

F14 Business Plan Gaming Machines

March 2013



A WORLD OF ENTERTAINMENT.™



Agenda



F13 Retrospective

F14 Challenges/Positives

F14 Strategies

F14 Financials

F13 Retrospective

Business Impacting Factors – Positives & Negatives



Area	Positives	Negatives
Main Gaming Floor	<ul style="list-style-type: none"> • Enhanced on-floor entertainment • Enhanced Bingo • Product Refresh/Variety • Food Jackpots • Purpose built launch pad area • Revamped Riverside restaurant • Reconfigured denomination profile • Crown Limited TV advertising 	<ul style="list-style-type: none"> • Refurbishment impact/unstable environment • Reduction in main floor gaming machine numbers • MGF Restaurant Closures • Softening in unique visitation • Softening in visit length • Soft consumer sentiment
VIP	<ul style="list-style-type: none"> • Growth in all VIP segments • Expanded Signature Black salon • Expanded Teak Room slots • "Ultra Black" salon • Changes to Comp Bev (cost) • Food Jackpots • "Money Can't Buy" events 	<ul style="list-style-type: none"> • Interstate Competition • Recent softening in unique visitation • Recent softening in visit length

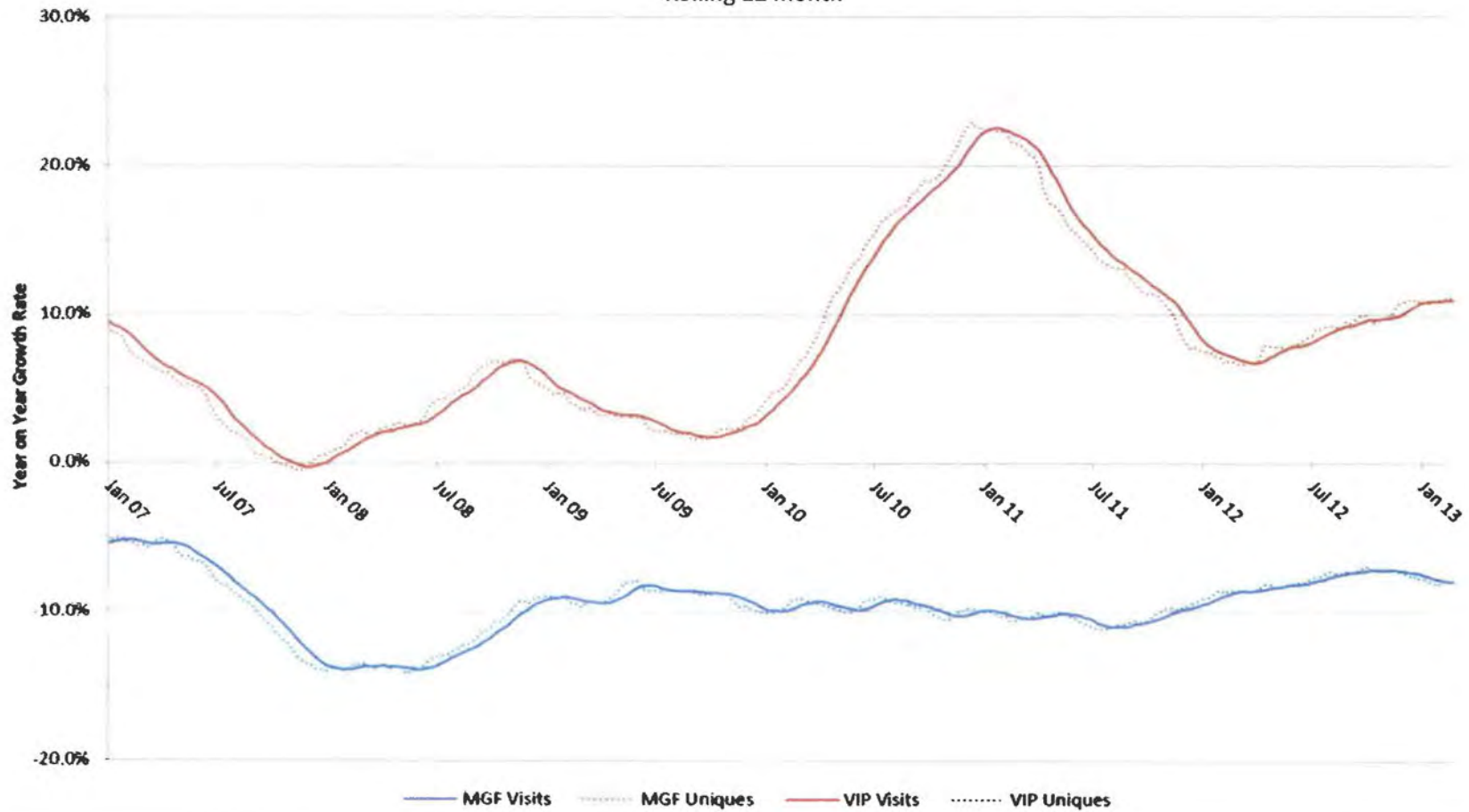
F13 Retrospective

Visitation continues to decline



Weekly Visitation and Uniques Growth Rates

Rolling 12 month



F13 Retrospective

Business Performance



Area	Key Observations – to end Feb 2013	Full Year Forecast
Revenue	<ul style="list-style-type: none"> • 3.5% Local VIP revenue growth • 20.6% Interstate VIP revenue growth • -1.2% International VIP revenue growth • -5.6% Mainstream revenue growth 	\$456.4m -0.65% budget miss
Tax	<ul style="list-style-type: none"> • \$1.2m (1.3%) under budget (combination of lower revenue and increases in Front Money programs) 	\$133.3m
Costs	<ul style="list-style-type: none"> • Commission on Front Money \$343K over budget • Payroll \$800K (4.9%) under budget • Complimentaries \$1.25m (8.6%) under budget • Loyalty Program Expenses \$603K (17.3%) under budget • Advertising & Other Marketing \$1.12m (13.3%) under budget • Other expenses \$215K (3.3%) under budget 	\$67.34m \$5.7m under budget
Contribution		\$255.8m \$4m ahead of budget

F13 Retrospective

Contributors to Business Performance



69 new game titles
 986 game conversions
 199 new machines
 Jackpot refresh
 Reconfiguration of low denom mix



Money Can't Buy Experiences
 More Events
 Relationship Management
 Improved Amenities



Focus on Customer Service
 Tailored Training
 Increasing Engagement
 Ongoing role definition



5.6% increase in Customers
 27.9% increase in Revenue
 (to \$1.6m)
 96% increase in Contribution
 (to \$473K)



3,100 unique visitors/month
 14,000 gaming visit/month
 Av Theo Win of \$8m/yr



17.2% increase in sign-ups
 Annualised 156K new sign-ups
 Capturing email/mobile details
 for 47% of sign-ups
 (from 26% in Jul 2012)
 33% of sign-ups have gaming
 activity

