemented to support the control and compliance framework at Crown to reduce the risk of any future compliance failures occurring, such as the blanking buttons matter;
- it was noted that the new Crown trial data analytics model for RSG was to be rolled out during the month of June with reports to be prepared and provided back into the Crown Resorts Limited Responsible Gaming Sub-Committee;
- an increase in staffing had been approved to support the Responsible Gaming commitment for Crown Melbourne;
- Mr Preston spoke to the Section 25 Review Report recommendations and noted that although they had and will present some challenges they would ultimately have a positive effect on the business, and that Crown was in support of working towards strong outcomes over the next review period.

**Responsible Gaming:**

It was noted that the recommendations from the Section 25 Report would be built into a formal work plan with time KPIs attached to each one.

It was noted that there had been a change in the limit on TITO tickets from \$20,000 to \$10,000 and that the Play Periods had been revised from 24 hours down to 12 hours at which point in time patrons would be assessed and engaged with if appropriate.

**Occupational Health & Safety Report:** Ms Manos noted that the Crown Resorts Occupational Health and Safety Committee had requested that the Boards of each of Crown's major operating businesses be updated periodically on health and safety matters across the group. It was noted that the same Report which is presented to the Committee and includes information on Crown Perth would be included in both the Crown Melbourne Limited and Burswood Limited Board papers moving forward.

The Occupational Health & Safety Report was taken as noted.

**Deed of Cross Guarantee:** Ms Manos spoke to the Deed of Cross Guarantee paper.

The Directors considered the advantages and disadvantages associated with the Company remaining a party to the Deed of Cross Guarantee between Crown Resorts Limited and the Company dated 21 June 2017 and taking advantage of the relief afforded by ASIC Corporations (Wholly-owned Companies) Instrument 2016/785 and **RESOLVED** that the Company should continue to remain a party to the Deed of Cross Guarantee.

**Other Business:** There was no other business.

**Closure:** The meeting closed at 12pm.

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Chairman





**AGENDA ITEM 2:**

Financial Results

CURRENT MONTH						
Actual	Budget	Variance		Actual	Variance	Variance
Jun 18	Jun 18	F/(U)	F/(U)	Jun 17	F/(U)	F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

Crown Melbourne Monthly Performance Review Period 12, F18						
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YEAR TO DATE						
Actual	Budget	Variance		Actual	Variance	Variance
Jun 18	Jun 18	F/(U)	F/(U)	Jun 17	F/(U)	F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**CONSOLIDATED SUMMARY (PROGRAM PLAY AT 1.40%)**

63,326	63,403	(77)	(0.1%)	59,626	3,700	6.2%
37,147	36,883	263	0.7%	36,134	1,012	2.8%
28,960	27,738	622	2.2%	24,665	3,695	15.0%
14,562	14,539	23	0.2%	13,516	1,046	7.7%
4,892	4,887	5	0.1%	4,266	625	14.7%
757	359	399	111.2%	1,092	(334)	(30.6%)
<b>149,044</b>	<b>147,808</b>	<b>1,235</b>	<b>0.8%</b>	<b>139,299</b>	<b>9,744</b>	<b>7.0%</b>
<b>37,807</b>	<b>30,827</b>	<b>6,980</b>	<b>22.6%</b>	<b>23,002</b>	<b>14,805</b>	<b>64.4%</b>
<b>186,851</b>	<b>178,636</b>	<b>8,215</b>	<b>4.6%</b>	<b>162,302</b>	<b>24,549</b>	<b>15.1%</b>
<b>195,955</b>	<b>178,636</b>	<b>17,319</b>	<b>9.7%</b>	<b>167,386</b>	<b>28,569</b>	<b>17.1%</b>
<b>30.4%</b>	<b>27.6%</b>	<b>2.8%</b>	<b>0.1%</b>	<b>30.3%</b>	<b>0.1%</b>	<b>27.5%</b>
<b>33.4%</b>	<b>30.9%</b>	<b>2.5%</b>	<b>0.4%</b>	<b>32.2%</b>	<b>1.1%</b>	<b>3.8%</b>
<b>18.7%</b>	<b>11.7%</b>	<b>7.0%</b>	<b>0.4%</b>	<b>18.3%</b>	<b>0.4%</b>	<b>2.2%</b>
<b>43.1%</b>	<b>27.6%</b>	<b>15.5%</b>	<b>0.1%</b>	<b>31.9%</b>	<b>11.2%</b>	<b>35.1%</b>
29,941	29,042	899	3.1%	27,596	2,345	8.5%
18,218	18,463	(244)	(1.3%)	19,062	(844)	(4.4%)
4,907	4,567	340	7.4%	3,336	1,571	47.1%
8,002	7,181	821	11.4%	6,319	1,683	26.6%
3,889	4,049	(160)	(4.0%)	4,144	(256)	(6.2%)
<b>64,957</b>	<b>63,302</b>	<b>1,655</b>	<b>2.6%</b>	<b>60,457</b>	<b>4,500</b>	<b>7.4%</b>
(852)	(1,415)	563	39.8%	(1,673)	821	49.1%
(4,493)	(5,748)	1,255	21.8%	(4,702)	209	4.4%
(7,763)	(7,576)	(188)	(2.5%)	(6,901)	(863)	(12.5%)
(1,806)	(1,826)	20	1.1%	(1,778)	(28)	(1.6%)
(308)	(345)	37	10.7%	(330)	22	6.8%
5	(748)	753	100.7%	(152)	158	103.4%
<b>(15,217)</b>	<b>(17,657)</b>	<b>2,440</b>	<b>13.8%</b>	<b>(15,536)</b>	<b>320</b>	<b>2.1%</b>
<b>49,740</b>	<b>45,645</b>	<b>4,095</b>	<b>9.0%</b>	<b>44,921</b>	<b>4,819</b>	<b>10.7%</b>
7,082	3,614	3,468	96.0%	4,215	2,866	68.0%
<b>56,822</b>	<b>49,259</b>	<b>7,563</b>	<b>15.4%</b>	<b>49,136</b>	<b>7,685</b>	<b>15.6%</b>
27,590	0	27,590	N/A	4,256	23,334	548.3%
<b>84,412</b>	<b>49,259</b>	<b>35,153</b>	<b>71.4%</b>	<b>53,392</b>	<b>31,020</b>	<b>58.1%</b>
(14,618)	(14,155)	(462)	(3.3%)	(13,763)	(855)	(6.2%)
<b>69,794</b>	<b>35,103</b>	<b>34,691</b>	<b>98.8%</b>	<b>39,629</b>	<b>30,165</b>	<b>76.1%</b>
(14,579)	0	(14,579)	N/A	(15,991)	1,412	8.8%
<b>55,215</b>	<b>35,103</b>	<b>20,112</b>	<b>57.3%</b>	<b>23,638</b>	<b>31,577</b>	<b>133.6%</b>

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REVENUE							
Local Table Games	767,123	766,496	628	0.1%	733,465	33,658	4.6%
Gaming Machines	449,946	456,284	(6,339)	(1.4%)	449,200	746	0.2%
Food & Beverage	337,432	340,136	(2,704)	(0.8%)	324,082	13,350	4.1%
Hotel Operations	186,387	189,590	(3,202)	(1.7%)	184,718	1,669	0.9%
Other Non-Gaming Operations	59,809	59,221	587	1.0%	55,810	3,998	7.2%
Support Departments	4,117	4,498	(381)	(8.5%)	5,802	(1,685)	(29.0%)
<b>Local Business Revenue</b>	<b>1,804,814</b>	<b>1,816,225</b>	<b>(11,411)</b>	<b>(0.6%)</b>	<b>1,753,077</b>	<b>51,737</b>	<b>3.0%</b>
<b>Program Play Revenue (Theoretical)</b>	<b>616,782</b>	<b>401,897</b>	<b>214,885</b>	<b>53.5%</b>	<b>356,016</b>	<b>260,766</b>	<b>73.2%</b>
<b>Total Revenue (Theoretical)</b>	<b>2,421,596</b>	<b>2,218,122</b>	<b>203,474</b>	<b>9.2%</b>	<b>2,109,093</b>	<b>312,503</b>	<b>14.8%</b>
<b>Total Revenue (Reported)</b>	<b>2,372,424</b>	<b>2,218,122</b>	<b>154,303</b>	<b>7.0%</b>	<b>2,157,857</b>	<b>214,568</b>	<b>9.9%</b>
<b>EBITDA Margin (Theoretical)</b>	<b>27.3%</b>	<b>27.5%</b>	<b>(0.2%)</b>	<b>28.3%</b>	<b>(1.0%)</b>	<b>(1.0%)</b>	
<b>EBITDA Margin Local (Incl Comps)</b>	<b>31.1%</b>	<b>30.9%</b>	<b>0.2%</b>	<b>31.5%</b>	<b>(0.5%)</b>	<b>(0.5%)</b>	
<b>EBITDA Margin Int'l &amp; fstate (Theo)</b>	<b>16.2%</b>	<b>12.4%</b>	<b>3.8%</b>	<b>12.4%</b>	<b>3.8%</b>	<b>3.8%</b>	
<b>EBITDA Margin (Reported)</b>	<b>24.7%</b>	<b>27.5%</b>	<b>(2.8%)</b>	<b>26.4%</b>	<b>(1.7%)</b>	<b>(1.7%)</b>	
Business Units							
Local Table Games	346,362	344,485	1,877	0.6%	328,273	18,109	5.5%
Gaming Machines	225,723	228,861	(3,138)	(1.4%)	227,102	(1,379)	(0.6%)
Food & Beverage	54,780	56,828	(2,048)	(3.6%)	50,638	4,142	8.2%
Hotel Operations	97,870	97,856	14	0.0%	94,136	3,734	4.0%
Other Non-Gaming Operations	47,356	47,264	92	0.2%	44,446	2,909	6.5%
<b>Sub Total</b>	<b>772,110</b>	<b>775,293</b>	<b>(3,183)</b>	<b>(0.4%)</b>	<b>744,595</b>	<b>27,515</b>	<b>3.7%</b>
Support Departments							
Marketing & Entertainment	(20,132)	(20,653)	522	2.5%	(23,531)	3,399	14.4%
Property Support Services	(66,430)	(68,932)	2,502	3.6%	(66,560)	(9,870)	(17.5%)
Security, Cage & Other Services	(92,870)	(90,553)	(2,317)	(2.6%)	(86,185)	(6,685)	(7.8%)
Rates & Taxes	(21,917)	(21,909)	(7)	(0.0%)	(19,661)	(2,256)	(11.5%)
Insurance	(3,763)	(4,056)	293	7.2%	(3,918)	155	4.0%
Other Costs	(6,550)	(8,847)	2,297	26.0%	(2,118)	(4,432)	(209.3%)
<b>Sub Total</b>	<b>(211,662)</b>	<b>(214,951)</b>	<b>3,289</b>	<b>1.5%</b>	<b>(191,973)</b>	<b>(19,689)</b>	<b>(10.3%)</b>
<b>Local Contribution</b>	<b>560,448</b>	<b>560,343</b>	<b>106</b>	<b>0.0%</b>	<b>552,623</b>	<b>7,825</b>	<b>1.4%</b>
<b>Total Program Play (@ Theoretical)</b>	<b>99,713</b>	<b>49,819</b>	<b>49,894</b>	<b>100.2%</b>	<b>44,024</b>	<b>55,689</b>	<b>126.5%</b>
<b>Theoretical EBITDA</b>	<b>660,161</b>	<b>610,161</b>	<b>50,000</b>	<b>8.2%</b>	<b>596,647</b>	<b>63,514</b>	<b>10.6%</b>
Variance from Theoretical	(74,119)	(0)	(74,119)	N/A	(26,006)	(48,113)	(185.0%)
<b>Reported EBITDA</b>	<b>586,042</b>	<b>610,161</b>	<b>(24,119)</b>	<b>(4.0%)</b>	<b>570,641</b>	<b>15,401</b>	<b>2.7%</b>
Depreciation & Amortisation	(177,510)	(177,040)	(470)	(0.3%)	(188,613)	11,103	5.9%
<b>EBIT</b>	<b>408,532</b>	<b>433,121</b>	<b>(24,589)</b>	<b>(5.7%)</b>	<b>382,028</b>	<b>26,504</b>	<b>6.9%</b>
Significant Items (net of tax)	(25,779)	0	(25,779)	N/A	(40,574)	14,796	36.5%
<b>EBIT after Significant Items</b>	<b>382,754</b>	<b>433,121</b>	<b>(50,368)</b>	<b>(11.6%)</b>	<b>341,453</b>	<b>41,300</b>	<b>12.1%</b>

Run July 17, 2018 at 13:18

2.1

CURRENT MONTH								Crown Melbourne Monthly Performance Review				YEAR TO DATE							
Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %		Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %					
32.1%	29.1%		3.0%	31.8%		0.3%													
1,692,393	1,711,276	(18,883)	(1.1%)	1,761,632	(69,239)	(3.9%)													
128,396	126,058	2,338	1.9%	115,138	13,258	11.5%													
6,266	6,530	(263)	(4.0%)	5,982	285	4.8%		1,548,541	1,574,909	(26,368)	(1.7%)	1,515,607	32,933	2.2%					
70,604	75,492	(4,888)	(6.5%)	70,834	(230)	(0.3%)		6,231	6,414	(183)	(2.9%)	6,163	67	1.1%					
20.9%	22.2%		(1.3%)	22.3%		(1.3%)		74,527	77,243	(2,716)	(3.5%)	75,262	(735)	(1.0%)					
23.2%	23.3%		(0.1%)	23.3%		(0.0%)		21.0%	21.2%	(0.2%)	(0.3%)	21.2%		(0.2%)					
								23.2%	23.4%	(0.2%)	(0.2%)	23.4%		(0.2%)					
181,876	176,186	5,690	3.2%	162,353	19,522	12.0%													
19.4%	20.0%		(0.7%)	20.9%		(1.6%)		2,209,549	2,139,066	70,483	3.3%	2,103,174	106,375	5.1%					
								19.7%	20.0%	(0.3%)	(0.3%)	19.4%	106,375	5.1%					
310,272	302,244	8,028	2.7%	277,491	32,780	11.8%													
62,080	63,279	(1,200)	(1.9%)	59,597	2,483	4.2%		3,758,090	3,713,975	44,115	1.2%	3,618,781	139,308	3.8%					
20.0%	20.9%		(0.9%)	21.5%		(1.5%)		761,096	762,996	(1,899)	(0.2%)	730,189	30,907	4.2%					
20.8%	21.3%		(0.5%)	21.8%		(1.0%)		20.3%	20.5%	(0.2%)	(0.3%)	20.2%	0.1%						
								21.0%	21.3%	(0.3%)	(0.3%)	20.9%	0.1%						
462,905	441,813	21,092	4.8%	450,049	12,856	2.9%													
\$100.37	\$99.48	\$0.89	0.9%	\$104.82	(\$4.45)	(4.3%)		5,552,343	5,478,145	74,198	1.4%	5,468,671	83,673	1.5%					
85,712	85,618	94	0.1%	79,484	6,228	7.8%		\$101.87	\$101.05	\$0.82	0.8%	\$101.81	\$0.06	0.1%					
8.0%	8.3%		(0.3%)	7.9%		(0.4%)		83,871	85,728	(1,857)	(2.2%)	83,822	49	0.1%					
\$467.64	\$462.99	\$4.65	1.0%	\$452.91	\$14.73	3.3%		8.0%	8.2%	(0.2%)	(0.2%)	8.1%	(0.1%)						
								\$464.44	\$470.92	(\$6.48)	(1.4%)	\$463.89	\$0.55	0.1%					
2,398,067	1,900,000	498,067	26.2%	1,426,272	971,795	68.1%													
1.70%	1.40%		0.30%	1.54%		0.2%		39,298,744	25,000,000	14,298,744	57.2%	21,849,981	17,448,763	79.9%					
300,685	247,392	53,293	21.5%	206,327	94,358	45.7%		1.34%	1.40%	(0.06%)	1.59%		(0.2%)						
2.07%	1.40%		0.67%	2.89%		(0.8%)		4,539,854	3,053,943	1,485,911	48.7%	3,360,118	1,179,736	35.1%					
2,698,752	2,147,392	551,360	25.7%	1,632,599	1,066,153	65.3%		0.86%	1.40%	(0.54%)	1.64%		(0.8%)						
1.74%	1.40%		0.34%	1.71%		0.0%		Turnover - Total Programs (\$'000)											
								43,838,597	28,053,943	15,784,654	56.3%	25,210,099	18,628,498	73.9%					
								1.29%	1.40%	(0.11%)	1.59%		(0.3%)						
331,474	339,508	(8,034)	(2.4%)	304,820	26,654	8.7%													
\$36.65	\$35.83	\$0.82	2.3%	\$34.63	\$2.02	5.8%		4,148,052	4,118,786	29,266	0.7%	3,860,976	287,076	7.4%					
841,643	856,388	(14,745)	(1.7%)	742,840	98,803	13.3%		\$35.52	\$36.34	(\$0.82)	(2.3%)	\$36.18	(\$0.66)	(1.8%)					
								9,685,812	9,993,572	(307,760)	(3.1%)	9,575,981	109,831	1.1%					
93.0%	94.0%		(1.0%)	92.6%		0.4%													
93.0%	94.0%		(1.0%)	92.7%		0.3%		96.3%	96.3%	0.0%	0.0%	96.7%		(0.3%)					
\$362.21	\$359.90	\$2.31	0.6%	\$338.44	\$23.78	7.0%		96.4%	96.3%	0.1%	0.1%	96.7%		(0.3%)					
								\$384.03	\$389.55	(\$5.52)	(1.4%)	\$374.87	\$9.16	2.4%					
91.2%	94.4%		(3.2%)	88.2%		3.0%													
92.0%	94.4%		(2.3%)	88.5%		3.6%		94.1%	95.3%	(1.1%)	(1.1%)	93.4%	0.8%						
\$225.10	\$231.21	(\$6.11)	(2.6%)	\$211.94	\$13.16	6.2%		94.3%	95.3%	(0.9%)	(0.9%)	93.5%	0.8%						
								\$234.32	\$242.10	(\$7.78)	(3.2%)	\$232.85	\$1.47	0.6%					
89.7%	89.8%		(0.1%)	85.2%		4.5%													
89.7%	89.8%		(0.1%)	85.2%		4.5%		93.8%	94.3%	(0.5%)	(0.5%)	92.2%	1.6%						
\$239.34	\$269.55	(\$30.21)	(11.2%)	\$240.45	(\$1.11)	(0.5%)		93.8%	94.3%	(0.5%)	(0.5%)	92.5%	1.3%						
								\$261.70	\$279.43	(\$17.73)	(6.3%)	\$268.42	(\$6.72)	(2.5%)					

1.1 KEY PERFORMANCE INDICATORS (PROGRAM PLAY AT 1.40%)

2.1

CURRENT MONTH							Crown Melbourne Monthly Performance Review						
Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %	YEAR TO DATE						
							Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %
<b>CONSOLIDATED SUMMARY (PROGRAM PLAY AT 1.35%)</b>													
<b>REVENUE</b>													
63,326	63,403	(77)	(0.1%)	59,626	3,700	6.2%	767,123	766,496	628	0.1%	733,465	33,658	4.6%
37,147	36,883	263	0.7%	36,134	1,012	2.8%	449,946	456,284	(6,339)	(1.4%)	449,200	746	0.2%
29,960	27,738	2,222	8.0%	24,665	5,295	21.5%	337,432	340,136	(2,704)	(0.8%)	324,092	13,350	4.1%
14,562	14,539	23	0.2%	13,516	1,046	7.7%	186,387	189,590	(3,202)	(1.7%)	184,718	1,669	0.9%
4,892	4,897	5	0.1%	4,266	625	14.7%	59,809	59,221	587	1.0%	55,810	3,998	7.2%
757	359	399	111.2%	1,092	(334)	(30.6%)	4,117	4,498	(381)	(8.5%)	5,802	(1,685)	(29.0%)
<b>149,044</b>	<b>147,808</b>	<b>1,235</b>	<b>0.8%</b>	<b>139,299</b>	<b>9,744</b>	<b>7.0%</b>	<b>1,804,814</b>	<b>1,816,225</b>	<b>(11,411)</b>	<b>(0.6%)</b>	<b>1,753,077</b>	<b>51,737</b>	<b>3.0%</b>
<b>36,458</b>	<b>29,753</b>	<b>6,704</b>	<b>22.5%</b>	<b>22,186</b>	<b>14,272</b>	<b>64.3%</b>	<b>594,863</b>	<b>387,870</b>	<b>206,993</b>	<b>53.4%</b>	<b>343,411</b>	<b>251,452</b>	<b>73.2%</b>
<b>185,502</b>	<b>177,562</b>	<b>7,940</b>	<b>4.5%</b>	<b>161,485</b>	<b>24,016</b>	<b>14.9%</b>	<b>2,399,677</b>	<b>2,204,095</b>	<b>195,582</b>	<b>8.9%</b>	<b>2,096,488</b>	<b>303,189</b>	<b>14.5%</b>
<b>195,955</b>	<b>178,636</b>	<b>17,319</b>	<b>9.7%</b>	<b>167,386</b>	<b>28,569</b>	<b>17.1%</b>	<b>2,372,424</b>	<b>2,218,122</b>	<b>154,303</b>	<b>7.0%</b>	<b>2,157,857</b>	<b>214,568</b>	<b>9.9%</b>
29.4%	27.3%	2.1%	30.1%	(0.6%)	26.9%	27.2%	26.9%	27.2%	(0.3%)	28.1%	(1.2%)		
33.4%	30.9%	2.5%	32.2%	1.1%	31.1%	30.9%	31.1%	30.9%	0.2%	31.5%	(0.5%)		
13.3%	9.4%	3.9%	16.4%	(3.1%)	14.2%	10.1%	14.2%	10.1%	4.1%	10.5%	3.7%		
43.1%	27.1%	16.0%	31.9%	11.2%	24.7%	27.0%	24.7%	27.0%	(2.3%)	26.4%	(1.7%)		
<b>Business Units</b>													
29,941	29,042	899	3.1%	27,596	2,345	8.5%	346,382	344,485	1,897	0.6%	328,273	18,109	5.5%
18,218	18,463	(244)	(1.3%)	19,062	(844)	(4.4%)	225,723	228,861	(3,138)	(1.4%)	227,102	(1,379)	(0.6%)
4,907	4,567	340	7.4%	3,336	1,571	47.1%	54,780	56,828	(2,048)	(3.6%)	50,638	4,142	8.2%
8,002	7,181	821	11.4%	6,319	1,683	26.6%	97,870	97,856	14	0.0%	94,136	3,734	4.0%
3,889	4,049	(160)	(4.0%)	4,144	(256)	(6.2%)	47,356	47,264	92	0.2%	44,446	2,909	6.5%
<b>64,957</b>	<b>63,302</b>	<b>1,655</b>	<b>2.6%</b>	<b>60,457</b>	<b>4,500</b>	<b>7.4%</b>	<b>772,110</b>	<b>775,293</b>	<b>(3,183)</b>	<b>(0.4%)</b>	<b>744,595</b>	<b>27,515</b>	<b>3.7%</b>
<b>Support Departments</b>													
(852)	(1,415)	563	39.8%	(1,673)	821	49.1%	(20,132)	(20,653)	522	2.5%	(23,531)	3,399	14.4%
(4,493)	(5,748)	1,255	21.8%	(4,702)	209	4.4%	(66,430)	(68,932)	2,502	3.6%	(56,580)	(9,870)	(17.5%)
(7,763)	(7,576)	(188)	(2.5%)	(6,901)	(863)	(12.6%)	(92,870)	(90,553)	(2,317)	(2.6%)	(86,185)	(6,685)	(7.8%)
(1,806)	(1,826)	20	1.1%	(1,778)	(28)	(1.6%)	(21,917)	(21,909)	(7)	(0.0%)	(19,661)	(2,256)	(11.5%)
(308)	(345)	37	10.7%	(330)	22	6.8%	(3,763)	(4,056)	293	7.2%	(3,918)	155	4.0%
5	(748)	753	100.7%	(152)	158	103.4%	(6,550)	(8,847)	2,297	26.0%	(2,118)	(4,432)	(209.3%)
<b>(15,217)</b>	<b>(17,657)</b>	<b>2,440</b>	<b>13.8%</b>	<b>(15,536)</b>	<b>320</b>	<b>2.1%</b>	<b>(211,662)</b>	<b>(214,951)</b>	<b>3,289</b>	<b>1.5%</b>	<b>(191,973)</b>	<b>(19,689)</b>	<b>(10.3%)</b>
<b>49,740</b>	<b>45,645</b>	<b>4,095</b>	<b>9.0%</b>	<b>44,921</b>	<b>4,819</b>	<b>10.7%</b>	<b>560,448</b>	<b>560,343</b>	<b>106</b>	<b>0.0%</b>	<b>552,623</b>	<b>7,825</b>	<b>1.4%</b>
4,854	2,807	2,047	72.9%	3,641	1,213	33.3%	84,597	39,315	45,282	115.2%	36,200	48,397	133.7%
<b>54,594</b>	<b>48,452</b>	<b>6,142</b>	<b>12.7%</b>	<b>48,562</b>	<b>6,032</b>	<b>12.4%</b>	<b>645,045</b>	<b>599,657</b>	<b>45,388</b>	<b>7.6%</b>	<b>588,823</b>	<b>56,222</b>	<b>9.5%</b>
29,817	0	29,817	N/A	4,830	24,988	517.4%	(59,003)	0	(59,003)	N/A	(18,182)	(40,820)	(224.4%)
<b>84,412</b>	<b>48,452</b>	<b>35,960</b>	<b>74.2%</b>	<b>53,392</b>	<b>31,020</b>	<b>58.1%</b>	<b>586,042</b>	<b>599,657</b>	<b>(13,615)</b>	<b>(2.3%)</b>	<b>570,641</b>	<b>15,401</b>	<b>2.7%</b>
(14,618)	(14,155)	(462)	(3.3%)	(13,763)	(855)	(6.2%)	(177,510)	(177,040)	(470)	(0.3%)	(188,613)	11,103	5.9%
<b>69,794</b>	<b>34,296</b>	<b>35,498</b>	<b>103.5%</b>	<b>39,629</b>	<b>30,165</b>	<b>76.1%</b>	<b>408,532</b>	<b>422,617</b>	<b>(14,085)</b>	<b>(3.3%)</b>	<b>382,028</b>	<b>26,504</b>	<b>6.9%</b>
(14,579)	0	(14,579)	N/A	(15,991)	1,412	8.8%	(25,779)	0	(25,779)	N/A	(40,574)	14,796	36.5%
<b>55,215</b>	<b>34,296</b>	<b>20,919</b>	<b>61.0%</b>	<b>23,638</b>	<b>31,577</b>	<b>133.6%</b>	<b>382,754</b>	<b>422,617</b>	<b>(39,864)</b>	<b>(9.4%)</b>	<b>341,453</b>	<b>41,300</b>	<b>12.1%</b>

2.1

		CURRENT MONTH						Crown Melbourne Monthly Performance Review			YEAR TO DATE					
Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %				Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %
<b>1.1 KEY PERFORMANCE INDICATORS (PROGRAM PLAY AT 1.35%)</b>																
31.1%	28.8%		2.2%	31.6%		(0.5%)	<b>EBITDA Margin Total (Theo Ex Comps)</b>			28.3%	28.8%		(0.5%)	29.5%		(1.2%)
1 692 393	1 711 276	(18 883)	(1.1%)	1 761 632	(69 239)	(3.9%)	<b>Gaming Floor Entries</b>			21 098 835	23 183 313	(2 084 478)	(9.0%)	22 867 932	(1 769 097)	(7.7%)
<b>Main Floor Tables</b>																
128 396	126 058	2 338	1.9%	115 138	13 258	11.5%	<b>Drop (\$ 000)</b>			1 548 541	1 574 909	(26 368)	(1.7%)	1 515 607	32 933	2.2%
6 266	6 530	(263)	(4.0%)	5 982	285	4.8%	<b>Average Week y Win \$ 000</b>			6 231	6 414	(183)	(2.9%)	6 163	67	1.1%
70 604	75 492	(4 888)	(6.5%)	70 834	(230)	(0.3%)	<b>Average Week y Patron Hours</b>			74 527	77 243	(2 716)	(3.5%)	75 262	(735)	(1.0%)
20.9%	22.2%		(1.3%)	22.3%		(1.3%)	<b>Hold %</b>			21.0%	21.2%		(0.3%)	21.2%		(0.2%)
<b>Premium Non-Program Play</b>																
181 876	176 186	5 690	3.2%	162 353	19 522	12.0%	<b>Total Drop</b>			2 209 549	2 139 066	70 483	3.3%	2 103 174	106 375	5.1%
19.4%	20.0%		(0.7%)	20.9%		(1.6%)	<b>Hold %</b>			19.7%	20.0%		(0.3%)	19.4%		0.3%
<b>Total Local Table Games</b>																
310 272	302 244	8 028	2.7%	277 491	32 780	11.8%	<b>Total Drop</b>			3 758 090	3 713 975	44 115	1.2%	3 618 781	139 308	3.8%
62 080	63 279	(1 200)	(1.9%)	59 597	2 483	4.2%	<b>Total Win</b>			761 096	762 996	(1 899)	(0.2%)	730 189	30 907	4.2%
20.0%	20.9%		(0.9%)	21.5%		(1.5%)	<b>Hold %</b>			20.3%	20.5%		(0.3%)	20.2%		0.1%
<b>Gaming Machines</b>																
462 905	441 813	21 092	4.8%	450 049	12 856	2.9%	<b>Turnover</b>			5 552 343	5 478 145	74 198	1.4%	5 468 671	83 673	1.5%
\$100.37	\$99.48	\$0.89	0.9%	\$104.82	(\$4.45)	(4.3%)	<b>Average Win per Patron Hour</b>			\$101.87	\$101.05	\$0.82	0.8%	\$101.81	\$0.06	0.1%
85 712	85 618	94	0.1%	79 484	6 228	7.8%	<b>Average Week y Patron Hours</b>			83 871	85 728	(1 857)	(2.2%)	83 822	49	0.1%
8.0%	8.3%		(0.3%)	7.9%		0.0%	<b>Win %</b>			8.0%	8.2%		(0.2%)	8.1%		(0.1%)
\$467.64	\$462.99	\$4.65	1.0%	\$452.91	\$14.73	3.3%	<b>Win / Machine / Day</b>			\$464.44	\$470.92	(\$6.48)	(1.4%)	\$463.89	\$0.55	0.1%
<b>International &amp; Interstate Program Play</b>																
2 398 067	1 900 000	498 067	26.2%	1 426 272	971 795	68.1%	<b>Turnover - Internat onal Programs (\$ 000)</b>			39 298 744	25 000 000	14 298 744	57.2%	21 849 981	17 448 763	79.9%
1.70%	1.35%		0.35%	1.54%		0.2%	<b>Win % - International Programs</b>			1.34%	1.35%		(0.01%)	1.59%		(0.2%)
300 685	247 392	53 293	21.5%	206 327	94 358	45.7%	<b>Turnover - Interstate Programs (\$ 000)</b>			4 539 854	3 053 943	1 485 911	48.7%	3 360 118	1 179 736	35.1%
2.07%	1.35%		0.72%	2.89%		(0.8%)	<b>Win % - Interstate Programs</b>			0.86%	1.35%		(0.49%)	1.64%		(0.8%)
2 698 752	2 147 392	551 360	25.7%	1 632 599	1 066 153	65.3%	<b>Turnover - Total Programs (\$ 000)</b>			43 838 597	28 053 943	15 784 654	56.3%	25 210 099	18 628 498	73.9%
1.74%	1.35%		0.39%	1.71%		0.0%	<b>Win % - Total Programs</b>			1.29%	1.35%		(0.06%)	1.59%		(0.3%)
<b>Food &amp; Beverage</b>																
331 474	339 508	(8 034)	(2.4%)	304 820	26 654	8.7%	<b>Restaurant Covers (Incl Comp Outlets)</b>			4 148 052	4 118 786	29 266	0.7%	3 860 976	287 076	7.4%
\$36.65	\$35.63	\$0.82	2.3%	\$34.63	\$2.02	5.8%	<b>Revenue per Restaurant Cover</b>			\$35.52	\$36.34	(\$0.82)	(2.3%)	\$36.18	(\$0.66)	(1.8%)
841 643	856 388	(14 745)	(1.7%)	742 840	98 803	13.3%	<b>Bar Covers (Incl Comp Outlets)</b>			9 685 812	9 993 572	(307 760)	(3.1%)	9 575 981	109 631	1.1%
<b>Hotel Operations</b>																
93.0%	94.0%		(1.0%)	92.6%		0.4%	<b>Towers - Occ. Rate % (physical rooms)</b>			96.3%	96.3%		0.0%	96.7%		(0.3%)
93.0%	94.0%		(1.0%)	92.7%		0.3%	<b>Towers - Occ. Rate % (available rooms)</b>			96.4%	96.3%		0.1%	96.7%		(0.3%)
\$362.21	\$359.90	\$2.31	0.6%	\$338.44	\$23.78	7.0%	<b>Towers - Average Room Rate</b>			\$384.03	\$389.55	(\$5.52)	(1.4%)	\$374.87	\$9.16	2.4%
91.2%	94.4%		(3.2%)	88.2%		3.0%	<b>Promenade - Occ. Rate % (physical rooms)</b>			94.1%	95.3%		(1.1%)	93.4%		0.8%
92.0%	94.4%		(2.3%)	88.5%		3.6%	<b>Promenade - Occ. Rate % (available rooms)</b>			94.3%	95.3%		(0.9%)	93.5%		0.8%
\$225.10	\$231.21	(\$6.11)	(2.6%)	\$211.94	\$13.16	6.2%	<b>Promenade - Average Room Rate</b>			\$234.32	\$242.10	(\$7.78)	(3.2%)	\$232.85	\$1.47	0.6%
89.7%	89.8%		(0.1%)	85.2%		4.5%	<b>Metropol - Occ. Rate % (physical rooms)</b>			93.8%	94.3%		(0.5%)	92.2%		1.6%
89.7%	89.8%		(0.1%)	85.2%		4.5%	<b>Metropol - Occ. Rate % (available rooms)</b>			93.8%	94.3%		(0.5%)	92.5%		1.3%
\$239.34	\$269.55	(\$30.21)	(11.2%)	\$240.45	(\$1.11)	(0.5%)	<b>Metropol - Average Room Rate</b>			\$261.70	\$279.43	(\$17.73)	(6.3%)	\$268.42	(\$6.72)	(2.5%)

2.1

CURRENT MONTH						
Actual Jun 18	Budget Jun 18	Variance F/(U)	%	Actual Jun 17	Variance F/(U)	Variance F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**Crown Melbourne Monthly Performance Review**  
**Period 12, F18**

YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance F/(U)	%	Actual Jun 17	Variance F/(U)	Variance F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**1.2 GROSS REVENUE SUMMARY**

26,855	27,984	(1,129)	(4.0%)	25,635	1,220	4.8%
1,269	123	1,146	928.9%	82	1,187	1,448.9%
28,124	28,107	17	0.1%	25,717	2,407	9.4%

**Main Floor Tables**

- Win
- Sundry Revenue

324,881	334,436	(9,556)	(2.9%)	321,365	3,516	1.1%
6,029	3,500	2,529	72.3%	3,511	2,518	71.7%
330,910	337,936	(7,026)	(2.1%)	324,876	6,034	1.9%

35,202	35,295	(94)	(0.3%)	33,909	1,293	3.8%
0	0	0	N/A	0	0	N/A
35,202	35,295	(94)	(0.3%)	33,909	1,293	3.8%

**Premium Non Program Play**

- Win
- Sundry Revenue

436,213	428,559	7,654	1.8%	408,584	27,629	6.8%
0	0	0	N/A	4	(4)	(99.8%)
436,213	428,559	7,654	1.8%	408,589	27,625	6.8%

36,869	36,502	367	1.0%	35,708	1,161	3.3%
278	381	(103)	(27.1%)	427	(149)	(34.9%)
37,147	36,883	263	0.7%	36,134	1,012	2.8%

**Gaming Machines**

- Win
- Sundry Revenue (Adjustments)

445,501	451,712	(6,211)	(1.4%)	444,971	530	0.1%
4,445	4,572	(128)	(2.8%)	4,228	216	5.1%
449,946	456,284	(6,339)	(1.4%)	449,200	746	0.2%

4,833	5,133	(300)	(5.9%)	4,475	358	8.0%
5,510	5,497	13	0.2%	4,528	982	21.7%
3,453	3,556	(103)	(2.9%)	3,243	210	6.5%
7,533	7,032	501	7.1%	5,990	1,543	25.7%
662	734	(72)	(9.9%)	625	37	5.9%
845	864	(19)	(2.2%)	876	(31)	(3.5%)
4,582	4,362	220	5.0%	4,074	508	12.5%
224	162	61	37.6%	324	(101)	(31.0%)
719	397	322	81.2%	531	188	35.4%
28,360	27,738	622	2.2%	24,665	3,695	15.0%

**Food & Beverage**

- Casual Dining
- Premium Dining
- Events & Conferencing
- Bars
- Promenade Hotel
- Metropal Hotel
- Comp Bars & Restaurants
- Sundry Revenue
- The Palms

57,249	60,582	(3,333)	(5.5%)	57,102	147	0.3%
68,543	69,851	(1,308)	(1.9%)	62,962	5,581	8.9%
47,283	50,175	(2,892)	(5.8%)	49,036	(1,753)	(3.6%)
79,957	79,694	264	0.3%	75,902	4,056	5.3%
9,297	9,040	257	2.8%	8,976	321	3.6%
10,929	11,407	(479)	(4.2%)	11,276	(347)	(3.1%)
53,891	53,039	851	1.6%	52,539	1,352	2.6%
4,606	1,950	2,656	136.2%	1,943	2,662	137.0%
5,678	4,398	1,280	29.1%	4,346	1,332	30.7%
337,432	340,136	(2,704)	(0.8%)	324,082	13,350	4.1%

4,643	4,532	112	2.5%	4,266	377	8.8%
1,074	854	220	25.7%	1,204	(130)	(10.8%)
3,055	3,082	(26)	(0.8%)	2,729	326	11.9%
4,508	4,787	(279)	(5.8%)	4,031	477	11.8%
505	584	(79)	(13.5%)	510	(5)	(1.1%)
468	411	56	13.6%	456	11	2.4%
271	241	31	12.7%	255	16	6.3%
38	49	(11)	(22.8%)	64	(26)	(41.0%)
14,562	14,539	23	0.2%	13,516	1,046	7.7%

**Hotel Operations**

- Towers
- Villas & Crystal Club
- Promenade
- Metropal
- Valet Parking
- Spa & Leisure - Total Hotels
- Mini Bar - Total Hotels
- Sundry Revenue

60,206	61,254	(1,048)	(1.7%)	59,402	804	1.4%
14,473	11,331	3,141	27.7%	13,299	1,174	8.8%
37,660	39,385	(1,724)	(4.4%)	37,233	428	1.1%
58,162	62,249	(4,087)	(6.6%)	58,623	(461)	(0.8%)
6,214	6,727	(513)	(7.6%)	6,396	(182)	(2.9%)
5,650	4,852	798	16.4%	5,976	(327)	(5.5%)
3,326	3,015	311	10.3%	3,029	297	9.8%
697	777	(80)	(10.3%)	761	(64)	(8.4%)
186,387	189,590	(3,202)	(1.7%)	184,718	1,669	0.9%

0	0	0	N/A	0	0	N/A
0	0	0	N/A	0	0	N/A
0	0	0	N/A	0	0	N/A

**Property Support Services**

- Crown Properties
- Sundry Revenue

0	0	0	N/A	0	0	N/A
0	0	0	N/A	0	0	N/A
0	0	0	N/A	0	0	N/A

191	238	(46)	(19.4%)	321	(130)	(40.4%)
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**Security, Cage & Other Services**

- Sundry Revenue

3,178	2,851	327	11.5%	3,735	(557)	(14.9%)
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1,743	1,707	36	2.1%	1,490	253	17.0%
68	35	33	95.2%	39	29	73.6%
2,986	3,146	(160)	(5.1%)	2,738	248	9.1%
95	0	95	N/A	0	95	N/A
0	0	0	N/A	0	0	N/A
4,892	4,887	5	0.1%	4,266	625	14.7%

**Other Non Gaming Operations**

- Parking
- Crown Retail
- Tenancies
- Crown College International
- Sundry Revenue

20,660	20,062	598	3.0%	20,032	627	3.1%
895	563	332	58.9%	530	365	69.0%
37,777	38,596	(819)	(2.1%)	35,248	2,529	7.2%
476	0	476	N/A	0	476	N/A
0	0	0	N/A	0	0	N/A
59,809	59,221	587	1.0%	55,810	3,998	7.2%

2.1

Actual Jun 18 \$'000	Budget Jun 18 \$'000	CURRENT MONTH		Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %
		F/(U) \$'000	F/(U) %			

2,446	2,021	425	21.0%	2,679	(233)	(8.7%)
(1,880)	(1,900)	20	1.1%	(1,908)	29	1.5%
566	121	445	367.9%	770	(204)	(26.5%)
<b>149,044</b>	<b>147,808</b>	<b>1,235</b>	<b>0.8%</b>	<b>139,299</b>	<b>9,744</b>	<b>7.0%</b>

40,650	26,600	14,050	52.8%	21,968	18,683	85.0%
6,236	3,463	2,772	80.0%	5,973	263	4.4%
0	0	0	N/A	0	0	N/A
0	0	0	N/A	0	0	N/A
46	68	(22)	(32.9%)	55	(10)	(17.5%)
(21)	696	(717)	(103.0%)	90	(111)	(123.1%)
46,911	30,827	16,084	52.2%	28,086	18,825	67.0%
<b>195,955</b>	<b>178,636</b>	<b>17,319</b>	<b>9.7%</b>	<b>167,386</b>	<b>28,569</b>	<b>17.1%</b>

(9,104)	(0)	(9,104)	N/A	(5,084)	(4,019)	(79.1%)
186,851	178,636	8,215	4.6%	162,302	24,549	15.1%
9,839	9,554	(285)	(3.0%)	7,712	(2,127)	(27.6%)
<b>177,012</b>	<b>169,081</b>	<b>7,931</b>	<b>4.7%</b>	<b>154,590</b>	<b>22,423</b>	<b>14.5%</b>

189,853	173,099	16,754	9.7%	162,204	27,649	17.0%
5,010	4,523	(486)	(10.7%)	4,339	(670)	(15.5%)
184,843	168,576	16,267	9.6%	157,865	26,978	17.1%
6,102	5,536	565	10.2%	5,182	920	17.8%
<b>190,945</b>	<b>174,112</b>	<b>16,833</b>	<b>9.7%</b>	<b>163,046</b>	<b>27,899</b>	<b>17.1%</b>

22,326	21,032	1,295	6.2%	23,283	(956)	(4.1%)
12,898	14,264	(1,366)	(9.6%)	10,679	2,220	20.8%
35,225	35,295	(71)	(0.2%)	33,962	1,263	3.7%
19,402	20,107	(706)	(3.5%)	17,838	1,563	8.8%
2,373	2,244	128	5.7%	2,340	33	1.4%
5,081	5,632	(551)	(9.8%)	5,457	(377)	(6.9%)
62,080	63,279	(1,200)	(1.9%)	59,597	2,483	4.2%

19.4%	20.0%	(0.7%)	20.9%	(1.6%)
26.0%	25.3%	0.7%	24.9%	1.1%
10.3%	14.2%	(3.9%)	15.6%	(5.3%)
16.5%	18.3%	(1.8%)	19.0%	(2.5%)
20.0%	20.9%	(0.9%)	21.5%	(1.5%)

Crown Melbourne Monthly Performance Review						
Actual Jun 18 \$'000	Budget Jun 18 \$'000	CURRENT MONTH		Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %

Period 12, F18

1.2 GROSS REVENUE SUMMARY (Continued)

<b>Other Revenue</b>							
- Sundry Revenue	23,719	24,447	(728)	(3.0%)	24,888	(1,170)	(4.7%)
- Consolidation Adjustment	(22,780)	(22,800)	20	0.1%	(22,821)	41	0.2%
	939	1,647	(708)	(43.0%)	2,067	(1,128)	(54.6%)

**Total Local Business**

**International & Interstate Program Play**

- International Programs	525,588	350,000	175,588	50.2%	346,616	178,972	51.6%
- Interstate Programs	38,981	42,755	(3,774)	(8.8%)	55,088	(16,108)	(29.2%)
- Mahogany Bar	0	0	0	N/A	0	0	N/A
- Aircraft	0	0	0	N/A	0	0	N/A
- Limousine	859	877	(18)	(2.1%)	767	92	12.0%
- Sundry	2,183	8,265	(6,082)	(73.6%)	2,308	(125)	(5.4%)
	567,611	401,897	165,714	41.2%	404,780	162,831	40.2%

**Total Gross Revenue**

Theoretical Adjustment

Total Theoretical Revenue

Less Total Comp Revenue

**Total Net Theoretical Revenue**

Gross Cash Revenue

Less Discount Expense

Net Cash Revenue

Comp Revenue

**Total Net Revenue**

**Victorian Table Games Revenue**

Main Floor Premium	273,030	255,804	17,226	6.7%	252,813	20,217	8.0%
Mahogany Premium	163,186	172,755	(9,569)	(5.5%)	156,007	7,179	4.6%
Total Premium Non-Program	436,216	428,559	7,656	1.8%	408,820	27,395	6.7%
Mainstream (excl Poker and ATGs)	233,819	240,064	(6,245)	(2.6%)	232,579	1,240	0.5%
Poker	29,113	27,980	1,133	4.0%	27,379	1,734	6.3%
Electronic Table Games	61,949	66,392	(4,444)	(6.7%)	61,407	541	0.9%
Total Table Games	761,096	762,996	(1,899)	(0.2%)	730,185	30,911	4.2%
Hold % (Premium Non-Program)	19.7%	20.0%	(0.3%)	19.4%	0.3%		
Hold % (Mainstream - excl Poker and ATGs)	25.4%	25.3%	0.1%	25.3%	0.1%		
Hold % (Poker)	10.6%	10.6%	0.0%	10.6%	(0.0%)		
Hold % (Electronic Table Games)	17.6%	18.3%	(0.7%)	18.2%	(0.6%)		
Hold % (Total Tables)	20.3%	20.5%	(0.3%)	20.2%	0.1%		

Actual Jun 18 \$'000	Budget Jun 18 \$'000	YEAR TO DATE		Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %
		F/(U) \$'000	F/(U) %			

23,719	24,447	(728)	(3.0%)	24,888	(1,170)	(4.7%)
(22,780)	(22,800)	20	0.1%	(22,821)	41	0.2%
939	1,647	(708)	(43.0%)	2,067	(1,128)	(54.6%)
<b>1,804,814</b>	<b>1,816,225</b>	<b>(11,411)</b>	<b>(0.6%)</b>	<b>1,753,077</b>	<b>51,737</b>	<b>3.0%</b>

525,588	350,000	175,588	50.2%	346,616	178,972	51.6%
38,981	42,755	(3,774)	(8.8%)	55,088	(16,108)	(29.2%)
0	0	0	N/A	0	0	N/A
0	0	0	N/A	0	0	N/A
859	877	(18)	(2.1%)	767	92	12.0%
2,183	8,265	(6,082)	(73.6%)	2,308	(125)	(5.4%)
567,611	401,897	165,714	41.2%	404,780	162,831	40.2%
<b>2,372,424</b>	<b>2,218,122</b>	<b>154,303</b>	<b>7.0%</b>	<b>2,157,857</b>	<b>214,567</b>	<b>9.9%</b>

Theoretical Adjustment

Total Theoretical Revenue

Less Total Comp Revenue

**Total Net Theoretical Revenue**

Gross Cash Revenue

Less Discount Expense

Net Cash Revenue

Comp Revenue

**Total Net Revenue**

2.1

		CURRENT MONTH						Crown Melbourne Monthly Performance Review	YEAR TO DATE					
Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %		Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %
<b>Period 12, F18</b>														
<b>1.5 PAYROLL SUMMARY</b>														
13,583	13,790	207	1.5%	13,031	(551)	(4.2%)	Table Games	168,396	168,228	(169)	(0.1%)	162,211	(6,186)	(3.8%)
21.4%	21.7%		0.3%	21.9%		0.4%	Payroll to Revenue %	22.0%	21.9%		(0.0%)	22.1%	(6,186)	0.2%
1,850	2,098	249	11.9%	1,559	(290)	(18.6%)	Gaming Machines	22,929	25,622	2,693	10.5%	25,768	2,838	11.0%
5.0%	5.7%		0.7%	4.3%		(0.7%)	Payroll to Revenue %	5.1%	5.6%		0.5%	5.7%	2,838	0.6%
4,257	3,868	(389)	(10.1%)	3,185	(1,072)	(33.7%)	International & Interstate Program Play	52,293	47,755	(4,538)	(9.5%)	46,025	(6,268)	(13.6%)
11.3%	12.5%		1.3%	13.8%		2.6%	Payroll to Revenue %	8.5%	11.9%		3.4%	12.9%	(6,268)	4.4%
11,881	11,793	(88)	(0.7%)	11,017	(863)	(7.8%)	Food & Beverage	143,389	143,611	223	0.2%	138,220	(5,169)	(3.7%)
41.9%	42.5%		0.6%	44.7%		2.8%	Payroll to Revenue %	42.5%	42.2%		(0.3%)	42.6%	(5,169)	0.2%
4,350	4,615	266	5.8%	4,584	234	5.1%	Hotel Operations	56,797	57,162	365	0.6%	57,165	369	0.6%
29.9%	31.7%		1.9%	33.9%		4.0%	Payroll to Revenue %	30.5%	30.2%		(0.3%)	30.9%	369	0.5%
361	330	(31)	(9.3%)	134	(227)	(168.8%)	Other Non-Gaming Operations	4,158	3,965	(193)	(4.9%)	3,630	(527)	(14.5%)
7.4%	6.8%		(0.6%)	3.1%		(4.2%)	Payroll to Revenue %	7.0%	6.7%		(0.3%)	6.5%	(527)	(0.4%)
943	861	(82)	(9.5%)	577	(366)	(63.5%)	Marketing & Entertainment	10,348	10,327	(22)	(0.2%)	10,974	626	5.7%
0.5%	0.5%		(0.0%)	0.4%		(0.1%)	Payroll to Theoretical Revenue %	0.4%	0.5%		0.0%	0.5%	626	0.1%
3,786	3,829	43	1.1%	3,697	(89)	(2.4%)	Property Support Services	45,901	45,918	17	0.0%	43,803	(2,098)	(4.8%)
2.0%	2.1%		0.1%	2.3%		0.3%	Payroll to Theoretical Revenue %	1.9%	2.1%		0.2%	2.1%	(2,098)	0.2%
8,274	7,286	(988)	(13.6%)	6,860	(1,414)	(20.6%)	Security, Cage & Other Services	91,738	87,663	(4,074)	(4.6%)	92,278	540	0.6%
4.4%	4.1%		(0.3%)	4.2%		(0.2%)	Payroll to Theoretical Revenue %	3.8%	4.0%		0.2%	4.4%	540	0.6%
307	918	611	66.6%	1,100	793	72.1%	Other	12,094	11,002	(1,092)	(9.9%)	5,167	(6,927)	(134.0%)
0.2%	0.5%		0.3%	0.7%		0.5%	Payroll to Theoretical Revenue %	0.5%	0.5%		(0.0%)	0.2%	(6,927)	(0.3%)
<b>49,590</b>	<b>49,388</b>	<b>(202)</b>	<b>(0.4%)</b>	<b>45,743</b>	<b>(3,847)</b>	<b>(8.4%)</b>	<b>Total Payroll</b>	<b>608,042</b>	<b>601,253</b>	<b>(6,789)</b>	<b>(1.1%)</b>	<b>585,241</b>	<b>(22,801)</b>	<b>(3.9%)</b>
26.5%	27.6%		1.1%	28.2%		1.6%	Payroll to Theoretical Revenue %	25.1%	27.1%		2.0%	27.7%	(22,801)	2.6%

2.1



CURRENT MONTH						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**Crown Melbourne**  
**Monthly Performance Review**  
**Period 12, F18**

YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**2. LOCAL TABLE GAMES**

**Main Floor Tables (excl Poker & Electronic)**

74,575	79,476	(4,901)	(6.2%)	71,512	3,063	4.3%
19,402	20,107	(706)	(3.5%)	17,838	1,563	8.8%
663	33	629	1 888.3%	(12)	675	5 660.2%
<b>20,064</b>	<b>20,141</b>	<b>(76)</b>	<b>(0.4%)</b>	<b>17,826</b>	<b>2,238</b>	<b>12.6%</b>
4,319	4,474	155	3.5%	3,976	(343)	(8.6%)
64	181	117	64.8%	(209)	(273)	(130.5%)
6,239	6,274	35	0.6%	6,146	(93)	(1.5%)
14	44	30	68.1%	16	2	11.2%
161	138	(23)	(16.9%)	169	7	4.3%
206	164	(42)	(25.6%)	127	(79)	(62.1%)
525	600	76	12.6%	538	13	17.8%
<b>8,536</b>	<b>8,265</b>	<b>271</b>	<b>3.3%</b>	<b>6,964</b>	<b>1,572</b>	<b>22.6%</b>
26.0%	25.3%		0.7%	24.9%		1.1%
15,796	16,020	(224)	(1.4%)	15,453	343	2.2%
37,961	40,650	(2,689)	(6.6%)	37,140	821	2.2%
\$119.26	\$115.42	\$3.84	3.3%	\$112.07	\$7.19	6.4%
31.1%	31.2%		0.1%	34.5%		(3.4%)
8.4%	7.9%		(0.5%)	8.6%		(0.2%)
42.5%	41.0%		(1.5%)	39.1%		(3.5%)

**Poker**

23,064	15,806	7,258	45.9%	14,977	8,087	54.0%
2,373	2,244	128	5.7%	2,340	33	1.4%
105	90	15	16.5%	48	57	117.6%
<b>2,477</b>	<b>2,334</b>	<b>143</b>	<b>6.1%</b>	<b>2,388</b>	<b>89</b>	<b>3.7%</b>
528	499	(29)	(5.7%)	521	(7)	(1.4%)
8	20	13	62.4%	(19)	(27)	(139.2%)
1,145	1,247	102	8.2%	1,136	(10)	(0.8%)
1	0	(1)	N/A	60	59	99.1%
0	0	(0)	N/A	0	(0)	(22.5%)
7	0	(7)	N/A	3	(5)	(191.4%)
118	124	6	5.0%	111	(7)	(6.3%)
<b>671</b>	<b>444</b>	<b>227</b>	<b>51.2%</b>	<b>578</b>	<b>93</b>	<b>16.1%</b>
10.3%	14.2%		(3.9%)	15.6%		(5.3%)
2,587	2,589	(2)	(0.1%)	2,530	57	2.2%
19,415	20,972	(1,557)	(7.4%)	20,380	(965)	(4.7%)
\$26.52	\$24.97	\$3.54	14.2%	\$26.79	\$1.73	6.4%
46.2%	53.4%		7.2%	47.6%		1.3%
5.0%	7.9%		2.9%	7.6%		2.6%
27.1%	19.0%		(8.1%)	24.2%		(2.9%)

Drop	Win	Other Revenue	Total Revenue	Gaming Tax	Super Tax	Payroll	Complimentaries	Loyalty Program Expense	Advertising & Other Marketing Costs	Other Expenses	Direct Contribution	Hold %	Average Weekly Table Open Hours	Average Weekly Patron Hour	Average Win per Patron Hour	Payroll to Revenue %	Payroll to Drop %	Contribution Margin
273,871	29,113	3,310	32,423	7,191	216	15,729	8	1	1,099	1,379	6,801	10.6%	2,903	22,929	\$24.35	48.5%	5.7%	21.0%
16,481	1,734	3,103	1,941	(1,098)	(26)	(630)	69	1	(105)	(75)	76	0.0%	2,831	23,162	\$23.17	51.4%	6.1%	19.5%
6.4%	6.3%	6.7%	6.4%	(18.0%)	(13.9%)	(4.2%)	89.8%	40.9%	(10.8%)	(5.8%)	1.1%	(0.0%)	2,783	22,621	\$22.21	49.5%	0.3%	22.1%

2.1

CURRENT MONTH						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**Crown Melbourne**  
**Monthly Performance Review**  
**Period 12, F18**

YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**2. LOCAL TABLE GAMES (Continued)**

**Electronic Table Games**

191,020	215,432	(24,412)	(11.3%)	200,243	(9,224)	(4.6%)
30,756	30,776	(20)	(0.1%)	28,649	2,107	7.4%
5,081	5,632	(551)	(9.8%)	5,457	(377)	(6.9%)
0	0	0	N/A	46	(45)	(99.2%)
<b>5,081</b>	<b>5,632</b>	<b>(551)</b>	<b>(9.8%)</b>	<b>5,503</b>	<b>(422)</b>	<b>(7.7%)</b>
1,129	1,253	124	9.9%	1,214	85	7.0%
16	51	34	67.6%	(45)	(61)	(136.5%)
250	359	109	30.3%	277	27	9.8%
0	0	0	N/A	0	0	N/A
3	10	7	66.3%	50	47	93.4%
10	10	0	0.0%	10	(0)	(2.5%)
38	37	(1)	(2.1%)	87	49	56.4%
<b>3,634</b>	<b>3,912</b>	<b>(278)</b>	<b>(7.1%)</b>	<b>3,909</b>	<b>(275)</b>	<b>(7.0%)</b>
16.5%	18.3%		(1.8%)	19.0%		(2.5%)
54	56	(2)	(3.9%)	54	(0)	(0.2%)
13,228	13,870	(642)	(4.6%)	13,314	(96)	(0.6%)
\$89.62	\$94.75	(\$5.13)	(5.4%)	\$95.64	(\$6.02)	(6.3%)
\$3,155.62	\$3,362.99	(\$206.78)	(6.1%)	\$3,384.25	(\$228.63)	(6.8%)
\$3,369.37	\$3,624.18	(\$254.81)	(7.0%)	\$3,509.29	(\$139.92)	(4.0%)
71.5%	69.5%		(2.1%)	71.0%		(0.5%)

**Total Main Floor Tables**

128,396	126,058	2,338	1.9%	115,138	13,258	11.5%
26,855	27,984	(1,129)	(4.0%)	25,635	1,220	4.8%
1,269	123	1,146	928.9%	82	1,187	1,448.9%
<b>28,124</b>	<b>28,107</b>	<b>17</b>	<b>0.1%</b>	<b>25,717</b>	<b>2,407</b>	<b>9.4%</b>
5,976	6,226	250	4.0%	5,710	(266)	(4.7%)
88	252	164	65.2%	(274)	(361)	(132.1%)
7,635	7,880	246	3.1%	7,559	(76)	(1.0%)
58	44	(14)	(31.4%)	101	43	42.5%
166	148	(18)	(12.0%)	219	53	24.4%
180	175	(5)	(2.9%)	115	(65)	(56.5%)
681	762	81	10.6%	836	155	18.6%
<b>13,341</b>	<b>12,620</b>	<b>721</b>	<b>5.7%</b>	<b>11,450</b>	<b>1,891</b>	<b>16.5%</b>

**Key Financial Performance Indicators**

19,500	20,054	(553)	(2.8%)	19,227	274	1.4%
70,604	75,492	(4,888)	(6.5%)	70,634	(230)	(0.3%)
3.62	3.76	(0.14)	(3.9%)	3.68	(0.06)	(1.7%)
\$88.75	\$86.49	\$2.26	2.6%	\$84.44	\$4.31	5.1%
29,959	29,414	545	1.9%	26,866	3,094	11.5%
6,266	6,530	(263)	(4.0%)	5,982	285	4.8%
27.1%	28.0%		(0.9%)	29.4%		2.2%
5.9%	6.3%		(0.3%)	6.6%		(0.6%)
20.9%	22.2%		(1.3%)	22.3%		(1.3%)
23.2%	23.3%		(0.1%)	23.3%		(0.0%)
47.4%	44.9%		2.5%	44.5%		2.9%

19,723	20,126	(403)	(2.0%)	19,854	(131)	(0.7%)
74,527	77,243	(2,716)	(3.5%)	75,262	(735)	(1.0%)
3.78	3.84	(0.06)	(1.5%)	3.79	(0.01)	(0.3%)
\$83.60	\$83.03	\$0.57	0.7%	\$81.89	\$1.71	2.1%
29,698	30,204	(506)	(1.7%)	29,066	632	2.2%
6,231	6,414	(183)	(2.9%)	6,163	67	1.1%
29.2%	28.6%		(0.7%)	28.6%		(0.6%)
6.2%	6.1%		(0.1%)	6.1%		(0.1%)
21.0%	21.2%		(0.3%)	21.2%		(0.2%)
23.2%	23.4%		(0.2%)	23.4%		(0.2%)
43.4%	43.9%		(0.5%)	44.2%		(0.7%)

2,329,745	2,539,593	(209,848)	(8.3%)	2,364,251	(34,506)	(1.5%)
352,380	362,799	(10,419)	(2.9%)	337,539	14,841	4.4%
61,949	66,392	(4,444)	(6.7%)	61,407	541	0.9%
459	0	459	N/A	46	414	802.7%
<b>62,408</b>	<b>66,392</b>	<b>(3,984)</b>	<b>(6.0%)</b>	<b>61,453</b>	<b>955</b>	<b>1.6%</b>
13,746	14,772	1,026	6.9%	13,656	(90)	(0.7%)
459	598	139	23.2%	426	(33)	(7.8%)
3,145	4,385	1,240	28.3%	3,654	509	13.9%
0	0	(0)	N/A	0	(0)	N/A
55	119	63	53.5%	112	57	50.7%
123	123	0	0.0%	120	(3)	(2.5%)
492	450	(42)	(9.4%)	666	174	26.1%
<b>44,388</b>	<b>45,946</b>	<b>(1,559)</b>	<b>(3.4%)</b>	<b>42,819</b>	<b>1,569</b>	<b>3.7%</b>
17.6%	18.3%		(0.7%)	18.2%		(0.6%)
649	669	(20)	(3.0%)	653	(4)	(0.7%)
13,223	13,855	(633)	(4.6%)	13,322	(99)	(0.7%)
\$89.66	\$91.90	(\$2.05)	(2.2%)	\$86.40	\$1.45	1.6%
\$261.58	\$271.99	(\$10.41)	(3.8%)	\$257.61	\$3.97	1.5%
\$3,379.05	\$3,515.22	(\$136.16)	(3.9%)	\$3,403.52	(\$24.47)	(0.7%)
71.1%	69.2%		(1.9%)	69.7%		(1.4%)

1,548,541	1,574,909	(26,368)	(1.7%)	1,515,607	32,933	2.2%
324,881	334,436	(9,556)	(2.9%)	321,365	3,516	1.1%
6,029	3,500	2,529	72.3%	3,511	2,518	71.7%
<b>330,910</b>	<b>337,936</b>	<b>(7,026)</b>	<b>(2.1%)</b>	<b>324,876</b>	<b>6,034</b>	<b>1.9%</b>
72,998	74,412	1,414	1.9%	71,533	(1,465)	(2.0%)
2,412	3,010	598	19.9%	2,229	(183)	(8.2%)
96,772	96,561	(212)	(0.2%)	92,989	(3,783)	(4.1%)
672	545	(127)	(23.3%)	622	(50)	(8.0%)
1,717	1,774	57	3.2%	1,745	27	1.6%
4,250	4,261	11	0.3%	3,760	(490)	(13.0%)
8,427	9,059	632	7.0%	8,534	107	1.3%
<b>143,662</b>	<b>148,315</b>	<b>(4,653)</b>	<b>(3.1%)</b>	<b>143,464</b>	<b>198</b>	<b>0.1%</b>



CROWN MELBOURNE							YEAR TO DATE									
Actual		Budget		Variance		%	Actual		Variance		%	Actual		Variance		%
Jun 18	Jun 17	Jun 18	Jun 17	F(U)	F(U)		Jun 18	Jun 17	F(U)	F(U)		Jun 18	Jun 17	F(U)	F(U)	
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Crown Melbourne Monthly Performance Review</b>							<b>2. LOCAL TABLE GAMES (Continued)</b>									
<b>Period 12, F18</b>							<b>Mahogany Premium</b>									
<b>82,771</b>	<b>75,072</b>	<b>7,698</b>	<b>10.3%</b>	<b>66,894</b>	<b>15,877</b>	<b>23.7%</b>	<b>Drop</b>	<b>972,047</b>	<b>909,239</b>	<b>62,809</b>	<b>6.9%</b>	<b>925,361</b>	<b>46,686</b>	<b>5.0%</b>		
12,898	14,264	(1,365)	(9.6%)	10,679	2,220	20.8%	Win	163,186	172,755	(9,569)	(5.5%)	156,007	7,179	4.6%		
(30)	0	(30)	N/A	(50)	20	40.6%	Other Revenue	(56)	0	(56)	N/A	(201)	144	71.9%		
<b>12,869</b>	<b>14,264</b>	<b>(1,395)</b>	<b>(9.8%)</b>	<b>10,629</b>	<b>2,240</b>	<b>21.1%</b>	<b>Total Revenue</b>	<b>163,129</b>	<b>172,755</b>	<b>(9,626)</b>	<b>(5.6%)</b>	<b>155,806</b>	<b>7,323</b>	<b>4.7%</b>		
2,883	3,054	170	5.6%	2,254	(629)	(27.9%)	Gaming Tax	35,193	36,998	1,805	4.9%	33,265	(1,928)	(5.8%)		
39	128	89	69.3%	(140)	(179)	(128.2%)	Super Tax	1,209	1,555	345	22.2%	1,082	(127)	(11.8%)		
2,340	2,352	13	0.5%	2,261	(79)	(3.5%)	Payroll	29,205	28,423	(782)	(2.8%)	27,556	(1,649)	(6.0%)		
1,688	2,030	342	16.9%	2,128	441	20.7%	Complimentaries	22,465	25,002	2,537	10.1%	24,072	1,607	6.7%		
1,015	954	(61)	(6.4%)	836	(180)	(21.5%)	Loyalty Program Expense	12,624	11,456	(1,168)	(10.2%)	11,538	(1,087)	(9.4%)		
302	246	(56)	(22.8%)	289	(13)	(4.4%)	Advertising & Other Marketing Costs	5,000	4,847	(153)	(3.2%)	5,019	20	0.4%		
421	304	(117)	(38.7%)	313	(108)	(34.4%)	Other Expenses	4,172	3,642	(529)	(14.5%)	3,745	(427)	(11.4%)		
<b>4,180</b>	<b>5,196</b>	<b>(1,015)</b>	<b>(19.5%)</b>	<b>2,687</b>	<b>1,494</b>	<b>55.6%</b>	<b>Direct Contribution</b>	<b>53,261</b>	<b>60,832</b>	<b>(7,571)</b>	<b>(12.4%)</b>	<b>49,529</b>	<b>3,732</b>	<b>7.5%</b>		
<b>Key Financial Performance Indicators</b>							<b>Key Financial Performance Indicators</b>									
15.6%	19.0%	424	(3.4%)	16.0%	463	(0.4%)	Hold %	16.8%	19.0%	288	(2.2%)	16.9%	274	(0.1%)		
5,903	5,479	424	7.7%	5,440	463	8.5%	Average Weekly Table Open Hours	5,743	5,455	288	5.3%	5,468	274	5.0%		
8,128	7,670	457	6.0%	6,617	1,510	22.8%	Average Weekly Patron Hours	7,598	7,637	(39)	(0.5%)	7,378	220	3.0%		
\$370.30	\$433.92	(\$63.62)	(14.7%)	\$376.55	(\$6.25)	(1.7%)	Average Win per Patron Hour	\$411.89	\$433.85	(\$21.96)	(5.1%)	\$405.52	\$6.37	1.6%		
16.2%	16.5%	0.3%	1.7%	21.3%	3.1%	3.1%	Payroll to Revenue %	17.9%	16.5%	(1.5%)	(1.5%)	17.7%	(0.2%)			
2.8%	3.1%	0.3%	3.4%	0.8%	0.8%	0.1%	Payroll to Drop %	3.0%	3.1%	0.1%	3.0%	0.0%				
32.5%	36.4%	(3.9%)	(3.9%)	25.3%	7.2%	7.2%	Contribution Margin %	32.6%	35.2%	(2.6%)	(2.6%)	31.8%	0.9%			
<b>Non Mahogany Premium</b>							<b>Non Mahogany Premium</b>									
<b>99,105</b>	<b>101,114</b>	<b>(2,008)</b>	<b>(2.0%)</b>	<b>95,460</b>	<b>3,646</b>	<b>3.8%</b>	<b>Drop</b>	<b>1,237,502</b>	<b>1,229,827</b>	<b>7,674</b>	<b>0.6%</b>	<b>1,177,813</b>	<b>59,689</b>	<b>5.1%</b>		
22,326	21,032	1,295	6.2%	23,283	(956)	(4.1%)	Win	273,030	255,804	17,226	6.7%	252,813	20,217	8.0%		
7	0	7	N/A	(3)	10	333.1%	Other Revenue	54	0	54	N/A	(35)	89	255.0%		
<b>22,333</b>	<b>21,032</b>	<b>1,301</b>	<b>6.2%</b>	<b>23,280</b>	<b>(947)</b>	<b>(4.1%)</b>	<b>Total Revenue</b>	<b>273,084</b>	<b>255,804</b>	<b>17,280</b>	<b>6.8%</b>	<b>252,778</b>	<b>20,306</b>	<b>8.0%</b>		
4,976	4,680	(296)	(6.3%)	5,182	206	4.0%	Gaming Tax	60,775	56,916	(3,858)	(6.8%)	56,269	(4,506)	(8.0%)		
72	189	117	61.9%	(162)	(235)	(144.4%)	Super Tax	2,028	2,302	274	11.9%	1,754	(275)	(15.7%)		
3,608	3,557	(51)	(1.4%)	3,211	(397)	(12.4%)	Payroll	42,419	43,244	825	1.9%	41,666	(753)	(1.8%)		
299	468	168	36.0%	437	138	31.8%	Complimentaries	5,919	5,833	(86)	(1.5%)	5,615	(304)	(5.4%)		
346	427	81	18.9%	397	51	12.9%	Loyalty Program Expense	4,766	5,125	359	7.0%	4,617	(149)	(3.2%)		
231	112	(119)	(106.2%)	343	112	32.8%	Advertising & Other Marketing Costs	2,685	2,611	(74)	(2.8%)	2,775	90	3.2%		
382	372	(9)	(2.5%)	413	31	7.5%	Other Expenses	5,033	4,434	(599)	(13.5%)	4,804	(229)	(4.8%)		
<b>12,419</b>	<b>11,226</b>	<b>1,193</b>	<b>10.6%</b>	<b>13,459</b>	<b>(1,039)</b>	<b>(7.7%)</b>	<b>Direct Contribution</b>	<b>149,459</b>	<b>135,338</b>	<b>14,121</b>	<b>10.4%</b>	<b>135,280</b>	<b>14,180</b>	<b>10.5%</b>		
<b>Key Financial Performance Indicators</b>							<b>Key Financial Performance Indicators</b>									
22.5%	20.8%	121	1.7%	24.4%	177	(1.9%)	Hold %	22.1%	20.8%	44	1.3%	21.5%	(12)	(0.1%)		
8,322	8,200	122	1.5%	8,145	177	2.2%	Average Weekly Table Open Hours	8,244	8,200	44	0.5%	8,256	172	1.0%		
17,995	17,082	913	5.3%	16,824	1,171	7.0%	Average Weekly Patron Hours	17,408	17,088	319	1.9%	17,235	172	1.0%		
\$289.50	\$287.28	\$2.22	0.8%	\$322.90	(\$33.41)	(10.3%)	Average Win per Patron Hour	\$300.80	\$287.09	\$13.71	4.8%	\$281.31	\$19.49	6.9%		
16.2%	16.9%	0.8%	4.7%	13.8%	(2.4%)	(2.4%)	Payroll to Revenue %	15.5%	16.9%	1.4%	1.4%	16.5%	0.9%			
3.6%	3.5%	(0.1%)	(0.1%)	3.4%	(0.3%)	(0.3%)	Payroll to Drop %	3.4%	3.5%	0.1%	0.1%	3.5%	0.1%			
55.6%	53.4%	2.2%	4.1%	57.8%	(2.2%)	(2.2%)	Contribution Margin %	54.7%	52.9%	1.8%	1.8%	53.5%	1.2%			

2.1

CURRENT MONTH						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**Crown Melbourne**  
**Monthly Performance Review**  
**Period 12, F18**

YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**2. LOCAL TABLE GAMES (Continued)**

**Total Premium Non Program Play**

<b>181,876</b>	<b>176,186</b>	<b>5,690</b>	<b>3.2%</b>	<b>162,353</b>	<b>19,522</b>	<b>12.0%</b>
35,225	35,295	(71)	(0.2%)	33,962	1,263	3.7%
(23)	0	(23)	N/A	(53)	30	56.4%
<b>35,202</b>	<b>35,295</b>	<b>(94)</b>	<b>(0.3%)</b>	<b>33,909</b>	<b>1,283</b>	<b>3.8%</b>
7,859	7,733	(126)	(1.6%)	7,436	(423)	(5.7%)
111	318	206	64.9%	(302)	(414)	(136.9%)
5,948	5,910	(38)	(0.6%)	5,472	(476)	(8.7%)
1,987	2,498	511	20.4%	2,566	579	22.6%
1,361	1,381	20	1.4%	1,233	(128)	(10.4%)
532	358	(175)	(48.8%)	632	100	15.8%
803	676	(127)	(18.8%)	726	(77)	(10.6%)
<b>16,599</b>	<b>16,422</b>	<b>178</b>	<b>1.1%</b>	<b>16,145</b>	<b>454</b>	<b>2.8%</b>
19.4%	20.0%		(0.7%)	20.9%		(1.6%)
14,225	13,679	546	4.0%	13,584	640	4.7%
26,122	24,752	1,370	5.5%	23,442	2,681	11.4%
\$314.64	\$332.72	(\$18.08)	(5.4%)	\$338.05	(\$23.41)	(6.9%)
16.9%	16.7%		(0.2%)	16.1%		(0.8%)
3.3%	3.4%		0.1%	3.4%		0.1%
47.2%	46.5%		0.6%	47.6%		(0.5%)

<b>Drop</b>	<b>2,209,549</b>	<b>2,139,066</b>	<b>70,483</b>	<b>3.3%</b>	<b>2,103,174</b>	<b>106,375</b>	<b>5.1%</b>
Win	436,216	428,559	7,656	1.8%	408,825	27,391	6.7%
Other Revenue	(2)	0	(2)	N/A	(236)	234	99.1%
<b>Total Revenue</b>	<b>436,213</b>	<b>428,559</b>	<b>7,654</b>	<b>1.8%</b>	<b>408,589</b>	<b>27,625</b>	<b>6.8%</b>
Gaming Tax	95,968	93,914	(2,053)	(2.2%)	89,533	(6,434)	(7.2%)
Super Tax	3,238	3,857	619	16.1%	2,836	(402)	(14.2%)
Payroll	71,624	71,667	43	0.1%	69,222	(2,403)	(3.5%)
Complimentaries	28,384	30,835	2,451	7.9%	29,687	1,302	4.4%
Loyalty Program Expense	17,390	16,581	(809)	(4.9%)	16,155	(1,236)	(7.6%)
Advertising & Other Marketing Costs	7,684	7,458	(226)	(3.0%)	7,794	110	1.4%
Other Expenses	9,205	8,076	(1,129)	(14.0%)	8,554	(651)	(7.6%)
<b>Direct Contribution</b>	<b>202,720</b>	<b>196,170</b>	<b>6,550</b>	<b>3.3%</b>	<b>184,809</b>	<b>17,911</b>	<b>9.7%</b>
<b>Key Financial Performance Indicators</b>							
Hold %	19.7%	20.0%		(0.3%)	19.4%		0.3%
Average Weekly Table Open Hours	13,987	13,654	332	2.4%	13,724	263	1.9%
Average Weekly Patron Hours	25,006	24,725	281	1.1%	24,613	393	1.6%
Average Win per Patron Hour	\$334.56	\$332.42	\$2.14	0.6%	\$318.55	\$16.01	5.0%
Payroll to Revenue %	16.4%	16.7%		0.3%	16.9%		0.5%
Payroll to Drop %	3.2%	3.4%		0.1%	3.3%		0.0%
Contribution Margin %	46.5%	45.8%		0.7%	45.2%		1.2%

**Total Table Games**

<b>310,272</b>	<b>302,244</b>	<b>8,028</b>	<b>2.7%</b>	<b>277,491</b>	<b>32,780</b>	<b>11.8%</b>
62,080	63,279	(1,200)	(1.9%)	59,597	2,483	4.2%
1,246	123	1,123	910.2%	29	1,217	4,188.4%
<b>63,326</b>	<b>63,403</b>	<b>(77)</b>	<b>(0.1%)</b>	<b>59,626</b>	<b>3,700</b>	<b>6.2%</b>
13,835	13,960	125	0.9%	13,146	(689)	(5.2%)
199	570	370	65.0%	(576)	(775)	(134.6%)
13,583	13,790	207	1.5%	13,031	(551)	(4.2%)
2,045	2,542	497	19.5%	2,667	621	23.3%
1,527	1,529	2	0.1%	1,452	(75)	(5.2%)
712	532	(180)	(33.8%)	747	35	4.6%
1,484	1,438	(46)	(3.2%)	1,563	79	5.0%
<b>29,941</b>	<b>29,042</b>	<b>899</b>	<b>3.1%</b>	<b>27,596</b>	<b>2,345</b>	<b>8.5%</b>
20.0%	20.9%		(0.9%)	21.5%		(1.5%)
20.8%	21.3%		(0.5%)	21.8%		(1.0%)
33,725	33,733	(8)	(0.0%)	32,811	914	2.8%
96,726	100,244	(3,518)	(3.5%)	94,276	2,451	2.6%
2.87	2.97	(0.10)	(3.5%)	2.87	(0.01)	(0.2%)
\$149.76	\$147.29	\$2.46	1.7%	\$147.50	\$2.25	1.5%
72,397	70,524	1,873	2.7%	64,748	7,649	11.8%
14,485	14,765	(280)	(1.9%)	13,906	579	4.2%
21.4%	21.7%		0.3%	21.9%		0.4%
4.4%	4.6%		0.2%	4.7%		0.3%
47.3%	45.8%		1.5%	46.3%		1.0%

