

Allens

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19 June 2021

Mr Craig Phillips
Ms Abigail Gill
Ms Kate Gill-Herdman
The Solicitors Assisting the Royal Commission
Into the Casino Operator and Licence
Personal Information

Dear Mr Phillips, Ms Gill and Ms Gill-Herdman

Royal Commission into the Casino Operator and Licence

We refer to Notices to Produce NTP-138, NTP-140, NTP-141, NTP-145, NTP-146, NTP-147, NTP-148, NTP-149, NTP-150, NTP-152, NTP-153 and NTP-154 issued by the Commission under cover of your letters dated 8 June 2021. Crown apologises to the Commission for the delay in producing documents in response to these notices.

We will shortly send you a link to a load file containing documents produced in further response to the notices. As the Commission will appreciate, there is significant overlap in these notices. The documents which have been and are being produced have been provided from a number of sources within Crown and generally marked as responsive to NTP-147 and NTP-148 (although some documents have been marked as responsive to other notices) notwithstanding that they are also, strictly speaking, responsive to the category descriptions in other notices. Crown reserves the right to provide updated coding in respect of the documents in the event the Commission requires it to identify where a document is relevant to one of the individual directors or employees to whom a notice was issued.

Crown also notes the potentially significant scope of some of the categories in the notice – in particular the categories which require production of all documents relating to:

- the calculation of Gross Gaming Revenue insofar as it relates to the deductibility of the Relevant Expenses; and
- the impact on Crown's net revenue of deducting the Relevant Expenses from the calculation of Gross Gaming Revenue.

We note that there are a number of documents which are generated on a daily basis within Crown which record the calculation of Gross Gaming Revenue, including by reference to the Relevant Expenses. Examples of these documents are included with this letter. We are instructed that production of all such documents would be a significant exercise involving the review and production of thousands of documents. Crown is willing and able to produce all such documents should the Commission require it to do so; alternatively Crown is able to produce a representative sample, or batches of the documents corresponding to particular periods.

The Solicitors Assisting the Royal Commission
into the Casino Operator and Licence

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The production also includes a small number of documents which are responsive to Notice to Produce NTP-164 which were inadvertently omitted from the production of documents responsive to that notice made on 15 June 2021. The document identification numbers for those documents are:

- CRW.512.139.0049
- CRW.512.139.0050
- CRW.512.139.0001
- CRW.512.139.0057
- CRW.512.131.0329
- CRW.512.147.0753
- CRW.512.147.0756
- CRW.512.147.0779
- CRW.512.147.0782
- CRW.512.139.0051

Non-publication of certain information

Crown reserves its position in respect of any personal identifying information or other information in any of the documents it has produced which may be the subject of an application for a non-publication or restricted publication order.

Yours sincerely

Andrew Maher
Partner
Allens

Belinda Thompson
Partner
Allens

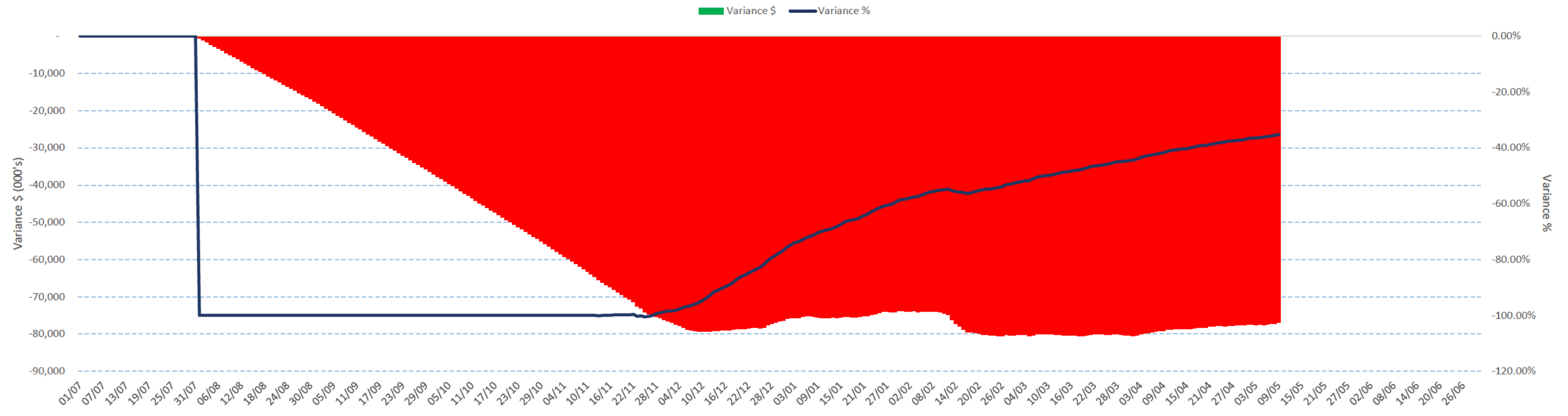
Matthew McCarthy
Managing Associate
Allens

EGM Daily Revenue - Crown Melbourne

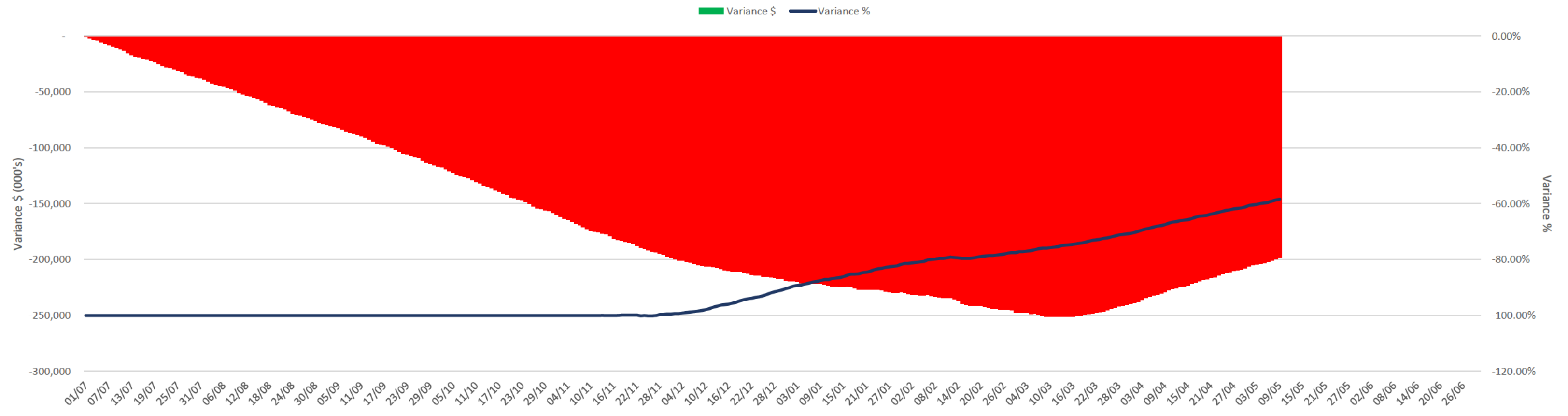
		Current Week										MTD		YTD	
		Mon, 03/05	Tue, 04/05	Wed, 05/05	Thu, 06/05	Fri, 07/05	Sat, 08/05	Sun, 09/05	WTD	Week					
Turnover (\$K)	Total	9,244	8,876	10,342	10,332	15,163	17,041	15,439	86,437	86,437	117,443	1,761,676			
	Av Last 4 Wks	10,857 -15%	9,828 -10%	10,977 -6%	11,201 -8%	14,625 4%	17,970 -5%	13,716 13%	89,174 -3%	89,174	-	-			
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	4,460,842 -61%			
	Budget	8,832 5%	9,092 -2%	9,641 7%	10,540 -2%	14,052 8%	16,659 2%	14,360 8%	83,177 4%	83,177	113,978 3%	2,835,817 -38%			
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%			
Win (\$K)	Total	545	757	657	905	1,356	1,270	1,369	6,859	6,859	9,412	141,381			
	Av Last 4 Wks	897 -39%	769 -2%	920 -29%	849 7%	1,187 14%	1,512 -16%	1,173 17%	7,307 -6%	7,307	-	-			
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	339,587 -58%			
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	348,268 -59%			
	Budget	680 -20%	700 8%	744 -12%	813 11%	1,080 26%	1,280 -1%	1,105 24%	6,401 7%	6,401	8,771 7%	218,337 -35%			
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%			
	Ex. Bonus Jackpots	560 -3%	771 -2%	671 -2%	921 -2%	1,377 -2%	1,290 -2%	1,389 -1%	6,979 -2%	6,979	9,573 -2%	143,867 -2%			
Hold %	Total	5.89%	8.53%	6.35%	8.76%	8.94%	7.45%	8.87%	7.93%	7.93%	8.01%	8.03%			
	Av Last 4 Wks	8.26% -29%	7.82% 9%	8.38% -24%	7.58% 16%	8.12% 10%	8.41% -11%	8.55% 4%	8.19% -3%	8.19%	-	-			
	Last Year	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	7.61% 5%			
	Last Year Ex. BJ	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	#DIV/0! #DIV/0!	7.81% 3%			
	Budget	7.69% -23%	7.70% 11%	7.72% -18%	7.71% 14%	7.68% 16%	7.68% -3%	7.70% 15%	7.70% 3%	7.70%	7.70% 4%	7.70% 4%			
	Forecast	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	0.00% 0%			
	Ex. Bonus Jackpots	6.06% -3%	8.68% -2%	6.49% -2%	8.91% -2%	9.08% -2%	7.57% -2%	9.00% -1%	8.07% -2%	8.07%	8.15% -2%	8.17% -2%			
WPM	Total	207	288	250	344	516	483	521	373	373	398	523			
	Av Last 4 Wks	341 -39%	293 -2%	350 -29%	323 7%	452 14%	575 -16%	446 17%	397 -6%	397	-	-			
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	448 17%			
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	460 14%			
	Budget	259 -20%	267 8%	283 -12%	309 11%	411 26%	487 -1%	421 24%	348 7%	348	371 7%	807 -35%			
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%			
	Ex. Bonus Jackpots	213 -3%	293 -2%	255 -2%	350 -2%	524 -2%	491 -2%	528 -1%	379 -2%	379	405 -2%	532 -2%			
Patron Hours	Total	5,812	6,295	6,613	7,219	9,708	13,273	12,602	61,522	61,522	86,171	1,206,941			
	Av Last 4 Wks	7,374 -21%	6,627 -5%	7,221 -8%	7,607 -5%	10,247 -5%	13,819 -4%	10,916 15%	63,809 -4%	63,809	-	-			
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	3,391,346 -64%			
	Budget	6,757 -14%	6,957 -10%	7,376 -10%	8,064 -10%	10,752 -10%	12,746 4%	10,987 15%	63,639 -3%	63,639	87,206 -1%	2,169,714 -44%			
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%			