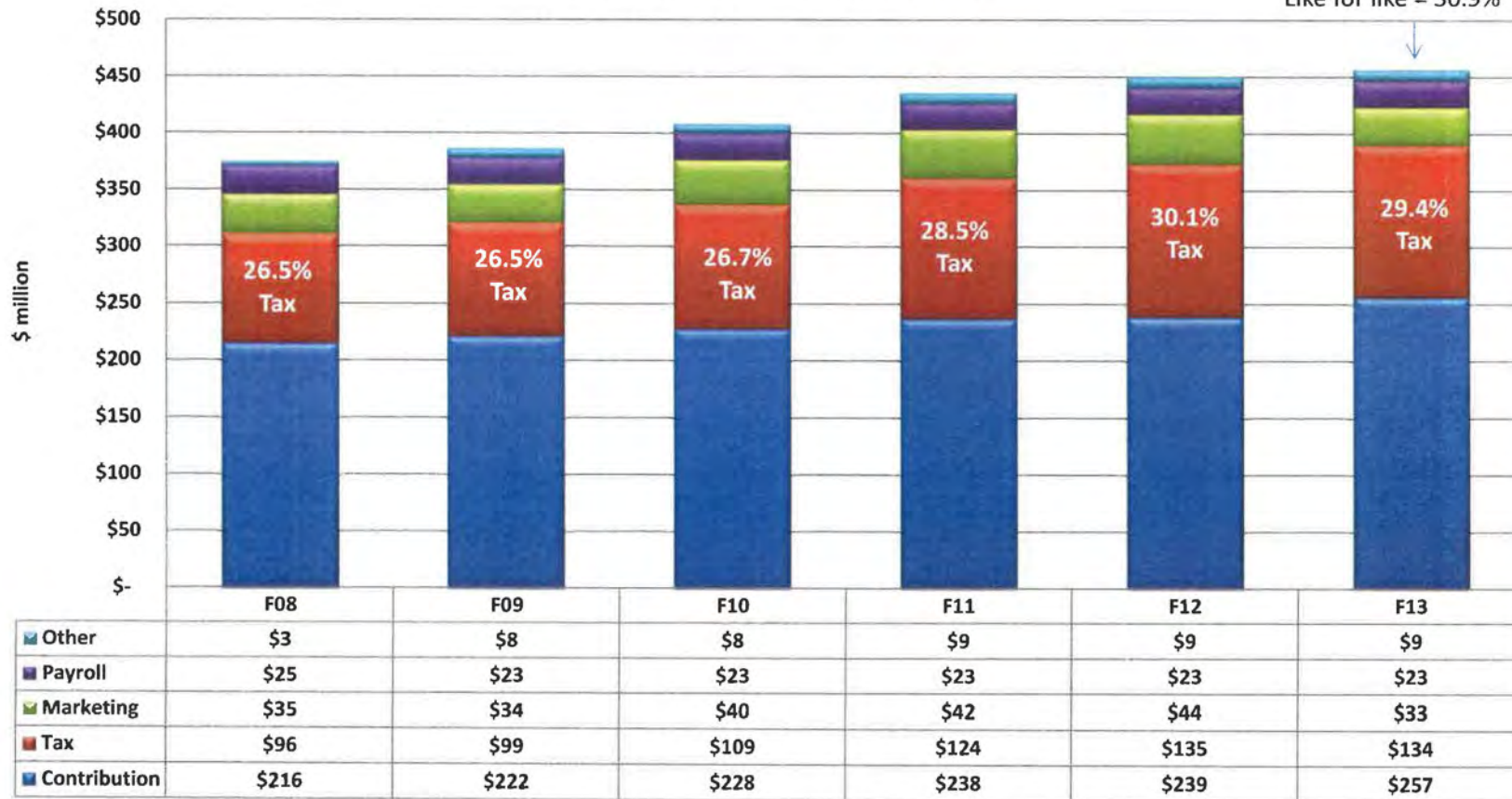
F13 Retrospective

Multi-year performance



YoY Revenue Distribution

Includes cessation of Health Benefit levy & food jackpots (\$5.5m).
Like for like = 30.9%