<b>Drop</b>	<b>3,758,090</b>	<b>3,713,975</b>	<b>44,115</b>	<b>1.2%</b>	<b>3,618,781</b>	<b>139,308</b>	<b>3.8%</b>
Win	761,096	762,996	(1,899)	(0.2%)	730,189	30,907	4.2%
Other Gaming Revenue	6,027	3,500	2,527	72.2%	3,275	2,752	84.0%
<b>Total Revenue</b>	<b>767,123</b>	<b>766,496</b>	<b>628</b>	<b>0.1%</b>	<b>733,465</b>	<b>33,659</b>	<b>4.6%</b>
Gaming Tax	168,965	168,327	(639)	(0.4%)	161,066	(7,899)	(4.9%)
Super Tax	5,650	6,867	1,217	17.7%	5,065	(585)	(11.6%)
Payroll & On Costs	168,396	168,228	(169)	(0.1%)	162,211	(6,186)	(3.8%)
Complimentaries	29,056	31,380	2,324	7.4%	30,300	1,253	4.1%
Loyalty Program Expense	19,108	18,356	(752)	(4.1%)	17,899	(1,208)	(6.8%)
Advertising & Other Marketing Costs	11,934	11,719	(215)	(1.8%)	11,554	(380)	(3.3%)
Other Expenses	17,632	17,135	(497)	(2.9%)	17,088	(544)	(3.2%)
<b>Net Contribution</b>	<b>346,382</b>	<b>344,485</b>	<b>1,897</b>	<b>0.6%</b>	<b>328,273</b>	<b>18,109</b>	<b>5.5%</b>
<b>Key Financial Performance Indicators</b>							
Hold %	20.3%	20.5%		(0.3%)	20.2%		0.1%
Hold % (ex Poker)	21.0%	21.3%		(0.3%)	20.9%		0.1%
Average Weekly Table Open Hours	33,710	33,780	(71)	(0.2%)	33,578	132	0.4%
Average Weekly Patron Hours	99,533	101,968	(2,435)	(2.4%)	99,875	(342)	(0.3%)
Patrons Per Open Table Hour	2.95	3.02	(0.07)	(2.2%)	2.97	(0.02)	(0.7%)
Average Win per Patron Hour	\$146.65	\$143.50	\$3.14	2.2%	\$140.21	\$6.44	4.6%
Average Weekly Drop \$000	72,073	71,227	846	1.2%	69,401	2,672	3.8%
Average Weekly Win \$000	14,596	14,633	(36)	(0.2%)	14,004	593	4.2%
Payroll to Revenue %	22.0%	21.9%		(0.0%)	22.1%		0.2%
Payroll to Drop %	4.5%	4.5%		0.0%	4.5%		0.0%
Contribution Margin %	45.2%	44.9%		0.2%	44.8%		0.4%

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CURRENT MONTH							YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %	Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%
<b>Crown Melbourne</b>							<b>Crown Melbourne</b>						
<b>Monthly Performance Review</b>							<b>Monthly Performance Review</b>						
<b>Period 12, F18</b>							<b>Period 12, F18</b>						
<b>3. GAMING MACHINES</b>							<b>3. GAMING MACHINES</b>						
<b>VIP1 Interstate and International Slots Players</b>							<b>VIP1 Interstate and International Slots Players</b>						
<b>68,729</b>	<b>51,769</b>	<b>16,960</b>	<b>32.8%</b>	<b>79,642</b>	<b>(10,913)</b>	<b>(13.7%)</b>	<b>767,445</b>	<b>729,202</b>	<b>38,243</b>	<b>5.2%</b>	<b>726,910</b>	<b>40,535</b>	<b>5.6%</b>
4,950	4,090	860	21.0%	6,841	(1,890)	(27.6%)	61,045	60,399	645	1.1%	59,534	1,510	2.5%
0	0	0	N/A	0	(0)	(100.0%)	(1,201)	0	(1,201)	N/A	(444)	(757)	(170.5%)
959	810	(148)	(18.3%)	1,033	75	7.2%	10,301	11,169	868	7.8%	10,026	(275)	(2.7%)
11	14	4	25.0%	1	(10)	(90.4%)	140	182	42	22.8%	127	(13)	(10.4%)
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A
447	266	(181)	(68.3%)	592	145	24.5%	5,162	4,320	(842)	(19.5%)	4,743	(419)	(8.8%)
196	342	146	42.8%	387	191	49.5%	3,748	4,104	356	8.7%	3,531	(217)	(6.1%)
993	782	(210)	(26.9%)	866	(126)	(14.6%)	9,986	10,236	250	2.4%	9,741	(245)	(2.5%)
0	0	0	N/A	0	0	100.0%	0	0	(0)	N/A	0	0	56.5%
203	184	(20)	(10.7%)	128	(75)	(58.5%)	2,422	2,357	(65)	(2.8%)	2,053	(369)	(18.0%)
200	134	(66)	(48.9%)	129	(71)	(55.3%)	1,654	1,614	(40)	(2.5%)	1,585	(69)	(4.4%)
<b>1,942</b>	<b>1,557</b>	<b>385</b>	<b>24.7%</b>	<b>3,704</b>	<b>(1,762)</b>	<b>(47.6%)</b>	<b>26,430</b>	<b>26,417</b>	<b>13</b>	<b>0.0%</b>	<b>27,284</b>	<b>(854)</b>	<b>(3.1%)</b>
7.2%	7.9%		(0.7%)	8.6%		(1.4%)	8.0%	8.3%		(0.3%)	8.2%		(0.2%)
<b>Local Slots Players</b>							<b>Local Slots Players</b>						
<b>394,176</b>	<b>390,044</b>	<b>4,132</b>	<b>1.1%</b>	<b>370,407</b>	<b>23,769</b>	<b>6.4%</b>	<b>4,784,898</b>	<b>4,748,944</b>	<b>35,955</b>	<b>0.8%</b>	<b>4,741,761</b>	<b>43,138</b>	<b>0.9%</b>
31,918	32,412	(494)	(1.5%)	28,867	3,052	10.6%	384,457	391,313	(6,856)	(1.8%)	385,437	(981)	(0.3%)
278	381	(103)	(27.1%)	427	(149)	(34.9%)	5,846	4,572	1,073	23.5%	4,672	973	20.8%
10,396	10,557	161	1.5%	9,402	(994)	(10.6%)	125,217	127,451	2,233	1.8%	125,537	319	0.3%
141	259	119	45.7%	(17)	(158)	(913.9%)	2,890	3,131	241	7.7%	2,706	(183)	(6.8%)
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A
1,654	1,756	102	5.8%	1,172	(482)	(41.1%)	19,181	21,518	2,337	10.9%	22,236	3,055	13.7%
1,769	1,204	(564)	(46.9%)	1,369	(400)	(29.2%)	17,912	14,662	(3,249)	(22.2%)	15,519	(2,393)	(15.4%)
202	209	7	3.8%	209	7	3.3%	2,716	2,550	(166)	(6.5%)	2,542	(173)	(6.8%)
1,042	1,061	19	1.8%	1,113	70	6.3%	13,504	14,051	547	3.9%	13,589	85	0.6%
717	841	124	14.7%	689	(28)	(4.1%)	9,389	10,080	691	6.9%	8,162	(1,227)	(15.0%)
<b>16,276</b>	<b>16,905</b>	<b>(629)</b>	<b>(3.7%)</b>	<b>15,358</b>	<b>918</b>	<b>6.0%</b>	<b>199,293</b>	<b>202,444</b>	<b>(3,151)</b>	<b>(1.6%)</b>	<b>199,818</b>	<b>(525)</b>	<b>(0.3%)</b>
8.1%	8.3%		(0.2%)	7.8%		0.3%	8.0%	8.2%		(0.2%)	8.1%		(0.1%)

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CROWN MELBOURNE							CROWN MELBOURNE						
CURRENT MONTH							MONTHLY PERFORMANCE REVIEW						
Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %	Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %
<b>3. GAMING MACHINES (Continued)</b>							<b>3. GAMING MACHINES (Continued)</b>						
<b>Total Gaming Machines</b>							<b>Total Gaming Machines</b>						
462,905	441,813	21,092	4.8%	450,049	12,856	2.9%	5,552,343	5,478,145	74,198	1.4%	5,468,671	83,673	1.5%
36,869	36,502	367	1.0%	35,708	1,161	3.3%	445,501	451,712	(6,211)	(1.4%)	444,971	530	0.1%
278	381	(103)	(27.1%)	427	(149)	(34.9%)	4,445	4,572	(128)	(2.8%)	4,228	215	5.1%
<b>37,147</b>	<b>36,883</b>	<b>263</b>	<b>0.7%</b>	<b>36,134</b>	<b>1,012</b>	<b>2.8%</b>	<b>449,946</b>	<b>456,284</b>	<b>(6,339)</b>	<b>(1.4%)</b>	<b>449,200</b>	<b>746</b>	<b>0.2%</b>
11,355	11,367	12	0.1%	10,435	(919)	(8.8%)	135,519	138,620	3,101	2.2%	135,563	44	0.0%
151	274	122	44.7%	(16)	(168)	(1,028.0%)	3,030	3,312	282	8.5%	2,834	(197)	(6.9%)
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A
447	266	(181)	(68.3%)	592	145	24.5%	5,162	4,320	(842)	(19.5%)	4,758	(404)	(8.5%)
1,850	2,098	249	11.9%	1,559	(290)	(18.6%)	22,929	25,622	2,693	10.5%	25,768	2,838	11.0%
2,761	1,987	(775)	(39.0%)	2,235	(526)	(23.5%)	27,898	24,898	(3,000)	(12.0%)	25,260	(2,638)	(10.4%)
202	209	7	3.6%	209	7	3.3%	2,716	2,550	(166)	(6.5%)	2,542	(173)	(6.8%)
1,245	1,245	(0)	(0.0%)	1,241	(5)	(0.4%)	15,926	16,407	481	2.9%	15,641	(285)	(1.8%)
917	975	58	5.9%	818	(100)	(12.2%)	11,043	11,694	651	5.6%	9,732	(1,311)	(13.5%)
<b>18,218</b>	<b>18,463</b>	<b>(244)</b>	<b>(1.3%)</b>	<b>19,062</b>	<b>(844)</b>	<b>(4.4%)</b>	<b>225,723</b>	<b>228,861</b>	<b>(3,138)</b>	<b>(1.4%)</b>	<b>227,102</b>	<b>(1,379)</b>	<b>(0.6%)</b>
<b>Key Financial Performance Indicators</b>							<b>Key Financial Performance Indicators</b>						
\$1,260	\$1,204	\$56	4.7%	\$1,321	(\$61)	(4.6%)	\$1,270	\$1,226	\$44	3.6%	\$1,251	\$18	1.5%
\$100.37	\$99.48	\$0.89	0.9%	\$104.82	(\$4.45)	(4.3%)	\$101.87	\$101.05	\$0.82	0.8%	\$101.81	\$0.06	0.1%
85,712	85,618	94	0.1%	79,484	6,228	7.8%	83,871	85,728	(1,857)	(2.2%)	83,822	49	0.1%
108,011	103,090	4,922	4.8%	105,011	3,000	2.9%	106,483	105,060	1,423	1.4%	104,879	1,605	1.5%
8,603	8,517	86	1.0%	8,332	271	3.3%	8,544	8,663	(119)	(1.4%)	8,534	10	0.1%
8.0%	8.3%	0	(0.3%)	7.9%	0.0%	0.0%	8.0%	8.2%	(0.2%)	8.1%	0	(0.1%)	
2,628	2,628	0	0.0%	2,628	0	0.0%	2,628	2,628	0	0.0%	2,628	0	0.0%
\$467.64	\$462.99	\$4.65	1.0%	\$452.91	\$14.73	3.3%	\$464.44	\$470.92	(\$6.48)	(1.4%)	\$463.89	\$0.55	0.1%
5.0%	5.7%	0.7%	0.7%	4.4%	(0.6%)	(0.6%)	5.1%	5.7%	0.5%	5.8%	0.6%	0.6%	
11.4%	9.4%	(2.0%)	(2.0%)	10.3%	(1.1%)	(1.1%)	10.4%	9.7%	(0.7%)	9.8%	(0.7%)	(0.7%)	
49.0%	50.1%	(1.0%)	(1.0%)	52.8%	(3.7%)	(3.7%)	50.2%	50.2%	0.0%	50.6%	(0.4%)	(0.4%)	

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CURRENT MONTH							YEAR TO DATE									
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %	Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %			
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%			
<b>Crown Melbourne Monthly Performance Review</b>							<b>4. INTERNATIONAL &amp; INTERSTATE PROGRAM PLAY</b>									
<b>Period 12, F18</b>							<b>International Programs</b>									
<b>Turnover</b>							<b>Turnover</b>									
739,930	760,000	(20,070)	(2.6%)	997,353	(257,423)	(25.8%)	14,513,020	10,000,000	4,513,020	45.1%	10,036,034	4,476,987	44.6%			
1,089,478	475,000	614,478	129.4%	124,392	965,086	775.8%	17,318,687	6,250,000	11,068,687	177.1%	5,092,856	12,225,832	240.1%			
524,890	608,000	(83,110)	(13.7%)	266,938	257,952	96.8%	6,753,277	8,000,000	(1,246,723)	(15.6%)	6,197,660	555,618	9.0%			
0	9,500	(9,500)	(100.0%)	8	(8)	(100.0%)	259,600	125,000	134,600	107.7%	51,406	208,194	405.0%			
43,768	47,500	(3,732)	(7.9%)	37,582	6,187	16.5%	454,158	625,000	(170,842)	(27.3%)	472,026	(17,867)	(3.8%)			
<b>2,398,067</b>	<b>1,900,000</b>	<b>498,067</b>	<b>26.2%</b>	<b>1,426,272</b>	<b>971,795</b>	<b>68.1%</b>	<b>39,298,744</b>	<b>25,000,000</b>	<b>14,298,744</b>	<b>57.2%</b>	<b>21,849,981</b>	<b>17,448,763</b>	<b>79.9%</b>			
76.3%	65.0%			11.3%	78.6%	(2.4%)	81.0%	65.0%	16.0%	69.2%			11.8%			
40,650	26,600	14,050	52.8%	21,968	18,683	85.0%	525,588	350,000	175,588	50.2%	346,616	178,972	51.6%			
16,043	13,554	(2,489)	(18.4%)	8,778	(7,266)	(82.8%)	333,636	178,341	(155,295)	(87.1%)	204,142	(129,494)	(63.4%)			
1,041	1,564	523	33.5%	739	(301)	(40.8%)	19,342	20,580	1,238	6.0%	15,893	(3,459)	(21.8%)			
3,994	2,660	(1,334)	(50.2%)	2,197	(1,798)	(81.8%)	52,090	35,000	(17,090)	(48.8%)	34,672	(17,419)	(50.2%)			
<b>19,572</b>	<b>8,822</b>	<b>10,750</b>	<b>121.9%</b>	<b>10,254</b>	<b>9,318</b>	<b>90.9%</b>	<b>120,520</b>	<b>116,079</b>	<b>4,441</b>	<b>3.8%</b>	<b>91,920</b>	<b>28,600</b>	<b>31.1%</b>			
1.70%	1.40%	0.30%	1.54%	0.2%	1.54%	0.2%	1.34%	1.40%	(0.06%)	1.59%	(0.2%)	0.71%	0.80%	0.08%	0.67%	(0.0%)
(17,916)	931	18,847	2,024.4%	2,532	20,448	807.7%	19,367	12,250	(7,117)	(58.1%)	32,889	13,522	41.1%			
(44.07%)	3.50%		(47.57%)	11.53%		(55.6%)	3.68%	3.50%	0.18%	9.49%		(5.8%)				
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A			
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%			
1,927	1,924	(3)	(0.2%)	1,671	(256)	(15.4%)	24,342	24,222	(120)	(0.5%)	23,527	(815)	(3.5%)			
186	211	25	12.0%	166	(20)	(12.1%)	2,540	2,530	(10)	(0.4%)	2,347	(192)	(8.2%)			
2,113	2,135	22	1.0%	1,836	(277)	(15.1%)	26,882	26,752	(130)	(0.5%)	25,874	(1,008)	(3.9%)			
286	265	(21)	(7.8%)	255	(31)	(12.0%)	3,828	3,233	(595)	(18.4%)	3,959	131	3.3%			
306	307	1	0.4%	(79)	(385)	(486.7%)	3,591	3,592	2	0.0%	3,367	(224)	(6.7%)			
265	350	84	24.2%	(33)	(299)	(892.3%)	2,687	4,194	1,507	35.9%	2,679	(9)	(0.3%)			
68	56	(12)	(21.3%)	54	(14)	(26.3%)	931	977	47	4.8%	868	(63)	(7.2%)			
330	330	0	0.0%	(764)	(1,094)	(143.2%)	5,190	4,700	(490)	(10.4%)	2,673	(2,517)	(94.2%)			
0	0	(0)	N/A	1	0	72.0%	Travel & Entertainment	7	0	(7)	N/A	7	(0)	(3.2%)		
<b>Finance &amp; Admin</b>							<b>Finance &amp; Admin</b>									
338	333	(5)	(1.5%)	173	(165)	(95.5%)	3,967	4,041	74	1.8%	3,395	(573)	(16.9%)			
75	75	0	0.1%	134	59	44.0%	1,861	1,189	(672)	(56.5%)	3,553	1,692	47.6%			
0	0	0	N/A	0	0	N/A	0	0	0	N/A	(849)	(849)	(100.0%)			
412	407	(5)	(1.2%)	306	(106)	(34.6%)	5,828	5,230	(598)	(11.4%)	6,098	270	4.4%			
<b>International Offices</b>							<b>International Offices</b>									
523	474	(48)	(10.2%)	176	(346)	(196.5%)	9,175	5,703	(3,472)	(60.9%)	4,945	(4,231)	(85.6%)			
194	231	37	16.0%	138	(56)	(40.4%)	2,285	2,953	669	22.6%	4,155	1,870	45.0%			
0	0	0	N/A	0	0	N/A	0	0	0	N/A	(2,751)	(2,751)	(100.0%)			
717	706	(11)	(1.6%)	315	(402)	(127.8%)	11,460	8,657	(2,804)	(32.4%)	6,349	(5,111)	(80.5%)			
<b>32,992</b>	<b>3,335</b>	<b>29,657</b>	<b>889.2%</b>	<b>5,832</b>	<b>27,160</b>	<b>465.7%</b>	<b>40,749</b>	<b>46,494</b>	<b>(5,745)</b>	<b>(12.4%)</b>	<b>7,158</b>	<b>33,591</b>	<b>469.3%</b>			
25,757	0	25,757	N/A	1,468	24,289	N/A	(51,537)	0	(51,537)	N/A	(33,207)	(18,331)	N/A			
<b>7,235</b>	<b>3,335</b>	<b>3,899</b>	<b>116.9%</b>	<b>4,364</b>	<b>2,871</b>	<b>65.8%</b>	<b>92,286</b>	<b>46,494</b>	<b>45,793</b>	<b>98.5%</b>	<b>40,365</b>	<b>51,922</b>	<b>128.6%</b>			
21.5%	12.2%	9.3%	21.7%	(0.2%)	21.7%	(0.2%)	16.7%	12.9%	3.7%	13.1%	3.6%	81.1%	12.2%	68.9%	26.4%	54.7%
<b>Theoretical Contribution</b>							<b>Theoretical Contribution</b>									
<b>Net Contribution % (Theoretical)</b>							<b>Net Contribution % (Theoretical)</b>									
<b>Net Contribution % (Actual)</b>							<b>Net Contribution % (Actual)</b>									

2.1

CROWN MELBOURNE							CROWN MELBOURNE							
CURRENT MONTH							MONTHLY PERFORMANCE REVIEW							
Actual Jun 18	Budget Jun 18	Variance F/(U)	%	Actual Jun 17	Variance F/(U)	%	Actual Jun 18	Budget Jun 18	Variance F/(U)	%	Actual Jun 17	Variance F/(U)	%	
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%	
300,685	247,392	53,293	21.5%	206,327	94,358	45.7%								
0	0	0	N/A	0	0	N/A								
0	0	0	N/A	0	0	N/A								
0	0	0	N/A	0	0	N/A								
<b>300,685</b>	<b>247,392</b>	<b>53,293</b>	<b>21.5%</b>	<b>206,327</b>	<b>94,358</b>	<b>45.7%</b>								
6,236	3,463	2,772	80.0%	5,973	263	4.4%	Win	38,981	42,755	(3,774)	(8.8%)	55,088	(16,108)	(29.2%)
2,089	1,455	(634)	(43.6%)	1,254	(835)	(66.5%)	Commission & Discounts	28,629	17,964	(10,666)	(59.4%)	20,495	(8,134)	(39.7%)
555	324	(231)	(71.2%)	300	(255)	(84.9%)	Complimentaries	5,799	4,003	(1,796)	(44.9%)	4,382	(1,417)	(32.3%)
624	346	(277)	(80.0%)	597	(26)	(4.4%)	Gaming Tax	3,898	4,276	377	8.8%	5,509	1,611	29.2%
<b>2,968</b>	<b>1,338</b>	<b>1,630</b>	<b>121.9%</b>	<b>3,821</b>	<b>(853)</b>	<b>(22.3%)</b>	<b>Direct Contribution</b>	<b>654</b>	<b>16,513</b>	<b>(15,859)</b>	<b>(96.0%)</b>	<b>24,703</b>	<b>(24,048)</b>	<b>(97.4%)</b>
2.07%	1.40%	0.67%	(0.16%)	2.89%	0.75%	(0.13%)	Win % - Interstate Programs	0.86%	1.40%	(0.54%)	1.64%	(0.78%)		
0.88%	0.72%	(0.16%)	0.75%	0.00%	0.00%	0.00%	Commission/Comps % of Turnover	0.76%	0.72%	(0.04%)	0.74%	(0.02%)		
(1)	7	8	109.0%	0	1	N/A	Provision for Doubtful Debts	579	86	(493)	(576.8%)	229	(350)	(152.9%)
(0.01%)	0.20%	(0.21%)	0.00%	0.00%	0.00%	0.00%	% of Program Win	1.48%	0.20%	1.28%	0.42%	1.1%		
0	0	0	N/A	0	0	N/A	Super Tax	0	0	0	N/A	0	0	N/A
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	% of Program Win	0.00%	0.00%	0.00%	0.00%	0.00%		
708	367	(342)	(93.2%)	342	(367)	(107.4%)	Mahogany Room Payroll	6,193	4,594	(1,600)	(34.8%)	4,865	(1,328)	(27.3%)
32	32	(0)	(0.9%)	30	(2)	(6.9%)	Other Mahogany Room Expenses	396	396	0	0.1%	382	(14)	(3.6%)
741	399	(342)	(85.8%)	372	(369)	(99.2%)	Total Mahogany Room Costs	6,589	4,990	(1,599)	(32.1%)	5,247	(1,342)	(25.6%)
150	77	(73)	(95.0%)	62	(87)	(139.7%)	Mahogany Bar Net Cost	1,602	948	(654)	(69.0%)	1,057	(545)	(51.5%)
11	9	(2)	(17.7%)	9	(2)	(18.1%)	Cap tal Golf Course Net Cost	138	111	(27)	(24.4%)	107	(31)	(28.9%)
57	66	8	12.9%	54	(3)	(5.1%)	Limousine Fleet Net Cost	689	811	122	15.0%	750	61	8.1%
121	120	(1)	(0.5%)	191	70	36.6%	Marketing & Events	1,596	1,575	(21)	(1.4%)	1,546	(50)	(3.3%)
169	189	20	10.4%	242	73	30.2%	Interstate Offices Payroll	2,017	2,266	248	11.0%	2,331	314	13.5%
186	119	(67)	(55.8%)	141	(45)	(31.8%)	Other Expenses	1,510	1,513	3	0.2%	1,618	108	6.6%
355	308	(47)	(15.2%)	383	28	7.4%	Total Interstate Offices	3,528	3,779	251	6.6%	3,949	422	10.7%
(146)	73	219	298.4%	109	255	233.6%	Other Net Costs	1,088	889	(199)	(22.4%)	957	(131)	(13.7%)
<b>1,680</b>	<b>278</b>	<b>1,401</b>	<b>503.6%</b>	<b>2,639</b>	<b>(960)</b>	<b>(36.4%)</b>	<b>Net Contribution</b>	<b>(15,155)</b>	<b>3,325</b>	<b>(18,480)</b>	<b>(555.8%)</b>	<b>10,860</b>	<b>(26,015)</b>	<b>(239.5%)</b>
1,833	0	1,833	N/A	2,787	(955)	N/A	Variance From Theoretical	(22,581)	(0)	(22,581)	N/A	7,200	(29,782)	N/A
<b>(153)</b>	<b>278</b>	<b>(431)</b>	<b>(155.0%)</b>	<b>(148)</b>	<b>(5)</b>	<b>(3.4%)</b>	<b>Theoretical Contribution</b>	<b>7,427</b>	<b>3,325</b>	<b>4,102</b>	<b>123.4%</b>	<b>3,660</b>	<b>3,767</b>	<b>102.9%</b>
(2.5%)	8.0%	(10.5%)	(2.5%)	0.0%	0.0%	0.0%	Net Contribution % (Theoretical)	19.1%	7.8%	11.3%	6.6%	12.4%		
26.9%	8.0%	18.9%	44.2%	(17.3%)	(17.3%)	(17.3%)	Net Contribution % (Actual)	(38.9%)	7.8%	(46.7%)	19.7%	(58.6%)		

4. INTERNATIONAL & INTERSTATE PROGRAM PLAY (Continued)

Interstate Programs

Turnover

2.1



CROWN MELBOURNE							CROWN MELBOURNE						
CURRENT MONTH							YEAR TO DATE						
Actual	Budget	Variance		Actual	Variance	Variance	Actual	Budget	Variance		Actual	Variance	Variance
Jun 18	Jun 18	F(U)	F(U)	Jun 17	F(U)	F(U)	Jun 17	Jun 18	F(U)	F(U)	Jun 17	F(U)	F(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%
2,698,752	2,147,392	551,360	25.7%	1,632,599	1,066,153	65.3%	43,838,597	28,053,943	15,784,654	56.3%	25,210,099	18,628,498	73.9%
46,886	30,063	16,823	56.0%	27,941	18,946	67.8%	564,569	392,755	171,814	43.7%	401,705	162,864	40.5%
22,540	10,160	12,380	121.9%	14,075	8,465	60.1%	121,174	132,592	(11,418)	(8.6%)	116,623	4,551	3.9%
1.74%	1.40%	0.34%	1.71%	0.34%	1.71%	0.03%	1.29%	1.40%	(0.11%)	1.59%	(0.31%)	(0.31%)	
(17,917)	938	18,855	2,010.3%	2,532	20,449	807.7%	19,946	12,336	(7,610)	(61.7%)	33,118	13,172	39.8%
(38.21%)	3.12%	(41.33%)	9.06%	9.06%	(47.3%)	(47.3%)	3.53%	3.14%	0.39%	8.24%	(4.7%)	(4.7%)	
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%
2,853	2,534	(320)	(12.6%)	2,208	(645)	(29.2%)	33,471	31,742	(1,729)	(5.4%)	31,121	(2,349)	(7.5%)
436	342	(94)	(27.4%)	318	(118)	(37.1%)	5,430	4,181	(1,249)	(29.9%)	5,016	(414)	(8.3%)
3,289	2,876	(413)	(14.4%)	2,526	(763)	(30.2%)	38,901	35,922	(2,978)	(8.3%)	36,137	(2,763)	(7.6%)
317	316	(0)	(0.1%)	(70)	(386)	(553.4%)	3,729	3,703	(25)	(0.7%)	3,474	(255)	(7.3%)
265	350	84	24.2%	(33)	(299)	(892.3%)	2,687	4,194	1,507	35.9%	2,679	(9)	(0.3%)
125	122	(3)	(2.9%)	108	(17)	(15.6%)	1,620	1,789	169	9.4%	1,618	(2)	(0.1%)
451	450	(0)	(0.1%)	(573)	(1,024)	(178.7%)	6,786	6,275	(511)	(8.2%)	4,219	(2,567)	(60.9%)
0	0	(0)	N/A	1	0	72.0%	7	0	(7)	N/A	7	(0)	(3.2%)
717	706	(11)	(1.6%)	315	(402)	(127.8%)	11,460	8,657	(2,804)	(32.4%)	6,349	(5,111)	(80.5%)
355	308	(47)	(15.2%)	383	28	7.4%	3,528	3,779	251	6.6%	3,949	422	10.7%
267	481	214	44.6%	415	149	35.8%	6,916	6,119	(797)	(13.0%)	7,055	139	2.0%
2,497	2,732	236	8.6%	546	(1,950)	(357.0%)	36,733	34,515	(2,218)	(6.4%)	29,349	(7,384)	(25.2%)
34,671	3,614	31,058	859.5%	8,471	26,200	309.3%	25,594	49,819	(24,225)	(48.6%)	18,018	7,576	42.0%
27,590	0	27,590	N/A	4,256	23,334	N/A	(74,119)	(0)	(74,119)	N/A	(26,006)	(48,113)	N/A
7,082	3,614	3,468	96.0%	4,215	2,866	68.0%	99,713	49,819	49,894	100.2%	44,024	55,689	126.5%
18.7%	11.7%	7.0%	18.3%	0.4%	16.2%	12.4%	16.2%	12.4%	3.8%	12.4%	3.8%	12.4%	
73.9%	11.7%	62.2%	30.2%	43.7%	4.5%	12.4%	4.5%	12.4%	(7.9%)	4.5%	0.1%		
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Crown Melbourne**  
**Monthly Performance Review**  
**Period 12, F18**

**4. INTERNATIONAL & INTERSTATE PROGRAM PLAY (Continued)**

**Total Program Gaming**

2.1

CURRENT MONTH							YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance		Actual Jun 17	Variance		Actual Jun 18	Budget Jun 18	Variance		Actual Jun 17	Variance	
\$'000	\$'000	F/(U)	%	\$'000	F/(U)	%	\$'000	\$'000	F/(U)	%	\$'000	F/(U)	%
<b>Crown Melbourne Monthly Performance Review</b>							<b>5. FOOD &amp; BEVERAGE</b>						
<b>Period 12, F18</b>							<b>5.1 Food &amp; Beverage</b>						
<b>Casual Dining</b>							<b>Casual Dining</b>						
4,065	4,410	(346)	(7.8%)	3,801	263	6.9%	48,713	52,010	(3,297)	(6.3%)	49,054	(341)	(0.7%)
25	25	(1)	(3.7%)	20	(5)	(26.9%)	240	297	56	19.0%	291	50	17.4%
4,039	4,386	(346)	(7.9%)	3,781	258	6.8%	48,473	51,713	(3,240)	(6.3%)	48,763	(250)	(0.6%)
769	723	45	6.2%	673	95	14.1%	8,536	8,572	(36)	(0.4%)	8,948	487	6.1%
<b>4,807</b>	<b>5,109</b>	<b>(301)</b>	<b>(5.9%)</b>	<b>4,455</b>	<b>353</b>	<b>7.9%</b>	<b>57,008</b>	<b>60,285</b>	<b>(3,277)</b>	<b>(5.4%)</b>	<b>56,811</b>	<b>197</b>	<b>0.3%</b>
2,410	2,440	30	1.2%	2,241	(169)	(7.5%)	28,773	29,107	334	1.1%	27,954	(818)	(2.9%)
1,459	1,552	93	6.0%	1,404	(55)	(3.9%)	17,473	18,370	897	4.9%	17,364	(109)	(0.6%)
499	540	40	7.5%	485	(14)	(2.9%)	6,258	6,639	380	5.7%	6,092	(166)	(2.7%)
<b>439</b>	<b>577</b>	<b>(138)</b>	<b>(23.9%)</b>	<b>325</b>	<b>115</b>	<b>35.4%</b>	<b>4,504</b>	<b>6,169</b>	<b>(1,665)</b>	<b>(27.0%)</b>	<b>5,401</b>	<b>(897)</b>	<b>(16.6%)</b>
9.1%	11.2%	(2.2%)		7.3%	1.8%		7.9%	10.2%	(2.3%)		9.5%	(1.6%)	
9.1%	11.3%	(2.2%)		7.3%	1.9%		7.9%	10.2%	(2.3%)		9.5%	(1.6%)	
178,559	198,895	(20,336)	(10.2%)	174,205	4,354	2.5%	2,229,005	2,341,740	(112,735)	(4.8%)	2,176,768	52,237	2.4%
\$27.07	\$25.81	\$1.26	4.9%	\$25.69	\$1.38	5.4%	\$25.68	\$25.87	(\$0.19)	(0.7%)	\$26.23	(\$0.55)	(2.1%)
49.9%	47.5%	(2.3%)		50.1%	0.2%		50.3%	48.0%	(2.2%)		49.0%	(1.3%)	
30.2%	30.2%	0.0%		31.4%	1.2%		30.5%	30.3%	0.2%		30.4%	(0.1%)	
15.9%	14.1%	1.8%		15.0%	0.8%		14.9%	14.1%	0.8%		14.1%	0.8%	
<b>Premium Dining</b>							<b>Premium Dining</b>						
4,918	5,065	(147)	(2.9%)	4,159	759	18.2%	62,654	64,260	(1,606)	(2.5%)	57,904	4,750	8.2%
32	23	(9)	(36.9%)	21	(10)	(48.3%)	317	311	(6)	(1.8%)	310	(7)	(2.1%)
4,886	5,041	(155)	(3.1%)	4,138	748	18.1%	62,338	63,949	(1,611)	(2.5%)	57,594	4,743	8.2%
592	432	160	37.0%	369	224	60.7%	5,889	5,591	298	5.3%	5,058	831	16.4%
<b>5,478</b>	<b>5,473</b>	<b>5</b>	<b>0.1%</b>	<b>4,506</b>	<b>972</b>	<b>21.6%</b>	<b>68,226</b>	<b>69,540</b>	<b>(1,314)</b>	<b>(1.9%)</b>	<b>62,652</b>	<b>5,574</b>	<b>8.9%</b>
2,421	2,399	(22)	(0.9%)	2,250	(171)	(7.6%)	29,619	29,869	250	0.8%	27,620	(2,000)	(7.2%)
1,661	1,657	(4)	(0.3%)	1,354	(307)	(22.6%)	20,463	21,072	609	2.9%	18,997	(1,466)	(7.7%)
520	575	55	9.6%	549	129	19.8%	7,111	7,133	22	0.3%	7,391	280	3.8%
<b>876</b>	<b>842</b>	<b>34</b>	<b>4.0%</b>	<b>253</b>	<b>623</b>	<b>246.3%</b>	<b>11,033</b>	<b>11,466</b>	<b>(433)</b>	<b>(3.8%)</b>	<b>8,845</b>	<b>2,388</b>	<b>27.6%</b>
15.9%	15.3%	0.6%		5.8%	10.3%		16.1%	16.4%	(0.3%)		13.7%	2.4%	
16.0%	15.4%	0.6%		5.6%	10.4%		16.2%	16.5%	(0.3%)		13.8%	2.4%	
62,026	63,846	(1,820)	(2.8%)	51,322	10,704	20.9%	794,897	796,254	(1,357)	(0.2%)	696,610	98,287	14.1%
\$88.83	\$86.09	\$2.74	3.2%	\$88.22	\$0.61	0.7%	\$86.23	\$87.72	(\$1.50)	(1.7%)	\$90.38	(\$4.15)	(4.6%)
43.9%	43.6%	(0.3%)		49.7%	(5.8%)		43.2%	42.8%	(0.5%)		43.9%	(0.7%)	
30.1%	30.1%	(0.0%)		29.9%	0.2%		29.9%	30.2%	0.3%		30.2%	(0.3%)	
10.7%	7.9%	2.9%		8.1%	2.6%		8.6%	8.0%	0.6%		8.0%	0.6%	
<b>Events &amp; Conferencing</b>							<b>Events &amp; Conferencing</b>						
2,219	2,427	(208)	(8.6%)	2,275	(55)	(2.4%)	31,670	34,435	(2,765)	(8.0%)	32,965	(1,295)	(3.9%)
1,233	1,129	105	9.3%	968	265	27.4%	15,613	15,740	(127)	(0.8%)	16,071	(459)	(2.9%)
<b>3,453</b>	<b>3,556</b>	<b>(103)</b>	<b>(2.9%)</b>	<b>3,243</b>	<b>210</b>	<b>6.5%</b>	<b>47,283</b>	<b>50,175</b>	<b>(2,892)</b>	<b>(5.8%)</b>	<b>49,036</b>	<b>(1,753)</b>	<b>(3.6%)</b>
1,354	1,450	96	6.6%	1,277	(76)	(6.0%)	17,156	18,028	872	4.8%	17,441	285	1.6%
344	422	78	18.5%	452	108	23.9%	5,707	6,294	587	9.3%	5,906	200	3.4%
504	427	(77)	(18.1%)	333	(171)	(51.5%)	6,182	5,950	(232)	(3.9%)	6,169	(12)	(0.2%)
613	433	(181)	(41.8%)	281	(333)	(118.5%)	4,822	4,498	(324)	(7.2%)	4,276	(345)	(8.1%)
<b>638</b>	<b>825</b>	<b>(187)</b>	<b>(22.6%)</b>	<b>901</b>	<b>(262)</b>	<b>(29.1%)</b>	<b>13,617</b>	<b>15,406</b>	<b>(1,789)</b>	<b>(11.6%)</b>	<b>15,243</b>	<b>(1,626)</b>	<b>(10.7%)</b>
18.5%	23.2%	(4.7%)		27.8%	(9.3%)		28.8%	30.7%	(1.9%)		31.1%	(2.3%)	
39.2%	40.8%	1.6%		39.4%	0.2%		36.3%	35.9%	(0.4%)		35.6%	(0.7%)	
15.5%	17.4%	1.9%		19.9%	4.4%		18.0%	18.3%	0.3%		17.9%	(0.1%)	

2.1

CURRENT MONTH						
Actual Jun 18	Budget Jun 18	F(U)	Variance %	Actual Jun 17	Variance F(U)	Variance %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**Crown Melbourne**  
**Monthly Performance Review**  
**Period 12, F18**  
**5. FOOD & BEVERAGE (Continued)**

YEAR TO DATE						
Actual Jun 18	Budget Jun 18	F(U)	Variance %	Actual Jun 17	Variance F(U)	Variance %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

28	31	(3)	(10.3%)	27	1	4.5%
354	365	11	3.0%	356	2	0.7%
531	553	22	3.9%	527	(3)	(0.7%)
60	60	0	0.2%	65	5	7.8%
(1 145)	(1 155)	(10)	(0.9%)	(1 054)	91	8.6%
<b>228</b>	<b>209</b>	<b>19</b>	<b>0.0%</b>	<b>132</b>	<b>96</b>	<b>73.0%</b>
7,189	6,733	456	6.8%	5,669	1,519	26.8%
148	193	45	23.3%	182	34	18.8%
7,040	6,540	501	7.7%	5,487	1,554	28.3%
344	299	45	15.0%	321	23	7.2%
<b>7,385</b>	<b>6,839</b>	<b>546</b>	<b>8.0%</b>	<b>5,808</b>	<b>1,577</b>	<b>27.2%</b>
1,665	1,593	(72)	(4.5%)	1,414	(251)	(17.8%)
1,415	1,374	(41)	(3.0%)	1,204	(211)	(17.5%)
796	728	(68)	(9.4%)	712	(84)	(11.9%)
0	0	0	N/A	0	0	N/A
<b>3,509</b>	<b>3,145</b>	<b>365</b>	<b>11.6%</b>	<b>2,479</b>	<b>1,030</b>	<b>41.6%</b>
46.6%	44.7%	1.9%	41.4%	5.2%		
47.5%	46.0%	1.5%	42.7%	4.8%		
336,541	314,939	21,602	6.9%	270,831	65,710	24.3%
\$22.38	\$22.33	\$0.05	0.2%	\$22.12	\$0.26	1.2%
22.1%	22.7%	0.5%	23.6%	1.5%		
18.8%	19.5%	0.8%	20.1%	1.3%		
4.6%	4.3%	0.3%	5.4%	(0.8%)		
14,553	0	14,553	N/A	12,379	2,174	17.6%
629	704	(75)	(10.6%)	592	37	6.3%
5	4	(1)	(10.8%)	4	(1)	(16.2%)
624	700	(75)	(10.8%)	588	37	6.2%
32	30	2	7.8%	33	(1)	(1.2%)
<b>657</b>	<b>730</b>	<b>(73)</b>	<b>(10.0%)</b>	<b>620</b>	<b>36</b>	<b>5.8%</b>
427	366	(61)	(16.6%)	384	(43)	(11.3%)
232	238	6	2.4%	228	(5)	(2.1%)
76	76	(0)	(0.3%)	78	2	2.4%
<b>(79)</b>	<b>49</b>	<b>(128)</b>	<b>(259.9%)</b>	<b>(69)</b>	<b>(10)</b>	<b>(14.7%)</b>
(11.9%)	6.7%	(18.7%)	(11.0%)	(0.9%)		
(12.0%)	6.8%	(18.8%)	(11.1%)	(0.9%)		
20,268	24,753	(4,485)	(18.1%)	18,566	1,702	9.2%
\$32.64	\$29.65	\$2.99	10.1%	\$33.64	(\$1.00)	(3.0%)
64.6%	49.9%	(14.7%)	61.5%	(3.1%)		
35.1%	32.5%	(2.7%)	36.5%	1.3%		
4.9%	4.1%	0.8%	5.2%	(0.4%)		
809	852	(43)	(5.0%)	868	(60)	(6.9%)
5	4	(1)	(28.1%)	3	(2)	(59.2%)
804	848	(44)	(5.2%)	865	(61)	(7.1%)
36	13	24	186.5%	7	29	389.2%
<b>840</b>	<b>860</b>	<b>(20)</b>	<b>(2.3%)</b>	<b>873</b>	<b>(32)</b>	<b>(3.7%)</b>
512	506	(6)	(1.1%)	542	30	5.4%
200	211	(10)	(4.9%)	221	20	9.2%
85	81	(4)	(4.4%)	116	32	27.4%
<b>43</b>	<b>62</b>	<b>(19)</b>	<b>(30.7%)</b>	<b>(6)</b>	<b>49</b>	<b>806.3%</b>
5.1%	7.2%	(2.1%)	(0.7%)	5.8%		
5.1%	7.2%	(2.1%)	(0.7%)	5.8%		
19,708	21,641	(1,933)	(8.9%)	18,046	1,662	9.2%
\$42.90	\$39.94	\$2.96	7.4%	\$48.54	(\$5.64)	(11.6%)
60.9%	58.6%	(2.0%)	61.8%	1.3%		
23.7%	24.4%	0.7%	25.2%	1.5%		
4.3%	1.5%	2.8%	0.9%	3.5%		

**Staff Dining**

Revenue	373	377	(4)	(1.0%)	354	19	5.4%
Labour Costs	4,381	4,460	79	1.8%	4,310	(71)	(1.7%)
Cost of Sales	6,456	6,720	264	3.9%	6,377	(79)	(1.2%)
Other Expenses	729	729	1	0.1%	830	101	12.2%
Staff Dining Charge	(13 827)	(14 058)	(230)	(1.6%)	(13 358)	469	3.5%
<b>Net Contribution</b>	<b>2,633</b>	<b>2,523</b>	<b>110</b>	<b>0.0%</b>	<b>2,194</b>	<b>439</b>	<b>20.0%</b>

**Bars**

Gross Cash Revenue	75,768	76,273	(505)	(0.7%)	72,566	3,202	4.4%
Discount Expense	2 384	2 174	(210)	(9.7%)	2 159	(224)	(10.4%)
Net Cash Revenue	73,385	74,099	(715)	(1.0%)	70,407	2,978	4.2%
Comp Revenue	4 189	3 420	769	22.5%	3 335	854	25.6%
<b>Net Revenue</b>	<b>77,574</b>	<b>77,520</b>	<b>54</b>	<b>0.1%</b>	<b>73,742</b>	<b>3,832</b>	<b>5.2%</b>
Labour Costs	19,011	18,930	(81)	(0.4%)	17,916	(1,095)	(6.1%)
Cost of Sales	15,656	15,590	(66)	(0.4%)	14,854	(802)	(5.4%)
Other Expenses	9,359	8,963	(396)	(4.4%)	8,928	(431)	(4.8%)
Allocations	0	0	0	N/A	0	0	N/A
<b>Net Contribution</b>	<b>33,548</b>	<b>34,037</b>	<b>(489)</b>	<b>(1.4%)</b>	<b>32,044</b>	<b>1,504</b>	<b>4.7%</b>
Contribution Margin (Gross)	42.0%	42.7%	(0.8%)	42.2%	(0.3%)		
Contribution Margin (Net)	43.2%	43.9%	(0.7%)	43.5%	(0.2%)		
Covers	3,595,273	3,527,795	67,478	1.9%	3,388,428	206,845	6.1%
Gross Revenue per Cover	\$22.24	\$22.59	(\$0.35)	(1.6%)	\$22.40	(\$0.16)	(0.7%)
Labour as a % of Gross Revenue	23.8%	23.8%	(0.0%)	23.6%	(0.2%)		
COS as a % of Gross Revenue	19.6%	19.6%	(0.0%)	19.6%	(0.0%)		
Comp Revenue % of Gross Revenue	5.2%	4.3%	0.9%	4.4%	0.8%		
Nightclub Entries	166,041	0	166,041	N/A	172,759	(6,718)	(3.9%)

**Promenade Hotel F&B**

Gross Cash Revenue	8,959	8,672	287	3.3%	8,677	282	3.3%
Discount Expense	62	55	(7)	(12.9%)	55	(7)	(11.8%)
Net Cash Revenue	8,897	8,618	280	3.2%	8,622	276	3.2%
Net Comp Revenue	338	367	(29)	(8.0%)	299	39	13.0%
<b>Net Revenue</b>	<b>9,235</b>	<b>8,985</b>	<b>250</b>	<b>2.8%</b>	<b>8,921</b>	<b>315</b>	<b>3.5%</b>
Labour Costs	5,178	4,524	(655)	(14.5%)	4,547	(632)	(13.9%)
Cost of Sales	3,047	2,933	(114)	(3.9%)	2,904	(144)	(4.9%)
Other Expenses	1,045	969	(76)	(7.8%)	993	(52)	(5.2%)
<b>Net Contribution</b>	<b>(35)</b>	<b>559</b>	<b>(594)</b>	<b>(106.3%)</b>	<b>477</b>	<b>(513)</b>	<b>(107.4%)</b>
Contribution Margin (Gross)	(0.4%)	6.2%	(6.6%)	5.3%	(5.7%)		
Contribution Margin (Net)	(0.4%)	6.2%	(6.6%)	5.4%	(5.7%)		
Covers	258,815	298,449	(39,634)	(13.3%)	262,499	(3,684)	(1.4%)
Gross Revenue per Cover	\$35.92	\$30.29	\$5.63	18.6%	\$34.20	\$1.73	5.1%
Labour as a % of Gross Revenue	55.7%	50.0%	(5.7%)	50.7%	(5.0%)		
COS as a % of Gross Revenue	32.8%	32.5%	(0.3%)	32.3%	(0.4%)		
Comp Revenue % of Gross Revenue	3.6%	4.1%	(0.4%)	3.3%	0.3%		

**Metropol Hotel F&B**

Gross Cash Revenue	10,772	11,239	(468)	(4.2%)	11,175	(403)	(3.6%)
Discount Expense	44	52	8	16.2%	49	5	10.6%
Net Cash Revenue	10,728	11,187	(459)	(4.1%)	11,126	(398)	(3.6%)
Net Comp Revenue	157	168	(11)	(6.6%)	101	56	55.6%
<b>Net Revenue</b>	<b>10,885</b>	<b>11,355</b>	<b>(470)</b>	<b>(4.1%)</b>	<b>11,227</b>	<b>(342)</b>	<b>(3.0%)</b>
Labour Costs	6,765	6,557	(208)	(3.2%)	6,726	(39)	(0.6%)
Cost of Sales	2,607	2,783	176	6.5%	2,709	103	3.8%
Other Expenses	1,083	1,054	(29)	(2.7%)	1,092	8	0.8%
<b>Net Contribution</b>	<b>430</b>	<b>961</b>	<b>(531)</b>	<b>(55.3%)</b>	<b>700</b>	<b>(270)</b>	<b>(38.6%)</b>
Contribution Margin (Gross)	3.9%	8.4%	(4.5%)	6.2%	(2.3%)		
Contribution Margin (Net)	3.9%	8.5%	(4.5%)	6.2%	(2.3%)		
Covers	239,899	279,196	(39,297)	(14.1%)	248,415	(8,516)	(3.4%)
Gross Revenue per Cover	\$45.55	\$40.86	\$4.70	11.5%	\$45.39	\$0.16	0.4%
Labour as a % of Gross Revenue	61.9%	57.5%	(4.4%)	59.7%	(2.2%)		
COS as a % of Gross Revenue	23.9%	24.4%	0.5%	24.0%	0.2%		
Comp Revenue % of Gross Revenue	1.4%	1.5%	(0.0%)	0.9%	0.5%		

2.1

CURRENT MONTH						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%
4,582	4,362	220	5.0%	4,074	508	12.5%
400	443	(43)	(9.6%)	409	(9)	(2.1%)
3,450	3,249	(201)	(6.2%)	3,042	(408)	(13.4%)
(3,050)	(2,806)	(244)	(8.7%)	(2,633)	(417)	(15.8%)
4,182	3,920	262	6.7%	3,665	517	14.1%
<b>1,132</b>	<b>1,113</b>	<b>19</b>	<b>1.7%</b>	<b>1,032</b>	<b>100</b>	<b>9.7%</b>
2,007	1,941	(67)	(3.4%)	1,929	(179)	(9.8%)
1,065	1,000	(64)	(6.4%)	950	(115)	(12.1%)
4,584	4,362	(222)	(5.1%)	4,085	(499)	(12.2%)
(1,938)	(1,828)	110	6.0%	(1,735)	203	11.7%
<b>(2)</b>	<b>(0)</b>	<b>(2)</b>	<b>N/A</b>	<b>(11)</b>	<b>9</b>	<b>81.2%</b>
(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.3%)	0.2%	
(0.2%)	(0.0%)	(0.2%)	(0.2%)	(1.1%)	0.9%	
595,991	618,216	(22,225)	(3.6%)	551,302	44,689	8.1%
\$7.69	\$7.06	\$0.63	9.0%	\$7.39	\$0.30	4.0%
43.8%	44.5%	0.7%	44.9%	44.9%	(1.1%)	
23.2%	22.9%	(0.3%)	23.3%	23.3%	(0.1%)	
91.3%	89.9%	1.4%	90.0%	90.0%	1.3%	
195	131	64	49.0%	297	(102)	(34.2%)
0	0	0	N/A	0	0	N/A
<b>195</b>	<b>131</b>	<b>64</b>	<b>49.0%</b>	<b>297</b>	<b>(102)</b>	<b>(34.2%)</b>
604	618	14	2.2%	585	(20)	(3.4%)
(242)	1	243	24,339.1%	(194)	49	25.0%
442	336	(106)	(31.4%)	323	(119)	(36.8%)
<b>(608)</b>	<b>(824)</b>	<b>216</b>	<b>26.2%</b>	<b>(416)</b>	<b>(192)</b>	<b>(46.0%)</b>

**Crown Melbourne**  
**Monthly Performance Review**  
**Period 12, F18**  
**5. FOOD & BEVERAGE (Continued)**

**Comp Bars & Restaurants**

Total Gross Revenue	53,891	53,039	851	1.6%	52,539	1,352	2.6%
Gross Cash Revenue	5,342	5,517	(175)	(3.2%)	5,586	(244)	(4.4%)
Discount Expense	40,346	39,089	(1,257)	(3.2%)	39,026	(1,320)	(3.4%)
Net Cash Revenue	(35,004)	(33,572)	(1,432)	(4.3%)	(33,440)	(1,563)	(4.7%)
Comp Revenue	48,548	47,522	1,026	2.2%	46,953	1,595	3.4%
<b>Net Revenue</b>	<b>13,545</b>	<b>13,951</b>	<b>(406)</b>	<b>(2.9%)</b>	<b>13,513</b>	<b>32</b>	<b>0.2%</b>
Labour Costs	23,768	23,227	(541)	(2.3%)	23,167	(601)	(2.6%)
Cost of Sales	12,578	12,356	(222)	(1.8%)	12,248	(330)	(2.7%)
Total Expenses	53,892	53,039	(853)	(1.6%)	52,540	(1,352)	(2.6%)
Other Expenses	(22,800)	(21,633)	1,168	5.4%	(21,902)	899	4.1%
<b>Net Contribution</b>	<b>(2)</b>	<b>(0)</b>	<b>(2)</b>	<b>N/A</b>	<b>(1)</b>	<b>(0)</b>	<b>(16.1%)</b>
Contribution Margin (Gross)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)
Contribution Margin (Net)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)
Covers	7,214,689	7,446,568	(231,879)	(3.1%)	7,175,151	39,538	0.6%
Gross Revenue per Cover	\$7.47	\$7.12	\$0.35	4.9%	\$7.32	\$0.15	2.0%
Labour as a % of Gross Revenue	44.1%	43.8%	0.3%	44.1%	44.1%	0.0%	
COS as a % of Gross Revenue	23.3%	23.3%	(0.0%)	23.3%	23.3%	0.0%	
Comp Revenue % of Gross Revenue	90.1%	89.6%	0.5%	89.4%	0.7%		

**F&B Administration**

Gross Revenue	4,233	1,573	2,659	169.0%	1,589	2,643	166.3%
Discount Expense	0	0	0	N/A	2	2	100.0%
<b>Net Revenue</b>	<b>4,233</b>	<b>1,573</b>	<b>2,659</b>	<b>169.0%</b>	<b>1,588</b>	<b>2,645</b>	<b>166.6%</b>
Labour Costs	7,264	7,535	(271)	(3.6%)	7,259	(4)	(0.1%)
Cost of Sales	(1,130)	12	1,142	9,519.7%	(117)	1,013	863.4%
Other Expenses	5,466	4,800	(666)	(13.9%)	5,000	(465)	(9.3%)
<b>Net Contribution</b>	<b>(7,366)</b>	<b>(10,773)</b>	<b>3,407</b>	<b>31.6%</b>	<b>(10,555)</b>	<b>3,188</b>	<b>30.2%</b>

YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%
53,891	53,039	851	1.6%	52,539	1,352	2.6%
5,342	5,517	(175)	(3.2%)	5,586	(244)	(4.4%)
40,346	39,089	(1,257)	(3.2%)	39,026	(1,320)	(3.4%)
(35,004)	(33,572)	(1,432)	(4.3%)	(33,440)	(1,563)	(4.7%)
48,548	47,522	1,026	2.2%	46,953	1,595	3.4%
<b>13,545</b>	<b>13,951</b>	<b>(406)</b>	<b>(2.9%)</b>	<b>13,513</b>	<b>32</b>	<b>0.2%</b>
23,768	23,227	(541)	(2.3%)	23,167	(601)	(2.6%)
12,578	12,356	(222)	(1.8%)	12,248	(330)	(2.7%)
53,892	53,039	(853)	(1.6%)	52,540	(1,352)	(2.6%)
(22,800)	(21,633)	1,168	5.4%	(21,902)	899	4.1%
<b>(2)</b>	<b>(0)</b>	<b>(2)</b>	<b>N/A</b>	<b>(1)</b>	<b>(0)</b>	<b>(16.1%)</b>
(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)
(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(0.0%)
7,214,689	7,446,568	(231,879)	(3.1%)	7,175,151	39,538	0.6%
\$7.47	\$7.12	\$0.35	4.9%	\$7.32	\$0.15	2.0%
44.1%	43.8%	0.3%	44.1%	44.1%	0.0%	
23.3%	23.3%	(0.0%)	23.3%	23.3%	0.0%	
90.1%	89.6%	0.5%	89.4%	0.7%		
4,233	1,573	2,659	169.0%	1,589	2,643	166.3%
0	0	0	N/A	2	2	100.0%
<b>4,233</b>	<b>1,573</b>	<b>2,659</b>	<b>169.0%</b>	<b>1,588</b>	<b>2,645</b>	<b>166.6%</b>
7,264	7,535	(271)	(3.6%)	7,259	(4)	(0.1%)
(1,130)	12	1,142	9,519.7%	(117)	1,013	863.4%
5,466	4,800	(666)	(13.9%)	5,000	(465)	(9.3%)
<b>(7,366)</b>	<b>(10,773)</b>	<b>3,407</b>	<b>31.6%</b>	<b>(10,555)</b>	<b>3,188</b>	<b>30.2%</b>

2.1

		CURRENT MONTH					
Actual Jun 18	Budget Jun 18	Variance		Actual Jun 17	Variance		
\$'000	\$'000	F/(U) \$'000	F/(U) %	\$'000	F/(U) \$'000	Variance %	

21,722	21,937	(215)	(1.0%)	19,073	2,649	13.9%
3,660	3,495	(166)	(4.7%)	3,270	(390)	(11.9%)
18,062	18,443	(381)	(2.1%)	15,803	2,259	14.3%
5,919	5,404	515	9.5%	5,061	858	17.0%
<b>23,981</b>	<b>23,847</b>	<b>134</b>	<b>0.6%</b>	<b>20,864</b>	<b>3,117</b>	<b>14.9%</b>
11,755	11,678	(77)	(0.7%)	10,877	(878)	(8.1%)
7,168	7,433	265	3.6%	6,477	(691)	(10.7%)
13	(152)	(164)	(108.5%)	(78)	(90)	(116.8%)
<b>5,045</b>	<b>4,886</b>	<b>159</b>	<b>3.2%</b>	<b>3,587</b>	<b>1,458</b>	<b>40.7%</b>

303	402	99	24.6%	383	80	20.9%
<b>4,742</b>	<b>4,484</b>	<b>258</b>	<b>5.7%</b>	<b>3,204</b>	<b>1,538</b>	<b>48.0%</b>

17.2%	16.4%		0.8%	13.3%		3.9%
19.8%	18.8%		1.0%	15.4%		4.4%
1,213,993	1,242,290	(29,197)	(2.4%)	1,094,272	128,821	11.9%
\$22.79	\$22.01	\$0.78	3.5%	\$22.26	\$0.53	2.4%
42.5%	42.7%		0.2%	45.1%		2.5%
25.9%	27.2%		1.3%	26.8%		0.9%
21.4%	19.8%		1.6%	21.0%		0.4%

		5.2 The Palms					
		Revenue - The Palms Showroom					
473	194	279	143.4%	383	90	23.4%	
108	119	(11)	(9.3%)	67	41	60.9%	
581	314	268	85.3%	451	131	29.0%	
138	83	55	65.7%	80	57	71.1%	
<b>719</b>	<b>397</b>	<b>322</b>	<b>81.2%</b>	<b>531</b>	<b>188</b>	<b>35.4%</b>	
126	114	(11)	(10.0%)	140	14	10.1%	
27	19	(7)	(37.5%)	20	(7)	(33.2%)	
279	127	(152)	(119.2%)	209	(70)	(33.5%)	
123	53	(69)	(130.5%)	30	(93)	(310.8%)	
<b>165</b>	<b>83</b>	<b>82</b>	<b>99.7%</b>	<b>132</b>	<b>33</b>	<b>24.6%</b>	

		Key Financial Performance Indicators					
23.0%	20.8%		2.1%	24.9%		(2.0%)	
30	28	2	7.1%	30	0	0.0%	
33	29	4	13.8%	40	(7)	(17.5%)	
\$19,380	\$11,207	\$8,173	72.9%	\$15,024	\$4,356	29.0%	
\$17,619	\$10,821	\$6,798	62.8%	\$11,268	\$6,350	56.4%	
100.0%	93.3%		6.7%	100.0%		0.0%	

		Total Food & Beverage					
4,742	4,484	258	5.7%	3,204	1,538	48.0%	
165	83	82	99.7%	132	33	24.6%	
<b>4,907</b>	<b>4,567</b>	<b>340</b>	<b>7.4%</b>	<b>3,336</b>	<b>1,571</b>	<b>47.1%</b>	

		Crown Melbourne Monthly Performance Review					
		Period 12, F18					
		5. FOOD & BEVERAGE (Continued)					

		Total Food & Beverage					
Gross Cash Revenue							
264,254	270,265	(6,011)	(2.2%)	256,042	8,212	3.2%	
43,348	41,925	(1,423)	(3.4%)	41,843	(1,505)	(3.6%)	
220,906	228,340	(7,434)	(3.3%)	214,199	6,706	3.1%	
67,500	65,473	2,027	3.1%	63,694	3,806	6.0%	
<b>288,405</b>	<b>293,813</b>	<b>(5,407)</b>	<b>(1.8%)</b>	<b>277,893</b>	<b>10,513</b>	<b>3.8%</b>	
141,915	142,237	322	0.2%	136,941	(4,974)	(3.6%)	
89,039	92,080	3,040	3.3%	87,412	(1,627)	(1.9%)	
13	(152)	(164)	(108.5%)	(78)	(90)	(116.8%)	
<b>58,361</b>	<b>60,348</b>	<b>(1,986)</b>	<b>(3.3%)</b>	<b>54,147</b>	<b>4,214</b>	<b>7.8%</b>	

		Less Costs Allocated					
Maintenance							
5,208	4,823	(385)	(8.0%)	4,760	(448)	(9.4%)	
<b>53,154</b>	<b>55,525</b>	<b>(2,371)</b>	<b>(4.3%)</b>	<b>49,387</b>	<b>3,766</b>	<b>7.6%</b>	

16.0%	16.5%		(0.5%)	15.4%		0.6%
18.4%	18.9%		(0.5%)	17.8%		0.7%
14,332,578	14,690,003	(357,425)	(2.4%)	13,947,871	384,707	2.8%
\$23.15	\$22.85	\$0.29	1.3%	\$22.92	\$0.22	1.0%
42.8%	42.4%		(0.4%)	42.4%		0.1%
26.8%	27.4%		0.6%	27.3%		0.5%
20.3%	19.5%		0.8%	19.9%		0.4%

		5.2 The Palms					
		Revenue - The Palms Showroom					
3,185	2,114	1,071	50.7%	2,159	1,026	47.5%	
1,081	1,299	(218)	(16.8%)	1,327	(246)	(18.5%)	
4,266	3,413	853	25.0%	3,486	780	22.4%	
1,412	986	427	43.3%	860	552	64.2%	
<b>5,678</b>	<b>4,398</b>	<b>1,280</b>	<b>29.1%</b>	<b>4,346</b>	<b>1,332</b>	<b>30.7%</b>	
1,474	1,375	(99)	(7.2%)	1,279	(195)	(15.2%)	
333	231	(102)	(44.0%)	205	(128)	(62.1%)	
1,098	789	(309)	(37.9%)	1,118	29	2.6%	
1,157	700	(457)	(65.2%)	493	(663)	(134.5%)	
<b>1,626</b>	<b>1,303</b>	<b>323</b>	<b>24.8%</b>	<b>1,251</b>	<b>376</b>	<b>30.0%</b>	

		Key Financial Performance Indicators					
28.6%	29.6%		(1.0%)	28.8%		(0.1%)	
364	356	8	2.2%	365	(1)	(0.3%)	
375	364	11	3.0%	381	(6)	(1.6%)	
\$11,720	\$9,596	\$2,124	22.3%	\$9,550	\$2,169	22.7%	
\$11,376	\$9,375	\$2,001	21.3%	\$9,149	\$2,227	24.3%	
99.7%	97.5%		2.2%	100.0%		(0.3%)	

		Total Food & Beverage					
53,154	55,525	(2,371)	(4.3%)	49,387	3,766	7.6%	
1,626	1,303	323	24.8%	1,251	376	30.0%	
<b>54,780</b>	<b>56,828</b>	<b>(2,048)</b>	<b>(3.6%)</b>	<b>50,638</b>	<b>4,142</b>	<b>8.2%</b>	

2.1

		CURRENT MONTH				
Actual	Budget	Variance		Actual	Variance	Variance
Jun 18	Jun 18	F/(U)	F/(U)	Jun 17	F/(U)	F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

Crown Melbourne Monthly Performance Review						
Period 12, F18						

		YEAR TO DATE				
Actual	Budget	Variance		Actual	Variance	Variance
Jun 18	Jun 18	F/(U)	F/(U)	Jun 17	F/(U)	F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

6. HOTEL OPERATIONS

6.1 CROWN TOWERS

Rooms Division (Levels 5 28)						
3,091	3,174	(82)	(2.6%)	2,821	270	9.6%
1,445	1,384	61	4.4%	1,399	47	3.3%
865	675	190	28.1%	670	195	29.1%
(253)	(118)	(136)	(115.1%)	(113)	(140)	(124.1%)
<b>5,148</b>	<b>5,115</b>	<b>33</b>	<b>0.6%</b>	<b>4,776</b>	<b>372</b>	<b>7.8%</b>
1,528	1,510	(18)	(1.2%)	1,467	(61)	(4.1%)
676	899	223	24.8%	818	142	17.4%
<b>2,944</b>	<b>2,707</b>	<b>238</b>	<b>8.8%</b>	<b>2,491</b>	<b>453</b>	<b>18.2%</b>
<b>75</b>	<b>50</b>	<b>25</b>	<b>49.3%</b>	<b>75</b>	<b>(0)</b>	<b>(0.0%)</b>
458	406	51	12.6%	452	6	1.3%
(270)	(233)	37	16.0%	(253)	17	6.7%
(204)	(159)	45	28.2%	(183)	21	11.7%
<b>(16)</b>	<b>14</b>	<b>(31)</b>	<b>(213.7%)</b>	<b>16</b>	<b>(32)</b>	<b>(203.0%)</b>
<b>58</b>	<b>64</b>	<b>(6)</b>	<b>(9.7%)</b>	<b>91</b>	<b>(32)</b>	<b>(35.8%)</b>
<b>3,003</b>	<b>2,771</b>	<b>232</b>	<b>8.4%</b>	<b>2,582</b>	<b>421</b>	<b>16.3%</b>

Rooms Division (Levels 5 28)						
40,854	40,784	71	0.2%	38,273	2,582	6.7%
19,775	20,712	(937)	(4.5%)	21,122	(1,347)	(6.4%)
8,145	8,236	(91)	(1.1%)	8,076	69	0.8%
(2,354)	(1,751)	(604)	(34.5%)	(1,673)	(681)	(40.7%)
<b>66,420</b>	<b>67,981</b>	<b>(1,561)</b>	<b>(2.3%)</b>	<b>65,798</b>	<b>622</b>	<b>0.9%</b>
18,373	18,816	444	2.4%	18,300	(72)	(0.4%)
10,554	11,514	960	8.3%	11,117	563	5.1%
<b>37,493</b>	<b>37,651</b>	<b>(158)</b>	<b>(0.4%)</b>	<b>36,380</b>	<b>1,113</b>	<b>3.1%</b>
<b>891</b>	<b>620</b>	<b>271</b>	<b>43.6%</b>	<b>709</b>	<b>181</b>	<b>25.6%</b>
5,547	4,773	774	16.2%	4,771	776	16.3%
(3,313)	(2,862)	451	15.8%	(2,916)	397	13.6%
(2,249)	(1,935)	315	16.3%	(2,038)	212	10.4%
<b>(15)</b>	<b>(23)</b>	<b>8</b>	<b>34.3%</b>	<b>(183)</b>	<b>168</b>	<b>91.7%</b>
<b>876</b>	<b>597</b>	<b>279</b>	<b>46.7%</b>	<b>526</b>	<b>349</b>	<b>66.4%</b>
<b>38,369</b>	<b>38,248</b>	<b>121</b>	<b>0.3%</b>	<b>36,906</b>	<b>1,462</b>	<b>4.0%</b>

Key Financial Performance Indicators						
8,252	8,464	(212)	(2.5%)	8,029	223	2.8%
4,272	4,200	72	1.7%	4,439	(167)	(3.8%)
12,524	12,664	(140)	(1.1%)	12,468	56	0.4%
93.0%	94.0%	(1.0%)	(1.0%)	92.7%	0.3%	0.3%
93.0%	94.0%	(1.0%)	(1.0%)	92.6%	0.4%	0.4%
\$374.59	\$374.94	(\$0.35)	(0.1%)	\$351.35	\$23.25	6.6%
\$338.29	\$329.60	\$8.69	2.6%	\$315.08	\$23.21	7.4%
<b>\$362.21</b>	<b>\$359.90</b>	<b>\$2.31</b>	<b>0.6%</b>	<b>\$338.44</b>	<b>\$23.78</b>	<b>7.0%</b>
\$337	\$338	(\$2)	(0.5%)	\$313	\$24	7.5%
29.7%	29.5%	(0.2%)	(0.2%)	30.7%	1.0%	3.3%
\$122	\$119	(\$3)	(2.3%)	\$118	(\$4)	(3.7%)
58.3%	54.2%	4.2%	4.2%	54.1%	4.3%	4.3%

Key Financial Performance Indicators						
101,098	98,814	2,284	2.3%	96,408	4,690	4.9%
56,779	59,050	(2,271)	(3.8%)	62,032	(5,253)	(8.5%)
157,877	157,864	13	0.0%	158,440	(563)	(0.4%)
96.4%	96.3%	0.1%	0.1%	96.7%	(0.3%)	(0.3%)
96.3%	96.3%	0.0%	0.0%	96.7%	(0.3%)	(0.3%)
\$404.11	\$412.73	(\$8.62)	(2.1%)	\$396.99	\$7.12	1.8%
\$348.29	\$350.76	(\$2.47)	(0.7%)	\$340.51	\$7.78	2.3%
<b>\$384.03</b>	<b>\$389.55</b>	<b>(\$5.52)</b>	<b>(1.4%)</b>	<b>\$374.87</b>	<b>\$9.16</b>	<b>2.4%</b>
\$370	\$375	(\$5)	(1.4%)	\$362	\$8	2.1%
27.7%	27.7%	0.0%	0.0%	27.8%	0.2%	0.2%
\$116	\$119	\$3	2.4%	\$116	(\$1)	(0.8%)
57.8%	56.3%	1.5%	1.5%	56.1%	1.7%	1.7%

2.1

CURRENT MONTH							YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance		Actual Jun 17	Variance		Actual Jun 18	Budget Jun 18	Variance		Actual Jun 17	Variance	
\$'000	\$'000	F/(U)	F/(U)	\$'000	F/(U)	F/(U)	\$'000	\$'000	F/(U)	F/(U)	\$'000	F/(U)	F/(U)
		\$'000	%	\$'000	\$'000	%			\$'000	%		\$'000	%
<b>Crown Melbourne Monthly Performance Review</b>													
<b>Period 12, F18</b>													
<b>6.1 CROWN TOWERS (Continued)</b>													
<b>Villas &amp; Crystal Club</b>													
573	546	27	4.9%	957	(384)	(40.1%)	8,972	7,140	1,832	25.7%	7,931	1,040	13.1%
348	226	122	54.1%	172	175	101.9%	4,329	3,050	1,279	41.9%	3,321	1,008	30.3%
154	82	71	86.5%	75	79	105.4%	1,172	1,141	31	2.7%	2,046	(874)	(42.7%)
<b>1,074</b>	<b>854</b>	<b>220</b>	<b>25.7%</b>	<b>1,204</b>	<b>(130)</b>	<b>(10.8%)</b>	<b>14,473</b>	<b>11,331</b>	<b>3,141</b>	<b>27.7%</b>	<b>13,299</b>	<b>1,174</b>	<b>8.8%</b>
406	406	1	0.1%	391	(15)	(3.8%)	5,154	4,943	(211)	(4.3%)	4,756	(398)	(8.4%)
174	164	(10)	(5.9%)	163	(11)	(6.8%)	2,122	1,949	(173)	(8.9%)	1,946	(176)	(9.0%)
<b>495</b>	<b>284</b>	<b>211</b>	<b>74.2%</b>	<b>650</b>	<b>(156)</b>	<b>(23.9%)</b>	<b>7,197</b>	<b>4,440</b>	<b>2,757</b>	<b>62.1%</b>	<b>6,597</b>	<b>600</b>	<b>9.1%</b>
<b>3,497</b>	<b>3,055</b>	<b>442</b>	<b>14.5%</b>	<b>3,232</b>	<b>265</b>	<b>8.2%</b>	<b>45,566</b>	<b>42,688</b>	<b>2,878</b>	<b>6.7%</b>	<b>43,503</b>	<b>2,063</b>	<b>4.7%</b>
<b>Total Crown Towers Contribution</b>													
<b>Villas Key Financial Performance Indicators</b>													
448	420	28	6.7%	429	19	4.4%	6,107	5,469	638	11.7%	5,490	617	11.2%
169	120	49	40.8%	117	52	44.4%	1,917	1,692	225	13.3%	1,835	82	4.5%
617	540	77	14.3%	546	71	13.0%	8,024	7,161	863	12.1%	7,325	699	9.5%
64.7%	56.3%	8.4%	58.0%	6.7%	7.4%	6.7%	69.5%	61.3%	8.2%	63.3%	6.2%	6.2%	
<b>64.3%</b>	<b>56.3%</b>	<b>8.0%</b>	<b>56.9%</b>	<b>7.4%</b>	<b>7.4%</b>	<b>7.4%</b>	<b>68.7%</b>	<b>61.3%</b>	<b>7.4%</b>	<b>62.7%</b>	<b>6.0%</b>	<b>6.0%</b>	
\$1,278.21	\$1,300.00	(\$21.79)	(1.7%)	\$2,229.96	(\$951.75)	(42.7%)	\$1,469.07	\$1,305.52	\$163.55	12.5%	\$1,444.72	\$24.35	1.7%
\$2,056.45	\$1,880.00	\$176.45	9.4%	\$1,471.38	\$585.06	39.8%	\$2,258.18	\$1,802.77	\$455.41	25.3%	\$1,809.85	\$448.32	24.8%
<b>\$1,491.37</b>	<b>\$1,428.89</b>	<b>\$62.48</b>	<b>4.4%</b>	<b>\$2,067.41</b>	<b>(\$576.04)</b>	<b>(27.9%)</b>	<b>\$1,657.59</b>	<b>\$1,423.01</b>	<b>\$234.59</b>	<b>16.5%</b>	<b>\$1,536.19</b>	<b>\$121.41</b>	<b>7.9%</b>
\$959	\$904	\$155	19.3%	\$1,176	(\$217)	(18.5%)	\$1,139	\$872	\$266	30.5%	\$963	\$175	18.2%
37.8%	47.8%	9.8%	9.8%	32.5%	(5.3%)	(18.5%)	35.6%	43.6%	8.0%	35.8%	0.2%	0.2%	
\$657	\$752	\$95	12.6%	\$716	\$58	8.1%	\$642	\$690	\$48	6.9%	\$649	\$7	1.1%
46.1%	33.3%	12.8%	54.0%	(8.0%)	(8.0%)	(8.0%)	49.7%	39.2%	10.5%	49.6%	0.1%	0.1%	
<b>Total Crown Towers Key Financial Performance Indicators</b>													
8,700	8,884	(184)	(2.1%)	8,458	242	2.9%	107,205	104,283	2,922	2.8%	101,898	5,307	5.2%
4,441	4,320	121	2.8%	4,556	(115)	(2.5%)	58,696	60,742	(2,046)	(3.4%)	63,967	(5,171)	(8.1%)
13,141	13,204	(63)	(0.5%)	13,014	127	1.0%	165,901	165,025	876	0.5%	165,765	136	0.1%
91.1%	91.5%	(0.4%)	90.4%	90.4%	0.7%	0.7%	94.6%	94.0%	0.6%	94.5%	0.1%	0.1%	
<b>91.1%</b>	<b>91.5%</b>	<b>(0.4%)</b>	<b>90.2%</b>	<b>90.2%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>94.5%</b>	<b>94.0%</b>	<b>0.5%</b>	<b>94.4%</b>	<b>0.1%</b>	<b>0.1%</b>	
\$421.12	\$418.67	\$2.45	0.6%	\$446.63	(\$25.51)	(5.7%)	\$464.77	\$459.55	\$5.22	1.1%	\$453.44	\$11.34	2.5%
\$403.68	\$372.67	\$31.01	8.3%	\$344.78	\$58.90	17.1%	\$410.66	\$391.21	\$19.46	5.0%	\$382.72	\$27.94	7.3%
<b>\$415.23</b>	<b>\$403.62</b>	<b>\$11.61</b>	<b>2.9%</b>	<b>\$410.97</b>	<b>\$4.25</b>	<b>1.0%</b>	<b>\$445.63</b>	<b>\$434.40</b>	<b>\$11.23</b>	<b>2.6%</b>	<b>\$426.19</b>	<b>\$19.44</b>	<b>4.6%</b>
\$378	\$369	\$9	2.4%	\$371	\$7	2.0%	\$421	\$408	\$13	3.1%	\$402	\$19	4.6%
35.4%	35.3%	0.5%	34.7%	34.7%	(0.7%)	(0.7%)	31.8%	33.1%	1.3%	32.6%	0.8%	0.8%	
\$147	\$145	(\$2)	(1.4%)	\$143	(\$4)	(2.8%)	\$142	\$144	\$2	1.5%	\$139	(\$3)	(2.0%)
51.0%	46.8%	4.2%	48.8%	48.8%	2.2%	2.2%	51.3%	49.5%	1.8%	50.6%	0.7%	0.7%	

2.1

CURRENT MONTH						
Actual Jun 18	Budget Jun 18	Variance F/(U)	%	Actual Jun 17	Variance F/(U)	Variance F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%
2,391	2,693	(303)	(11.2%)	2,241	149	6.7%
472	350	122	34.9%	367	105	28.7%
391	157	235	149.7%	252	140	55.6%
(199)	(119)	(80)	(67.5%)	(130)	(68)	(52.5%)
<b>3,055</b>	<b>3,082</b>	<b>(26)</b>	<b>(0.8%)</b>	<b>2,729</b>	<b>326</b>	<b>11.9%</b>
693	688	(5)	(0.6%)	662	(31)	(4.7%)
407	468	62	13.2%	471	65	13.8%
<b>1,955</b>	<b>1,925</b>	<b>30</b>	<b>1.6%</b>	<b>1,596</b>	<b>360</b>	<b>22.6%</b>
19	19	0	0.5%	18	1	4.6%
(49)	(42)	(7)	(17.3%)	(33)	(16)	(47.9%)
<b>(30)</b>	<b>(23)</b>	<b>(7)</b>	<b>(31.0%)</b>	<b>(15)</b>	<b>(15)</b>	<b>(99.6%)</b>
<b>1,925</b>	<b>1,902</b>	<b>23</b>	<b>1.2%</b>	<b>1,580</b>	<b>345</b>	<b>21.8%</b>
<b>1,925</b>	<b>1,902</b>	<b>23</b>	<b>1.2%</b>	<b>1,580</b>	<b>345</b>	<b>21.8%</b>