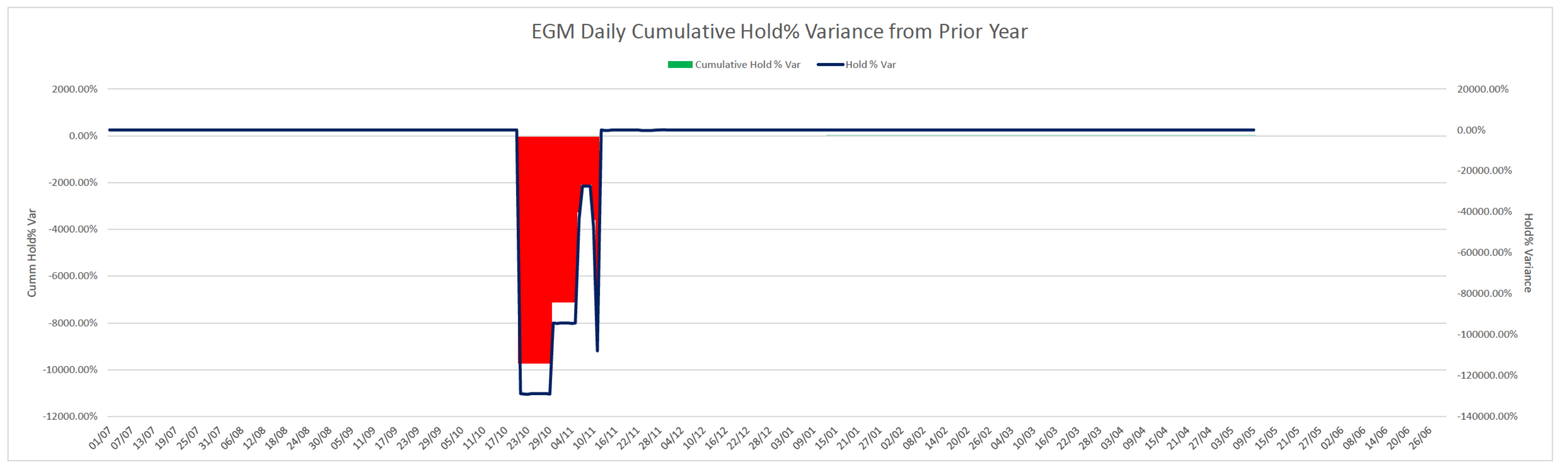
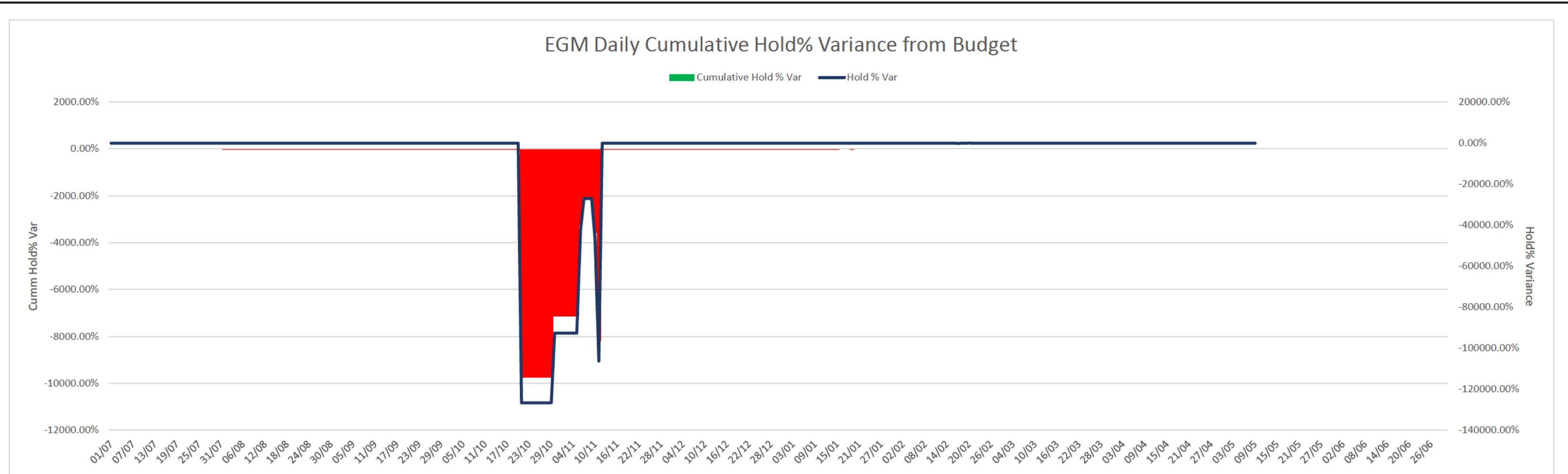
*Today's results are based on load date. Results for past days, WTD, MTD and YTD are based on the latest position.