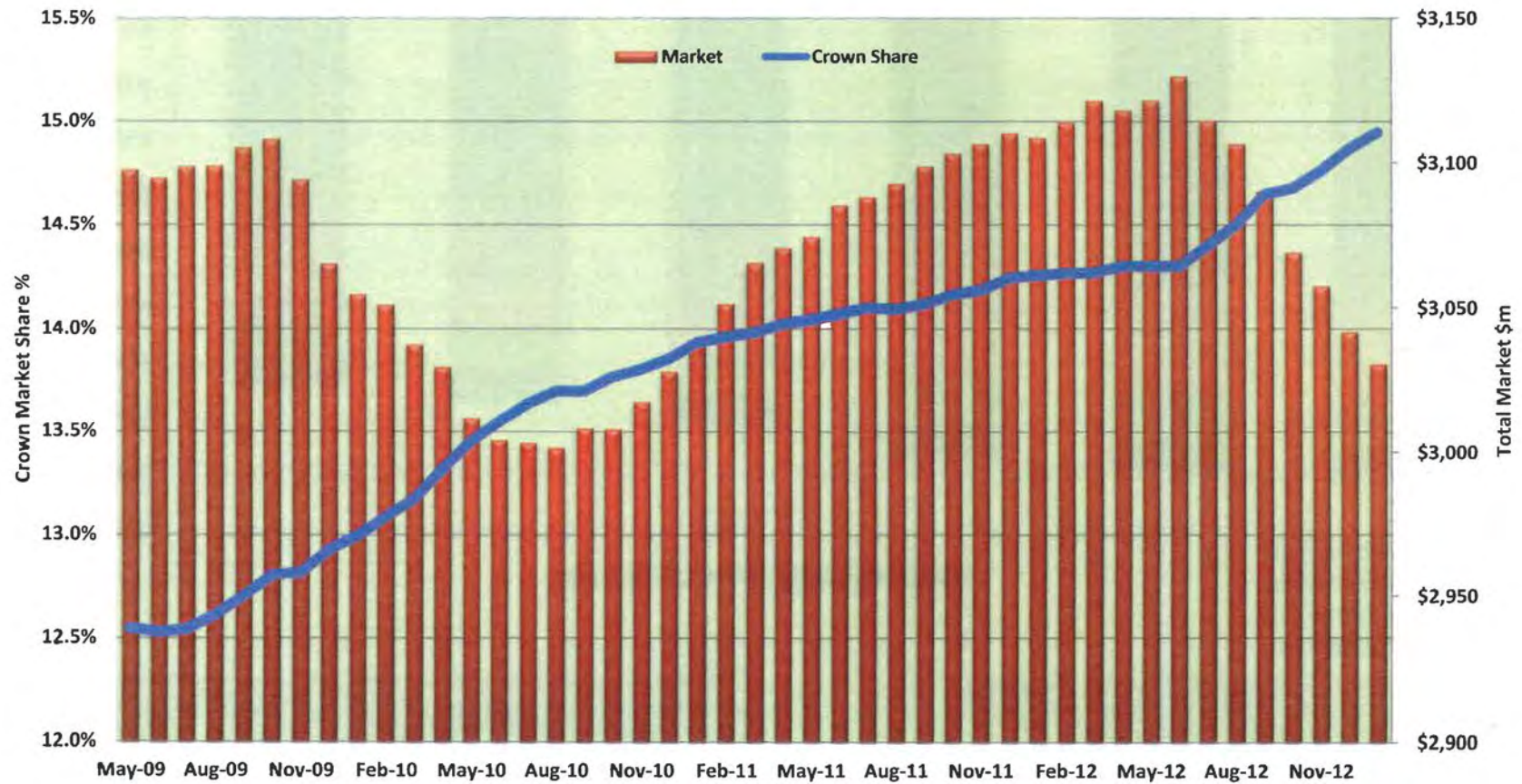
F13 Retrospective

Marketplace performance - local



Victorian Market Growth - Revenue

Crown has 8.3% of the Victorian machine base and a 14.9% share of revenue



F13 Retrospective

Marketplace performance - Australia

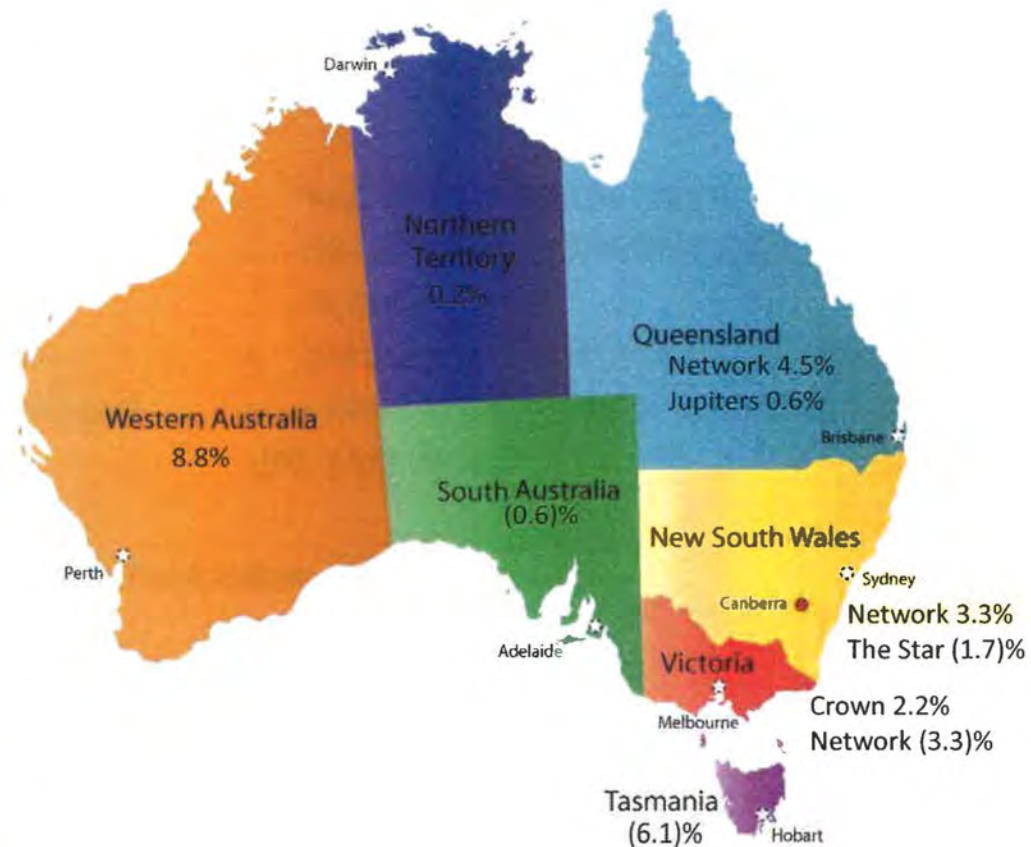


Market	Rolling 12mth revenue growth	Rolling 12mth WPM
Crown Melb	2.2%	\$495
Vic Network	(3.30)%	\$261
Crown Perth	8.8%	\$374
NSW (ex Casino)	3.3%	\$150
The Star	(1.7)%	\$434
QLD (ex Casinos)	4.5%	\$128
Jupiters	0.6%	\$256
SA (ex Casino)	(0.6)%	\$159
Skycity Adelaide	0.8%	\$173
Tasmania	(6.1)%	\$148
NT	0.2%	\$145
NZ (ex Casinos)	(2.0)%	\$129
SkyCity Auckland	(2.5)%	\$289

Network figures to end Jan

Non Crown Casino figures to end Dec

Crown result excludes food jackpot



F13 Retrospective

Staff Engagement – Focus Group Results



Overall Engagement Score of 66% (increased from 56% in 2011)

Improved results in 17 out of 23 measured areas

Top 3 Improvements

- Major change well managed (+20%)
- Management listen & develop positive atmosphere (+14%)
- Management open and honest in communication (+13%)

Top 3 Decliners

- Poor performance is managed well (-11%)
- Senior Managers explaining operational change (-9%)
- No negative consequences for expressing an honest opinion (-8%)

Action Plan

- Results rolled out across the department
- Casino Manager/Area Manager training has been focused on decliner issues
- Improved feedback & consultation
- On-going role definition

Turnover	5%	Absenteeism	2.97%	LTIFR	3.2	Incident Investigation	95.5%
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F14 Challenges/Positives



Challenges

- 3 months of refurb in West End/Riverside (Q1)
- Improved local competitor offer
 - Stability post-Intralot transition
 - Product refresh
 - Loyalty Scheme launch (ALH, RSL)
- Continued decline in Visits & Uniques
- No increases in VIP product numbers
- Competition from The Star/Jupiters for local Sig Black VIP's
- Interstate VIP decline through increased 'home casino' competition

Positives

- 9 months of no main floor disruption
- Reopening of main floor restaurants
- Refurbished Riverside room offer
- More private salons in Ultra-Black
- Expanded VIP sales/hosting team
- Game price point development
 - Denomination
 - RTP
 - Fast Play option
- Continued tactical loyalty DM / eDM
- Continued research into deductible bonuses/jackpots
- Future proofing technologies
- Re-established technology development of leading edge systems

F14 GM Business Strategies



- Promote Crown as an everyday value proposition, not just a special occasion venue (eg. drive visitation)
- Exploit the scale of Crown's gaming machine offer compared to competitor venues
- Utilise entertainment as a marketplace differentiator
- Further investment in VIP player development & amenities
- Continue to optimise game price point & revenue efficiency
- Invest in Future proofing technologies
- Continuous improvement in staff engagement, service effectiveness and career opportunities

Crown as an everyday value proposition

Key take outs from a recent on-line community survey



Crown is for special occasions

- Image & personality is not 'me'
- Upscale can be intimidating
- Crown offer is seen as more expensive
- Crown is too much hassle

Perception of a typical Crown patron

- International – whereas I am a local
- More dressed up
- Not working, or on holidays
- Hardcore gambler

Crown is expensive

- Low awareness of mid-range dining

What a local venue offers better than Crown

- Close to home
- Less hassles getting to the venue
- Friendly, comfortable atmosphere
- Multi-purpose
- Family friendly

How to bridge the gap between Crown & Local venues

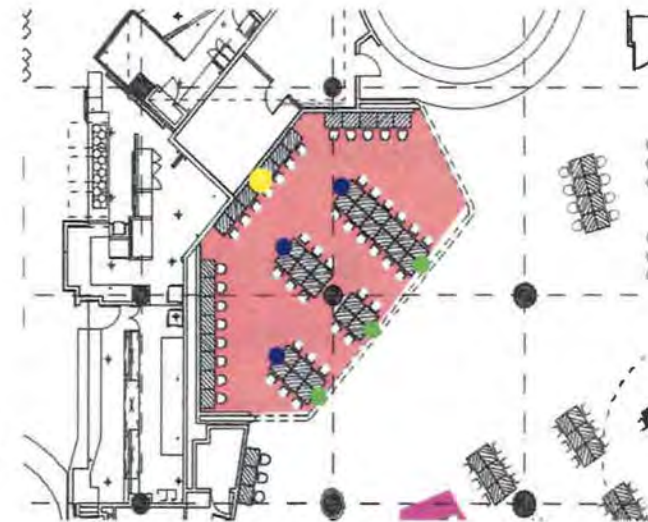
- Live music & entertainment
- Packages – food/gaming, drink/gaming
- Ease of access