Crown Melbourne Monthly Performance Review							
Period 12, F18							
6.2 CROWN PROMENADE							
<b>Rooms Division (Levels 5 23)</b>							
Room Revenue - Non Gaming	31,684	34,195	(2,511)	(7.3%)	31,987	(302)	(0.9%)
Room Revenue - Gaming	5,758	4,947	811	16.4%	4,912	846	17.2%
Other Revenue	2,156	1,866	289	15.5%	1,973	182	9.2%
Package Costs	(1,938)	(1,624)	(314)	(19.3%)	(1,639)	(298)	(18.2%)
<b>Total Revenue</b>	<b>37,660</b>	<b>39,385</b>	<b>(1,724)</b>	<b>(4.4%)</b>	<b>37,233</b>	<b>428</b>	<b>1.1%</b>
Payroll & On Costs	8,592	8,425	(157)	(1.9%)	8,387	(195)	(2.3%)
Operating Expenses	5,214	5,795	582	10.0%	5,729	515	9.0%
<b>Rooms Division Net Contribution</b>	<b>23,864</b>	<b>25,164</b>	<b>(1,300)</b>	<b>(5.2%)</b>	<b>23,117</b>	<b>748</b>	<b>3.2%</b>
<b>Mini Bar &amp; Leisure Centre</b>							
Mini Bar	235	231	5	2.0%	230	5	2.3%
Leisure Centre	(465)	(498)	33	6.6%	(441)	(24)	(5.5%)
<b>Net Contribution</b>	<b>(230)</b>	<b>(268)</b>	<b>37</b>	<b>13.9%</b>	<b>(211)</b>	<b>(19)</b>	<b>(9.0%)</b>
<b>Crown Promenade Net Contribution</b>	<b>23,634</b>	<b>24,897</b>	<b>(1,262)</b>	<b>(5.1%)</b>	<b>22,906</b>	<b>729</b>	<b>3.2%</b>
<b>Total Crown Promenade Contribution</b>	<b>23,634</b>	<b>24,897</b>	<b>(1,262)</b>	<b>(5.1%)</b>	<b>22,906</b>	<b>729</b>	<b>3.2%</b>

Key Financial Performance Indicators							
Rooms Division (Levels 5 23)							
Occupied Room Nights - Non Gaming	10,171	11,463	(1,292)	(11.3%)	10,193	(22)	(0.2%)
Occupied Room Nights - Gaming	2,547	1,700	847	49.8%	2,113	434	20.5%
Occupied Room Nights - Total	12,718	13,163	(445)	(3.4%)	12,306	412	3.3%
Occupancy Rate % (available rooms)	92.0%	94.4%	(2.3%)	(2.3%)	88.5%	3.6%	3.6%
<b>Occupancy Rate % (physical rooms)</b>	<b>91.2%</b>	<b>94.4%</b>	<b>(3.2%)</b>	<b>(3.2%)</b>	<b>88.2%</b>	<b>3.0%</b>	<b>3.0%</b>
Average Room Rate (Non Gaming)	\$235.03	\$234.95	\$0.08	0.0%	\$219.87	\$15.17	6.9%
Average Room Rate (Gaming)	\$185.43	\$206.00	(\$20.57)	(10.0%)	\$173.69	\$11.74	6.8%
<b>Average Room Rate (Total)</b>	<b>\$225.10</b>	<b>\$231.21</b>	<b>(\$6.11)</b>	<b>(2.6%)</b>	<b>\$211.94</b>	<b>\$13.16</b>	<b>6.2%</b>
Revenue Per Available Room	\$205	\$218	(\$13)	(5.9%)	\$187	\$18	9.8%
Payroll % Revenue	22.7%	22.3%	(\$2)	(0.4%)	24.3%	1.6%	1.6%
Payroll Cost Per Room Night	\$55	\$52	(\$2)	(4.3%)	\$54	(\$1)	(1.3%)
Contribution Margin %	61.7%	60.5%	1.1%	1.1%	56.8%	4.9%	4.9%

YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance F/(U)	%	Actual Jun 17	Variance F/(U)	Variance F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%
31,684	34,195	(2,511)	(7.3%)	31,987	(302)	(0.9%)
5,758	4,947	811	16.4%	4,912	846	17.2%
2,156	1,866	289	15.5%	1,973	182	9.2%
(1,938)	(1,624)	(314)	(19.3%)	(1,639)	(298)	(18.2%)
<b>37,660</b>	<b>39,385</b>	<b>(1,724)</b>	<b>(4.4%)</b>	<b>37,233</b>	<b>428</b>	<b>1.1%</b>
8,592	8,425	(157)	(1.9%)	8,387	(195)	(2.3%)
5,214	5,795	582	10.0%	5,729	515	9.0%
<b>23,864</b>	<b>25,164</b>	<b>(1,300)</b>	<b>(5.2%)</b>	<b>23,117</b>	<b>748</b>	<b>3.2%</b>
235	231	5	2.0%	230	5	2.3%
(465)	(498)	33	6.6%	(441)	(24)	(5.5%)
<b>(230)</b>	<b>(268)</b>	<b>37</b>	<b>13.9%</b>	<b>(211)</b>	<b>(19)</b>	<b>(9.0%)</b>
<b>23,634</b>	<b>24,897</b>	<b>(1,262)</b>	<b>(5.1%)</b>	<b>22,906</b>	<b>729</b>	<b>3.2%</b>
<b>23,634</b>	<b>24,897</b>	<b>(1,262)</b>	<b>(5.1%)</b>	<b>22,906</b>	<b>729</b>	<b>3.2%</b>

2.1



Actual Jun 18		Budget Jun 18		CURRENT MONTH		Actual Jun 17		Variance F/(U)		Variance F/(U)	
\$'000	\$'000	F/(U)	%	\$'000	\$'000	\$'000	%	\$'000	%	\$'000	%

3,883	4,285	(402)	(9.4%)	3,651	231	6.3%					
354	494	(140)	(28.3%)	391	(37)	(9.4%)					
558	223	335	150.4%	242	316	130.7%					
(298)	(222)	(76)	(34.3%)	(264)	(34)	(12.8%)					
<b>4,497</b>	<b>4,780</b>	<b>(283)</b>	<b>(5.9%)</b>	<b>4,020</b>	<b>477</b>	<b>11.9%</b>					
999	963	(36)	(3.8%)	949	(50)	(5.2%)					
655	737	82	11.1%	692	37	5.3%					
<b>2,843</b>	<b>3,080</b>	<b>(237)</b>	<b>(7.7%)</b>	<b>2,379</b>	<b>464</b>	<b>19.5%</b>					
<b>31</b>	<b>28</b>	<b>4</b>	<b>13.3%</b>	<b>25</b>	<b>6</b>	<b>26.1%</b>					
11	7	4	57.7%	12	(0)	(1.9%)					
(14)	(31)	(17)	(53.5%)	(42)	(27)	(65.3%)					
(33)	(38)	(4)	(11.8%)	(44)	(11)	(24.1%)					
<b>(36)</b>	<b>(52)</b>	<b>25</b>	<b>40.9%</b>	<b>(74)</b>	<b>38</b>	<b>50.8%</b>					
<b>(5)</b>	<b>(34)</b>	<b>29</b>	<b>84.9%</b>	<b>(49)</b>	<b>44</b>	<b>89.6%</b>					
<b>2,837</b>	<b>3,046</b>	<b>(208)</b>	<b>(6.8%)</b>	<b>2,330</b>	<b>508</b>	<b>21.8%</b>					

15,896	15,680	216	1.4%	14,759	1,137	7.7%					
1,807	2,050	(243)	(11.9%)	2,052	(245)	(11.9%)					
17,703	17,730	(27)	(0.2%)	16,811	892	5.3%					
89.7%	89.8%	(0.1%)	(0.1%)	85.2%	4.5%	4.5%					
<b>89.7%</b>	<b>89.8%</b>	<b>(0.1%)</b>	<b>(0.1%)</b>	<b>85.2%</b>	<b>4.5%</b>	<b>4.5%</b>					
\$244.27	\$273.28	(\$29.00)	(10.6%)	\$247.41	(\$3.13)	(1.3%)					
\$195.93	\$241.02	(\$45.09)	(18.7%)	\$190.42	\$5.51	2.9%					
<b>\$239.34</b>	<b>\$269.55</b>	<b>(\$30.21)</b>	<b>(11.2%)</b>	<b>\$240.45</b>	<b>(\$1.11)</b>	<b>(0.5%)</b>					
\$215	\$242	(\$27)	(11.3%)	\$205	\$10	4.8%					
22.2%	20.1%	(2.1%)	(2.1%)	23.6%	1.4%	1.4%					
\$56	\$54	(\$2)	(3.9%)	\$56	\$0	0.1%					
61.9%	62.6%	(0.6%)	(0.6%)	56.8%	5.1%	5.1%					

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**6.3 CROWN METROPOL**

**Rooms Division**

Room Revenue - Non Gaming	53,136	58,759	(5,623)	(9.6%)	54,920	(1,784)	(3.2%)
Room Revenue - Gaming	5,805	4,533	1,272	28.1%	4,507	1,298	28.8%
Other Revenue	2,998	2,602	396	15.2%	2,699	299	11.1%
Package Costs	(3,855)	(3,732)	(123)	(3.3%)	(3,588)	(267)	(7.4%)
<b>Total Revenue</b>	<b>58,083</b>	<b>62,161</b>	<b>(4,078)</b>	<b>(6.6%)</b>	<b>58,538</b>	<b>(455)</b>	<b>(0.8%)</b>
Payroll & On Costs	12,353	12,108	(245)	(2.0%)	12,015	(337)	(2.8%)
Operating Expenses	8,233	9,647	1,413	14.6%	9,149	915	10.0%
<b>Net Contribution</b>	<b>37,497</b>	<b>40,407</b>	<b>(2,910)</b>	<b>(7.2%)</b>	<b>37,374</b>	<b>123</b>	<b>0.3%</b>

**Mini Bar & Leisure Centre**

<b>Mini Bar</b>	<b>329</b>	<b>352</b>	<b>(23)</b>	<b>(6.4%)</b>	<b>347</b>	<b>(18)</b>	<b>(5.3%)</b>
Revenue	79	88	(9)	(10.3%)	1,216	(1,137)	(93.6%)
Labour	(296)	(389)	(93)	(23.9%)	(1,268)	(972)	(76.6%)
Other Expenses	(457)	(457)	1	0.2%	(826)	(369)	(44.6%)
<b>Pool, Gym &amp; Spa</b>	<b>(675)</b>	<b>(758)</b>	<b>83</b>	<b>11.0%</b>	<b>(879)</b>	<b>204</b>	<b>23.2%</b>
<b>Net Contribution</b>	<b>(346)</b>	<b>(406)</b>	<b>61</b>	<b>14.9%</b>	<b>(531)</b>	<b>186</b>	<b>34.9%</b>

**Crown Metropol Contribution**

	<b>37,151</b>	<b>40,001</b>	<b>(2,849)</b>	<b>(7.1%)</b>	<b>36,842</b>	<b>309</b>	<b>0.8%</b>
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**Key Financial Performance Indicators**

Occupied Room Nights - Non Gaming	197,320	207,802	(10,482)	(5.0%)	201,280	(3,960)	(2.0%)
Occupied Room Nights - Gaming	27,902	18,700	9,202	49.2%	20,120	7,782	38.7%
Occupied Room Nights - Total	225,222	226,502	(1,280)	(0.6%)	221,400	3,822	1.7%
Occupancy Rate % (available rooms)	93.8%	94.3%	(0.5%)	(0.5%)	92.5%	1.3%	1.3%
<b>Occupancy Rate % (physical rooms)</b>	<b>93.8%</b>	<b>94.3%</b>	<b>(0.5%)</b>	<b>(0.5%)</b>	<b>92.2%</b>	<b>1.6%</b>	<b>1.6%</b>
Average Room Rate (Non Gaming)	\$269.29	\$282.76	(\$13.47)	(4.8%)	\$272.85	(\$3.57)	(1.3%)
Average Room Rate (Gaming)	\$208.03	\$242.40	(\$34.37)	(14.2%)	\$224.01	(\$15.97)	(7.1%)
<b>Average Room Rate (Total)</b>	<b>\$261.70</b>	<b>\$279.43</b>	<b>(\$17.73)</b>	<b>(6.3%)</b>	<b>\$268.42</b>	<b>(\$6.72)</b>	<b>(2.5%)</b>
Revenue Per Available Room	\$245	\$264	(\$16)	(6.9%)	\$247	(\$2)	(0.8%)
Payroll % Revenue	21.3%	19.5%	(1.8%)	(8.5%)	20.5%	(0.7%)	(3.4%)
Payroll Cost Per Room Night	\$55	\$53	(\$2)	(3.6%)	\$54	(\$1)	(1.1%)
Contribution Margin %	62.9%	63.2%	(0.3%)	(0.4%)	60.7%	2.2%	2.2%

2.1

		CURRENT MONTH					
Actual	Budget	Variance		Actual	Variance	Variance	
Jun 18	Jun 18	F/(U)	F/(U)	Jun 17	F/(U)	F/(U)	
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	
(215)	(223)	8	3.7%	(208)	(6)	(3.0%)	
274	248	26	10.6%	243	30	12.5%	
<b>59</b>	<b>25</b>	<b>34</b>	<b>138.2%</b>	<b>35</b>	<b>24</b>	<b>68.2%</b>	
0	0	0	N/A	0	0	N/A	
220	211	8	4.0%	233	(14)	(5.8%)	
(62)	130	(192)	(148.0%)	94	(157)	(166.2%)	
<b>(157)</b>	<b>(341)</b>	<b>184</b>	<b>53.9%</b>	<b>(328)</b>	<b>170</b>	<b>51.9%</b>	
0	0	0	N/A	0	0	N/A	
(145)	221	(366)	(165.4%)	238	(382)	(160.9%)	
305	285	20	7.0%	293	11	3.8%	
<b>(160)</b>	<b>(506)</b>	<b>346</b>	<b>68.4%</b>	<b>(531)</b>	<b>371</b>	<b>69.9%</b>	
<b>(258)</b>	<b>(822)</b>	<b>564</b>	<b>68.6%</b>	<b>(823)</b>	<b>565</b>	<b>68.7%</b>	

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**6.4 HOTEL SERVICES**

**Laundry & Valet**

Laundry & Valet Expense  
 Laundry Recovery  
**Net Contribution**

(2,519)	(2,589)	70	2.7%	(2,452)	(67)	(2.7%)
3,200	3,024	175	5.8%	3,078	122	4.0%
<b>681</b>	<b>436</b>	<b>246</b>	<b>56.3%</b>	<b>626</b>	<b>55</b>	<b>8.8%</b>

**Hotel Administration Expenditure**

Revenue  
 Labour  
 Other Expenses  
**Net Contribution**

0	0	0	N/A	0	0	N/A
2,528	2,559	(31)	(1.2%)	2,579	(52)	(2.0%)
1,218	1,770	(552)	(31.2%)	1,655	(436)	(26.4%)
<b>(3,746)</b>	<b>(4,329)</b>	<b>584</b>	<b>13.5%</b>	<b>(4,234)</b>	<b>488</b>	<b>11.5%</b>

**Sales & Marketing Expenditure**

Revenue  
 Labour  
 Other Expenses  
**Net Contribution**

0	0	0	N/A	0	0	N/A
1,924	2,661	(736)	(27.7%)	2,643	(719)	(27.2%)
3,493	3,174	319	10.1%	2,865	628	21.9%
<b>(5,417)</b>	<b>(5,836)</b>	<b>419</b>	<b>7.2%</b>	<b>(5,508)</b>	<b>91</b>	<b>1.7%</b>

**Total Hotel Services Cost**

<b>(8,481)</b>	<b>(9,729)</b>	<b>1,248</b>	<b>12.8%</b>	<b>(9,115)</b>	<b>634</b>	<b>7.0%</b>
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		YEAR TO DATE					
Actual	Budget	Variance		Actual	Variance	Variance	
Jun 18	Jun 18	F/(U)	F/(U)	Jun 17	F/(U)	F/(U)	
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	
(2,519)	(2,589)	70	2.7%	(2,452)	(67)	(2.7%)	
3,200	3,024	175	5.8%	3,078	122	4.0%	
<b>681</b>	<b>436</b>	<b>246</b>	<b>56.3%</b>	<b>626</b>	<b>55</b>	<b>8.8%</b>	
0	0	0	N/A	0	0	N/A	
2,528	2,559	(31)	(1.2%)	2,579	(52)	(2.0%)	
1,218	1,770	(552)	(31.2%)	1,655	(436)	(26.4%)	
<b>(3,746)</b>	<b>(4,329)</b>	<b>584</b>	<b>13.5%</b>	<b>(4,234)</b>	<b>488</b>	<b>11.5%</b>	
0	0	0	N/A	0	0	N/A	
1,924	2,661	(736)	(27.7%)	2,643	(719)	(27.2%)	
3,493	3,174	319	10.1%	2,865	628	21.9%	
<b>(5,417)</b>	<b>(5,836)</b>	<b>419</b>	<b>7.2%</b>	<b>(5,508)</b>	<b>91</b>	<b>1.7%</b>	
<b>(8,481)</b>	<b>(9,729)</b>	<b>1,248</b>	<b>12.8%</b>	<b>(9,115)</b>	<b>634</b>	<b>7.0%</b>	

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CURRENT MONTH							Crown Melbourne Monthly Performance Review							YEAR TO DATE						
Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %	Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %	Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %			
<b>6.5 TOTAL HOTEL OPERATIONS</b>							<b>Period 12, F18</b>													
3,497	3,055	442	14.5%	3,232	265	8.2%	Crown Towers Contribution	45,566	42,688	2,878	6.7%	43,503	2,063	4.7%	45,566	42,688	2,878	6.7%		
1,925	1,902	23	1.2%	1,580	345	21.8%	Crown Promenade Contribution	23,634	24,897	(1,262)	(5.1%)	22,906	729	3.2%	23,634	24,897	(1,262)	(5.1%)		
2,837	3,046	(208)	(6.8%)	2,330	508	21.8%	Crown Metropol Contribution	37,151	40,001	(2,849)	(7.1%)	36,842	309	0.8%	37,151	40,001	(2,849)	(7.1%)		
(258)	(822)	564	68.6%	(823)	565	68.7%	Hotel Services Cost	(8,481)	(9,729)	1,248	12.8%	(9,115)	634	7.0%	(8,481)	(9,729)	1,248	12.8%		
<b>8,002</b>	<b>7,181</b>	<b>821</b>	<b>11.4%</b>	<b>6,319</b>	<b>1,683</b>	<b>26.6%</b>	<b>Net Contribution</b>	<b>97,870</b>	<b>97,856</b>	<b>14</b>	<b>0.0%</b>	<b>94,136</b>	<b>3,734</b>	<b>4.0%</b>	<b>97,870</b>	<b>97,856</b>	<b>14</b>	<b>0.0%</b>		
<b>Key Financial Performance Indicators</b>							<b>Key Financial Performance Indicators</b>													
34,767	36,027	(1,260)	(3.5%)	33,410	1,357	4.1%	Occupied Room Nights - Non Gaming	433,875	449,867	(15,992)	(3.6%)	436,540	(2,665)	(0.6%)	433,875	449,867	(15,992)	(3.6%)		
8,795	8,070	725	9.0%	8,721	74	0.8%	Occupied Room Nights - Gaming	117,041	103,342	13,699	13.3%	109,092	7,949	7.3%	117,041	103,342	13,699	13.3%		
43,562	44,097	(535)	(1.2%)	42,131	1,431	3.4%	Occupied Room Nights - Total	550,916	553,209	(2,293)	(0.4%)	545,632	5,284	1.0%	550,916	553,209	(2,293)	(0.4%)		
90.8%	91.6%	(0.8%)	(0.9%)	87.7%	3.1%	3.1%	Occupancy Rate % (available rooms)	94.2%	94.5%	(0.3%)	93.4%	0.8%	0.8%	94.2%	94.5%	(0.3%)	(0.3%)			
<b>90.5%</b>	<b>91.6%</b>	<b>(1.1%)</b>	<b>(1.1%)</b>	<b>87.6%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>Occupancy Rate % (physical rooms)</b>	<b>94.1%</b>	<b>94.5%</b>	<b>(0.4%)</b>	<b>93.2%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>94.1%</b>	<b>94.5%</b>	<b>(0.4%)</b>	<b>(0.4%)</b>			
\$285.82	\$296.94	(\$11.11)	(3.7%)	\$289.44	(\$3.62)	(1.2%)	Average Room Rate (Non Gaming)	\$310.33	\$313.15	(\$2.82)	(0.9%)	\$304.92	\$5.41	1.8%	\$310.33	\$313.15	(\$2.82)	(0.9%)		
\$297.79	\$304.12	(\$6.32)	(2.1%)	\$267.00	\$30.79	11.5%	Average Room Rate (Gaming)	\$304.74	\$321.68	(\$16.94)	(5.3%)	\$310.40	(\$5.66)	(1.8%)	\$304.74	\$321.68	(\$16.94)	(5.3%)		
<b>\$288.24</b>	<b>\$298.25</b>	<b>(\$10.01)</b>	<b>(3.4%)</b>	<b>\$284.80</b>	<b>\$3.44</b>	<b>1.2%</b>	<b>Average Room Rate (Total)</b>	<b>\$309.15</b>	<b>\$314.75</b>	<b>(\$5.60)</b>	<b>(1.8%)</b>	<b>\$306.02</b>	<b>\$3.13</b>	<b>1.0%</b>	<b>\$309.15</b>	<b>\$314.75</b>	<b>(\$5.60)</b>	<b>(1.8%)</b>		
\$287	\$287	(\$0)	(0.1%)	\$265	\$22	8.3%	Revenue Per Available Room	\$302	\$309	(\$7)	(2.2%)	\$299	\$3	0.9%	\$302	\$309	(\$7)	(2.2%)		
26.3%	25.8%	(0.5%)	(0.5%)	27.3%	0.9%	0.9%	Payroll % Revenue	25.2%	24.5%	(0.7%)	24.9%	(0.3%)	(0.3%)	25.2%	24.5%	(0.7%)	(0.7%)			
\$83	\$81	(\$2)	(2.9%)	\$82	(\$1)	(1.1%)	Payroll Cost Per Room Night	\$81	\$80	(\$1)	(0.8%)	\$80	(\$1)	(1.3%)	\$81	\$80	(\$1)	(0.8%)		
55.0%	49.4%	5.6%	46.8%	8.2%	8.2%	8.2%	Contribution Margin %	52.5%	51.6%	0.9%	51.0%	1.5%	1.5%	52.5%	51.6%	0.9%	0.9%			

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CURRENT MONTH						
Actual Jun 18	Budget Jun 18	Variance F/(U)	%	Actual Jun 17	Variance F/(U)	Variance F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**Crown Melbourne**  
**Monthly Performance Review**  
**Period 12, F18**

YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance F/(U)	%	Actual Jun 17	Variance F/(U)	Variance F/(U)
\$'000	\$'000	\$'000	%	\$'000	\$'000	%

**7. OTHER NON-GAMING OPERATIONS**

68	35	33	95.2%	39	29	73.6%
52	46	(6)	(13.9%)	44	(8)	(18.7%)
29	16	(14)	(88.8%)	23	(6)	(26.7%)
83	91	7	8.0%	94	11	11.4%
<b>(97)</b>	<b>(117)</b>	<b>20</b>	<b>17.0%</b>	<b>(122)</b>	<b>25</b>	<b>20.4%</b>

<b>Crown Retail</b>							
Revenue	895	563	332	58.9%	530	365	69.0%
Labour	639	578	(61)	(10.5%)	572	(67)	(11.7%)
Cost of Sales	499	296	(202)	(68.4%)	304	(194)	(63.9%)
Other Expenses	1 972	2 213	240	10.9%	1 846	(126)	(6.8%)
<b>Net Contribution</b>	<b>(2,214)</b>	<b>(2,523)</b>	<b>309</b>	<b>12.2%</b>	<b>(2,193)</b>	<b>(22)</b>	<b>(1.0%)</b>

<b>Tenancies</b>							
<b>Revenue</b>							
ATMs	4,790	4,858	(68)	(1.4%)	4,664	125	2.7%
Cinemas / Entertainment	3,391	3,642	(251)	(6.9%)	2,815	576	20.4%
General Merchandise	0	0	0	N/A	0	0	N/A
General / Youth Fashion	0	0	0	N/A	0	0	N/A
Luxury Fashion	7,746	7,157	589	8.2%	6,807	939	13.8%
Fast Food / Snacks	6,962	7,121	(159)	(2.2%)	6,853	110	1.6%
Restaurants - Tenants	7,924	8,578	(654)	(7.6%)	6,977	947	13.6%
Lifestyle Precinct	1,697	2,598	(901)	(34.7%)	2,361	(664)	(28.1%)
Wagering	1,461	1,716	(255)	(14.8%)	1,726	(265)	(15.3%)
Expense Recovery	1,764	1,559	206	13.2%	1,500	265	17.6%
Rental Discount	0	0	0	N/A	0	0	N/A
Sundry Revenue	2,041	1,368	674	49.3%	1,544	497	32.2%
<b>Total Revenue</b>	<b>37,777</b>	<b>38,596</b>	<b>(819)</b>	<b>(2.1%)</b>	<b>35,248</b>	<b>2,529</b>	<b>7.2%</b>
Labour	473	518	45	8.6%	487	14	2.8%
Marketing	821	908	87	9.5%	800	(21)	(2.7%)
Other Expenses	2 059	2 214	155	7.0%	1 497	(563)	(37.6%)
<b>Net Contribution</b>	<b>34,423</b>	<b>34,956</b>	<b>(533)</b>	<b>(1.5%)</b>	<b>32,464</b>	<b>1,959</b>	<b>6.0%</b>

407	399	8	2.1%	377	30	8.1%
374	355	19	5.4%	283	91	32.1%
0	0	0	N/A	0	0	N/A
0	0	0	N/A	0	0	N/A
553	510	43	8.4%	556	(3)	(0.5%)
579	591	(11)	(1.9%)	563	17	2.9%
553	678	(125)	(18.5%)	379	174	45.9%
137	245	(108)	(44.2%)	214	(77)	(35.9%)
122	129	(7)	(5.1%)	145	(23)	(15.6%)
136	132	5	3.5%	121	15	12.7%
0	0	0	N/A	0	0	N/A
124	107	16	15.3%	100	23	23.1%
<b>2,986</b>	<b>3,146</b>	<b>(160)</b>	<b>(5.1%)</b>	<b>2,738</b>	<b>248</b>	<b>9.1%</b>
33	43	10	22.6%	45	12	25.9%
27	40	12	30.4%	34	7	19.5%
195	183	(12)	(6.5%)	113	(82)	(72.2%)
<b>2,730</b>	<b>2,880</b>	<b>(150)</b>	<b>(5.2%)</b>	<b>2,546</b>	<b>185</b>	<b>7.3%</b>

<b>Key Financial Performance Indicators</b>							
<b>Revenue per Square Metre</b>							
Cinemas / Entertainment	\$20.68	\$23.90	(\$3.22)	(13.5%)	\$18.48	\$2.20	11.9%
General Merchandise	\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	N/A
General / Youth Fashion	\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	N/A
Luxury Fashion	\$200.73	\$185.46	\$15.26	8.2%	\$176.41	\$24.32	13.8%
Fast Food / Snacks	\$320.68	\$327.99	(\$7.32)	(2.2%)	\$315.62	\$5.05	1.6%
Restaurants	\$126.85	\$137.33	(\$10.47)	(7.6%)	\$111.69	\$15.16	13.6%
Lifestyle Precinct	\$31.13	\$65.85	(\$34.72)	(52.7%)	\$43.02	(\$11.90)	(27.6%)
Wagering	\$1,217.72	\$1,430.00	(\$212.28)	(14.8%)	\$1,438.50	(\$220.78)	(15.3%)
Total Tenancies	\$110.31	\$122.23	(\$11.91)	(9.7%)	\$106.42	\$3.89	3.7%

\$27.39	\$27.96	(\$0.57)	(2.0%)	\$22.32	\$5.07	22.7%
\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	N/A
\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	N/A
\$172.02	\$158.63	\$13.39	8.4%	\$172.85	(\$0.83)	(0.5%)
\$320.21	\$326.40	(\$6.19)	(1.9%)	\$311.06	\$9.15	2.9%
\$106.23	\$130.29	(\$24.06)	(18.5%)	\$72.83	\$33.40	45.9%
\$30.53	\$74.63	(\$44.10)	(59.1%)	\$46.71	(\$16.18)	(34.6%)
\$1,224.43	\$1,290.16	(\$65.73)	(5.1%)	\$1,450.59	(\$226.17)	(15.6%)
\$104.84	\$119.54	(\$14.70)	(12.3%)	\$99.19	\$5.65	5.7%

\$20.68	\$23.90	(\$3.22)	(13.5%)	\$18.48	\$2.20	11.9%
\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	N/A
\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	N/A
\$200.73	\$185.46	\$15.26	8.2%	\$176.41	\$24.32	13.8%
\$320.68	\$327.99	(\$7.32)	(2.2%)	\$315.62	\$5.05	1.6%
\$126.85	\$137.33	(\$10.47)	(7.6%)	\$111.69	\$15.16	13.6%
\$31.13	\$65.85	(\$34.72)	(52.7%)	\$43.02	(\$11.90)	(27.6%)
\$1,217.72	\$1,430.00	(\$212.28)	(14.8%)	\$1,438.50	(\$220.78)	(15.3%)
\$110.31	\$122.23	(\$11.91)	(9.7%)	\$106.42	\$3.89	3.7%

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		CURRENT MONTH					
Actual Jun 18	Budget Jun 18	F/(U)	Variance	Actual Jun 17	F/(U)	Variance	
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	

**Crown Melbourne**  
**Monthly Performance Review**  
**Period 12, F18**

		YEAR TO DATE					
Actual Jun 18	Budget Jun 18	F/(U)	Variance	Actual Jun 17	F/(U)	Variance	
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	

**7. OTHER NON-GAMING OPERATIONS (Continued)**

1,743	1,707	36	2.1%	1,490	253	17.0%
229	241	12	5.0%	45	(184)	(404.0%)
187	179	(8)	(4.2%)	(277)	(464)	(167.6%)
<b>1,327</b>	<b>1,286</b>	<b>41</b>	<b>3.2%</b>	<b>1,721</b>	<b>(394)</b>	<b>(22.9%)</b>

**Carpark Operations**

20,660	20,062	598	3.0%	20,032	627	3.1%
2,556	2,869	312	10.9%	2,571	15	0.6%
2,456	2,362	(95)	(4.0%)	3,287	831	25.3%
<b>15,648</b>	<b>14,831</b>	<b>816</b>	<b>5.5%</b>	<b>14,174</b>	<b>1,473</b>	<b>10.4%</b>

**Key Financial Performance Indicators**

		CURRENT MONTH					
Actual Jun 18	Budget Jun 18	F/(U)	Variance	Actual Jun 17	F/(U)	Variance	
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	
78,220	82,645	(4,425)	(5.4%)	74,296	3,924	5.3%	
57,333	59,383	(2,050)	(3.5%)	82,624	(25,291)	(30.6%)	
6,014	6,774	(760)	(11.2%)	6,089	(75)	(1.2%)	
8,560	10,598	(2,038)	(19.2%)	9,341	(781)	(8.4%)	
6,089	8,256	(2,167)	(26.2%)	6,448	(359)	(5.6%)	
103,600	106,614	(3,014)	(2.8%)	102,136	1,464	1.4%	
<b>259,816</b>	<b>274,270</b>	<b>(14,454)</b>	<b>(5.3%)</b>	<b>280,934</b>	<b>(21,118)</b>	<b>(7.5%)</b>	
\$6.71	\$6.22	\$0.49	7.8%	\$5.30	\$1.41	26.5%	

**Cars Parked Multi level**

962,612	1,009,650	(47,038)	(4.7%)	982,110	(19,497)	(2.0%)
717,636	731,055	(13,419)	(1.8%)	756,514	(38,878)	(5.1%)
69,734	75,920	(6,186)	(8.1%)	73,589	(3,855)	(5.2%)
108,625	123,958	(15,333)	(12.4%)	122,259	(13,634)	(11.2%)
80,215	111,866	(31,651)	(28.3%)	97,053	(16,838)	(17.3%)
1,279,657	1,324,980	(45,323)	(3.4%)	1,348,286	(68,629)	(5.1%)
<b>3,218,479</b>	<b>3,377,429</b>	<b>(158,950)</b>	<b>(4.7%)</b>	<b>3,379,811</b>	<b>(161,332)</b>	<b>(4.8%)</b>
\$6.42	\$5.94	\$0.48	8.1%	\$5.93	\$0.49	8.3%

**Crown College International**

95	0	(95)	N/A	0	(95)	N/A
(46)	0	46	N/A	0	46	N/A
(120)	0	120	N/A	0	120	N/A
<b>(71)</b>	<b>0</b>	<b>71</b>	<b>N/A</b>	<b>0</b>	<b>71</b>	<b>N/A</b>

476	0	(476)	N/A	0	(476)	N/A
(489)	0	489	N/A	0	489	N/A
(488)	0	488	N/A	0	488	N/A
<b>(501)</b>	<b>0</b>	<b>501</b>	<b>N/A</b>	<b>0</b>	<b>501</b>	<b>N/A</b>

**Other Non Gaming Operations**

(97)	(117)	20	17.0%	(122)	25	20.4%
2,730	2,880	(150)	(5.2%)	2,546	185	7.3%
1,327	1,296	41	3.2%	1,721	(394)	(22.9%)
(71)	0	71	N/A	0	(71)	N/A
<b>3,889</b>	<b>4,049</b>	<b>(160)</b>	<b>(4.0%)</b>	<b>4,144</b>	<b>(256)</b>	<b>(6.2%)</b>

(2,214)	(2,523)	309	12.2%	(2,193)	(22)	(1.0%)
34,423	34,956	(533)	(1.5%)	32,464	1,959	6.0%
15,648	14,831	816	5.5%	14,174	1,473	10.4%
(501)	0	(501)	N/A	0	(501)	N/A
<b>47,356</b>	<b>47,264</b>	<b>92</b>	<b>0.2%</b>	<b>44,446</b>	<b>2,909</b>	<b>6.5%</b>

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		CURRENT MONTH					
Actual Jun 18	Budget Jun 18	Variance		Actual Jun 17	Variance		
\$'000	\$'000	F/(U)	F/(U)	\$'000	F/(U)	F/(U)	
		\$'000	%	\$'000	\$'000	%	
225	148	(77)	(52.4%)	320	95	29.7%	
1,437	924	(514)	(55.6%)	1,110	(328)	(29.5%)	
385	33	(352)	(1,060.8%)	38	(347)	(918.7%)	
2,047	1,104	(943)	(85.4%)	1,467	(580)	(39.5%)	
(191)	(7)	83	1,128.9%	(38)	52	137.2%	
<b>1,957</b>	<b>1,097</b>	<b>(860)</b>	<b>(78.4%)</b>	<b>1,429</b>	<b>(528)</b>	<b>(36.9%)</b>	
710	713	3	0.5%	103	(606)	(587.6%)	
(263)	612	876	143.0%	614	877	142.9%	
(805)	189	994	525.9%	342	1,148	335.2%	
(359)	1,514	1,873	123.7%	1,059	1,418	133.9%	
(2,606)	(2,399)	219	9.2%	(1,575)	1,029	65.2%	
<b>(2,967)</b>	<b>(874)</b>	<b>2,092</b>	<b>239.3%</b>	<b>(519)</b>	<b>2,448</b>	<b>471.5%</b>	
0	0	0	N/A	94	94	100.0%	
1,129	780	(349)	(44.7%)	747	(383)	(51.2%)	
221	143	(78)	(54.5%)	188	(33)	(17.5%)	
1,350	923	(427)	(46.2%)	1,029	(321)	(31.2%)	
179	(20)	(199)	(996.1%)	(544)	(723)	(132.9%)	
<b>1,529</b>	<b>903</b>	<b>(626)</b>	<b>(69.3%)</b>	<b>485</b>	<b>(1,045)</b>	<b>(215.4%)</b>	
<b>519</b>	<b>1,126</b>	<b>607</b>	<b>53.9%</b>	<b>1,395</b>	<b>875</b>	<b>62.8%</b>	
8	0	(8)	N/A	59	51	86.5%	
280	253	(27)	(10.7%)	428	148	34.6%	
29	36	7	18.7%	48	18	38.3%	
318	289	(28)	(8.8%)	535	218	40.7%	
15	0	(15)	N/A	(257)	(272)	(105.8%)	
333	289	(43)	(15.0%)	278	(54)	(19.4%)	
519	1,126	607	53.9%	1,395	875	62.8%	
333	289	(43)	(15.0%)	278	(54)	(19.4%)	
<b>852</b>	<b>1,415</b>	<b>563</b>	<b>39.8%</b>	<b>1,673</b>	<b>821</b>	<b>49.1%</b>	
3,267	3,812	544	14.3%	4,071	804	19.7%	
0	0	0	N/A	(27)	(27)	(100.0%)	
(49)	(7)	42	569.4%	(47)	2	4.7%	
3,218	3,804	586	15.4%	3,997	779	19.5%	
(2,366)	(2,389)	(23)	(1.0%)	(2,324)	42	1.8%	
<b>852</b>	<b>1,415</b>	<b>563</b>	<b>39.8%</b>	<b>1,673</b>	<b>821</b>	<b>49.1%</b>	

**Crown Melbourne**  
**Monthly Performance Review**  
**Period 12, F18**  
**8. MARKETING & ENTERTAINMENT**

		YEAR TO DATE					
Actual Jun 18	Budget Jun 18	Variance		Actual Jun 17	Variance		
\$'000	\$'000	F/(U)	F/(U)	\$'000	F/(U)	F/(U)	
		\$'000	%	\$'000	\$'000	%	
2,415	1,771	(644)	(36.3%)	3,697	1,282	34.7%	
12,846	13,900	1,054	7.6%	14,299	1,453	10.2%	
1,385	419	(967)	(230.9%)	580	(805)	(138.9%)	
16,646	16,090	(556)	(3.5%)	18,576	1,929	10.4%	
(414)	(259)	155	59.8%	(303)	111	36.8%	
<b>16,232</b>	<b>15,831</b>	<b>(401)</b>	<b>(2.5%)</b>	<b>18,273</b>	<b>2,041</b>	<b>11.2%</b>	
7,910	8,555	645	7.5%	5,624	(2,287)	(40.7%)	
8,977	10,553	1,576	14.9%	8,905	(72)	(0.8%)	
971	2,412	1,441	59.7%	3,518	2,547	72.4%	
17,859	21,520	3,661	17.0%	18,047	189	1.0%	
(36,891)	(35,801)	1,090	3.0%	(22,001)	14,890	67.7%	
<b>(19,033)</b>	<b>(14,281)</b>	<b>4,751</b>	<b>33.3%</b>	<b>(3,954)</b>	<b>15,079</b>	<b>381.4%</b>	
2	0	(2)	N/A	1,120	1,119	99.9%	
14,159	12,423	(1,737)	(14.0%)	13,699	(460)	(3.4%)	
6,448	3,419	(3,029)	(88.6%)	4,390	(2,058)	(46.9%)	
20,609	15,842	(4,767)	(30.1%)	19,209	(1,400)	(7.3%)	
(1,909)	(700)	1,209	172.7%	(11,056)	(9,146)	(82.7%)	
<b>18,700</b>	<b>15,142</b>	<b>(3,558)</b>	<b>(23.5%)</b>	<b>8,153</b>	<b>(10,547)</b>	<b>(129.4%)</b>	
<b>15,899</b>	<b>16,691</b>	<b>792</b>	<b>4.7%</b>	<b>22,472</b>	<b>6,573</b>	<b>29.3%</b>	
21	0	(21)	N/A	533	512	96.0%	
3,805	3,559	(246)	(6.9%)	3,487	(317)	(9.1%)	
407	403	(4)	(0.9%)	362	(45)	(12.3%)	
4,233	3,962	(271)	(6.8%)	4,383	150	3.4%	
0	0	0	N/A	(3,324)	(3,324)	(100.0%)	
<b>4,233</b>	<b>3,962</b>	<b>(271)</b>	<b>(6.8%)</b>	<b>1,058</b>	<b>(3,174)</b>	<b>(299.9%)</b>	
15,899	16,691	792	4.7%	22,472	6,573	29.3%	
4,233	3,962	(271)	(6.8%)	1,058	(3,174)	(299.9%)	
<b>20,132</b>	<b>20,653</b>	<b>522</b>	<b>2.5%</b>	<b>23,531</b>	<b>3,399</b>	<b>14.4%</b>	
57,222	56,714	(508)	(0.9%)	59,125	1,903	3.2%	
(208)	0	208	N/A	(434)	(226)	(52.0%)	
(306)	(259)	47	18.2%	(512)	(205)	(40.1%)	
56,707	56,455	(252)	(0.4%)	58,178	1,471	2.5%	
(36,575)	(35,801)	774	2.2%	(34,648)	1,927	5.6%	
<b>20,132</b>	<b>20,653</b>	<b>522</b>	<b>2.5%</b>	<b>23,531</b>	<b>3,399</b>	<b>14.4%</b>	

2.1

Crown Melbourne Monthly Performance Review							YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance		Actual Jun 17	Variance	Variance	Actual Jun 18	Budget Jun 18	Variance		Actual Jun 17	Variance	Variance
\$'000	\$'000	F/(U)	F/(U)	\$'000	F/(U)	%	\$'000	\$'000	F/(U)	F/(U)	\$'000	F/(U)	%
		\$'000	%	\$'000	\$'000	%			\$'000	%		\$'000	%
2,342	2,426	85	3.5%	2,352	10	0.4%	28,970	29,128	158	0.5%	27,640	(1,330)	(4.8%)
513	461	(52)	(11.3%)	505	(8)	(1.6%)	5,641	5,558	(82)	(1.5%)	5,288	(353)	(6.7%)
2,854	2,887	33	1.1%	2,857	3	0.1%	34,610	34,687	76	0.2%	32,927	(1,683)	(5.1%)
(1,859)	(1,872)	(13)	(0.7%)	(1,766)	94	5.3%	(22,190)	(22,246)	(56)	(0.3%)	(20,845)	1,344	6.4%
<b>995</b>	<b>1,015</b>	<b>20</b>	<b>2.0%</b>	<b>1,091</b>	<b>96</b>	<b>8.8%</b>	<b>12,421</b>	<b>12,441</b>	<b>20</b>	<b>0.2%</b>	<b>12,082</b>	<b>(339)</b>	<b>(2.8%)</b>
1,182	1,152	(31)	(2.7%)	1,104	(78)	(7.1%)	14,048	13,727	(321)	(2.3%)	13,442	(606)	(4.5%)
1,898	1,959	62	3.1%	1,757	(140)	(8.0%)	23,673	23,535	(139)	(0.6%)	22,662	(1,011)	(4.5%)
3,080	3,111	31	1.0%	2,862	(218)	(7.6%)	37,721	37,261	(460)	(1.2%)	36,104	(1,617)	(4.5%)
(579)	(689)	(109)	(15.9%)	(536)	44	8.2%	(7,518)	(8,263)	(745)	(9.0%)	(7,978)	(460)	(5.8%)
<b>2,501</b>	<b>2,422</b>	<b>(78)</b>	<b>(3.2%)</b>	<b>2,326</b>	<b>(175)</b>	<b>(7.5%)</b>	<b>30,203</b>	<b>28,998</b>	<b>(1,205)</b>	<b>(4.2%)</b>	<b>28,126</b>	<b>(2,077)</b>	<b>(7.4%)</b>
(303)	(402)	(99)	(24.6%)	(383)	(80)	(20.9%)	(5,208)	(4,823)	385	8.0%	(4,760)	448	9.4%
<b>2,198</b>	<b>2,021</b>	<b>(177)</b>	<b>(8.8%)</b>	<b>1,943</b>	<b>(255)</b>	<b>(13.1%)</b>	<b>24,996</b>	<b>24,176</b>	<b>(820)</b>	<b>(3.4%)</b>	<b>23,366</b>	<b>(1,630)</b>	<b>(7.0%)</b>
868	1,427	559	39.2%	969	101	10.4%	16,807	17,586	779	4.4%	9,888	(6,919)	(70.0%)
149	669	520	77.7%	410	261	63.6%	4,448	5,371	923	17.2%	2,969	(1,480)	(49.8%)
57	302	245	81.2%	125	68	54.3%	4,704	5,517	814	14.8%	4,847	144	3.0%
(175)	(112)	63	56.3%	(196)	(20)	(10.5%)	(1,930)	(1,345)	586	43.6%	(1,581)	349	22.1%
<b>899</b>	<b>2,286</b>	<b>1,387</b>	<b>60.7%</b>	<b>1,308</b>	<b>409</b>	<b>31.3%</b>	<b>24,028</b>	<b>27,130</b>	<b>3,102</b>	<b>11.4%</b>	<b>16,123</b>	<b>(7,905)</b>	<b>(49.0%)</b>
164	165	1	0.3%	146	(18)	(12.7%)	1,851	1,958	107	5.5%	1,817	(34)	(1.9%)
12	12	(1)	(4.5%)	22	9	43.3%	93	160	67	41.9%	282	189	67.0%
<b>176</b>	<b>176</b>	<b>0</b>	<b>0.0%</b>	<b>167</b>	<b>(9)</b>	<b>(5.4%)</b>	<b>1,944</b>	<b>2,118</b>	<b>174</b>	<b>8.2%</b>	<b>2,099</b>	<b>155</b>	<b>7.4%</b>
2	2	0	1.4%	2	(0)	(14.7%)	21	23	1	5.5%	21	(0)	(0.5%)
144	169	25	14.8%	103	(41)	(40.3%)	1,983	2,032	49	2.4%	1,889	(94)	(5.0%)
<b>146</b>	<b>171</b>	<b>25</b>	<b>14.6%</b>	<b>104</b>	<b>(42)</b>	<b>(39.9%)</b>	<b>2,004</b>	<b>2,054</b>	<b>50</b>	<b>2.4%</b>	<b>1,910</b>	<b>(94)</b>	<b>(4.9%)</b>
146	138	(9)	(6.3%)	141	(5)	(3.4%)	1,802	1,786	(16)	(0.9%)	1,789	(13)	(0.7%)
(1)	15	16	108.3%	26	27	104.8%	263	179	(85)	(47.4%)	239	(25)	(10.4%)
145	153	8	4.9%	167	22	13.2%	2,065	1,965	(100)	(5.1%)	2,028	(38)	(1.9%)
(66)	(73)	(8)	(10.2%)	(79)	(13)	(16.7%)	(1,028)	(952)	76	8.0%	(1,048)	(20)	(1.9%)
<b>79</b>	<b>79</b>	<b>0</b>	<b>0.0%</b>	<b>88</b>	<b>9</b>	<b>10.1%</b>	<b>1,037</b>	<b>1,013</b>	<b>(24)</b>	<b>(2.4%)</b>	<b>979</b>	<b>(58)</b>	<b>(5.9%)</b>
75	91	16	17.3%	86	11	12.5%	802	1,089	287	26.4%	984	183	18.6%
(0)	0	0	N/A	0	0	136.1%	1	0	(1)	N/A	1	1	47.9%
75	91	16	17.4%	86	11	13.0%	802	1,089	286	26.3%	985	183	18.6%
(75)	(91)	(16)	(17.3%)	(86)	(11)	(12.5%)	(802)	(1,089)	(286)	(26.3%)	(984)	(182)	(18.5%)
<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>136.1%</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>N/A</b>	<b>1</b>	<b>1</b>	<b>94.7%</b>
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A
<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
7,375	8,874	1,499	16.9%	7,551	175	2.3%	103,176	106,304	3,128	2.9%	92,176	(10,999)	(11.9%)
(2,579)	(2,725)	(145)	(5.3%)	(2,466)	113	4.6%	(31,538)	(32,549)	(1,011)	(3.1%)	(30,856)	692	2.2%
<b>4,493</b>	<b>5,748</b>	<b>1,255</b>	<b>21.8%</b>	<b>4,702</b>	<b>209</b>	<b>4.4%</b>	<b>66,430</b>	<b>68,932</b>	<b>2,502</b>	<b>3.6%</b>	<b>56,560</b>	<b>(9,870)</b>	<b>(17.5%)</b>

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Crown Melbourne Monthly Performance Review Period 12, F18						
CURRENT MONTH						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%
335	321	(14)	(4.4%)	323	(12)	(3.7%)
57	38	(19)	(52.3%)	51	(7)	(13.4%)
<b>392</b>	<b>358</b>	<b>(34)</b>	<b>(9.5%)</b>	<b>374</b>	<b>(19)</b>	<b>(5.0%)</b>
2,670	2,402	(268)	(11.1%)	2,288	(382)	(16.7%)
(59)	82	141	171.2%	86	144	168.5%
2,611	2,484	(127)	(5.1%)	2,374	(237)	(10.0%)
(208)	(181)	27	14.9%	(190)	18	9.2%
<b>2,403</b>	<b>2,303</b>	<b>(100)</b>	<b>(4.3%)</b>	<b>2,184</b>	<b>(220)</b>	<b>(10.1%)</b>
(94)	(143)	(48)	(34.0%)	(143)	(48)	(34.0%)
2,029	1,527	(502)	(32.9%)	1,718	(311)	(18.1%)
743	463	(280)	(60.6%)	263	(480)	(182.4%)
2,578	1,847	(631)	(45.0%)	1,639	(639)	(45.6%)
(1,226)	(333)	893	267.8%	(503)	723	143.6%
<b>1,452</b>	<b>1,514</b>	<b>62</b>	<b>4.1%</b>	<b>1,335</b>	<b>(116)</b>	<b>(8.7%)</b>
(4)	(4)	0	0.0%	(26)	(21)	(82.9%)
688	635	(53)	(8.3%)	638	(51)	(7.9%)
102	107	5	4.7%	99	(4)	(3.6%)
786	738	(48)	(6.5%)	710	(75)	(10.6%)
(125)	(135)	(9)	(6.9%)	(80)	45	56.1%
<b>660</b>	<b>603</b>	<b>(57)</b>	<b>(9.5%)</b>	<b>630</b>	<b>(30)</b>	<b>(4.8%)</b>
(87)	(83)	4	5.1%	(116)	(29)	(24.6%)
858	1,151	293	25.4%	665	(193)	(29.1%)
63	60	(3)	(4.2%)	161	98	60.9%
<b>834</b>	<b>1,128</b>	<b>294</b>	<b>26.1%</b>	<b>710</b>	<b>(124)</b>	<b>(17.4%)</b>
516	466	(50)	(10.8%)	444	(72)	(16.3%)
8	70	62	88.4%	91	83	91.2%
<b>524</b>	<b>535</b>	<b>11</b>	<b>2.1%</b>	<b>535</b>	<b>11</b>	<b>2.0%</b>
459	462	3	0.7%	422	(37)	(8.9%)
72	57	(15)	(25.8%)	120	48	40.0%
<b>531</b>	<b>519</b>	<b>(11)</b>	<b>(2.2%)</b>	<b>541</b>	<b>10</b>	<b>1.9%</b>
286	282	(4)	(1.4%)	356	70	19.7%
(5)	19	24	127.0%	1	6	671.5%
<b>281</b>	<b>301</b>	<b>20</b>	<b>6.6%</b>	<b>357</b>	<b>76</b>	<b>21.4%</b>
558	174	(384)	(220.5%)	87	(472)	(544.4%)
127	139	11	8.1%	148	21	14.0%
<b>686</b>	<b>313</b>	<b>(373)</b>	<b>(119.2%)</b>	<b>235</b>	<b>(451)</b>	<b>(192.1%)</b>
<b>7,763</b>	<b>7,576</b>	<b>(188)</b>	<b>(2.5%)</b>	<b>6,901</b>	<b>(863)</b>	<b>(12.5%)</b>

Crown Melbourne Monthly Performance Review Period 12, F18						
YEAR TO DATE						
Actual Jun 18	Budget Jun 18	Variance F/(U)	F/(U) %	Actual Jun 17	Variance F/(U)	Variance F/(U) %
\$'000	\$'000	\$'000	%	\$'000	\$'000	%
3,820	3,799	(21)	(0.6%)	3,948	128	3.2%
335	403	68	16.9%	363	27	7.5%
<b>4,156</b>	<b>4,202</b>	<b>47</b>	<b>1.1%</b>	<b>4,311</b>	<b>155</b>	<b>3.6%</b>
30,992	29,117	(1,875)	(6.4%)	28,362	(2,630)	(9.3%)
691	1,138	447	39.2%	829	137	16.6%
31,683	30,255	(1,428)	(4.7%)	29,191	(2,492)	(8.5%)
(2,813)	(2,457)	356	14.5%	(2,432)	382	15.7%
<b>28,870</b>	<b>27,798</b>	<b>(1,072)</b>	<b>(3.9%)</b>	<b>26,759</b>	<b>(2,111)</b>	<b>(7.9%)</b>
(1,922)	(1,710)	212	12.4%	(1,624)	298	18.3%
19,415	18,010	(1,405)	(7.8%)	22,787	3,372	14.8%
7,134	5,201	(1,932)	(37.2%)	5,427	(1,707)	(31.5%)
24,627	21,501	(3,126)	(14.5%)	26,590	1,963	7.4%
(6,205)	(4,000)	2,205	55.1%	(11,725)	(5,520)	(47.1%)
<b>18,422</b>	<b>17,501</b>	<b>(921)</b>	<b>(5.3%)</b>	<b>14,865</b>	<b>(3,557)</b>	<b>(23.9%)</b>
(53)	(53)	0	0.0%	(308)	(255)	(82.9%)
8,005	7,656	(349)	(4.6%)	8,038	33	0.4%
1,700	1,679	(22)	(1.3%)	1,387	(313)	(22.6%)
9,653	9,282	(371)	(4.0%)	9,118	(535)	(5.9%)
(1,639)	(1,929)	(289)	(15.0%)	(1,578)	61	3.9%
<b>8,013</b>	<b>7,354</b>	<b>(660)</b>	<b>(9.0%)</b>	<b>7,540</b>	<b>(474)</b>	<b>(6.3%)</b>
(1,062)	(998)	64	6.4%	(1,582)	(520)	(32.9%)
13,494	14,206	712	5.0%	13,682	187	1.4%
811	747	(64)	(8.6%)	818	7	0.8%
<b>13,244</b>	<b>13,955</b>	<b>712</b>	<b>5.1%</b>	<b>12,918</b>	<b>(326)</b>	<b>(2.5%)</b>
5,610	5,616	6	0.1%	5,522	(88)	(1.6%)
795	859	64	7.5%	851	56	6.6%
<b>6,405</b>	<b>6,475</b>	<b>71</b>	<b>1.1%</b>	<b>6,372</b>	<b>(32)</b>	<b>(0.5%)</b>
5,716	5,645	(70)	(1.2%)	5,576	(139)	(2.5%)
715	706	(10)	(1.4%)	586	(129)	(22.1%)
<b>6,431</b>	<b>6,351</b>	<b>(80)</b>	<b>(1.3%)</b>	<b>6,162</b>	<b>(269)</b>	<b>(4.4%)</b>
3,505	3,462	(42)	(1.2%)	3,284	(220)	(6.7%)
142	226	83	36.9%	200	57	28.8%
<b>3,647</b>	<b>3,688</b>	<b>41</b>	<b>1.1%</b>	<b>3,484</b>	<b>(163)</b>	<b>(4.7%)</b>
2,820	2,080	(740)	(35.6%)	2,656	(164)	(6.2%)
862	1,148	285	24.9%	1,118	255	22.8%
<b>3,682</b>	<b>3,227</b>	<b>(455)</b>	<b>(14.1%)</b>	<b>3,773</b>	<b>91</b>	<b>2.4%</b>
<b>92,870</b>	<b>90,553</b>	<b>(2,317)</b>	<b>(2.6%)</b>	<b>86,185</b>	<b>(6,685)</b>	<b>(7.8%)</b>

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		CURRENT MONTH				Crown Melbourne Monthly Performance Review					YEAR TO DATE			
Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %	Period 12, F18	Actual Jun 18 \$'000	Budget Jun 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jun 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %
							<b>11. OTHER COSTS</b>							
183	181	(2)	(0.9%)	32	(151)	(468.1%)	Executive Office Management Labour	2,326	2,178	(149)	(6.8%)	1,819	(507)	(27.9%)
0	0	0	N/A	0	0	N/A	Executive Office Allocations	0	0	0	N/A	0	0	N/A
22	27	5	16.9%	58	35	61.4%	Executive Office Costs	354	510	156	30.6%	534	180	33.7%
3	0	(3)	(1,195.8%)	28	25	88.9%	Industry Associations & Consulting Costs	6	3	(3)	(98.9%)	40	34	85.5%
(158)	542	700	129.2%	0	158	N/A	Crown Bonus Scheme	5,900	6,500	700	10.8%	76	(5,724)	(7,482.4%)
17	19	2	12.1%	10	(7)	(71.2%)	Chairman's Office & Directors Labour	232	226	(6)	(2.6%)	214	(17)	(8.0%)
8	6	(2)	(39.7%)	(1)	(9)	(654.2%)	Chairman's Office & Directors Costs	73	74	1	2.0%	80	(12)	(20.5%)
<b>75</b>	<b>775</b>	<b>700</b>	<b>90.3%</b>	<b>126</b>	<b>52</b>	<b>40.8%</b>	<b>Executives &amp; Directors</b>	<b>8,790</b>	<b>9,490</b>	<b>700</b>	<b>7.4%</b>	<b>2,744</b>	<b>(6,046)</b>	<b>(220.4%)</b>
<b>71</b>	<b>71</b>	<b>0</b>	<b>0.0%</b>	<b>60</b>	<b>(11)</b>	<b>(17.7%)</b>	<b>Community and Charity</b>	<b>834</b>	<b>835</b>	<b>1</b>	<b>0.1%</b>	<b>809</b>	<b>(24)</b>	<b>(3.0%)</b>
12	11	(1)	(6.8%)	11	(1)	(4.6%)	Labour	146	135	(11)	(8.4%)	158	12	7.9%
(12)	19	31	163.8%	22	34	155.7%	Other Expenses	237	188	(48)	(25.6%)	165	(72)	(43.6%)
<b>(0)</b>	<b>30</b>	<b>30</b>	<b>100.1%</b>	<b>33</b>	<b>33</b>	<b>100.1%</b>	<b>Corporate Affairs</b>	<b>382</b>	<b>323</b>	<b>(59)</b>	<b>(18.4%)</b>	<b>323</b>	<b>(59)</b>	<b>(18.4%)</b>
151	107	(44)	(41.0%)	107	(43)	(40.6%)	Labour	1,318	1,272	(46)	(3.6%)	1,221	(97)	(8.0%)
16	20	4	19.1%	25	9	35.8%	Other Expenses	153	162	9	5.6%	156	3	1.7%
<b>167</b>	<b>126</b>	<b>(40)</b>	<b>(31.6%)</b>	<b>132</b>	<b>(35)</b>	<b>(26.2%)</b>	<b>Responsible Gaming</b>	<b>1,471</b>	<b>1,434</b>	<b>(37)</b>	<b>(2.6%)</b>	<b>1,377</b>	<b>(95)</b>	<b>(6.9%)</b>
(0)	0	0	N/A	0	0	125.0%	Labour	(0)	0	0	N/A	30	30	100.0%
(0)	0	0	N/A	0	0	#####	Other Expenses	0	0	(0)	N/A	(30)	(30)	(100.0%)
<b>(0)</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>#####</b>	<b>Crown Resorts Ltd</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>N/A</b>	<b>(0)</b>	<b>(0)</b>	<b>(145.4%)</b>
(95)	(4)	91	2,286.0%	(828)	(732)	(88.5%)	Other Corporate Revenue	(167)	(48)	119	247.5%	(921)	(754)	(81.9%)
(222)	(250)	(29)	(11.5%)	629	850	135.3%	Other Corporate Costs	(4,760)	(3,186)	1,573	49.4%	(2,214)	2,546	115.0%
<b>(317)</b>	<b>(254)</b>	<b>63</b>	<b>24.6%</b>	<b>(199)</b>	<b>118</b>	<b>59.4%</b>	<b>Other Corporate Costs / (Revenue)</b>	<b>(4,927)</b>	<b>(3,234)</b>	<b>1,692</b>	<b>52.3%</b>	<b>(3,135)</b>	<b>1,792</b>	<b>57.2%</b>
<b>(5)</b>	<b>748</b>	<b>753</b>	<b>100.7%</b>	<b>152</b>	<b>158</b>	<b>103.4%</b>	<b>Total Other Costs</b>	<b>6,550</b>	<b>8,847</b>	<b>2,297</b>	<b>26.0%</b>	<b>2,118</b>	<b>(4,432)</b>	<b>(209.3%)</b>

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## Monthly Results – June 2018

### Contribution Summary

- **Theoretical EBITDA** for the month of \$56.8m was \$7.6m (15.4%) above budget and \$7.7m (15.6%) above the pcp.
- **Local Contribution** of \$49.7m was \$4.1m (9.0%) above budget and \$4.8m (10.7%) above the pcp. All business units were above budget except for Gaming Machines and Other Non-Gaming Operations
- **Theoretical International & Interstate Program Play** contribution of \$7.1m was \$3.5m (96.0%) above budget and \$2.9m (68.0%) above the pcp.
- **Total Reported Revenue** was 9.7% above budget and 17.1% above the pcp. Reported EBITDA of \$84.4m was \$35.2m (71.4%) above budget and \$31.0m (58.1%) above the pcp, reflecting a Program Play win rate of 1.74% (budget win rate 1.40%, pcp win rate 1.71%) on turnover which was 25.7% above budget and 65.3% above the pcp.
- Total Theoretical Revenue was 4.6% above budget and 15.1% above the pcp. Local revenue was 0.8% above budget and 7.0% above the pcp.
  - **EBITDA Margin** (at theoretical) was 30.4%; 2.8% above budget and 0.1% above the pcp. Local Contribution Margin was 33.4%, 2.5% above budget and 1.1% above the pcp.
  - International and Interstate Margin was 18.7%; 7.0% above budget and 0.4% below the pcp.

### Local Business Contribution

The key results for the month can be summarised as follows:

- **Local Tables** contribution of \$29.9m was \$0.9m (3.1%) above budget and \$2.3m (8.5%) above the pcp. Below budget hold negatively impacted contribution by \$0.9m.
  - Total Main Floor contribution was \$0.7m (5.7%) above budget and \$1.9m (16.5%) above the pcp. Total Main Floor revenue was in line with budget but \$2.4m (9.4%) above the pcp. Main Floor Tables (ex Poker and eTGs) drop was \$4.9m (6.2%) below budget but \$3.1m (4.3%) above the pcp. Hold of 26.0% was 0.7% above budget and 1.1% above the pcp.
  - Total Premium contribution was \$0.2m (1.1%) above budget and \$0.5m (2.8%) above the pcp. Total Premium revenue was \$0.1m (0.3%) below budget but \$1.3m (3.8%) above the pcp. Mahogany revenue was \$1.4m (9.8%) below budget while Non-Mahogany Premium revenue was \$1.3m (6.2%) above budget. Mahogany volumes were 10.3% above budget and 23.7% above the pcp. Hold was 15.6% which was 3.4% below budget and 0.4% below the pcp. Non-Mahogany Premium volumes were 2.0% below budget but 3.8% above the pcp. Hold of 22.5% was 1.7% above budget and 1.9% below the pcp.
  - Contribution margin was 47.3% which was 1.5% above budget and 1.0% above the pcp.
- **Gaming Machines** contribution of \$18.2m was \$0.2m (1.3%) below budget and \$0.8m (4.4%) below the pcp. Total turnover was 4.8% above budget and 2.9% above the pcp. Win



## Crown Melbourne Limited Commentary – June 2018

rate of 8.0% was 0.3% below budget and in line with the pcp. WPM of \$467.67 was \$4.65 (1.0%) above budget and \$14.73 (3.3%) above the pcp.

- VIP1 turnover was \$17.0m (32.8%) above budget but \$10.9m (13.7%) below the pcp. Initiatives targeting VIP customers included \$75K Exclusive Draw, NSW Crown Jet, Video Star Challenge, Sunday \$50K Odd or Even, Teak Cash Wall, State of Origin Golf Challenge and other targeted dinners, events, tickets and draws.
- Local turnover was \$4.1m (1.1%) above budget and \$23.8m (6.4%) above the pcp. Marketing calendar included Know your local lucky rewards, Reactivation Bonus Point Offer, Crown's Big Guarantee – Cars and other targeted offers.
- Contribution margin of 49.0% was 1.0% below budget and 3.7% below the pcp.
- **Food and Beverage** contribution of \$4.9m was \$0.3m (7.4%) above budget and \$1.6m (47.1%) above the pcp.
  - Casual Dining contribution was \$0.4m; \$0.1m (23.9%) below budget but \$0.1m (35.4%) above the pcp. Revenue of \$4.8m was \$0.3m (5.9%) below budget but \$0.4m (7.9%) below the pcp. San Antone and Emporio were the strongest performing outlets.
  - Premium Dining contribution was \$0.9m; \$34k (4.0%) above budget and \$0.6m (246.3%) above the pcp. Revenue of \$5.5m was in line with budget but \$1.0m (21.6%) above the pcp. There was strong performance across all outlets for the month, particularly Silks and Conservatory.
  - Events and Conferencing contribution was \$0.6m; \$0.2m (22.6%) below budget and \$0.3m (29.1%) below the pcp. Revenue of \$3.5m was \$0.1m (2.9%) below budget but \$0.2m (6.5%) above the pcp. There were 115 individual events during June with the top 5 events being NTAA Tax Schools Seminar (\$0.3m), Agile Australia Conference 2018 (\$0.3m), VACC Industry Awards (\$0.3m), Diamonds are a Girl's Best Friend Dinner (\$0.2m) and Forever Active Forum (\$0.2m).
  - Bars contribution was \$3.5m; \$0.4m (11.6%) above budget and \$1.0m (41.6%) above the pcp. Revenue of \$5.4m was \$0.5m (7.9%) below budget but \$47k (0.9%) above the pcp. The standout bars in June were Jackpot, Sports and Lumia. The overall strong performance in the bar space was driven by increase patronage from State of Origin Rugby League and Soccer World Cup.
  - Hotels F&B; Promenade and Metropol were below both budget revenue and budget contribution.
  - Contribution margin was 19.8% which was 1.0% above budget and 4.4% above the pcp.
- **Hotels** contribution of \$8.0m was \$0.8m (11.4%) above budget and \$1.7m (26.6%) above the pcp.
  - Towers occupancy was 1.0% below budget but 0.4% above the pcp. Rate was 0.6% above budget and 7.0% above the pcp. Villas were strong compared to budget as was Leisure which recorded strong occupancy albeit at a rate that was below budget.
  - Promenade occupancy was 3.2% below budget but 3.0% above the pcp. Rate was 2.6% below budget but 6.2% above the pcp. Leisure exceeded budgeted rate and

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## Crown Melbourne Limited Commentary – June 2018

occupancy. Gaming room nights were also strong, helping to offset Groups and Wholesale.

- Metropol occupancy was 0.1% below budget but 4.5% above the pcp. Rate was 11.2% below budget and 0.5% below the pcp. As with the other hotels Leisure business was strong, offsetting low volumes in Corporate and Wholesale.
- Contribution margin was 55.0% which was 5.6% above budget and 8.2% above the pcp.
- **Other Non-Gaming Operations** contribution of \$3.9m was \$0.2m (4.0%) below budget and \$0.3m (6.2%) below the pcp.
  - Tenancies contribution was \$0.2m (5.2%) below budget but \$0.2m (7.3%) above the pcp. Luxury performed well driven by strong results for Harolds and Kennedy. The Lifestyle precinct was well below budget. Newsagency and Staff Shop are in a rent free and 50% rent relief period respectively. Restaurants were soft due to challenges with Dinner by Heston.
  - Parking contribution was \$41k (3.2%) above budget but \$0.4m (22.9%) below the pcp which was impacted by compensation from the State Government in the prior period. Total entries were 5.3% below budget and 7.5% below the pcp, with revenue per car parked 7.8% above budget and 26.5% above the pcp.

2.2

### International & Interstate Program Play Contribution

- **Theoretical Program Play** contribution of \$7.1m was \$3.5m (96.0%) above budget and \$2.9m (68.0%) above the pcp. Turnover was 25.7% above budget and 65.3% above the pcp.
- **Actual Program Play** contribution of \$34.7m was \$31.1m above budget and \$26.2m above the pcp. The actual win rate of 1.74% was 0.34% above budget of 1.40% and 0.03% above pcp win rate of 1.71%.

### Full Year

- Theoretical EBITDA of \$660.2m was \$50.0m (8.2%) above budget and \$63.5m (10.6%) above the pcp. Local contribution was \$0.1m (0.0%) above budget and \$7.8m (1.4%) above the pcp. Table Games, Hotels and Other Non-Gaming Operations all achieved budget. All business units were above the pcp except Gaming Machines. Program Play was \$49.9m (100.2%) above budget and \$55.7m (126.5%) above the pcp.