EGM Daily Cumulative Revenue Variance from Budget



EGM Daily Cumulative Revenue Variance from Prior Year



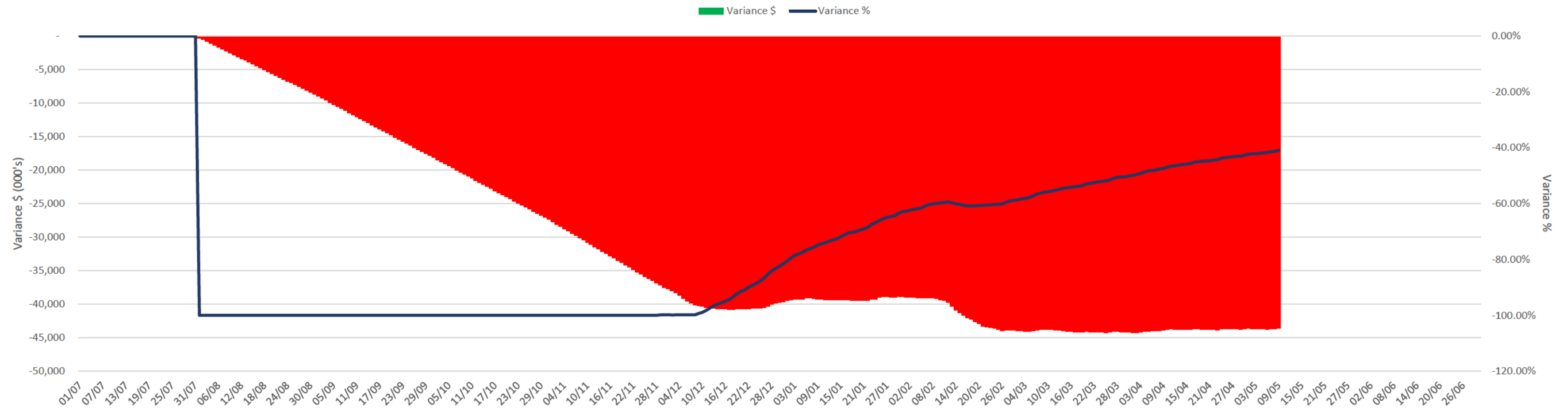


Main Gaming Floor EGM Daily Revenue - Crown Melbourne

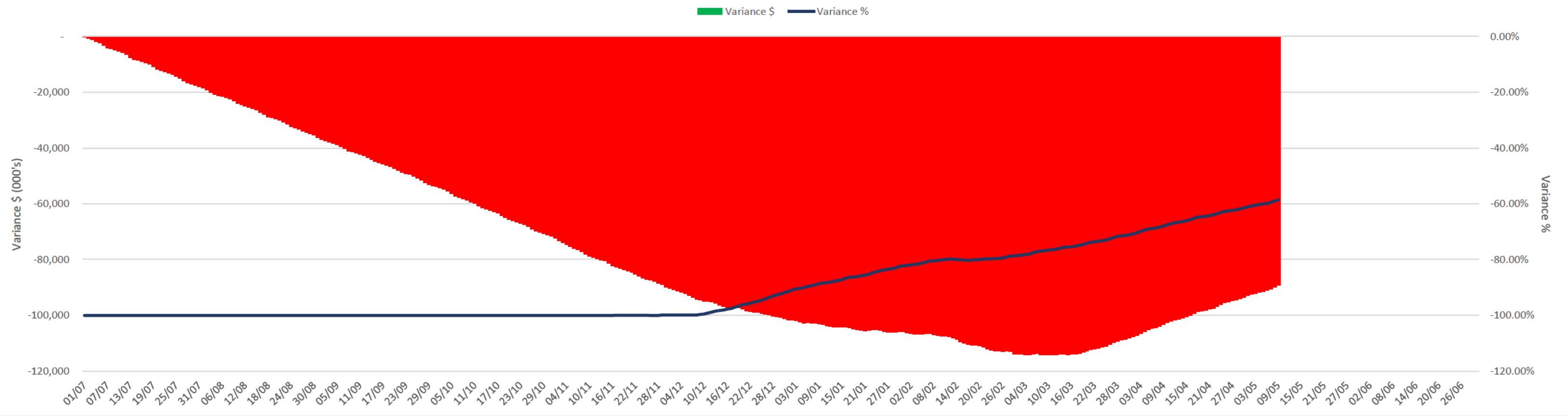
		Current Week									MTD	YTD
		Mon, 03/05	Tue, 04/05	Wed, 05/05	Thu, 06/05	Fri, 07/05	Sat, 08/05	Sun, 09/05	WTD	Week		
Turnover (\$K)	Total	3,507	3,913	3,901	4,269	5,900	7,772	7,334	36,595	36,595	50,604	708,073
	Av Last 4 Wks	4,404 -20%	4,115 -5%	4,301 -9%	4,667 -9%	6,377 -7%	8,138 -5%	6,040 21%	38,042 -4%	38,042	-	-
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	1,802,739 -61%
	Budget	3,888 -10%	4,003 -2%	4,244 -8%	4,640 -8%	6,186 -5%	7,334 6%	6,322 16%	36,615 0%	36,615	50,175 1%	1,247,043 -43%
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%
Win (\$K)	Total	283	360	313	370	552	660	620	3,159	3,159	4,379	62,969
	Av Last 4 Wks	375 -25%	337 7%	359 -13%	401 -8%	559 -1%	745 -11%	555 12%	3,332 -5%	3,332	-	-
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	152,245 -59%
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	155,756 -60%
	Budget	331 -14%	341 5%	362 -13%	396 -6%	526 5%	623 6%	538 15%	3,118 1%	3,118	4,272 3%	106,582 -41%
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%
	Ex. Bonus Jackpots	287 -1%	363 -1%	318 -1%	374 -1%	557 -1%	665 -1%	625 -1%	3,190 -1%	3,190	4,422 -1%	63,553 -1%
Hold %	Total	8.07%	9.19%	8.04%	8.67%	9.35%	8.50%	8.46%	8.63%	8.63%	8.65%	8.89%
	Av Last 4 Wks	8.52% -5%	8.20% 12%	8.34% -4%	8.60% 1%	8.77% 7%	9.16% -7%	9.19% -8%	8.76% -1%	8.76%	-	-
	Last Year	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	8.45% 5%
	Last Year Ex. BJ	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	8.64% 3%
	Budget	8.51% -5%	8.52% 8%	8.54% -6%	8.53% 2%	8.50% 10%	8.50% 0%	8.51% -1%	8.51% 1%	8.51%	8.51% 2%	8.55% 4%
	Forecast	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	0.00% 0%
	Ex. Bonus Jackpots	8.18% -1%	9.28% -1%	8.14% -1%	8.77% -1%	9.45% -1%	8.56% -1%	8.53% -1%	8.72% -1%	8.72%	8.74% -1%	8.98% -1%
WPM	Total	187	237	206	243	362	433	407	297	297	320	130
	Av Last 4 Wks	247 -25%	222 7%	236 -13%	265 -8%	369 -2%	491 -12%	366 11%	314 -5%	314	-	-
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	299 -56%
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	206 -37%
	Ex. Bonus Jackpots	109 71%	138 72%	121 70%	142 71%	212 71%	253 71%	238 71%	173 71%	173	187 71%	235 -45%
Patron Hours	Total	3,097	3,474	3,479	3,795	5,436	7,985	7,265	34,531	34,531	48,740	646,270
	Av Last 4 Wks	4,023 -23%	3,584 -3%	3,749 -7%	4,092 -7%	5,785 -6%	8,135 -2%	6,085 19%	35,452 -3%	35,452	-	-
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	1,997,490 -68%
	Budget	4,026 -23%	4,145 -16%	4,395 -21%	4,804 -21%	6,406 -15%	7,594 5%	6,546 11%	37,915 -9%	37,915	51,956 -6%	1,170,050 -45%
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%

*Today's results are based on load date. Results for past days, WTD, MTD and YTD are based on the latest position.

Main Gaming Floor Cumulative Revenue Variance from Budget

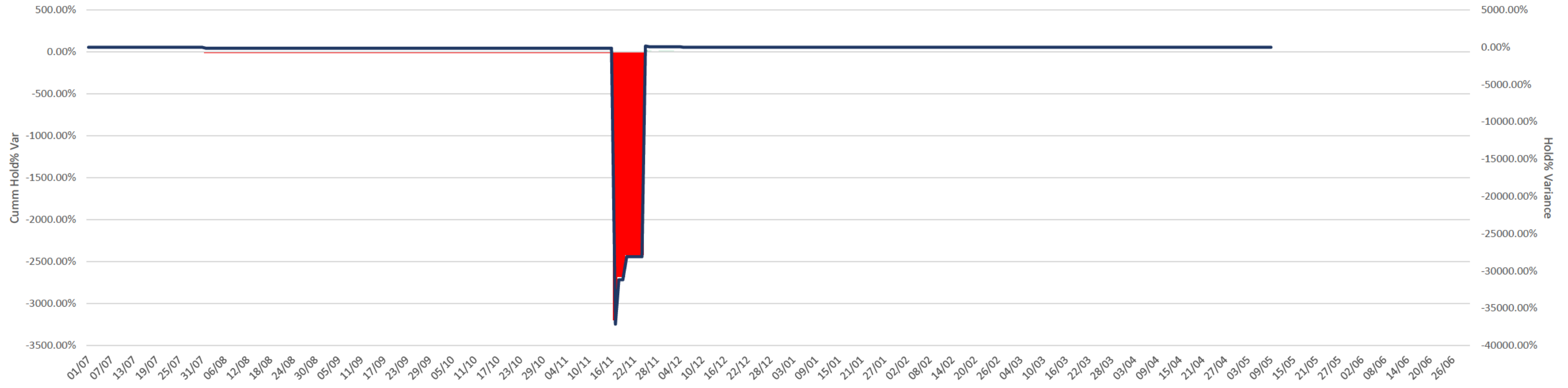


Main Gaming Floor Cumulative Revenue Variance from Prior Year



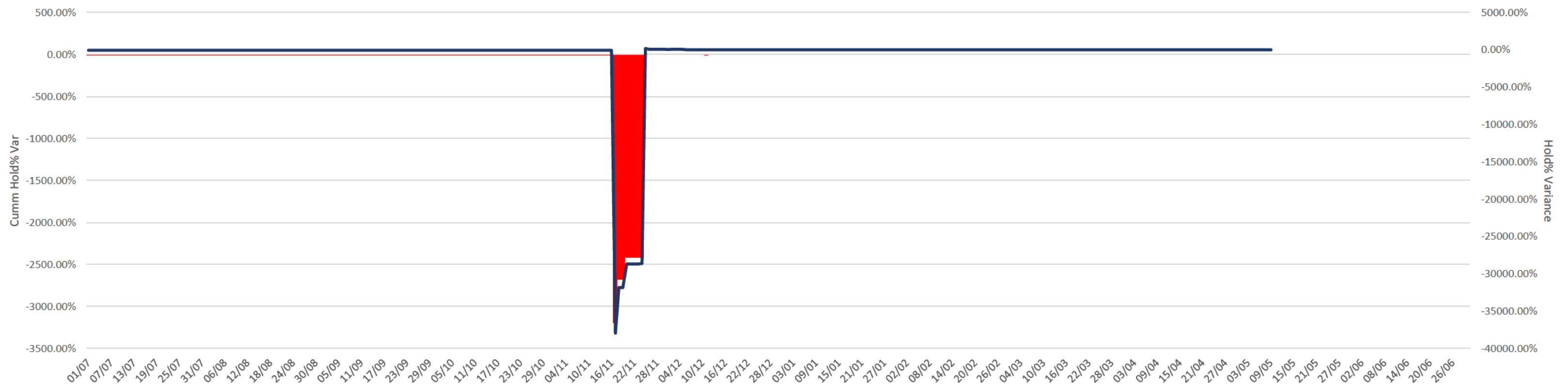
Main Gaming Floor Cumulative Hold% Variance from Budget