Exploit the scale of Crown Gaming Machines

Main Gaming Floor Segmentation



- Create unique and memorable experiences throughout each segment of the gaming floor
- Specific segments across the MGF to meet specific needs and desires
- Each segment is defined by:
 - What is the offer ?
 - Key Characteristics
 - Primary Market
 - Marketing Requirements (A/V)



Dedicated Gaming Machine launch pad near Riverwalk entrance

Exploit the scale of Crown Gaming Machines

Improving Riverside Room to a genuine VIP offer



Current Situation

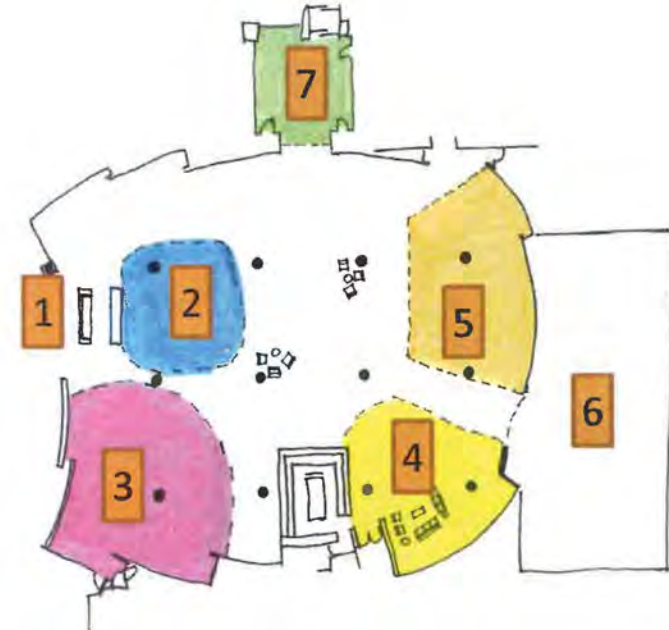
- Riverside lacks amenities of modern pub venues (eg sports betting)
- The current offer does not reflect the high value VIP play in the room

Opportunities

- Target higher value players
- Create defined segments within the room
- Improve entrance / welcome
- Innovative entertainment & promotions
- Refresh room layout and furniture
- Non-smoking destination

Implementation

- Budgeted for Sep
- Depends on Capex approval (\$700K)



1. New Entrance
2. Entertainment / Jackpots Area
3. Launch Pad
4. Lounge Area
5. High Denomination
6. Restaurant
7. Sportsbook



Exploit the scale of Crown Gaming Machines Latest Product



New Launch Pad Sept 12

First to Market

Manufacturer support

Targeted player invitations

On-floor entertainment & promotion

Major F13 Product Launches:



	<p>Launching on THURSDAY 24 JANUARY</p> <p>The Queen is back and better than ever with two standalone jackpots.</p>
	<p>Launching on THURSDAY 7 FEBRUARY</p> <p>Trigger a feature with three dragons or three tigers with a chance to multiply wins by 25 times.</p>
	<p>Launching on THURSDAY 21 FEBRUARY</p> <p>Position the wild when playing free games.</p>
	<p>Launching on THURSDAY 7 MARCH</p> <p>Collect dynamites in the feature for your chance to win prizes from four sets of reels.</p>

Exploit the scale of Crown Gaming Machines

Latest Product



Major Product Launches Planned for F14:

- Monopoly
- Ghostbusters
- Goliath (32" Wide Screen)
- Crown Game

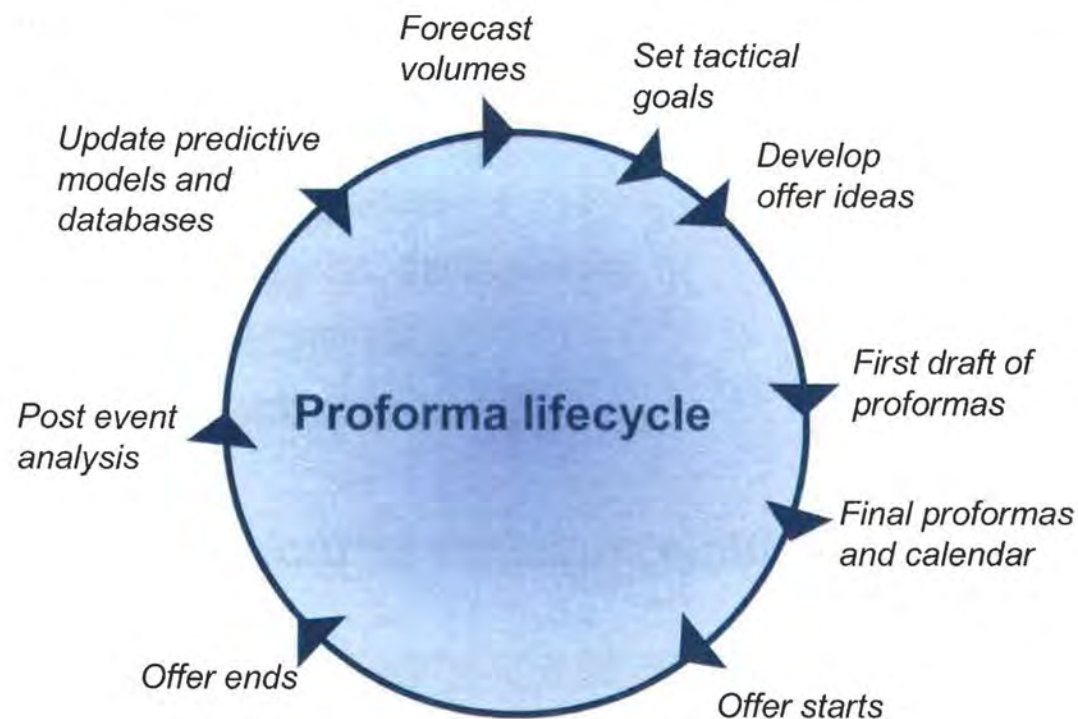


Exploit the scale of Crown Gaming Machines

Tactical Direct Marketing / electronic Direct Marketing



The Proforma process has led to closed loop process



Indicative tactical DM initiatives in F14

- Signature Your Way initiative (more on that at 2pm)
- Incliner / Decliner /At -risk
- Movie Tickets
- Gift Offers
- Hotel/F&B Offers
- Point Multipliers
- Bonus Pokie Offers
- Regular tactical marketing schedule

Exploit the scale of Crown Gaming Machines

Enhanced presence on-line



Expand Gaming Machine presence on-line

Ability to promote

- Latest Product
- “Live” Jackpots
- Winners Wall
- Video Star Challenges
- Bingo



Entertainment as a marketplace differentiator

Tactical Initiatives to create Entertainment & Excitement



F13 key initiative
Video Star Challenges



F14 key initiative
Member Money Jackpot Nights



Entertainment as a marketplace differentiator

Bingo



Bingo is one of the most widely played numbers games in the world

Bingo continues to be a focus to drive volume via:

- Niche Marketing
 - *Double Deluxe (Sun / Mon)*
 - *Victorian Bingo Championships*
 - *Win this Car*
 - *Golden Ball Bingo*
 - *Regression Jackpots*
- Tweaking the Game eg Double Number
- New Generation of Players

Bingo at Crown delivers \$8m Gaming Revenue



Invest in VIP player development & amenities

Protect and Grow VIP player base



Success through strong Customer Relationships – F13 positives

- Leadership presence into Markets in Melbourne and in their home Market
 - E.g. Top 10 Dinners
 - Golf/Events
 - One on One Dinners
- Expanded Customer Relations Team – Local
- Additional QLD based Sales Resources
- Internal Crown Relationships (Hotels, F&B, Marketing – Ann & Jo)
- Events, including new events
- Access to Crown's VIP assets through relationships with Ishan

Threats to VIP

- Major Competitors
 - Echo
 - Singapore Casinos
 - Macau Casinos
- Competitors now understand and value VIP Slots
- Competitors Increasing marketing funds to attract customers
 - Rooms
 - Flights
 - Events
 - Cash in Hand

Invest in VIP player development & amenities

Additional Sales & Player Development staff needed for F14



VIP success relies on:

- Product – the right games, price point, jackpots
- Amenities – privacy, room design, food & bev, events, etc
- Service – bookings, queries, greetings, in-room support
- Relationships – events, dinners, “the unexpected”

Current VIP Player Numbers by tier

- | | | |
|------------|-------|---|
| • Black | 340 | } 3 x Player development Hosts
24 x 7 Service Execs/Room managers covering Teak Room
Platinum Salon, Black Salon & Ultra Black (32 FTE's) |
| • Platinum | 1,800 | |
| • Gold | 8,000 | |

Additional Resources to Support VIP growth

- Increase Player Development team to personalised hosting model
- Expanded Interstate sales & marketing team
- Dedicated service support to International customers

Invest in VIP player development & amenities

Success of Ultra Black & Expansion of Salons

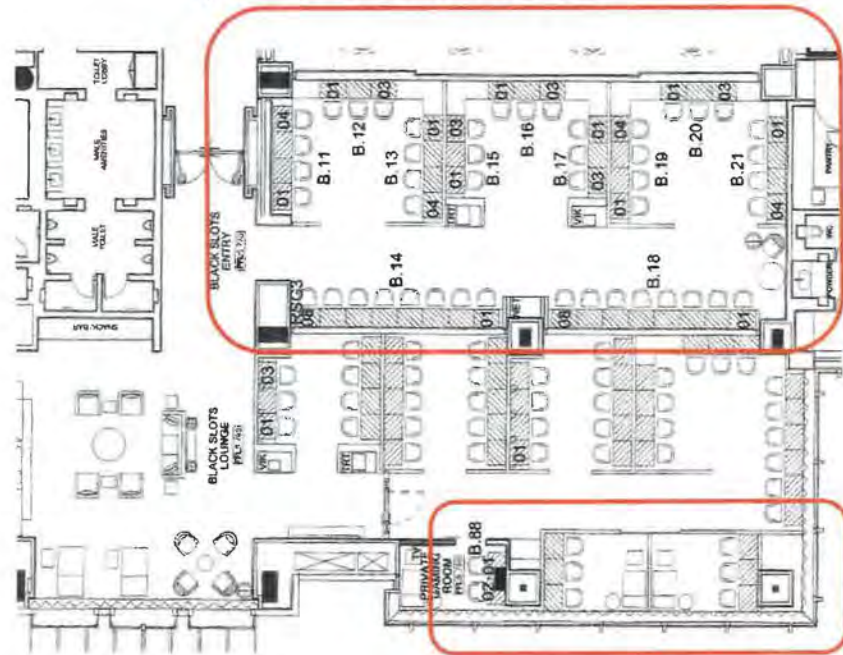


Expanded Signature Black salon opened 6 Sep 2012, giving 47 additional machines. Original space converted to "Ultra Black"

Ultra Black – the success story

- Privacy
- No guest policy
- High Denomination
- Product Choice
- Service
- Jackpots
- Minimum criteria - Average Bet \$30

Performance is 7 times Floor Average



F14 Capex request (\$360K) to modify the Ultra Black room to cater for an additional 2 private salons

Invest in VIP player development & amenities Enhanced VIP Marketing



Front Money Programs (Interstate & International VIP Slots)

- Added \$150k buy-in program – 0.2% increase in points/commission
- \$250k buy-in program – 0.5% increase in points/commission

Referral Agents

- Commenced (manually) – automation in F14

“Lucky Money”

- Important tool for Interstate/International
- The lucky money model will be further enhanced in F14

Events/Marketing

- An integral component to VIP marketing
- Existing events have been built-on for success
(eg Golf Championship Series into State of Origin, Video Star Challenge into 3 day VIP events)
- F14 will see continued creativity in events & marketing opportunities

Continue to Optimise

Game price point & Revenue efficiency



- Investigate & develop further tax deductible initiatives

- Game price point development

Denominations (6c and 8c)

Fast Spin (double tap)

RTP (Distribution of Base Game to Jpks & Bonusing)

- Further patron profitability initiatives

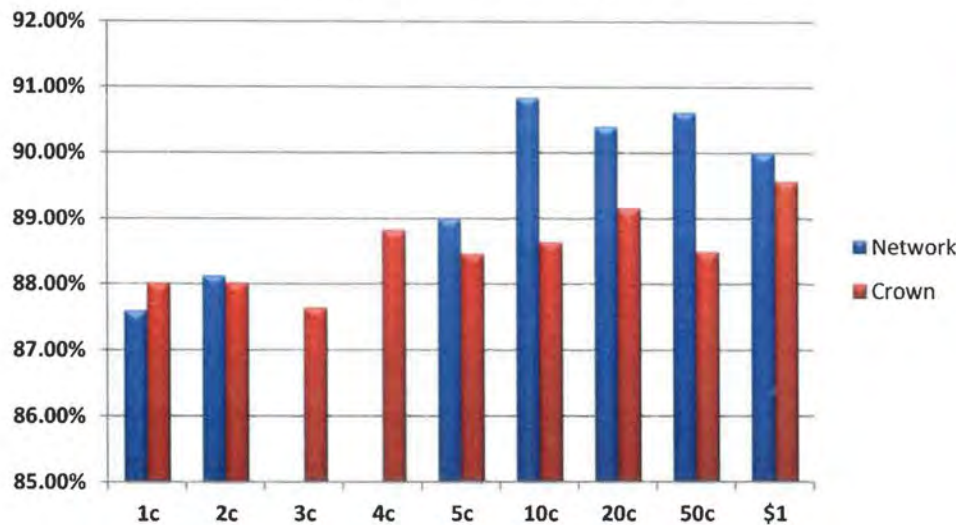
“Provide a profitability view of all costs and revenues directly associated with rated customers”