CROWN MELBOURNE MONTHLY PERFORMANCE REVIEW								YEAR TO DATE								FULL YEAR		
CURRENT MONTH				CROWN MELBOURNE MONTHLY PERFORMANCE REVIEW				YEAR TO DATE				FULL YEAR						
Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)		Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)	Forecast F19	Budget F19	Actual F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	%		\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	
<b>CONSOLIDATED SUMMARY (PROGRAM PLAY AT 1.40%)</b>																		
<b>REVENUE</b>																		
68,516	65,634	2,882	4.4%	65,419	3,097	4.7%	Local Table Games	68,516	65,634	2,882	4.4%	65,419	3,097	4.7%	801,707	801,707	767,123	
36,076	36,761	(685)	(1.9%)	39,702	(3,626)	(9.1%)	Gaming Machines	36,076	36,761	(685)	(1.9%)	39,702	(3,626)	(9.1%)	460,019	459,574	449,946	
27,043	26,318	725	2.8%	26,335	708	2.7%	Food & Beverage	27,043	26,318	725	2.8%	26,335	708	2.7%	344,980	344,255	337,432	
14,829	14,793	36	0.2%	14,725	103	0.7%	Hotel Operations	14,829	14,793	36	0.2%	14,725	103	0.7%	193,969	193,933	186,387	
4,817	4,850	(34)	(0.7%)	4,785	32	0.7%	Other Non-Gaming Operations	4,817	4,850	(34)	(0.7%)	4,785	32	0.7%	60,427	60,460	59,809	
367	325	43	13.4%	324	43	13.4%	Support Departments	367	325	43	13.4%	324	43	13.4%	3,938	3,896	4,117	
<b>151,647</b>	<b>148,681</b>	<b>2,967</b>	<b>2.0%</b>	<b>151,289</b>	<b>358</b>	<b>0.2%</b>	<b>Local Business Revenue</b>	<b>151,647</b>	<b>148,681</b>	<b>2,967</b>	<b>2.0%</b>	<b>151,289</b>	<b>358</b>	<b>0.2%</b>	<b>1,865,040</b>	<b>1,863,825</b>	<b>1,804,814</b>	
<b>36,551</b>	<b>38,711</b>	<b>(2,160)</b>	<b>(5.6%)</b>	<b>31,001</b>	<b>5,550</b>	<b>17.9%</b>	<b>Program Play Revenue (Theoretical)</b>	<b>36,551</b>	<b>38,711</b>	<b>(2,160)</b>	<b>(5.6%)</b>	<b>31,001</b>	<b>5,550</b>	<b>17.9%</b>	<b>591,274</b>	<b>593,434</b>	<b>616,782</b>	
<b>188,198</b>	<b>187,391</b>	<b>807</b>	<b>0.4%</b>	<b>182,290</b>	<b>5,908</b>	<b>3.2%</b>	<b>Total Revenue (Theoretical)</b>	<b>188,198</b>	<b>187,391</b>	<b>807</b>	<b>0.4%</b>	<b>182,290</b>	<b>5,908</b>	<b>3.2%</b>	<b>2,456,314</b>	<b>2,457,259</b>	<b>2,421,596</b>	
<b>184,912</b>	<b>187,391</b>	<b>(2,479)</b>	<b>(1.3%)</b>	<b>172,229</b>	<b>12,683</b>	<b>7.4%</b>	<b>Total Revenue (Reported)</b>	<b>184,912</b>	<b>187,391</b>	<b>(2,479)</b>	<b>(1.3%)</b>	<b>172,229</b>	<b>12,683</b>	<b>7.4%</b>	<b>2,453,027</b>	<b>2,457,259</b>	<b>2,372,424</b>	
24.6%	25.1%		(0.4%)	27.0%		(2.3%)	EBITDA Margin (Theoretical)	24.6%	25.1%		(0.4%)	27.0%		(2.3%)	26.3%	26.3%	27.3%	
27.9%	28.4%		(0.5%)	29.8%		(1.8%)	EBITDA Margin Local (Incl Comps)	27.9%	28.4%		(0.5%)	29.8%		(1.8%)	30.3%	30.4%	31.1%	
11.0%	12.2%		(1.2%)	13.5%		(2.5%)	EBITDA Margin Int'l & I'state (Theo)	11.0%	12.2%		(1.2%)	13.5%		(2.5%)	13.6%	13.5%	16.2%	
21.4%	25.1%		(3.7%)	24.5%		(3.2%)	EBITDA Margin (Reported)	21.4%	25.1%		(3.7%)	24.5%		(3.2%)	26.1%	26.3%	24.7%	
<b>Business Units</b>																		
29,553	29,032	521	1.8%	29,001	552	1.9%	Local Table Games	29,553	29,032	521	1.8%	29,001	552	1.9%	360,521	360,521	346,382	
17,718	18,470	(752)	(4.1%)	20,442	(2,724)	(13.3%)	Gaming Machines	17,718	18,470	(752)	(4.1%)	20,442	(2,724)	(13.3%)	231,186	231,186	225,723	
3,884	3,609	275	7.6%	3,899	(14)	(0.4%)	Food & Beverage	3,884	3,609	275	7.6%	3,899	(14)	(0.4%)	55,467	55,467	54,780	
7,154	7,114	40	0.6%	6,959	195	2.8%	Hotel Operations	7,154	7,114	40	0.6%	6,959	195	2.8%	101,854	101,854	97,870	
3,760	3,758	1	0.0%	3,846	(86)	(2.2%)	Other Non-Gaming Operations	3,760	3,758	1	0.0%	3,846	(86)	(2.2%)	45,842	45,842	47,356	
<b>62,068</b>	<b>61,982</b>	<b>86</b>	<b>0.1%</b>	<b>64,147</b>	<b>(2,078)</b>	<b>(3.2%)</b>	<b>Sub Total</b>	<b>62,068</b>	<b>61,982</b>	<b>86</b>	<b>0.1%</b>	<b>64,147</b>	<b>(2,078)</b>	<b>(3.2%)</b>	<b>794,870</b>	<b>794,870</b>	<b>772,110</b>	
<b>Support Departments</b>																		
(2,133)	(2,133)	(0)	(0.0%)	(2,410)	277	11.5%	Marketing & Entertainment	(2,133)	(2,133)	(0)	(0.0%)	(2,410)	277	11.5%	(21,386)	(21,386)	(20,132)	
(6,472)	(6,472)	(0)	(0.0%)	(6,417)	(55)	(0.9%)	Property Support Services	(6,472)	(6,472)	(0)	(0.0%)	(6,417)	(55)	(0.9%)	(70,228)	(70,228)	(66,430)	
(8,197)	(8,197)	(1)	(0.0%)	(7,373)	(824)	(11.2%)	Security, Cage & Other Services	(8,197)	(8,197)	(1)	(0.0%)	(7,373)	(824)	(11.2%)	(102,410)	(102,411)	(92,870)	
(1,849)	(1,849)	0	0.0%	(1,826)	(24)	(1.3%)	Rates & Taxes	(1,849)	(1,849)	0	0.0%	(1,826)	(24)	(1.3%)	(22,774)	(22,774)	(21,917)	
(330)	(330)	(0)	(0.0%)	(329)	(2)	(0.5%)	Insurance	(330)	(330)	(0)	(0.0%)	(329)	(2)	(0.5%)	(4,012)	(4,012)	(3,763)	
(728)	(728)	(0)	(0.0%)	(782)	55	7.0%	Other Costs	(728)	(728)	(0)	(0.0%)	(782)	55	7.0%	(8,225)	(8,225)	(6,550)	
<b>(19,710)</b>	<b>(19,709)</b>	<b>(1)</b>	<b>(0.0%)</b>	<b>(19,138)</b>	<b>(573)</b>	<b>(3.0%)</b>	<b>Sub Total</b>	<b>(19,710)</b>	<b>(19,709)</b>	<b>(1)</b>	<b>(0.0%)</b>	<b>(19,138)</b>	<b>(573)</b>	<b>(3.0%)</b>	<b>(229,034)</b>	<b>(229,036)</b>	<b>(211,662)</b>	
<b>42,358</b>	<b>42,273</b>	<b>85</b>	<b>0.2%</b>	<b>45,009</b>	<b>(2,651)</b>	<b>(5.9%)</b>	<b>Local Contribution</b>	<b>42,358</b>	<b>42,273</b>	<b>85</b>	<b>0.2%</b>	<b>45,009</b>	<b>(2,651)</b>	<b>(5.9%)</b>	<b>565,835</b>	<b>565,834</b>	<b>560,448</b>	
4,023	4,734	(712)	(15.0%)	4,177	(154)	(3.7%)	Total Program Play (@ Theoretical)	4,023	4,734	(712)	(15.0%)	4,177	(154)	(3.7%)	80,211	80,211	99,713	
<b>46,381</b>	<b>47,007</b>	<b>(626)</b>	<b>(1.3%)</b>	<b>49,186</b>	<b>(2,805)</b>	<b>(5.7%)</b>	<b>Theoretical EBITDA</b>	<b>46,381</b>	<b>47,007</b>	<b>(626)</b>	<b>(1.3%)</b>	<b>49,186</b>	<b>(2,805)</b>	<b>(5.7%)</b>	<b>646,046</b>	<b>646,044</b>	<b>660,161</b>	
(6,893)	0	(6,893)	N/A	(6,942)	49	0.7%	Variance from Theoretical	(6,893)	0	(6,893)	N/A	(6,942)	49	0.7%	(6,893)	0	(74,119)	
<b>39,487</b>	<b>47,007</b>	<b>(7,520)</b>	<b>(16.0%)</b>	<b>42,244</b>	<b>(2,756)</b>	<b>(6.5%)</b>	<b>Reported EBITDA</b>	<b>39,487</b>	<b>47,007</b>	<b>(7,520)</b>	<b>(16.0%)</b>	<b>42,244</b>	<b>(2,756)</b>	<b>(6.5%)</b>	<b>639,153</b>	<b>646,044</b>	<b>586,042</b>	
(15,537)	(15,522)	(15)	(0.1%)	(15,525)	(12)	(0.1%)	Depreciation & Amortisation	(15,537)	(15,522)	(15)	(0.1%)	(15,525)	(12)	(0.1%)	(175,134)	(175,134)	(177,510)	
<b>23,950</b>	<b>31,485</b>	<b>(7,535)</b>	<b>(23.9%)</b>	<b>26,719</b>	<b>(2,769)</b>	<b>(10.4%)</b>	<b>EBIT</b>	<b>23,950</b>	<b>31,485</b>	<b>(7,535)</b>	<b>(23.9%)</b>	<b>26,719</b>	<b>(2,769)</b>	<b>(10.4%)</b>	<b>464,019</b>	<b>470,911</b>	<b>408,532</b>	
0	0	0	N/A	0	0	N/A	Significant Items (net of tax)	0	0	0	N/A	0	0	N/A	0	0	(25,779)	
<b>23,950</b>	<b>31,485</b>	<b>(7,535)</b>	<b>(23.9%)</b>	<b>26,719</b>	<b>(2,769)</b>	<b>(10.4%)</b>	<b>EBIT after Significant Items</b>	<b>23,950</b>	<b>31,485</b>	<b>(7,535)</b>	<b>(23.9%)</b>	<b>26,719</b>	<b>(2,769)</b>	<b>(10.4%)</b>	<b>464,019</b>	<b>470,911</b>	<b>382,754</b>	

Run August 07, 2018 at 07:37

Run August 07, 2018 at 07:37

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CURRENT MONTH								Crown Melbourne	YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance	F(U)	Actual	Variance	Variance		Monthly Performance Review	Actual	Budget	Variance	F(U)	Actual	Variance	Variance	Forecast	Budget	Actual	
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)		Period 1, F19	Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F19	F19	F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	1.1 KEY PERFORMANCE INDICATORS (PROGRAM PLAY AT 1.40%)	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
26.0%	26.4%	(0.4%)		28.4%		(2.4%)		<b>EBITDA Margin Total (Theo Ex Comps)</b>	26.0%	26.4%	(0.4%)		28.4%		(2.4%)	27.7%	27.7%	28.7%	
1,737,967	1,977,387	(239,420)	(12.1%)	1,919,793	(181,826)	(9.5%)		Gaming Floor Entries	1,737,967	1,977,387	(239,420)	(12.1%)	1,919,793	(181,826)	(9.5%)	21,878,745	22,118,165	21,098,835	
122,080	122,282	(202)	(0.2%)	119,405	2,675	2.2%		<b>Main Floor Tables</b>	122,080	122,282	(202)	(0.2%)	119,405	2,675	2.2%	1,584,957	1,585,158	1,548,541	
5,933	6,151	(218)	(3.5%)	5,855	78	1.3%		Drop (\$'000)	5,933	6,151	(218)	(3.5%)	5,855	78	1.3%	6,446	6,465	6,231	
70,743	72,091	(1,347)	(1.9%)	71,503	(759)	(1.1%)		Average Weekly Win \$'000	70,743	72,091	(1,347)	(1.9%)	71,503	(759)	(1.1%)	76,965	77,079	74,527	
21.5%	22.3%	(0.8%)		21.7%		(0.2%)		Average Weekly Patron Hours	21.5%	22.3%	(0.8%)		21.7%		(0.2%)	21.2%	21.3%	21.0%	
22.6%	23.3%	(0.7%)		22.6%		(0.0%)		Hold %	22.6%	23.3%	(0.7%)		22.6%		(0.0%)	23.2%	23.2%	23.2%	
								Hold % (excl Poker)											
174,894	192,813	(17,919)	(9.3%)	180,927	(6,033)	(3.3%)		<b>Premium Non Program Play</b>	174,894	192,813	(17,919)	(9.3%)	180,927	(6,033)	(3.3%)	2,304,111	2,322,030	2,209,549	
24.0%	19.9%	4.2%		21.8%		2.2%		Total Drop	24.0%	19.9%	4.2%		21.8%		2.2%	20.1%	19.9%	19.7%	
296,974	315,095	(18,121)	(5.8%)	300,331	(3,357)	(1.1%)		Hold %	296,974	315,095	(18,121)	(5.8%)	300,331	(3,357)	(1.1%)	3,889,067	3,907,188	3,758,090	
68,317	65,529	2,788	4.3%	65,356	2,961	4.5%		<b>Total Local Table Games</b>	68,317	65,529	2,788	4.3%	65,356	2,961	4.5%	798,313	798,407	761,096	
23.0%	20.8%	2.2%		21.8%		1.2%		Total Drop	23.0%	20.8%	2.2%		21.8%		1.2%	20.5%	20.4%	20.3%	
23.5%	21.1%	2.4%		22.1%		1.4%		Total Win	23.5%	21.1%	2.4%		22.1%		1.4%	21.2%	21.1%	21.0%	
								Hold %											
								Hold % (excl Poker)											
442,741	451,574	(8,833)	(2.0%)	477,415	(34,674)	(7.3%)		<b>Gaming Machines</b>	442,741	451,574	(8,833)	(2.0%)	477,415	(34,674)	(7.3%)	5,677,896	5,686,729	5,552,343	
\$95.89	\$102.97	(\$7.08)	(6.9%)	\$108.84	(\$12.95)	(11.9%)		Turnover	\$95.89	\$102.97	(\$7.08)	(6.9%)	\$108.84	(\$12.95)	(11.9%)	\$100.97	\$102.27	\$101.87	
84,322	79,765	4,557	5.7%	81,516	2,805	3.4%		Average Win per Patron Hour	84,322	79,765	4,557	5.7%	81,516	2,805	3.4%	86,518	85,313	83,871	
8.1%	8.1%	0.0%		8.2%		(0.1%)		Average Weekly Patron Hours	8.1%	8.1%	0.0%		8.2%		(0.1%)	8.0%	8.0%	8.0%	
\$439.53	\$446.49	(\$6.96)	(1.6%)	\$482.28	(\$42.75)	(8.9%)		Win %	\$439.53	\$446.49	(\$6.96)	(1.6%)	\$482.28	(\$42.75)	(8.9%)	\$474.87	\$474.28	\$464.44	
								Win / Machine / Day											
2,118,946	2,500,000	(381,054)	(15.2%)	1,996,410	122,536	6.1%		<b>International &amp; Interstate Program Play</b>	2,118,946	2,500,000	(381,054)	(15.2%)	1,996,410	122,536	6.1%	38,163,946	38,545,000	39,298,744	
1.44%	1.40%	0.04%		0.80%		0.64%		Turnover - International Programs (\$'000)	1.44%	1.40%	0.04%		0.80%		0.6%	1.40%	1.40%	1.34%	
478,647	253,069	225,578	89.1%	220,037	258,610	117.5%		Win % - International Programs	478,647	253,069	225,578	89.1%	220,037	258,610	117.5%	3,825,578	3,600,000	4,539,854	
0.53%	1.40%	(0.87%)		2.29%		(1.76%)		Turnover - Interstate Programs (\$'000)	0.53%	1.40%	(0.87%)		2.29%		(1.8%)	1.29%	1.40%	0.86%	
2,597,594	2,753,069	(155,476)	(5.6%)	2,216,447	381,146	17.2%		Win % - Interstate Programs	2,597,594	2,753,069	(155,476)	(5.6%)	2,216,447	381,146	17.2%	41,989,524	42,145,000	43,838,597	
1.27%	1.40%	(0.13%)		0.95%		0.33%		Turnover - Total Programs (\$'000)	1.27%	1.40%	(0.13%)		0.95%		0.3%	1.39%	1.40%	1.29%	
								Win % - Total Programs											
345,184	357,108	(11,924)	(3.3%)	331,237	13,947	4.2%		<b>Food &amp; Beverage</b>	345,184	357,108	(11,924)	(3.3%)	331,237	13,947	4.2%	4,448,973	4,460,897	4,148,052	
\$34.88	\$34.07	\$0.81	2.4%	\$35.84	(\$0.96)	(2.7%)		Restaurant Covers (Incl Comp Outlets)	\$34.88	\$34.07	\$0.81	2.4%	\$35.84	(\$0.96)	(2.7%)	\$34.13	\$34.06	\$35.52	
823,975	781,500	42,475	5.4%	791,359	32,616	4.1%		Revenue per Restaurant Cover	823,975	781,500	42,475	5.4%	791,359	32,616	4.1%	9,776,094	9,733,619	9,685,812	
								Bar Covers (Incl Comp Outlets)											
97.3%	97.2%	0.2%		97.8%		(0.5%)		<b>Hotel Operations</b>	97.3%	97.2%	0.2%		97.8%		(0.5%)	97.2%	97.2%	96.3%	
97.3%	97.2%	0.2%		97.8%		(0.5%)		Towers - Occ. Rate % (physical rooms)	97.3%	97.2%	0.2%		97.8%		(0.5%)	97.2%	97.2%	96.4%	
\$366.59	\$354.17	\$12.42	3.5%	\$346.56	\$20.03	5.8%		Towers - Occ. Rate % (available rooms)	\$366.59	\$354.17	\$12.42	3.5%	\$346.56	\$20.03	5.8%	\$395.72	\$394.67	\$384.03	
								Towers - Average Room Rate											
94.1%	98.3%	(4.2%)		97.0%		(2.9%)		Promenade - Occ. Rate % (physical rooms)	94.1%	98.3%	(4.2%)		97.0%		(2.9%)	94.7%	95.0%	94.1%	
94.2%	98.3%	(4.0%)		97.2%		(2.9%)		Promenade - Occ. Rate % (available rooms)	94.2%	98.3%	(4.0%)		97.2%		(2.9%)	94.7%	95.0%	94.3%	
\$223.47	\$217.18	\$6.30	2.9%	\$213.93	\$9.54	4.5%		Promenade - Average Room Rate	\$223.47	\$217.18	\$6.30	2.9%	\$213.93	\$9.54	4.5%	\$243.72	\$243.09	\$234.32	
94.5%	94.4%	0.0%		93.1%		1.4%		Metropol - Occ. Rate % (physical rooms)	94.5%	94.4%	0.0%		93.1%		1.4%	94.6%	94.6%	93.8%	
94.5%	94.4%	0.0%		93.1%		1.4%		Metropol - Occ. Rate % (available rooms)	94.5%	94.4%	0.0%		93.1%		1.4%	94.6%	94.6%	93.8%	
\$247.37	\$242.71	\$4.66	1.9%	\$239.06	\$8.31	3.5%		Metropol - Average Room Rate	\$247.37	\$242.71	\$4.66	1.9%	\$239.06	\$8.31	3.5%	\$272.13	\$271.74	\$261.70	

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CURRENT MONTH							YEAR TO DATE							FULL YEAR		
Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)	Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)	Forecast F19	Budget F19	Actual F18
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000
<b>Crown Melbourne Monthly Performance Review</b>																
<b>Period 1, F19</b>																
<b>CONSOLIDATED SUMMARY (PROGRAM PLAY AT 1.35%)</b>																
<b>REVENUE</b>																
68 516	65 634	2 882	4.4%	65 419	3 097	4.7%	68 516	65 634	2 882	4.4%	65 419	3 097	4.7%	801 707	801 707	767 123
36 076	36 761	(685)	(1.9%)	39 702	(3 626)	(9.1%)	36 076	36 761	(685)	(1.9%)	39 702	(3 626)	(9.1%)	460 019	459 574	449 946
27 043	26 318	725	2.9%	26 335	708	2.7%	27 043	26 318	725	2.9%	26 335	708	2.7%	344 960	344 255	337 432
14 929	14 793	36	0.2%	14 725	103	0.7%	14 929	14 793	36	0.2%	14 725	103	0.7%	193 969	193 933	186 397
4 817	4 850	(34)	(0.7%)	4 785	32	0.7%	4 817	4 850	(34)	(0.7%)	4 785	32	0.7%	60 427	60 460	59 809
367	325	43	13.1%	324	43	13.4%	367	325	43	13.1%	324	43	13.4%	3 938	3 896	4 117
<b>151,647</b>	<b>148,681</b>	<b>2,967</b>	<b>2.0%</b>	<b>151,289</b>	<b>358</b>	<b>0.2%</b>	<b>151,647</b>	<b>148,681</b>	<b>2,967</b>	<b>2.0%</b>	<b>151,289</b>	<b>358</b>	<b>0.2%</b>	<b>1,865,040</b>	<b>1,863,825</b>	<b>1,804,814</b>
<b>35,252</b>	<b>37,334</b>	<b>(2,082)</b>	<b>(5.6%)</b>	<b>29,893</b>	<b>5,360</b>	<b>17.9%</b>	<b>35,252</b>	<b>37,334</b>	<b>(2,082)</b>	<b>(5.6%)</b>	<b>29,893</b>	<b>5,360</b>	<b>17.9%</b>	<b>570,279</b>	<b>572,361</b>	<b>594,863</b>
<b>186,899</b>	<b>186,015</b>	<b>885</b>	<b>0.5%</b>	<b>181,182</b>	<b>5,718</b>	<b>3.2%</b>	<b>186,899</b>	<b>186,015</b>	<b>885</b>	<b>0.5%</b>	<b>181,182</b>	<b>5,718</b>	<b>3.2%</b>	<b>2,435,319</b>	<b>2,436,186</b>	<b>2,399,677</b>
<b>184,912</b>	<b>187,391</b>	<b>(2,479)</b>	<b>(1.3%)</b>	<b>172,229</b>	<b>12,683</b>	<b>7.4%</b>	<b>184,912</b>	<b>187,391</b>	<b>(2,479)</b>	<b>(1.3%)</b>	<b>172,229</b>	<b>12,683</b>	<b>7.4%</b>	<b>2,453,027</b>	<b>2,457,259</b>	<b>2,372,424</b>
24.3%	24.8%	(0.5%)	(2.4%)	26.7%	(2.4%)	(2.4%)	24.3%	24.8%	(0.5%)	(2.4%)	26.7%	(2.4%)	(2.4%)	26.0%	25.9%	26.9%
27.9%	28.4%	(0.5%)	(1.8%)	29.8%	(1.8%)	(1.8%)	27.9%	28.4%	(0.5%)	(1.8%)	29.8%	(1.8%)	(1.8%)	30.3%	30.4%	31.1%
8.7%	10.2%	(1.5%)	(2.5%)	11.2%	(2.5%)	(2.5%)	8.7%	10.2%	(1.5%)	(2.5%)	11.2%	(2.5%)	(2.5%)	11.6%	11.6%	14.2%
21.4%	24.6%	(3.2%)	(3.2%)	24.5%	(3.2%)	(3.2%)	21.4%	24.6%	(3.2%)	(3.2%)	24.5%	(3.2%)	(3.2%)	25.5%	25.7%	24.7%
<b>Business Units</b>																
29 553	29 032	521	1.8%	29 001	552	1.9%	29 553	29 032	521	1.8%	29 001	552	1.9%	360 521	360 521	346 382
17 718	18 470	(752)	(4.1%)	20 442	(2 724)	(13.3%)	17 718	18 470	(752)	(4.1%)	20 442	(2 724)	(13.3%)	231 186	231 186	225 723
3 884	3 609	275	7.6%	3 899	(14)	(0.4%)	3 884	3 609	275	7.6%	3 899	(14)	(0.4%)	55 467	55 467	54 780
7 154	7 114	40	0.6%	6 959	195	2.8%	7 154	7 114	40	0.6%	6 959	195	2.8%	101 854	101 854	97 870
3 760	3 758	2	0.0%	3 846	(86)	(2.2%)	3 760	3 758	2	0.0%	3 846	(86)	(2.2%)	45 842	45 842	47 356
<b>62,068</b>	<b>61,982</b>	<b>86</b>	<b>0.1%</b>	<b>64,147</b>	<b>(2,078)</b>	<b>(3.2%)</b>	<b>62,068</b>	<b>61,982</b>	<b>86</b>	<b>0.1%</b>	<b>64,147</b>	<b>(2,078)</b>	<b>(3.2%)</b>	<b>794,870</b>	<b>794,870</b>	<b>772,110</b>
<b>Support Departments</b>																
(2 133)	(2 133)	(0)	(0.0%)	(2 410)	277	11.5%	(2 133)	(2 133)	(0)	(0.0%)	(2 410)	277	11.5%	(21 386)	(21 386)	(20 132)
(6 472)	(6 472)	(0)	(0.0%)	(6 417)	(55)	(0.9%)	(6 472)	(6 472)	(0)	(0.0%)	(6 417)	(55)	(0.9%)	(70 228)	(70 228)	(66 430)
(8 197)	(8 197)	(0)	(0.0%)	(7 373)	(824)	(11.2%)	(8 197)	(8 197)	(0)	(0.0%)	(7 373)	(824)	(11.2%)	(102 410)	(102 411)	(92 870)
(1 849)	(1 849)	0	0.0%	(1 826)	(24)	(1.3%)	(1 849)	(1 849)	0	0.0%	(1 826)	(24)	(1.3%)	(22 774)	(22 774)	(21 917)
(330)	(330)	(0)	(0.0%)	(329)	(2)	(0.5%)	(330)	(330)	(0)	(0.0%)	(329)	(2)	(0.5%)	(4 012)	(4 012)	(3 763)
(728)	(728)	(0)	(0.0%)	(782)	55	7.0%	(728)	(728)	(0)	(0.0%)	(782)	55	7.0%	(8 225)	(8 225)	(6 550)
<b>(19,710)</b>	<b>(19,709)</b>	<b>(1)</b>	<b>(0.0%)</b>	<b>(19,138)</b>	<b>(573)</b>	<b>(3.0%)</b>	<b>(19,710)</b>	<b>(19,709)</b>	<b>(1)</b>	<b>(0.0%)</b>	<b>(19,138)</b>	<b>(573)</b>	<b>(3.0%)</b>	<b>(229,034)</b>	<b>(229,036)</b>	<b>(211,662)</b>
<b>42,358</b>	<b>42,273</b>	<b>85</b>	<b>0.2%</b>	<b>45,009</b>	<b>(2,651)</b>	<b>(5.9%)</b>	<b>42,358</b>	<b>42,273</b>	<b>85</b>	<b>0.2%</b>	<b>45,009</b>	<b>(2,651)</b>	<b>(5.9%)</b>	<b>565,835</b>	<b>565,834</b>	<b>560,448</b>
3 068	3 821	(752)	(19.7%)	3 361	(293)	(8.7%)	3 068	3 821	(752)	(19.7%)	3 361	(293)	(8.7%)	66 250	66 290	84 597
<b>45,426</b>	<b>46,094</b>	<b>(667)</b>	<b>(1.4%)</b>	<b>48,370</b>	<b>(2,944)</b>	<b>(6.1%)</b>	<b>45,426</b>	<b>46,094</b>	<b>(667)</b>	<b>(1.4%)</b>	<b>48,370</b>	<b>(2,944)</b>	<b>(6.1%)</b>	<b>632,085</b>	<b>632,124</b>	<b>645,045</b>
(5 939)	0	(5 939)	N/A	(6 126)	187	3.1%	(5 939)	0	(5 939)	N/A	(6 126)	187	3.1%	(5 939)	0	(59 003)
<b>39,487</b>	<b>46,094</b>	<b>(6,606)</b>	<b>(14.3%)</b>	<b>42,244</b>	<b>(2,756)</b>	<b>(6.5%)</b>	<b>39,487</b>	<b>46,094</b>	<b>(6,606)</b>	<b>(14.3%)</b>	<b>42,244</b>	<b>(2,756)</b>	<b>(6.5%)</b>	<b>626,146</b>	<b>632,124</b>	<b>586,042</b>
(15 537)	(15 522)	(15)	(0.1%)	(15 525)	(12)	(0.1%)	(15 537)	(15 522)	(15)	(0.1%)	(15 525)	(12)	(0.1%)	(175 134)	(175 134)	(177 510)
<b>23,950</b>	<b>30,571</b>	<b>(6,621)</b>	<b>(21.7%)</b>	<b>26,719</b>	<b>(2,769)</b>	<b>(10.4%)</b>	<b>23,950</b>	<b>30,571</b>	<b>(6,621)</b>	<b>(21.7%)</b>	<b>26,719</b>	<b>(2,769)</b>	<b>(10.4%)</b>	<b>451,012</b>	<b>456,990</b>	<b>408,532</b>
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A	0	0	(25 779)
<b>23,950</b>	<b>30,571</b>	<b>(6,621)</b>	<b>(21.7%)</b>	<b>26,719</b>	<b>(2,769)</b>	<b>(10.4%)</b>	<b>23,950</b>	<b>30,571</b>	<b>(6,621)</b>	<b>(21.7%)</b>	<b>26,719</b>	<b>(2,769)</b>	<b>(10.4%)</b>	<b>451,012</b>	<b>456,990</b>	<b>382,754</b>

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CURRENT MONTH								Crown Melbourne Monthly Performance Review				YEAR TO DATE								FULL YEAR		
Actual Jul 18	Budget Jul 18	Variance F(U)	F(U) %	Actual Jul 17	Variance F(U)	Variance F(U)	F(U) %	Actual Jul 18	Budget Jul 18	Variance F(U)	F(U) %	Actual Jul 17	Variance F(U)	Variance F(U)	F(U) %	Forecast F19	Budget F19	Actual F18				
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000				
25.6%	26.1%		(0.5%)	28.1%			(2.5%)	<b>EBITDA Margin Total (Theo Ex Comps)</b>											27.4%	27.3%	28.3%	
1 737 967	1 977 387	(239 420)	(12.1%)	1 919 793	(181 826)		(9.5%)	1 737 967	1 977 387	(239 420)	(12.1%)	1 919 793	(181 826)		(9.5%)	21 878 745	22 118 165	21 098 835				
<b>Gaming Floor Entries</b>																						
<b>Main Floor Tables</b>																						
122 080	122 282	(202)	(0.2%)	119 405	2 675		2.2%	122 080	122 282	(202)	(0.2%)	119 405	2 675		2.2%	1 584 957	1 585 158	1 548 541				
5 933	6 151	(218)	(3.5%)	5 855	78		1.3%	5 933	6 151	(218)	(3.5%)	5 855	78		1.3%	6 446	6 465	6 231				
70 743	72 091	(1 347)	(1.9%)	71 503	(759)		(1.1%)	70 743	72 091	(1 347)	(1.9%)	71 503	(759)		(1.1%)	76 965	77 079	74 527				
21 754	22.3%		(0.8%)	21.7%			(0.2%)	21 754	22.3%		(0.8%)	21.7%			(0.2%)	21.2%	21.3%	21.0%				
<b>Premium Non-Program Play</b>																						
174 894	192 813	(17 919)	(9.3%)	180 927	(6 033)		(3.3%)	174 894	192 813	(17 919)	(9.3%)	180 927	(6 033)		(3.3%)	2 304 111	2 322 030	2 209 549				
24.0%	19.9%		4.2%	21.8%			2.2%	24.0%	19.9%		4.2%	21.8%			2.2%	20.1%	19.9%	19.7%				
<b>Total Local Table Games</b>																						
296 974	315 095	(18 121)	(5.8%)	300 331	(3 357)		(1.1%)	296 974	315 095	(18 121)	(5.8%)	300 331	(3 357)		(1.1%)	3 889 067	3 907 188	3 758 090				
68 317	65 529	2 788	4.3%	65 356	2 961		4.5%	68 317	65 529	2 788	4.3%	65 356	2 961		4.5%	798 313	798 407	761 096				
23.0%	20.8%		2.2%	21.8%			1.2%	23.0%	20.8%		2.2%	21.8%			1.2%	20.5%	20.4%	20.3%				
<b>Gaming Machines</b>																						
442 741	451 574	(8 833)	(2.0%)	477 415	(34 674)		(7.3%)	442 741	451 574	(8 833)	(2.0%)	477 415	(34 674)		(7.3%)	5 677 896	5 686 729	5 552 343				
\$95.89	\$102.97	(\$7.08)	(6.9%)	\$108.84	(\$12.95)		(11.9%)	\$95.89	\$102.97	(\$7.08)	(6.9%)	\$108.84	(\$12.95)		(11.9%)	\$100.97	\$102.27	\$101.87				
84 322	79 765	4 557	5.7%	81 516	2 805		3.4%	84 322	79 765	4 557	5.7%	81 516	2 805		3.4%	86 518	85 313	83 871				
8.1%	8.1%		0.0%	8.2%			(0.1%)	8.1%	8.1%		0.0%	8.2%			(0.1%)	8.0%	8.0%	8.0%				
\$439.53	\$446.49	(\$6.96)	(1.6%)	\$482.28	(\$42.75)		(8.9%)	\$439.53	\$446.49	(\$6.96)	(1.6%)	\$482.28	(\$42.75)		(8.9%)	\$474.87	\$474.28	\$464.44				
<b>International &amp; Interstate Program Play</b>																						
2 118 946	2 500 000	(381 054)	(15.2%)	1 996 410	122 536		6.1%	2 118 946	2 500 000	(381 054)	(15.2%)	1 996 410	122 536		6.1%	38 163 946	38 545 000	39 298 744				
1.44%	1.35%		0.09%	0.80%			0.6%	1.44%	1.35%		0.09%	0.80%			0.6%	1.40%	1.35%	1.35%				
478 647	253 069	225 578	89.1%	220 037	258 610		117.5%	478 647	253 069	225 578	89.1%	220 037	258 610		117.5%	3 025 578	3 600 000	4 539 854				
0.53%	1.35%		(0.82%)	2.29%			(1.8%)	0.53%	1.35%		(0.82%)	2.29%			(1.8%)	1.29%	1.35%	1.35%				
2 597 594	2 753 069	(155 476)	(5.6%)	2 216 447	381 146		17.2%	2 597 594	2 753 069	(155 476)	(5.6%)	2 216 447	381 146		17.2%	41 989 524	42 145 000	43 838 597				
1.27%	1.35%		(0.08%)	0.95%			0.3%	1.27%	1.35%		(0.08%)	0.95%			0.3%	1.39%	1.35%	1.35%				
<b>Food &amp; Beverage</b>																						
345 184	357 108	(11 924)	(3.3%)	331 237	13 947		4.2%	345 184	357 108	(11 924)	(3.3%)	331 237	13 947		4.2%	4 448 973	4 460 897	4 148 052				
\$34.88	\$34.07	\$0.81	2.4%	\$35.84	(\$0.96)		(2.7%)	\$34.88	\$34.07	\$0.81	2.4%	\$35.84	(\$0.96)		(2.7%)	\$34.13	\$34.06	\$35.52				
823 975	781 500	42 475	5.4%	791 359	32 616		4.1%	823 975	781 500	42 475	5.4%	791 359	32 616		4.1%	9 778 094	9 733 619	9 685 812				
<b>Hotel Operations</b>																						
97.3%	97.2%		0.2%	97.8%			(0.5%)	97.3%	97.2%		0.2%	97.8%			(0.5%)	97.2%	97.2%	96.3%				
97.3%	97.2%		0.2%	97.8%			(0.5%)	97.3%	97.2%		0.2%	97.8%			(0.5%)	97.2%	97.2%	96.4%				
\$366.59	\$354.17	\$12.42	3.5%	\$346.56	\$20.03		5.8%	\$366.59	\$354.17	\$12.42	3.5%	\$346.56	\$20.03		5.8%	\$395.72	\$394.67	\$384.03				
94.1%	98.3%		(4.2%)	97.0%			(2.9%)	94.1%	98.3%		(4.2%)	97.0%			(2.9%)	94.7%	95.0%	94.1%				
94.2%	98.3%		(4.0%)	97.2%			(2.9%)	94.2%	98.3%		(4.0%)	97.2%			(2.9%)	94.7%	95.0%	94.3%				
\$223.47	\$217.18	\$6.30	2.9%	\$213.93	\$9.54		4.5%	\$223.47	\$217.18	\$6.30	2.9%	\$213.93	\$9.54		4.5%	\$243.72	\$243.09	\$234.32				
94.5%	94.4%		0.0%	93.1%			1.4%	94.5%	94.4%		0.0%	93.1%			1.4%	94.6%	94.6%	93.8%				
94.5%	94.4%		0.0%	93.1%			1.4%	94.5%	94.4%		0.0%	93.1%			1.4%	94.6%	94.6%	93.8%				
\$247.37	\$242.71	\$4.66	1.9%	\$239.06	\$8.31		3.5%	\$247.37	\$242.71	\$4.66	1.9%	\$239.06	\$8.31		3.5%	\$272.13	\$271.74	\$261.70				

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CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance	Variance		Actual	Budget	Variance		Variance	Forecast	Budget	Actual			
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F(U)	Jul 18	Jul 18	F(U)	F(U)	F(U)	F19	F19	F18			
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	\$'000			
<b>Crown Melbourne Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>1.2 GROSS REVENUE SUMMARY</b>																		
<b>Main Floor Tables</b>																		
26,275	27,241	(965)	(3.5%)	25,931	345	1.3%		26,275	27,241	(965)	(3.5%)	25,931	345	1.3%	336,138	337,103	324,881	
157	105	52	49.3%	157	0	0.1%		157	105	52	49.3%	157	0	0.1%	3,352	3,300	6,029	
26,432	27,346	(913)	(3.3%)	26,088	345	1.3%		26,432	27,346	(913)	(3.3%)	26,088	345	1.3%	339,489	340,403	330,910	
<b>Premium Non Program Play</b>																		
42,083	38,288	3,795	9.9%	39,331	2,752	7.0%		42,083	38,288	3,795	9.9%	39,331	2,752	7.0%	465,100	461,305	436,213	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A	(2,882)	0	0	
42,083	38,288	3,795	9.9%	39,331	2,752	7.0%		42,083	38,288	3,795	9.9%	39,331	2,752	7.0%	462,218	461,305	436,213	
<b>Gaming Machines</b>																		
35,808	36,375	(567)	(1.6%)	39,291	(3,483)	(8.9%)		35,808	36,375	(567)	(1.6%)	39,291	(3,483)	(8.9%)	455,501	454,938	445,501	
268	386	(118)	(30.5%)	411	(143)	(34.7%)		268	386	(118)	(30.5%)	411	(143)	(34.7%)	4,517	4,635	4,445	
36,076	36,761	(685)	(1.9%)	39,702	(3,626)	(9.1%)		36,076	36,761	(685)	(1.9%)	39,702	(3,626)	(9.1%)	460,019	459,574	449,946	
<b>Food &amp; Beverage</b>																		
4,885	5,092	(208)	(4.1%)	4,924	(39)	(0.8%)		4,885	5,092	(208)	(4.1%)	4,924	(39)	(0.8%)	59,540	59,748	57,249	
5,325	5,465	(140)	(2.6%)	5,303	22	0.4%		5,325	5,465	(140)	(2.6%)	5,303	22	0.4%	70,854	70,994	68,543	
3,520	3,131	389	12.4%	3,314	206	6.2%		3,520	3,131	389	12.4%	3,314	206	6.2%	50,699	50,310	47,283	
6,810	6,376	434	6.8%	6,296	514	8.2%		6,810	6,376	434	6.8%	6,296	514	8.2%	82,846	82,412	79,957	
754	727	27	3.7%	809	(55)	(6.8%)		754	727	27	3.7%	809	(55)	(6.8%)	9,668	9,641	9,297	
871	900	(29)	(3.2%)	850	21	2.5%		871	900	(29)	(3.2%)	850	21	2.5%	11,549	11,578	10,929	
4,451	4,235	216	5.1%	4,270	181	4.2%		4,451	4,235	216	5.1%	4,270	181	4.2%	53,996	53,780	53,891	
39	56	(16)	(29.1%)	228	(189)	(82.7%)		39	56	(16)	(29.1%)	228	(189)	(82.7%)	646	662	4,606	
387	336	51	15.3%	340	47	13.7%		387	336	51	15.3%	340	47	13.7%	5,180	5,129	5,678	
27,043	26,318	725	2.8%	26,335	708	2.7%		27,043	26,318	725	2.8%	26,335	708	2.7%	344,980	344,255	337,432	
<b>Hotel Operations</b>																		
4,809	4,750	59	1.2%	4,803	6	0.1%		4,809	4,750	59	1.2%	4,803	6	0.1%	62,469	62,410	60,206	
1,040	996	43	4.3%	1,129	(90)	(7.9%)		1,040	996	43	4.3%	1,129	(90)	(7.9%)	14,890	14,847	14,473	
3,003	3,074	(71)	(2.3%)	2,997	6	0.2%		3,003	3,074	(71)	(2.3%)	2,997	6	0.2%	39,145	39,216	37,660	
4,618	4,594	24	0.5%	4,474	143	3.2%		4,618	4,594	24	0.5%	4,474	143	3.2%	60,715	60,691	58,162	
558	554	3	0.6%	527	30	5.8%		558	554	3	0.6%	527	30	5.8%	6,604	6,601	6,214	
489	473	16	3.3%	475	13	2.8%		489	473	16	3.3%	475	13	2.8%	5,712	5,696	5,650	
271	283	(11)	(4.1%)	276	(5)	(1.8%)		271	283	(11)	(4.1%)	276	(5)	(1.8%)	3,419	3,430	3,326	
42	68	(26)	(38.4%)	44	(2)	(4.2%)		42	68	(26)	(38.4%)	44	(2)	(4.2%)	1,015	1,041	697	
14,829	14,793	36	0.2%	14,725	103	0.7%		14,829	14,793	36	0.2%	14,725	103	0.7%	193,969	193,933	186,387	
<b>Property Support Services</b>																		
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A	0	0	0	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A	0	0	0	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A	0	0	0	
<b>Security, Cage &amp; Other Services</b>																		
288	307	(19)	(6.3%)	230	57	24.9%		288	307	(19)	(6.3%)	230	57	24.9%	3,664	3,683	3,178	
<b>Other Non Gaming Operations</b>																		
1,612	1,646	(34)	(2.0%)	1,679	(67)	(4.0%)		1,612	1,646	(34)	(2.0%)	1,679	(67)	(4.0%)	20,410	20,443	20,660	
83	60	22	37.1%	54	28	52.3%		83	60	22	37.1%	54	28	52.3%	831	809	895	
3,049	3,052	(3)	(0.1%)	3,050	(2)	(0.0%)		3,049	3,052	(3)	(0.1%)	3,050	(2)	(0.0%)	37,911	37,914	37,777	
73	93	(19)	(20.9%)	2	72	4,538.7%		73	93	(19)	(20.9%)	2	72	4,538.7%	1,275	1,295	476	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A	0	0	0	
4,817	4,850	(34)	(0.7%)	4,785	32	0.7%		4,817	4,850	(34)	(0.7%)	4,785	32	0.7%	60,427	60,460	59,809	

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CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance		Variance	Actual	Budget	Variance		Variance	Forecast	Budget	Actual			
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F(U)	Jul 18	Jul 18	F(U)	F(U)	F(U)	F19	F19	F18			
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000				
<b>Crown Melbourne Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>1.2 GROSS REVENUE SUMMARY (Continued)</b>																		
<b>Other Revenue</b>																		
1,980	1,918	62	3.2%	1,994	(14)	(0.7%)		1,980	1,918	62	3.2%	1,994	(14)	(0.7%)	23,075	23,013	23,719	
(1,900)	(1,900)	0	0.0%	(1,900)	0	0.0%		(1,900)	(1,900)	0	0.0%	(1,900)	0	0.0%	(22,800)	(22,800)	(22,780)	
80	18	62	350.0%	94	(14)	(15.0%)		80	18	62	350.0%	94	(14)	(15.0%)	275	213	939	
<b>151,647</b>	<b>148,681</b>	<b>2,967</b>	<b>2.0%</b>	<b>151,289</b>	<b>358</b>	<b>0.2%</b>		<b>151,647</b>	<b>148,681</b>	<b>2,967</b>	<b>2.0%</b>	<b>151,289</b>	<b>358</b>	<b>0.2%</b>	<b>1,865,040</b>	<b>1,863,825</b>	<b>1,804,814</b>	
<b>International &amp; Interstate Program Play</b>																		
30,546	35,000	(4,454)	(12.7%)	15,928	14,618	91.8%		30,546	35,000	(4,454)	(12.7%)	15,928	14,618	91.8%	535,176	539,630	525,588	
2,534	3,543	(1,009)	(28.5%)	5,041	(2,507)	(49.7%)		2,534	3,543	(1,009)	(28.5%)	5,041	(2,507)	(49.7%)	49,391	50,400	38,981	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A	0	0	0	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A	0	0	0	
30	31	(2)	(5.0%)	49	(20)	(39.7%)		30	31	(2)	(5.0%)	49	(20)	(39.7%)	925	927	859	
155	136	18	13.5%	(79)	234	296.8%		155	136	18	13.5%	(79)	234	296.8%	2,495	2,477	2,183	
33,265	38,711	(5,446)	(14.1%)	20,940	12,325	58.9%		33,265	38,711	(5,446)	(14.1%)	20,940	12,325	58.9%	587,988	593,434	567,611	
<b>184,912</b>	<b>187,391</b>	<b>(2,479)</b>	<b>(1.3%)</b>	<b>172,229</b>	<b>12,683</b>	<b>7.4%</b>		<b>184,912</b>	<b>187,391</b>	<b>(2,479)</b>	<b>(1.3%)</b>	<b>172,229</b>	<b>12,683</b>	<b>7.4%</b>	<b>2,453,027</b>	<b>2,457,259</b>	<b>2,372,424</b>	
3,286	(0)	3,286	N/A	10,061	(6,775)	(67.3%)		3,286	(0)	3,286	N/A	10,061	(6,775)	(67.3%)	3,286	(0)	49,172	
188,198	187,391	807	0.4%	182,290	5,908	3.2%		188,198	187,391	807	0.4%	182,290	5,908	3.2%	2,456,314	2,457,259	2,421,596	
9,488	9,330	(158)	(1.7%)	9,058	(430)	(4.7%)		9,488	9,330	(158)	(1.7%)	9,058	(430)	(4.7%)	124,561	124,403	120,616	
<b>178,710</b>	<b>178,061</b>	<b>649</b>	<b>0.4%</b>	<b>173,232</b>	<b>5,479</b>	<b>3.2%</b>		<b>178,710</b>	<b>178,061</b>	<b>649</b>	<b>0.4%</b>	<b>173,232</b>	<b>5,479</b>	<b>3.2%</b>	<b>2,331,752</b>	<b>2,332,855</b>	<b>2,300,980</b>	
178,992	182,167	(3,175)	(1.7%)	166,941	12,052	7.2%		178,992	182,167	(3,175)	(1.7%)	166,941	12,052	7.2%	2,383,780	2,388,707	2,303,305	
4,867	4,755	(112)	(2.4%)	4,599	(268)	(5.8%)		4,867	4,755	(112)	(2.4%)	4,599	(268)	(5.8%)	60,868	60,756	60,348	
174,125	177,412	(3,287)	(1.9%)	162,341	11,784	7.3%		174,125	177,412	(3,287)	(1.9%)	162,341	11,784	7.3%	2,322,912	2,327,951	2,242,957	
5,920	5,224	696	13.3%	5,288	631	11.9%		5,920	5,224	696	13.3%	5,288	631	11.9%	69,247	68,552	69,119	
<b>180,045</b>	<b>182,636</b>	<b>(2,591)</b>	<b>(1.4%)</b>	<b>167,630</b>	<b>12,415</b>	<b>7.4%</b>		<b>180,045</b>	<b>182,636</b>	<b>(2,591)</b>	<b>(1.4%)</b>	<b>167,630</b>	<b>12,415</b>	<b>7.4%</b>	<b>2,392,159</b>	<b>2,396,502</b>	<b>2,312,076</b>	
<b>Victorian Table Games Revenue</b>																		
20,739	22,825	(2,086)	(9.1%)	21,839	(1,100)	(5.0%)		20,739	22,825	(2,086)	(9.1%)	21,839	(1,100)	(5.0%)	274,121	276,206	273,030	
21,302	15,463	5,839	37.8%	17,585	3,717	21.1%		21,302	15,463	5,839	37.8%	17,585	3,717	21.1%	190,937	185,098	183,186	
42,041	38,288	3,753	9.8%	39,425	2,617	6.6%		42,041	38,288	3,753	9.8%	39,425	2,617	6.6%	465,058	461,305	436,216	
19,029	19,472	(443)	(2.3%)	18,567	462	2.5%		19,029	19,472	(443)	(2.3%)	18,567	462	2.5%	239,093	239,536	233,819	
2,462	2,430	32	1.3%	2,225	237	10.6%		2,462	2,430	32	1.3%	2,225	237	10.6%	30,478	30,446	29,113	
4,785	5,339	(554)	(10.4%)	5,138	(354)	(6.9%)		4,785	5,339	(554)	(10.4%)	5,138	(354)	(6.9%)	66,566	67,121	61,949	
<b>68,317</b>	<b>65,529</b>	<b>2,788</b>	<b>4.3%</b>	<b>65,356</b>	<b>2,961</b>	<b>4.5%</b>		<b>68,317</b>	<b>65,529</b>	<b>2,788</b>	<b>4.3%</b>	<b>65,356</b>	<b>2,961</b>	<b>4.5%</b>	<b>801,196</b>	<b>798,407</b>	<b>761,096</b>	
24.0%	19.9%		4.2%	21.8%		2.2%		24.0%	19.9%		4.2%	21.8%		2.2%	20.2%	19.9%	19.7%	
25.3%	25.2%		0.1%	24.3%		1.0%		25.3%	25.2%		0.1%	24.3%		1.0%	25.2%	25.2%	25.4%	
14.8%	15.5%		(0.7%)	15.4%		(0.6%)		14.8%	15.5%		(0.7%)	15.4%		(0.6%)	11.4%	11.5%	10.6%	
15.9%	18.2%		(2.3%)	17.9%		(2.1%)		15.9%	18.2%		(2.3%)	17.9%		(2.1%)	18.0%	18.2%	17.6%	
23.0%	20.8%		2.2%	21.8%		1.2%		23.0%	20.8%		2.2%	21.8%		1.2%	20.6%	20.4%	20.3%	

2.3

CURRENT MONTH							Crown Melbourne Monthly Performance Review							YEAR TO DATE							FULL YEAR		
Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jul 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %	Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jul 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %	Forecast F19 \$'000	Budget F19 \$'000	Actual F18 \$'000							
							<b>Period 1, F19</b>																
							<b>1.3 PAYROLL SUMMARY</b>																
15,200	15,202	1	0.0%	14,508	(693)	(4.8%)	15,200	15,202	1	0.0%	14,508	(693)	(4.8%)	176,831	176,832	168,396							
22.2%	23.2%		1.0%	22.2%		(0.0%)	22.2%	23.2%		1.0%	22.2%		(0.0%)	22.1%	22.1%	22.0%							
1,960	1,955	(5)	(0.2%)	1,960	0	0.0%	1,960	1,955	(5)	(0.2%)	1,960	0	0.0%	23,915	23,910	22,929							
5.4%	5.3%		(0.1%)	4.9%		(0.5%)	5.4%	5.3%		(0.1%)	4.9%		(0.5%)	5.2%	5.2%	5.1%							
4,135	4,097	(38)	(0.9%)	3,726	(409)	(11.0%)	4,135	4,097	(38)	(0.9%)	3,726	(409)	(11.0%)	51,137	52,932	52,293							
11.3%	10.6%		(0.7%)	12.0%		(0.7%)	11.3%	10.6%		(0.7%)	12.0%		(0.7%)	8.6%	8.9%	8.5%							
12,237	11,892	(345)	(2.9%)	11,641	(596)	(5.1%)	12,237	11,892	(345)	(2.9%)	11,641	(596)	(5.1%)	148,892	148,547	143,389							
45.3%	45.2%		(0.1%)	44.2%		(1.0%)	45.3%	45.2%		(0.1%)	44.2%		(1.0%)	43.2%	43.2%	42.5%							
4,980	4,975	(4)	(0.1%)	4,784	(196)	(4.1%)	4,980	4,975	(4)	(0.1%)	4,784	(196)	(4.1%)	59,200	59,195	56,797							
33.6%	33.6%		0.1%	32.5%		(1.1%)	33.6%	33.6%		0.1%	32.5%		(1.1%)	30.5%	30.5%	30.5%							
379	368	(12)	(3.2%)	327	(52)	(15.9%)	379	368	(12)	(3.2%)	327	(52)	(15.9%)	4,555	4,543	4,158							
7.9%	7.6%		(0.3%)	6.8%		(1.0%)	7.9%	7.6%		(0.3%)	6.8%		(1.0%)	7.5%	7.5%	7.0%							
789	994	205	20.6%	699	(90)	(12.8%)	789	994	205	20.6%	699	(90)	(12.8%)	11,726	11,931	10,348							
0.4%	0.5%		0.1%	0.4%		(0.0%)	0.4%	0.5%		0.1%	0.4%		(0.0%)	0.5%	0.5%	0.4%							
4,070	4,057	(13)	(0.3%)	3,734	(335)	(9.0%)	4,070	4,057	(13)	(0.3%)	3,734	(335)	(9.0%)	48,680	48,667	45,901							
2.2%	2.2%		0.0%	2.0%		(0.1%)	2.2%	2.2%		0.0%	2.0%		(0.1%)	2.0%	2.0%	1.9%							
8,334	8,080	(255)	(3.2%)	7,262	(1,073)	(14.8%)	8,334	8,080	(255)	(3.2%)	7,262	(1,073)	(14.8%)	101,055	100,800	91,738							
4.4%	4.3%		(0.1%)	4.0%		(0.4%)	4.4%	4.3%		(0.1%)	4.0%		(0.4%)	4.1%	4.1%	3.8%							
658	741	84	11.3%	860	202	23.5%	658	741	84	11.3%	860	202	23.5%	8,846	8,930	12,094							
0.3%	0.4%		0.0%	0.5%		0.1%	0.3%	0.4%		0.0%	0.5%		0.1%	0.4%	0.4%	0.5%							
<b>52,742</b>	<b>52,361</b>	<b>(381)</b>	<b>(0.7%)</b>	<b>49,500</b>	<b>(3,242)</b>	<b>(6.5%)</b>	<b>52,742</b>	<b>52,361</b>	<b>(381)</b>	<b>(0.7%)</b>	<b>49,500</b>	<b>(3,242)</b>	<b>(6.5%)</b>	<b>634,835</b>	<b>636,288</b>	<b>608,042</b>							
28.0%	27.9%		(0.1%)	27.2%		(0.9%)	28.0%	27.9%		(0.1%)	27.2%		(0.9%)	25.8%	25.9%	25.1%							

2.3

CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance		Variance	Actual	Budget	Variance		Variance	Forecast	Budget	Actual			
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F(U)	Jul 18	Jul 18	F(U)	F(U)	F(U)	F19	F19	F18			
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	\$'000			
<b>Crown Melbourne Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>2. LOCAL TABLE GAMES</b>																		
<b>Main Floor Tables (excl Poker &amp; Electronic)</b>																		
<b>75,272</b>	<b>77,268</b>	<b>(1,996)</b>	<b>(2.6%)</b>	<b>76,315</b>	<b>(1,043)</b>	<b>(1.4%)</b>	<b>Drop</b>	<b>75,272</b>	<b>77,268</b>	<b>(1,996)</b>	<b>(2.6%)</b>	<b>76,315</b>	<b>(1,043)</b>	<b>(1.4%)</b>	<b>948,543</b>	<b>950,538</b>	<b>922,289</b>	
19,029	19,472	(443)	(2.3%)	18,567	462	2.5%	Win	19,029	19,472	(443)	(2.3%)	18,567	462	2.5%	239,093	239,536	233,819	
(10)	0	(10)	N/A	48	(57)	(120.5%)	Other Revenue	(10)	0	(10)	N/A	48	(57)	(120.5%)	(10)	0	1,735	
<b>19,019</b>	<b>19,472</b>	<b>(452)</b>	<b>(2.3%)</b>	<b>18,615</b>	<b>404</b>	<b>2.2%</b>	<b>Total Revenue</b>	<b>19,019</b>	<b>19,472</b>	<b>(452)</b>	<b>(2.3%)</b>	<b>18,615</b>	<b>404</b>	<b>2.2%</b>	<b>239,083</b>	<b>239,536</b>	<b>235,554</b>	
4,104	4,332	228	5.3%	4,135	31	0.8%	Gaming Tax	4,104	4,332	228	5.3%	4,135	31	0.8%	53,069	53,297	52,061	
266	175	(91)	(51.8%)	167	(99)	(59.0%)	Super Tax	266	175	(91)	(51.8%)	167	(99)	(59.0%)	2,247	2,156	1,737	
7,053	6,749	(303)	(4.5%)	6,608	(445)	(6.7%)	Payroll	7,053	6,749	(303)	(4.5%)	6,608	(445)	(6.7%)	80,137	79,833	77,899	
17	63	46	72.7%	21	4	17.5%	Complimentaries	17	63	46	72.7%	21	4	17.5%	723	769	192	
90	146	55	38.1%	39	(52)	(133.6%)	Loyalty Program Expense	90	146	55	38.1%	39	(52)	(133.6%)	1,692	1,748	1,660	
251	221	(30)	(13.7%)	230	(21)	(9.3%)	Advertising & Other Marketing Costs	251	221	(30)	(13.7%)	230	(21)	(9.3%)	3,236	3,206	3,501	
544	501	(43)	(8.7%)	589	45	7.6%	Other Expenses	544	501	(43)	(8.7%)	589	45	7.6%	6,043	5,999	6,556	
<b>6,694</b>	<b>7,285</b>	<b>(591)</b>	<b>(8.1%)</b>	<b>6,826</b>	<b>(133)</b>	<b>(1.9%)</b>	<b>Direct Contribution</b>	<b>6,694</b>	<b>7,285</b>	<b>(591)</b>	<b>(8.1%)</b>	<b>6,826</b>	<b>(133)</b>	<b>(1.9%)</b>	<b>91,937</b>	<b>92,528</b>	<b>91,948</b>	
25.3%	25.2%		0.1%	24.3%	1.0%	1.0%	Hold %	25.3%	25.2%		0.1%	24.3%	1.0%	25.2%	25.2%	25.4%		
14,918	15,346	(428)	(2.8%)	15,099	(181)	(1.2%)	Average Weekly Table Open Hours	14,918	15,346	(428)	(2.8%)	15,099	(181)	(1.2%)	15,856	15,893	15,650	
37,263	38,273	(1,010)	(2.6%)	37,930	(667)	(1.8%)	Average Weekly Patron Hours	37,263	38,273	(1,010)	(2.6%)	37,930	(667)	(1.8%)	39,567	39,653	38,375	
\$115.31	\$114.88	\$0.43	0.4%	\$110.54	\$4.78	4.3%	Average Win per Patron Hour	\$115.31	\$114.88	\$0.43	0.4%	\$110.54	\$4.78	4.3%	\$115.89	\$115.85	\$116.85	
37.1%	34.7%		(2.4%)	35.5%	1.6%	1.6%	Payroll to Revenue %	37.1%	34.7%		(2.4%)	35.5%	1.6%	33.5%	33.3%	33.1%		
9.4%	8.7%		(0.6%)	8.7%	0.7%	0.7%	Payroll to Drop %	9.4%	8.7%		(0.6%)	8.7%	0.7%	8.4%	8.4%	8.4%		
35.2%	37.4%		2.2%	36.7%	1.5%	1.5%	Contribution Margin	35.2%	37.4%		2.2%	36.7%	1.5%	38.5%	38.6%	39.0%		
<b>Poker</b>																		
<b>16,632</b>	<b>15,678</b>	<b>954</b>	<b>6.1%</b>	<b>14,457</b>	<b>2,175</b>	<b>15.0%</b>	<b>Drop</b>	<b>16,632</b>	<b>15,678</b>	<b>954</b>	<b>6.1%</b>	<b>14,457</b>	<b>2,175</b>	<b>15.0%</b>	<b>266,779</b>	<b>265,825</b>	<b>273,871</b>	
2,462	2,430	32	1.3%	2,225	237	10.6%	Win	2,462	2,430	32	1.3%	2,225	237	10.6%	30,478	30,446	29,113	
167	105	62	58.8%	109	57	52.6%	Other Revenue	167	105	62	58.8%	109	57	52.6%	3,362	3,300	3,310	
<b>2,628</b>	<b>2,535</b>	<b>93</b>	<b>3.7%</b>	<b>2,335</b>	<b>294</b>	<b>12.6%</b>	<b>Total Revenue</b>	<b>2,628</b>	<b>2,535</b>	<b>93</b>	<b>3.7%</b>	<b>2,335</b>	<b>294</b>	<b>12.6%</b>	<b>33,840</b>	<b>33,746</b>	<b>32,423</b>	
548	563	15	2.7%	615	68	11.0%	Gaming Tax	548	563	15	2.7%	615	68	11.0%	7,480	7,495	7,191	
22	22	(0)	(1.3%)	20	(2)	(10.5%)	Super Tax	22	22	(0)	(1.3%)	20	(2)	(10.5%)	274	274	216	
1,163	1,358	195	14.4%	1,223	60	4.9%	Payroll	1,163	1,358	195	14.4%	1,223	60	4.9%	17,102	17,297	15,729	
1	0	(1)	N/A	1	(1)	(128.7%)	Complimentaries	1	0	(1)	N/A	1	(1)	(128.7%)	1	0	8	
0	0	(0)	N/A	0	(0)	(47.7%)	Loyalty Program Expense	0	0	(0)	N/A	0	(0)	(47.7%)	0	0	1	
7	2	(5)	(304.1%)	4	(3)	(59.8%)	Advertising & Other Marketing Costs	7	2	(5)	(304.1%)	4	(3)	(59.8%)	1,066	1,060	1,099	
107	118	11	9.0%	122	15	12.5%	Other Expenses	107	118	11	9.0%	122	15	12.5%	1,457	1,468	1,379	
<b>781</b>	<b>473</b>	<b>308</b>	<b>65.0%</b>	<b>350</b>	<b>431</b>	<b>123.3%</b>	<b>Direct Contribution</b>	<b>781</b>	<b>473</b>	<b>308</b>	<b>65.0%</b>	<b>350</b>	<b>431</b>	<b>123.3%</b>	<b>6,459</b>	<b>6,151</b>	<b>6,801</b>	
14.8%	15.5%		(0.7%)	15.4%	(0.6%)	(0.6%)	Hold %	14.8%	15.5%		(0.7%)	15.4%	(0.6%)	11.4%	11.5%	10.6%		
2,669	2,504	166	6.6%	2,499	171	6.8%	Average Weekly Table Open Hours	2,669	2,504	166	6.6%	2,499	171	6.8%	2,966	2,952	2,903	
20,430	20,080	350	1.7%	19,817	614	3.1%	Average Weekly Patron Hours	20,430	20,080	350	1.7%	19,817	614	3.1%	23,706	23,677	22,929	
\$27.21	\$27.33	(\$0.12)	(0.4%)	\$25.36	\$1.85	7.3%	Average Win per Patron Hour	\$27.21	\$27.33	(\$0.12)	(0.4%)	\$25.36	\$1.85	7.3%	\$24.66	\$24.66	\$24.35	
44.2%	53.6%		9.3%	52.4%	8.1%	8.1%	Payroll to Revenue %	44.2%	53.6%		9.3%	52.4%	8.1%	50.5%	51.3%	48.5%		
7.0%	8.7%		1.7%	8.5%	1.5%	1.5%	Payroll to Drop %	7.0%	8.7%		1.7%	8.5%	1.5%	6.4%	6.5%	5.7%		
29.7%	18.7%		(11.0%)	15.0%	(14.7%)	(14.7%)	Contribution Margin	29.7%	18.7%		(11.0%)	15.0%	(14.7%)	19.1%	18.2%	21.0%		

2.3

CURRENT MONTH								Crown Melbourne Monthly Performance Review				YEAR TO DATE								FULL YEAR		
Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %		Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %		Forecast F19 \$'000	Budget F19 \$'000	Actual F18 \$'000				
190,958	197,740	(6,782)	(3.4%)	196,379	(5,421)	(2.8%)		190,958	197,740	(6,782)	(3.4%)	196,379	(5,421)	(2.8%)		2,479,170	2,485,952	2,329,745				
30,175	29,335	840	2.9%	28,633	1,543	5.4%	<b>Electronic Table Games</b>	30,175	29,335	840	2.9%	28,633	1,543	5.4%		369,635	368,795	352,380				
4,785	5,339	(554)	(10.4%)	5,138	(354)	(6.9%)	<b>Turnover</b>	4,785	5,339	(554)	(10.4%)	5,138	(354)	(6.9%)		66,566	67,121	61,949				
0	0	0	N/A	(0)	0	160.0%	<b>Drop</b>	0	0	0	N/A	(0)	0	160.0%		0	0	459				
4,785	5,339	(554)	(10.4%)	5,138	(354)	(6.9%)	<b>Total Revenue</b>	4,785	5,339	(554)	(10.4%)	5,138	(354)	(6.9%)		66,566	67,121	62,408				
1,066	1,188	122	10.3%	1,140	75	6.5%	<b>Gaming Tax</b>	1,066	1,188	122	10.3%	1,140	75	6.5%		14,812	14,934	13,746				
43	48	5	10.3%	46	3	6.5%	<b>Super Tax</b>	43	48	5	10.3%	46	3	6.5%		599	604	459				
250	318	68	21.3%	283	33	11.6%	<b>Payroll</b>	250	318	68	21.3%	283	33	11.6%		3,811	3,879	3,145				
0	0	0	N/A	0	0	N/A	<b>Complimentaries</b>	0	0	0	N/A	0	0	N/A		0	0	0				
4	10	7	64.9%	5	2	31.3%	<b>Loyalty Program Expense</b>	4	10	7	64.9%	5	2	31.3%		119	125	55				
11	11	(0)	(0.0%)	10	(0)	(3.1%)	<b>Advertising &amp; Other Marketing Costs</b>	11	11	(0)	(0.0%)	10	(0)	(3.1%)		127	127	123				
46	40	(7)	(16.4%)	83	36	43.8%	<b>Other Expenses</b>	46	40	(7)	(16.4%)	83	36	43.8%		480	473	492				
3,365	3,724	(359)	(9.6%)	3,570	(206)	(5.8%)	<b>Direct Contribution</b>	3,365	3,724	(359)	(9.6%)	3,570	(206)	(5.8%)		46,619	46,978	44,388				
15.9%	18.2%	(36)	(2.3%)	17.9%	(16)	(2.1%)	<b>Hold %</b>	15.9%	18.2%	(36)	(2.3%)	17.9%	(16)	(2.1%)		18.0%	18.2%	17.6%				
638	674	(36)	(5.3%)	654	(16)	(2.4%)	<b>Terminals</b>	638	674	(36)	(5.3%)	654	(16)	(2.4%)		8,132	8,168	649				
13,050	13,738	(688)	(5.0%)	13,756	(706)	(5.1%)	<b>Average Weekly Patron Hours</b>	13,050	13,738	(688)	(5.0%)	13,756	(706)	(5.1%)		13,692	13,750	13,223				
\$82.79	\$87.76	(\$4.97)	(5.7%)	\$84.35	(\$1.56)	(1.8%)	<b>Average Win per Patron Hour</b>	\$82.79	\$87.76	(\$4.97)	(5.7%)	\$84.35	(\$1.56)	(1.8%)		\$93.24	\$93.62	\$89.85				
\$241.91	\$255.53	(\$13.62)	(5.3%)	\$253.45	(\$11.53)	(4.6%)	<b>Win per Terminal per Day</b>	\$241.91	\$255.53	(\$13.62)	(5.3%)	\$253.45	(\$11.53)	(4.6%)		\$22.43	\$22.51	\$21.58				
\$3,304.23	\$3,250.22	\$54.01	1.7%	\$3,223.56	\$80.67	2.5%	<b>Turnover per Patron Hour</b>	\$3,304.23	\$3,250.22	\$54.01	1.7%	\$3,223.56	\$80.67	2.5%		\$3,472.64	\$3,467.34	\$3,379.05				
70.3%	69.7%	(0.6%)	(0.8%)	69.5%	(0.8%)	(0.8%)	<b>Contribution Margin</b>	70.3%	69.7%	(0.6%)	(0.8%)	69.5%	(0.8%)	(0.8%)		70.0%	70.0%	71.1%				
122,080	122,282	(202)	(0.2%)	119,405	2,675	2.2%	<b>Total Main Floor Tables</b>	122,080	122,282	(202)	(0.2%)	119,405	2,675	2.2%		1,584,957	1,585,158	1,548,541				
26,275	27,241	(965)	(3.5%)	25,931	345	1.3%	<b>Drop</b>	26,275	27,241	(965)	(3.5%)	25,931	345	1.3%		336,138	337,103	324,881				
157	105	52	49.3%	157	0	0.1%	<b>Other Gaming Revenue</b>	157	105	52	49.3%	157	0	0.1%		3,352	3,300	6,029				
26,432	27,346	(913)	(3.3%)	26,088	345	1.3%	<b>Total Revenue</b>	26,432	27,346	(913)	(3.3%)	26,088	345	1.3%		339,489	340,403	330,910				
5,717	6,083	366	6.0%	5,891	174	2.9%	<b>Gaming Tax</b>	5,717	6,083	366	6.0%	5,891	174	2.9%		75,360	75,726	72,998				
331	245	(86)	(35.1%)	233	(98)	(41.9%)	<b>Super Tax</b>	331	245	(86)	(35.1%)	233	(98)	(41.9%)		3,120	3,034	2,412				
8,466	8,426	(41)	(0.5%)	8,114	(352)	(4.3%)	<b>Payroll &amp; On Costs</b>	8,466	8,426	(41)	(0.5%)	8,114	(352)	(4.3%)		101,050	101,009	96,772				
61	63	2	2.7%	40	(22)	(54.4%)	<b>Complimentaries</b>	61	63	2	2.7%	40	(22)	(54.4%)		767	769	672				
94	156	62	39.8%	44	(50)	(113.4%)	<b>Loyalty Program Expense</b>	94	156	62	39.8%	44	(50)	(113.4%)		1,811	1,673	1,717				
226	233	7	3.1%	226	0	0.1%	<b>Advertising &amp; Other Marketing Costs</b>	226	233	7	3.1%	226	0	0.1%		4,386	4,393	4,250				
697	658	(39)	(6.0%)	794	96	12.1%	<b>Other Expenses</b>	697	658	(39)	(6.0%)	794	96	12.1%		7,980	7,941	8,427				
10,839	11,482	(643)	(5.6%)	10,746	93	0.9%	<b>Net Contribution</b>	10,839	11,482	(643)	(5.6%)	10,746	93	0.9%		145,015	145,657	143,662				
18,699	19,065	(366)	(1.9%)	18,826	(127)	(0.7%)	<b>Key Financial Performance Indicators</b>	18,699	19,065	(366)	(1.9%)	18,826	(127)	(0.7%)		20,031	20,062	19,723				
70,743	72,091	(1,347)	(1.9%)	71,503	(759)	(1.1%)	<b>Average Weekly Table Open Hours</b>	70,743	72,091	(1,347)	(1.9%)	71,503	(759)	(1.1%)		76,965	77,079	74,527				
3.78	3.78	0.00	0.1%	3.80	(0.01)	(0.4%)	<b>Average Weekly Patron Hours</b>	3.78	3.78	0.00	0.1%	3.80	(0.01)	(0.4%)		3.84	3.84	3.78				
\$83.87	\$85.32	(\$1.46)	(1.7%)	\$81.89	\$1.98	2.4%	<b>Average Win per Patron Hour</b>	\$83.87	\$85.32	(\$1.46)	(1.7%)	\$81.89	\$1.98	2.4%		\$83.76	\$83.87	\$83.60				
27,566	27,612	(46)	(0.2%)	26,962	604	2.2%	<b>Average Weekly Drop \$'000</b>	27,566	27,612	(46)	(0.2%)	26,962	604	2.2%		30,396	30,400	29,698				
5,933	6,151	(218)	(3.5%)	5,855	78	1.3%	<b>Average Weekly Win \$'000</b>	5,933	6,151	(218)	(3.5%)	5,855	78	1.3%		6,446	6,465	6,231				
32.0%	30.8%	(1.2%)	(3.9%)	31.1%	(0.9%)	(0.9%)	<b>Payroll to Revenue %</b>	32.0%	30.8%	(1.2%)	(3.9%)	31.1%	(0.9%)	(0.9%)		29.8%	29.7%	29.2%				
6.9%	6.9%	(0.0%)	(0.0%)	6.8%	(0.1%)	(0.1%)	<b>Payroll to Drop %</b>	6.9%	6.9%	(0.0%)	(0.0%)	6.8%	(0.1%)	(0.1%)		6.4%	6.4%	6.2%				
21.5%	22.3%	(0.8%)	(3.6%)	21.7%	(0.6%)	(2.8%)	<b>Hold %</b>	21.5%	22.3%	(0.8%)	(3.6%)	21.7%	(0.6%)	(2.8%)		21.2%	21.3%	21.0%				
22.6%	23.3%	(0.7%)	(3.0%)	22.6%	(0.7%)	(3.0%)	<b>Hold % (excl Poker)</b>	22.6%	23.3%	(0.7%)	(3.0%)	22.6%	(0.7%)	(3.0%)		23.2%	23.2%	23.2%				
41.0%	42.0%	(1.0%)	(2.4%)	41.2%	(0.2%)	(0.2%)	<b>Contribution Margin %</b>	41.0%	42.0%	(1.0%)	(2.4%)	41.2%	(0.2%)	(0.2%)		42.7%	42.8%	43.4%				



CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %		Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %	Forecast F19 \$'000	Budget F19 \$'000	Actual F18 \$'000	
<b>Crown Melbourne Monthly Performance Review Period 1, F19</b>								<b>2. LOCAL TABLE GAMES (Continued)</b>										
<b>Mahogany Premium</b>								<b>Mahogany Premium</b>										
<b>77,407</b>	<b>85,905</b>	<b>(8,498)</b>	<b>(9.9%)</b>	<b>78,093</b>	<b>(686)</b>	<b>(0.9%)</b>	<b>Drop</b>	<b>77,407</b>	<b>85,905</b>	<b>(8,498)</b>	<b>(9.9%)</b>	<b>78,093</b>	<b>(686)</b>	<b>(0.9%)</b>	<b>1,019,825</b>	<b>1,028,323</b>	<b>972,047</b>	
21,302	15,463	5,839	37.8%	17,585	3,717	21.1%	Win	21,302	15,463	5,839	37.8%	17,585	3,717	21.1%	190,937	185,098	163,186	
46	0	46	N/A	(84)	130	155.6%	Other Revenue	46	0	46	N/A	(84)	130	155.6%	46	0	(56)	
<b>21,348</b>	<b>15,463</b>	<b>5,886</b>	<b>38.1%</b>	<b>17,502</b>	<b>3,847</b>	<b>22.0%</b>	<b>Total Revenue</b>	<b>21,348</b>	<b>15,463</b>	<b>5,886</b>	<b>38.1%</b>	<b>17,502</b>	<b>3,847</b>	<b>22.0%</b>	<b>190,984</b>	<b>185,098</b>	<b>163,129</b>	
4,449	3,287	(1,163)	(35.4%)	3,785	(664)	(17.5%)	Gaming Tax	4,449	3,287	(1,163)	(35.4%)	3,785	(664)	(17.5%)	39,786	39,264	35,193	
185	137	(48)	(35.2%)	158	(27)	(16.8%)	Super Tax	185	137	(48)	(35.2%)	158	(27)	(16.8%)	1,679	1,631	1,209	
2,862	2,858	(4)	(0.2%)	2,585	(277)	(10.7%)	Payroll	2,862	2,858	(4)	(0.2%)	2,585	(277)	(10.7%)	30,250	30,246	29,205	
3,932	2,047	(1,885)	(92.1%)	2,314	(1,617)	(69.9%)	Complimentaries	3,932	2,047	(1,885)	(92.1%)	2,314	(1,617)	(69.9%)	25,831	25,666	22,465	
1,096	1,006	(89)	(8.9%)	1,205	109	9.1%	Loyalty Program Expense	1,096	1,006	(89)	(8.9%)	1,205	109	9.1%	12,206	12,116	12,624	
353	361	8	2.3%	338	(16)	(4.6%)	Advertising & Other Marketing Costs	353	361	8	2.3%	338	(16)	(4.6%)	5,336	5,344	5,000	
418	372	(46)	(12.3%)	267	(151)	(56.6%)	Other Expenses	418	372	(46)	(12.3%)	267	(151)	(56.6%)	7,658	4,731	4,172	
<b>8,054</b>	<b>5,395</b>	<b>2,659</b>	<b>49.3%</b>	<b>6,850</b>	<b>1,204</b>	<b>17.6%</b>	<b>Direct Contribution</b>	<b>8,054</b>	<b>5,395</b>	<b>2,659</b>	<b>49.3%</b>	<b>6,850</b>	<b>1,204</b>	<b>17.6%</b>	<b>68,238</b>	<b>66,100</b>	<b>53,261</b>	
<b>Key Financial Performance Indicators</b>								<b>Key Financial Performance Indicators</b>										
27.5%	18.0%		9.5%	22.5%		5.0%	Hold %	27.5%	18.0%		9.5%	22.5%		5.0%	18.7%	18.0%	16.8%	
5,676	5,558	118	2.1%	5,444	232	4.3%	Average Weekly Table Open Hours	5,676	5,558	118	2.1%	5,444	232	4.3%	5,643	5,633	5,743	
7,834	7,504	330	4.4%	6,650	1,184	17.8%	Average Weekly Patron Hours	7,834	7,504	330	4.4%	6,650	1,184	17.8%	7,633	7,605	7,598	
\$614.01	\$465.30	\$148.71	32.0%	\$597.14	\$16.87	2.8%	Average Win per Patron Hour	\$614.01	\$465.30	\$148.71	32.0%	\$597.14	\$16.87	2.8%	\$479.74	\$466.78	\$411.89	
13.4%	18.5%		5.1%	14.8%		1.4%	Payroll to Revenue %	13.4%	18.5%		5.1%	14.8%		1.4%	15.8%	16.3%	17.9%	
3.7%	3.3%		(0.4%)	3.3%		(0.4%)	Payroll to Drop %	3.7%	3.3%		(0.4%)	3.3%		(0.4%)	3.0%	2.9%	3.0%	
37.7%	34.9%		2.8%	39.1%		(1.4%)	Contribution Margin %	37.7%	34.9%		2.8%	39.1%		(1.4%)	35.7%	35.7%	32.6%	
<b>Non Mahogany Premium</b>								<b>Non Mahogany Premium</b>										
<b>97,487</b>	<b>106,908</b>	<b>(9,421)</b>	<b>(8.8%)</b>	<b>102,834</b>	<b>(5,347)</b>	<b>(5.2%)</b>	<b>Drop</b>	<b>97,487</b>	<b>106,908</b>	<b>(9,421)</b>	<b>(8.8%)</b>	<b>102,834</b>	<b>(5,347)</b>	<b>(5.2%)</b>	<b>1,284,286</b>	<b>1,293,707</b>	<b>1,237,502</b>	
20,739	22,825	(2,086)	(9.1%)	21,839	(1,100)	(5.0%)	Win	20,739	22,825	(2,086)	(9.1%)	21,839	(1,100)	(5.0%)	274,121	276,206	273,030	
(4)	0	(4)	N/A	(10)	5	54.9%	Other Revenue	(4)	0	(4)	N/A	(10)	5	54.9%	(4)	0	54	
<b>20,735</b>	<b>22,825</b>	<b>(2,090)</b>	<b>(9.2%)</b>	<b>21,829</b>	<b>(1,095)</b>	<b>(5.0%)</b>	<b>Total Revenue</b>	<b>20,735</b>	<b>22,825</b>	<b>(2,090)</b>	<b>(9.2%)</b>	<b>21,829</b>	<b>(1,095)</b>	<b>(5.0%)</b>	<b>274,116</b>	<b>276,206</b>	<b>273,084</b>	
4,702	5,079	376	7.4%	4,861	158	3.3%	Gaming Tax	4,702	5,079	376	7.4%	4,861	158	3.3%	61,080	61,456	60,775	
190	205	15	7.4%	197	6	3.3%	Super Tax	190	205	15	7.4%	197	6	3.3%	2,471	2,486	2,028	
3,873	3,919	46	1.2%	3,809	(63)	(1.7%)	Payroll	3,873	3,919	46	1.2%	3,809	(63)	(1.7%)	45,531	45,577	42,419	
504	493	(11)	(2.2%)	599	95	15.8%	Complimentaries	504	493	(11)	(2.2%)	599	95	15.8%	6,141	6,130	5,919	
282	437	154	35.3%	340	57	16.8%	Loyalty Program Expense	282	437	154	35.3%	340	57	16.8%	5,086	5,241	4,786	
225	213	(12)	(5.7%)	203	(23)	(11.1%)	Advertising & Other Marketing Costs	225	213	(12)	(5.7%)	203	(23)	(11.1%)	2,705	2,693	2,685	
298	324	26	8.1%	417	119	28.5%	Other Expenses	298	324	26	8.1%	417	119	28.5%	3,835	3,862	5,033	
<b>10,660</b>	<b>12,155</b>	<b>(1,495)</b>	<b>(12.3%)</b>	<b>11,405</b>	<b>(745)</b>	<b>(6.5%)</b>	<b>Direct Contribution</b>	<b>10,660</b>	<b>12,155</b>	<b>(1,495)</b>	<b>(12.3%)</b>	<b>11,405</b>	<b>(745)</b>	<b>(6.5%)</b>	<b>147,268</b>	<b>148,763</b>	<b>149,459</b>	
<b>Key Financial Performance Indicators</b>								<b>Key Financial Performance Indicators</b>										
21.3%	21.4%		(0.1%)	21.2%		0.0%	Hold %	21.3%	21.4%		(0.1%)	21.2%		0.0%	21.3%	21.4%	22.1%	
8,214	8,207	7	0.1%	8,088	126	1.6%	Average Weekly Table Open Hours	8,214	8,207	7	0.1%	8,088	126	1.6%	8,310	8,309	8,244	
17,193	16,958	235	1.4%	17,484	(291)	(1.7%)	Average Weekly Patron Hours	17,193	16,958	235	1.4%	17,484	(291)	(1.7%)	17,182	17,162	17,408	
\$272.38	\$303.94	(\$31.55)	(10.4%)	\$282.05	(\$9.67)	(3.4%)	Average Win per Patron Hour	\$272.38	\$303.94	(\$31.55)	(10.4%)	\$282.05	(\$9.67)	(3.4%)	\$305.96	\$308.65	\$300.80	
18.7%	17.2%		(1.5%)	17.5%		(1.2%)	Payroll to Revenue %	18.7%	17.2%		(1.5%)	17.5%		(1.2%)	16.6%	16.5%	15.5%	
4.0%	3.7%		(0.3%)	3.7%		(0.3%)	Payroll to Drop %	4.0%	3.7%		(0.3%)	3.7%		(0.3%)	3.5%	3.5%	3.4%	
51.4%	53.3%		(1.8%)	52.2%		(0.8%)	Contribution Margin %	51.4%	53.3%		(1.8%)	52.2%		(0.8%)	53.7%	53.9%	54.7%	

2.3



CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance		Variance	Actual	Budget	Variance		Actual	Variance	Variance	Forecast	Budget	Actual	
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F(U)	Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F19	F19	F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	
<b>Crown Melbourne</b>																		
<b>Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>3. GAMING MACHINES</b>																		
<b>VIP1 Interstate and International Slots Players</b>																		
<b>40,665</b>	<b>53,272</b>	<b>(12,607)</b>	<b>(23.7%)</b>	<b>77,614</b>	<b>(36,949)</b>	<b>(47.6%)</b>		<b>40,665</b>	<b>53,272</b>	<b>(12,607)</b>	<b>(23.7%)</b>	<b>77,614</b>	<b>(36,949)</b>	<b>(47.6%)</b>	<b>840,403</b>	<b>853,010</b>	<b>767,445</b>	
3,522	4,511	(989)	(21.9%)	6,745	(3,223)	(47.8%)	Win	3,522	4,511	(989)	(21.9%)	6,745	(3,223)	(47.8%)	68,382	68,241	61,045	
0	0	0	N/A	0	(0)	(100.0%)	Other Gaming Revenue (Adjustments)	0	0	0	N/A	0	(0)	(100.0%)	0	0	(1,201)	
838	735	(102)	(13.9%)	1,034	197	19.0%	Gaming Tax	838	735	(102)	(13.9%)	1,034	197	19.0%	10,963	10,492	10,301	
19	10	(9)	(92.0%)	13	(7)	(51.8%)	Super Tax	19	10	(9)	(92.0%)	13	(7)	(51.8%)	148	130	140	
0	0	0	N/A	0	0	N/A	Gaming Machine Levy	0	0	0	N/A	0	0	N/A	0	0	0	
153	367	214	58.3%	669	517	77.2%	Commissions	153	367	214	58.3%	669	517	77.2%	5,656	5,870	5,162	
316	286	(30)	(10.7%)	333	17	5.1%	Payroll & On Costs	316	286	(30)	(10.7%)	333	17	5.1%	3,461	3,431	3,748	
601	720	119	16.6%	861	260	30.2%	Complimentaries	601	720	119	16.6%	861	260	30.2%	10,442	10,561	9,986	
0	0	0	N/A	0	0	N/A	Loyalty Program Expense	0	0	0	N/A	0	0	N/A	0	0	0	
196	139	(57)	(40.8%)	182	(14)	(7.7%)	Advertising & Other Marketing Costs	196	139	(57)	(40.8%)	182	(14)	(7.7%)	1,991	1,934	2,422	
140	211	71	33.5%	239	99	41.4%	Other Expenses	140	211	71	33.5%	239	99	41.4%	2,453	2,524	1,654	
<b>1,259</b>	<b>2,043</b>	<b>(784)</b>	<b>(38.4%)</b>	<b>3,413</b>	<b>(2,154)</b>	<b>(63.1%)</b>	<b>Direct Contribution</b>	<b>1,259</b>	<b>2,043</b>	<b>(784)</b>	<b>(38.4%)</b>	<b>3,413</b>	<b>(2,154)</b>	<b>(63.1%)</b>	<b>33,266</b>	<b>33,298</b>	<b>26,430</b>	
8.7%	8.5%		0.2%	8.7%		(0.0%)	Win %	8.7%	8.5%		0.2%	8.7%		(0.0%)	8.1%	8.0%	8.0%	
<b>Local Slots Players</b>																		
<b>402,075</b>	<b>398,302</b>	<b>3,774</b>	<b>0.9%</b>	<b>399,801</b>	<b>2,274</b>	<b>0.6%</b>	<b>Turnover</b>	<b>402,075</b>	<b>398,302</b>	<b>3,774</b>	<b>0.9%</b>	<b>399,801</b>	<b>2,274</b>	<b>0.6%</b>	<b>4,837,493</b>	<b>4,833,720</b>	<b>4,784,898</b>	
32,286	31,864	422	1.3%	32,546	(260)	(0.8%)	Win	32,286	31,864	422	1.3%	32,546	(260)	(0.8%)	387,119	386,697	384,457	
268	386	(118)	(30.5%)	411	(143)	(34.7%)	Other Gaming Revenue (Adjustments)	268	386	(118)	(30.5%)	411	(143)	(34.7%)	4,517	4,635	5,646	
10,516	10,379	(137)	(1.3%)	10,600	85	0.8%	Gaming Tax	10,516	10,379	(137)	(1.3%)	10,600	85	0.8%	126,084	125,947	125,217	
291	255	(36)	(14.0%)	260	(30)	(11.6%)	Super Tax	291	255	(36)	(14.0%)	260	(30)	(11.6%)	3,129	3,094	2,890	
0	0	0	N/A	0	0	N/A	Gaming Machine Levy	0	0	0	N/A	0	0	N/A	0	0	0	
1,644	1,670	26	1.6%	1,627	(17)	(1.0%)	Payroll & On Costs	1,644	1,670	26	1.6%	1,627	(17)	(1.0%)	20,453	20,479	19,181	
1,652	1,739	87	5.0%	1,416	(236)	(16.7%)	Complimentaries	1,652	1,739	87	5.0%	1,416	(236)	(16.7%)	16,817	16,904	17,912	
224	233	9	3.7%	248	24	9.6%	Loyalty Program Expense	224	233	9	3.7%	248	24	9.6%	2,789	2,798	2,716	
976	816	(160)	(19.8%)	975	(2)	(0.2%)	Advertising & Other Marketing Costs	976	816	(160)	(19.8%)	975	(2)	(0.2%)	15,603	15,443	13,504	
793	731	(62)	(8.5%)	801	8	1.1%	Other Expenses	793	731	(62)	(8.5%)	801	8	1.1%	8,841	8,779	9,389	
<b>16,459</b>	<b>16,427</b>	<b>32</b>	<b>0.2%</b>	<b>17,029</b>	<b>(570)</b>	<b>(3.3%)</b>	<b>Direct Contribution</b>	<b>16,459</b>	<b>16,427</b>	<b>32</b>	<b>0.2%</b>	<b>17,029</b>	<b>(570)</b>	<b>(3.3%)</b>	<b>197,920</b>	<b>197,888</b>	<b>199,293</b>	
8.0%	8.0%		0.0%	8.1%		(0.1%)	Win %	8.0%	8.0%		0.0%	8.1%		(0.1%)	8.0%	8.0%	8.0%	