Cumulative Hold % Var Hold % Var



Main Gaming Floor Cumulative Hold% Variance from Prior Year

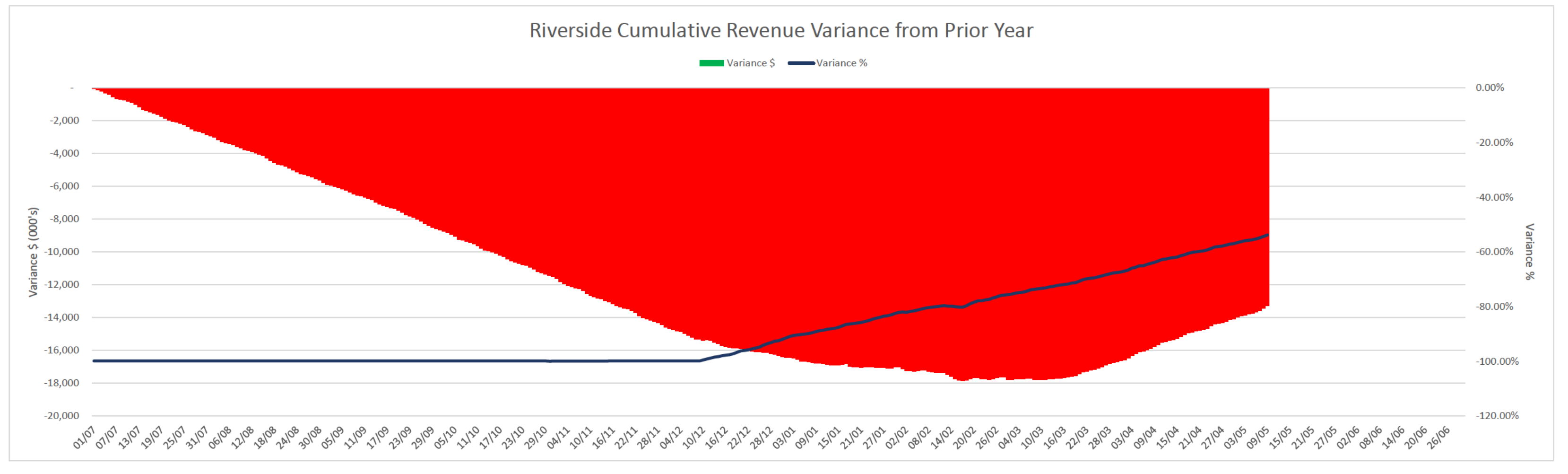
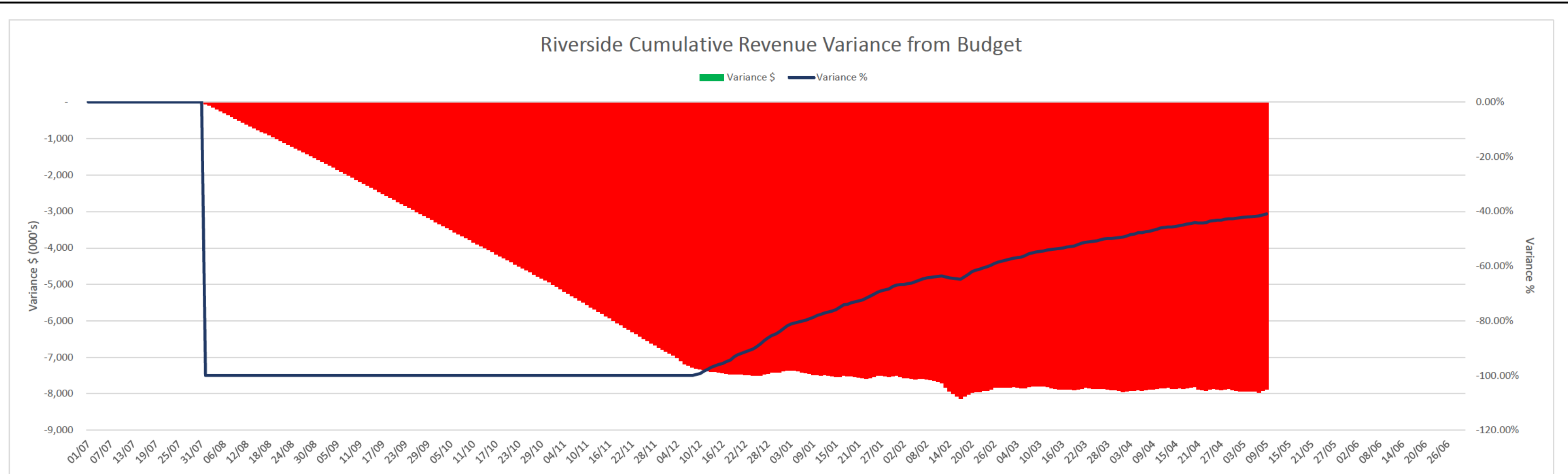
Cumulative Hold % Var Hold % Var

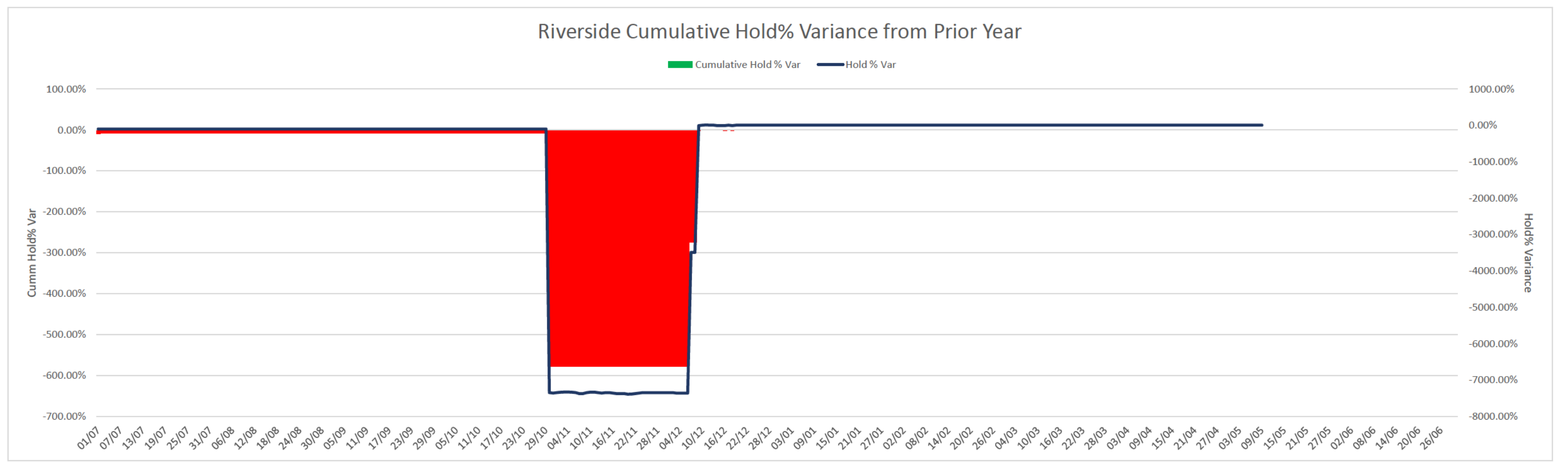
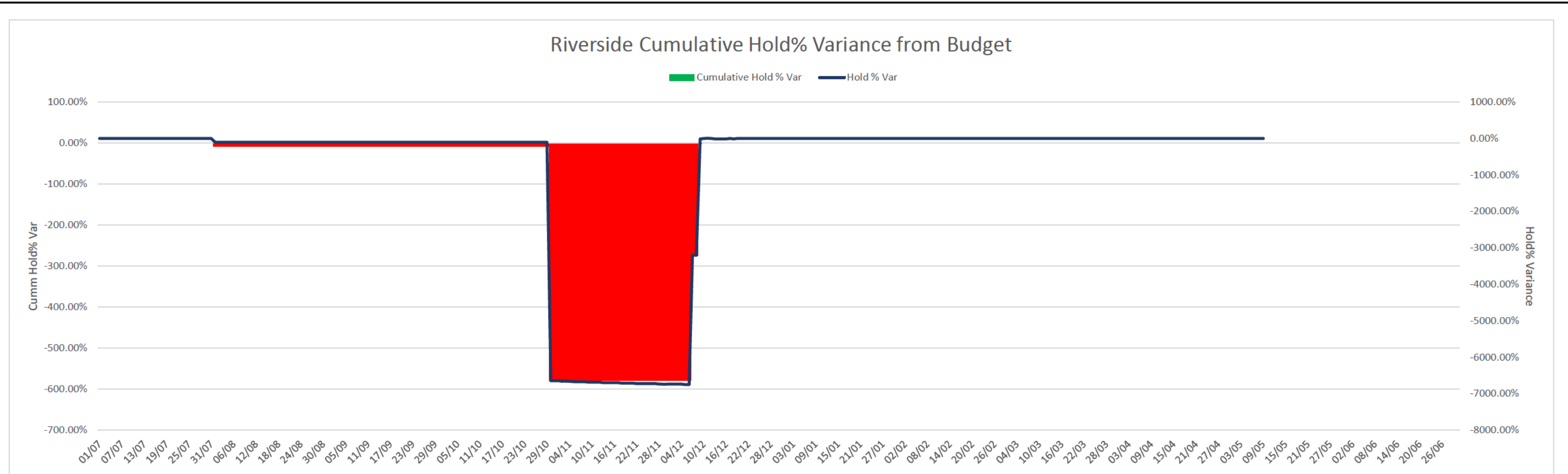