Crown Gaming Machine RTP



Main Floor RTP spread



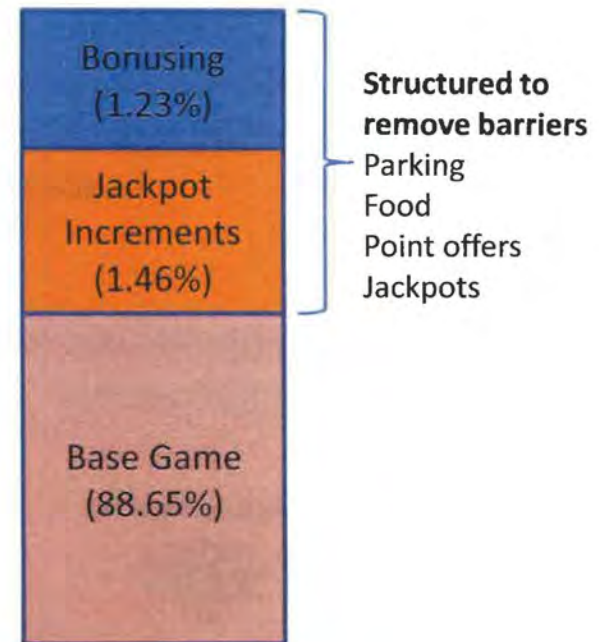
Venue average weighted game RTP

(based on denomination distribution)

Crown: 88.65%

Venues: 88.68%

PIP estimated revenue benefits through a reduction in game RTP starting at \$2.7m after on-floor trialling



Overall Crown

Theo RTP

91.34%

Invest in Future Proof Technologies

Pre-Commitment



Scope

- State-wide voluntary PC by 1 Dec 2015
- Crown is included in the State-wide system

Impact on Crown

- Capital cost to integrate with Intralot (circa \$8.75m with Intralot equipment)
- Changes to Loyalty legislation
- Potential changes to operation of machines in specified areas
- Activity statements may be required to be provided by Intralot
- Gaming machine software changes for Dynamic Warning messages



Australian Government

Scope

- National voluntary PC by 1 Jan 2019
- One PC system per State

Impact on Crown

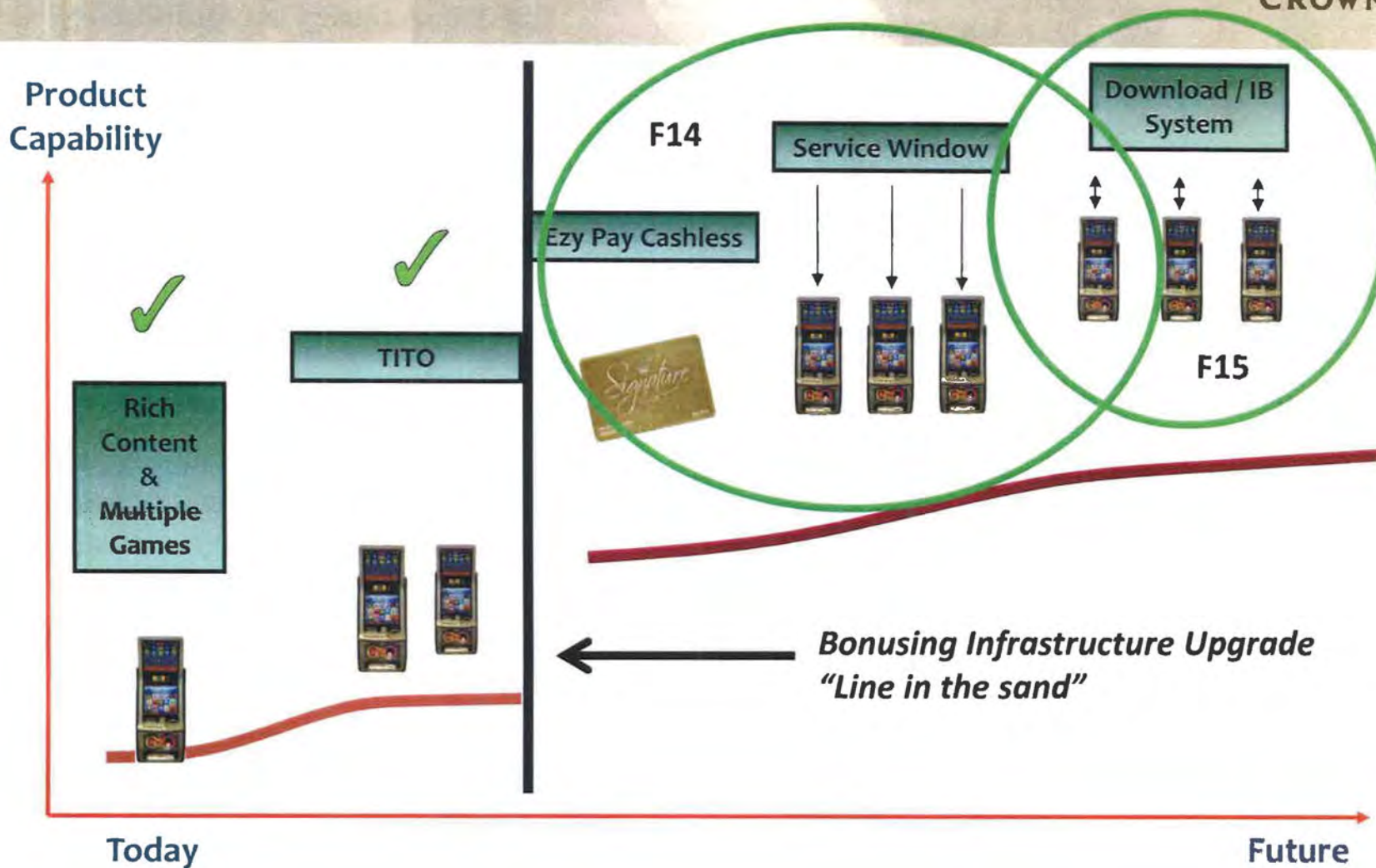
- Probably no additional impact on top of the Vic Requirements
- Possibility of different dynamic message requirements that could flow onto gaming machine software costs

Invest in Future Proof Technologies

The Crown Roadmap



Product
Capability



Invest in Future Proof Technologies

The Crown Roadmap – Key Projects



Cashless Upgrade

- Core functionality for VIP Patrons
- Unsupported Hardware
- Unsupported Software
- Implementation Sept 13

Bonusing System Upgrade:

- Core Business Functionality
 - Loyalty / Jackpots / Bonusing
- No Enhancements Path on current system
- Access to New Bonuses
- Pre requisite for Cashless Upgrade
- Implementation Sept 13

Service Window:

- Removes Legacy Hardware
- Improves Player Experience
- Enhanced Player Convenience
- Access to Intelligent Bonusing functionality
- Multi-media Capability
- Potential Integration with State-wide PC
- Trial in F14

Downloadable Gaming:

- Central Configuration Management:
 - Game / Linage
 - Price Point
 - RTP
- Pre requisites are:
 - Bonusing Upgrade
 - Manufacturer Support
- Possible Trial in F14

Invest in Future Proof Technologies

Player Interface



Our Staff

Major Projects for F14



- Workplace performance management**

 - Training in Fair Work Australia best practice
 - Revise all SOP's and work instructions – and train to them
 - Implement consistent onboarding & induction

- Structural realignment of VIP service**

 - Complete Job analysis & redesign
 - Development of cross-training for Managers & Service Execs

- Customer service**

 - Partner with Crown College to develop customer service training syllabus

- OH&S**

 - Continue to promote a strong culture around OH&S
 - Develop succession plans for OH&S leadership