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CURRENT MONTH								Crown Melbourne Monthly Performance Review			YEAR TO DATE								FULL YEAR		
Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %		Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %	Forecast F19 \$'000	Budget F19 \$'000	Actual F18 \$'000				
<b>3. GAMING MACHINES (Continued)</b>																					
<b>Total Gaming Machines</b>																					
<b>442,741</b>	<b>451,574</b>	<b>(8,833)</b>	<b>(2.0%)</b>	<b>477,415</b>	<b>(34,674)</b>	<b>(7.3%)</b>	<b>Turnover</b>	<b>442,741</b>	<b>451,574</b>	<b>(8,833)</b>	<b>(2.0%)</b>	<b>477,415</b>	<b>(34,674)</b>	<b>(7.3%)</b>	<b>5,677,896</b>	<b>5,686,729</b>	<b>5,552,343</b>				
35,808	36,375	(567)	(1.6%)	39,291	(3,483)	(8.9%)	Win	35,808	36,375	(567)	(1.6%)	39,291	(3,483)	(8.9%)	455,501	454,938	445,501				
268	386	(118)	(30.5%)	411	(143)	(34.7%)	Other Gaming Revenue (Adjustments)	268	386	(118)	(30.5%)	411	(143)	(34.7%)	4,517	4,635	4,445				
<b>36,076</b>	<b>36,761</b>	<b>(685)</b>	<b>(1.9%)</b>	<b>39,702</b>	<b>(3,626)</b>	<b>(9.1%)</b>	<b>Total Gaming Revenue</b>	<b>36,076</b>	<b>36,761</b>	<b>(685)</b>	<b>(1.9%)</b>	<b>39,702</b>	<b>(3,626)</b>	<b>(9.1%)</b>	<b>460,019</b>	<b>459,574</b>	<b>449,946</b>				
11,353	11,114	(239)	(2.1%)	11,634	281	2.4%	Gaming Tax	11,353	11,114	(239)	(2.1%)	11,634	281	2.4%	137,047	136,440	135,519				
310	265	(45)	(16.9%)	273	(37)	(13.5%)	Super Tax	310	265	(45)	(16.9%)	273	(37)	(13.5%)	3,278	3,224	3,030				
0	0	0	N/A	0	0	N/A	Gaming Machine Levy	0	0	0	N/A	0	0	N/A	0	0	0				
153	367	214	58.3%	669	517	77.2%	Commissions	153	367	214	58.3%	669	517	77.2%	5,656	5,870	5,162				
1,960	1,955	(5)	(0.2%)	1,960	0	0.0%	Payroll & On Costs	1,960	1,955	(5)	(0.2%)	1,960	0	0.0%	23,915	23,910	22,929				
2,252	2,459	206	8.4%	2,277	24	1.1%	Complimentaries	2,252	2,459	206	8.4%	2,277	24	1.1%	27,259	27,465	27,898				
224	233	9	3.7%	248	24	9.6%	Loyalty Program Expense	224	233	9	3.7%	248	24	9.6%	2,789	2,798	2,716				
1,172	956	(217)	(22.7%)	1,157	(16)	(1.4%)	Advertising & Other Marketing Costs	1,172	956	(217)	(22.7%)	1,157	(16)	(1.4%)	17,595	17,378	15,926				
933	942	9	0.9%	1,041	108	10.3%	Other Expenses	933	942	9	0.9%	1,041	108	10.3%	11,294	11,303	11,043				
<b>17,718</b>	<b>18,470</b>	<b>(752)</b>	<b>(4.1%)</b>	<b>20,442</b>	<b>(2,724)</b>	<b>(13.3%)</b>	<b>Net Contribution</b>	<b>17,718</b>	<b>18,470</b>	<b>(752)</b>	<b>(4.1%)</b>	<b>20,442</b>	<b>(2,724)</b>	<b>(13.3%)</b>	<b>231,186</b>	<b>231,186</b>	<b>225,723</b>				
<b>Key Financial Performance Indicators</b>																					
\$1,186	\$1,278	(\$93)	(7.3%)	\$1,322	(\$137)	(10.3%)	Turnover Per Patron Hour	\$1,186	\$1,278	(\$93)	(7.3%)	\$1,322	(\$137)	(10.3%)	\$1,259	\$1,278	\$1,270				
\$35.89	\$102.97	(\$7.08)	(6.9%)	\$108.84	(\$12.95)	(11.9%)	Average Win per Patron Hour	\$35.89	\$102.97	(\$7.08)	(6.9%)	\$108.84	(\$12.95)	(11.9%)	\$100.87	\$102.27	\$101.87				
84,322	79,765	4,557	5.7%	81,516	2,805	3.4%	Average Weekly Patron Hours	84,322	79,765	4,557	5.7%	81,516	2,805	3.4%	86,518	85,313	83,871				
99,974	101,968	(1,995)	(2.0%)	107,803	(7,830)	(7.3%)	Average Weekly Turnover \$ 000	99,974	101,968	(1,995)	(2.0%)	107,803	(7,830)	(7.3%)	108,891	109,061	106,483				
8,086	8,214	(128)	(1.6%)	8,872	(786)	(8.9%)	Average Weekly Win \$ 000	8,086	8,214	(128)	(1.6%)	8,872	(786)	(8.9%)	8,736	8,725	8,544				
8.1%	8.1%	0.0%	0.0%	8.2%	0.0%	0.0%	Win %	8.1%	8.1%	0.0%	0.0%	8.2%	0.0%	0.0%	8.0%	8.0%	8.0%				
2,628	2,628	0	0.0%	2,628	0	0.0%	Machines	2,628	2,628	0	0.0%	2,628	0	0.0%	2,628	2,628	2,628				
\$439.53	\$446.49	(\$6.96)	(1.6%)	\$482.28	(\$42.75)	(8.9%)	Win / Machine / Day	\$439.53	\$446.49	(\$6.96)	(1.6%)	\$482.28	(\$42.75)	(8.9%)	\$474.87	\$474.28	\$464.44				
5.5%	5.4%	(0.1%)	(0.1%)	5.0%	(0.5%)	(0.5%)	Payroll to Win %	5.5%	5.4%	(0.1%)	(0.1%)	5.0%	(0.5%)	5.3%	5.3%	5.1%					
10.2%	10.0%	(0.2%)	(0.2%)	9.4%	(0.8%)	(0.8%)	Comps & Marketing to Win %	10.2%	10.0%	(0.2%)	(0.2%)	9.4%	(0.8%)	10.5%	10.5%	10.4%					
48.1%	50.2%	(2.1%)	(1.1%)	51.5%	(2.4%)	(2.4%)	Contribution Margin %	48.1%	50.2%	(2.1%)	(1.1%)	51.5%	(2.4%)	50.3%	50.3%	50.2%					

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CROWN MELBOURNE MONTHLY PERFORMANCE REVIEW								4. INTERNATIONAL & INTERSTATE PROGRAM PLAY								FULL YEAR		
CURRENT MONTH				YEAR TO DATE				Forecast F19			Budget F19			Actual F18				
Actual Jul 18	Budget Jul 18	Variance F(U)	%	Actual Jul 17	Variance F(U)	%		Actual Jul 18	Budget Jul 18	Variance F(U)	%	Actual Jul 17	Variance F(U)	%	Forecast F19	Budget F19	Actual F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	%		\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	
1,311,537	1,000,000	311,537	31.2%	1,050,989	260,548	24.8%	Turnover	1,311,537	1,000,000	311,537	31.2%	1,050,989	260,548	24.8%	15,729,537	15,418,000	14,513,020	
558,518	950,000	(391,482)	(41.2%)	510,127	48,391	9.5%	Junket - Commission	558,518	950,000	(391,482)	(41.2%)	510,127	48,391	9.5%	14,255,618	14,647,100	17,318,687	
221,617	500,000	(278,383)	(55.7%)	390,878	(169,261)	(43.3%)	Junket - Rebate	221,617	500,000	(278,383)	(55.7%)	390,878	(169,261)	(43.3%)	7,430,617	7,709,000	6,755,277	
0	12,500	(12,500)	(100.0%)	0	0	N/A	Premium Direct	0	12,500	(12,500)	(100.0%)	0	0	N/A	180,225	192,725	259,600	
27,275	37,500	(10,225)	(27.3%)	44,416	(17,141)	(38.6%)	Discount on Loss	27,275	37,500	(10,225)	(27.3%)	44,416	(17,141)	(38.6%)	567,950	578,175	454,158	
<b>2,118,946</b>	<b>2,500,000</b>	<b>(381,054)</b>	<b>(15.2%)</b>	<b>1,996,410</b>	<b>122,536</b>	<b>6.1%</b>	<b>Total Turnover</b>	<b>2,118,946</b>	<b>2,500,000</b>	<b>(381,054)</b>	<b>(15.2%)</b>	<b>1,996,410</b>	<b>122,536</b>	<b>6.1%</b>	<b>38,163,946</b>	<b>38,545,000</b>	<b>39,298,744</b>	
88.3%	78.0%		10.3%	78.2%	10.1%		Junket Share % of Turnover	88.3%	78.0%		10.3%	78.2%	10.1%	78.6%	78.0%	81.0%		
30,546	35,000	(4,454)	(12.7%)	15,928	14,618	91.8%	Win	30,546	35,000	(4,454)	(12.7%)	15,928	14,618	91.8%	535,176	539,630	525,588	
20,828	19,350	(1,477)	(7.6%)	12,194	(8,634)	(70.8%)	Commission & Discounts	20,828	19,350	(1,477)	(7.6%)	12,194	(8,634)	(70.8%)	299,820	298,343	333,636	
1,139	1,755	615	35.1%	1,073	(66)	(6.2%)	Complimentaries	1,139	1,755	615	35.1%	1,073	(66)	(6.2%)	26,437	27,052	19,342	
3,008	3,500	492	14.1%	1,593	(1,415)	(89.8%)	Gaming Tax	3,008	3,500	492	14.1%	1,593	(1,415)	(89.8%)	53,471	53,963	52,090	
<b>5,571</b>	<b>10,395</b>	<b>(4,824)</b>	<b>(46.4%)</b>	<b>1,069</b>	<b>4,503</b>	<b>421.4%</b>	<b>Direct Contribution</b>	<b>5,571</b>	<b>10,395</b>	<b>(4,824)</b>	<b>(46.4%)</b>	<b>1,069</b>	<b>4,503</b>	<b>421.4%</b>	<b>155,448</b>	<b>160,272</b>	<b>120,520</b>	
1.44%	1.40%	0.04%	0.80%	0.6%	0.04%	0.6%	Win % - International Programs	1.44%	1.40%	0.04%	0.80%	0.6%	0.04%	0.6%	1.40%	1.40%	1.34%	
1.04%	0.84%	(0.19%)	0.66%	(0.4%)	(0.4%)	(0.4%)	Commission/Comps % of Turnover	1.04%	0.84%	(0.19%)	0.66%	(0.4%)	(0.4%)	0.85%	0.84%	0.90%		
1,486	1,225	(261)	(21.3%)	1,481	(5)	(0.3%)	Provision for Doubtful Debts	1,486	1,225	(261)	(21.3%)	1,481	(5)	(0.3%)	19,148	18,887	19,367	
4.86%	3.50%	1.36%	9.30%	(4.4%)	(4.4%)	(4.4%)	% of Program Win	4.86%	3.50%	1.36%	9.30%	(4.4%)	(4.4%)	3.58%	3.50%	3.68%		
0	0	0	N/A	0	0	N/A	Super Tax	0	0	0	N/A	0	0	N/A	0	0	0	
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	% of Program Win	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
2,220	1,914	(306)	(16.0%)	1,898	(323)	(17.0%)	Mahogany Room Payroll	2,220	1,914	(306)	(16.0%)	1,898	(323)	(17.0%)	24,769	26,296	24,342	
231	210	(21)	(10.2%)	289	58	19.9%	Other Mahogany Room Expenses	231	210	(21)	(10.2%)	289	58	19.9%	2,542	2,521	2,540	
<b>2,452</b>	<b>2,124</b>	<b>(327)</b>	<b>(15.4%)</b>	<b>2,187</b>	<b>(265)</b>	<b>(12.1%)</b>	<b>Total Mahogany Room Costs</b>	<b>2,452</b>	<b>2,124</b>	<b>(327)</b>	<b>(15.4%)</b>	<b>2,187</b>	<b>(265)</b>	<b>(12.1%)</b>	<b>27,311</b>	<b>28,817</b>	<b>26,882</b>	
351	289	(62)	(21.4%)	289	(63)	(21.8%)	Mahogany Bar Net Cost	351	289	(62)	(21.4%)	289	(63)	(21.8%)	3,952	3,890	3,828	
307	307	0	0.1%	269	(37)	(13.8%)	Capital Golf Course Net Cost	307	307	0	0.1%	269	(37)	(13.8%)	3,880	3,880	3,591	
5	340	335	98.6%	142	137	96.5%	Aircraft Operations Net Cost	5	340	335	98.6%	142	137	96.5%	3,746	4,081	2,687	
76	72	(4)	(5.3%)	60	(16)	(26.2%)	Limousine Fleet Net Cost	76	72	(4)	(5.3%)	60	(16)	(26.2%)	873	870	931	
234	234	0	0.0%	97	(137)	(141.0%)	Marketing & Events	234	234	0	0.0%	97	(137)	(141.0%)	6,805	6,805	5,190	
0	0	(0)	N/A	2	1	80.2%	Travel & Entertainment	0	0	(0)	N/A	2	1	80.2%	0	0	7	
							Finance & Admin											
398	488	90	18.4%	316	(82)	(26.1%)	Payroll	398	488	90	18.4%	316	(82)	(26.1%)	5,770	5,860	3,967	
7	58	51	87.8%	229	222	96.9%	Other Expenses	7	58	51	87.8%	229	222	96.9%	872	923	1,861	
0	0	0	N/A	0	0	N/A	Allocations	0	0	0	N/A	0	0	N/A	0	0	0	
<b>406</b>	<b>546</b>	<b>141</b>	<b>25.8%</b>	<b>545</b>	<b>140</b>	<b>25.6%</b>	<b>Total Finance &amp; Admin</b>	<b>406</b>	<b>546</b>	<b>141</b>	<b>25.8%</b>	<b>545</b>	<b>140</b>	<b>25.6%</b>	<b>6,643</b>	<b>6,784</b>	<b>5,828</b>	
							International Offices											
481	504	23	4.5%	423	(59)	(13.9%)	Payroll	481	504	23	4.5%	423	(59)	(13.9%)	5,862	5,885	9,175	
237	226	(12)	(5.2%)	264	26	10.0%	Other Expenses	237	226	(12)	(5.2%)	264	26	10.0%	3,521	3,509	2,285	
0	0	0	N/A	0	0	N/A	Allocations	0	0	0	N/A	0	0	N/A	0	0	0	
<b>719</b>	<b>730</b>	<b>11</b>	<b>1.5%</b>	<b>686</b>	<b>(33)</b>	<b>(4.7%)</b>	<b>Total International Offices</b>	<b>719</b>	<b>730</b>	<b>11</b>	<b>1.5%</b>	<b>686</b>	<b>(33)</b>	<b>(4.7%)</b>	<b>9,383</b>	<b>9,394</b>	<b>11,460</b>	
<b>(464)</b>	<b>4,527</b>	<b>(4,990)</b>	<b>(110.2%)</b>	<b>(4,689)</b>	<b>4,225</b>	<b>90.1%</b>	<b>Net Contribution</b>	<b>(464)</b>	<b>4,527</b>	<b>(4,990)</b>	<b>(110.2%)</b>	<b>(4,689)</b>	<b>4,225</b>	<b>90.1%</b>	<b>73,707</b>	<b>76,864</b>	<b>40,749</b>	
(3,157)	0	(3,157)	N/A	(8,663)	5,507	N/A	Variance From Theoretical	(3,157)	0	(3,157)	N/A	(8,663)	5,507	N/A	(3,157)	0	(51,537)	
<b>2,693</b>	<b>4,527</b>	<b>(1,834)</b>	<b>(40.5%)</b>	<b>3,974</b>	<b>(1,281)</b>	<b>(32.2%)</b>	<b>Theoretical Contribution</b>	<b>2,693</b>	<b>4,527</b>	<b>(1,834)</b>	<b>(40.5%)</b>	<b>3,974</b>	<b>(1,281)</b>	<b>(32.2%)</b>	<b>76,864</b>	<b>76,864</b>	<b>92,286</b>	
9.0%	12.9%	(3.9%)	14.2%	(5.2%)	14.3%	14.2%	Net Contribution % (Theoretical)	9.0%	12.9%	(3.9%)	14.2%	(5.2%)	14.3%	14.2%	16.7%			
(1.5%)	12.9%	(14.4%)	(29.5%)	28.0%	28.0%	28.0%	Net Contribution % (Actual)	(1.5%)	12.9%	(14.4%)	(29.5%)	28.0%	28.0%	13.7%	14.2%	7.7%		

2.3

CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance		Variance	Actual	Budget	Variance		Actual	Variance	Variance	Forecast	Budget	Actual	
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F(U)	Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F19	F19	F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	
<b>Crown Melbourne Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>4. INTERNATIONAL &amp; INTERSTATE PROGRAM PLAY (Continued)</b>																		
<b>Interstate Programs</b>																		
<b>Turnover</b>																		
478,647	253,069	225,578	89.1%	220,037	258,610	117.5%		478,647	253,069	225,578	89.1%	220,037	258,610	117.5%	3,825,578	3,600,000	4,537,034	
0	0	0	N/A	0	0	0	N/A	0	0	0	N/A	0	0	0	0	0	0	
0	0	0	N/A	0	0	0	N/A	0	0	0	N/A	0	0	0	0	0	0	
0	0	0	N/A	0	0	0	N/A	0	0	0	N/A	0	0	0	0	0	2,820	
<b>478,647</b>	<b>253,069</b>	<b>225,578</b>	<b>89.1%</b>	<b>220,037</b>	<b>258,610</b>	<b>117.5%</b>		<b>478,647</b>	<b>253,069</b>	<b>225,578</b>	<b>89.1%</b>	<b>220,037</b>	<b>258,610</b>	<b>117.5%</b>	<b>3,825,578</b>	<b>3,600,000</b>	<b>4,539,854</b>	
2,534	3,543	(1,009)	(28.5%)	5,041	(2,507)	(49.7%)		2,534	3,543	(1,009)	(28.5%)	5,041	(2,507)	(49.7%)	49,391	50,400	38,981	
3,192	1,693	(1,499)	(88.6%)	1,264	(1,928)	(152.5%)		3,192	1,693	(1,499)	(88.6%)	1,264	(1,928)	(152.5%)	25,579	24,080	28,629	
537	304	(233)	(76.7%)	319	(218)	(68.3%)		537	304	(233)	(76.7%)	319	(218)	(68.3%)	4,553	4,320	5,799	
253	354	101	28.5%	504	251	49.7%		253	354	101	28.5%	504	251	49.7%	4,939	5,040	3,898	
<b>(1,448)</b>	<b>1,192</b>	<b>(2,640)</b>	<b>(221.4%)</b>	<b>2,954</b>	<b>(4,402)</b>	<b>(149.0%)</b>		<b>(1,448)</b>	<b>1,192</b>	<b>(2,640)</b>	<b>(221.4%)</b>	<b>2,954</b>	<b>(4,402)</b>	<b>(149.0%)</b>	<b>14,320</b>	<b>16,960</b>	<b>654</b>	
0.53%	1.40%	(0.87%)		2.29%	(1.76%)			0.53%	1.40%	(0.87%)		2.29%	(1.76%)		1.29%	1.40%	0.86%	
0.78%	0.79%	0.01%		0.72%	(0.06%)			0.78%	0.79%	0.01%		0.72%	(0.06%)		0.79%	0.79%	0.76%	
(0)	7	7	103.5%	50	50	100.5%		(0)	7	7	103.5%	50	50	100.5%	93	101	579	
(0.01%)	0.20%	(0.21%)		0.99%	(1.0%)			(0.01%)	0.20%	(0.21%)		0.99%	(1.0%)		0.19%	0.20%	1.48%	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A	0	0	0	
0.00%	0.00%	0.00%		0.00%	0.0%			0.00%	0.00%	0.00%		0.00%	0.0%		0.00%	0.00%	0.00%	
426	412	(14)	(3.5%)	381	(45)	(11.8%)		426	412	(14)	(3.5%)	381	(45)	(11.8%)	5,571	5,557	6,193	
22	32	10	30.6%	32	10	30.2%		22	32	10	30.6%	32	10	30.2%	441	451	396	
448	443	(5)	(1.0%)	413	(35)	(8.6%)		448	443	(5)	(1.0%)	413	(35)	(8.6%)	6,012	6,008	6,589	
73	64	(9)	(14.9%)	74	1	1.0%		73	64	(9)	(14.9%)	74	1	1.0%	919	910	1,602	
10	12	2	18.2%	0	(10)	(9,051.5%)		10	12	2	18.2%	0	(10)	(9,051.5%)	148	150	138	
55	58	2	3.7%	62	6	10.0%		55	58	2	3.7%	62	6	10.0%	816	818	689	
83	83	(0)	(0.5%)	80	(3)	(3.6%)		83	83	(0)	(0.5%)	80	(3)	(3.6%)	1,623	1,623	1,596	
<b>Interstate Offices</b>																		
168	179	12	6.6%	177	10	5.4%		168	179	12	6.6%	177	10	5.4%	2,141	2,153	2,017	
115	109	(6)	(5.8%)	85	(31)	(36.1%)		115	109	(6)	(5.8%)	85	(31)	(36.1%)	1,519	1,513	1,510	
283	288	5	1.9%	262	(21)	(8.0%)		283	288	5	1.9%	262	(21)	(8.0%)	3,660	3,666	3,528	
6	29	23	78.2%	89	83	92.8%		6	29	23	78.2%	89	83	92.8%	1,437	338	1,088	
<b>(2,407)</b>	<b>208</b>	<b>(2,614)</b>	<b>(1,259.6%)</b>	<b>1,924</b>	<b>(4,331)</b>	<b>(225.1%)</b>		<b>(2,407)</b>	<b>208</b>	<b>(2,614)</b>	<b>(1,259.6%)</b>	<b>1,924</b>	<b>(4,331)</b>	<b>(225.1%)</b>	<b>(390)</b>	<b>3,347</b>	<b>(15,155)</b>	
(3,737)	0	(3,737)	N/A	1,721	(5,458)	N/A		(3,737)	0	(3,737)	N/A	1,721	(5,458)	N/A	(3,737)	0	(22,581)	
<b>1,330</b>	<b>208</b>	<b>1,122</b>	<b>540.7%</b>	<b>203</b>	<b>1,127</b>	<b>554.6%</b>		<b>1,330</b>	<b>208</b>	<b>1,122</b>	<b>540.7%</b>	<b>203</b>	<b>1,127</b>	<b>554.6%</b>	<b>3,347</b>	<b>3,347</b>	<b>7,427</b>	
52.5%	5.9%	46.6%		4.0%	48.4%			52.5%	5.9%	46.6%		4.0%	48.4%		6.8%	6.6%	19.1%	
(95.0%)	5.9%	(100.8%)		38.2%	(133.1%)			(95.0%)	5.9%	(100.8%)		38.2%	(133.1%)		(0.8%)	6.6%	(38.9%)	

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Crown Melbourne Monthly Performance Review								4. INTERNATIONAL & INTERSTATE PROGRAM PLAY (Continued)								FULL YEAR		
CURRENT MONTH				YEAR TO DATE				Forecast			Budget			Actual				
Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)	Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)	Forecast F19	Budget F19	Actual F18		
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000		
2,597,594	2,753,069	(155,476)	(5.6%)	2,216,447	381,146	17.2%	2,597,594	2,753,069	(155,476)	(5.6%)	2,216,447	381,146	17.2%	41,989,524	42,145,000	43,838,597		
33,080	38,543	(5,463)	(14.2%)	20,970	12,111	57.8%	33,080	38,543	(5,463)	(14.2%)	20,970	12,111	57.8%	584,567	590,030	564,569		
4,124	11,587	(7,464)	(64.4%)	4,023	101	2.5%	4,124	11,587	(7,464)	(64.4%)	4,023	101	2.5%	169,768	177,232	121,174		
1.27%	1.40%	(0.13%)	0.95%	0.33%	0.33%	0.33%	1.27%	1.40%	(0.13%)	0.95%	0.33%	0.33%	1.39%	1.40%	1.29%			
1,485	1,232	(253)	(20.6%)	1,531	45	3.0%	1,485	1,232	(253)	(20.6%)	1,531	45	3.0%	19,241	18,988	19,946		
4.49%	3.20%	1.29%	7.30%	(2.8%)	(2.8%)	(2.8%)	4.49%	3.20%	1.29%	7.30%	(2.8%)	(2.8%)	3.29%	3.22%	3.53%			
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A	0	0	0		
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
2,900	2,568	(332)	(12.9%)	2,599	(301)	(11.6%)	2,900	2,568	(332)	(12.9%)	2,599	(301)	(11.6%)	33,323	34,825	33,471		
425	353	(72)	(20.3%)	363	(62)	(17.1%)	425	353	(72)	(20.3%)	363	(62)	(17.1%)	4,871	4,800	5,430		
3,325	2,921	(404)	(13.8%)	2,962	(363)	(12.2%)	3,325	2,921	(404)	(13.8%)	2,962	(363)	(12.2%)	38,194	39,625	38,901		
316	319	3	0.8%	269	(47)	(17.5%)	316	319	3	0.8%	269	(47)	(17.5%)	4,027	4,030	3,729		
5	340	335	98.6%	142	137	96.5%	5	340	335	98.6%	142	137	96.5%	3,746	4,081	2,687		
131	130	(2)	(1.3%)	122	(10)	(7.8%)	131	130	(2)	(1.3%)	122	(10)	(7.8%)	1,690	1,688	1,620		
317	317	(0)	(0.1%)	177	(140)	(78.8%)	317	317	(0)	(0.1%)	177	(140)	(78.8%)	8,428	8,428	6,786		
0	0	(0)	N/A	2	1	80.2%	0	0	(0)	N/A	2	1	80.2%	0	0	7		
719	730	11	1.5%	686	(33)	(4.7%)	719	730	11	1.5%	686	(33)	(4.7%)	9,383	9,394	11,460		
283	288	5	1.9%	262	(21)	(8.0%)	283	288	5	1.9%	262	(21)	(8.0%)	3,660	3,666	3,528		
412	576	164	28.5%	634	222	35.1%	412	576	164	28.5%	634	222	35.1%	8,080	7,122	6,916		
2,184	2,700	516	19.1%	2,295	111	4.8%	2,184	2,700	516	19.1%	2,295	111	4.8%	39,015	38,409	36,733		
(2,871)	4,734	(7,605)	(160.6%)	(2,765)	(105)	(3.8%)	(2,871)	4,734	(7,605)	(160.6%)	(2,765)	(105)	(3.8%)	73,317	80,211	25,594		
(6,893)	0	(6,893)	N/A	(6,942)	49	N/A	(6,893)	0	(6,893)	N/A	(6,942)	49	N/A	(6,893)	0	(74,119)		
4,023	4,734	(712)	(15.0%)	4,177	(154)	(3.7%)	4,023	4,734	(712)	(15.0%)	4,177	(154)	(3.7%)	80,211	80,211	99,713		
11.0%	12.2%	(1.2%)	13.5%	(2.5%)	4.6%	4.6%	11.0%	12.2%	(1.2%)	13.5%	(2.5%)	4.6%	13.6%	13.5%	16.2%			
(8.6%)	12.2%	(20.9%)	(13.2%)	(2.5%)	4.6%	4.6%	(8.6%)	12.2%	(20.9%)	(13.2%)	(2.5%)	4.6%	12.5%	13.5%	4.5%			
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A	0	0	0		
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

2.3

CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance		Variance	Actual	Budget	Variance		Variance	Forecast	Budget	Actual			
Jul 18	Jul 18	F/(U)	F/(U)	Jul 17	F/(U)	F/(U)	F/(U)	Jul 18	Jul 18	F/(U)	F/(U)	F/(U)	F19	F19	F18			
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000				
<b>Crown Melbourne Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>5. FOOD &amp; BEVERAGE</b>																		
<b>5.1 Food &amp; Beverage</b>																		
<b>Casual Dining</b>																		
4,091	4,415	(324)	(7.3%)	4,259	(169)	(4.0%)		4,091	4,415	(324)	(7.3%)	(4.0%)	50,872	51,196	48,713			
28	20	(8)	(39.3%)	27	(1)	(4.1%)		28	20	(8)	(39.3%)	(4.1%)	233	225	240			
4,063	4,395	(332)	(7.6%)	4,233	(170)	(4.0%)		4,063	4,395	(332)	(7.6%)	(4.0%)	50,639	50,971	48,473			
794	677	117	17.2%	864	130	19.5%		794	677	117	17.2%	19.5%	8,669	8,552	8,538			
<b>4,857</b>	<b>5,072</b>	<b>(215)</b>	<b>(4.2%)</b>	<b>4,897</b>	<b>(40)</b>	<b>(0.8%)</b>		<b>4,857</b>	<b>5,072</b>	<b>(215)</b>	<b>(4.2%)</b>	<b>(0.8%)</b>	<b>59,308</b>	<b>59,523</b>	<b>57,006</b>			
2,487	2,444	(43)	(1.8%)	2,371	(116)	(4.9%)		2,487	2,444	(43)	(1.8%)	(4.9%)	29,565	29,522	28,773			
1,469	1,537	69	4.5%	1,497	28	1.9%		1,469	1,537	69	4.5%	1.9%	18,336	18,404	17,473			
487	533	46	8.6%	550	63	11.4%		487	533	46	8.6%	11.4%	6,126	6,172	6,258			
<b>415</b>	<b>558</b>	<b>(144)</b>	<b>(25.7%)</b>	<b>480</b>	<b>(65)</b>	<b>(13.6%)</b>		<b>415</b>	<b>558</b>	<b>(144)</b>	<b>(25.7%)</b>	<b>(13.6%)</b>	<b>5,281</b>	<b>5,425</b>	<b>4,504</b>			
8.5%	11.0%		(2.5%)	9.7%		(1.3%)		8.5%	11.0%		(2.5%)	9.7%		9.1%	7.9%			
8.5%	11.0%		(2.5%)	9.8%		(1.3%)		8.5%	11.0%		(2.5%)	9.8%		9.1%	7.9%			
188,520	191,135	(2,615)	(1.4%)	183,388	5,132	(2.8%)		188,520	191,135	(2,615)	(1.4%)	183,388	5,132	2,305,200	2,307,815			
\$25.91	\$26.64	(\$0.73)	(2.7%)	\$26.85	(\$0.94)	(3.5%)		\$25.91	\$26.64	(\$0.73)	(2.7%)	\$26.85	(\$0.94)	\$25.83	\$25.89			
50.9%	48.0%		(2.9%)	48.2%		(2.8%)		50.9%	48.0%		(2.9%)	48.2%		49.7%	49.4%			
30.1%	30.2%		0.1%	30.4%		0.3%		30.1%	30.2%		0.1%	30.4%		30.8%	30.8%			
16.3%	13.3%		3.0%	13.5%		2.8%		16.3%	13.3%		3.0%	13.5%		14.6%	14.3%			
<b>Premium Dining</b>																		
4,804	5,064	(260)	(5.1%)	4,907	(103)	(2.1%)		4,804	5,064	(260)	(5.1%)	(2.1%)	64,868	65,128	62,654			
38	25	(13)	(52.7%)	23	(15)	(63.9%)		38	25	(13)	(52.7%)	(15)	308	295	317			
4,766	5,039	(273)	(5.4%)	4,884	(117)	(2.4%)		4,766	5,039	(273)	(5.4%)	(2.4%)	64,560	64,833	62,338			
522	402	120	29.9%	397	125	31.5%		522	402	120	29.9%	31.5%	5,986	5,866	5,889			
<b>5,288</b>	<b>5,441</b>	<b>(153)</b>	<b>(2.8%)</b>	<b>5,280</b>	<b>8</b>	<b>0.1%</b>		<b>5,288</b>	<b>5,441</b>	<b>(153)</b>	<b>(2.8%)</b>	<b>0.1%</b>	<b>70,546</b>	<b>70,699</b>	<b>68,226</b>			
2,443	2,453	10	0.4%	2,410	(33)	(1.4%)		2,443	2,453	10	0.4%	(33)	30,050	30,060	29,619			
1,561	1,620	59	3.7%	1,597	36	2.3%		1,561	1,620	59	3.7%	1,597	36	20,921	20,981			
570	603	33	5.4%	560	(11)	(1.9%)		570	603	33	5.4%	560	(11)	7,346	7,373			
<b>714</b>	<b>765</b>	<b>(51)</b>	<b>(6.7%)</b>	<b>714</b>	<b>0</b>	<b>0.0%</b>		<b>714</b>	<b>765</b>	<b>(51)</b>	<b>(6.7%)</b>	<b>714</b>	<b>0</b>	<b>12,229</b>	<b>12,280</b>			
13.4%	14.0%		(0.6%)	13.5%		(0.1%)		13.4%	14.0%		(0.6%)	13.5%		17.3%	16.1%			
13.5%	14.1%		(0.6%)	13.5%		(0.0%)		13.5%	14.1%		(0.6%)	13.5%		17.3%	16.2%			
63,932	68,849	(4,917)	(7.1%)	63,631	301	0.5%		63,932	68,849	(4,917)	(7.1%)	63,631	301	859,509	864,426			
\$83.30	\$79.38	\$3.92	4.9%	\$83.34	(\$0.05)	(0.1%)		\$83.30	\$79.38	\$3.92	4.9%	\$83.34	(\$0.05)	\$82.44	\$82.13			
45.9%	44.9%		(1.0%)	45.4%		0.4%		45.9%	44.9%		(1.0%)	45.4%		42.4%	42.3%			
29.3%	29.6%		0.3%	30.1%		0.8%		29.3%	29.6%		0.3%	30.1%		29.5%	29.6%			
9.8%	7.3%		2.4%	7.5%		2.3%		9.8%	7.3%		2.4%	7.5%		8.4%	8.3%			
<b>Events &amp; Conferencing</b>																		
2,330	2,104	226	10.7%	2,232	98	4.4%		2,330	2,104	226	10.7%	2,232	98	33,946	33,719			
1,190	1,027	163	15.9%	1,082	109	10.0%		1,190	1,027	163	15.9%	1,082	109	16,754	16,591			
<b>3,520</b>	<b>3,131</b>	<b>389</b>	<b>12.4%</b>	<b>3,314</b>	<b>206</b>	<b>6.2%</b>		<b>3,520</b>	<b>3,131</b>	<b>389</b>	<b>12.4%</b>	<b>3,314</b>	<b>206</b>	<b>50,699</b>	<b>50,310</b>			
1,417	1,316	(101)	(7.7%)	1,353	(64)	(4.8%)		1,417	1,316	(101)	(7.7%)	1,353	(64)	18,575	18,474			
435	408	(26)	(6.4%)	418	(16)	(3.9%)		435	408	(26)	(6.4%)	418	(16)	6,356	6,330			
478	402	(76)	(18.9%)	419	(59)	(14.1%)		478	402	(76)	(18.9%)	419	(59)	6,359	6,283			
405	362	(43)	(11.9%)	365	(40)	(10.9%)		405	362	(43)	(11.9%)	365	(40)	4,471	4,428			
<b>785</b>	<b>642</b>	<b>143</b>	<b>22.3%</b>	<b>759</b>	<b>27</b>	<b>3.5%</b>		<b>785</b>	<b>642</b>	<b>143</b>	<b>22.3%</b>	<b>759</b>	<b>27</b>	<b>14,938</b>	<b>14,795</b>			
22.3%	20.5%		1.8%	22.9%		(0.6%)		22.3%	20.5%		1.8%	22.9%		29.5%	28.8%			
40.3%	42.0%		1.8%	40.8%		0.6%		40.3%	42.0%		1.8%	40.8%		36.6%	36.3%			
18.7%	19.4%		0.8%	18.7%		0.1%		18.7%	19.4%		0.8%	18.7%		18.8%	18.0%			

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CURRENT MONTH							Crown Melbourne Monthly Performance Review			YEAR TO DATE							FULL YEAR		
Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %	Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %	Forecast F19 \$'000	Budget F19 \$'000	Actual F18 \$'000			
<b>5. FOOD &amp; BEVERAGE (Continued)</b>							<b>Comp Bars &amp; Restaurants</b>												
4,451	4,235	216	5.1%	4,270	181	4.2%	4,451	4,235	216	5.1%	4,270	181	4.2%	53,996	53,780	53,891			
391	437	(46)	(10.5%)	445	(54)	(12.1%)	391	437	(46)	(10.5%)	445	(54)	(12.1%)	5,343	5,389	5,342			
3,345	3,217	(128)	(4.0%)	3,187	(159)	(5.0%)	3,345	3,217	(128)	(4.0%)	3,187	(159)	(5.0%)	40,426	40,298	40,346			
(2,954)	(2,780)	(174)	(6.3%)	(2,741)	(213)	(7.8%)	(2,954)	(2,780)	(174)	(6.3%)	(2,741)	(213)	(7.8%)	(35,083)	(34,909)	(35,004)			
4,060	3,798	261	6.9%	3,825	235	6.1%	4,060	3,798	261	6.9%	3,825	235	6.1%	48,652	48,391	48,548			
<b>1,106</b>	<b>1,018</b>	<b>87</b>	<b>8.6%</b>	<b>1,083</b>	<b>22</b>	<b>2.1%</b>	<b>1,106</b>	<b>1,018</b>	<b>87</b>	<b>8.6%</b>	<b>1,083</b>	<b>22</b>	<b>2.1%</b>	<b>13,569</b>	<b>13,482</b>	<b>13,545</b>			
2,104	1,991	(113)	(5.7%)	1,960	(144)	(7.3%)	2,104	1,991	(113)	(5.7%)	1,960	(144)	(7.3%)	24,810	24,696	23,766			
1,032	978	(54)	(5.6%)	976	(56)	(5.7%)	1,032	978	(54)	(5.6%)	976	(56)	(5.7%)	12,628	12,574	12,578			
4,465	4,235	(230)	(5.4%)	4,270	(195)	(4.6%)	4,465	4,235	(230)	(5.4%)	4,270	(195)	(4.6%)	54,010	53,780	53,892			
(2,016)	(1,950)	66	3.4%	(1,853)	164	8.8%	(2,016)	(1,950)	66	3.4%	(1,853)	164	8.8%	(23,854)	(23,788)	(22,800)			
<b>(14)</b>	<b>(0)</b>	<b>(14)</b>	<b>N/A</b>	<b>(0)</b>	<b>(14)</b>	<b>0.0%</b>	<b>(14)</b>	<b>(0)</b>	<b>(14)</b>	<b>N/A</b>	<b>(0)</b>	<b>(14)</b>	<b>0.0%</b>	<b>(14)</b>	<b>0</b>	<b>(2)</b>			
(0.3%)	(0.0%)		(0.3%)	(0.0%)		(0.3%)	(0.3%)	(0.0%)		(0.3%)	(0.0%)		(0.3%)	(0.0%)	0.0%	(0.0%)			
(1.3%)	(0.0%)		(1.3%)	(0.0%)		(1.3%)	(1.3%)	(0.0%)		(1.3%)	(0.0%)		(1.3%)	(0.1%)	0.0%	(0.0%)			
603,097	594,133	8,964	1.5%	594,389	8,708	1.5%	603,097	594,133	8,964	1.5%	594,389	8,708	1.5%	7,367,436	7,358,472	7,214,689			
\$7.38	\$7.13	\$0.25	3.5%	\$7.18	\$0.20	2.7%	\$7.38	\$7.13	\$0.25	3.5%	\$7.18	\$0.20	2.7%	\$7.33	\$7.31	\$7.47			
47.3%	47.0%		(0.3%)	45.9%		1.4%	47.3%	47.0%		(0.3%)	45.9%		1.4%	45.9%	45.9%	44.1%			
23.2%	23.1%		(0.1%)	22.9%		0.3%	23.2%	23.1%		(0.1%)	22.9%		0.3%	23.4%	23.4%	23.3%			
91.2%	89.7%		1.5%	89.6%		1.6%	91.2%	89.7%		1.5%	89.6%		1.6%	90.1%	90.0%	90.1%			
<b>F&amp;B Administration</b>																			
10	25	(16)	(61.2%)	200	(190)	(95.1%)	10	25	(16)	(61.2%)	200	(190)	(95.1%)	284	300	4,233			
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A	0	0	0			
<b>10</b>	<b>25</b>	<b>(16)</b>	<b>(61.2%)</b>	<b>200</b>	<b>(190)</b>	<b>(95.1%)</b>	<b>10</b>	<b>25</b>	<b>(16)</b>	<b>(61.2%)</b>	<b>200</b>	<b>(190)</b>	<b>(95.1%)</b>	<b>284</b>	<b>300</b>	<b>4,233</b>			
673	684	11	1.6%	615	(58)	(9.4%)	673	684	11	1.6%	615	(58)	(9.4%)	8,136	8,147	7,264			
(69)	(96)	(27)	(28.1%)	(103)	(34)	(32.8%)	(69)	(96)	(27)	(28.1%)	(103)	(34)	(32.8%)	(1,125)	(1,152)	(1,130)			
466	385	(81)	(21.9%)	365	(101)	(27.7%)	466	385	(81)	(21.9%)	365	(101)	(27.7%)	5,848	5,492	5,466			
<b>(1,060)</b>	<b>(947)</b>	<b>(113)</b>	<b>(11.9%)</b>	<b>(677)</b>	<b>(383)</b>	<b>(56.5%)</b>	<b>(1,060)</b>	<b>(947)</b>	<b>(113)</b>	<b>(11.9%)</b>	<b>(677)</b>	<b>(383)</b>	<b>(56.5%)</b>	<b>(12,574)</b>	<b>(12,187)</b>	<b>(7,366)</b>			

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CROWN MELBOURNE MONTHLY PERFORMANCE REVIEW								5. FOOD & BEVERAGE (Continued)								FULL YEAR		
CURRENT MONTH				YEAR TO DATE				Forecast			Budget			Actual				
Actual	Budget	Variance		Actual	Variance	Variance		Actual	Budget	Variance	Variance		Actual	Budget	Variance	Variance		
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	%	Jul 18	Jul 18	F(U)	F(U)	%	F19	F19	F(U)	F(U)	%	
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	\$'000	%	
20,904	20,770	134	0.6%	20,751	153	0.7%		20,904	20,770	134	0.6%	14.5%	271,955	271,821	134	0.5%	264,254	
3,590	3,445	(145)	(4.2%)	3,408	(182)	(5.3%)		3,590	3,445	(145)	(4.2%)	16.3%	43,400	43,255	(145)	(0.3%)	43,348	
17,314	17,325	(11)	(0.1%)	17,343	(29)	(0.2%)		17,314	17,325	(11)	(0.1%)	12,098	228,555	228,566	(11)	(0.0%)	220,906	
5,752	5,213	539	10.3%	5,243	508	9.7%		5,752	5,213	539	10.3%	12,098	67,845	67,306	539	0.8%	67,500	
<b>23,066</b>	<b>22,538</b>	<b>528</b>	<b>2.3%</b>	<b>22,586</b>	<b>480</b>	<b>2.1%</b>		<b>23,066</b>	<b>22,538</b>	<b>528</b>	<b>2.3%</b>	<b>22,586</b>	<b>296,399</b>	<b>295,871</b>	<b>528</b>	<b>0.2%</b>	<b>288,405</b>	
12,098	11,776	(323)	(2.7%)	11,520	(579)	(5.0%)		12,098	11,776	(323)	(2.7%)	11,520	147,428	147,105	323	0.2%	141,915	
7,209	7,077	(133)	(1.9%)	7,045	(164)	(2.3%)		7,209	7,077	(133)	(1.9%)	7,045	92,189	92,056	133	0.1%	89,039	
(382)	(243)	139	57.0%	(155)	227	146.1%		(382)	(243)	139	57.0%	(155)	(2,119)	(2,255)	136	(6.5%)	(910)	
<b>4,140</b>	<b>3,929</b>	<b>212</b>	<b>5.4%</b>	<b>4,177</b>	<b>(37)</b>	<b>(0.9%)</b>		<b>4,140</b>	<b>3,929</b>	<b>212</b>	<b>5.4%</b>	<b>4,177</b>	<b>58,902</b>	<b>58,965</b>	<b>(63)</b>	<b>(0.1%)</b>	<b>58,361</b>	
388	421	33	7.8%	402	14	3.5%		388	421	33	7.8%	402	5,017	5,050	33	0.7%	5,208	
<b>3,752</b>	<b>3,508</b>	<b>244</b>	<b>7.0%</b>	<b>3,775</b>	<b>(23)</b>	<b>(0.6%)</b>		<b>3,752</b>	<b>3,508</b>	<b>244</b>	<b>7.0%</b>	<b>3,775</b>	<b>53,885</b>	<b>53,915</b>	<b>(30)</b>	<b>(0.1%)</b>	<b>53,154</b>	
14.1%	13.5%	0.6%		14.5%	(0.4%)			14.1%	13.5%	0.6%		15.9%	15.9%	0.0%		16.0%		
16.3%	15.6%	0.7%		16.7%	(0.4%)			16.3%	15.6%	0.7%		18.2%	18.2%	0.0%		18.4%		
1,214,568	1,183,346	31,222	2.6%	1,165,309	49,259	4.2%		1,214,568	1,183,346	31,222	2.6%	1,165,309	14,771,810	14,740,588	31,222	0.2%	14,332,578	
\$21.95	\$21.96	(\$0.01)	(0.0%)	\$22.31	(\$0.36)	(1.6%)		\$21.95	\$21.96	(\$0.01)	(0.0%)	\$22.31	\$23.00	\$23.01	(\$0.01)	(0.0%)	\$23.15	
45.4%	45.3%	0.1%		44.3%	1.1%			45.4%	45.3%	0.1%		43.4%	43.4%	0.0%		42.8%		
27.0%	27.2%	0.2%		27.1%	0.1%			27.0%	27.2%	0.2%		27.1%	27.1%	0.0%		26.8%		
21.6%	20.1%	1.5%		20.2%	1.4%			21.6%	20.1%	1.5%		20.0%	19.8%	0.2%		20.3%		
<b>5.2 The Palms</b>								<b>Revenue - The Palms Showroom</b>										
133	239	(107)	(44.6%)	262	(130)	(49.4%)		133	239	(107)	(44.6%)	262	2,632	2,739	(107)	(3.9%)	3,185	
121	0	121	N/A	0	121	N/A		121	0	121	N/A	0	1,229	1,108	1,108	0.0%	1,081	
254	239	14	5.9%	262	(9)	(3.3%)		254	239	14	5.9%	262	3,861	3,847	14	0.4%	4,266	
134	97	37	38.5%	78	56	71.1%		134	97	37	38.5%	78	1,319	1,282	37	2.9%	1,412	
<b>387</b>	<b>336</b>	<b>51</b>	<b>15.3%</b>	<b>340</b>	<b>47</b>	<b>13.7%</b>		<b>387</b>	<b>336</b>	<b>51</b>	<b>15.3%</b>	<b>340</b>	<b>5,180</b>	<b>5,129</b>	<b>51</b>	<b>1.0%</b>	<b>5,678</b>	
139	117	(22)	(18.9%)	121	(18)	(14.6%)		139	117	(22)	(18.9%)	121	1,464	1,442	22	1.5%	1,474	
26	23	(3)	(11.4%)	17	(9)	(56.1%)		26	23	(3)	(11.4%)	17	312	309	3	1.0%	333	
55	39	(16)	(40.7%)	62	7	11.9%		55	39	(16)	(40.7%)	62	507	491	16	3.3%	1,068	
36	56	20	36.4%	17	(19)	(112.2%)		36	56	20	36.4%	17	1,315	1,335	(20)	(1.5%)	1,157	
<b>132</b>	<b>101</b>	<b>31</b>	<b>30.8%</b>	<b>124</b>	<b>8</b>	<b>6.8%</b>		<b>132</b>	<b>101</b>	<b>31</b>	<b>30.8%</b>	<b>124</b>	<b>1,582</b>	<b>1,551</b>	<b>31</b>	<b>2.0%</b>	<b>1,626</b>	
<b>Key Financial Performance Indicators</b>								<b>Revenue - The Palms Bar</b>										
34.1%	30.0%	4.1%		36.3%	(2.2%)			34.1%	30.0%	4.1%		36.3%	30.5%	30.2%	0.3%		28.6%	
31	30	1	3.3%	30	1	3.3%		31	30	1	3.3%	30	362	361	1	0.3%	364	
28	38	(10)	(26.3%)	38	(10)	(26.3%)		28	38	(10)	(26.3%)	38	355	365	(10)	(2.7%)	375	
\$8,179	\$7,978	\$200	2.5%	\$8,743	(\$564)	(6.5%)		\$8,179	\$7,978	\$200	2.5%	\$8,743	\$10,655	\$10,655	\$0.00	0.0%	\$11,720	
\$9,055	\$6,299	\$2,756	43.8%	\$6,902	\$2,153	31.2%		\$9,055	\$6,299	\$2,756	43.8%	\$6,902	\$10,875	\$10,539	\$336	3.1%	\$11,376	
100.0%	96.8%	3.2%		96.8%	3.2%			100.0%	96.8%	3.2%		96.8%	99.2%	98.9%	0.3%		99.7%	
3,752	3,508	244	7.0%	3,775	(23)	(0.6%)		3,752	3,508	244	7.0%	3,775	53,885	53,915	(30)	(0.1%)	53,154	
132	101	31	30.8%	124	8	6.8%		132	101	31	30.8%	124	1,582	1,551	31	2.0%	1,626	
<b>3,884</b>	<b>3,609</b>	<b>275</b>	<b>7.6%</b>	<b>3,899</b>	<b>(14)</b>	<b>(0.4%)</b>		<b>3,884</b>	<b>3,609</b>	<b>275</b>	<b>7.6%</b>	<b>3,899</b>	<b>55,467</b>	<b>55,467</b>	<b>0</b>	<b>0.0%</b>	<b>54,780</b>	

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Crown Melbourne Monthly Performance Review								Crown Melbourne Monthly Performance Review								FULL YEAR		
CURRENT MONTH				CURRENT MONTH				YEAR TO DATE				YEAR TO DATE				Forecast F19	Budget F19	Actual F18
Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)		Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)				
\$'000	\$'000	\$'000	%	\$'000	\$'000	%		\$'000	\$'000	\$'000	%	\$'000	\$'000	%		\$'000	\$'000	\$'000
<b>6. HOTEL OPERATIONS</b>																		
<b>6.1 CROWN TOWERS</b>																		
<b>Rooms Division (Levels 5-28)</b>																		
3,483	3,131	352	11.2%	3,015	468	15.5%	Room Revenue - Non Gaming	3,483	3,131	352	11.2%	3,015	468	15.5%	Room Revenue - Non Gaming	42,659	42,307	40,854
1,484	1,659	(176)	(10.6%)	1,703	(219)	(12.9%)	Room Revenue - Gaming	1,484	1,659	(176)	(10.6%)	1,703	(219)	(12.9%)	Room Revenue - Gaming	20,377	20,552	19,775
649	665	(16)	(2.4%)	759	(110)	(14.5%)	Other Revenue	649	665	(16)	(2.4%)	759	(110)	(14.5%)	Other Revenue	8,183	8,199	8,145
(249)	(151)	(98)	(65.3%)	(147)	(103)	(69.9%)	Package Costs	(249)	(151)	(98)	(65.3%)	(147)	(103)	(69.9%)	Package Costs	(2,146)	(2,048)	(2,354)
<b>5,366</b>	<b>5,304</b>	<b>62</b>	<b>1.2%</b>	<b>5,330</b>	<b>36</b>	<b>0.7%</b>	<b>Total Revenue</b>	<b>5,366</b>	<b>5,304</b>	<b>62</b>	<b>1.2%</b>	<b>5,330</b>	<b>36</b>	<b>0.7%</b>	<b>Total Revenue</b>	<b>69,073</b>	<b>69,011</b>	<b>66,420</b>
1,608	1,601	(7)	(0.5%)	1,556	(52)	(3.3%)	Payroll & On Costs	1,608	1,601	(7)	(0.5%)	1,556	(52)	(3.3%)	Payroll & On Costs	19,025	19,018	18,373
847	889	42	4.8%	1,011	164	16.3%	Operating Expenses	847	889	42	4.8%	1,011	164	16.3%	Operating Expenses	10,906	10,948	10,554
<b>2,912</b>	<b>2,815</b>	<b>97</b>	<b>3.4%</b>	<b>2,763</b>	<b>149</b>	<b>5.4%</b>	<b>Sub Total</b>	<b>2,912</b>	<b>2,815</b>	<b>97</b>	<b>3.4%</b>	<b>2,763</b>	<b>149</b>	<b>5.4%</b>	<b>Sub Total</b>	<b>39,142</b>	<b>39,045</b>	<b>37,493</b>
73	77	(3)	(4.3%)	77	(3)	(4.2%)	Mini Bar	73	77	(3)	(4.3%)	77	(3)	(4.2%)	Mini Bar	943	946	891
478	466	12	2.5%	468	10	2.1%	Revenue	478	466	12	2.5%	468	10	2.1%	Revenue	5,609	5,597	5,547
(286)	(265)	21	8.0%	(247)	39	16.0%	Labour	(286)	(265)	21	8.0%	(247)	39	16.0%	Labour	(3,424)	(3,402)	(3,313)
(209)	(193)	16	8.1%	(199)	10	4.9%	Other Expenses	(209)	(193)	16	8.1%	(199)	10	4.9%	Other Expenses	(2,261)	(2,246)	(2,249)
<b>(17)</b>	<b>8</b>	<b>(25)</b>	<b>(317.2%)</b>	<b>22</b>	<b>(39)</b>	<b>(176.6%)</b>	<b>Crown Spa</b>	<b>(17)</b>	<b>8</b>	<b>(25)</b>	<b>(317.2%)</b>	<b>22</b>	<b>(39)</b>	<b>(176.6%)</b>	<b>Crown Spa</b>	<b>(76)</b>	<b>(51)</b>	<b>(15)</b>
<b>56</b>	<b>85</b>	<b>(28)</b>	<b>(33.4%)</b>	<b>99</b>	<b>(43)</b>	<b>(43.1%)</b>	<b>Mini Bar &amp; Spa Net Contribution</b>	<b>56</b>	<b>85</b>	<b>(28)</b>	<b>(33.4%)</b>	<b>99</b>	<b>(43)</b>	<b>(43.1%)</b>	<b>Mini Bar &amp; Spa Net Contribution</b>	<b>867</b>	<b>895</b>	<b>876</b>
<b>2,968</b>	<b>2,900</b>	<b>69</b>	<b>2.4%</b>	<b>2,862</b>	<b>106</b>	<b>3.7%</b>	<b>Crown Towers Net Contribution</b>	<b>2,968</b>	<b>2,900</b>	<b>69</b>	<b>2.4%</b>	<b>2,862</b>	<b>106</b>	<b>3.7%</b>	<b>Crown Towers Net Contribution</b>	<b>40,009</b>	<b>39,941</b>	<b>38,369</b>
<b>Key Financial Performance Indicators</b>																		
9,215	8,325	890	10.7%	8,119	1,096	13.5%	Occupied Room Nights - Non Gaming	9,215	8,325	890	10.7%	8,119	1,096	13.5%	Occupied Room Nights - Non Gaming	103,009	102,119	101,098
4,333	5,200	(867)	(16.7%)	5,493	(1,160)	(21.1%)	Occupied Room Nights - Gaming	4,333	5,200	(867)	(16.7%)	5,493	(1,160)	(21.1%)	Occupied Room Nights - Gaming	56,283	57,150	56,779
13,548	13,525	23	0.2%	13,612	(64)	(0.5%)	Occupied Room Nights - Total	13,548	13,525	23	0.2%	13,612	(64)	(0.5%)	Occupied Room Nights - Total	159,292	159,269	157,877
97.3%	97.2%	0.2%	97.8%	(0.5%)	97.8%	(0.5%)	Occupancy Rate % (available rooms)	97.3%	97.2%	0.2%	97.8%	(0.5%)	97.8%	(0.5%)	Occupancy Rate % (available rooms)	97.2%	97.2%	96.4%
97.3%	97.2%	0.2%	97.8%	(0.5%)	97.8%	(0.5%)	Occupancy Rate % (physical rooms)	97.3%	97.2%	0.2%	97.8%	(0.5%)	97.8%	(0.5%)	Occupancy Rate % (physical rooms)	97.2%	97.2%	96.3%
\$377.96	\$376.09	\$1.88	0.5%	\$371.30	\$6.66	1.8%	Average Room Rate - Non Gaming	\$377.96	\$376.09	\$1.88	0.5%	\$371.30	\$6.66	1.8%	Average Room Rate - Non Gaming	\$414.13	\$414.29	\$404.11
\$342.41	\$319.09	\$23.32	7.3%	\$309.99	\$32.42	10.5%	Average Room Rate - Gaming	\$342.41	\$319.09	\$23.32	7.3%	\$309.99	\$32.42	10.5%	Average Room Rate - Gaming	\$382.04	\$359.62	\$348.29
<b>\$366.59</b>	<b>\$354.17</b>	<b>\$12.42</b>	<b>3.5%</b>	<b>\$346.56</b>	<b>\$20.03</b>	<b>5.8%</b>	<b>Average Room Rate - Total</b>	<b>\$366.59</b>	<b>\$354.17</b>	<b>\$12.42</b>	<b>3.5%</b>	<b>\$346.56</b>	<b>\$20.03</b>	<b>5.8%</b>	<b>Average Room Rate - Total</b>	<b>\$395.72</b>	<b>\$394.67</b>	<b>\$384.03</b>
\$357	\$344	\$13	3.7%	\$339	\$18	5.3%	Revenue Per Available Room	\$357	\$344	\$13	3.7%	\$339	\$18	5.3%	Revenue Per Available Room	\$385	\$384	\$370
30.0%	30.2%	0.2%	29.2%	(0.8%)	29.2%	(0.8%)	Payroll % Revenue	30.0%	30.2%	0.2%	29.2%	(0.8%)	29.2%	(0.8%)	Payroll % Revenue	27.5%	27.6%	27.7%
\$119	\$118	(\$0)	(0.3%)	\$114	(\$4)	(3.8%)	Payroll Cost Per Room Night	\$119	\$118	(\$0)	(0.3%)	\$114	(\$4)	(3.8%)	Payroll Cost Per Room Night	\$119	\$119	\$116
55.3%	54.7%	0.6%	53.7%	1.6%	53.7%	1.6%	Contribution Margin %	55.3%	54.7%	0.6%	53.7%	1.6%	53.7%	1.6%	Contribution Margin %	57.9%	57.9%	57.8%

2.3

CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance		Variance	Actual	Budget	Variance		Variance	Forecast	Budget	Actual			
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F(U)	Jul 18	Jul 18	F(U)	F(U)	F(U)	F19	F19	F18			
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000				
<b>Crown Melbourne Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>6.1 CROWN TOWERS (Continued)</b>																		
<b>Villas &amp; Crystal Club</b>																		
755	612	142	23.3%	752	2	0.3%		755	612	142	23.3%	752	2	0.3%	9,735	9,592	8,972	
186	295	(109)	(36.8%)	286	(100)	(35.0%)		186	295	(109)	(36.8%)	286	(100)	(35.0%)	4,015	4,123	4,329	
99	90	9	10.4%	90	8	9.3%		99	90	9	10.4%	90	8	9.3%	1,141	1,132	1,172	
<b>1,040</b>	<b>996</b>	<b>43</b>	<b>4.3%</b>	<b>1,129</b>	<b>(90)</b>	<b>(7.9%)</b>		<b>1,040</b>	<b>996</b>	<b>43</b>	<b>4.3%</b>	<b>1,129</b>	<b>(90)</b>	<b>(7.9%)</b>	<b>14,890</b>	<b>14,847</b>	<b>14,473</b>	
450	440	(9)	(2.1%)	409	(40)	(9.9%)		450	440	(9)	(2.1%)	409	(40)	(9.9%)	5,475	5,465	5,154	
175	167	(9)	(5.3%)	176	0	0.2%		175	167	(9)	(5.3%)	176	0	0.2%	2,138	2,129	2,122	
<b>414</b>	<b>389</b>	<b>25</b>	<b>6.4%</b>	<b>544</b>	<b>(130)</b>	<b>(23.8%)</b>		<b>414</b>	<b>389</b>	<b>25</b>	<b>6.4%</b>	<b>544</b>	<b>(130)</b>	<b>(23.8%)</b>	<b>7,278</b>	<b>7,253</b>	<b>7,197</b>	
<b>3,383</b>	<b>3,289</b>	<b>94</b>	<b>2.8%</b>	<b>3,406</b>	<b>(23)</b>	<b>(0.7%)</b>		<b>3,383</b>	<b>3,289</b>	<b>94</b>	<b>2.8%</b>	<b>3,406</b>	<b>(23)</b>	<b>(0.7%)</b>	<b>47,287</b>	<b>47,193</b>	<b>45,566</b>	
<b>Total Crown Towers Contribution</b>																		
<b>Villas Key Financial Performance Indicators</b>																		
566	520	46	8.8%	526	40	7.6%		566	520	46	8.8%	526	40	7.6%	6,270	6,224	6,107	
114	140	(26)	(18.6%)	136	(22)	(16.2%)		114	140	(26)	(18.6%)	136	(22)	(16.2%)	1,869	1,896	1,917	
580	660	20	3.0%	662	18	2.7%		580	660	20	3.0%	662	18	2.7%	8,139	8,119	8,024	
68.7%	66.5%	2.2%	67.1%	1.6%	69.7%	1.6%		68.7%	66.5%	2.2%	67.1%	1.6%	69.7%	1.6%	69.5%	69.5%	69.5%	
<b>68.5%</b>	<b>66.5%</b>	<b>2.0%</b>	<b>66.7%</b>	<b>1.8%</b>	<b>66.5%</b>	<b>1.8%</b>		<b>68.5%</b>	<b>66.5%</b>	<b>2.0%</b>	<b>66.7%</b>	<b>1.8%</b>	<b>66.7%</b>	<b>1.8%</b>	<b>69.7%</b>	<b>69.5%</b>	<b>68.7%</b>	
\$1,333.16	\$1,177.17	\$155.99	13.3%	\$1,430.41	(\$97.25)	(6.8%)		\$1,333.16	\$1,177.17	\$155.99	13.3%	\$1,430.41	(\$97.25)	(6.8%)	\$1,562.56	\$1,541.15	\$1,469.07	
\$1,632.19	\$2,104.43	(\$472.24)	(22.4%)	\$2,104.43	(\$472.24)	(22.4%)		\$1,632.19	\$2,104.43	(\$472.24)	(22.4%)	\$2,104.43	(\$472.24)	(22.4%)	\$2,148.03	\$2,175.84	\$2,258.18	
<b>\$1,383.29</b>	<b>\$1,373.86</b>	<b>\$9.43</b>	<b>0.7%</b>	<b>\$1,568.87</b>	<b>(\$185.58)</b>	<b>(11.8%)</b>		<b>\$1,383.29</b>	<b>\$1,373.86</b>	<b>\$9.43</b>	<b>0.7%</b>	<b>\$1,568.87</b>	<b>(\$185.58)</b>	<b>(11.8%)</b>	<b>\$1,689.30</b>	<b>\$1,689.29</b>	<b>\$1,657.59</b>	
\$948	\$914	\$34	3.7%	\$1,047	(\$99)	(9.4%)		\$948	\$914	\$34	3.7%	\$1,047	(\$99)	(9.4%)	\$1,177	\$1,174	\$1,139	
43.2%	44.2%	0.9%	36.2%	(7.0%)	36.2%	(7.0%)		43.2%	44.2%	0.9%	36.2%	(7.0%)	36.2%	(7.0%)	36.8%	36.8%	35.6%	
\$661	\$667	\$6	0.9%	\$618	(\$43)	(7.0%)		\$661	\$667	\$6	0.9%	\$618	(\$43)	(7.0%)	\$673	\$673	\$642	
39.9%	39.1%	0.8%	48.2%	(8.3%)	48.2%	(8.3%)		39.9%	39.1%	0.8%	48.2%	(8.3%)	48.2%	(8.3%)	48.9%	48.9%	49.7%	
<b>Total Crown Towers Key Financial Performance Indicators</b>																		
9,781	8,845	936	10.6%	8,645	1,136	13.1%		9,781	8,845	936	10.6%	8,645	1,136	13.1%	109,279	108,343	107,205	
4,447	5,340	(893)	(16.7%)	5,629	(1,182)	(21.0%)		4,447	5,340	(893)	(16.7%)	5,629	(1,182)	(21.0%)	58,152	59,045	58,696	
14,228	14,185	43	0.3%	14,274	(46)	(0.3%)		14,228	14,185	43	0.3%	14,274	(46)	(0.3%)	167,431	167,388	166,901	
95.4%	95.1%	0.3%	95.8%	(0.3%)	95.8%	(0.3%)		95.4%	95.1%	0.3%	95.8%	(0.3%)	95.8%	(0.3%)	95.4%	95.3%	94.6%	
<b>95.4%</b>	<b>95.1%</b>	<b>0.3%</b>	<b>95.7%</b>	<b>(0.3%)</b>	<b>95.7%</b>	<b>(0.3%)</b>		<b>95.4%</b>	<b>95.1%</b>	<b>0.3%</b>	<b>95.7%</b>	<b>(0.3%)</b>	<b>95.7%</b>	<b>(0.3%)</b>	<b>95.4%</b>	<b>95.3%</b>	<b>94.5%</b>	
\$433.24	\$423.18	\$10.06	2.4%	\$435.74	(\$2.50)	(0.6%)		\$433.24	\$423.18	\$10.06	2.4%	\$435.74	(\$2.50)	(0.6%)	\$479.45	\$479.02	\$464.77	
\$375.47	\$365.90	\$9.58	2.6%	\$353.34	\$22.13	6.3%		\$375.47	\$365.90	\$9.58	2.6%	\$353.34	\$22.13	6.3%	\$419.44	\$417.91	\$410.66	
<b>\$415.18</b>	<b>\$401.62</b>	<b>\$13.57</b>	<b>3.4%</b>	<b>\$403.25</b>	<b>\$11.94</b>	<b>3.0%</b>		<b>\$415.18</b>	<b>\$401.62</b>	<b>\$13.57</b>	<b>3.4%</b>	<b>\$403.25</b>	<b>\$11.94</b>	<b>3.0%</b>	<b>\$458.60</b>	<b>\$457.47</b>	<b>\$445.63</b>	
\$396	\$382	\$14	3.7%	\$386	\$10	2.6%		\$396	\$382	\$14	3.7%	\$386	\$10	2.6%	\$437	\$436	\$421	
34.8%	35.8%	1.0%	34.1%	(0.7%)	34.1%	(0.7%)		34.8%	35.8%	1.0%	34.1%	(0.7%)	34.1%	(0.7%)	31.9%	32.0%	31.8%	
\$145	\$144	(\$1)	(0.5%)	\$138	(\$7)	(5.0%)		\$145	\$144	(\$1)	(0.5%)	\$138	(\$7)	(5.0%)	\$146	\$146	\$142	
47.9%	47.1%	0.7%	47.9%	(0.0%)	47.9%	(0.0%)		47.9%	47.1%	0.7%	47.9%	(0.0%)	47.9%	(0.0%)	51.2%	51.2%	51.3%	

2.3

CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance			Actual	Budget	Variance		Actual	Variance	Variance	Forecast	Budget	Actual	
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)		Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F19	F19	F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	
<b>Crown Melbourne Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>6.2 CROWN PROMENADE</b>																		
<b>Rooms Division (Levels 5 23)</b>																		
2,619	2,632	(14)	(0.5%)	2,565	54	2.1%		2,619	2,632	(14)	(0.5%)	2,565	54	2.1%	33,206	33,220	31,684	
412	444	(31)	(7.1%)	425	(13)	(3.0%)		412	444	(31)	(7.1%)	425	(13)	(3.0%)	5,955	5,987	5,758	
164	175	(11)	(6.3%)	182	(18)	(9.8%)		164	175	(11)	(6.3%)	182	(18)	(9.8%)	1,910	1,921	2,156	
(192)	(178)	(15)	(8.3%)	(176)	(17)	(9.5%)		(192)	(178)	(15)	(8.3%)	(176)	(17)	(9.5%)	(1,926)	(1,911)	(1,938)	
<b>3,003</b>	<b>3,074</b>	<b>(71)</b>	<b>(2.3%)</b>	<b>2,997</b>	<b>6</b>	<b>0.2%</b>		<b>3,003</b>	<b>3,074</b>	<b>(71)</b>	<b>(2.3%)</b>	<b>2,997</b>	<b>6</b>	<b>0.2%</b>	<b>39,145</b>	<b>39,216</b>	<b>37,660</b>	
747	774	28	3.6%	729	(18)	(2.5%)		747	774	28	3.6%	729	(18)	(2.5%)	9,014	9,041	8,582	
524	471	(53)	(11.3%)	459	(65)	(14.2%)		524	471	(53)	(11.3%)	459	(65)	(14.2%)	5,507	5,454	5,214	
<b>1,732</b>	<b>1,829</b>	<b>(96)</b>	<b>(5.3%)</b>	<b>1,809</b>	<b>(77)</b>	<b>(4.3%)</b>		<b>1,732</b>	<b>1,829</b>	<b>(96)</b>	<b>(5.3%)</b>	<b>1,809</b>	<b>(77)</b>	<b>(4.3%)</b>	<b>24,624</b>	<b>24,721</b>	<b>23,864</b>	
<b>Rooms Division Net Contribution</b>																		
<b>Mini Bar &amp; Leisure Centre</b>																		
17	19	(2)	(11.1%)	14	3	19.8%		17	19	(2)	(11.1%)	14	3	19.8%	255	257	235	
(37)	(42)	6	13.9%	(35)	(2)	(5.3%)		(37)	(42)	6	13.9%	(35)	(2)	(5.3%)	(492)	(498)	(465)	
<b>(19)</b>	<b>(23)</b>	<b>4</b>	<b>16.2%</b>	<b>(20)</b>	<b>1</b>	<b>5.0%</b>		<b>(19)</b>	<b>(23)</b>	<b>4</b>	<b>16.2%</b>	<b>(20)</b>	<b>1</b>	<b>5.0%</b>	<b>(237)</b>	<b>(241)</b>	<b>(230)</b>	
<b>Net Contribution</b>																		
<b>1,713</b>	<b>1,806</b>	<b>(93)</b>	<b>(5.1%)</b>	<b>1,789</b>	<b>(76)</b>	<b>(4.3%)</b>		<b>1,713</b>	<b>1,806</b>	<b>(93)</b>	<b>(5.1%)</b>	<b>1,789</b>	<b>(76)</b>	<b>(4.3%)</b>	<b>24,387</b>	<b>24,480</b>	<b>23,634</b>	
<b>Crown Promenade Net Contribution</b>																		
<b>1,713</b>	<b>1,806</b>	<b>(93)</b>	<b>(5.1%)</b>	<b>1,789</b>	<b>(76)</b>	<b>(4.3%)</b>		<b>1,713</b>	<b>1,806</b>	<b>(93)</b>	<b>(5.1%)</b>	<b>1,789</b>	<b>(76)</b>	<b>(4.3%)</b>	<b>24,387</b>	<b>24,480</b>	<b>23,634</b>	
<b>Total Crown Promenade Contribution</b>																		
<b>Key Financial Performance Indicators</b>																		
<b>Rooms Division (Levels 5 23)</b>																		
11,294	11,613	(319)	(2.7%)	11,453	(159)	(1.4%)		11,294	11,613	(319)	(2.7%)	11,453	(159)	(1.4%)	130,912	131,231	129,350	
2,269	2,550	(281)	(11.0%)	2,524	(255)	(10.1%)		2,269	2,550	(281)	(11.0%)	2,524	(255)	(10.1%)	29,769	30,050	30,443	
13,563	14,163	(600)	(4.2%)	13,977	(414)	(3.0%)		13,563	14,163	(600)	(4.2%)	13,977	(414)	(3.0%)	160,681	161,281	159,793	
94.2%	98.3%	(4.0%)	97.2%	(2.9%)	97.2%	(4.2%)		94.2%	98.3%	(4.0%)	97.2%	(2.9%)	97.2%	(4.2%)	94.7%	95.0%	94.3%	
<b>94.1%</b>	<b>98.3%</b>	<b>(4.2%)</b>	<b>97.0%</b>	<b>(2.9%)</b>	<b>97.0%</b>	<b>(4.2%)</b>		<b>94.1%</b>	<b>98.3%</b>	<b>(4.2%)</b>	<b>97.0%</b>	<b>(2.9%)</b>	<b>97.0%</b>	<b>(4.2%)</b>	<b>94.7%</b>	<b>95.0%</b>	<b>94.1%</b>	
\$231.86	\$226.66	\$5.20	2.3%	\$223.96	\$7.90	3.5%		\$231.86	\$226.66	\$5.20	2.3%	\$223.96	\$7.90	3.5%	\$253.65	\$253.14	\$244.95	
\$181.74	\$174.00	\$7.74	4.4%	\$168.42	\$13.32	7.9%		\$181.74	\$174.00	\$7.74	4.4%	\$168.42	\$13.32	7.9%	\$200.05	\$199.22	\$189.14	
<b>\$223.47</b>	<b>\$217.18</b>	<b>\$6.30</b>	<b>2.9%</b>	<b>\$213.93</b>	<b>\$9.54</b>	<b>4.5%</b>		<b>\$223.47</b>	<b>\$217.18</b>	<b>\$6.30</b>	<b>2.9%</b>	<b>\$213.93</b>	<b>\$9.54</b>	<b>4.5%</b>	<b>\$243.72</b>	<b>\$243.09</b>	<b>\$234.32</b>	
\$210	\$213	(\$3)	(1.5%)	\$207	\$3	1.4%		\$210	\$213	(\$3)	(1.5%)	\$207	\$3	1.4%	\$231	\$231	\$221	
24.9%	25.2%	0.3%	0.9%	24.3%	(0.6%)	(2.4%)		24.9%	25.2%	0.3%	0.9%	24.3%	(0.6%)	(2.4%)	23.0%	23.1%	22.8%	
\$55	\$55	(\$0)	(0.7%)	\$52	(\$3)	(5.6%)		\$55	\$55	(\$0)	(0.7%)	\$52	(\$3)	(5.6%)	\$56	\$56	\$54	
55.9%	57.6%	(1.7%)	58.5%	(2.7%)	58.5%	(2.7%)		55.9%	57.6%	(1.7%)	58.5%	(2.7%)	58.5%	(2.7%)	61.1%	61.2%	61.5%	