Riverside EGM Daily Revenue - Crown Melbourne

		Current Week									MTD		YTD	
		Mon, 03/05	Tue, 04/05	Wed, 05/05	Thu, 06/05	Fri, 07/05	Sat, 08/05	Sun, 09/05	WTD	Week				
Turnover (\$K)	Total	702	663	649	735	1,116	1,430	1,538	6,833	6,833	9,403	132,506		
	Av Last 4 Wks	767 -8%	695 -5%	827 -21%	793 -7%	1,066 5%	1,506 -5%	1,187 30%	6,842 0%	6,842	-	-		
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	317,960 -58%		
	Budget	706 0%	727 -9%	771 -16%	842 -13%	1,123 -1%	1,332 7%	1,148 34%	6,649 3%	6,649	9,111 3%	229,390 -42%		
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%		
Win (\$K)	Total	56	63	55	78	64	149	139	603	603	778	11,411		
	Av Last 4 Wks	70 -21%	60 5%	58 -6%	71 10%	91 -30%	114 31%	115 21%	579 4%	579	-	-		
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	24,719 -54%		
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	25,862 -56%		
	Budget	60 -6%	61 3%	65 -16%	71 10%	95 -33%	112 33%	97 43%	561 8%	561	768 1%	19,294 -41%		
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%		
	Ex. Bonus Jackpots	57 -2%	64 -2%	56 -2%	80 -1%	65 -2%	150 -1%	140 -1%	612 -1%	612	789 -1%	11,577 -1%		
Hold %	Total	7.93%	9.55%	8.46%	10.68%	5.72%	10.39%	9.01%	8.83%	8.83%	8.27%	8.61%		
	Av Last 4 Wks	9.16% -13%	8.70% 10%	7.04% 20%	8.97% 19%	8.53% -33%	7.54% 38%	9.64% -7%	8.47% 4%	8.47%	-	-		
	Last Year	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	7.77% 11%		
	Last Year Ex. BJ	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	8.13% 6%		
	Budget	8.43% -6%	8.44% 13%	8.46% 0%	8.45% 26%	8.42% -32%	8.42% 23%	8.43% 7%	8.43% 5%	8.43%	8.43% -2%	8.41% 2%		
	Forecast	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	0.00% 0%		
	Ex. Bonus Jackpots	8.11% -2%	9.71% -2%	8.61% -2%	10.84% -1%	5.82% -2%	10.50% -1%	9.09% -1%	8.95% -1%	8.95%	8.39% -1%	8.74% -1%		
WPM	Total	182	207	180	256	209	486	453	282	282	282	119		
	Av Last 4 Wks	230 -21%	199 4%	190 -5%	233 10%	297 -30%	371 31%	374 21%	271 4%	271	-	-		
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	246 -51%		
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	34 250%		
	Ex. Bonus Jackpots	22 740%	24 745%	21 746%	30 746%	25 743%	57 750%	53 751%	33 747%	33	33 747%	43 179%		
Patron Hours	Total	805	790	873	970	1,258	1,703	1,903	8,302	8,302	11,688	158,043		
	Av Last 4 Wks	953 -16%	855 -8%	996 -12%	954 2%	1,273 -1%	1,796 -5%	1,562 22%	8,389 -1%	8,389	-	-		
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	450,788 -65%		
	Budget	898 -10%	924 -15%	980 -11%	1,071 -9%	1,428 -12%	1,693 1%	1,459 30%	8,454 -2%	8,454	11,584 1%	246,803 -36%		
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%		

*Today's results are based on load date. Results for past days, WTD, MTD and YTD are based on the latest position.



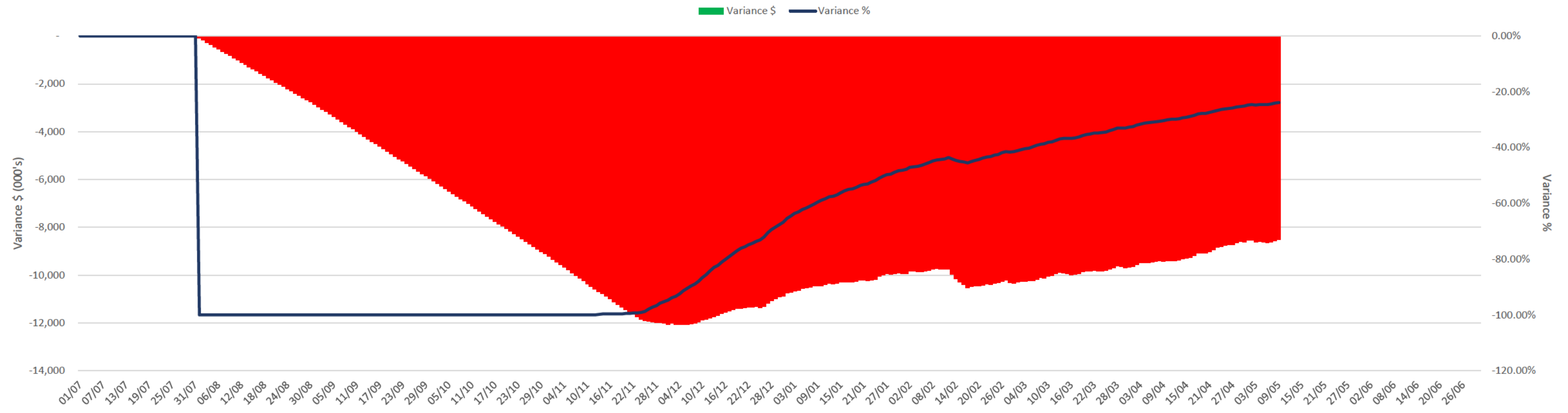


Teak EGM Daily Revenue - Crown Melbourne

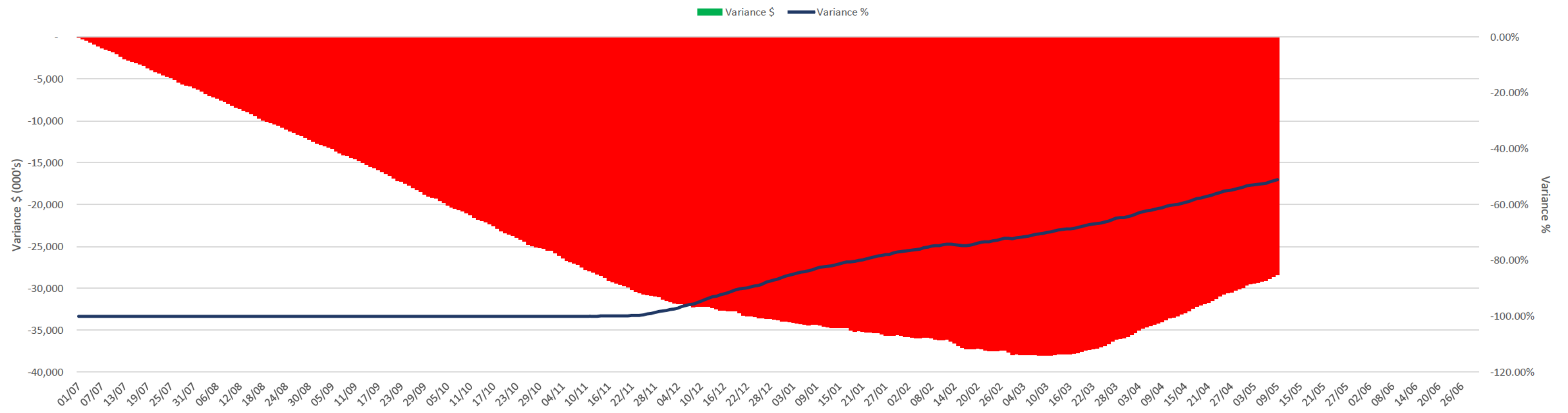
		Current Week									MTD		YTD	
		Mon, 03/05	Tue, 04/05	Wed, 05/05	Thu, 06/05	Fri, 07/05	Sat, 08/05	Sun, 09/05	WTD	Week				
Turnover (\$K)	Total	1,225	1,422	1,714	1,965	2,380	2,848	2,400	13,953	13,953	18,782	326,365		
	Av Last 4 Wks	1,773 -31%	1,631 -13%	2,008 -15%	2,047 -4%	2,420 -2%	2,947 -3%	2,374 1%	15,200 -8%	15,200	-	-		
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	724,290 -55%		
	Budget	1,461 -16%	1,504 -5%	1,594 7%	1,743 13%	2,324 2%	2,755 3%	2,375 1%	13,756 1%	13,756	18,849 0%	505,371 -35%		
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%		
Win (\$K)	Total	38	145	86	107	215	244	236	1,071	1,071	1,537	27,205		
	Av Last 4 Wks	141 -73%	133 9%	180 -52%	176 -40%	209 3%	268 -9%	221 7%	1,329 -19%	1,329	-	-		
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	55,597 -51%		
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	57,580 -53%		
	Budget	111 -65%	114 27%	121 -29%	132 -19%	176 22%	208 17%	180 32%	1,041 3%	1,041	1,427 8%	35,727 -24%		
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%		
	Ex. Bonus Jackpots	43 -10%	149 -3%	89 -3%	110 -3%	220 -2%	248 -2%	241 -2%	1,101 -3%	1,101	1,577 -3%	27,817 -2%		
Hold %	Total	3.13%	10.20%	5.02%	5.42%	9.03%	8.55%	9.85%	7.68%	7.68%	8.19%	8.34%		
	Av Last 4 Wks	7.94% -61%	8.15% 25%	8.99% -44%	8.61% -37%	8.63% 5%	9.10% -6%	9.32% 6%	8.74% -12%	8.74%	-	-		
	Last Year	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	7.68% 9%		
	Last Year Ex. BJ	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	7.95% 5%		
	Budget	7.57% -59%	7.58% 35%	7.59% -34%	7.59% -29%	7.56% 20%	7.56% 13%	7.57% 30%	7.57% 1%	7.57%	7.57% 8%	7.07% 18%		
	Forecast	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	0.00% 0%		
	Ex. Bonus Jackpots	3.48% -10%	10.49% -3%	5.20% -3%	5.61% -3%	9.24% -2%	8.72% -2%	10.06% -2%	7.89% -3%	7.89%	8.40% -3%	8.52% -2%		
WPM	Total	112	405	240	298	601	680	661	428	428	477	239		
	Av Last 4 Wks	387 -71%	365 11%	496 -52%	485 -39%	574 5%	737 -8%	608 9%	522 -18%	522	-	-		
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	496 -52%		
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	76 214%		
	Ex. Bonus Jackpots	16 588%	57 614%	34 609%	42 610%	84 618%	94 620%	92 619%	60 615%	60	67 616%	103 132%		
Patron Hours	Total	955	1,161	1,229	1,395	1,615	2,153	2,005	10,513	10,513	14,472	232,980		
	Av Last 4 Wks	1,349 -29%	1,227 -5%	1,436 -14%	1,486 -6%	1,774 -9%	2,253 -4%	1,933 4%	11,457 -8%	11,457	-	-		
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	583,747 -60%		
	Budget	1,144 -16%	1,177 -1%	1,248 -2%	1,365 2%	1,820 -11%	2,157 0%	1,860 8%	10,771 -2%	10,771	14,759 -2%	376,608 -38%		
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%		