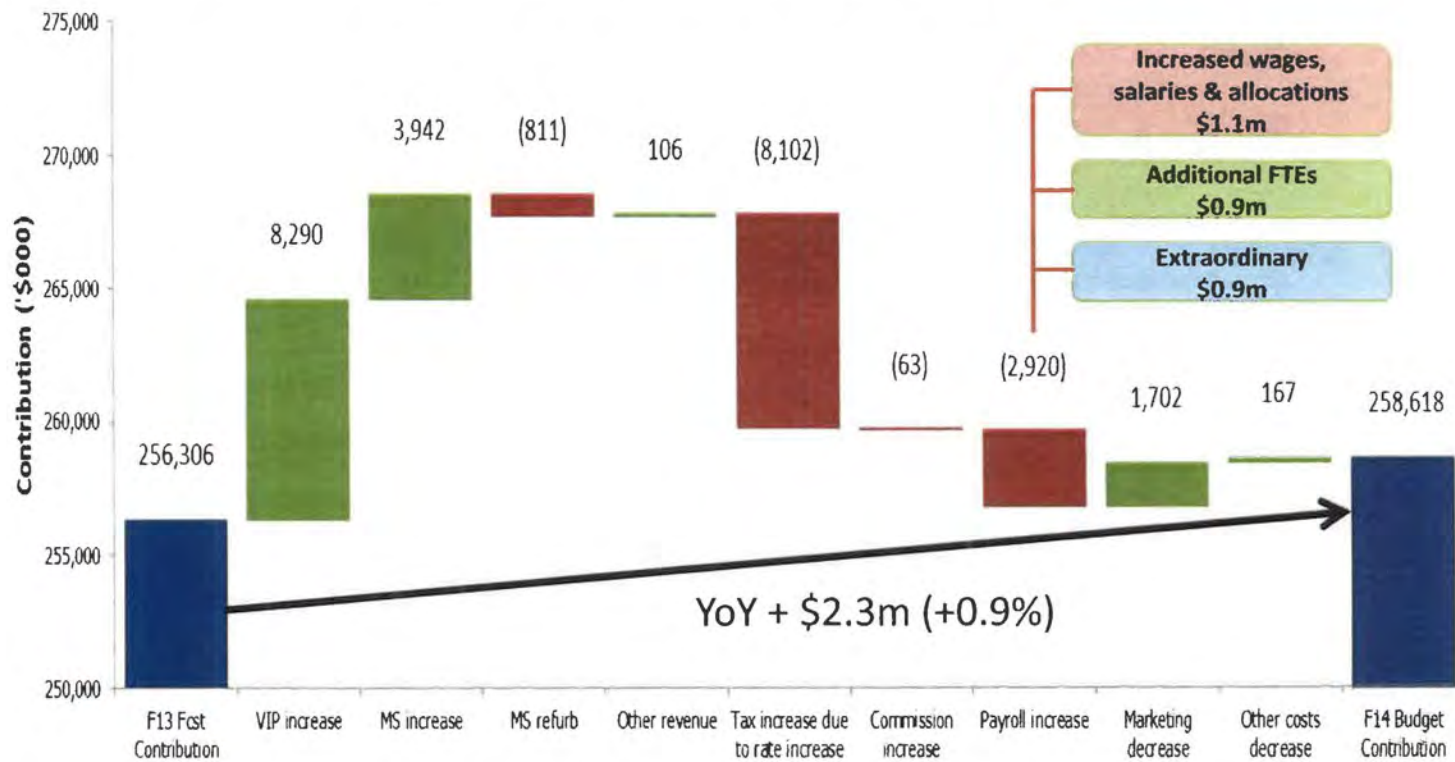
- Engagement**

 - Conduct surveys and focus groups
 - Increase engagement survey score
 - EGM dinners

F14 Financials



GAMING MACHINES F13 TO F14 CONTRIBUTION RECONCILIATION



F14 Roll forward – Revenue & Tax



Revenue	Increase in VIP volumes by 6.1%	12,191	
	Increase in Riverside volumes by 2.3%	975	
	Increase in MGF volumes by 2.0%	4,441	
	Decrease due to MGF refurb	-811	
	Other Revenue	106	
Total Revenue			16,901
Gaming Tax	Increase in revenue growth	-5,375	
	Increase in tax rate by 1.72%	-8,102	
Total Gaming Tax			-13,477
Commissions - Program Play	Increase in Commission due to increase in program play revenue		-63

F14 Roll forward- Payroll



	<u>FTEs</u>	
<u>Increase in Wages, Salaries and Allocations</u>		
Increase in rates - Salaried		-407
Increase in rates - EA		-420
Increase in Mahogany reception allocation		-20
Increase in Teak service exec allocation		-164
Gaming Apps Strategy Manager allocation change	0.2	-41
 <u>Full year impact of roles hired part way in F13</u>		
Commercial Manager		-55
VIP International Sales Manager (promotion)		-29
VIP Sales Manager		-14
 <u>Additional Salaried FTEs</u>		
Red Carpet Sales	1	-74
Entertainment Assistants	2	-127
Teak Service Executive	3	-227
VIP Customer Relations Manager	1	-105
VIP Sales Manager - Other States	1	-93
SVP International Sales	0.75	-154
International Service Manager	0.5	-56

F14 Roll forward- Payroll (continued)



<u>Additional EA FTEs</u>			
Technician	0.85	-74	
<u>Other</u>			
VIP Sales & Marketing Bonuses		-575	Previously Corporate cost
Tech labour to Projects		-320	Capitalised to MGF refurb in F13
Government subsidies		-86	
Increase in FBT (15% inc v 30% F13)		-43	
Increase in penalties / TIL		-22	
Increase in superannuation increase (to 9.25%)		-52	
Decrease in workcover allocation due to claim trends and actuarial estimate		153	
Decrease in workforce planning allocation		99	
Other		-16	
			-2,920

F14 Roll forward – Marketing



Marketing	<u>Complimentaries / Loyalty</u>		
	Increase in costs due to volume growth	-304	
	Increase in price of Hotel	-214	
	Decrease due to food bonusing jackpot	660	
	Decrease due to parking bonusing jackpot	37	
	Increase in Limousine due to CPI	-31	
	Decrease in Beverage cost due to F&B management fee	857	
	Decrease in comp F&B outlet costs	763	
	Other	-47	
	<u>Advertising & Other Marketing Costs</u>		
	Decrease in Loyalty Allocation	442	
	Increase in Corporate Marketing Allocation	-146	
	Increase in Direct Mail	-75	
	Increase in Promotions / Events	-242	
Total Marketing			1,702

F14 Roll forward – Other Costs



Other Expenses	Decrease in Promotions / Events	261	
	Increase in Training	-11	
	Decrease in Travel, Accommodation & Meals	227	
	Entertainment		
	Increase in Maintenance Contracts due to new bonusing system	-337	
	Increase in Printing, Stationary & Supplies by CPI	-41	
	Decrease in WoF machines	191	
	Increase in Cleaning and Maintenance allocation	-35	
	Increase in Other	-89	
Total Other Expenses			167