2.3

Crown Melbourne Monthly Performance Review								63 CROWN METROPOL								
CURRENT MONTH				Crown Melbourne Monthly Performance Review				YEAR TO DATE				FULL YEAR				
Actual Jul 18	Budget Jul 18	Variance F(U)	F(U) %	Actual Jul 17	Variance F(U)	Variance F(U) %	Actual Jul 18	Budget Jul 18	Variance F(U)	F(U) %	Actual Jul 17	Variance F(U)	Variance F(U) %	Forecast F19	Budget F19	Actual F18
\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000
4,422	4,033	388	9.6%	3,885	537	13.8%	4,422	4,033	388	9.6%	3,885	537	13.8%	56,417	56,029	53,136
346	642	(297)	(46.2%)	656	(310)	(47.3%)	346	642	(297)	(46.2%)	656	(310)	(47.3%)	5,433	5,730	5,805
263	237	26	11.1%	246	17	6.9%	263	237	26	11.1%	246	17	6.9%	2,754	2,727	2,998
(420)	(325)	(95)	(29.4%)	(318)	(102)	(31.9%)	(420)	(325)	(95)	(29.4%)	(318)	(102)	(31.9%)	(3,971)	(3,875)	(3,855)
<b>4,611</b>	<b>4,588</b>	<b>23</b>	<b>0.5%</b>	<b>4,469</b>	<b>142</b>	<b>3.2%</b>	<b>4,611</b>	<b>4,588</b>	<b>23</b>	<b>0.5%</b>	<b>4,469</b>	<b>142</b>	<b>3.2%</b>	<b>60,634</b>	<b>60,611</b>	<b>58,083</b>
1,070	1,052	(18)	(1.7%)	1,021	(49)	(4.8%)	1,070	1,052	(18)	(1.7%)	1,021	(49)	(4.8%)	12,651	12,633	12,353
736	707	(29)	(4.1%)	749	12	1.7%	736	707	(29)	(4.1%)	749	12	1.7%	8,519	8,490	8,233
<b>2,804</b>	<b>2,829</b>	<b>(24)</b>	<b>(0.9%)</b>	<b>2,699</b>	<b>105</b>	<b>3.9%</b>	<b>2,804</b>	<b>2,829</b>	<b>(24)</b>	<b>(0.9%)</b>	<b>2,699</b>	<b>105</b>	<b>3.9%</b>	<b>39,463</b>	<b>39,488</b>	<b>37,497</b>
<b>20</b>	<b>30</b>	<b>(10)</b>	<b>(32.6%)</b>	<b>32</b>	<b>(12)</b>	<b>(37.8%)</b>	<b>20</b>	<b>30</b>	<b>(10)</b>	<b>(32.6%)</b>	<b>32</b>	<b>(12)</b>	<b>(37.8%)</b>	<b>346</b>	<b>355</b>	<b>329</b>
6	6	1	13.2%	5	1	19.6%	6	6	1	13.2%	5	1	19.6%	81	81	79
(13)	(20)	(7)	(36.8%)	(22)	(9)	(42.6%)	(13)	(20)	(7)	(36.8%)	(22)	(9)	(42.6%)	(237)	(245)	(296)
(40)	(39)	1	3.8%	(45)	(4)	(10.0%)	(40)	(39)	1	3.8%	(45)	(4)	(10.0%)	(468)	(457)	(457)
<b>(46)</b>	<b>(53)</b>	<b>7</b>	<b>12.7%</b>	<b>(61)</b>	<b>15</b>	<b>24.4%</b>	<b>(46)</b>	<b>(53)</b>	<b>7</b>	<b>12.7%</b>	<b>(61)</b>	<b>15</b>	<b>24.4%</b>	<b>(624)</b>	<b>(631)</b>	<b>(675)</b>
<b>(26)</b>	<b>(23)</b>	<b>(3)</b>	<b>(12.8%)</b>	<b>(29)</b>	<b>3</b>	<b>9.4%</b>	<b>(26)</b>	<b>(23)</b>	<b>(3)</b>	<b>(12.8%)</b>	<b>(29)</b>	<b>3</b>	<b>9.4%</b>	<b>(279)</b>	<b>(276)</b>	<b>(346)</b>
<b>2,778</b>	<b>2,805</b>	<b>(27)</b>	<b>(1.0%)</b>	<b>2,670</b>	<b>108</b>	<b>4.0%</b>	<b>2,778</b>	<b>2,805</b>	<b>(27)</b>	<b>(1.0%)</b>	<b>2,670</b>	<b>108</b>	<b>4.0%</b>	<b>39,185</b>	<b>39,212</b>	<b>37,151</b>
17,578	15,848	1,730	10.9%	15,372	2,206	14.4%	17,578	15,848	1,730	10.9%	15,372	2,206	14.4%	202,398	200,668	197,320
1,695	3,417	(1,722)	(50.4%)	3,622	(1,927)	(53.2%)	1,695	3,417	(1,722)	(50.4%)	3,622	(1,927)	(53.2%)	24,882	25,604	27,902
19,273	19,265	8	0.0%	18,994	279	1.5%	19,273	19,265	8	0.0%	18,994	279	1.5%	227,280	227,272	225,222
94.5%	94.4%	0.1%	0.0%	93.1%	1.4%	93.1%	94.5%	94.4%	0.1%	93.1%	1.4%	93.1%	94.6%	94.6%	93.8%	
<b>94.5%</b>	<b>94.4%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>93.1%</b>	<b>1.4%</b>	<b>93.1%</b>	<b>94.5%</b>	<b>94.4%</b>	<b>0.1%</b>	<b>93.1%</b>	<b>1.4%</b>	<b>93.1%</b>	<b>94.6%</b>	<b>94.6%</b>	<b>93.8%</b>	
\$251.55	\$254.50	(\$2.95)	(1.2%)	\$252.70	(\$1.15)	(0.5%)	\$251.55	\$254.50	(\$2.95)	(1.2%)	\$252.70	(\$1.15)	(0.5%)	\$278.74	\$279.21	\$269.29
\$203.98	\$188.00	\$15.98	8.5%	\$181.15	\$22.83	12.6%	\$203.98	\$188.00	\$15.98	8.5%	\$181.15	\$22.83	12.6%	\$218.36	\$215.37	\$208.03
<b>\$247.37</b>	<b>\$242.71</b>	<b>\$4.66</b>	<b>1.9%</b>	<b>\$239.06</b>	<b>\$8.31</b>	<b>3.5%</b>	<b>\$247.37</b>	<b>\$242.71</b>	<b>\$4.66</b>	<b>1.9%</b>	<b>\$239.06</b>	<b>\$8.31</b>	<b>3.5%</b>	<b>\$272.13</b>	<b>\$271.74</b>	<b>\$261.70</b>
\$234	\$229	\$5	2.0%	\$223	\$11	5.0%	\$234	\$229	\$5	2.0%	\$223	\$11	5.0%	\$258	\$257	\$245
23.2%	22.9%	(0.3%)	(0.3%)	22.8%	(0.4%)	(0.4%)	23.2%	22.9%	(0.3%)	(0.3%)	22.8%	(0.4%)	20.9%	20.8%	21.3%	
\$56	\$55	(\$1)	(1.7%)	\$54	(\$2)	(3.3%)	\$56	\$55	(\$1)	(1.7%)	\$54	(\$2)	(3.3%)	\$56	\$56	\$55
59.2%	60.0%	(0.8%)	(0.8%)	58.6%	0.6%	0.6%	59.2%	60.0%	(0.8%)	(0.8%)	58.6%	0.6%	63.5%	63.6%	62.9%	

2.3

Crown Melbourne Monthly Performance Review								6.4 HOTEL SERVICES										
CURRENT MONTH								YEAR TO DATE							FULL YEAR			
Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance		Actual Jul 17 \$'000	Variance			Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance		Actual Jul 17 \$'000	Variance			Forecast F19 \$'000	Budget F19 \$'000	Actual F18 \$'000
		F(U)	%		F(U)	%				F(U)	%		F(U)	%				
(239)	(239)	(1)	(0.2%)	(239)	(1)	(0.2%)		(239)	(239)	(1)	(0.2%)	(239)	(1)	(0.2%)		(2,603)	(2,602)	(2,519)
281	273	8	3.0%	254	27	10.7%		281	273	8	3.0%	254	27	10.7%		3,252	3,244	3,200
<b>41</b>	<b>34</b>	<b>8</b>	<b>22.2%</b>	<b>15</b>	<b>27</b>	<b>177.6%</b>		<b>41</b>	<b>34</b>	<b>8</b>	<b>22.2%</b>	<b>15</b>	<b>27</b>	<b>177.6%</b>		<b>650</b>	<b>642</b>	<b>681</b>
<b>Laundry &amp; Valet</b>																		
Laundry & Valet Expense																		
Laundry Recovery																		
<b>Net Contribution</b>																		
<b>Hotel Administration Expenditure</b>																		
Revenue																		
0	21	(21)	(100.0%)	0	0	N/A		0	21	(21)	(100.0%)	0	0	N/A		229	250	0
210	213	(4)	(1.7%)	202	7	3.5%		210	213	(4)	(1.7%)	202	7	3.5%		2,289	2,292	2,528
56	100	(44)	(43.8%)	238	(182)	(76.3%)		56	100	(44)	(43.8%)	238	(182)	(76.3%)		1,460	1,464	1,218
<b>(266)</b>	<b>(293)</b>	<b>27</b>	<b>9.1%</b>	<b>(441)</b>	<b>175</b>	<b>39.6%</b>		<b>(266)</b>	<b>(293)</b>	<b>27</b>	<b>9.1%</b>	<b>(441)</b>	<b>175</b>	<b>39.6%</b>		<b>(3,519)</b>	<b>(3,506)</b>	<b>(3,746)</b>
<b>Sales &amp; Marketing Expenditure</b>																		
Revenue																		
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A		0	0	0
206	219	(13)	(6.1%)	215	(9)	(4.2%)		206	219	(13)	(6.1%)	215	(9)	(4.2%)		2,545	2,558	1,924
290	308	(19)	(6.1%)	265	25	9.3%		290	308	(19)	(6.1%)	265	25	9.3%		3,591	3,609	3,493
<b>(495)</b>	<b>(528)</b>	<b>32</b>	<b>6.1%</b>	<b>(480)</b>	<b>(15)</b>	<b>(3.2%)</b>		<b>(495)</b>	<b>(528)</b>	<b>32</b>	<b>6.1%</b>	<b>(480)</b>	<b>(15)</b>	<b>(3.2%)</b>		<b>(6,136)</b>	<b>(6,168)</b>	<b>(5,417)</b>
<b>(720)</b>	<b>(786)</b>	<b>66</b>	<b>8.4%</b>	<b>(906)</b>	<b>186</b>	<b>20.5%</b>		<b>(720)</b>	<b>(786)</b>	<b>66</b>	<b>8.4%</b>	<b>(906)</b>	<b>186</b>	<b>20.5%</b>		<b>(9,005)</b>	<b>(9,032)</b>	<b>(8,481)</b>
<b>Total Hotel Services Cost</b>																		

2.3

CURRENT MONTH							Crown Melbourne Monthly Performance Review Period 1, F19 6.5 TOTAL HOTEL OPERATIONS	YEAR TO DATE							FULL YEAR		
Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %		Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F(U) \$'000	F(U) %	Actual Jul 17 \$'000	Variance F(U) \$'000	Variance F(U) %	Forecast F19 \$'000	Budget F19 \$'000	Actual F18 \$'000
3,383	3,289	94	2.8%	3,406	(23)	(0.7%)		Crown Towers Contribution	3,383	3,289	94	2.8%	3,406	(23)	(0.7%)	47,287	47,193
1,713	1,806	(93)	(5.1%)	1,789	(76)	(4.3%)	Crown Promenade Contribution	1,713	1,806	(93)	(5.1%)	1,789	(76)	(4.3%)	24,387	24,480	23,634
2,778	2,805	(27)	(1.0%)	2,670	108	4.0%	Crown Metropol Contribution	2,778	2,805	(27)	(1.0%)	2,670	108	4.0%	39,185	39,212	37,151
(720)	(786)	66	8.4%	(906)	186	20.5%	Hotel Services Cost	(720)	(786)	66	8.4%	(906)	186	20.5%	(9,005)	(9,032)	(8,481)
<b>7,154</b>	<b>7,114</b>	<b>40</b>	<b>0.6%</b>	<b>6,959</b>	<b>195</b>	<b>2.8%</b>	<b>Net Contribution</b>	<b>7,154</b>	<b>7,114</b>	<b>40</b>	<b>0.6%</b>	<b>6,959</b>	<b>195</b>	<b>2.8%</b>	<b>101,854</b>	<b>101,854</b>	<b>97,870</b>
<b>Key Financial Performance Indicators</b>								<b>Key Financial Performance Indicators</b>									
38,653	36,306	2,347	6.5%	35,470	3,183	9.0%	Occupied Room Nights - Non Gaming	38,653	36,306	2,347	6.5%	35,470	3,183	9.0%	442,589	440,242	433,875
8,411	11,307	(2,896)	(25.6%)	11,775	(3,364)	(28.6%)	Occupied Room Nights - Gaming	8,411	11,307	(2,896)	(25.6%)	11,775	(3,364)	(28.6%)	112,803	115,699	117,041
47,064	47,613	(549)	(1.2%)	47,245	(181)	(0.4%)	Occupied Room Nights - Total	47,064	47,613	(549)	(1.2%)	47,245	(181)	(0.4%)	555,392	555,941	550,916
94.7%	95.8%	(1.1%)	95.1%	95.0%	(0.4%)	95.0%	Occupancy Rate % (available rooms)	94.7%	95.8%	(1.1%)	95.1%	95.0%	(0.4%)	94.9%	95.0%	94.2%	
\$291.77	\$286.69	\$5.08	1.8%	\$288.03	\$3.74	1.3%	Average Room Rate (Non Gaming)	\$291.77	\$286.69	\$5.08	1.8%	\$288.03	\$3.74	1.3%	\$320.88	\$320.61	\$310.33
\$288.65	\$268.86	\$19.79	7.4%	\$260.74	\$27.91	10.7%	Average Room Rate (Gaming)	\$288.65	\$268.86	\$19.79	7.4%	\$260.74	\$27.91	10.7%	\$317.19	\$314.54	\$304.74
<b>\$291.21</b>	<b>\$282.45</b>	<b>\$8.76</b>	<b>3.1%</b>	<b>\$281.23</b>	<b>\$9.98</b>	<b>3.6%</b>	<b>Average Room Rate (Total)</b>	<b>\$291.21</b>	<b>\$282.45</b>	<b>\$8.76</b>	<b>3.1%</b>	<b>\$281.23</b>	<b>\$9.98</b>	<b>3.6%</b>	<b>\$320.13</b>	<b>\$319.35</b>	<b>\$309.15</b>
\$282	\$281	\$1	0.5%	\$280	\$2	0.7%	Revenue Per Available Room	\$282	\$281	\$1	0.5%	\$280	\$2	0.7%	\$314	\$314	\$302
27.6%	27.7%	0.1%	26.7%	27.7%	(1.0%)	26.7%	Payroll % Revenue	27.6%	27.7%	0.1%	26.7%	27.7%	(1.0%)	25.1%	25.1%	25.2%	
\$82	\$81	(\$1)	(1.4%)	\$79	(\$4)	(4.7%)	Payroll Cost Per Room Night	\$82	\$81	(\$1)	(1.4%)	\$79	(\$4)	(4.7%)	\$83	\$83	\$81
48.2%	48.1%	0.2%	47.3%	47.3%	1.0%	47.3%	Contribution Margin %	48.2%	48.1%	0.2%	47.3%	47.3%	1.0%	52.5%	52.5%	52.5%	

2.3

Crown Melbourne Monthly Performance Review								7. OTHER NON-GAMING OPERATIONS							
CURRENT MONTH				YEAR TO DATE				FULL YEAR							
Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	Variance F(U)	% F(U)	Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Forecast F19	Budget F19	Actual F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	
<b>7. OTHER NON-GAMING OPERATIONS</b>															
<b>Crown Retail</b>															
83	60	22	37.1%	54	28	52.3%		83	60	22	37.1%	831	809	895	
56	54	(3)	(5.3%)	44	(12)	(28.1%)		56	54	(3)	(5.3%)	714	711	639	
39	30	(9)	(29.3%)	27	(12)	(45.6%)		39	30	(9)	(29.3%)	494	485	499	
81	70	(11)	(15.1%)	55	(25)	(45.9%)		81	70	(11)	(15.1%)	1 678	1 667	1 972	
<b>(94)</b>	<b>(94)</b>	<b>0</b>	<b>0.0%</b>	<b>(72)</b>	<b>(22)</b>	<b>(30.0%)</b>		<b>(94)</b>	<b>(94)</b>	<b>0</b>	<b>0.0%</b>	<b>(2,055)</b>	<b>(2,055)</b>	<b>(2,214)</b>	
<b>Tenancies</b>															
<b>Revenue</b>															
377	397	(20)	(5.0%)	426	(49)	(11.6%)		377	397	(20)	(5.0%)	4,496	4,516	4,790	
293	313	(21)	(6.6%)	276	17	6.0%		293	313	(21)	(6.6%)	3,730	3,750	3,391	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	0	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	0	
601	521	80	15.3%	525	76	14.4%		601	521	80	15.3%	7,205	7,126	7,746	
578	609	(31)	(5.0%)	565	13	2.3%		578	609	(31)	(5.0%)	7,383	7,413	6,962	
653	665	(12)	(1.8%)	703	(50)	(7.1%)		653	665	(12)	(1.8%)	8,345	8,357	7,924	
147	166	(19)	(11.3%)	166	(19)	(11.6%)		147	166	(19)	(11.3%)	2,046	2,065	1,697	
125	107	18	17.3%	92	33	35.9%		125	107	18	17.3%	1,539	1,521	1,461	
140	129	10	8.0%	135	4	3.2%		140	129	10	8.0%	1,582	1,572	1,764	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	0	
135	145	(10)	(6.8%)	161	(25)	(15.7%)		135	145	(10)	(6.8%)	1,584	1,593	2,041	
<b>3,049</b>	<b>3,052</b>	<b>(3)</b>	<b>(0.1%)</b>	<b>3,050</b>	<b>(2)</b>	<b>(0.0%)</b>		<b>3,049</b>	<b>3,052</b>	<b>(3)</b>	<b>(0.1%)</b>	<b>37,911</b>	<b>37,914</b>	<b>37,777</b>	
43	42	(1)	(3.3%)	45	1	2.8%		43	42	(1)	(3.3%)	494	492	473	
44	54	(10)	(17.8%)	51	7	13.6%		44	54	(10)	(17.8%)	945	954	821	
172	167	(5)	(3.1%)	162	(10)	(6.4%)		172	167	(5)	(3.1%)	2 017	2 012	2 059	
<b>2,789</b>	<b>2,789</b>	<b>0</b>	<b>0.0%</b>	<b>2,792</b>	<b>(4)</b>	<b>(0.1%)</b>		<b>2,789</b>	<b>2,789</b>	<b>0</b>	<b>0.0%</b>	<b>34,455</b>	<b>34,455</b>	<b>34,423</b>	
<b>Key Financial Performance Indicators</b>															
<b>Revenue per Square Metre</b>															
\$0.00	\$24.66	(\$24.66)	(100.0%)	\$20.20	(\$20.20)	(100.0%)		\$0.00	\$24.66	(\$24.66)	(100.0%)	\$22.70	\$21.19	\$20.68	
\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	N/A		\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	\$0.00	
\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	N/A		\$0.00	\$0.00	\$0.00	N/A	\$0.00	\$0.00	\$0.00	
\$0.00	\$162.01	(\$162.01)	(100.0%)	\$163.19	(\$163.19)	(100.0%)		\$0.00	\$162.01	(\$162.01)	(100.0%)	\$203.69	\$184.66	\$200.73	
\$0.00	\$336.61	(\$336.61)	(100.0%)	\$312.42	(\$312.42)	(100.0%)		\$0.00	\$336.61	(\$336.61)	(100.0%)	\$370.95	\$341.45	\$320.68	
\$0.00	\$127.73	(\$127.73)	(100.0%)	\$135.12	(\$135.12)	(100.0%)		\$0.00	\$127.73	(\$127.73)	(100.0%)	\$145.74	\$133.79	\$126.85	
\$0.00	\$46.83	(\$46.83)	(100.0%)	\$36.34	(\$36.34)	(100.0%)		\$0.00	\$46.83	(\$46.83)	(100.0%)	\$52.61	\$48.67	\$31.13	
\$0.00	\$1,068.16	(\$1,068.16)	(100.0%)	\$921.37	(\$921.37)	(100.0%)		\$0.00	\$1,068.16	(\$1,068.16)	(100.0%)	\$1,399.49	\$1,267.50	\$1,217.72	
\$0.00	\$114.88	(\$114.88)	(100.0%)	\$106.76	(\$106.76)	(100.0%)		\$0.00	\$114.88	(\$114.88)	(100.0%)	\$119.66	\$110.42	\$110.31	



CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance	Variance		Actual	Budget	Variance		Actual	Variance	Variance	Forecast	Budget	Actual	
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	%	Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F19	F19	F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>Crown Melbourne Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>7. OTHER NON-GAMING OPERATIONS (Continued)</b>																		
<b>Carpark Operations</b>																		
1,612	1,646	(34)	(2.0%)	1,679	(67)	(4.0%)		1,612	1,646	(34)	(2.0%)	1,679	(67)	(4.0%)	20,410	20,443	20,660	
219	224	5	2.0%	215	(4)	(2.0%)		219	224	5	2.0%	215	(4)	(2.0%)	2,757	2,761	2,556	
323	353	31	8.7%	338	16	4.7%		323	353	31	8.7%	338	16	4.7%	4,211	4,240	2,456	
<b>1,070</b>	<b>1,069</b>	<b>2</b>	<b>0.1%</b>	<b>1,125</b>	<b>(55)</b>	<b>(4.9%)</b>		<b>1,070</b>	<b>1,069</b>	<b>2</b>	<b>0.1%</b>	<b>1,125</b>	<b>(55)</b>	<b>(4.9%)</b>	<b>13,442</b>	<b>13,442</b>	<b>15,648</b>	
<b>Key Financial Performance Indicators</b>																		
<b>Cars Parked Multi level</b>																		
81,881	81,697	184	0.2%	81,697	184	0.2%		81,881	81,697	184	0.2%	81,697	184	0.2%	982,566	982,382	962,612	
59,205	61,724	(2,519)	(4.1%)	61,724	(2,519)	(4.1%)		59,205	61,724	(2,519)	(4.1%)	61,724	(2,519)	(4.1%)	725,205	727,724	717,636	
<b>Cars Parked Valet</b>																		
6,178	6,309	(131)	(2.1%)	6,259	(81)	(1.3%)		6,178	6,309	(131)	(2.1%)	6,259	(81)	(1.3%)	73,347	73,478	69,734	
8,214	9,587	(1,373)	(14.3%)	9,567	(1,353)	(14.1%)		8,214	9,587	(1,373)	(14.3%)	9,567	(1,353)	(14.1%)	108,884	110,257	108,625	
<b>Cars Parked Basement</b>																		
6,468	7,253	(785)	(10.8%)	7,253	(785)	(10.8%)		6,468	7,253	(785)	(10.8%)	7,253	(785)	(10.8%)	91,357	92,142	90,215	
107,392	107,899	(507)	(0.5%)	107,899	(507)	(0.5%)		107,392	107,899	(507)	(0.5%)	107,899	(507)	(0.5%)	1,288,479	1,288,986	1,279,657	
<b>269,338</b>	<b>274,469</b>	<b>(5,131)</b>	<b>(1.9%)</b>	<b>274,399</b>	<b>(5,061)</b>	<b>(1.8%)</b>		<b>269,338</b>	<b>274,469</b>	<b>(5,131)</b>	<b>(1.9%)</b>	<b>274,399</b>	<b>(5,061)</b>	<b>(1.8%)</b>	<b>3,269,838</b>	<b>3,274,969</b>	<b>3,218,479</b>	
\$5.99	\$6.00	(\$0.01)	(0.2%)	\$6.12	(\$0.13)	(2.2%)		\$5.99	\$6.00	(\$0.01)	(0.2%)	\$6.12	(\$0.13)	(2.2%)	\$6.24	\$6.24	\$6.42	
<b>Crown College International</b>																		
73	93	19	20.9%	2	(72)	(4,538.7%)		73	93	19	20.9%	2	(72)	(4,538.7%)	1,275	1,295	476	
(60)	(48)	12	24.8%	(23)	37	156.2%		(60)	(48)	12	24.8%	(23)	37	156.2%	(590)	(578)	(489)	
(19)	43	62	143.3%	23	42	179.5%		(19)	43	62	143.3%	23	42	179.5%	(685)	578	(12)	
<b>(6)</b>	<b>(5)</b>	<b>0</b>	<b>5.2%</b>	<b>0</b>	<b>5</b>	<b>#####</b>		<b>(6)</b>	<b>(5)</b>	<b>0</b>	<b>5.2%</b>	<b>0</b>	<b>5</b>	<b>#####</b>	<b>(0)</b>	<b>(0)</b>	<b>(501)</b>	
<b>Other Non Gaming Operations</b>																		
(94)	(94)	0	0.0%	(72)	(22)	(30.0%)		(94)	(94)	0	0.0%	(72)	(22)	(30.0%)	(2,055)	(2,055)	(2,214)	
2,789	2,789	0	0.0%	2,792	(4)	(0.1%)		2,789	2,789	0	0.0%	2,792	(4)	(0.1%)	34,455	34,455	34,423	
1,070	1,069	2	0.1%	1,125	(55)	(4.9%)		1,070	1,069	2	0.1%	1,125	(55)	(4.9%)	13,442	13,442	15,648	
(5)	(5)	(0)	(5.2%)	0	(5)	#####		(5)	(5)	(0)	(5.2%)	0	(5)	#####	(0)	(0)	(501)	
<b>3,760</b>	<b>3,758</b>	<b>1</b>	<b>0.0%</b>	<b>3,846</b>	<b>(86)</b>	<b>(2.2%)</b>		<b>3,760</b>	<b>3,758</b>	<b>1</b>	<b>0.0%</b>	<b>3,846</b>	<b>(86)</b>	<b>(2.2%)</b>	<b>45,842</b>	<b>45,842</b>	<b>47,356</b>	

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CURRENT MONTH								YEAR TO DATE								FULL YEAR		
Actual	Budget	Variance		Actual	Variance		Variance	Actual	Budget	Variance		Actual	Variance	Variance	Forecast	Budget	Actual	
Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F(U)	Jul 18	Jul 18	F(U)	F(U)	Jul 17	F(U)	F(U)	F19	F19	F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	
<b>Crown Melbourne Monthly Performance Review</b>																		
<b>Period 1, F19</b>																		
<b>6. MARKETING &amp; ENTERTAINMENT</b>																		
<b>Group Marketing</b>																		
162	283	121	42.7%	182	20	10.8%		162	283	121	42.7%	182	20	10.8%	3,276	3,397	2,415	
839	1,541	703	45.6%	785	(54)	(6.8%)		839	1,541	703	45.6%	785	(54)	(6.8%)	14,817	15,519	12,846	
60	11	(49)	(433.5%)	209	149	71.2%		60	11	(49)	(433.5%)	209	149	71.2%	193	144	1,385	
1,061	1,836	775	42.2%	1,176	115	9.8%		1,061	1,836	775	42.2%	1,176	115	9.8%	18,286	19,061	16,646	
(6)	(39)	(33)	(83.6%)	(4)	2	47.8%		(6)	(39)	(33)	(83.6%)	(4)	2	47.8%	(246)	(279)	(414)	
<b>1,054</b>	<b>1,796</b>	<b>742</b>	<b>41.3%</b>	<b>1,171</b>	<b>117</b>	<b>10.0%</b>		<b>1,054</b>	<b>1,796</b>	<b>742</b>	<b>41.3%</b>	<b>1,171</b>	<b>117</b>	<b>10.0%</b>	<b>18,040</b>	<b>18,782</b>	<b>16,232</b>	
<b>Customer Marketing</b>																		
620	711	91	12.8%	516	(105)	(20.3%)		620	711	91	12.8%	516	(105)	(20.3%)	8,443	8,534	7,910	
600	600	0	0.0%	1,549	949	61.3%		600	600	0	0.0%	1,549	949	61.3%	9,557	9,557	8,977	
116	186	70	37.6%	172	56	32.5%		116	186	70	37.6%	172	56	32.5%	2,274	2,344	971	
1,336	1,497	161	10.7%	2,237	900	40.3%		1,336	1,497	161	10.7%	2,237	900	40.3%	20,274	20,434	17,859	
(2,229)	(2,222)	7	0.3%	(2,157)	72	3.3%		(2,229)	(2,222)	7	0.3%	(2,157)	72	3.3%	(37,578)	(37,571)	(36,891)	
<b>(893)</b>	<b>(725)</b>	<b>168</b>	<b>23.2%</b>	<b>79</b>	<b>972</b>	<b>1,224.3%</b>		<b>(893)</b>	<b>(725)</b>	<b>168</b>	<b>23.2%</b>	<b>79</b>	<b>972</b>	<b>1,224.3%</b>	<b>(17,305)</b>	<b>(17,137)</b>	<b>(19,033)</b>	
<b>Events &amp; Sponsorships</b>																		
2	0	(2)	N/A	0	(2)	N/A		2	0	(2)	N/A	0	(2)	N/A	2	0	2	
1,671	675	(996)	(147.5%)	736	(934)	(126.9%)		1,671	675	(996)	(147.5%)	736	(934)	(126.9%)	14,194	13,199	14,159	
71	116	45	38.9%	141	70	49.8%		71	116	45	38.9%	141	70	49.8%	3,193	3,238	6,448	
1,744	791	(953)	(120.5%)	877	(867)	(98.8%)		1,744	791	(953)	(120.5%)	877	(867)	(98.8%)	17,389	16,437	20,609	
(52)	0	52	N/A	0	52	N/A		(52)	0	52	N/A	0	52	N/A	(842)	(790)	(1,909)	
<b>1,692</b>	<b>791</b>	<b>(901)</b>	<b>(113.9%)</b>	<b>877</b>	<b>(815)</b>	<b>(92.9%)</b>		<b>1,692</b>	<b>791</b>	<b>(901)</b>	<b>(113.9%)</b>	<b>877</b>	<b>(815)</b>	<b>(92.9%)</b>	<b>16,548</b>	<b>15,647</b>	<b>18,700</b>	
<b>1,853</b>	<b>1,862</b>	<b>9</b>	<b>0.5%</b>	<b>2,128</b>	<b>274</b>	<b>12.9%</b>		<b>1,853</b>	<b>1,862</b>	<b>9</b>	<b>0.5%</b>	<b>2,128</b>	<b>274</b>	<b>12.9%</b>	<b>17,282</b>	<b>17,291</b>	<b>15,899</b>	
<b>Total Marketing Costs</b>																		
<b>Entertainment</b>																		
4	0	(4)	N/A	2	(3)	(130.4%)		4	0	(4)	N/A	2	(3)	(130.4%)	4	0	21	
271	245	(26)	(10.6%)	257	(15)	(5.8%)		271	245	(26)	(10.6%)	257	(15)	(5.8%)	3,785	3,759	3,805	
4	26	22	85.1%	24	20	84.2%		4	26	22	85.1%	24	20	84.2%	315	336	407	
280	271	(9)	(3.2%)	283	3	1.0%		280	271	(9)	(3.2%)	283	3	1.0%	4,104	4,095	4,233	
0	0	0	N/A	0	0	N/A		0	0	0	N/A	0	0	N/A	0	0	0	
<b>280</b>	<b>271</b>	<b>(9)</b>	<b>(3.2%)</b>	<b>283</b>	<b>3</b>	<b>1.0%</b>		<b>280</b>	<b>271</b>	<b>(9)</b>	<b>(3.2%)</b>	<b>283</b>	<b>3</b>	<b>1.0%</b>	<b>4,104</b>	<b>4,095</b>	<b>4,233</b>	
<b>Total Marketing &amp; Entertainment</b>																		
1,853	1,862	9	0.5%	2,128	274	12.9%		1,853	1,862	9	0.5%	2,128	274	12.9%	17,282	17,291	15,899	
280	271	(9)	(3.2%)	283	3	1.0%		280	271	(9)	(3.2%)	283	3	1.0%	4,104	4,095	4,233	
<b>2,133</b>	<b>2,133</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>2,410</b>	<b>277</b>	<b>11.5%</b>		<b>2,133</b>	<b>2,133</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>2,410</b>	<b>277</b>	<b>11.5%</b>	<b>21,386</b>	<b>21,386</b>	<b>20,132</b>	
<b>Total Net Cost</b>																		
<b>Gross Marketing Costs</b>																		
4,366	4,394	28	0.6%	4,632	266	5.7%		4,366	4,394	28	0.6%	4,632	266	5.7%	59,208	59,236	57,222	
0	0	0	N/A	(60)	(60)	(100.0%)		0	0	0	N/A	(60)	(60)	(100.0%)	0	0	(208)	
(6)	(39)	(33)	(83.6%)	(4)	2	47.8%		(6)	(39)	(33)	(83.6%)	(4)	2	47.8%	(246)	(279)	(306)	
4,360	4,355	(5)	(0.1%)	4,568	208	4.5%		4,360	4,355	(5)	(0.1%)	4,568	208	4.5%	58,962	58,957	56,707	
(2,227)	(2,222)	5	0.2%	(2,157)	70	3.2%		(2,227)	(2,222)	5	0.2%	(2,157)	70	3.2%	(37,576)	(37,571)	(36,575)	
<b>2,133</b>	<b>2,133</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>2,410</b>	<b>277</b>	<b>11.5%</b>		<b>2,133</b>	<b>2,133</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>2,410</b>	<b>277</b>	<b>11.5%</b>	<b>21,386</b>	<b>21,386</b>	<b>20,132</b>	
<b>Total Net Cost</b>																		

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CROWN MELBOURNE MONTHLY PERFORMANCE REVIEW								PROPERTY SUPPORT SERVICES								FULL YEAR		
CURRENT MONTH				YEAR TO DATE				Forecast F19			Budget F19			Actual F18				
Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)		Actual Jul 18	Budget Jul 18	Variance F(U)	% F(U)	Actual Jul 17	Variance F(U)	% F(U)	Forecast F19	Budget F19	Actual F18	
\$'000	\$'000	\$'000	%	\$'000	\$'000	%		\$'000	\$'000	\$'000	%	\$'000	\$'000	%	\$'000	\$'000	\$'000	
2,477	2,478	1	0.0%	2,427	(51)	(2.1%)	Labour	2,477	2,478	1	0.0%	2,427	(51)	(2.1%)	29,707	29,707	28,970	
481	489	9	1.8%	464	(16)	(3.5%)	Other Expenses	481	489	9	1.8%	464	(16)	(3.5%)	5,920	5,928	5,641	
2,958	2,967	9	0.3%	2,891	(67)	(2.3%)	Total Cost (pre allocations)	2,958	2,967	9	0.3%	2,891	(67)	(2.3%)	35,626	35,636	34,610	
(1,902)	(1,911)	(9)	(0.5%)	(1,819)	83	4.6%	Allocations	(1,902)	(1,911)	(9)	(0.5%)	(1,819)	83	4.6%	(22,928)	(22,937)	(22,190)	
<b>1,056</b>	<b>1,056</b>	<b>0</b>	<b>0.0%</b>	<b>1,072</b>	<b>16</b>	<b>1.5%</b>	<b>Environmental Services</b>	<b>1,056</b>	<b>1,056</b>	<b>0</b>	<b>0.0%</b>	<b>1,072</b>	<b>16</b>	<b>1.5%</b>	<b>12,698</b>	<b>12,698</b>	<b>12,421</b>	
1,336	1,336	0	0.0%	1,091	(245)	(22.4%)	Labour	1,336	1,336	0	0.0%	1,091	(245)	(22.4%)	15,964	15,964	14,048	
1,863	1,938	75	3.9%	2,026	162	8.0%	Other Expenses	1,863	1,938	75	3.9%	2,026	162	8.0%	23,173	23,248	23,673	
3,199	3,274	75	2.3%	3,116	(82)	(2.6%)	Total Cost (pre allocations)	3,199	3,274	75	2.3%	3,116	(82)	(2.6%)	39,137	39,212	37,721	
(620)	(662)	(42)	(6.4%)	(698)	(78)	(11.2%)	Allocations	(620)	(662)	(42)	(6.4%)	(698)	(78)	(11.2%)	(7,906)	(7,948)	(7,518)	
<b>2,579</b>	<b>2,612</b>	<b>33</b>	<b>1.3%</b>	<b>2,418</b>	<b>(161)</b>	<b>(6.6%)</b>	<b>Engineering &amp; Maintenance</b>	<b>2,579</b>	<b>2,612</b>	<b>33</b>	<b>1.3%</b>	<b>2,418</b>	<b>(161)</b>	<b>(6.6%)</b>	<b>31,231</b>	<b>31,264</b>	<b>30,203</b>	
(388)	(421)	(33)	(7.8%)	(402)	(14)	(3.5%)	Less Costs Allocated	(388)	(421)	(33)	(7.8%)	(402)	(14)	(3.5%)	(5,017)	(5,050)	(5,208)	
<b>2,191</b>	<b>2,191</b>	<b>0</b>	<b>0.0%</b>	<b>2,016</b>	<b>(175)</b>	<b>(8.7%)</b>	<b>Adjusted Engineering &amp; Maintenance</b>	<b>2,191</b>	<b>2,191</b>	<b>0</b>	<b>0.0%</b>	<b>2,016</b>	<b>(175)</b>	<b>(8.7%)</b>	<b>26,214</b>	<b>26,214</b>	<b>24,996</b>	
1,280	1,285	4	0.3%	1,479	199	13.4%	Electricity	1,280	1,285	4	0.3%	1,479	199	13.4%	15,790	15,794	16,807	
653	659	6	0.9%	456	(197)	(43.2%)	Gas	653	659	6	0.9%	456	(197)	(43.2%)	6,700	6,706	4,448	
986	989	3	0.3%	1,064	78	7.3%	Water	986	989	3	0.3%	1,064	78	7.3%	5,220	5,223	4,704	
(124)	(138)	(13)	(9.7%)	(107)	18	16.7%	Other Expenses	(124)	(138)	(13)	(9.7%)	(107)	18	16.7%	(1,641)	(1,654)	(1,930)	
<b>2,795</b>	<b>2,795</b>	<b>0</b>	<b>0.0%</b>	<b>2,892</b>	<b>98</b>	<b>3.4%</b>	<b>Utilities</b>	<b>2,795</b>	<b>2,795</b>	<b>0</b>	<b>0.0%</b>	<b>2,892</b>	<b>98</b>	<b>3.4%</b>	<b>26,069</b>	<b>26,069</b>	<b>24,028</b>	
167	152	(14)	(9.4%)	140	(27)	(19.1%)	Labour	167	152	(14)	(9.4%)	140	(27)	(19.1%)	1,922	1,908	1,851	
(1)	13	14	108.2%	40	41	102.7%	Other Expenses	(1)	13	14	108.2%	40	41	102.7%	167	182	93	
<b>165</b>	<b>165</b>	<b>0</b>	<b>0.0%</b>	<b>180</b>	<b>14</b>	<b>7.9%</b>	<b>Wardrobe</b>	<b>165</b>	<b>165</b>	<b>0</b>	<b>0.0%</b>	<b>180</b>	<b>14</b>	<b>7.9%</b>	<b>2,090</b>	<b>2,090</b>	<b>1,944</b>	
2	2	0	3.5%	2	0	8.1%	Labour	2	2	0	3.5%	2	0	8.1%	23	23	21	
171	171	(0)	(0.0%)	169	(2)	(1.3%)	Other Expenses	171	171	(0)	(0.0%)	169	(2)	(1.3%)	2,055	2,055	1,983	
<b>173</b>	<b>173</b>	<b>0</b>	<b>0.0%</b>	<b>171</b>	<b>(2)</b>	<b>(1.2%)</b>	<b>Special Effects</b>	<b>173</b>	<b>173</b>	<b>0</b>	<b>0.0%</b>	<b>171</b>	<b>(2)</b>	<b>(1.2%)</b>	<b>2,078</b>	<b>2,078</b>	<b>2,004</b>	
124	116	(8)	(6.9%)	119	(5)	(4.0%)	Labour	124	116	(8)	(6.9%)	119	(5)	(4.0%)	1,872	1,864	1,802	
23	25	2	6.5%	32	8	26.6%	Other Expenses	23	25	2	6.5%	32	8	26.6%	267	269	263	
147	141	(6)	(4.6%)	151	4	2.4%	Total Cost (pre allocations)	147	141	(6)	(4.6%)	151	4	2.4%	2,139	2,133	2,065	
(54)	(48)	6	13.3%	(64)	(10)	(15.0%)	Allocations	(54)	(48)	6	13.3%	(64)	(10)	(15.0%)	(1,061)	(1,054)	(1,028)	
<b>93</b>	<b>93</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>87</b>	<b>(6)</b>	<b>(6.9%)</b>	<b>Crown AV</b>	<b>93</b>	<b>93</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>87</b>	<b>(6)</b>	<b>(6.9%)</b>	<b>1,079</b>	<b>1,079</b>	<b>1,037</b>	
73	78	5	6.9%	73	1	0.8%	Labour	73	78	5	6.9%	73	1	0.8%	935	940	802	
(0)	0	0	345.680.0%	0	0	108.2%	Other Expenses	(0)	0	0	345.680.0%	0	0	108.2%	(0)	(0)	1	
73	78	5	7.0%	74	1	1.4%	Total Cost (pre allocations)	73	78	5	7.0%	74	1	1.4%	934	940	802	
(73)	(78)	(5)	(7.0%)	(74)	(1)	(1.4%)	Allocations	(73)	(78)	(5)	(7.0%)	(74)	(1)	(1.4%)	(934)	(940)	(802)	
<b>0</b>	<b>0</b>	<b>(0)</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>68.9%</b>	<b>Capital Projects</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>68.9%</b>	<b>0</b>	<b>0</b>	<b>0</b>	
0	0	0	N/A	0	0	N/A	Revenue	0	0	0	N/A	0	0	N/A	0	0	0	
0	0	(0)	N/A	0	(0)	N/A	Other Expenses	0	0	(0)	N/A	0	(0)	N/A	0	0	0	
<b>0</b>	<b>0</b>	<b>(0)</b>	<b>N/A</b>	<b>0</b>	<b>(0)</b>	<b>N/A</b>	<b>Crown Properties</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>N/A</b>	<b>0</b>	<b>(0)</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>0</b>	
9,510	9,593	83	0.9%	9,475	(35)	(0.4%)	Total Property Support Services Cost	9,510	9,593	83	0.9%	9,475	(35)	(0.4%)	108,074	108,157	103,176	
(2,850)	(2,700)	(51)	(1.9%)	(2,856)	(6)	(0.2%)	Allocations	(2,850)	(2,700)	(51)	(1.9%)	(2,856)	(6)	(0.2%)	(32,829)	(32,880)	(31,538)	
<b>6,472</b>	<b>6,472</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>6,417</b>	<b>(55)</b>	<b>(0.9%)</b>	<b>Total Net Cost</b>	<b>6,472</b>	<b>6,472</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>6,417</b>	<b>(55)</b>	<b>(0.9%)</b>	<b>70,228</b>	<b>70,228</b>	<b>66,430</b>	

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Crown Melbourne Monthly Performance Review								10. SECURITY, CAGE & OTHER SERVICES									
CURRENT MONTH								YEAR TO DATE			FULL YEAR						
Actual Jul 18	Budget Jul 18	Variance F(U)	F(U) %	Actual Jul 17	Variance F(U)	Variance F(U) %		Actual Jul 18	Budget Jul 18	Variance F(U)	F(U) %	Actual Jul 17	Variance F(U)	Variance F(U) %	Forecast F19	Budget F19	Actual F18
\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
343	326	(17)	(5.2%)	316	(28)	(8.7%)	Labour	343	326	(17)	(5.2%)	316	(28)	(8.7%)	3,936	3,919	3,820
26	43	17	39.7%	47	21	45.0%	Other Expenses	26	43	17	39.7%	47	21	45.0%	342	361	335
<b>369</b>	<b>369</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>362</b>	<b>(7)</b>	<b>(1.8%)</b>	<b>Finance</b>	<b>369</b>	<b>369</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>362</b>	<b>(7)</b>	<b>(1.8%)</b>	<b>4,278</b>	<b>4,280</b>	<b>4,156</b>
2,768	2,763	(4)	(0.2%)	2,362	(406)	(17.2%)	Labour	2,768	2,763	(4)	(0.2%)	2,362	(406)	(17.2%)	36,381	36,377	30,992
112	70	(42)	(60.0%)	81	(31)	(38.7%)	Other Expenses	112	70	(42)	(60.0%)	81	(31)	(38.7%)	1,072	1,030	691
2,880	2,833	(46)	(1.6%)	2,442	(437)	(17.9%)	Total Cost (pre allocations)	2,880	2,833	(46)	(1.6%)	2,442	(437)	(17.9%)	37,453	37,407	31,683
(201)	(155)	46	29.9%	(151)	51	33.8%	Allocations	(201)	(155)	46	29.9%	(151)	51	33.8%	(2,759)	(2,713)	(2,813)
<b>2,678</b>	<b>2,678</b>	<b>0</b>	<b>0.0%</b>	<b>2,292</b>	<b>(386)</b>	<b>(16.9%)</b>	<b>Security</b>	<b>2,678</b>	<b>2,678</b>	<b>0</b>	<b>0.0%</b>	<b>2,292</b>	<b>(386)</b>	<b>(16.9%)</b>	<b>34,694</b>	<b>34,694</b>	<b>28,870</b>
(200)	(200)	(0)	(0.0%)	(138)	62	45.2%	Revenue	(200)	(200)	(0)	(0.0%)	(138)	62	45.2%	(2,400)	(2,400)	(1,922)
2,005	1,713	(292)	(17.0%)	1,492	(512)	(34.3%)	Labour	2,005	1,713	(292)	(17.0%)	1,492	(512)	(34.3%)	20,948	20,656	19,415
690	573	(117)	(20.5%)	383	(307)	(80.0%)	Other Expenses	690	573	(117)	(20.5%)	383	(307)	(80.0%)	6,876	6,759	7,134
2,495	2,086	(409)	(19.6%)	1,738	(757)	(43.6%)	Total Cost (pre allocations)	2,495	2,086	(409)	(19.6%)	1,738	(757)	(43.6%)	25,424	25,015	24,627
(923)	(514)	409	79.6%	(264)	660	250.1%	Allocations	(923)	(514)	409	79.6%	(264)	660	250.1%	(6,578)	(6,169)	(6,205)
<b>1,572</b>	<b>1,571</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>1,474</b>	<b>(97)</b>	<b>(6.6%)</b>	<b>IT</b>	<b>1,572</b>	<b>1,571</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>1,474</b>	<b>(97)</b>	<b>(6.6%)</b>	<b>18,846</b>	<b>18,846</b>	<b>18,422</b>
(4)	(4)	0	0.0%	(4)	0	0.0%	Revenue	(4)	(4)	0	0.0%	(4)	0	0.0%	(53)	(53)	(53)
614	739	125	16.9%	652	37	5.7%	Labour	614	739	125	16.9%	652	37	5.7%	8,569	8,694	8,005
119	76	(43)	(57.0%)	(76)	(195)	(256.2%)	Other Expenses	119	76	(43)	(57.0%)	(76)	(195)	(256.2%)	2,113	2,070	1,700
729	811	82	10.1%	571	(158)	(27.6%)	Total (pre allocations)	729	811	82	10.1%	571	(158)	(27.6%)	10,629	10,711	9,653
(95)	(178)	(82)	(46.3%)	(81)	15	18.6%	Allocations	(95)	(178)	(82)	(46.3%)	(81)	15	18.6%	(1,612)	(1,694)	(1,639)
<b>633</b>	<b>633</b>	<b>(0)</b>	<b>(0.1%)</b>	<b>491</b>	<b>(143)</b>	<b>(29.0%)</b>	<b>Human Resources</b>	<b>633</b>	<b>633</b>	<b>(0)</b>	<b>(0.1%)</b>	<b>491</b>	<b>(143)</b>	<b>(29.0%)</b>	<b>9,017</b>	<b>9,017</b>	<b>8,013</b>
(67)	(95)	(27)	(28.6%)	(81)	(13)	(16.3%)	Revenue	(67)	(95)	(27)	(28.6%)	(81)	(13)	(16.3%)	(1,107)	(1,134)	(1,062)
1,170	1,180	11	0.9%	1,169	(0)	(0.0%)	Labour	1,170	1,180	11	0.9%	1,169	(0)	(0.0%)	14,527	14,538	13,494
43	60	16	27.2%	64	20	31.9%	Other Expenses	43	60	16	27.2%	64	20	31.9%	739	756	811
<b>1,146</b>	<b>1,146</b>	<b>0</b>	<b>0.0%</b>	<b>1,152</b>	<b>7</b>	<b>0.6%</b>	<b>Case &amp; Count</b>	<b>1,146</b>	<b>1,146</b>	<b>0</b>	<b>0.0%</b>	<b>1,152</b>	<b>7</b>	<b>0.6%</b>	<b>14,160</b>	<b>14,160</b>	<b>13,244</b>
469	472	4	0.8%	461	(7)	(1.6%)	Labour	469	472	4	0.8%	461	(7)	(1.6%)	5,534	5,538	5,610
104	100	(4)	(3.6%)	93	(10)	(11.0%)	Other Expenses	104	100	(4)	(3.6%)	93	(10)	(11.0%)	849	845	795
<b>572</b>	<b>572</b>	<b>0</b>	<b>0.0%</b>	<b>555</b>	<b>(18)</b>	<b>(3.2%)</b>	<b>Purchasing &amp; Supply</b>	<b>572</b>	<b>572</b>	<b>0</b>	<b>0.0%</b>	<b>555</b>	<b>(18)</b>	<b>(3.2%)</b>	<b>6,383</b>	<b>6,383</b>	<b>6,405</b>
500	508	8	1.6%	458	(42)	(9.2%)	Labour	500	508	8	1.6%	458	(42)	(9.2%)	6,165	6,173	5,716
67	58	(8)	(14.3%)	53	(14)	(27.2%)	Other Expenses	67	58	(8)	(14.3%)	53	(14)	(27.2%)	800	792	715
<b>566</b>	<b>566</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>510</b>	<b>(56)</b>	<b>(11.0%)</b>	<b>Surveillance</b>	<b>566</b>	<b>566</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>510</b>	<b>(56)</b>	<b>(11.0%)</b>	<b>6,965</b>	<b>6,965</b>	<b>6,431</b>
304	302	(2)	(0.5%)	279	(25)	(8.9%)	Labour	304	302	(2)	(0.5%)	279	(25)	(8.9%)	3,633	3,632	3,505
13	14	2	10.8%	18	5	30.0%	Other Expenses	13	14	2	10.8%	18	5	30.0%	171	172	142
<b>317</b>	<b>317</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>297</b>	<b>(19)</b>	<b>(6.5%)</b>	<b>Guest Services</b>	<b>317</b>	<b>317</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>297</b>	<b>(19)</b>	<b>(6.5%)</b>	<b>3,804</b>	<b>3,804</b>	<b>3,647</b>
258	252	(5)	(2.2%)	154	(104)	(67.9%)	Labour	258	252	(5)	(2.2%)	154	(104)	(67.9%)	2,973	2,968	2,820
86	92	5	5.8%	86	(0)	(0.5%)	Other Expenses	86	92	5	5.8%	86	(0)	(0.5%)	1,290	1,295	862
<b>344</b>	<b>344</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>240</b>	<b>(105)</b>	<b>(43.7%)</b>	<b>Legal, Compliance, Risk &amp; Assurance</b>	<b>344</b>	<b>344</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>240</b>	<b>(105)</b>	<b>(43.7%)</b>	<b>4,263</b>	<b>4,263</b>	<b>3,682</b>
<b>8,197</b>	<b>8,197</b>	<b>(1)</b>	<b>(0.0%)</b>	<b>7,373</b>	<b>(824)</b>	<b>(11.2%)</b>	<b>Total Security, Case &amp; Other Services</b>	<b>8,197</b>	<b>8,197</b>	<b>(1)</b>	<b>(0.0%)</b>	<b>7,373</b>	<b>(824)</b>	<b>(11.2%)</b>	<b>102,410</b>	<b>102,411</b>	<b>92,870</b>

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Crown Melbourne Monthly Performance Review Period 1, F19								11. OTHER COSTS								
CURRENT MONTH				YEAR TO DATE				FULL YEAR								
Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jul 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %	Actual Jul 18 \$'000	Budget Jul 18 \$'000	Variance F/(U) \$'000	F/(U) %	Actual Jul 17 \$'000	Variance F/(U) \$'000	Variance F/(U) %	Forecast F19 \$'000	Budget F19 \$'000	Actual F18 \$'000
204	157	(47)	(29.8%)	166	(37)	(22.4%)	204	157	(47)	(29.8%)	166	(37)	(22.4%)	1,945	1,898	2,326
0	0	0	N/A	0	0	N/A	0	0	0	N/A	0	0	N/A	0	0	0
20	67	47	69.8%	131	111	84.6%	20	67	47	69.8%	131	111	84.6%	442	489	354
2	2	0	0.0%	15	12	83.9%	2	2	0	0.0%	15	12	83.9%	69	69	6
375	375	0	0.0%	542	167	30.8%	375	375	0	0.0%	542	167	30.8%	4,500	4,500	5,800
18	19	1	5.2%	29	11	37.0%	18	19	1	5.2%	29	11	37.0%	231	232	232
5	4	(1)	(23.8%)	(4)	(9)	(229.1%)	5	4	(1)	(23.8%)	(4)	(9)	(229.1%)	67	86	73
<b>625</b>	<b>625</b>	<b>0</b>	<b>0.0%</b>	<b>879</b>	<b>254</b>	<b>28.9%</b>	<b>625</b>	<b>625</b>	<b>0</b>	<b>0.0%</b>	<b>879</b>	<b>254</b>	<b>28.9%</b>	<b>7,253</b>	<b>7,253</b>	<b>8,790</b>
<b>70</b>	<b>70</b>	<b>0</b>	<b>0.0%</b>	<b>67</b>	<b>(3)</b>	<b>(4.7%)</b>	<b>70</b>	<b>70</b>	<b>0</b>	<b>0.0%</b>	<b>67</b>	<b>(3)</b>	<b>(4.7%)</b>	<b>838</b>	<b>838</b>	<b>834</b>
12	11	(1)	(4.6%)	12	0	0.8%	12	11	(1)	(4.6%)	12	0	0.8%	139	138	146
48	48	1	1.1%	41	(7)	(16.8%)	48	48	1	1.1%	41	(7)	(16.8%)	332	332	237
<b>60</b>	<b>60</b>	<b>0</b>	<b>0.0%</b>	<b>53</b>	<b>(7)</b>	<b>(12.8%)</b>	<b>60</b>	<b>60</b>	<b>0</b>	<b>0.0%</b>	<b>53</b>	<b>(7)</b>	<b>(12.8%)</b>	<b>471</b>	<b>471</b>	<b>382</b>
104	108	4	3.3%	102	(2)	(2.4%)	104	108	4	3.3%	102	(2)	(2.4%)	1,308	1,311	1,318
16	13	(4)	(28.2%)	19	2	13.4%	16	13	(4)	(28.2%)	19	2	13.4%	181	178	153
<b>120</b>	<b>120</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>120</b>	<b>0</b>	<b>0.0%</b>	<b>120</b>	<b>120</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>120</b>	<b>0</b>	<b>0.0%</b>	<b>1,489</b>	<b>1,489</b>	<b>1,471</b>
0	0	0	N/A	(0)	(0)	N/A	0	0	0	N/A	(0)	(0)	N/A	0	0	(0)
(0)	0	0	N/A	0	0	N/A	(0)	0	0	N/A	0	0	N/A	(0)	0	0
<b>(0)</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>(0)</b>	<b>(0)</b>	<b>N/A</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>(0)</b>	<b>(0)</b>	<b>N/A</b>	<b>(0)</b>	<b>0</b>	<b>0</b>
(6)	(4)	2	59.0%	(3)	2	59.4%	(6)	(4)	2	59.0%	(3)	2	59.4%	(44)	(42)	(167)
(142)	(144)	(2)	(1.4%)	(333)	(192)	(57.5%)	(142)	(144)	(2)	(1.4%)	(333)	(192)	(57.5%)	(1,781)	(1,783)	(4,760)
<b>(147)</b>	<b>(147)</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>(337)</b>	<b>(190)</b>	<b>(56.3%)</b>	<b>(147)</b>	<b>(147)</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>(337)</b>	<b>(190)</b>	<b>(56.3%)</b>	<b>(1,825)</b>	<b>(1,825)</b>	<b>(4,927)</b>
<b>728</b>	<b>728</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>782</b>	<b>55</b>	<b>7.0%</b>	<b>728</b>	<b>728</b>	<b>(0)</b>	<b>(0.0%)</b>	<b>782</b>	<b>55</b>	<b>7.0%</b>	<b>8,225</b>	<b>8,225</b>	<b>6,550</b>

2.3

<b>Crown Melbourne Capital Expenditure as at June 2018</b>	<b>F17 Actual</b>	<b>F18 Actual</b>	<b>F19 Forecast</b>	<b>F20 Forecast</b>	<b>F21 Forecast</b>	<b>Total F17-F21</b>
<b>Cashflow</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Base Capital - Melbourne	63,110	61,609	85,000	65,000	65,000	339,719
<b>Major Projects</b>						
<b>Melbourne:</b>						
Main Gaming Floor Refurbishment (Retentions)	380					380
Pre Commitment/Service Window	34					34
Marketing / IT - Loyalty, Websites, Mobile	154					154
Nightclub / Premium Restaurant Upgrade (Long Chim / Club 23)	3,657					3,657
Metropol F&B Precinct	50					50
<b>Sub-total Melbourne Major Capex</b>	<b>4,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,275</b>
<b>Total Capex Cashflow</b>	<b>67,385</b>	<b>61,609</b>	<b>85,000</b>	<b>65,000</b>	<b>65,000</b>	<b>343,994</b>

**CROWN LIMITED**  
**COMPANY / DIVISION : CROWN MELBOURNE LIMITED**  
**Balance Sheet as at 30-Jun-2018**

	\$'000
<b>Current Assets</b>	<b>CURRENT MONTH</b>
Cash / bank overdraft	171,121
Receivables	88,709
Investments in controlled entities - other	0
Inventories	11,539
Other current assets	21,622
<b>Total Current Assets</b>	<b>292,991</b>
<b>Non Current Assets</b>	
Investments in controlled entities - other	0
Property plant, equipment	1,586,450
Future income tax benefits	101,714
Licences and Mas heads	449,656
Intangibles	148,928
Advances to related companies	656,080
Other non current assets	48,326
<b>Total Non Current Assets</b>	<b>2,991,154</b>
<b>Total Assets</b>	<b>3,284,145</b>
<b>Current liabilities</b>	
Creditors	249,826
Borrowings - Other	18,109
Provisions	183,403
<b>Total Current Liabilities</b>	<b>451,338</b>
<b>Non Current Liabilities</b>	
Creditors	163,000
Provisions	10,158
Deferred income tax liability	111,309
Advances from related companies	0
<b>Total Non Current Liabilities</b>	<b>284,468</b>
<b>Total Liabilities</b>	<b>735,806</b>
<b>Net Assets</b>	<b>2,548,339</b>
<b>Shareholder Equity</b>	
Share capital	1,411,823
Reserves	0
Foreign currency translation reserves	(3,343)
Retained profits - See below *	1,139,860
Shareholder equity attributable to members of the holding company	2,548,339
Minority shareholders' interest in subsidiaries	0
<b>Total Shareholder Equity</b>	<b>2,548,339</b>
<b>Retained Profits</b>	
Retained profits as at 30 June 2017	822,421
Prior year adjustments	0
Retained profits as adjusted at 30 June 2017	822,421
Retained profits year to date	317,439
Transfers (to) from reserves	
Dividends	
<b>Retained Profits Carried Forward</b>	<b>1,139,860</b>

Note: 'Advances to/from related companies' is representative of net amounts owing to/from Crown Ltd, Crown Group Finance Limited & Publishing and Broadcasting (Finance) Ltd.

2.5



**CROWN MELBOURNE LIMITED**  
**F18 CASH FLOW**

	Jul 17 Actual \$'000	Aug 17 Actual \$'000	Sep 17 Actual \$'000	Oct 17 Actual \$'000	Nov 17 Actual \$'000	Dec 17 Actual \$'000	Jan 18 Actual \$'000	Feb 18 Actual \$'000	Mar 18 Actual \$'000	Apr 18 Actual \$'000	May 18 Actual \$'000	Jun 18 Actual \$'000	F18 Actual \$'000	F18 Budget	Variance \$'000
<b>Theoretical EBITDA</b>	49,185	54,270	49,135	52,973	57,568	58,740	56,979	52,480	59,364	45,400	53,564	55,822	560,161	510,162	50,000
<b>Variance from Theoretical</b>	(6,342)	(6,605)	(1,593)	(9,007)	(21,697)	(23,396)	15,530	1,775	(20,921)	(23,805)	(4,676)	6,763	(94,946)	0	(94,946)
<b>Reported EBITDA</b>	42,244	47,565	47,251	53,966	35,872	35,342	72,509	54,255	39,043	24,675	48,888	53,585	565,215	510,162	(44,946)
<b>Movement in Working Capital</b>															
Debtor Working Capital Timing	(8,370)	(2,777)	(7,716)	(17,522)	13,645	(21,870)	33,533	(49,560)	55,434	(13,866)	37,265	9,932	27,168	(17,569)	45,037
Other Working Capital Timing	13,320	11,318	7,900	91,600	(35,291)	67,199	(35,967)	21,353	(19,836)	23,547	(23,771)	(13,114)	70,561	12,403	56,259
Significant items Timing	(1,262)	(3,080)	(2,697)	(2,139)	(2,327)	(5,633)	(1,422)	(236)	(592)	(1,163)	(459)	(3,366)	(24,795)	(17,518)	(7,283)
<b>Total</b>	3,688	5,521	(2,513)	31,539	(22,173)	39,465	(3,866)	(28,443)	35,016	8,898	13,006	(7,540)	73,036	(22,978)	36,013
<b>Capital Expenditure</b>															
Base	(4,179)	(4,107)	(4,716)	(4,812)	(4,932)	(4,495)	(4,073)	(4,330)	(5,564)	(2,592)	(5,148)	(12,641)	(61,609)	(63,600)	1,991
Major	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Operational Capex	(4,179)	(4,107)	(4,716)	(4,812)	(4,932)	(4,495)	(4,073)	(4,330)	(5,564)	(2,592)	(5,148)	(12,641)	(61,609)	(63,600)	1,991
Licence Extension	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Jets Refurbishment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	(4,179)	(4,107)	(4,716)	(4,812)	(4,932)	(4,495)	(4,073)	(4,330)	(5,564)	(2,592)	(5,148)	(12,641)	(61,609)	(63,600)	1,991
Proceeds from sale of PP&E	10	10	0	2	7	2	0	0	3	0	0	1	35	0	35
<b>Cash Flow (Pre Interest and tax)</b>	41,763	43,009	40,025	81,095	8,774	70,345	64,580	21,483	68,478	30,991	56,740	43,397	576,677	523,584	53,093
Interest	(64)	76	(918)	(31)	(33)	10	(4)	(15)	(41)	5	(31)	41	(1,005)	(5,968)	4,962
Finance Lease Payments	0	0	(105,723)	0	0	0	0	0	0	0	0	0	(105,723)	(2,269)	(103,454)
Inter-co Loan / Payments net of borrowings	(41,113)	(6,803)	20,276	(28,469)	(35,636)	(31,883)	(30,301)	(94,425)	(34,056)	(60,022)	(48,538)	(96,215)	(487,185)	0	(487,185)
<b>Net Cash Now</b>	585	42,283	(46,340)	52,597	(56,995)	36,471	34,274	(72,968)	34,381	(29,696)	8,177	(52,777)	(17,296)	515,34	(52,603)
Cash at the beginning of the month/year	188,357	188,348	231,231	184,887	237,484	210,589	249,060	283,334	210,376	244,758	215,721	223,898	188,357	188,357	0
Closing cash carried forward	188,543	231,231	184,888	237,484	210,589	249,060	283,334	210,376	244,758	215,721	223,898	171,121	171,121	0	(52,682)

Cash flow assumptions

1. Assumes no further cash advances are provided to Crown Resorts Limited in F18

2.6



**AGENDA ITEM 3:**

Current Issues





## Crown Melbourne Limited

Current Issues – 8 August 2018

### Business Overview

- The Melbourne local business achieved its F18 budget target with Table Games and Hotels the best performers offset by softer results in Gaming Machines and Food & Beverage.
- Table Games exceeded budget by \$1.9m or 0.6% and was up 5.5% on the prior year despite poor hold (bad luck) impacting contribution by \$6.7m for the year. Hotels was in line with budget and up 4.0% on last year with occupancy levels across all three hotels tracking above 94% for the year slightly offset by softer room rate results across the market. Gaming Machines contribution fell short of budget by 1.4% but, pleasingly, turnover was above budget by 1.4% and up on last year by 1.5% with the miss at contribution caused by the win rate tracking below budget for the year. Food & Beverage was down on budget by 3.6% but up on last year by 8.2% with the main issue throughout the year being softer Events & Conferencing business.
- Program Play business bounced back strongly from the lows of the previous year with theoretical contribution of \$99.7m, double the budget target of \$49.8m. The win rate was below budget for the year at 1.29% (budget 1.40%).
- July has started well with all Business Units except Gaming Machines achieving budget through the first four weeks of the year. Although Gaming Machines was slow to start, volumes have picked up in the last week. Program Play volumes are tracking slightly below budget YTD.

### Property Specific Initiatives

The focus in Melbourne continues to be on driving the local gaming market with the following initiatives designed to grow visitation, spend and market share whilst presenting opportunities for on-spend across the rest of the property:

- Crown's installation of the very popular Lightning Link and Dragon Link gaming machine product sits at 560 units and remains the largest single site installation in the world. Both products continue to produce very positive financial returns. In addition, IGT's latest product (Crystal Curve) was recently launched at Crown and has performed above expectations with the installation currently sitting at 55 machines.
- Carded Lucky Rewards continues to drive strong incremental revenue where selected members are awarded random prizes at defined jackpot intervals (based on individual targets). Players can monitor progression to their target via the service window which also delivers the bonus via an interactive game. The initiative was recently expanded to include Black Tier members and is producing promising returns.

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- New marketing activities targeting identified opportunities: June saw the launch of multiple new test activities to the new opportunity groups by way of establishing how much of each opportunity is realisable and which activities are most effective. Initial tests went to approximately 50,000 members across the two properties and comprised 40+ offer types delivered to multiple customer segments. These test activities included promotions such as food & beverage vouchers, hotel rooms and gifts to inactive Gold to Black members, lower value food & beverage offers and a chance to win an ultimate Crown experience to mainstream segments. Initial results are encouraging with reactivation rates averaging 1.7% in Melbourne but ranging up to 10%+ for higher value segments with similar ranges in Perth.
- The “Chefs Harvest” food specials continue to be very popular across the Main Gaming Floor (MGF) food outlets with Riverside and Teak restaurants the most popular choices for Crown Rewards members.

The following initiatives are currently under development:

- Detailed scoping works continue on the project to introduce a Crown Resorts Wallet combining our multiple accounts into one for use within the property with a view to creating a cashless Crown. Crown is currently focusing on the technical, legal and compliance requirements and strategic options for implementation.
- Virtual Card Project development continues with the objective being to have a virtual card within the Crown Rewards App that will allow customers to use their phone to tap instead of the magnetic stripe card.
- The initiative to allow the electronic reserving of gaming machines is nearing completion and will shortly be available for Crown Rewards Members with a trial planned for September 2018. The functionality will allow reserving of machines for specific time periods configurable by Crown Rewards tier, gaming floor area and / or timeframe.

Development of the Teak Room non-smoking gaming machine area of approximately 64 machines has started and is scheduled for completion in late September 2018.

The first half of F18 saw a focus on a value message in Perth and the reengineering of promotional activities to improve impact and efficiency across both properties.

Development of a new marketing strategy commenced in January 2018 and implementation is progressing well. The strategy centres on using customer and market data to identify incremental revenue opportunities in market, creating new offers to realise these opportunities and taking them to market through new digital communication channels.

Progress across these three streams is summarised below:

Identifying new opportunities: Recent studies have revealed potential in inactive Rewards members and these opportunities are now being used to create and launch new, test activities to market (see below). The focus is now turning to investigate revenue upside opportunities in Crown’s active member base.

New activities targeting identified opportunities: as described above, June saw the launch of multiple new test activities to the new opportunity groups by way of establishing how much of each opportunity is realisable and which activities are most effective.

Development of new channels: Crown's one-to-one communication with mass customers is currently largely limited to direct mail and email however data and digital capability in market will allow this to expand to multiple digital channels (especially display and social) which will greatly increase the reach and effectiveness of these communications. A new technology platform from Salesforce has been delivered to enable this, with user training currently underway. Test campaigns are being launched in August ahead of a broader roll out through Q2.

In addition to initial delivery of the initiatives above, the business has continued to maintain a full program of activity across the year with key points outlined below:

Loyalty - New member acquisition remains strong and work is progressing to improve the value the program brings to both members and the business. As part of this, a new member on-boarding process was launched in May 2018 comprising multiple trigger-based communications with early results showing a significant increase in engagement with this communication method versus the previous non-trigger based process. Mark Kelly has joined Crown as General Manager Rewards & Loyalty from ANZ where he headed up their Rewards & Loyalty program. Prior to this, Mark was Head of Marketing Operations & Loyalty at Woolworths after a long stint as General Manager of a loyalty & rewards agency where he designed and managed loyalty and rewards programs for, among others, The Body Shop, Topshop, Just Jeans, Sheridan, McDonalds, Virgin, Caltex, and Mobil.

Brand Tracking – In the context of a subdued economy Perth's Value Strategy for F18 has successfully made Crown Perth accessible for many by lifting perceptions of value for money amongst members and non-members. The Value Guarantee campaign performed strongly due to relevance of the offer. Advertising awareness and member consideration both increased during the key campaign periods. Lack of a discretionary entertainment budget remains within the top three barriers to visitation, indicating the value offers should remain longer term while the above the line investment could be diverted to brand building activity. Spontaneous awareness was maintained throughout F18, with Perth's Fun and Entertaining campaign successfully engaging audiences by showcasing the breadth of experiences available at Crown and boosting intentions to visit among non-members.

In Melbourne, key campaigns including World of Entertainment and Lunar New Year (LNY) have helped to maintain and boost key brand metrics of spontaneous brand awareness and consideration to visit. The LNY campaign strongly resonated with audiences, attracting attention and engaging all audiences. Importantly the campaign had a positive impact on Asian audiences with two thirds of Asian members likely to visit as a result of seeing the campaign and the campaign helping to lift perceptions of understanding ('Crown understands the Asian community') and driving visitation into the future ('because of Crown's LNY festivities, I am more likely to visit Crown in the months to come'). The World of Entertainment campaign helped to boost perceptions of Crown being 'fun and exciting' and having a 'great atmosphere' during the campaign period (key drivers of consideration to visit Crown). After consecutive tactical campaigns towards the end of F18, brand awareness has fallen to a lower point in June, indicating ongoing brand building activity is required through F19. Concerns around distance have continued to improve among members, a strong positive given the strong competition posed by local venues in the Melbourne market.

Digital & Social Media - Melbourne and Perth website traffic continues to grow, with almost 14 million visits in F18 – an 8.4% increase compared to F17. The main drivers of traffic to the site continue to be improvements in Google natural search rankings (SEO), paid Google adverts, display advertising, email and social media. A greater emphasis on our promotional strategy has also proven successful in F18, which has included branding activity (World of Entertainment), tactical offer

advertising, cross-sell marketing, and proximity targeting such as advertising at the stadium in Perth. Key activity in June included both the 'Live for the Story' brand campaign, which reached over 1m in Melbourne and 600k users in Perth and the FIFA World Cup campaign which recorded a 500k reach in Melbourne and 1.2m in Perth. Crown's social media footprint now covers 440,000 users on Facebook, 52,000 followers on Instagram and 22,800 on Twitter.

Campaigns Melbourne – The F18 gaming marketing calendar included a mix of strong performing campaigns from prior years plus the introduction of some new initiatives. Across the mainstream areas of the Main Gaming Floor, Riverside and Teak Rooms, standout campaigns included the new Viva Italia promotion where a Vespa was guaranteed to be won every day and staples such as the Big Guaranteed Cash Giveaway and The Big Guaranteed Car Giveaway all of which generated solid ROI results.

Premium areas and patrons were supported by a range of exclusive promotions such as the Pure Gold promotion offering members the chance to win a range of gold related prizes ranging from gold bullion and gold Rolex watches through to gold plated iPhones and iPads, Lucky Bounce and the ever popular Luxury Car promotion which combined to drive strong contribution across these key customer groups.

Crown's Colossal Cash Jackpot returned to the main casino floor in May 2018 (following a successful introduction in January 2018) and was followed by Crown's Big Car Guarantee running across the complex from June through to July which saw 18 cars given away over six weeks, delivering strong engagement results with over 69,500 entries from 20,800 unique patrons representing solid growth of almost 2,000 entries over the previous Cash Guarantee iteration in April 2018.

Across May and June in the local VIP space, Mahogany and Teak both saw two key promotions in each room. Teak featured Million Point Sundays in May, followed by the all-new Lucky Bounce Wall promotion in June, while Mahogany saw the popular Big Cash Jackpot return to the Platinum & Black Salons, followed by the \$50k Odd-or-Even promotion all of which delivered solid ROI (ranging from 71% to 204%) and incremental revenue.

Food & beverage in F18 focussed on creating new reasons to come to property and leveraging the success of Crown's signature restaurants in winning key accolades and reviews, notably Dinner by Heston Blumenthal securing Number 25 at The Australia 100 Awards held in Sydney, Australia in 2017. Crown's 2018 Melbourne Food & Wine Festival activation delivered 13 innovative food experiences across our Premium Dining portfolio including Dinner by Heston Blumenthal, Nobu, Long Chim and Bistro Guillaume. Events were executed both in venue and on the Riverwalk and delivered record crowds, reaching 11 million people in earned media and 3.7 million people through the PR campaign. Across Crown's Casual Dining portfolio, the seasonally refreshed gaming meals campaign, "Taste the Season" continues to perform strongly delivering year on year growth with its Chef and produce led creative, driving Crown's culinary credentials as the key point of difference to local venues.

Crown's bar offering and in-venue experience continued to evolve delivering market first and industry leading consumer experiences with key beverage partners including the Heineken Melbourne Grand Prix, Carlton Draught Front Bar across the AFL season, the activation of the globally renowned sports activation, Robokeeper with Hahn Super Dry, Budweiser, XXXX, Moet and Piper Heidsieck during major events including World Cup, State of Origin, Spring Racing Carnival and the Christmas period.

June food & beverage activity centred around in-venue campaigns with increased media to drive foot traffic onto property using our key dining brands, the highlight of which was Bistro Guillaume 'Champagne Sundays' which drove a 24% increase in covers and 46% increase in revenue over the prior year. Following the success of the Nobu Champagne and Tacos promotion to capture the after work occasion, similar offers have launched across casual dining outlets such as San Antone, Merrywell and Gradi and are also proving successful.

The FIFA World Cup and State of Origin were hero campaigns across the bars portfolio in June which saw all of the bars come to life with theming and consumer promotions and helped support a strong revenue performance from these outlets through June and July.

Campaigns Perth - Perth Marketing for the year focused on the Value Guarantee brand campaign and associate offers, ensuring Crown Perth was positioned as an affordable and accessible integrated resort destination. The Value message was further supported by the key home of sports themes leveraging World Cup in June / July and also the launch of the Perth Optus Stadium from March 2018.

The main above the line campaign and key message in market continues to focus on the value proposition. Key offers supporting value have been refreshed leading into the winter season with a Winter Value Campaign including \$8 pints, Under \$20 menus, \$55 Ultimate Lunch and Dinner and \$299 Metropal stay which included \$100 credit and a bottle of sparkling. Brand health and campaign tracking continues to show that the value message is resonating with the Perth market.

Campaign activity to solidify Crown Sports Bar as the Home of Sport in Perth continues with a solid level of content supporting the positioning of Crown as the key entertainment destination pre and post-game Stadium days. The media partnership with Channel 7 for The Game, which broadcasts live from Sports Bar on Sunday stadium days, has been receiving exceptional reach with an average audience 120,000, peaking at 180,000 viewers for the Western Derby. KPIs on Stadium game days, with the exception of Gaming Machines volumes, show some positive movement when comparing against non-game days. Ranges vary significantly dependant on which team are playing at home and the time of the game. In order to arrest the negative impact seen with Gaming Machines, the business has implemented a number of protection initiatives to ensure high value customers continue to visit Crown on game days, including complimentary breakfasts, hotel stays and additional jackpots. The other major sporting activation has been FIFA World Cup which has seen the best sales performance for Crown Sports Bar to date.

Gaming promotions over the period continued to be entertainment-led and interactive. These promotions were layered with Gaming Machine jackpots and various bonuses to showcase chances to win amongst members.

F18 Q4 saw campaign activity maintain brand awareness and consideration among members and non-members. Sustained Value Guarantee activity has been effective in boosting perceptions around value for money over the past few quarters and assisting to overcome the expense barrier to visitation, particularly for non-members. With the opening of Optus Stadium, perceptions of crowding and parking difficulties are increasingly becoming barriers to visitation and are being monitored closely.

### ***Australian Resorts HR Initiatives***

#### *Crown Community Week*

Crown Community Week was launched across both properties in June 2018 which provided an opportunity to celebrate the inclusion of all employees at Crown and to particularly showcase the



3.1

specific focus areas for inclusion such as Indigenous employment, CROWNability, Gender Equity and Crown Pride for the LGBTI+ community and its allies.

#### *Indigenous Employment Program (IEP)*

There are currently a total of 199 employees in the Crown Indigenous Employment Program (IEP) as of 24 July 2018, 90 at Crown Perth and 109 at Crown Melbourne.

Crown Community Week provided an excellent introduction and reminder for the NAIDOC celebrations which was celebrated across both properties from 8 – 15 July. ‘Because of her we can’ was the overarching theme, paying homage to influential Indigenous women within the community and their contribution. Engagement from employees with the activities for NAIDOC week was extremely high and the events included a flag raising ceremony outside Crown Towers, a panel discussion with some young Aboriginal women leaders and a range of educational and celebratory activities outside IDs (staff cafeteria).

Additionally, Crown employees’ Jacinta Cubillo and Sharon Ninyette were invited to present at the National NAIDOC Aboriginal and Torres Strait Islander Woman's Conference in Sydney on 12 July. The presentation encompassed Crown’s Indigenous Employment Program and both Jacinta’s and Sharon’s stories, which aligned with the NAIDOC theme for 2018 of “Because of her, we can”. From a community perspective the respective state NAIDOC Balls were held at both Crown Melbourne and Crown Perth.

Crown’s next RAP (Reconciliation Action Plan) is in development with both properties consulting closely with community Elders as well as within the business.

#### *Workplace Gender Equity*

An external pay gap validation review has been conducted by Mercer for all salaried roles below the Business Operations Team at Crown Melbourne and Crown Perth. The Mercer analysis utilised a validated predictive tool to analyse the pay data with consideration of all pay drivers to pinpoint any gender pay gaps and determine where corrections may be necessary. The review found that no meaningful gender pay gap existed for any of the salaried roles within the scope of the review.

The Gender Advisory Groups (both Melbourne and Perth) continue to work on their initiatives, specifically focussing on finalising and launching the Gender Action Plan.

Activities were also held as part of Community Week including a meet and greet and discussion with AFLW footballer Daisy Pearce.

#### *CROWNability*

There are currently a total of 240 employees in the CROWNability program across both properties, encompassing 118 employees and 10 contractors at Crown Perth, with 102 employees and 10 contractors at Crown Melbourne. This represents a retention rate of 70% as at 17 July 2018.

As part of Crown Community week CROWNability hosted guests at the River Room for a special presentation from ambassador, Kurt Fernley who will continue to be the CROWNability ambassador for the next three years. Kurt shared his inspirational journey of winning Gold and Silver medals at the Commonwealth Games, followed by an event outside IDs with the team showcasing some of the latest technology in hearing and visual aids as well as a sign language stand.

CROWNability is currently working with Crown's digital team to develop accessibility tools and resources for implementation on Crown's websites.

Work has commenced on finalising a wireframe (mock-up page) that showcases a variety of tools to be considered for potential use online. This initiative forms part of CROWNability's continued goal of improving accessibility in all areas, with further development of the following three websites being considered:

- Crown Careers - Perth and Melbourne
- Crown College
- Crown Hotels

CROWNability pre-employment programs have proven successful in achieving outcomes for job-seekers with disability.