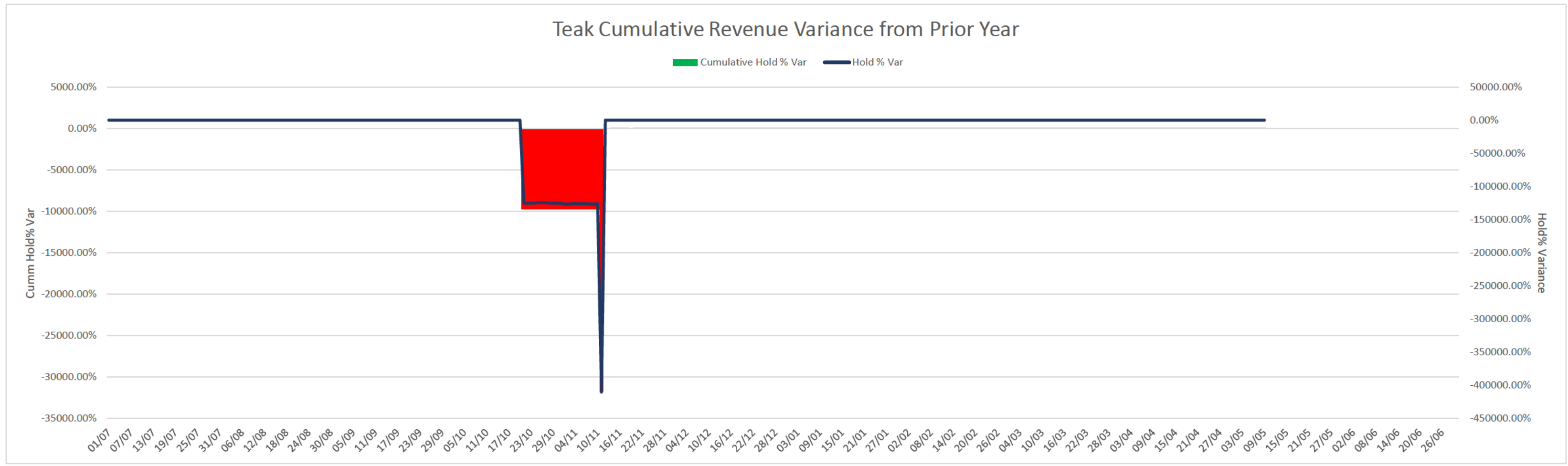
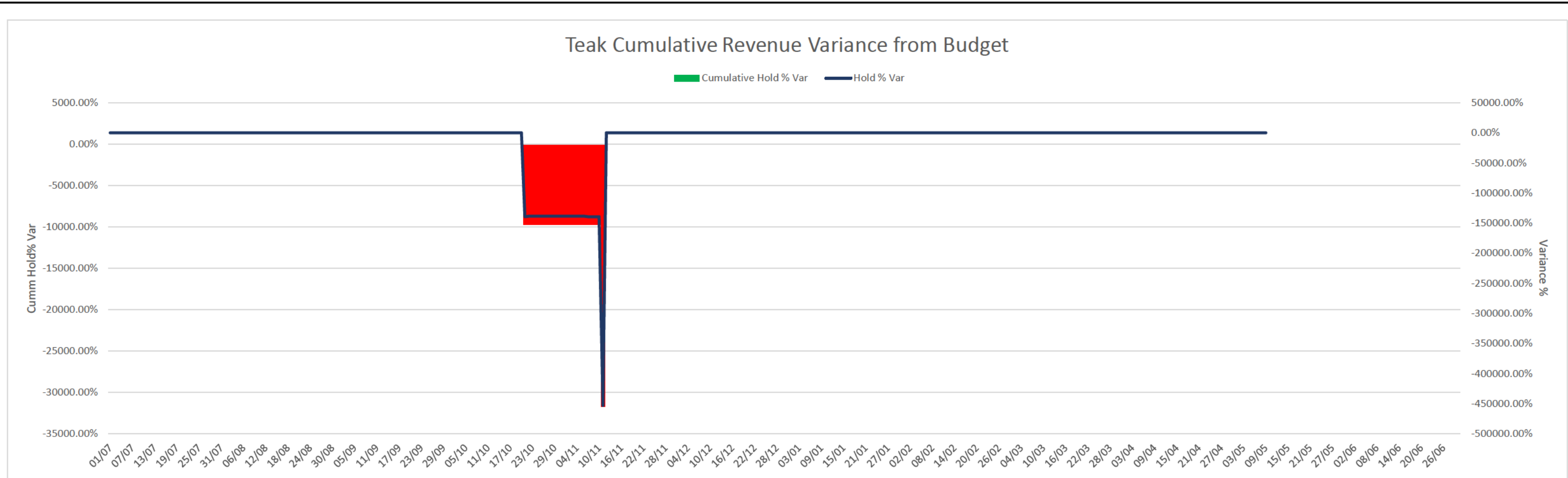
*Today's results are based on load date. Results for past days, WTD, MTD and YTD are based on the latest position.