F14 Financials



	Budget	Forecast	Variance		Actual
	F14	F13	F/(U)	F/(U)	F12
	\$'000	\$'000	\$'000	%	\$'000
Total Gaming Machines					
Turnover	5,425,402	5,231,816	193,586	3.7%	5,113,120
Win	471,031	454,235	16,796	3.7%	448,511
Jackpot adjustments	0	153	(153)		(80)
Other Revenue	3,000	2,741	259	9.4%	2,659
Total Gaming Revenue	474,031	457,130	16,901	3.7%	451,091
Gaming Tax	146,957	133,480	(13,477)	(10.1%)	134,787
Commission	1,360	1,298	(63)	(4.8%)	895
Payroll & On Costs	26,292	23,373	(2,920)	(12.5%)	23,365
Total Marketing Expense	31,476	33,178	1,702	5.1%	43,705
Other Expenses	9,328	9,495	167	1.8%	9,391
Net Contribution	258,618	256,306	2,311	0.9%	238,947
Key Financial Performance Indicators					
Win %	8.68%	8.68%		(0.00%)	8.77%
Win / Machine / Day	\$516.20	\$497.79	\$18.41	3.7%	\$490.18
Gaming Tax to Revenue %	31.0%	29.2%		(1.8%)	29.9%
Payroll to Revenue %	5.5%	5.1%		(0.4%)	5.2%
Marketing to Revenue %	6.6%	7.3%		0.6%	9.7%
Other Expenses to Revenue %	2.0%	2.1%		0.1%	2.1%
Net Contribution %	54.6%	56.1%		(1.5%)	53.0%

F14 - CAPEX



BASE CAPEX

Business Unit Submission Number	Description of Item	F14 Capital Expenditure \$
1	Gaming Machines Hardware Pool	\$ 16,000
2	Gaming Machines Software Pool	\$ 89,600
3	Gaming Machines Hardware & Software	\$ 8,322,250
4	Bonusing Jackpots & Innovation	\$ 1,405,250
5	Cashless & Bonusing System Upgrade	\$ 600,000
6	Gaming Machines B1 Store	\$ 34,301
7	Casino Managers Office	\$ 42,888
Total Base Capital Expenditure		\$ 10,510,289

F14 - CAPEX



MAJOR PROJECT CAPEX

Business Unit Submission Number	Description of Item	F13 Capital Expenditure \$	Comments
1	Black Slots Expansion	\$ 355,050	Reconfigure layout of Ultra Black room to allow for the installation of 2 additional private top tier salons
2	Riverside Refurbishment	\$ 681,843	Entrance relocation /new gaming furniture / signage / screens
3	Level 2 Crown Towers Office Refurbishment	\$ 850,000	Refurbished office environment for operations of VIP Gaming Machines, Premium Table Games, VIP International, VIP Services and Hotel Finance teams on Level 2 of Crown Towers.
4	MGF - Gaming Furniture & Signage	\$ 800,000	Completion of F13 project - replacement of gaming furniture - split 50% Tgames / Gmachines - total project \$1.6m
	Total Major Capital Expenditure	\$ 2,686,893	

F14 – Margin Improvement Projects



Project #	Project Name	Risk Rating 0 (No Risk) 1 (low Risk) 2 (Medium Risk) 3 (High Risk) 4 (Extremely High Risk)	(R) Revenue (C) Marketing/Loyalty (C) BOH Labour (C) FOH Labour (C) Other Expenses	Included in Business Plan Budget (Y/N)	Savings to Be Allocated? Y/N	Detail / Objective	Once Off / Ongoing	Target Implementation (When Benefit Begins)	Total Annual Project Contribution Improvement \$'000	F14 Contribution on Improvement \$'000	
1	Wheel of Fortune Machines	1	C - Other Expenses	YES	NO	Reduce the number of Wheel of Fortune machines by removing the machines with low activity, to save on daily lease cost.	Ongoing	Jul-2013	\$ 189	\$ 189	
2	Audio Visual hire for Bingo	1	C - Other Expenses	YES	NO	Staging Connections will continue to provide AV equipment but at a lower cost	Ongoing	Jul-2013	\$ 67	\$ 67	
3	Comp Bev	1	C - Other Expenses	YES	NO	Modifications to complimentary beverage issuance process. Stop service at device in Teak; Charge for barista coffee in Riverside	Ongoing	Jul-2013	\$ 763	\$ 763	
4	Travel, Entertainment, Meals	1	C - Other Expenses	YES	NO	Reduction in international travel and accommodations costs, as well as reduction in off-site spending by regional sales teams.	Ongoing	Jul-2013	\$ 227	\$ 227	
									Total MIP	\$ 1,246	\$ 1,246



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F13 Retrospective

Annualised FTE distribution



		F08	F09	F10	F11	F12	F13	
Mgt	Total	5.00	5.00	6.00	6.00	6.00	6.00	
Mainstream	Casino Manager	4.50	7.00	7.50	6.50	6.95	7.00	
	Area Manager	20.38	16.50	13.50	13.50	15.00	12.84	
	Attendants	169.44	143.40	128.32	113.82	116.31	115.36	
	Entertainment	3.00	3.00	3.81	4.00	2.00	10.30	
	Signature Recruiting	96.68	20.08	20.98	19.82	23.60	22.22	
	Red Carpet	3.80	4.00	2.00	2.60	2.60	2.60	
	Riverside	2.00	20.60	23.00	24.40	23.31	21.31	
	Technicians	24.00	25.00	25.00	25.00	25.30	27.30	
	Admin	4.22	6.32	7.32	5.90	5.90	5.90	
	Beverage Program	17.10	14.60	13.18	12.76	2.00	Redundancy	
	Cloak Room			18.12	Redundancy			
	VIP	Operations	21.80	25.00	25.50	32.50	33.50	42.98
		Player Development	2.00	2.00	2.00	2.00	3.00	4.00
Sales/Mktg		3.00	7.00	7.00	9.00	10.00	11.00	
Product/Strategy	Product/Projects	8.00	8.00	8.00	7.00	7.00	8.00	
	Marketing	4.00	4.00	4.00	4.00	3.00	3.00	
Total		380.92	303.50	307.23	279.80	276.47	287.81	

Supporting enhanced on-floor entertainment – all rooms, all tiers

From F13, a single management of Teak Room service, 9 FTE's charged to Table Games

Opening of Mahogany slot salons



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Entertainment as a marketplace differentiator



F14:

- New Video Star Challenges

- Footy
- SRC – Racing Theme

- Showtime

- Roll for Cash

- Member Money Jackpot Nights



F13 Retrospective

Distribution of Gaming Machines Marketing Budget Spend



Expense	%Total	% Split	% VIP	% MGF	
Complex Wide Mktg	3.06%	3.06%		3.06%	
Events	15.64%				
- Gold/Platinum		1.59%	1.59%		
- Cash Draws/Very VIP events		4.80%	4.80%		
- Riverside		0.03%		0.03%	
- Mainfloor		0.58%		0.58%	
- Bingo		8.64%		8.64%	
Promotions	3.7%				
- VIP (Black, Platinum & Gold)		0.81%	0.81%		
- Riverside		0.91%		0.91%	
- Mainfloor		1.98%		1.98%	
Loyalty Club Program	43.35%				
- Food		24.04%	6.68%	17.35%	Fully deductible
- Hotel (including FM Program)		8.81%	7.82%	0.99%	
- Parking		5.81%	2.88%	2.93%	
- Allocated Costs		4.69%	2.35%	2.35%	
Loyalty Club Complimentary	9.44%				
- Ticketing		3.43%	3.43%		
- Travel (including FM Program)		3.04%	3.04%		
- Comp		1.62%	1.62%		
- Gaming Offers		1.35%	0.17%	1.18%	
Comp Beverage	22.02%	22.02%	16.41%	5.60%	Reduced to x% during F13
Direct Mail	1.30%	1.30%	0.19%	1.10%	
Other tactical marketing	1.50%	1.50%	0.01%	1.50%	
Total			50.98%	49.02%	