The pre-employment programs have been specifically designed for people with disability in the following business units:

- Housekeeping course in collaboration with AHS (external Housekeeping provider) and Crown's Food and Beverage department, with eight attendees having been placed into employment across Perth and Melbourne;
- Crown's Food and Beverage course, with seven attendees having been placed into employment across Perth and Melbourne.

CROWNability is now working closely with Learning and Development to develop a specific course for Hotels.

With the continued success and growth of the program, a CROWNability logo is currently being developed in line with a CROWNability style guide.

The CROWNability Group Manager is working closely with Crown's Property Development departments, to introduce accessible toilets and hoists for people with disability across both properties.

#### *LGBTI Employee Network – Crown Pride*

A number of events were held in Melbourne and Perth for Crown Pride Day, again as part of the Crown Community Week. In Melbourne, the day featured celebrities from the TV show *Gogglebox* as well as singer and performer Tim Campbell, a rainbow cake, Q&A with the guests, rainbow pins and lanyard giveaways and a stand with our partners Pride in Diversity. Alicia Gleeson has been accepted as an 'Executive Ally' in the Pride in Diversity formal external networking group. Whilst in Perth, the day featured drag queen performers in a specially built area in the staff dining room, a rainbow cake, and cup-cakes as well as the opportunity for employees to learn more about Crown Community in general with a focus on Crown Pride's purpose and initiatives. From a public perspective, Crown Metropol Perth was lit up in Rainbow Colours on 30 June as a fitting finale for pride month.

*Crown College (CC)*

Crown Melbourne and Crown Perth have 1,000 employees currently undertaking accredited training and 77 employees completing an apprenticeship. During F18, 667 employees completed a qualification and 681 employees commenced a qualification. During F18 Crown College traineeship, apprenticeship and fee for service programs generated over \$2.1 million in revenue.

*Crown College Institute of Higher Education (CCIHE)*

The formal process to establish the Governance and Strategic Council (the Council) has been finalised with three external and three internal members being appointed to the Council. Rowena Danziger has accepted the Chair position for the Council.

*Career Expo*

On Friday 13 July, Crown Melbourne held its inaugural, internal Careers Expo. The expo took place over two sessions to enable attendance of shift workers and employees across all business units who were invited to learn more about opportunities for progression within Crown. A large number of employees attended. The expo included assistance from the recruitment team through resumé reviews and included career advice and demonstrations coordinated through the Human Resources team, while managers and supervisors across all business units spoke of their personal development journeys at Crown.

*Industrial Relations*

Negotiation of the Crown Melbourne Ltd Enterprise Area Manager Agreement is continuing with in-principle agreement reached in relation to most non-monetary matters. Crown's offer is currently at 2.0% per year for each of three years.

***Current Trading***

Table Games contribution for F18 of \$346.4m was above budget by \$1.9m or 0.6% and above last year by \$18.1m or 5.5%. Lower than expected hold negatively impacted contribution by \$6.8m for the year.

Main Gaming Floor (excluding Poker and eTGs) volumes for F18 were down 2.8% to budget and marginally up on the prior corresponding period (pcp). A period of hold weakness in the early part of the financial year was offset with a stronger H2, with the end result being a hold in line with the pcp and slightly up on expectations. The greatest challenge through the year was a decline in patron hours to both budget and the pcp.

Electronic Table Games (eTGs) turnover for F18 was down 8.3% on budget and 1.5% on the pcp. The business commenced the year in a robust fashion but some ensuing softness within the Premium customer set compounded by H2 weakness in the underlying broader patron hours had a detrimental impact on this section of the business. The lower turnover was partially offset by a slight improvement in the win rate (vs theoretical and pcp), with revenues 6.0% below budget but 1.6% above the pcp.

Poker cash and tournament play continued to enjoy strong growth on the foundations built through F17. The quality of Poker tournaments conducted by Crown, the appeal of the poker cash jackpot and the online poker ban that was applied in early 2017 certainly contributed to assist the business to exceed budget expectations with revenue finishing 4.3% above budget and 6.4% up on the pcp.



The twenty-first Aussie Millions Poker Championship set a new record this year for entrants into the main event, for the first time hitting the 800 mark.

Premium Table Games volumes for F18 finished up 3.3% on budget and up 5.1% on the pcp. While the combined hold of 19.7% was up on the pcp (19.4%), the business still fell slightly short of expectations (20.0%). Notwithstanding, revenue finished 1.8% above budget and 6.8% up on the pcp.

Main Floor Premium (MFP) volumes for the financial year were up 0.6% on budget and 5.1% on the pcp. The MFP area commenced the year well from a volume perspective, had a period of relative softness through the midpoint of H1 but from Lunar New Year (LNY) onwards, has provided a very strong foundation for the overall business with periods of strong volume growth and higher than expected hold. MFP continues to defy the overall patron hour trend with strength in this metric on both expectations and the pcp.

Mahogany Room volumes for F18 finished 6.9% up on budget and 5.0% up on the pcp. The year started very strongly with significant wins generated from the same group of customers who had negatively impacted the room through F17. But once again, the Mahogany Room encountered significant periods of softer than expected hold, driven largely by play from top tier Black patrons and Interstate customers. While the Mahogany hold percentage finished at 16.8%, at the local customer level the hold percentage closed out at 17.5%.

Table Games Interstate play strengthened again through F18 on the back of robust Jet driven initiatives and greater sales penetration into NSW and Queensland. The F18 turnover of \$6.5b was a record for Crown Melbourne and was underpinned by 32 Jet trips through the year, notably to four key customers. The year saw a marked shift of business mix away from Standard play and into Commission play, with the ratio shifting from 42/58 in F17 to 31/69 in F18. Theoretical contribution lifted 5.5% on the pcp and finished 9.6% up on budget.

Mainstream volumes and patron hours were both down 3% to budget while hold was almost 2 basis points below expectations. While the property has experienced increases in foot traffic, particularly through the recent World Cup games, this did not result in any discernible increase in gaming activity. Given both volumes and hold are currently softer, early F19 revenue is tracking 9% down on expectations although the conclusion of the World Cup has seen a more recent lift in both metrics.

Main Floor Premium started the year slowly, again on the back of the World Cup, but has recovered over the past week following the conclusion of this tournament. Volumes have followed a similar trend with the first fortnight very soft but stronger through week three.

Mahogany started the year extremely well with a massive day on July 1, but has become rather patchy of late. Volumes are down 8% to budget although a very strong hold of 26.5% is likely suppressing the overall volume number. A strong suite of customer event activity through the mid-month period provided a boost with patron hours broadly in line with expectations. A relay to Pit 26 has occurred realising additional Roulette product (+2 tables).

Interstate has commenced the year very strongly. The mid-July event activity noted above saw strong visitation from the broader Interstate group, while earlier than expected Jet visits from two top-end customers' generated significant activity. To date, turnover of \$594m is 91% above budget and 69% up on the pcp. Unfortunately, a poor win rate of 0.57% has impacted actual revenue.

Gaming Machines' F18 contribution of \$225.7m was \$3.1m or 1.4% below budget and \$1.4m or 0.6% below the pcp. Whilst turnover of \$5.6b was 1.4% above budget and 1.5% above the pcp, total

revenue of \$449.9m was 1.4% below budget and a comparatively lower 0.2% above the pcp due to a softer than budgeted win rate (8.0% vs budget of 8.2%), costing \$8.3m in contribution versus budget. This result saw a full year decline in Crown's market share, with the Network improving 3.1% year-on-year, strongly supported by the Network cheque limit change from \$1k to \$2k on 13 December 2017.

Gaming Machines Local YTD turnover of \$4.8b was 0.8% above budget and 0.9% above the pcp, with strong growth from the Crown Rewards Black and Platinum tiers offset by softness in the Crown Rewards Gold and the infrequent unrated patron groups.

Gaming Machines Interstate and International business continues to outperform YTD expectations, with theoretical revenue of \$48.3m being 1.6% above budget and 3.3% above the pcp. International was the key performing market with both the number one and two players from North Asia driving the result.

The calendar of promotions and events for VIP Gaming Machine customers, both on and off venue, focused on driving increased visitation. Crown Melbourne and surrounding leisure assets continue to deliver memorable experiences through dinners, hotel stays, spa treatments and Capital Golf Days.

New member sign ups continue to focus on quality signups with a high majority over 80% opting in to digital marketing channels.

Customer service initiatives focused on seamless experiences across the property including Main Gaming Floor Drink Trolley service and coffee vending machines (over 1,300 vends per day) providing complimentary drinks to members. The focus on delivering premium room experiences across the MGF has proved popular and initiatives such as "Know Your Customer" (interacting with Platinum and Black tiers on the Main Gaming Floor) and "Surprise and Delight" (beverage service to high denomination rooms), continue to deliver improved the customer experience.

Food & Beverage's F18 result was \$2.0m or 3.6% below budget and \$4.1m or 8.2% above the pcp. The standout performance was from bars, growing \$1.5m or 4.7% on the pcp, while at an outlet level Koko, Bistro Guillaume, Silks and Nobu performed strongly. Events & Conferencing performed below expectations, with average spend on repeat business declining (mostly less attendees). July has started solidly, with the second half of the World Cup driving above-normal bar revenues. Events & Conferencing has started well, which has also provided solid on-spend in bars in particular.

Hotels' F18 result was in line with budget and \$3.7m or 4.0% above the pcp. Occupancy levels In Towers, Metropol and Promenade were 96.3%, 93.8% and 94.1% respectively, while combined occupancy of 94.1% was slightly below budget but 0.9% up on the pcp. By comparison, the Melbourne premium hotel market declined 1% (from 88.4% to 87.4%). Average rate growth was difficult with 2.4%, -2.5% and 0.6% recorded in Towers, Metropol and Promenade respectively with Villas growing 8% year on year. Total room revenue grew 2.0% compared to a market decline of 0.8%. The revenue shortfall was offset by tight cost control throughout the year. July has started positively, with good group activity driving combined occupancy above 95% (budget 96%, pcp 94%) and average rates up 3% over budget and in line with last year.



3.1

## **Other Issues**

### *Counter Terrorism - Risk Management and Escalation Plan*

As previously reported, since the increase in Australia's National Terrorism Threat level in 2014, Crown Melbourne has progressively implemented a number of initiatives and strategies addressing the key terrorism risk scenarios affecting the property.

These initiatives and strategies have been articulated in the Crown Melbourne Counter Terrorism Escalation Plan (**Plan**), which outlines a broad range of recommended mitigation strategies applicable for the types of attacks which are considered to be the most likely and applicable to Crown Melbourne based on current intelligence. The Plan also contains a range of additional strategies to be considered for implementation in the event of the National Threat Level increasing to 'Expected' or 'Certain'.

An integral component of the Plan was the completion of a specific terrorism site risk assessment for the property. Overall, Crown Melbourne's framework (including training) was considered to be strong, with a good balance of proactive detection and security measures designed to deter, detect or delay terrorist activity at the property.

Using specific risk assessment criteria and incorporating advice from both Government and law enforcement agencies, the assessment of the terrorism risk level for Crown Melbourne after the application of a range of mitigation strategies was assessed as significant. Specific areas of vulnerability were identified, together with further preventative actions to reduce the vulnerability to certain types of attacks. However it is relevant to note that, as a 'Crowded Place' under the Australian New Zealand Counter Terrorism Committee's National Strategy, the implementation of these actions is unlikely to reduce the overall risk level for Crown Melbourne while the current National Threat Level remains at Probable.

The mitigation strategies identified through the development of the Plan have been incorporated within the broader Crown Melbourne Limited's Risk Management Plan and by way of update from previous reports, include:

- Presentation to the Crown Resorts Board on Crown Melbourne's response to the threat of terrorism and recommendations to fund two Protective Security Officers (PSO's) on a 24/7 basis and an expanded Facial Recognition system (approved);
- Preparations have commenced with a view to purchase and install the expanded Facial Recognition system;
- Victoria Police have been advised of the Crown Resorts Board approval for the funding and deployment of PSO's and will advise of next steps after consideration by Police Executive Command;
- Discussions have taken place with key stakeholders from the Department of Justice and Melbourne City Council regarding the replacement and upgrading of the current bollards in place on the Crown Riverside at Queensbridge and Clarendon Streets to a high level crash rating as mitigation against hostile vehicle attack (this includes the replacement of the pneumatically-operated access bollards at both ends of the Riverside). The bollard replacement program is funded jointly by the Department of Justice and Melbourne City Council as part of a citywide initiative however the timing of the installation has yet to be finalised;

- Engaged external experts to review the Plan to ensure it encapsulates and addresses all current terrorism risks with appropriate mitigation strategies (draft report received in July 2018 for preliminary consideration and comment), and
- Preparations for possible escalation of the National Terrorism Threat Level or specific threats to Crown Melbourne continue.

Further, Crown Melbourne continues to maintain currency in anti-terrorism preparation and response through attendance at relevant conferences, the conduct of appropriate training, research of technology and representation on the Australian New Zealand Counter Terrorism Committee's National Business Advisory Group and the Victoria Police Crowded Places Strategic Advisory Group. Both entities provide access to the most up to date intelligence available and offer advice to the Australian and Victorian governments on security issues impacting Crowded Places.

The anti-terrorism mitigation strategies implemented in November 2017 and February 2018 as reported in previous board papers, continue. Of particular note is the positive impact of the introduction of random bag inspections and random metal detector screening (through the use of wands) of patrons at gaming floor entries.

**3.1**



**AGENDA ITEM 4:**

Development Update



# Crown Melbourne Board Meeting Development Update

8 August 2018

## Key Issues

The following key items are a management focus over the next 90 days:

### *Melbourne*

- Prioritise and schedule the F19 Business Unit Base Capital projects delivery with key stakeholders.
- Continue onsite works for the Teak Room non-smoking expansion.
- Continue and complete Lessor works to the Level 1 retail precinct in preparation for the tenancy fitout works for the new 'Holey Moley' entertainment venue by Funlab.
- Commence Lessor works to the Level 3 Studio 3 venue, subject to liquor license variation approval, in preparation for the tenancy fitout works for the new 'Ocean 12 Club' karaoke venue by Golden Age Group.
- Commence refurbishment of the Crown Towers Deluxe and Executive Suites as part of the F19 Base Capital budget and commence procurement for the standard room refurbishment prototype and corridor carpet.
- Arrange authority power upgrade works to support the introduction of a new freezer room facility at the Sunshine warehouse for Procurement.

4.1



# Crown Melbourne Board Meeting Development Update

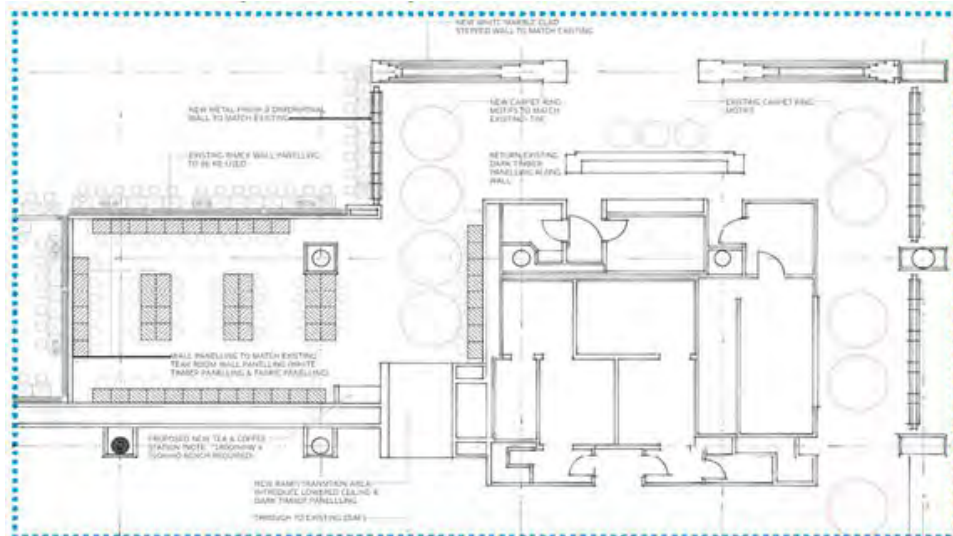
8 August 2018

## CROWN MELBOURNE

### Gaming

#### *Teak Room Non Smoking Expansion, \$3m (F19 Base Capex)*

- Design – This project is to expand the existing Teak Room to add a ~180sqm dedicated non-smoking EGM room. This replaces the footprint of the existing screened off high limit EGM area servicing the Main Gaming Floor. The relocation of this offering remains subject to further review.
- As part of this project, the Teak Room EGM area and non-smoking expansion will be provided with its own dedicated access from reception linking through to the main room.
- Finishes and design of the expanded area will draw on the existing elements with carpet and feature lighting improvements to be undertaken throughout the entry area.
- Schedule – Early works commenced 28 May 2018 and main site was established 25 June 2018 allowing completion of the works by the end of September 2018.



Teak Room Non-Smoking Expansion plan

4.1



# Crown Melbourne Board Meeting Development Update

8 August 2018



Expanded Teak Room | Entry elevation



Teak Room Non-Smoking Expansion | Interior view

4.1



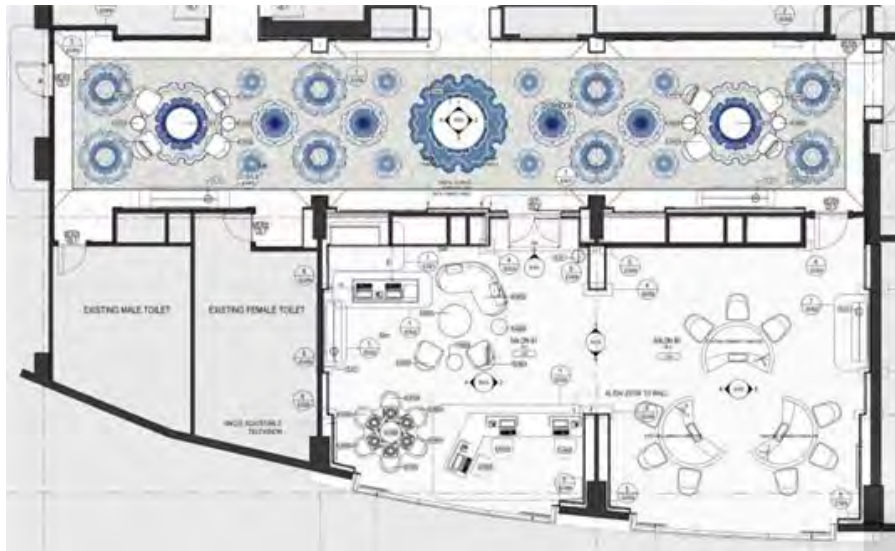


## Crown Melbourne Board Meeting Development Update

8 August 2018

*Crown Towers Level 29 - Salons 80, 81 & Common Area Upgrades \$2.2m (F19 Base Capex)*

- Design – This project is to undertake improvements to Crown Towers Level 29 Salons 80, 81 and the adjacent common area or circulation space ahead of the occupation by Meg-Star junket. Wall treatments, carpet, feature lighting and furniture will be the key elements to be upgraded.
- The entries to the salons will be consolidated to provide a double door feature entry which opens into the lounge and dining area (previously Pit 81). Following these works, Pit 89 entry portal and main feature wall will be refurbished.
- Schedule – Early works have been completed with the main works now underway, completion target end of September 2018.



Salons 80, 81 & Common Area | Upgrades Plan



Salons 80 & 81 | Render

4.1



# Crown Melbourne Board Meeting Development Update

8 August 2018

## Retail

*Level 1 Clarke Street Building Retail Precinct (By Tenant with \$1.8m F19 Base Capex contribution including Crown Lessor works)*

- Design – Funlab, will be introducing their ‘Holey Moley’ entertainment offer (including bars, mini-golf and escape/party rooms) into the combined northern bank of Level 1 Clarke Street Building tenancies being T121, T122, T123, T124 and T127 (which includes the Metropol footbridge). An initial spatial plan has been issued with presentation of the design proposal now expected in August 2018.
- The Lease document has been agreed with Retail.
- Other lease opportunities are being considered for the current southern bank of vacant tenancies.
- The necessary Lessor works to facilitate the tenancy requirements has been budgeted as part of the tenancy contribution.
- Schedule – The Lessor works are underway with the Tenant’s fitout program to start in November and completion due end of February 2019.



4.1

T127, 121, 122, 123 & 124 Level 1 Retail | Proposed ‘Holey Moley’ Spatial Plan



## Crown Melbourne Board Meeting Development Update

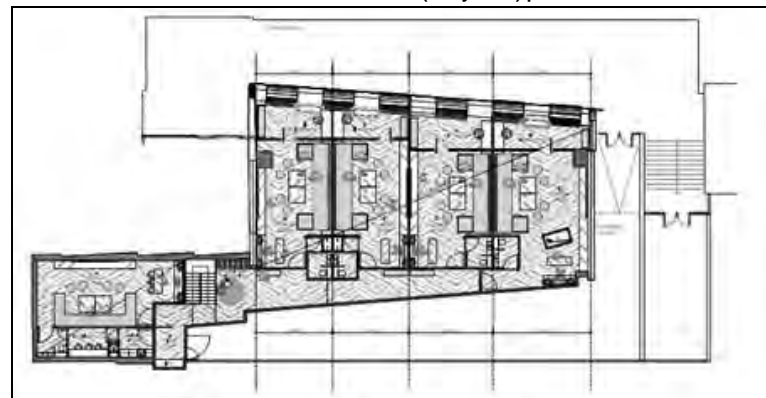
8 August 2018

*Level 3 Studio 3 Redevelopment (By Tenant with \$1.75m F19 Base Capex contribution including Crown Lessor works)*

- Design – Golden Age Group Managing Director, Jeff Xu (proprietor of Man Tong Kitchen and Ten Miles), has proposed the conversion of Studio 3 into a karaoke venue, 'Ocean 12 Club'. Their concept design proposal was presented in March 2018 and updated in June 2018. The Town Planning package has been lodged with the Department of Environment, Land, Water and Planning (DELWP) which encompasses the external alterations.
- The proposed redevelopment includes the main Level 3 area (main bar and 25 karaoke rooms), expansion of the mezzanine above (5 VIP karaoke rooms) and back of house kitchen area. A main feature of the redevelopment will be the introduction of an undercover riverfront dining terrace which is currently underutilised due to fire engineering restrictions considering its prominent location in relation to the city and river aspect (subject to Town Planning approval).
- Lease terms have been agreed with Retail. The Liquor Licence transfer has been received, now awaiting approval of karaoke variation.
- The investigation of the necessary Lessor works to facilitate the tenancy requirements has been budgeted as part of the tenancy contribution.
- Schedule – The Lessor works are underway with the current indication of Tenant's fitout program being 6 months following.



'Ocean 12 Club' level 3 (entry level) plan



'Ocean 12 Club' Mezzanine plan (VIP)

4.1



# Crown Melbourne Board Meeting Development Update

8 August 2018



'Ocean 12 Club' level 3 main entry



'Ocean 12 Club' terrace development



'Ocean 12 Club' mezzanine VIP karaoke room

4.1



## Crown Melbourne Board Meeting Development Update

8 August 2018

### *Calatrava, Main Food Court (By Tenant)*

- Calatrava will be undertaking a refurbishment of their front of house areas as part of the obligation in their lease. This predominantly involves new displays and signage. The tenant is to confirm their program of works, currently planned to occur in F19.



Calatrava Refurbishment Concept

### *Louis Vuitton Expansion (By Tenant, \$2m F20 Base Capex contribution)*

- Design - Louis Vuitton have sought to expand their tenancy as part of exercising their option to extend their lease. Crown will be contributing \$2m from Base Capex as per the obligations of the lease.
- The proposed expansion will capture the existing Crown Towers group bookings desk area and space within the supporting back of house offices. The extended footprint will provide Louis Vuitton with a more prominent shopfront location within Crown Towers lobby as well as 'connecting' the existing ends of the current L-shaped footprint. Louis Vuitton will be undertaking a full refurbishment as part of the expansion, repurposing a portion of their back of house area to front of house.
- Program – Louis Vuitton sought additional floor area in Crown Towers lobby in September 2017 as indicated below. Louis Vuitton is yet to confirm their store closure period, however have advised this project is postponed until late 2019.



Existing Footprint



Proposed Expanded Footprint



# Crown Melbourne Board Meeting Development Update

8 August 2018

## Hotels

### *Crown Towers Suites Refurbishment \$1.07m / \$980k (F18/19 Base Capex)*

- Design – The completion of the Suites refurbishment prototypes in F17 progressed to Base Capital being allocated to complete the scheme throughout the 2-bedroom Suites as the initial phase in F18. These works were completed in May 2018, main changes included soft furnishings, wallpaper, feature lighting, furniture and a new carpet design.
- The F19 Base Capital budget will capture the next phase of the refurbishment, being the Deluxe & Executive Suites to the premium floors, working from Level 28 down. These works will commence in September 2018 following procurement of long lead time items.
- Schedule – The 2-Bedroom Suites were completed in May 2018. Deluxe and Executive Suites F19 program will commence September 2018.



Crown Towers 2-Bedroom Suite

### *Crown Towers Level 30 and 31 Villas Soft Refurbishment \$400k (F18 Base Capex)*

- Design – This project was to undertake a soft refurbishment of the Levels 30 and 31 Villas to include a lighter and fresher colour palette throughout.
- Schedule – The Villas refurbishment commenced 13 November 2017 and was completed at the end of F18 (with the exception of 3118 due to a long term resident).



Crown Towers Levels 30 and 31 Villas Refurbishment

4.1



## Crown Melbourne Board Meeting Development Update

8 August 2018

### *Crown Towers Standard Room Prototype and Corridor Carpet \$500k (F18 Base Capex)*

- Design – This project is to complete the design and soft refurbishment of a current Crown Towers standard room and new corridor carpet design.
- Schedule – The corridor carpet is due to commence implementation in October 2018 with progressive completion through to early 2019. Standard Rooms roll out will be subject to funding post prototyping phase.



Crown Towers Standard Room Prototype Renders



Crown Towers Corridors Design & Loom Trial Review

### Procurement

#### *Sunshine Warehouse Freezer Facility \$600k (F19 Base Capex)*

- Design – Procurement requested an offsite freezer facility which will accommodate up to 250 pallets. The pilot conducted with direct purchase of black cod, resulted in a 30% reduction in cost, coupled with assurances of supply and quality. Non-seafood opportunities in other frozen product lines will also be pursued.
- Schedule – The program of works is subject to necessary authority upgrades to the incoming power supply in order to meet the increased freezer room demand. This upgrade has been applied for and completion is due 30 weeks from fee payment which has been processed.

4.1



# Crown Melbourne Board Meeting Development Update

8 August 2018

## Property Services

*Staff Car Park, \$1.2m (potential F20 Base Capex)*

- Design - To support the existing staff car park assets and improve car park numbers overall, an additional parking facility (~105 bays) was being considered for the existing vacant Haig Street site leased by Crown (previously sub-leased to a car park operator). This would circumvent the shortfall in parking bays resulting from the 2017 freeway widening works and improve numbers overall from previous.
- Schedule – The current proposal is subject to the resolution of ongoing lease discussions with the Department of Treasury & Finance and town planning consent, however following review of CAPEX funding, this project has now been postponed.



Proposed New Staff Car Park, 105 bays | Haig Street

## Crown Melbourne Cash Flow

- The F19 baseline cash flow forecast for Crown Melbourne Projects Capex is \$13.44m, as represented in the following graphs.

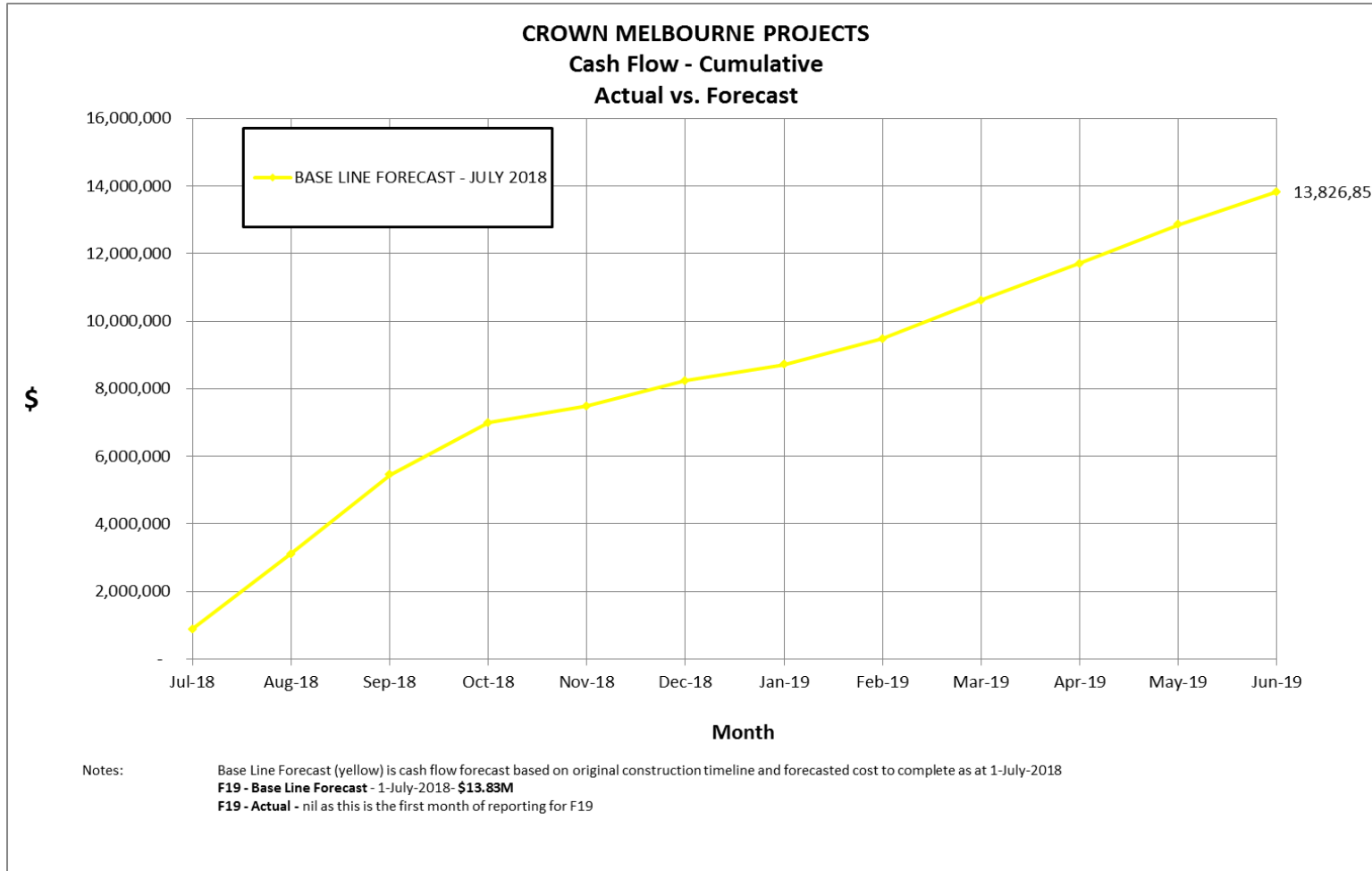
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# Crown Melbourne Board Meeting Development Update

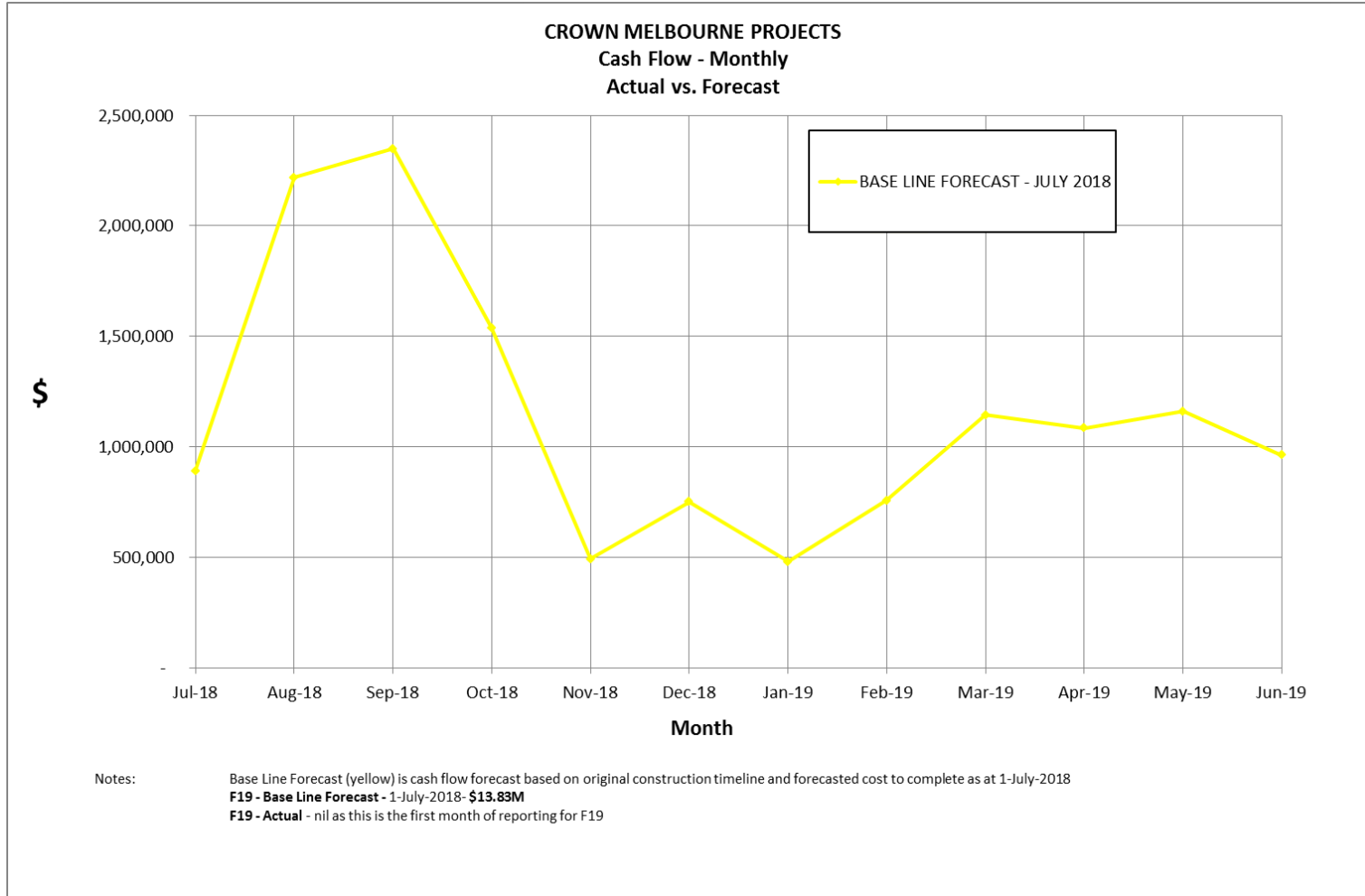
8 August 2018





# Crown Melbourne Board Meeting Development Update

8 August 2018





**AGENDA ITEM 5:**  
Audit and Compliance



## Regulatory & Governance Update July 2018

### 1. AUSTRAC

#### 1.1. All Compliance Assessments now closed

The two Compliance Assessments of 2017 have now been formally closed by AUSTRAC, with the earlier assessment (**General and Junkets Assessment**) closed on 18 May 2018, and the latter (**EGMs Assessment**) on 19 July 2018.

No non-compliances were identified by AUSTRAC in respect of the two assessments. There were however several recommendations made in each Assessment.

Crown Melbourne has made a number of changes to its AML/CTF Program to reflect AUSTRAC's recommendations from the General and Junkets Assessment and to reflect its ongoing compliance with the AML/CTF Act and AML/CTF Rules, which are currently being finalised for approval.

Crown Melbourne is currently working through implementing each of the recommendations from the EGMs Assessment. AUSTRAC has requested that we keep it abreast of any material changes to our Transaction Monitoring Program (TMP) as a result of the work currently underway by the specially-created project team on automation opportunities, as well as the results of the independent review that we will have conducted on our TMP - at AUSTRAC's recommendation - in advance of the contemplated joint program from Crown Perth and Crown Melbourne.

REDACTED - SECRET INFORMATION

Crown has over a period of time and then more recently implemented a number of additional controls in respect of the Suncity Room, including all cash to be deposited at the Mahogany Cage, no more than \$300,000 cash per day to be deposited in the Cage on behalf of the CCW junket and the relocation of the junket from Pit 86 to Pit 38, a salon within the Mahogany Room.

REDACTED - SECRET INFORMATION

#### 1.3. Fintel Alliance

Crown has been advised that it will be formally invited to join AUSTRAC's Fintel Alliance, a private-public partnership between AUSTRAC, law enforcement / government agencies and invited major entities (the big four banks, Macquarie, PayPal, Western Union, HSBC and representatives of the Fintech sector).



## Regulatory & Governance Update July 2018

At a practical level, membership will involve Crown working alongside its reporting entity peers, including by seconding (at times) an employee into AUSTRAC to assist AUSTRAC in addressing financial crime and ML/TF issues.

This will enable better opportunities for information sharing between Law Enforcement and Regulatory agencies and Crown. It is also noted that we can expect AUSTRAC to gain a deeper understanding of how Crown operates and also, potentially, have more frequent access to our data. The Fintel Alliance opportunity is a positive step in Crown's ongoing focus of working in a proactive and productive manner with AUSTRAC.

### 1.4. AUSTRAC Reporting

In respect of Crown's obligation to report threshold transactions, international funds transfer instructions and suspicious matters to AUSTRAC:

- the AML team is investigating software available to it to enhance the existing quality assurance measures (specifically, by running another check over the data for completeness and accuracy in advance of uploading to AUSTRAC, as a supplement to the existing manual process);
- as foreshadowed in June, IFTI reporting at Crown Melbourne has moved to the AML team, with the Group General Manager – AML and the Cash Transactions Reporting Manager reviewing the IFTIs on a daily basis in advance of uploading the information to AUSTRAC. This change in process will align with Crown Perth's current processes;
- any IT change impacting AML across Crown is escalated for the approval of the Group General Manager – AML and the Group Chief Information Officer; and
- the assurance process in respect of AUSTRAC reporting for Crown Melbourne (the end-to-end review of the manner in which Crown meets its threshold, international funds transfer and suspicious matter reporting obligations) has now commenced.

### 1.5. Joint Program

As previously reported, we continue to progress the work to align our Perth and Melbourne AML/CTF Programs into a joint program. The joint program will undergo an external review prior to being rolled out. The joint program will also include Crown Sydney in due course. AUSTRAC is supportive of this initiative.

### 1.6. General AUSTRAC relationship

Joshua Preston, Barry Felstead and Ken Barton are meeting with AUSTRAC's CEO (Nicole Rose) shortly to continue to build the relationship.



## Regulatory & Governance Update July 2018

### 2. RISK MANAGEMENT

#### 2.1. Corporate Risk Profile Review

Since the last report in June 2018, a number of internal and external events have materialised which have impacted the overall risk profile of Crown Melbourne, and particularly its material high risk exposures.

Key events that have taken place over the period include:

- The Victorian Commission for Gaming and Liquor Regulation (**VCGLR**) has finalised its report on the Section 25 Casino Licence Review. It is expected that the Report will be published shortly.
- The VCGLR is currently investigating new allegations raised by Mr Wilkie in April 2018 regarding plastic picks being used on continuous play machines and multiple loyalty cards. The Gaming & Wagering Commission of Western Australia (**GWC**) is also assessing these matters in Perth.
- The VCGLR continues to investigate the China incident. The VIP structure has been reviewed and continues to be enhanced.
- AUSTRAC has issued Crown Melbourne with a letter closing out its June 2017 AML/CTF Compliance Assessment (which was a general assessment with a focus on junkets).
- AUSTRAC also issued a report addressing the 2017/2018 Assessment carried out on gaming machines as a result of the initial Wilkie allegations, in which it made no adverse findings, however provided 10 recommendations for Crown to consider. Crown responded to those findings and Austrac has now formally closed the matter.
- In its 2018 Federal Budget presentation, the Government announced a proposal to restrict cash transactions for goods and services to under \$10,000 to address its concerns around the black economy. All transactions over \$10,000 are proposed to be by electronic transfer only. This proposal is being considered as to the potential impact it may have on Crown with Crown, together with Star and Sky City lodging a submission with the Federal Treasury Department seeking an exemption from this proposal.
- Premium gaming turnover is materially over budget overall, although this is tempered by lower win rates in Melbourne in particular.
- Whilst changes in the VIP operating model have reduced credit risk, collection challenges continue to be worked through, particularly for China debts. Through F18 Crown Melbourne has increasingly taken a conservative approach to debt provisioning, materially increasing its provisioning to 75% of gaming debtors, up from 59% at the same time last year.

***These events have not triggered any changes to the identification or rating of risks in the corporate risk profile for the period since the Board last met in June 2018.***

The current risk map is provided in **Attachment 1** for information.



## Regulatory & Governance Update July 2018

### 2.2. Update to the Risk Management Framework

As previously reported, as part of the review of the risk management framework, a number of steps have been taken to align the Perth and Melbourne processes, but also mature the existing framework to both pre-empt industry and regulatory expectations, but most importantly enhance the quality of risk management across the organisation.

The below changes are continuing to progress:

- Introduction of the CURA Enterprise Risk Management system to Crown Melbourne.

The CURA system, which has been used in Perth for the past 7 years, has been upgraded and moved to the “cloud” to allow multi-site access, including Melbourne. Post implementation validation is currently underway to ensure the upgrade was successful. Rollout will begin before the end of the calendar year, and further enhancement will take place along with the implementation in the Melbourne environment.

Other steps are still in progress and include:

- A set of seven (7) key risk categories has been created, that will form the underlying cornerstone of the risk management framework and ongoing reporting framework. These 7 categories are:

Financial	Customers / patrons
Reputational / Brand	Infrastructure
Compliance / Regulatory	Strategy / Business sustainability
People	

- For each of these 7 categories, the Crown Resorts Board (through its Risk Sub Committee) will be engaged in a process to articulate its appetite in an overarching Risk Management Strategy (RMS) document that will be applicable to all reporting entities, including Crown Melbourne. This appetite will be translated into an updated risk matrix, which will operationalise the appetite, and make these categories and associated appetite relevant to the business.
- Once the risk matrix is finalised, departmental risk registers will be formalised where there are currently no stand-alone registers in place. This will be undertaken with each head of department, using the existing Perth profiles as a basis and in a workshop setting. This approach will again allow greater consistency, but also leverage off the work already in place.
- Following the development of departmental risk profiles, the corporate risk profile consolidation process will be reviewed and updated.
- In parallel, enhancements to risk reporting at both Board and Executive levels are underway.

Updates on the progress in terms of resourcing are as follows:

- Risk Analyst – *the focus of this role will be to support the Risk function in its reporting responsibilities to management, Boards and Committees, creating risk dashboards from*



## Regulatory & Governance Update July 2018

*operational data and analysing results for risk trends and emerging risks* – An internal candidate accepted the role and will begin on 13 August.

- Three (3) Risk Managers - *located throughout the organisation, but reporting to the GGM R&A. They will be the risk champions available to key business areas for advice and support and will challenge the business on day-to-day operations.* An offer has been made, and acceptance is pending, another candidate is in final stages of interview, and further interviews are underway for the third position.
- Recruitment of an Internal Audit Manager (Group) – *this role will manage both the Melbourne and Perth resources into a combined group focused function that will operate across all entities under the Strategic Audit Plan (Perth, Melbourne, Betfair and Resorts) and whose sole focus will be internal audit.* Two strong candidates have been identified and are progressing through the interview process.

This new structure will provide greater depth of advice and challenge into the business and support more informed risk reporting to assist senior management in risk-based decision-making.

Ongoing updates will be provided to management, board and committees around the implementation of these elements and any further developments proposed to mature the framework.

### 3. REGULATORY AND COMPLIANCE

#### 3.1. Compliance Framework Activities

The new Compliance Framework continues with the following business units currently utilising CURA as part of Crown Melbourne's compliance framework:

- 1) AML/CTF
- 2) Cage
- 3) F&B (8 individual survey's)
- 4) Finance
- 5) Gaming Machines
- 6) Gaming Machines Product
- 7) Hotels
- 8) Procurement
- 9) Property Services
- 10) Responsible Gaming
- 11) Security
- 12) Surveillance
- 13) Table Games
- 14) IT

The following business units are proposed to commence utilising CURA in the coming months (survey questions are currently being set):

- 1) Gaming Machines Technical (August 2018)
- 2) VIP International (August 2018)
- 3) Events and Conferencing (TBC)





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- 4) Legal (TBC)
- 5) Regulatory and Compliance (TBC)
- 6) Projects (TBC)
- 7) Showroom (TBC)

### 3.2. Compliance and Regulatory Matters

#### 3.2.1. China Matter

The VCGLR has not yet finalised its investigation into the China matter. The VCGLR has expressed concerns regarding the timeliness of providing documents to the investigations team, to which Crown and Minter Ellison have responded. Crown and Minter Ellison continue to be engaged with the VCGLR regarding this investigation.

The VCGLR continues to investigate the China matter.

These are still 2 senior China based staff that Crown has yet to settle with. Work in progress on reaching a settlement continues.

#### 3.2.2. Button Panel Disciplinary Action

The VCGLR issued a Notice to Show Cause in relation to the replacement of several Gaming Machine buttons for blanking plates for two weeks on 17 machines, which the VCGLR has determined required regulatory approval (and which Crown did not apply for). Crown was issued with (and has paid) a \$300,000 fine.

Two additional consequences were imposed on Crown via a letter of censure. One is that within 6 weeks, Crown must arrange a meeting with the Commission officers to discuss whether amendments are required to the ICS to prevent a recurrence. This meeting has occurred and proposed wording framed for submission.

The second is for Barry Felstead and Joshua Preston to present to the VCGLR Commission within 6 months, on Crown's regulatory framework and the changes that have been made. Preparation of the Presentation is in progress.

#### 3.2.3. April/May 2018 Wilkie Allegations

Allegations of compliance breaches were raised by Andrew Wilkie relating to the use of Crown issued picks to hold the EGM button down for continuous play and multiple cards issued to patrons.

Since the last Report, the VCGLR attended at Crown and requested (and was provided with) a number of linked Rewards Cards to test the functionality of continuous play and multiple accounts. Crown has not received any information or outcome resulting from the testing. Note – the 2007 VCGLR Rules for the Casino authorise the playing of up to three gaming machines at a time.

On 18 July 2018, the VCGLR provided Crown with a notice pursuant to s 26 of the Casino Control Act 1991 (Vic), requiring Crown to provide any authorisations it has in relation to the button picks by 27 July 2018; and a response on multiple enquiries (including, by way of



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example: who manufactured the picks; why did Crown produce them; when were they manufactured etc.) by 10 August 2018. Crown has now responded to the first request advising the VCGLR that the original 1997 VCGLR Rules for the Casino (which were gazetted) specifically authorised the use of a device for the depressing of a gaming machine button in order to permit continuous gaming – this clause was removed from the Rules in the early 2000s.

It should be noted that Crown had already ceased the practice of issuing picks to patrons earlier in 2018 prior to Wilkie raising it. Crown has also taken legal advices on the issues raised by Wilkie.

### 3.2.4. Poker Tax

The VCGLR claims that Crown Melbourne is required to pay GGR gaming tax on the entry fee component of poker tournaments held at Crown. Crown Melbourne has disputed that entry fees are subject to gaming tax, primarily based on:

- For the preceding years, the Rules for Poker Tournaments, approved by the VCGLR, specifically provided that GGR did not apply to the entry fee;
- The ATO has declared that the entry fee component is not a gambling supply and is therefore subject to GST;
- The fee does not fit the definition of GGR or gambling, in that there is no possibility of a return from paying the fee, it is not wagered; and
- The VCGLR has determined that poker tournaments where the buy-in is returned to players as prizes: are permitted outside the casino, are not subject to gambling regulation or a casino licence and are not subject to a gaming tax.

The VCGLR has raised the matter periodically over 11 years and on 2 May 2018 served Crown Melbourne with a Notice under s 26 of the Casino Control Act to provide certain data for an assessment to be made. Crown Melbourne complied with the Notice on 30 June 2018, providing the data, along with a supporting cover letters to aid the reading of the data and outlining a number of set-offs. No response has been received to date. If required to pay the back-tax, the quantum to date is estimated to be approximately \$9M.

### 3.2.5. Proposal to Restrict Cash Transactions

The Treasury Department has recently issued a paper titled “Introducing an Economy-Wide Cash Payment Limit; Government Response to the Black Economy Taskforce Final Report dated 23 May 2018 inviting submissions from the public (which were due by 24 June 2018).

Included is a proposal to restrict cash transactions for goods and services to under \$10,000 to address its concerns around the black economy. All transactions over \$10,000 are proposed to be by electronic transfer only.

Crown has been engaging with a range of Federal politicians to seek an exemption for casinos from this requirement.

Crown prepared a submission with the The Star Group and Sky City to the Federal Treasury Department seeking an exemption to the \$10,000 proposal on the basis they are already



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major reporters (with the banks and payment providers who are to be exempt) to AUSTRAC, and awaits an outcome.

### 3.2.6. Victorian Auditor-General (AG) Regulating Gambling and Liquor

As previously reported, on 8 February 2017 the AG released its audit report on regulating gambling and liquor. Specifically the report was critical of the VCGLR's diminished role and focus on Crown Melbourne – as well as the nature of the relationship between the organisations. As a result of the report, Crown Melbourne continues to experience an increase in attention from the on-site Government Inspectors and a more focused enforcement type attitude. Specifically, new audits have been created and/or dormant audits reactivated. Crown will continue to manage the relationship and monitor the level of VCGLR activity.

## 4. RSG

### 4.1. Crown Model

Crown Melbourne's Customer Analytics Team has developed a predictive data modelling tool entitled 'Crown Model' in conjunction with the Responsible Gaming team. A trial commenced on 25 June 2018. The tool uses data available from loyalty program members in the lead up to their self exclusion.

Details of this project have been discussed on several occasions with VCGLR representatives, including a VCGLR data subject matter expert. Discussions included the source data to build the Crown Model (the previous Chair, Dr Bruce Cohen, had provided comment that the use of loyalty program member play data available for persons who subsequently self exclude could provide the basis for predictive data modelling as a tool to assist in identifying potential problematic play in the general loyalty program member population) and the build and ongoing refinement of the Crown Model, which the VCGLR data subject matter expert was briefed on and supportive of.

### 4.2. Chill Gaming Products

The Minister has asked the Responsible Gambling Ministerial Advisory Council (**RGMAC**) to provide her with advice on any risks from a consumer protection or gambling-related harm perspective associated with emerging gambling products. The RGMAC established a Working Group to advise it on the risks associated with emerging gambling products.

Since late last year, over several meetings, the Working Group considered emerging products in three main areas: gaming machine products, wagering products and other products, including the potential risks that may be associated with the emerging products.

Several recommendations were developed as a result, and in relation to emerging gaming machine products, many achieved no consensus.

The findings of the Working Group may be relevant to products Chill Gaming products which are currently being developed.

The Final Working Group Report is expected to be presented to the RGMAC at its 26 July 2018.



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### 4.3. Victorian Responsible Gambling Foundation (VRGF)

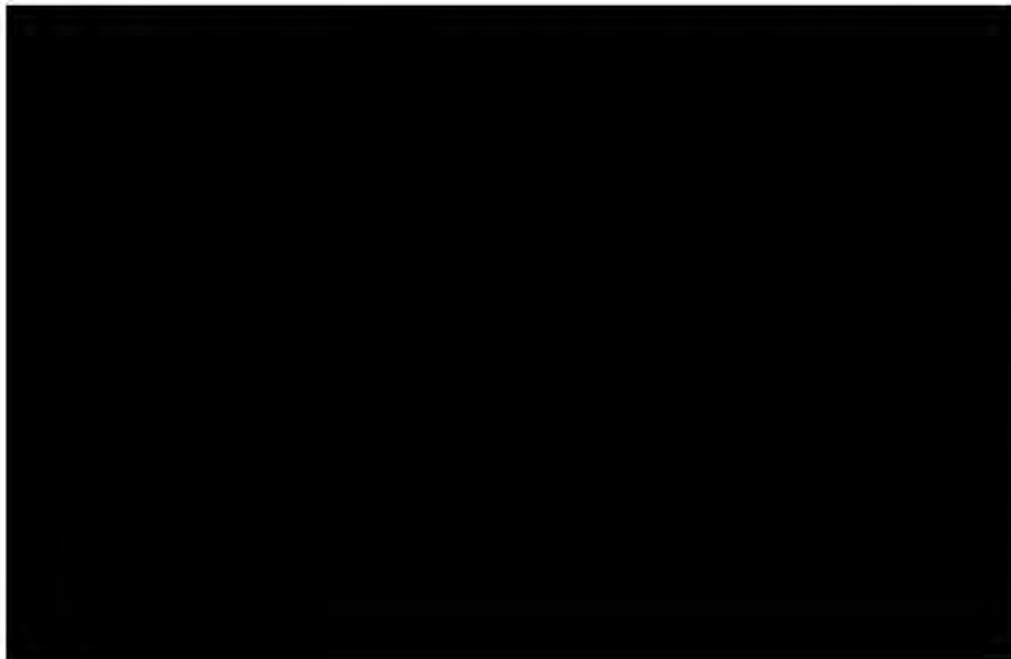
As previously reported the annual "Responsible Gambling Awareness Week" will change its name to "Gambling Harm Awareness Week" and this will be held 8 – 14 October 2018. The theme will centre around the call to action 'Talk. Share. Support', and new branding and collateral will be developed. Crown continues to work with the VRGF on this program.

### 4.4. Cross Property Self Exclusion

Crown Melbourne and Crown Perth have continued working towards a Cross Property Self Exclusion position. Crown Melbourne has applied for approval from the VCGLR to share self exclusion lists with Crown Perth.

The VCGLR has requested meetings to discuss the change and how it would be affected, and have raised a couple of concerns in relation to the concept of self exclusion across both properties. There have been two meetings, one in June and one in July. One concern relates to the concept of persons declining self exclusion as they do not wish to be excluded from both properties for personal or business reasons. This has previously been assessed by Crown and has been addressed with an exception rule, whereby in special circumstances (to be approved at senior management levels), a person can be self excluded from one property only. The other concern relates to Privacy matters the VCGLR has raised in ensuring participants are fully informed. The Crown Privacy Officer has reviewed these concerns, and is satisfied that they are met, however, additional information will be included in the application form to assuage VCGLR concerns. We are currently working with the VCGLR in relation to their concerns and expect that the Cross Property Self Exclusion can be implemented within the next couple of months.

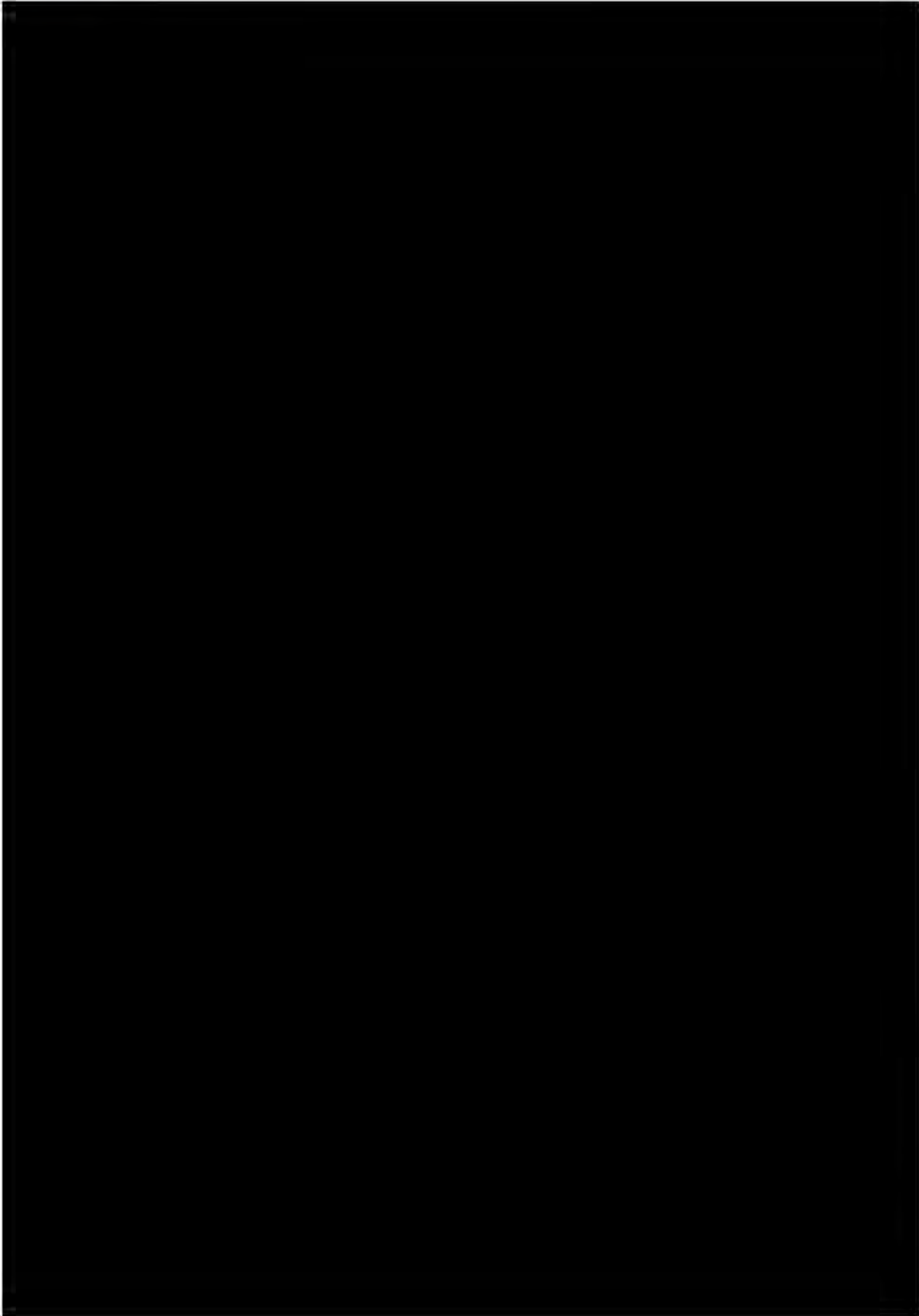
## 5. LEGAL



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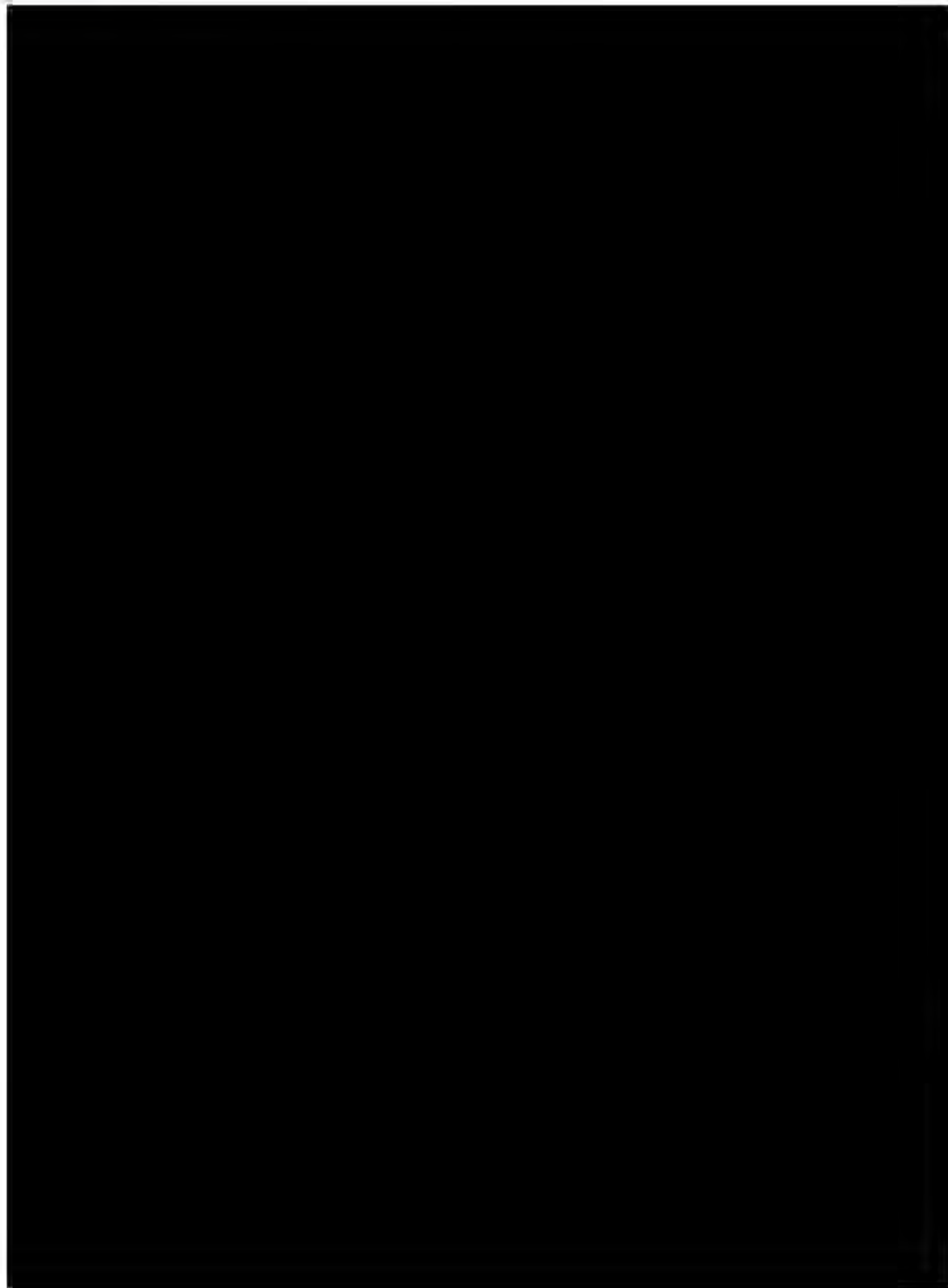
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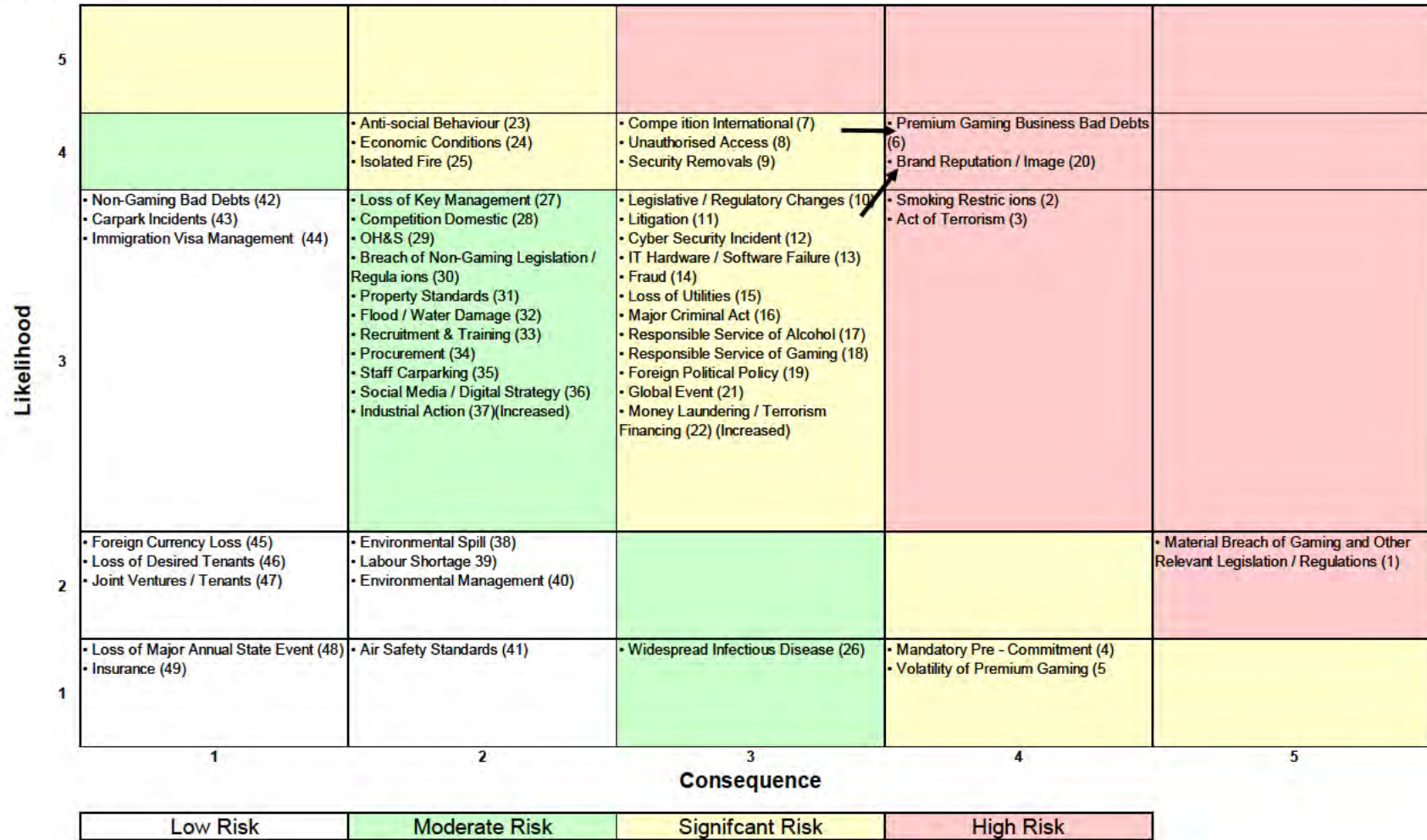


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5.1

Crown Melbourne Corporate Risk Map – June 2018



5.1



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## Memorandum

To: The Board of Directors

Copy: Mary Manos

From: Joshua Preston

Date: 3 August 2018

Subject: **Crown Melbourne – Sixth Review of Casino Licence under Section 25 of the *Casino Control Act 1991 (Vic)***

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### 1. Background

As Board members are aware, the Victorian Commission for Gambling and Liquor Regulation (**VCGLR**) has now concluded its review of the Casino Operator and Licence, pursuant to section 25 of the *Casino Control Act (Act)*, for the period covering 1 July 2013 to 30 June 2018.

This paper provides a formal summary for the Board of the review process and outcomes, noting that directors have all now had the opportunity to review the full section 25 Report. A copy of the full Report has therefore not been included in these papers.

### 2. Review Process

The Act requires the VCGLR to undertake a section 25 review no less frequently than every five years. This was the sixth review since the Melbourne casino licence was granted, with the last review being completed in June 2013.

Section 25 of the Act requires the VCGLR to investigate and form an opinion as to whether Crown Melbourne Limited remains a suitable person to continue to hold the casino licence, is complying with the Act and the various agreements with the State regarding the operation of the casino and it is in the public interest that the casino licence should remain in force.

The VCGLR commenced its investigations and review almost 12 months ago and was undertaken by a team headed by Robert Chappell, ex-CEO of the South Australian Gaming Regulator. The process involved:

- Presentations from relevant business units of Crown Melbourne;
- Interviews with directors, senior executives and frontline employees;
- Information requests and the provision of large amounts of information to the VCGLR; and
- The calling for public submissions.



The investigation and review of Crown Melbourne Limited's suitability extended to the investigation and review of the suitability of "associates" of Crown Melbourne Limited, which includes Crown Resorts Limited and its other subsidiaries and business associates, as well as the Crown Resorts Limited and Crown Melbourne Limited directors and senior management.

### 3. Completion of Licence Review and Report content

The VCGLR formed the opinion that:

- Crown Melbourne Limited, remains a suitable person to hold a casino licence;
- Crown Melbourne Limited, is complying with the Casino Control Act 1991, the Casino (Management Agreement) Act 1993, the Gambling Regulation Act 2003 and the regulations made under any of those Acts;
- Crown Melbourne Limited is complying with:
  - a. the Transaction Documents, and
  - b. any other agreements between the Melbourne Casino Operator and the State, or a body representing the State, that impose obligations on the casino operator in relation to gaming; and
- it is in the public interest that the casino licence should continue in force, having regard to the creation and maintenance of public confidence and trust in the credibility, integrity and stability of casino operations.

Crown was provided with a draft of the VCGLR section 25 Report which was reviewed by a range of internal staff, directors and MinterEllison with various submissions, both written and verbal, made to the VCGLR challenging several of the findings and the language used in various parts of the draft Report.

A final version of the Report, which included a range of amendments, made as a result of Crown's submissions, was provided to Crown in late June 2018.

It is also noted that a full copy of the Report has been provided to all directors and management appreciates the input provided by the directors throughout the process.

The Report is detailed in its findings and makes positive and negative comments on various areas of Crown's business.

The Report (as anticipated) had a significant focus on Responsible Gaming and Crown's Risk, Governance and Compliance processes/frameworks. In this respect there was a clear focus on three key disciplinary matters that occurred during the period (the PlaySafe issues associated with FATGs, the Junket process matter and the blanking button matter) and related those matters to weaknesses in risk and compliance.

The Report also covered the outcome of the VCGLR's investigation of the Wilkie allegations, finding that (aside from the Blanking Plate matter), all allegations were unfounded and/or misconceived.

It should be noted that the VCGLR China investigation is referenced in the Report and provides commentary on factual matters only. The VCGLR China investigation remains open.

Crown provided a formal response to the Report which:

- highlighted the positive findings in the Report;
- recited the twenty recommendations of the Report and articulated Crown's responses to those recommendations; and
- provided some high level information regarding Crown's contributions to tourism, employment and the economy.

The recommendations (20 in total) cover corporate governance, risk, responsible gaming (the majority of the recommendations), money laundering, applications for approvals and exclusion orders.

A copy of Crown's formal response to the Report is attached for reference.

#### **4. Next steps and Conclusion**

The VCGLR's Final Report and Crown's formal response was provided to the Minister for Consumer Affairs, Gaming and Liquor Regulation, The Hon. Marlene Kairouz MP (Minister), on or about 30 June 2018. It is expected that the Minister will release the Report (which will include Crown's formal response) to the public shortly. Significant media attention generally follows the public release of the Report.

Upon release of the Report, Crown Resort Limited plans to make a short ASX Announcement, notifying the market of the release of the Report, summarising the outcome and attaching Crown Melbourne's formal response.

Overall, the result of the section 25 review of the Crown Melbourne licence and findings of the Report is a positive one with Crown remaining suitable to continue to hold the casino licence, in compliance with the Act and the various agreements with the State regarding the operation of the casino and that it is in the public interest that the casino licence should remain in force.

Crown management has commenced work to address the recommendations set out in the Report. The matter will be included as a standing item on the Agendas of both the Crown Resorts Responsible Gambling Committee and this Board during the implementation phase of the recommendations.

Kind regards

Joshua Preston  
**Chief Legal Officer – Australian Resorts**



**Annexure – Crown Melbourne letter to VCGLR dated 2 July 2018**



2 July 2018

Ms Catherine Myers  
 Chief Executive Officer  
 Victorian Commission for Gambling and Liquor Regulation  
 Level 3, 12 Shelley Street  
 RICHMOND VIC 3121

**By email and mail**

Dear Ms Myers

**Sixth Review of the Casino Operator and Licence**

Thank you for your letter dated 28 June 2018, enclosing the final draft of the Commission's Report (**Report**) on the Sixth Review (**Review**) of the Casino Operator and Licence of Crown Melbourne Limited (**Crown**).

Crown would like to acknowledge the work of Commissioners, Commission staff and consultants in relation to the Review.

**Commission's conclusions**

Crown welcomes the Commission's conclusions that:

- (a) Crown remains a suitable person to hold a casino licence;
- (b) Crown is complying with the *Casino Control Act 1991*, the *Casino (Management Agreement) Act 1993*, the *Gambling Regulation Act 2003* and the regulations made under those Acts;
- (c) Crown is also complying with:
  - (i) the Transaction Documents, and
  - (ii) any other agreements between Crown and the State, or a body representing the State, that impose obligations on Crown in relation to gaming, and
- (d) it is in the public interest that the casino licence should continue in force, having regard to the creation and maintenance of public confidence and trust in the credibility, integrity and stability of casino operations.

The Commission's conclusions reflect Crown's substantial investment in the Melbourne Casino complex and its operations. Crown has spent approximately \$447 million on upgrading and expanding the complex during the 5 year period of the Review (**Review Period**). More than 13,000 people are employed in the Melbourne Casino complex, making the complex the largest



single-site workplace in Victoria. The complex also houses over 1,600 hotel rooms with suites and luxury villas, spa facilities, swimming pools, high end retail outlets, signature restaurants, a convention centre and live entertainment venues. This is valuable tourism infrastructure for the City of Melbourne and the State of Victoria, attracting over 21 million visits each year, making the complex one of Australia's most visited tourist attractions.

Crown also delivers extensive training programs in its \$10 million purpose-built training facility and over 5,900 apprentices and trainees have graduated since the training facility opened.

During the Review Period, Crown has received many awards across all facets of its business including hotel operations, diversity, training, employment, indigenous training and employment, restaurants and luxury spas.

#### **Commission's recommendations**

The Report contains 20 recommendations (**Recommendations**) concerning Crown's operations which Crown accepts, subject to the matters set out in the attached response to the individual Recommendations.

#### **Basis for Commission's conclusions**

Crown also welcomes the stated basis of the Commission's conclusions, being:

- (a) Crown has a satisfactory corporate structure and is financially sound;
- (b) Crown's directors and executives have substantial experience in business and other matters, especially the management and operation of a casino;
- (c) no matters have emerged which would reflect negatively on Crown or its associates having regard to honesty, integrity or financial aspects;
- (d) Crown's ASX-listed parent company, Crown Resorts Limited, has adopted a conservative approach to capital management which will ensure that Crown's operations are not financially stressed by the finance required to complete Crown Sydney and the One Queensbridge development;
- (e) the Melbourne Casino complex has been maintained at the required international standard;
- (f) Crown has complied with its financial covenants over the Review Period; and
- (g) Crown has demonstrated over an extended period its ability to manage and effectively run a successful casino.

#### **Responsible gaming**

Crown is proud of its responsible gaming program, including the operation of its Responsible Gaming Support Centre which operates 24 hours per day, seven days a week.

Crown has made improvements to its responsible gaming program during the course of the Review Period and will continue to make improvements in the future in accordance with Crown's response to the Commission's Recommendations.

Crown recognises the importance of responsible gaming measures to the future of the industry and is committed to further engagement with relevant stakeholders and development and



refinement of its responsible gaming program informed, as far as possible, by research and expert opinion.

#### **Anti-Money Laundering (AML) / Counter Terrorism Financing (CTF)**

Crown has a strong history of compliance with its AML/CTF obligations and attends to its AML/CTF compliance with commitment and rigour. No adverse findings were made against Crown as a result of AUSTRAC assessments during the Review Period. Some areas for improvement were identified and have been addressed.

#### **Corporate governance and risk management**

Crown strives to ensure that its corporate governance framework and risk management measures accord with best practice in the industry.

These are areas for continuous improvement for all major companies with extensive operations. The Commission observed Crown's commitment to such improvement and strengthening of its compliance function by the addition, during the Review Period, of executive capacity at the Crown group level across risk and audit, regulatory and AML/CTF compliance.

The quality of governance, risk management and compliance depends in significant measure on the executives and staff involved in day-to-day operations. In this regard, Crown notes the Commission's observations that:

- (a) Crown's business units are led by well qualified and competent personnel with relevant and extensive experience, ranging from 17 to 30 years, and with relevant formal qualifications;
- (b) some executives have had previous experience at other Crown casinos, Australian competitor casinos and international casinos; and
- (c) senior executives and management have on the whole demonstrated sound management ability, reflected by the ability of the staff below the executive and management level.

Crown also notes the positive assessment of its risk management framework by PricewaterhouseCoopers, who were retained to undertake an independent review for the Commission.

#### **Compliance**

Crown endeavours at all times to comply fully with its legal and regulatory obligations and to operate in accordance with guidance provided by regulators.

When human errors occur, as they can in a business the size and complexity of Crown's, the response of Crown is to work hard to rectify any underlying issues and improve on relevant systems and operating procedures, where appropriate.

There have been three disciplinary matters in recent times. They involved:

- (a) operational issues with the replacement of Crown's pre-commitment system by the State-wide system, 'Your Play' in 2015, in connection with which there was extensive consultation at the time;



- (b) omission of information (which was otherwise recorded) from six forms relating to junket operations, illegible handwriting in six further forms and a failure by an employee to notify the Commission of a new junket operator in 2013. The Commission described the breaches as generally administrative in nature but considered them to be significant because of the importance of an audit trail for junket operations; and
- (c) a three week trial of 'blinking' plates on 17 of 2,628 gaming machines in 2017 without prior Commission approval. The Commission found that the decision not to seek prior approval was made by a small group of Crown staff who did not believe that approval was required. The Commission has previously approved the use of blanking plates on many other machines, and not just on a trial basis. Moreover, as the Commission noted, Crown acted quickly to cease the trial following a complaint and Crown has no history of disciplinary action being taken in relation to electronic gaming machines.

The blanking plate trial referred to above did not constitute improper manipulation of gaming machines of the kind alleged by Mr Andrew Wilkie, Member of the House of Representatives for Denison under Parliamentary Privilege in October 2017. Importantly, the blanking plates did not affect the return to player. Crown notes that a wide range of other allegations made by Mr Wilkie were investigated by the Commission and were found to be either misconceived or not substantiated.

Crown further notes the Commission's observation that the fines imposed in relation to these disciplinary matters and Crown's follow-up actions should deal with the regulatory breaches involved.

#### **Conclusion**

Crown looks forward to working with the Commission and its staff to implement the Recommendations and to continue to enhance the operation of the Melbourne Casino in accordance with all regulatory requirements.