Teak Cumulative Revenue Variance from Budget



Teak Cumulative Revenue Variance from Prior Year

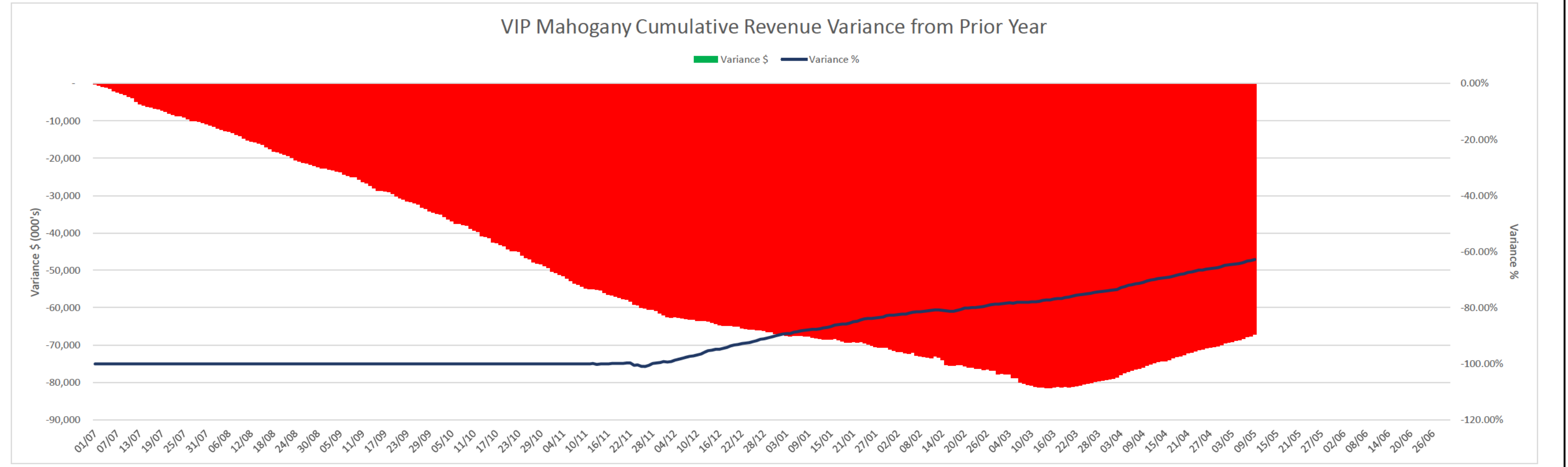
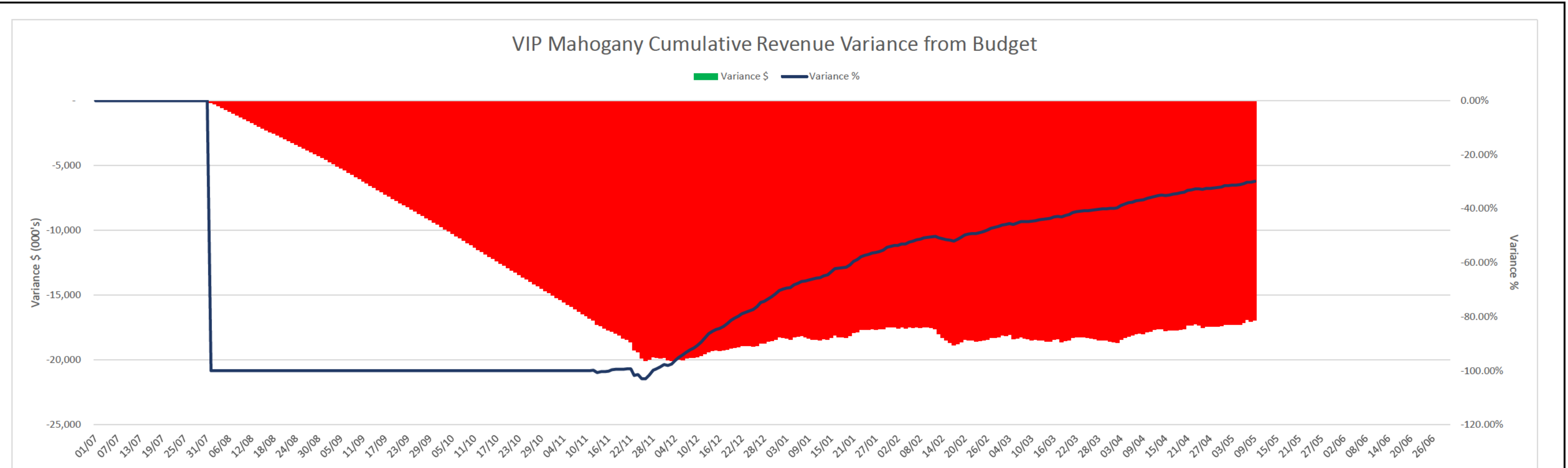




VIP Mahogany EGM Daily Revenue - Crown Melbourne

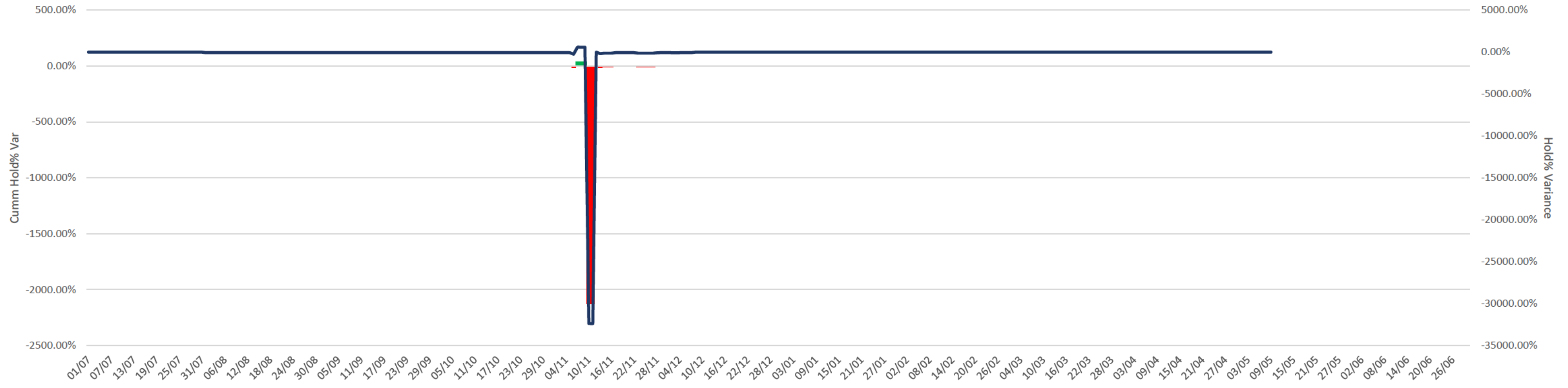
		Current Week										MTD		YTD	
		Mon, 03/05	Tue, 04/05	Wed, 05/05	Thu, 06/05	Fri, 07/05	Sat, 08/05	Sun, 09/05	WTD	Week					
Turnover (\$K)	Total	3,809	2,878	4,078	3,363	5,767	4,991	4,168	29,055	29,055	38,653	594,733			
	Av Last 4 Wks	3,912 -3%	3,388 -15%	3,842 6%	3,693 -9%	4,761 21%	5,378 -7%	4,115 1%	29,090 0%	29,090	-	-			
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	1,615,852 -63%			
	Budget	2,777 37%	2,859 1%	3,032 35%	3,314 1%	4,419 30%	5,239 -5%	4,516 -8%	26,157 11%	26,157	35,843 8%	854,013 -30%			
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%			
Win (\$K)	Total	168	189	203	350	525	218	374	2,025	2,025	2,717	39,795			
	Av Last 4 Wks	311 -46%	238 -21%	323 -37%	200 75%	328 60%	384 -43%	283 32%	2,067 -2%	2,067	-	-			
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	107,027 -63%			
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	109,070 -64%			
	Budget	179 -6%	184 3%	195 4%	214 64%	284 85%	336 -35%	290 29%	1,682 20%	1,682	2,304 18%	56,734 -30%			
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%			
	Ex. Bonus Jackpots	174 -4%	194 -3%	209 -3%	357 -2%	535 -2%	227 -4%	382 -2%	2,077 -2%	2,077	2,785 -2%	40,920 -3%			
Hold %	Total	4.41%	6.56%	4.97%	10.40%	9.11%	4.36%	8.96%	6.97%	6.97%	7.03%	6.69%			
	Av Last 4 Wks	7.94% -45%	7.03% -7%	8.40% -41%	5.42% 92%	6.89% 32%	7.14% -39%	6.87% 31%	7.11% -2%	7.11%	-	-			
	Last Year	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	6.62% 1%			
	Last Year Ex. BJ	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	6.75% -1%			
	Budget	6.43% -31%	6.44% 2%	6.45% -23%	6.44% 61%	6.42% 42%	6.42% -32%	6.43% 39%	6.43% 8%	6.43%	6.43% 9%	6.64% 1%			
	Forecast	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00% 0%	0.00%	0.00% 0%	0.00% 0%			
	Ex. Bonus Jackpots	4.57% -4%	6.75% -3%	5.12% -3%	10.61% -2%	9.27% -2%	4.54% -4%	9.17% -2%	7.15% -2%	7.15%	7.21% -2%	6.88% -3%			
WPM	Total	380	428	459	793	1,191	493	847	656	656	685	326			
	Av Last 4 Wks	705 -46%	540 -21%	732 -37%	454 75%	744 60%	871 -43%	641 32%	670 -2%	670	-	-			
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	1,050 -69%			
	Last Year Ex. BJ	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	144 127%			
	Ex. Bonus Jackpots	66 474%	74 480%	79 478%	136 484%	203 485%	86 472%	145 483%	113 481%	113	118 481%	151 116%			
Patron Hours	Total	955	870	1,032	1,059	1,399	1,432	1,429	8,176	8,176	11,271	169,648			
	Av Last 4 Wks	1,050 -9%	961 -9%	1,039 -1%	1,075 -2%	1,416 -1%	1,636 -12%	1,336 7%	8,511 -4%	8,511	-	-			
	Last Year	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	359,321 -53%			
	Budget	690 38%	711 22%	753 37%	824 29%	1,098 27%	1,302 10%	1,122 27%	6,500 26%	6,500	8,907 27%	376,253 -55%			
	Forecast	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0	- 0%	- 0%			

*Today's results are based on load date. Results for past days, WTD, MTD and YTD are based on the latest position.



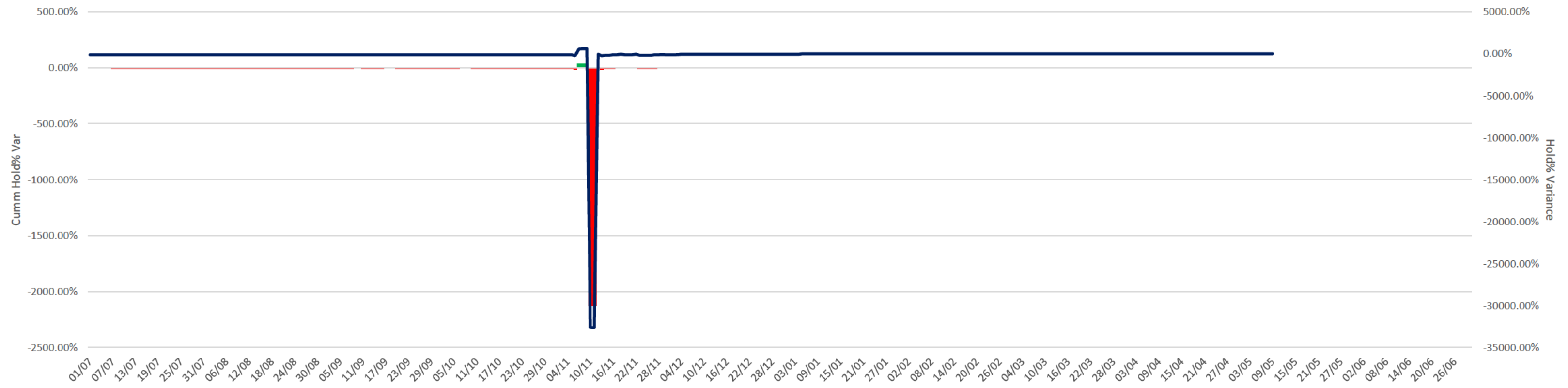
VIP Mahogany Cumulative Hold% Variance from Budget

Cummulative Hold % Var Hold % Var



VIP Mahogany Cumulative Hold% Variance from Prior Year

Cummulative Hold % Var Hold % Var





Daily Turnover and Revenue by Segment

Friday, 21/05/2021

Turnover

(Sat - Fri) (Wed - Tue)

Area	Friday	2019	Growth	WTD	WTD 2019	Growth	MTD	MTD 2019	Growth
Mainfloor	\$6,288,292	\$6,944,966	-9.5%	\$21,568,109	\$27,520,742	-21.6%	\$109,520,122	\$137,029,370	-20.1%
Riverside	\$1,141,800	\$1,291,208	-11.6%	\$4,000,191	\$4,877,007	-18.0%	\$19,969,291	\$24,634,719	-18.9%
VIP	\$8,364,341	\$9,643,543	-13.3%	\$26,259,617	\$33,590,677	-21.8%	\$126,510,718	\$163,512,298	-22.6%
Total	\$15,794,433	\$17,879,717	-11.7%	\$51,827,916	\$65,988,426	-21.5%	\$256,000,132	\$325,176,387	-21.3%

Revenue

Area	Friday	2019	Growth	WTD	WTD 2019	Growth	MTD	MTD 2019	Growth
Mainfloor	\$593,852	\$607,779	-2.3%	\$2,051,372	\$2,384,061	-14.0%	\$9,566,430	\$11,360,274	-15.8%
Riverside	\$68,318	\$96,697	-29.3%	\$331,703	\$407,166	-18.5%	\$1,688,942	\$1,877,656	-10.1%
VIP	\$696,570	\$802,605	-13.2%	\$2,126,232	\$2,196,430	-3.2%	\$9,733,367	\$12,023,378	-19.0%
Total	\$1,358,741	\$1,507,080	-9.8%	\$4,509,307	\$4,987,657	-9.6%	\$20,988,738	\$25,261,308	-16.9%

Hold

Area	Friday	2019	Growth	WTD	WTD 2019	Growth	MTD	MTD 2019	Growth
Mainfloor	9.44%	8.75%	7.9%	9.51%	8.66%	9.8%	8.73%	8.29%	5.4%
Riverside	5.98%	7.49%	-20.1%	8.29%	8.35%	-0.7%	8.46%	7.62%	11.0%
VIP	8.33%	8.32%	0.1%	8.10%	6.54%	23.8%	7.69%	7.35%	4.6%
Total	8.60%	8.43%	2.1%	8.70%	7.56%	15.1%	8.20%	7.77%	5.5%

EGMs

Area	Friday	2019	Growth	WTD	WTD 2019	Growth	MTD	MTD 2019	Growth
Mainfloor	1,530	1,675	-8.7%	1,531	1,675	-8.6%	1,526	1,668	-8.5%
Riverside	306	342	-10.5%	306	342	-10.5%	306	342	-10.5%
VIP	791	611	29.5%	791	611	29.5%	794	617	28.8%
Total	2,627	2,628	0.0%	2,628	2,628	0.0%	2,626	2,627	0.0%

Revenue ex. Bonus Jackpots

Area	Friday	2019	Growth	WTD	WTD 2019	Growth	MTD	MTD 2019	Growth
Mainfloor	\$598,973	\$622,540	-3.8%	\$2,069,373	\$2,445,848	-15.4%	\$9,658,634	\$11,668,064	-17.2%
Riverside	\$69,753	\$100,416	-30.5%	\$336,834	\$424,814	-20.7%	\$1,715,783	\$1,975,022	-13.1%
VIP	\$709,228	\$819,070	-13.4%	\$2,176,842	\$2,261,246	-3.7%	\$9,974,927	\$12,332,031	-19.1%
Total	\$1,377,954	\$1,542,026	-10.6%	\$4,583,050	\$5,131,908	-10.7%	\$21,349,344	\$25,975,117	-17.8%

Bonus Jackpots Amount

Area	Total Amount			WPM Effect			Hold Effect		
	Friday	WTD	MTD	Friday	WTD	MTD	Friday	WTD	MTD
Mainfloor	\$5,121	\$18,002	\$92,207	\$3.35	\$11.76	\$60.44	0.08%	0.08%	0.08%
Riverside	\$1,435	\$5,132	\$26,841	\$4.69	\$16.77	\$87.73	0.13%	0.13%	0.13%
VIP	\$12,658	\$50,610	\$241,563	\$16.00	\$63.98	\$304.11	0.15%	0.19%	0.19%
Total	\$19,214	\$73,743	\$360,611	\$7.31	\$28.05	\$134.36	0.12%	0.14%	0.14%

DAILY BUSINESS REPORT

Daily Business

	2021-05-24	Last 4 Weeks Average	Variance	Variance %	2019-05-27
Stroke	4,014,445	4,165,709	-151,264	-3.6%	5,911,211
Average Bet	\$2.44	\$2.25	\$0.19	8.3%	\$2.11
Turnover	\$9,779,091	\$9,369,330	\$409,760	4.4%	\$12,500,418
Net Hold	8.11%	7.58%	0.53%	7.0%	10.36%
Net Revenue	\$792,986	\$709,859	\$83,127	11.7%	\$1,295,212
WPM ex. B/JP	\$308	\$277	\$31	11.2%	\$503
Bonus Jackpots WPM	\$6	\$6	\$0	0.2%	\$10
WPM	\$302	\$271	\$31	11.5%	\$493

Rated Play

Unique Patrons	2,278	2,288	-10	-0.4%	4,056
Rated Stroke	2,893,085	2,993,102	-100,017	-3.3%	4,565,832
Rated Average Bet	\$2.47	\$2.34	\$0.13	5.5%	\$2.26
Rated Turnover	\$7,144,559	\$7,008,164	\$136,395	1.9%	\$10,302,605

Unrated Play

Unrated Stroke	1,121,360	1,172,607	-51,247	-4.4%	1,345,379
Unrated Average Bet	\$2.35	\$2.01	\$0.34	16.7%	\$1.63
Unrated Turnover	\$2,634,531	\$2,361,166	\$273,366	11.6%	\$2,197,813

Week to Date Business

Week Commencing	2021-05-24	Last 4 Weeks Average	Variance	Variance %	2019-05-27
Stroke	4,014,445	4,165,709	-151,264	-3.6%	5,911,211
Average Bet	\$2.44	\$2.25	\$0.19	8.3%	\$2.11
Turnover	\$9,779,091	\$9,369,330	\$409,760	4.4%	\$12,500,418
Net Hold	8.11%	7.58%	0.53%	7.0%	10.36%
Net Revenue	\$792,986	\$709,859	\$83,127	11.7%	\$1,295,212
WPM ex. B/JP	\$308	\$277	\$31	11.2%	\$503
Bonus Jackpots WPM	\$6	\$6	\$0	0.2%	\$10
WPM	\$302	\$271	\$31	11.5%	\$493

Rated Play

Unique Patrons	2,278	2,288	-10	-0.4%	4,056
Visits	2,278	2,288	-10	-0.4%	4,056
Rated Stroke	2,893,085	2,993,102	-100,017	-3.3%	4,565,832
Rated Average Bet	\$2.47	\$2.34	\$0.13	5.5%	\$2.26
Rated Turnover	\$7,144,559	\$7,008,164	\$136,395	1.9%	\$10,302,605

Unrated Play

Unrated Stroke	1,121,360	1,172,607	-51,247	-4.4%	1,345,379
Unrated Average Bet	\$2.35	\$2.01	\$0.34	16.7%	\$1.63
Unrated Turnover	\$2,634,531	\$2,361,166	\$273,366	11.6%	\$2,197,813