Yours sincerely



**John Alexander**  
Chairman  
Crown Melbourne Limited

5.2



### Crown's response to individual Recommendations

Recommendation Number	Commission's Recommendation	Crown's Response
<u>1</u>	<p>The VCGLR recommends that, by 1 January 2019, Crown develop, and submit to the VCGLR for approval, a change program to fully engage its independent directors in proactive strategic oversight of the operations of the Melbourne Casino. Particular consideration should be given to—</p> <ul style="list-style-type: none"> <li>• formulating a charter for the Crown Melbourne board</li> <li>• fully documenting, for visibility to the VCGLR, the reporting and decision-making relationships between all of the boards, committees and executive meetings with responsibility for, or oversight of, Melbourne Casino functions, and</li> <li>• elevation of governance to the group board and committees.</li> </ul> <p>The submission should identify any changes to regulatory frameworks and how these will be addressed.</p>	<p>Recommendation accepted.</p> <p>Crown will, in conjunction with its parent company, review its governance framework, taking into account the matters recommended by the Commission for consideration. A new framework for reporting has already been designed and is being worked through. Crown will continue to review its corporate structure moving forward with any proposed changes brought to the attention of the Commission.</p> <p>We also note that the current Crown Melbourne Framework has been considered by the Commission in times past, with some of the current structures in place as a result of regulatory obligations.</p>
<u>2</u>	<p>The VCGLR recommends that, by 1 January 2019, Crown undertake a review of the required qualifications for committee chairs set out in the charters, and ensure that the appointees' actual qualifications match.</p>	<p>Recommendation accepted.</p>
<u>3</u>	<p>The VCGLR recommends that, by 1 July 2019, Crown assess the robustness and effectiveness of its risk framework and systems, including reporting lines in the chain of command, and upgrade them where required. This assessment should be assisted by external advice.</p>	<p>Recommendation accepted.</p> <p>It should be noted that the risk framework has already been reviewed and an enhanced framework is currently being implemented, which is supported by an IT based reporting, recording and management framework.</p> <p>Also, a Group General Manager – Risk and Audit was appointed in 2017 to oversee the group function of risk and audit. Additional resources have also been committed to support the enhanced framework.</p>
<u>4</u>	<p>The VCGLR recommends that, by 1 July 2019, Crown undertake a robust review of internal controls to ensure that Crown's regulatory and compliance department is aware of all projects and works in progress for which regulatory approvals might be relevant.</p>	<p>Recommendation accepted.</p> <p>In this respect, a new business-wide compliance framework has been designed and the roll out has commenced across the business. Further a new process has been implemented to address any proposed changes to the regulatory environment.</p>





5	<p>The VCGLR recommends that Crown convene annual roundtable sessions briefing key internal staff on the VCGLR's risk-based approach to regulation, with a particular focus on how that approach relies on the integrity of Crown's internal processes.</p>	<p>Recommendation accepted.</p>
6	<p>The VCGLR recommends that, by 1 January 2020, Crown Melbourne review its allocation of staffing resources to increase the number of work hours actually available to responsible gambling and intervention with patrons. This might be achieved by training more gambling staff to undertake assessments and then approach patrons identified as at risk, without the need to contact a RGLO. However, this will only be effective if those staff have sufficient time aside from their gambling duties.</p>	<p>Recommendation accepted.</p> <p>Crown has already commenced the process of employing an additional five Responsible Gaming staff members. Additionally, there will be a review of training for gaming and other related staff</p>
7	<p>The VCGLR further recommends that Crown Melbourne use observable signs in conjunction with other harm minimisation measures such as data analytics to identify patrons at risk of being harmed from gambling.</p>	<p>Recommendation accepted.</p> <p>A new data analytics trial has commenced in relation to carded players.</p>
8	<p>The VCGLR recommends that Crown Melbourne proceed with development and implementation of comprehensive data analytics tools for all patrons, to proactively identify for intervention patrons at risk of harm from gambling. These tools would utilise both historical data (with parameters developed from the second player model), and real-time monitoring of play periods. Crown Melbourne should look to models in other jurisdictions, and consult with external data analytics experts, with a view to implementing world-class, proactive approaches with real-time (or near-real time) operational effectiveness. In particular—</p> <p>(a) for carded play (that is, player activity which can be systematically tracked), Crown Melbourne will have in operation a comprehensive real-time player data analytics tool by 1 January 2020, and</p> <p>(b) for uncarded play (that is, all other player activity), Crown Melbourne will, by 1 January 2019, commence a comprehensive study of all the practical options for a real time player data analytics tool, with a view to reporting in detail (including legal, technical and methodological issues) to the VCGLR by 1 January 2020 and the tool being in operation by 1 July 2022.</p>	<p>Recommendation accepted.</p> <p>As referenced above, Crown has commenced a data analytics trial in relation to carded players.</p> <p>Further, work will be undertaken on systems to explore and implement real-time concepts by 1 January 2020.</p> <p>Crown also supports reviewing the extent to which further data analytics tools might enhance the framework into the future. In this respect, the use and reliability of data from uncarded play is new ground for the land based gaming industry which is not yet supported by reliable research and evidence.</p> <p>Crown will commit to carrying out a study of the options available and assess and analyse the research and expert evidence available with a view to exploring appropriate tools and options available to it for uncarded play.</p>



9	<p>The VCGLR recommends that Crown Melbourne arrange, at its expense, for an independent assessment of the real-time player data analytics tool for carded play (see Recommendation 8(a)), to be completed 12 months after implementation of the tool. The independent assessment is to be undertaken by a person approved by the VCGLR, after consultation with Crown.</p>	Recommendation accepted.
10	<p>The VCGLR recommends that, by 1 July 2019, Crown Melbourne undertake a comprehensive review of its policy for the making and revocation of voluntary exclusion orders under section 72(2A) of the Casino Control Act. The comprehensive review should be undertaken in conjunction with the VCGLR, VRGF and other relevant external stakeholders. The review should be undertaken with a view to implementing policies that facilitate:</p> <ul style="list-style-type: none"> <li>• Crown Melbourne issuing short term exclusion orders for 3, 6, 12 or 24 months under section 72 of the Casino Control Act, considering the specific circumstances of the person and their preferred time period for exclusion, and conditional on the person undertaking to comply with the order and with other matters (such as obtaining treatment), and</li> <li>▪ Crown Melbourne reviewing voluntary exclusion orders which are more than 10 years old to consider whether the continued operation of these orders serves a useful purpose, with a view to retaining only those orders that are beneficial to the persons who are subject to them, and can be adequately enforced. The VCGLR further recommends that the review of such orders occurs in an orderly manner between 1 July 2019 and 30 June 2020.</li> </ul>	Recommendation accepted.
11	<p>The VCGLR recommends that, by 1 July 2019, Crown Melbourne develop and implement a policy and procedure to facilitate Crown Melbourne issuing involuntary exclusion orders under section 72(1) of the Casino Control Act at the request of family members and friends in appropriate cases. The policy and procedure should be developed in conjunction with the VCGLR, VRGF and other external stakeholders. Crown Melbourne should include information about this option in all its responsible gambling publications, website and regularly provide information to relevant</p>	Recommendation accepted.



	<p>stakeholders, such as Gambler's Help and other similar organisations, about this option.</p>	
<u>12</u>	<p>The VCGLR recommends that, by 1 July 2019, Crown Melbourne expand facial recognition technology to cameras on all entrances to the casino and that Crown Melbourne provide written updates on a quarterly basis on its effectiveness to the VCGLR.</p>	<p>Recommendation accepted.</p> <p>Crown notes that it has already expanded its facial recognition capabilities and proposes to continue to do so in FY20.</p>
<u>13</u>	<p>The VCGLR recommends that, as part of developing a new responsible gambling strategy, by 1 July 2019, Crown Melbourne rebrand or refresh its responsible gambling messaging and publish new responsible gambling messages throughout the casino, in all Crown Melbourne publications, including online and social media platforms.</p>	<p>Recommendation accepted.</p>
<u>14</u>	<p>The VCGLR recommends that, by 1 July 2019, Crown Melbourne develop and implement a responsible gambling strategy focusing on the minimisation of gambling related harm to persons attending the casino. The strategy should address:</p> <ul style="list-style-type: none"> <li>• early proactive intervention initiatives</li> <li>• player data analytics</li> <li>• proactive engagement with pre-commitment</li> <li>• intervening with local players with continuous play based on shorter timeframes which are more reflective of responsible gambling</li> <li>• the role of all staff in minimising harm</li> <li>• the effective use and monitoring of exclusion orders</li> <li>• internal reporting arrangements</li> <li>• integrating responsible gambling into proposals for trialling or introduction of new products and equipment</li> <li>• performance measures to assess the performance of the RGLOs, RGSC and casino staff in relation to harm minimisation</li> <li>• the roles of the Crown Resorts Responsible Gambling Committee and the Responsible Gambling Management Committee in driving harm prevention strategies based on world's best practice</li> <li>• the objectives of the RGSC in relation</li> </ul>	<p>Recommendation accepted.</p>



	<p>to minimising harm to patrons, and</p> <ul style="list-style-type: none"> <li>the responsible service of gambling as a fundamental core business consideration when making strategic decisions regarding casino operations.</li> </ul>	
<u>15</u>	<p>The VCGLR recommends that, within three months of implementing the new responsible gambling strategy (Recommendation 14), there is regular reporting to the Crown Resorts Responsible Gambling Committee for it to maintain oversight of Crown Melbourne's harm minimisation strategy for responsible gambling. Regular reports every two months should include numbers and types of interventions and other harm minimisation activities of RGSC and other staff, details of the number and nature of referrals to external service providers, exclusion orders, breaches, revocation and appeals, as well as results from player data analytics and other initiatives to minimise gambling related harm. These reports should also be made available to the VCGLR for monitoring purposes. (The VCGLR intends to share this information, as appropriate, with the VRGF).</p>	Recommendation accepted.
<u>16</u>	<p>The VCGLR recommends that within three months of implementing the strategy, a charter is developed for the Crown Melbourne Responsible Gambling Management Committee (staff committee) which includes reference to the role and responsibility of driving a harm minimisation culture.</p>	Recommendation accepted.
<u>17</u>	<p>The VCGLR recommends that, by 1 July 2019, Crown undertake a robust review (with external assistance) of relevant internal control statements, including input from AUSTRAC, to ensure that anti-money laundering risks are appropriately addressed.</p>	Recommendation accepted.
<u>18</u>	<p>The VCGLR recommends, in all future submissions by Crown Melbourne to the VCGLR for approvals under the Casino Control Act or Gambling Regulation Act, that Crown document: 36</p> <ul style="list-style-type: none"> <li>the purpose</li> <li>obligations under relevant provisions of legislation, the Transaction Documents, and existing approvals</li> <li>what changes the grant of the approval would make to products, rules and procedures, etc 4</li> <li>risks associated with the approval</li> </ul>	Recommendation accepted.



	<p><i>and how they will be treated</i></p> <ul style="list-style-type: none"> <li>▪ <i>how responsible gambling considerations have been taken into account in the process and the measures Crown will implement to mitigate the risk of gambling related harm, and 8</i></li> <li>▪ <i>which areas of Crown will be responsible for managing implementation.</i></li> </ul>	
<u>19</u>	<p><i>The VCGLR recommends that, by 1 July 2019, Crown Melbourne implement a policy to make an exclusion order under section 72 of the 12 Casino Control Act in appropriate cases where a person has engaged in significant unacceptable conduct in the casino or is the subject of serious criminal charges.</i></p>	<p>Recommendation accepted.</p> <p>Crown notes that it has had a policy in place to issue Exclusion Orders for unacceptable behaviour for over ten years and does issue Exclusion Orders for this purpose in appropriate circumstances. Crown also notes that it issues withdrawal of licence notices to persons in appropriate circumstances, as it is entitled to do as a common law right, as those notices cover broader areas of the Crown property than the more limited area covered by Exclusion Orders.</p>
<u>20</u>	<p><i>The VCGLR recommends that, between November 2019 and March 2020, VCGLR Commissioners and directors of the Crown Resorts board meet to review the implementation of the recommendations set out in this report.</i></p>	<p>Recommendation accepted.</p>

**MINUTES**  
**CROWN MELBOURNE LIMITED AUDIT COMMITTEE**  
**HELD AT THE CHAIRMAN'S OFFICE, LEVEL 3, CROWN TOWERS**  
**WEDNESDAY 1 AUGUST 2018**  
**5:00PM**

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**IN ATTENDANCE**

**Committee:** Ms Rowena Danziger (Chair)  
 Professor John Horvath  
 Mr Ken Barton

Mr Joshua Preston (Secretary)

**By Invitation:** Mr Barry Felstead (CEO Australian Resorts)  
 Mr Alan McGregor (CFO Australian Resorts)  
 Ms Anne Siegers (GGM Risk & Audit Crown Resorts)  
 Mr Michael Collins (Ernst & Young)  
 Ms Alison Parker (Ernst & Young)  
 Mr Justin Law (Ernst & Young)

**Apologies** Ms Mary Manos

**Minutes of Meeting Held On 15 November 2017:** The Minutes of the Meeting held on 13 February 2018 were approved.

**Matters Arising:** No matters arising.

**Financial Results; Full Year Ending 30 June 2018** Mr McGregor spoke to Agenda Item 5 Financial Results noting the following:

- Local Business achieved budget for the year and was up 1.4% on the prior year.
- Table Games was a key contributor, despite having a poor year in hold.
- Gaming Machines missed budget and was slightly down on last year impacted by a poor hold.
- Food & Beverage missed budget by 3.6% but was up 8.2% on last year. Key impacts on F&B performance were as follows:
  - Softer conferencing and events business;
  - Premium restaurants were not as strong as expected; and
  - The months of April and May in particular were softer across all of Food & Beverage.
- Hotels made budget which was a pleasing result with occupancy at 94% or above for all three hotels. The issue during the year was rate which was subdued due to market conditions.
- Support department costs were well controlled.
- VIP was the best performer for the year with a strong recovery from the lows of the last financial year with theoretical contribution double budget and significantly up on the prior year. The only issue was a softer win rate of 1.29%."

The Committee noted the report.

**Audit Charter**      **Committee**      Ms Siegers noted that a review will be undertaken of the Audit Committee Charter, in the context of a broader governance review to be undertaken within the next 12 months of the Melbourne governance documents, including the constitution and overall charters. With that in mind, minimal changes were proposed to the Charter at this point in time.

The independence of the external auditors was discussed, noting that the total value of additional service provided by Ernst & Young to Crown Melbourne was minimal, and consistent with prior years.

The independence of the internal audit was noted.

**Internal Audit Charter**      Ms Siegers noted that work had been undertaken to confirm alignment of the Charter with the Internal Audit Internal Control Statement (**ICS**), as Crown has requested that the Internal Audit ICS be deleted on the grounds of duplication between the two documents. Although the review noted alignment, some wording adjustments were proposed to eliminate possible mis-interpretation.

The Committee approved the updated charter.

**Ernst & Young Closing Report**      Mr Collins presented the Ernst & Young Closing Report for the full year ending 30 June 2018, which was taken as read.

Mr Collins noted the following from the Closing Report:

- Consistently with previous reviews, the area of focus for this review was debtors and associated provision for doubtful debts.
- The total provision levels increased from 59% to 75%, with a net debtor position decreasing from \$121M to \$71M
- A conservative position had been adopted by Crown, noting that the Unadjusted Audit Differences section on page nine included an apportionment of debt provisions held at the Resorts level with a net effect to the Melbourne result of \$100k, which was not material to the financial statements.

Mr. Barton noted that as at 30 June 2018, Crown had absorbed both the impact of the China incident (October 2016), as well as the effect of some historical credit decisions that had gone bad resulting in a clean Melbourne balance sheet moving forward into F19.

The Committee noted the report.

**Internal Audit Report February – July 2018**      Ms Siegers presented the Internal Audit Report: February – July 2018, noting 8 audits completed in the review period, with a majority of 'excellent' and 'good' ratings, which is a very positive outcome.

The 'satisfactory' audit was discussed, with a focus on actions taken to address the issue identified.

Ms Siegers also pointed to the strong track record of the business in addressing internal audit findings with only 3 long outstanding 'moderate'

items noted.

The summary of the activity for the year highlighted the descoping of some audit reviews on the basis of staffing levels and additional work requested during the year. Descoped reviews have either been rescheduled in FY19, or if there were recurring reviews, have been descoped out of FY18 with the understanding they were undertaken in FY19.

The Committee noted the report.

**Strategic Internal  
 Audit plan F19-21**

Ms Siegers presented the new format for this paper, explaining the focus on demonstrating the alignment of the audit activity with the high risk areas identified in the corporate risk profile.

The plan was discussed, as well as the changes to the resourcing model to deliver more effective assurance to the committee.

The Committee noted the report.

**Risk Management  
 Update**

The paper was taken as read and Ms Siegers noted the key changes that were being contemplated, including the progress of the implementation of CURA in the Melbourne environment.

Ms Danziger noted that she and Ms Siegers had met and discussed at length the proposed changes to the risk framework. Ms Danziger suggested that a comprehensive overview be provided at the next Committee meeting, where a number of initiatives will be further progressed.

Mr Preston referred to the PWC report, which was commissioned by the VCGRL as part of the s25 Review, in particular highlighting positive comments made on the existing framework and the alignment between the items identified by PWC as improvement opportunities, and the changes that were being proposed above.

**Other Business:**

Mr McGregor noted that the VCGLR had amended the submission process for the financial statements that will need to be lodged by 31 October 2018. The financial statement will be presented to and approved by the Board at a meeting scheduled for 5 September 2018 requiring accounts to be finalised by 31 August 2018 at the latest.

**Close:**

The meeting closed at 5:30pm

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 Chair



**MINUTES**  
**CROWN MELBOURNE LIMITED COMPLIANCE COMMITTEE**  
**HELD AT THE CHAIRMAN'S OFFICE, LEVEL 3, CROWN TOWERS**  
**WEDNESDAY, 1 AUGUST 2018**  
**4:00 PM**

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**IN ATTENDANCE:**

**Committee:** Professor John Horvath (Chairman)  
Rowena Danziger  
John Alexander  
Barry Felstead (CEO – Australian Resorts)  
Joshua Preston (Co-Company Secretary)

**Apologies:** Mary Manos (Co-Company Secretary)

**Minutes of Meeting:** The minutes of the meeting of the Compliance Committee held on 13 February 2018 were approved.

**Compliance Committee Charter:** Mr Preston spoke to the annual review of the Compliance Committee Charter and advised that no amendments were proposed to the Charter at this point in time. The Committee noted the paper.

Mr Preston also noted that the Compliance Committee Charter would undergo a complete review in concert with a review of the Crown Melbourne Limited Constitution which Ms Manos and Mr Preston would be undertaking during the financial year.

**Compliance and Regulatory Update:** The Compliance and Regulatory Update was taken as read.

Mr Preston noted that the format of the Compliance and Regulatory Update and other papers within the Compliance Committee papers would continue to evolve as the various governance frameworks were being enhanced in the business. Further, the papers would continue to develop in a manner reflecting the reporting that was coming through from the business units. The Committee noted that the format and content of the papers was progressing in a very positive manner.

Mr Preston spoke to the Update and noted the following matters:

*Group Compliance Framework*

The business wide compliance framework in Crown Melbourne was continuing to be rolled out across all business units with more than half of the business units now integrated into the CURA system.

The Compliance Officers had embraced the framework well and there had been strong support from business unit managers.

The first Crown Melbourne Executive Risk and Compliance Committee meeting had been held, which was an important step in progressing the overarching governance framework at Crown Melbourne.

The roll-out of the business wide compliance framework would continue across the business over F19.

The Committee noted that it was pleased with the progress of the project.

#### *Compliance Issues*

It was noted that the Aussie Millions Poker Tournament had an issue regarding the terms and conditions relating to the tournament being held on the casino gaming floor. The VCGLR had advised that part of the tournament was held in the Convention Centre which is where it has historically occurred which was not defined as casino gaming floor. This matter is currently being investigated. The Committee discussed whether this would be a material issue for the business. Management advised the Committee that with the VCGLR's current focus of enforcement in relation to compliance matters, it was difficult to predict where this or other compliance related matters would end. Mr Felstead informed the Committee that work was continuing with respect to building relationships with the Commission and VCGLR Officers so that any compliance issues, which do occur from time to time, were managed in a balanced manner between Crown and the VCGLR.

Mr Felstead and Mr Preston were scheduled to appear before the full Commission to present on the progress on the business wide compliance framework as a result of an obligation that the Commission put on Crown during the blanking buttons matter. It was expected that meeting would take place in October 2018.

Crown had provided a response to the VCGLR regarding the plastic picks issue that Andrew Wilkie had raised in April 2018. In this respect Mr Preston advised the Committee that the gazetted 1997 VCGLR Rules specifically provided for a device to be used to hold down buttons on continuous play machines. That specific rule came out of the Rules in approximately 2002. Crown's position in any event is that no approval or authorisation is required for the provision of a pick to hold down a button. Crown continues to work with the Commission and is responding to their enquiries for information pertaining to the plastic picks and multiple cards being used on continuous play machines.

It was noted that there had been a small number of incidents where it was alleged that staff misused data in that they had transferred Crown information to their personal email addresses with a view to using it in future employment. The Committee indicated that appropriate IT solutions should be pursued to monitor and reduce the risk of this occurring. It was noted that IT were working on a project to enhance their current framework.

The proposal to implement a health monitoring program for staff working in designated smoking areas is progressing.

#### *Serious Security & Surveillance Matters*

The patron who set himself alight in the Responsible Gaming Information Centre was now in rehab. The patron had also been charged by Police and had been detained in custody. Crown staff members involved in the incident have all returned to work except for one final Security Officer who was expected to return to work shortly. The Committee noted the brave efforts of the staff involved in that incident. Mr Felstead noted that senior management had taken the relevant staff members and their partners out to dinner to thank them for their efforts.

Work is continuing to have Crown approved as a "designated area" to facilitate armed officers being onsite at Crown. This proposal is as a result of the terrorism incident that occurred in March 2018. Crown remains engaged with senior police on the progress of this matter. It was also noted that further facial recognition technology was to be installed around the perimeter of Crown during F19.

Mr Preston noted that there had been an increase in various security statistics during the month of June. Management advised that this was as a result of activities surrounding the World Cup and much of that activity was in the late hours of the evening / early hours of the morning due to the game times.

#### *Regulatory Matters*

Mr Preston spoke to the Section 25 Review and advised that Crown's formal response to the Section 25 Review Report had been provided to the VCGLR and referred the Committee to Crown's response which formed part of the Committee papers. It was expected that the Report and our response would be published shortly, as is the usual practice, and that media coverage would follow.

Mr Preston also noted that work on the recommendations had already commenced in advance of the report being published.

#### *China Matter*

Mr Preston noted that the VCGLR China investigation

remained open. Mr Preston expected to receive correspondence from the VCGLR shortly enquiring as to the status of documentation searches and other matters including the prospect of re-interviewing some staff on questions related to the documents that were provided post interviews. Mr Preston indicated that Richard Murphy and himself would continue to remain engaged with the VCGLR in this process.

#### *Poker Tax*

The various information regarding the amount of entry fees that have been received by Crown for Poker Tournaments and other tournaments had been provided to the VCGLR for its consideration. It was noted that the estimate of the potential tax payable by Crown is between \$8m and \$9m.

#### *Gaming Initiatives Form*

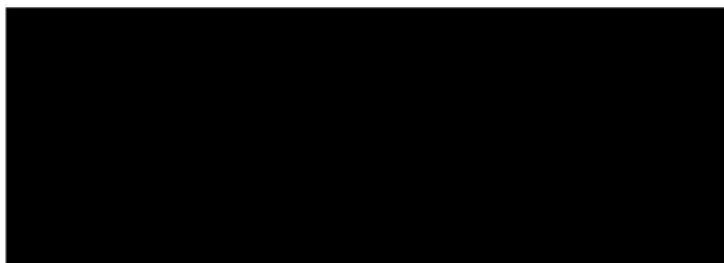
The Gaming Initiatives Form, which was included as part of the Committee papers, had been implemented across the gaming and regulated environment as a result of the blanking buttons matter. The Gaming Initiatives Form requires sign-off from all relevant departments, which will reduce the risk of compliance failures occurring.

#### *Proposal to restrict Cash Transactions*

A joint submission was prepared by Crown, Star and Sky City and provided to the Federal Treasury Department responding to the proposal to restrict cash transactions of \$10,000 and above. Mr Preston, Mr Felstead and Mr Barton continued to engage with Government and Department Taskforce officers on this matter.

**Litigation Report:** The Litigation Report was taken as read.

Mr Preston spoke to the Report and noted the following:



**Anti Money  
 Laundering/Counter  
 Terrorism Financing  
 – Update:**

The AML/CTF Update was taken as read.

Mr Preston spoke to the Update and noted the following:

#### *AUSTRAC Compliance Assessments*

Both Assessments, being the General and Junkets Assessment from early 2017, and the EGMs/Wilkie

Assessment from late 2017 had formally been closed out with AUSTRAC. The various recommendations out of each assessment were continuing to be worked through with the majority of them complete and others currently in progress and planning stages.

#### *AUSTRAC Suncity enquiries*

Mr Preston advised that no further correspondence had been received from AUSTRAC following Crown's response to AUSTRAC's enquiries on Suncity activities. Mr Preston advised the Committee that all measures that had been committed to regarding Suncity had been implemented including movement of the Suncity room to a dedicated salon in the Mahogany Room.

#### *Fintel Alliance*

It was expected that our invitation would be received shortly. The proposed invitation was being considered by the existing Fintel Alliance members together with AUSTRAC's CEO. Mr Preston, Mr Barton and Mr Felstead were scheduled to meet AUSTRAC's CEO in August at which point in time they would be discussing the proposal to join the Fintel Alliance.

#### *AUSTRAC Reporting*

Various reviews of the reporting process continued to be undertaken in a proactive manner including the implementation of a "software gate". The software gate will be run against reports in advance of them being lodged to identify any exceptions. It was also noted that:

- the responsibility to review IFTIs before lodgement with AUSTRAC had been moved from the VIP team to the AML team;
- all IT changes that were related to AML reporting were now required to be escalated for approval by the Group General Manager AML and the Chief Information Officer; and
- a full end to end review of reporting procedures was being undertaken.

#### *Joint Program*

The joint program continues to be developed with a draft expected to ready for end of the calendar year.

#### *Card Play Extra*

The Chairman enquired as to card play extra. Mr Preston explained that card play extra was a function where money

could be loaded onto a Rewards Card and used for example when transferring between machines. For this function to be activated and available to Crown Rewards members, Appropriate ID is required on a patron's Crown Rewards membership. The AML team, together with the Compliance team, are carrying out audits and checks on Rewards cards with card play extra being activated to identify any issues regarding Appropriate ID and taking any necessary steps to resolve issues identified.

*AML Sentinel Project*

The AML team continues to work with IT to pursue automation opportunities for transaction monitoring and also understanding the nature of the information that can be obtained from Table Games and Gaming Machines. This will assist with revisiting the current manual processes associated with transaction monitoring and also the functionality of transaction monitoring generally. This is a project that AUSTRAC has requested they be kept informed of so it can understand any automation opportunities that Crown has.

- Media Coverage:** The Committee noted the recent media coverage.
- Other Business:** Mr Preston suggested that for future meetings Michelle Fielding, Group General Manager Regulatory & Compliance should be invited to attend. The Committee supported Mr Preston's proposal.
- Closure:** The meeting closed at 5:00pm.

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 Chairman



**AGENDA ITEM 6:**  
Responsible Gaming



## Responsible Gaming Committee

Minutes of a Meeting of the Committee held at  
Level 3, Crown Towers, 8 Whiteman Street, Southbank, Victoria on  
1 August 2018 at 2.50pm

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**Members Present:** John Horvath (Chair)  
John Alexander  
Toni Korsanos  
  
Mary Manos (Secretary)

**By Invitation:** Ken Barton (Crown Resorts Limited)  
Sonja Bauer (Crown Melbourne/Australian Resorts)  
Barry Felstead (CEO – Australian Resorts)  
Lauren Harris (Crown Resorts Limited)  
Kevin Hong (Manager – Strategy) (Agenda Item 3 only)  
Leon Pillai (RG Operations Manager)  
Josh Preston (CLO – Australian Resorts)  
David Skene (Betfair) (by telephone)  
Melanie Strelein (Crown Perth) (by telephone)

**Apologies:**

### BUSINESS

**Opening Business:** John Horvath thanked Toni Korsanos for agreeing to act as a member of the Committee and welcomed Toni to her first meeting as a Committee member.

**Minutes of Meeting held on 10 April 2018:** It was **RESOLVED** that the Minutes of the Responsible Gaming Committee Meeting held on 31 May 2018 be approved.



**Matters Arising:**

The Matters Arising paper was taken as read.

Sonja Bauer noted that:

- the first three matters arising would be dealt with at Agenda Item 5; and
- FOCAL has offered to present to the Committee at its November meeting.

John Horvath requested that the November Committee meeting be scheduled for 1.5 hours to allow for a 30 minute presentation by FOCAL.

In relation to the proposed suspension for promotional mailing to patrons identified as having potential problem gambling behaviours:

- the Committee agreed that a minimum three month suspension period should be considered with longer periods on a discretionary basis based on the interaction with the patron;
- it was noted that it may take several months to automate an IT system solution to ensure that the Marketing Team is notified of the imposition of a suspension and that implementation of the proposed suspension should only occur once the system is properly developed; and
- the Committee requested that a document setting out the proposed marketing restriction process be developed and shared with Tim Costello, Stephen Mayne and Anna Bardsley.

**Crown Melbourne Data Analytics – Crown Model:**

The paper with respect to this item was taken as read.

Josh Preston advised the Committee of the following in relation to the Crown Model (the **Model**):

- the Model was developed following the closing out of the Responsible Gaming data trial recommendation arising from the Victorian Commission for Gambling and Liquor Regulation's (VCGLR) fifth review of the Crown Melbourne casino operator and licence in 2013;
- in developing the Model, Crown Melbourne has consulted with the VCGLR;
- a 12-month trial of the Model commenced in late June 2018 with the initial observations on its results to be available shortly;
- the Analytics Team together with the Responsible Gaming Team will analyse the data produced in the results reports; and
- the Committee will receive updates at its meetings on the progress and findings of the trial.

The Committee discussed the Model's validation results noting the low percentage of self-excluded patrons identified through the Model. It was reinforced that the Model, based on the validation results, cannot be used as a standalone identification tool and that observation of behaviours and other relevant information remains an important tool.

Kevin Hong joined the meeting.

At the request of the Committee, Kevin Hong outlined how the Model was built and noted the following in relation to the Model:

- as the Model is now in the trial phase, there will be an opportunity to determine the predictive accuracy of the Model; and
- it is expected that the Model will be modified over time as results are considered and lessons learnt.

The Committee discussed the need for the Responsible Gaming Team to consider how to approach identified individuals.

It was noted that, as the Company collects more data, the Model may become a more effective tool in identifying potential problem gambling behaviours.

Kevin Hong left the meeting.

The Chair requested that Kevin Hong be invited to attend a Committee meeting in six months to determine how the Model has been refined.

**Betfair Responsible Gaming Report:** The Betfair Responsible Gaming Report was taken as read.

David Skene noted the following:

- during the FIFA World Cup which took place in Russia between 14 June – 15 July 2018, Betfair ran a responsible gaming campaign during the tournament;
- in early July 2018, a 'weekly deposit limit' option was placed on Betfair's customer registration page and new customers are unable to register without setting a weekly deposit limit or specifically selecting to not choose a limit;
- as a member of Responsible Wagering Australia, Betfair was required to email an online survey to 2,000 (randomly selected) active customers which was prepared by Dr Sally Gainsbury and it is expected that a number of recommendations may be made following Dr Gainsbury's analysis of the results;
- the National Consumer Protection Framework is expected to be finalised by September 2018;

- the Responsible Gambling webpage visits for June 2018 were greater than those for June 2017; and
- the number of customers using deposit limits and loss limits has increased.

It was **RESOLVED** that the Betfair Responsible Gaming Report be noted.

**Australian Resorts Responsible Gaming Report:**

The Crown Melbourne and Crown Perth Responsible Gaming Report was taken as read.

Amongst other matters in the report, Sonja Bauer advised the Committee of the following:

- the VCGLR has raised concerns regarding patron privacy in relation to the proposed cross property self-exclusion initiative;
- when Crown Sydney opens, Crown Sydney and The Star Sydney will be required to share self-exclusion information;
- Management is considering the use of an IT platform called 'Splunk' to monitor play periods from a responsible gaming perspective;
- the draft Customer Advisory Panel Charter has been submitted to Barry Felstead for review.

The Chair requested that:

- the Charter make clear that it is an advisory panel only and it will not have the ability to make recommendations to the Company; and
- the Charter contain confidentiality provisions and that each member of the Customer Advisory Panel be required to sign a confidentiality agreement.

Mary Manos offered to assist with the review of the Customer Advisory Panel Charter.

The Committee discussed the composition of the Customer Advisory Panel and agreed that the Panel should be lead by Anna Bardsley and that Anna should select the additional Panel members.

It was **RESOLVED** that the Australian Resorts Responsible Gaming Report be noted.

- Crown Melbourne Licence Review Update:** The Crown Melbourne Licence Review Update paper was taken as read.
- Josh Preston noted the progress made against each Responsible Gaming recommendation.
- The Committee discussed the list of proposed members for the Responsible Gaming Advisory Panel to support the Company's Responsible Gaming Framework. The Committee requested that John Horvath approach Alex Blaszczyński in the first instance to discuss the proposed role of the Panel and to explore appropriate additional members including an international member.
- It was noted that detailed plans are being developed by the Responsible Gaming Team in relation to each recommendation.
- The Chair noted that he is carefully monitoring the progress against each recommendation with a further meeting scheduled with Management in two weeks.
- Gaming Environment Scan:** The Gaming Environment Scan paper was taken as read.
- It was **RESOLVED** that the Gaming Environment Scan be noted.
- Future Meetings:** The 2018 Committee meeting dates were noted.
- Closure:** There being no further business, the meeting was declared closed at 4.00pm.

Signed

.....

Chair  
John Horvath



**AGENDA ITEM 7:**

Occupational Health & Safety Report



**Crown Resorts Limited  
Occupational Health and Safety Committee Report  
August 2018**



## CROWN RESORTS LIMITED - OHS COMMITTEE

### A. MATTERS ARISING

1. **The Quarterly Occupational Health and Safety Report will include information pertaining to Crown Sydney, Capital Club and Betfair.**  
Capital Club and Betfair have provided summary reports and are now included in the quarterly Board Committee paper. Future papers will also include Crown Sydney activity.
2. **The Crown Melbourne Limited and Burswood Limited Boards will receive a copy of the Quarterly Occupational Health and Safety Report.**  
Completed and ongoing.
3. **Tony Graham will establish a relationship with his counterpart at Crown Aspinalls for information sharing purposes in relation to work health and safety risks.**  
Communication between the properties has been established for OHS matters. It has been agreed to share any relevant safety information, learnings etc between us. Further opportunities will be explored.
4. **John Horvath requested that he be provided with a copy of the Health Monitoring Q&A before it is finalised.**  
The *Employee Health Assessments – FAQs* document was distributed at the last Committee meeting. No further amendments were made to the document.
5. **Karl Bitar to be briefed on the introduction of the health monitoring regime at Crown Melbourne.**  
Karl Bitar was fully briefed in early June on the introduction of the health monitoring regime at Crown Melbourne. As a result, the communication strategy was agreed for the initial notification to employees.
6. **Crown Melbourne to prepare a WHS Program for Betfair.**  
An audit and review of the Betfair Health & Safety Management System will be completed by December 2018. Progress reports will be included in future Committee papers.
7. **WHS Due Diligence Training to be re-offered to senior managers and directors who have not yet participated (including Capital Club and Betfair).**  
Further WHS Due Diligence Awareness sessions are planned for November and will be offered to key personnel who have not recently participated.



CROWN RESORTS LIMITED - OHS COMMITTEE

CROWNSAFE SCORECARD – JUN 2018

PERFORMANCE MEASURES		CROWN MELBOURNE						CROWN PERTH						CROWN RESORTS				
		FY15	FY16	FY17		FY18		FY15	FY16	FY17		FY18		FY17		FY18		
				YTD	FY	R12	YTD			TAR	YTD	FY	R12	YTD	TAR	YTD	FY	R12
SAFETY	Lost Time Injuries (LTIs)	35	31	28	28	43	43	13	6	8	8	18	18	36	36	61	61	
	Medical Treatment Injuries (MTIs)		471	379	379	293	293		163	150	150	164	164	529	592	457	457	
	Lost Time Incident Frequency Rate # <small>(LTIs per million hours worked)</small>	3.5	3.0	2.7	2.7	4.3	4.3	2.2	1.1	1.4	1.4	3.2	3.2	2.2	2.2	3.9	3.9	2.4
	Total Recordable Frequency Rate # <small>(MTIs + LTIs per 1 million hours worked)</small>		48.0	39.6	39.6	33.5	33.5		29.5	26.7	26.7	32.5	32.5	34.9	34.9	33.1	33.1	18.6
INJURY MGMT	Average Days Lost / LTI	8.8	4.4	13.2	13.2	20.5	20.5	8.5	4.8	12.3	12.3	14.3	14.3	13.0	13.0	18.6	18.6	
	Median Days Lost / LTI		3.0	1.9	1.9	3.0	3.0		3.5	3.7	3.7	4.9	4.9	2.1	2.1	3.2	3.2	
CLAIMS	Average Claims / 1000 head count	16.5	14.6	9.0	9.0	13.1	13.1	29.8	12.2	12.9	12.9	14.8	14.8	10.5	10.5	13.8	13.8	
	Claims Received*	[REDACTED]																
	Claim Payments* (\$m)	[REDACTED]																
	Claims Closure Rate* <small>(Claims Closed / Claims Received)</small>	74.1	73.5	42.2	42.2	28.1	28.1	93.9	86.7	54.8	54.8	63.5	63.5	50.9	50.9	43.4	43.2	
HAZARDS	Hazards Reported		394	469	469	475	475		281	262	262	268	268	731	731	743	743	
	Hazard Closure Rate* (%) <small>(Hazards Closed / Hazards Received)</small>		90.1	93.8	93.8	92.2	92.2		73.3	81.7	81.7	82.5	85.1	89.5	89.5	88.7	90.0	

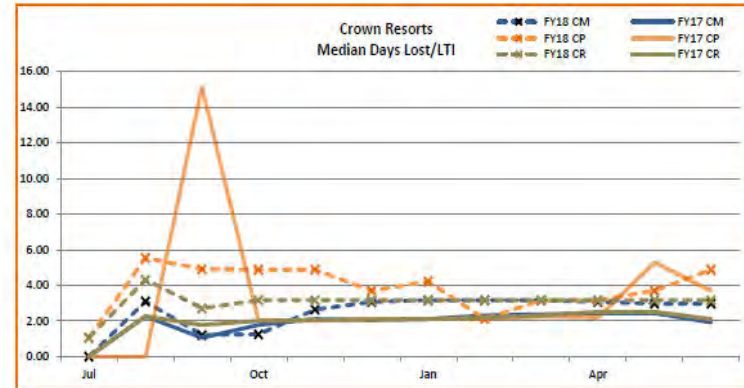
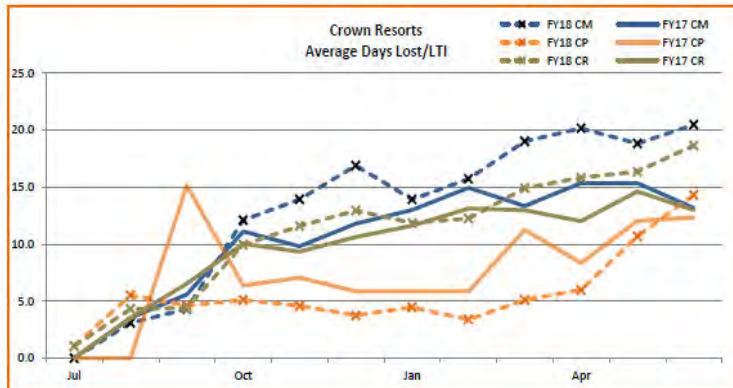
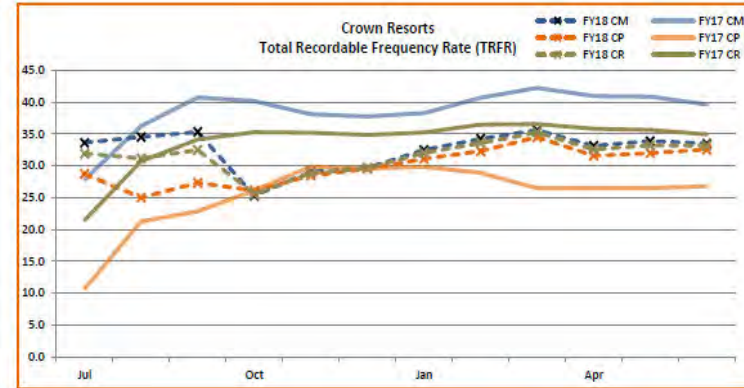
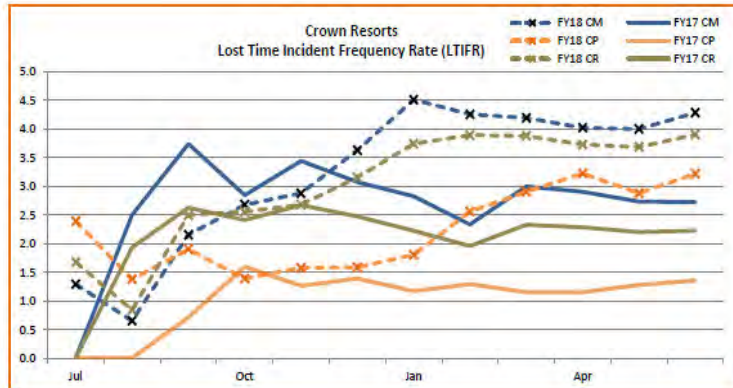
\* Previous FY updated to reflect recent activities

# FY18 Health & Safety BPOs





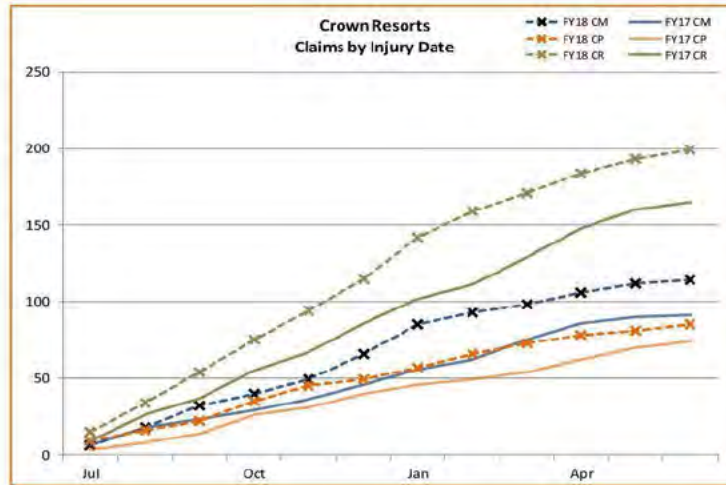
CROWN RESORTS LIMITED - OHS COMMITTEE





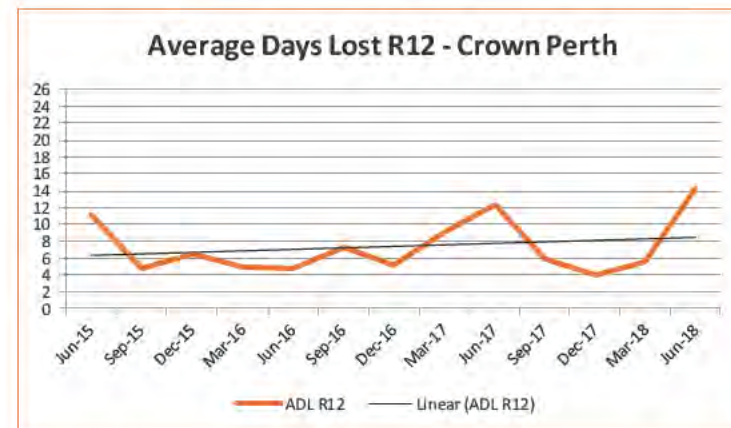
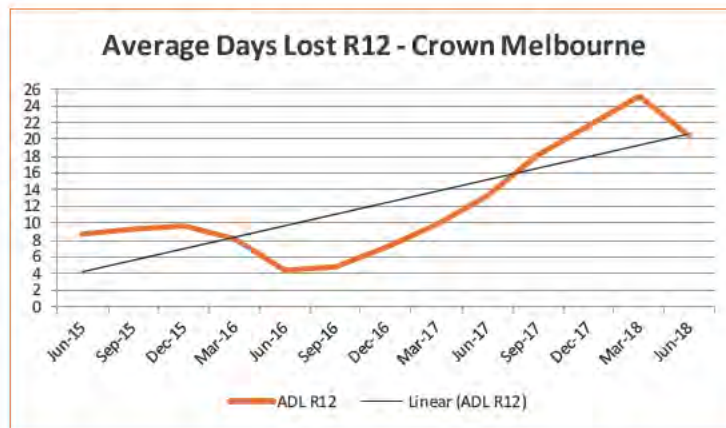
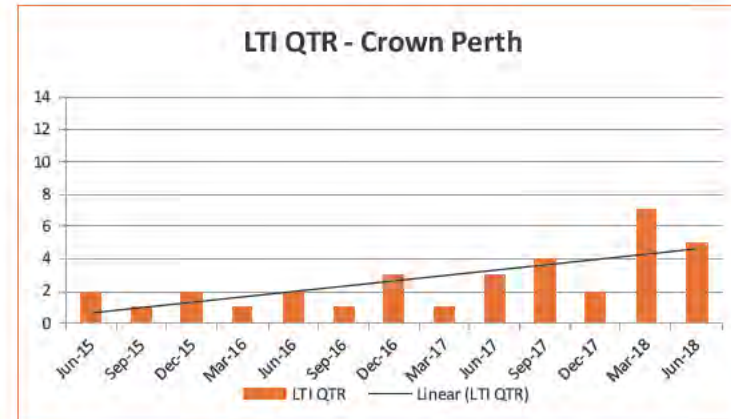
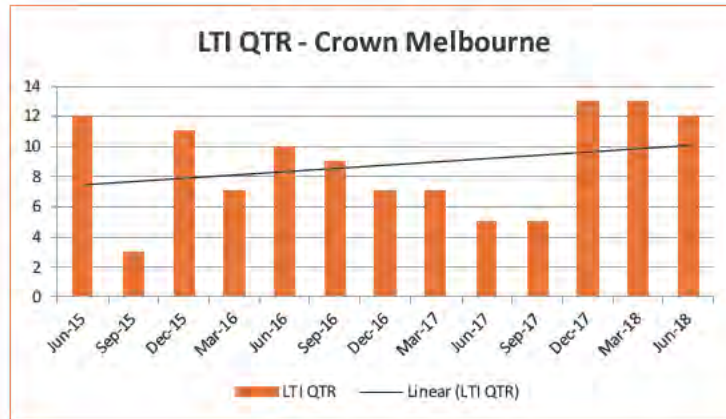
HEALTH SAFETY  
WELLBEING

CROWN RESORTS LIMITED - OHS COMMITTEE





CROWN RESORTS LIMITED - OHS COMMITTEE





**CROWN RESORTS LIMITED - OHS COMMITTEE**

**B. HEALTH & SAFETY PERFORMANCE**

**OVERALL PERFORMANCE**

There were mixed results in health and safety performance across properties in relation to the frequency and severity of injuries during FY18.

In Crown Melbourne, whilst there was a 15% decrease in the overall number of injuries and CHP claims, the number of LTIs and WC claims received has increased. Average cost of claims has decreased by 7.1% when excluding the impact of the three (3) significant claims (Security and F&B back injuries, Security PTSD from RSG incident). The renewal of the self-insurance approval in Victoria, due to expire in December 2018 continues to progress.

Although Crown Perth's health & safety performance has deteriorated during FY18, it was able to achieve improved renewal terms for workers compensation for FY19 with its lowest recorded premium rate following consistent health and safety performance over a number of years.

A number of key projects continued during Q4 including the finalisation of the review into health monitoring for CM employees working in the smoking areas and the commencement of the Mental Health Awareness sessions for all managers and supervisors.

At the request of the Committee, summary performance reports from Capital Club and Betfair are included in this paper.

Further details are provided throughout the paper. As in previous years, a more detailed statistical analysis and report of FY18 performance is also provided.

<b>CROWN MELBOURNE (CM)</b>	<b>CROWN PERTH (CP)</b>
-----------------------------	-------------------------

CM Q4FY18 ended with 43 Lost Time Injuries (LTI) 15 more than same period last year.

The increase has had a direct impact on the Lost Time Frequency Rate of 4.3 against a target of 2.5. The business units who experienced variation in LTI's from FY17 were Table Games (+8) Gaming Machines (+6), Security (+6) and F&B (-5).

Due to the occurrence of 3 significant claims, the average days lost has increased to 20.5 from 13.2 last year.

Medical Treatment Injuries have improved by 22% with 293 MTIs against same period last year of 379. As a result the Total Recordable Frequency Rate (TRFR) has improved by 15% to 33.5 against last year result of 39.6.

Hazard reporting was consistent with the previous year with 475 hazards reported against same period last year of 469.

CP ended FY18 with 18 Lost Time Injuries (LTI) resulting in a Lost Time Injury Frequency Rate (LTIFR) of 3.2, against a target of 2.0. This represents an increase of 10 LTIs compared to the FY17 result of 8 LTI's. The increase was consistent across the four largest business units with Table Games, F&B, Hotels and Property Services all recording an average increase of 2 LTI's each.

Improved performance was experienced by Conventions with no LTI's recorded in FY18 compared to 1 LTI in FY17.

The FY18 Average Days Lost result was 14.3 compared to the F17 result of 12.3, representing a 16% increase. The Total Recordable Frequency Rate (TRFR) at the end of FY18 was 32.5 against the target of 30. MTI's increased marginally with 164 MTI's recorded in FY18 compared to 150 in FY17.

Hazard reporting was consistent with the previous year with 268 hazards reported in FY18 compared to 262 in FY17. The end of year hazard closure rate increased from 81.7% in FY17 to 85.1% in FY18.



**CROWN RESORTS LIMITED - OHS COMMITTEE**

**C. WORKERS COMPENSATION PERFORMANCE & INITIATIVES**

CROWN MELBOURNE	CROWN PERTH																																								
<p><b>Workers Compensation Performance</b></p> <p>The following performance is reported for FY18:</p> <ul style="list-style-type: none"> <li>During FY18, Workers Compensation claims have increased 26%, CHP Claims have reduced by 25%; overall a 13% reduction in WorkCover &amp; CHP Claims received.</li> <li>Common law settlement costs have increased by 6%. These, together with costs associated with the 3 significant claims contributed to a 14% increase in FY18 costs of \$7.1m, up on FY17 (\$6.3m).</li> <li>Average cost of claims during FY18 has decreased by 7.1% to [REDACTED] from FY17 of [REDACTED] when excluding the impact of the three (3) significant claims.</li> <li>Claim finalisation rates have remained steady at 96%.</li> </ul> <p><b>Crown Melbourne Health Program</b></p> <table border="1"> <thead> <tr> <th>Incident Year</th> <th>Incident Count</th> <th>Total Paid</th> <th>Average Cost</th> </tr> </thead> <tbody> <tr> <td>FY15</td> <td>315</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> <tr> <td>FY16</td> <td>309</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> <tr> <td>FY17</td> <td>282</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> <tr> <td>FY18</td> <td>210</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> </tbody> </table> <p><b>Self-Insurance Annual Audit Program</b></p> <p>The Self Insurance Self Audit for Claims Management has been finalised. There were 6 non-compliances identified out of the 238 components audited. An action plan has been prepared and completed to address the findings prior to WorkSafe’s submission date of 31 August 2018.</p> <p><b>Long Term Claim Review</b></p> <p>The review of claims open greater than 12 months was finalised in June 2018. Of the 100 claims identified and included in the review, 31 have now been finalised.</p>	Incident Year	Incident Count	Total Paid	Average Cost	FY15	315	[REDACTED]	[REDACTED]	FY16	309	[REDACTED]	[REDACTED]	FY17	282	[REDACTED]	[REDACTED]	FY18	210	[REDACTED]	[REDACTED]	<p><b>Workers Compensation Performance</b></p> <p>The following performance is reported for FY18:</p> <ul style="list-style-type: none"> <li>There has been a 15% increase in claims received from 73 in FY17 to 84 in FY18.</li> <li>Average cost per claim is [REDACTED] compared to [REDACTED], representing a 39.96% decrease on the same time last year.</li> <li>The claim closure rate is 63% with 31 claims remaining open. Claims open for previous policy years are as below FY17 – 10 (5 closed since Q3), FY16 – 01 (same as Q3), FY15 – 01 (1 closed since Q3).</li> <li>CHP numbers and average costs have increased to an average cost at [REDACTED]</li> </ul> <p><b>Crown Perth Health Program</b></p> <table border="1"> <thead> <tr> <th>Incident Year</th> <th>Incident Count</th> <th>Total Paid</th> <th>Average Cost</th> </tr> </thead> <tbody> <tr> <td>FY15</td> <td>59</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> <tr> <td>FY16</td> <td>95</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> <tr> <td>FY17</td> <td>99</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> <tr> <td>FY18</td> <td>119</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> </tbody> </table> <p><b>Workers Compensation Claims Management</b></p> <p>In line with our drive for further improvement, a meeting between Crown and the insurance broker, Locktons has been scheduled for early August to commence a project to focus on active claims exceeding 2 years.</p> <p>There are currently 5 claims open that fall within the above classification, and discussions will develop strategies to ensure finalisation within a reasonable timeframes.</p>	Incident Year	Incident Count	Total Paid	Average Cost	FY15	59	[REDACTED]	[REDACTED]	FY16	95	[REDACTED]	[REDACTED]	FY17	99	[REDACTED]	[REDACTED]	FY18	119	[REDACTED]	[REDACTED]
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FY18	119	[REDACTED]	[REDACTED]																																						



## CROWN RESORTS LIMITED - OHS COMMITTEE

### Actuarial Assessment

In line with self-insurance requirements, an independent Actuary was appointed to undertake an actuarial assessment of Crown's Victorian workers compensation liabilities at June 2018.

In the June 2017 report, the Actuary forecast a 0.7% decrease in the Outstanding Liabilities during FY18. At June 2018, an increase of 11.5% against forecast was identified.

Actuarial Provision 30 June 2017	\$18.26m
Forecast Actuarial Provision at 30 June 2018 (By Actuary)(-0.7%)	\$18.13m
Final Actuarial Provision at 30 June 2018 (+10.7%)	\$20.22m
Movement against Forecast Workers Compensation Provision (+11.5%)	\$2.09m

The 3 significant claims contributed \$1.63m of this \$2.09m (11.5%) increase. Other contributing factors included minor changes due to the increase in claims numbers and the negative impact of revised economic assumptions.

The Actuary has projected the FY19 provision at \$20.32m.

### FY19 Workers Compensation Premium

Crown has successfully renewed workers compensation arrangements in Perth obtaining a 14.5% reduction in premium rate for FY19. Details:

FY18 Maximum & Final Policy Premium (Exc GST)	\$1,909,000
FY18 Full Policy Rate (% of Wages)	0.795%
FY19 Maximum & Final Policy Premium (Exc GST)	\$1,646,555
FY19 Full Policy Rate (% of Wages)	0.68%
Movement in % Wage Rate - Reduction	14.5%



## CROWN RESORTS LIMITED - OHS COMMITTEE

### D. KEY CROWN PROPERTY WIDE INITIATIVES

#### **Crown's Mental Health Awareness & Support Project**

CM recently launched the new Mental Health Awareness Program for managers. This is one of the key outcomes from the project that commenced in November and aims to increase the capability and confidence of Crown Managers and Supervisors in managing high risk and general mental health situations. The CP program will be launched in coming weeks.

In addition, CM First Aid and CP Medics are completing specific training to enhance Crown's mental health First Aid response capabilities.

#### **Manual Handling Project (EMMAH)**

CM Phase 2 EMMAH sensor assessments in Table Games were completed with all 31 participants completing both the initial baseline and final assessments for Blackjack. At completion, interventions put in place clearly resulted in an overall improvement in the movement risk with a 9% improvement in risk scores being measured. As a result of these Blackjack assessments the HSW team will work with the business unit to streamline the existing EMMAH Visual assessment guidelines for Managers to include key principles only (i.e. technique / posture / movement) to support ease in recognising and reinforcing technique with their dealers.

CP Phase 2 EMMAH sensor assessments focused on a number of different departments to draw on interest, knowledge and awareness across the business of the EMMAH tool and task based risks. An analysis was undertaken to identify specific positions and tasks that were incurring a high frequency of musculoskeletal injuries from the previous 6 months, and targeted these areas to demonstrate the benefits of the program. Theatre, Bell Services (CTP), Environmental Services, Warehouse & Gaming Machines participated and employee feedback indicated a definite awareness, change and overall improvement in their postures and techniques.

The Health and Safety team continue to build the EMMAH brand and working closely with business unit managers to influence and embed good manual handling practices.

FY18 cross property EMMAH benchmark

- 352 EMMAH Sensor assessments completed across both properties CM 237 over 7 business units, CP 115 over 7 business units
- 8825 EMMAH Online Training has been completed
- 1239 EMMAH On-board training for new frontline employees
- 360 EMMAH Onsite individual specific training delivered
- 917 Desk based employees completed Online Workstation Ergonomics

In EMMAH's launch year, the participation in this program across both properties is an extremely encouraging start toward creating a positive manual handling culture.

#### **Health Monitoring Project**

In June, Crown Melbourne announced to employees working in smoking areas, plans for the implementation of the new health monitoring program to be introduced during FY19. Since the announcement, the consultation process has commenced with presentations to health and safety committees. In line with the implementation plan, preliminary discussions have been held with potential medical providers whilst the drafting of documentation (procedures etc) continues.

The new health monitoring arrangements are expected to commence in Oct/Nov 2018.

#### **Health & Safety Executive Steering Committee**

The combined HSW Executive Steering Committee met on Monday, 30 July 2018 to review FY18 health & safety performance and agree on key initiatives for FY19.



HEALTH SAFETY  
WELLBEING

## CROWN RESORTS LIMITED - OHS COMMITTEE

### Awareness Campaigns

A key outcome of the CrownSAFE Management System has been the promotion of consistent safety messages to employees at both properties, targeting initiatives and safety awareness campaigns.

Throughout FY18 a number of H&S awareness campaigns have been presented to the business eg: R U OK Day, Men's Health, Employee Assistance Program and, Smart Eating. A number of Safety Alerts were released to the business targeting specific hazards to improve awareness and understanding. Sit/Stand desks were also introduced to assist those employees affected by working within a sedentary role encouraging movement and change of posture has been a positive addition.

Crown Melbourne also celebrated the 1st anniversary of EMMaH.

Awareness campaigns will continue throughout FY19 seeking innovative ways to enhance safety awareness and an improved safety culture.





**CROWN RESORTS LIMITED - OHS COMMITTEE**

**E. HEALTH & SAFETY INITIATIVES**

CROWN MELBOURNE	CROWN PERTH
<p><b>High Risk Audit</b></p> <p>The High Risk Audit was conducted in May and involved a review of 8 identified hazards within CrownSAFE CS502 Compliance &amp; Assurance Program. The hazards reviewed included:</p> <ul style="list-style-type: none"> <li>• Electrical</li> <li>• Confined Space</li> <li>• Fixed Plant Mobile Equipment</li> <li>• Hot Works</li> <li>• High Voltage</li> <li>• Pool Safety</li> <li>• Traffic and Pedestrians</li> <li>• Storage and Warehousing</li> </ul> <p>Improvements were noted across all areas audited with no non-conformances recorded. Opportunity however exists for increased monitoring, training and awareness of the specifics associated with CrownSAFE to ensure ongoing continuous improvements.</p> <p><b>Health, Safety &amp; Wellbeing Digital Apps</b></p> <p>To further support employees who have sustained an injury at work a series of videos have been developed to assist in the explanation of the complex world of compensation and injury management. The videos help to explain the process and what the employee may experience during their injury and recovery periods with a priority and focus on a positive return to work.</p> <p>The video/app series include:</p> <ul style="list-style-type: none"> <li>• So you've had an injury...</li> <li>• You're injured at work. How can we help?</li> <li>• Claiming Workers Compensation</li> <li>• What is an Independent Medical Examination (IME)?</li> <li>• Weekly payments. How are they calculated?</li> </ul> <p>These videos will be provided to the injured employee via Apps and will also be available on the Crown Intranet.</p> <p>If successful, consideration will be given to extending the series to include controls of common workplace hazards.</p>	<p><b>Chemical Audit</b></p> <p>ChemAlert were engaged to conduct a site chemicals audit for Crown Perth in June 2018. The audit included a review of storage and placarding requirements for all chemicals used onsite including hazardous substances. The audit identified 1100 unique chemical substances stored throughout the complex. Opportunities for improvement were as follows;</p> <ul style="list-style-type: none"> <li>• Risk Assessments - Review risk assessment for identified hazardous substances</li> <li>• Safety Data Sheets - Replace out of date SDS's</li> <li>• Placards - Remove redundant placards</li> <li>• Safety Equipment - Review the need for an eye wash station in an identified area</li> <li>• Training - Conduct further training for staff on the use of Chemalert</li> </ul> <p>An action plan has been developed and distributed to relevant business units for action.</p> <p><b>Noise Survey</b></p> <p>A site noise survey was conducted in June to identify and confirm designated noise areas/locations and review associated controls. The survey covered both industrial and entertainment noise over two days. The report is due to be received in Q1F19.</p> <p><b>Employee Assistance Provider Promotion</b></p> <p>Crown's Employee Assistance provider, Benestar, was promoted in the staff canteen over a day in May to create awareness about the services they provide. A number of activities were conducted to encourage staff to download and use the Benestar app.</p> <p><b>High Risk Audit</b></p> <p>A high risk audit has been scheduled for Crown Perth in November as part of the CrownSAFE Compliance and Assurance Program. Meetings are being held with business unit representatives to ensure outstanding actions items have been close out.</p>



## CROWN RESORTS LIMITED - OHS COMMITTEE

## F. OTHER CROWN ENTITIES

CAPITAL CLUB					BETFAIR				
		FY17	FY18				FY17	FY18	
		Full Year	Quarter	YTD			Full Year	Quarter	YTD
Workplace Injuries	Lost Time	0		0	Workplace Injuries	Lost Time	0	0	0
	Medical Treatment	1		1		Medical Treatment	1	0	0
	First Aid	1		0		First Aid	0	0	0
WorkCover	Number of Claims	1		1	WorkCover	Number of Claims	0	0	0
	Cost of Claims (\$)					Cost of Claims (\$)	0	0	0
Health & Safety	Incident Reports Lodged	1		1	Health & Safety	Incident Reports Lodged	1	0	0
	Hazard Reports Lodged	0		0		Hazard Reports Lodged	1	2	3
	Worked Hours	24,249		24,092		Worked Hours	149,867		174,734
<b>Commentary</b>					<b>Commentary</b>				
<p>FY17: Employee suffered sprain/strain to their lower leg following a fall from height.</p> <p>The employee slipped while getting off a trailer. Following investigation it was identified that the employee was using a mobile phone while performing the task.</p> <p>Administrative controls were implemented relating to education on the correct descending techniques while accessing mobile plant and increased communications with employees on correct manual handling techniques.</p> <p>Further awareness was reinforced relating to remaining focussed on the task at hand and avoiding distractions like mobile phones while completing tasks.</p> <p><u>FY18</u></p> <p>Employee suffered sprain/strain to lower back after leaning into an irrigation hole to conduct maintenance.</p> <p>A review was conducted on the process of accessing difficult locations for maintenance purposes and as a result Capital employees have commenced undergoing Manual Handling</p>					<p><u>FY17</u></p> <p>In FY17, an incident occurred where a staff member attempted to open a door whilst carrying a large box, and he suffered a minor back injury. The injury was managed by Crown OH&amp;S with physiotherapy sessions being undertaken. The staff member made a full recovery with no lost time.</p> <p>The hazard noted in FY17 was a lounge chair blocking direct access to the defibrillator in the Melbourne office.</p> <p><u>FY18</u></p> <p>The hazards that occurred in FY18 were: (a) 2 instances of excessive rain water entering the Hobart office causing minor water damage to flooring; and (b) a whiteboard placed in a way that it was blocking an emergency exit door.</p>				



## CROWN RESORTS LIMITED - OHS COMMITTEE

Training to increase awareness and provide strategies to improve manual handling techniques.

Components of Crown's EMMaH program have been introduced at Capital to raise awareness around correct manual handling. This includes participating in stretches and warm up exercises and the display of "Fit and Ready" posters for all employees.

Safety messages along with Safety Alerts will continue to be provided and discussed at employee briefings to further awareness and education.

### Health & Safety Management System

Following the recent Self-Insurance Renewal Audit, a number of non-conformances were identified for Capital Golf.

As a result, Capital continues to work closely with Crown Melbourne Health and Safety team to assist in the review and implementation of the revised Capital Health and Safety Management System in order to meet our obligations under the self-insurance arrangements.

WorkSafe will return to review the updated management system and implemented procedures in August 2018.

Betfair cont.

### Initiatives and plans for FY19

The following initiatives will be rolled out in FY19:

- A 'Spring into Spring' wellness campaign will be conducted in September 2018, to support employee wellbeing through different onsite initiatives;
- In November 2018, Betfair's Melbourne office will relocate to new premises. As part of this move, office chairs will be replaced and ergonomic assessments will be conducted to ensure all staff are working safely in their new environment;
- A new App will be rolled out to, and accessed by, Betfair staff. This App will frequently refresh knowledge of all our compliance modules including OH&S;
- Betfair will be rolling out a Crown Ergonomics module in Crown Learn to all Betfair staff;
- Betfair will promote the Benestar App to all staff; and
- Resilience training will be incorporated into Betfair's Learning and Development Framework, which will help customer-facing and sales staff to deal with pressure and difficult customers.

In addition, Betfair regularly engages Crown OH&S to conduct ergonomic assessments across all locations (most recently in Melbourne and Darwin), all our staff are required to complete annual OH&S training, we provide free flu shots for staff, and we have recently moved our Darwin office and have provided all staff with the option to work either seated or standing.



## CROWN RESORTS LIMITED - OHS COMMITTEE

## G. CROWN MELBOURNE – Q4FY18 NOTIFIABLE/SERIOUS INCIDENTS, REGULATOR INVOLVEMENT

DATE	DETAIL	OUTCOME
10 May 2018	Provisional Improvement Notice (PIN) Table Game HSR issued a PIN under Sec 21 (1) of the Act relating to consecutive swings on a Roulette table.	HSR withdrew the PIN Crown facilitated a 3 <sup>rd</sup> party review and analysis of the biomechanics involved in the task. The results indicated a low risk associated with consecutive Roulette swings.
10 May 2018	Provisional Improvement Notice (PIN) Table Games HSR issued a PIN under Sec.21 (2) (a) of the Act relating to consecutive swings on Roulette.	HSR withdrew the PIN Crown facilitated a 3 <sup>rd</sup> party review and analysis of the biomechanics involved in the task. The results indicated a low risk associated with consecutive Roulette swings.
18 May 2018	Provisional Improvement Notice (PIN) Table Games HSR issued a PIN under Sec. 21(1) (2)(e) of the Act relating to a failure to have procedures, policies, risk assessments relating to Occupational Violence and Bullying	WorkSafe were satisfied with Crown's training, assessments and processes and cancelled the PIN. No further action
20 May 2018	Provisional Improvement Notice (PIN) Table Games HSR issued a PIN under Sec. 21 (1) (2)(e) of the Act relating to the control and assessment of Occupational Violence	WorkSafe were satisfied with Crown's training, assessments and processes and cancelled the PIN. No further action
8 May 2018	Provisional Improvement Notice (PIN) Table Games HSR issued a PIN under Sec 71 of the Act relating to a list of HSR's pinned on a notice board that was out of date.	Crown confirmed that printed copies are uncontrolled and an accurate list is found on the CrownSAFE intranet site. In order to continue to meet the request for up to date list of HSR's it was agreed to remove any printed copies of HSR list and have the intranet as the source of this information. The PIN was withdrawn by the HSR. No further action.
23 May 2018	Notifiable Incident Approximately 6 granite façade panels on the side of the Gas Brigades fell approx.6 meters to the ground below. No person was in the vicinity at the time.	The area was made safe and WorkSafe notified. Works commenced to repair the panels and identified a suitable replacement material approved by WorkSafe. No further action
18 June 2018	Notifiable Incident Chef was slicing beef and sustained a deep laceration to left hand palm	Employee required surgical intervention to repair the laceration. WorkSafe notified. No further action



## CROWN RESORTS LIMITED - OHS COMMITTEE

## H. CROWN MELBOURNE – Q4FY18 LOST TIME INJURIES

Date	Business Unit	Injury	Description	Days Lost	Job Related or Not Job Related	WC
17/04/2018 2:30:00 PM	Crown Food & Beverage	Hands	staff member was using pot for cooking and staff member grab the handle without kitchen towel and got burn on the right hand	18	JR	Y
21/04/2018 8:54:00 AM	Table Games	Back - Lower	The dealer was dealing baccarat and felt pain in the lower on the left side. The dealer stopped dealing immediately and spoke with the Area Manager. The Assistant Casino Manager attended and called security to arrange for a wheelchair in the meantime, the dealer was seated away from the table. The dealer was then taken by wheelchair to first aid. A heat pack was applied.	1	JR	N
24/04/2018 4:00:00 AM	Security & Services	Knee	Whilst I was waiting for the tugs to escort the soft drop trolleys I was kicked/struck in the back of the RIGHT knee with another colleagues foot, in which I immediately felt pain and a "twang" sensation to the knee, and my leg buckled. I don't believe the colleague meant to cause harm. I was immediately seated and was then transported to the first aid office in a wheelchair, where my knee was iced. Shortly after I was transported to the Epworth Hospital. The A & E decided that I required an MRI, which due to hospital needs I was not deemed to be urgent and was seen at approximately 1445hrs.	1	NJR	Y
25/04/2018 1:00 PM	Crown Food & Beverage	Sprains and Strains	XXX was working as a food runner for an exclusive event, this event took place over a two hour period in the B1 downstairs restaurant, his duty was as a food runner. XXX worked the entire lunch shift without alerting management to any pain or concerns, then returned for dinner shift and took an EO. XXX called sick for a two week period following this and upon his return informed us that this was due to muscle strain in his lower back that he believe he sustained during the lunch service on Wednesday 25th April.	7	JR	Y
22/05/2018 1:05 PM	Crown Hotels / Laundry	Shoulder	Whilst pulling doona cover sudden crack on left shoulder	4	JR	Y
25/05/2018 4:09 PM	Crown Hotels / Villas	Shoulder	XXX started to feel numbness through her right hand side shoulder, all the way down her arm. Another employee escorted XXX to First Aid who took her blood pressure which was fine. First Aid advised that she could have pinched a nerve and advised XXX to go see her GP tonight or tomorrow. XXX was ok to return but was told to just do light duties until her shift finishes at 6pm.	2	JR	N



## CROWN RESORTS LIMITED - OHS COMMITTEE

25/05/2018 6:50 PM	Crown Food & Beverage	Head	"Staff member was on break, walked down the stairs in the corridor and slipped on the last step, resulting a fall to which his head was knocked on the side wall. Staff member had a gash on the top of his head"	2	NJR	N
26/05/2018 11:00 PM	Crown Hotels / Villas	Fingers	"when finished my afternoon shift last night i put on my jacket, somehow, unknowingly, my right hand ring finger got twisted by the door handle cavity/door knob (it is where the housekeeping put their hand/face/bath towels, the door was open). I apply some of the Chinese medicine (especially formulated for muscle pain and bone related pain) When I woke up this morning I found it is red/swollen, and a little bit bent."	1	NJR	Y
2/06/2018 2:00 AM	Security & Services	Head	At the above date and time, security was escorting two males and a female to the western entry after being refused at Lagerfield entry. Surveillance was notified and coverage was confirmed. The males and female were asked to leave and were both escorted to the western entry, this is when they became argumentative towards security and refused to leave the complex. The main offender whose details were obtained by the police was verbally abusive towards security officer ####, after asking him to leave repeatedly the male refused and kept pushing through the entry and towards security. The male then pushed past the female and male friend and punched XXX on the right side of the head , this is when we paired and try to physically restrain the male for assaulting a security officer. He punched security officer XXX three times on the right side of the head next to the ear are before he was physically restrained and safely taken to the ground where he was to be put in hand restraints . The males female friend and male friend were also physically restrained and put in handcuffs due to interfering with the removal. Security service manager then advised for Victorian Police to attend. On arrival they obtained the male details and also took a statement from XXX. And all three from the party were escorted offsite after reviewing the footage and Police then proceeded to go ahead with their procedures. No further security action at this stage.	15	JR	Y
3/06/2018 1:00 AM	Table Games	Elbow	Employee was passing through the security gates behind Velvet Bar when the gates abruptly closed. This resulted in the employee getting trapped, and their left elbow being hit. Employee didn't notice immediate pain, but as shift progressed began to notice soreness and pain.	1	NJR	N
17/06/2018 10:04 AM	Table Games	Back - Lower	After a full shift dealing poker employee suffered lower back pain	5	JR	N

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**CROWN RESORTS LIMITED - OHS COMMITTEE**

**HEALTH SAFETY  
WELLBEING**

18/06/2018 5:15 PM	Crown Food & Beverage	Hands	Employee was taking off the fat from the beef, and cut his left palm while doing it.	5	JR	Y
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## CROWN RESORTS LIMITED - OHS COMMITTEE

## I. CROWN PERTH – Q4FY18 NOTIFIABLE/SERIOUS INCIDENTS, REGULATOR INVOLVEMENT

DATE	DETAIL	OUTCOME
17 April 2018 VIP Gaming	<p>Worksafe Attendance</p> <p>Worksafe attend site to investigate an anonymous complaint in relation to working conditions for VIP Hosts. The complaint was in relation to concerns with hours of work, duties performed, equipment used, interaction with patrons and security.</p>	<p>WorkSafe attended the site, inspected the work area and spoke to employees. No further action from Worksafe.</p>





## CROWN RESORTS LIMITED - OHS COMMITTEE

## J. CROWN PERTH – Q4FY18 LOST TIME INJURIES

Date	Business Unit	Injury	Description	Days Lost	Job Related or Not Job Related	WC
16/04/2018 9:30:00 PM	Hotels (CMP Bell Services)	Knee	An employee was returning from a break in the staff canteen. Whilst traversing up the BOH stairs he experienced a 'pop' sensation in his right knee. The employee did not attend the medics nor report the incident to his Supervisor/Manager at the time. The employee attended a medical provider the following day. <b>Own GP</b>	3	NJR	WC Declined
24/04/2018 10:30 PM	Food & Beverage FOH (Staff Canteen)	Ankle	An employee was filling the fruit bowls in the staff canteen. As the employee turned to walk away she slipped on the damp floor, twisting her ankle and falling over. <b>Own GP</b>	3	JR	WC Accepted
30/05/2018 3:30 PM	Table Games	Shoulder	First noticed pain in my left shoulder while dealing in a poker tournament for 3 consecutive days. After having a couple of days off work and returning to regular duties the pain had progressively worsened and I realised that I needed to get treatment. <b>Own GP</b>	6	JR	WC Declined



CROWN RESORTS LIMITED - OHS COMMITTEE

K. INJURY YEAR REPORT\* (CROWN MELBOURNE) – JUN 2018

Injury Year	17/18	16/17	15/16	14/15	13/14	12/13	11/12	10/11 & PRIOR	TOTAL
<b>Claim Received by Injury Year</b>									
<b>Claim Received Year</b>									
FY18	114	30	8	3	1	1		6	163
FY17		91	25	1	2			2	121
FY16			138	23	5	2			168
FY15				151	28	4	3	1	187
FY14					133	24	4	4	165
FY13						138	17	7	162
FY12							296	47	343
FY11 & PRIOR								4505	4505
<b>Total Received</b>	<b>114</b>	<b>121</b>	<b>171</b>	<b>178</b>	<b>169</b>	<b>169</b>	<b>320</b>	<b>4572</b>	<b>5814</b>
<b>Open</b>	<b>82</b>	<b>51</b>	<b>32</b>	<b>18</b>	<b>18</b>	<b>5</b>	<b>4</b>	<b>15</b>	<b>225</b>
<b>Closure rate</b>	<b>28.07%</b>	<b>57.85%</b>	<b>81.29%</b>	<b>89.89%</b>	<b>89.35%</b>	<b>97.04%</b>	<b>98.75%</b>	<b>99.67%</b>	<b>96.13%</b>

<b>Claim Payments &amp; Outstanding by Injury Year</b>									
Payment Year									
FY18									
FY17									
FY16									
FY15									
FY14									
FY13									
FY12									
FY11 & PRIOR									
<b>Total Payments</b>									
<b>Total O'standing</b>									
<b>Total Cost</b>									

<b>Total Cost : Remuneration by Injury Year<sup>#</sup></b>									
<b>Remun (\$m)</b>	\$ 488	\$ 471	\$ 468	\$ 457	\$ 402	\$ 376	\$ 371	N/A	\$ 3,033
<b>Total Cost of Claims</b>									
<b>% of Remuneration</b>	0.649%	0.465%	0.905%	0.754%	1.435%	1.041%	2.136%	N/A	1.010%

\* Includes Rejected Claims # YTD Remuneration and YTD Total Costs



CROWN RESORTS LIMITED - OHS COMMITTEE

L. INJURY YEAR REPORT\* (CROWN PERTH) – JUN 2018

Injury Year	17/18	16/17	15/16	14/15	13/14	12/13	11/12	10/11 & PRIOR	TOTAL
<b>Claim Received by Injury Year</b>									
Claim Received Year									
FY18	84	7	0	1	0	0	0	0	92
FY17		73	5	0	0	0	0	0	78
FY16			69	3	0	0	0	0	72
FY15				160	21	0	0	0	181
FY14					215	11	0	1	227
FY13						203	15	0	218
FY12							167	9	176
FY11 & PRIOR								1453	1453
<b>Total Received</b>	84	80	74	164	236	214	182	1463	2497
Open	31	10	1	1	0	0	0	0	43
Closure rate	63.10%	87.50%	98.65%	99.39%	100.00%	100.00%	100.00%	100.00%	98.28%
<b>Claim Payments &amp; Outstanding by Injury Year</b>									
Payment Year									
FY18									
FY17									
FY16									
FY15									
FY14									
FY13									
FY12									
FY11 & PRIOR									
Total Payments									
Total O'standing									
Total Cost									
<b>Total Cost : Remuneration by Injury Year<sup>#</sup></b>									
Remun (\$m)	\$ 240	\$ 245	\$ 241	\$ 229	\$ 232	\$ 216	\$ 43	N/A	\$ 1,446
Premium Paid									
Premium Rate	0.795%	1.062%	1.193%	1.246%	1.247%	0.314%	6.628%	N/A	1.152%

\* Includes Rejected Claims <sup>#</sup> Full Year Remuneration and Total Premium Payable



**AGENDA ITEM 8:**

Other Business



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**LEGAL & INSURANCE DEPARTMENT  
CONFIDENTIAL MEMORANDUM**

**To:** Crown Melbourne Limited Directors

**From:** Joshua Preston

**Date:** 3 August 2018

**Subject:** [REDACTED]

Dear Directors

[REDACTED]

8.1























































































































