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# Crown Limited 2008 Full Year Results Presentation





# Crown Limited - Overview

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- Australian casinos deliver 8.2% EBITDA growth in 2007/08
  - trading in 2008/09 off to a solid start
- Major property upgrades to drive future earnings growth
  - construction of a third hotel in Melbourne
  - refurbishment of Crown Melbourne and Burswood main gaming floors
- Crown Macau traded successfully completing its first full year of operations
- MPEL funding of City of Dreams project - raised a further US\$570 million equity and a US\$1.75 billion debt facility
- Cannery Casinos acquisition anticipated to close in December 2008
  - currently trading satisfactorily
  - transaction is EPS accretive in first full year of ownership
- Continuing to progress Crown's debt refinancing program – raised \$1.0 billion in new debt



# Crown Limited Group Result

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## **Normalised NPAT: \$370.1 million**

- Solid earnings growth from Crown Melbourne and Burswood – EBITDA up 8.2%
- Equity accounted loss of \$25.0 million
- Net interest income of \$55.5 million
  - \$9.0 million of “up front’ financing costs expensed

## **Reported NPAT: \$3,563 million**

- Impacted by discontinued operations and non recurring items (PBL demerger)
- Impacted by above theoretical win rate on VIP program play

## **Final dividend 29cps**

- Total dividend of 54 cps



# Crown Limited Group Result

Results for the 12 months to 30 June 2008	Normalised (1) \$m	Actual \$m
Crown Melbourne EBITDA	433.3	444.1
Burswood EBITDA	195.3	188.8
Corporate Costs	(39.8)	(39.8)
<b>EBITDA</b>	<b>588.8</b>	<b>593.1</b>
Depreciation and Amortisation	(132.9)	(132.9)
<b>EBIT</b>	<b>455.9</b>	<b>460.3</b>
Net Interest Income	55.5	55.5
Income Tax Expense	(116.3)	(117.6)
Equity Accounted MPEL (37.9%)	(8.4)	(5.4)
Gateway (50%)	(6.0)	(6.0)
Aspinalls (50%)	(9.1)	(9.1)
Betfair (50%)	(1.5)	(1.5)
<b>Net Profit before discontinued operations and non recurring items</b>	<b>370.1</b>	<b>376.2</b>
Discontinued operations and non recurring items		3,187.0
<b>Net Profit</b>		<b>3,563.2</b>

(1) Normalised results represent profit adjusted for above theoretical win rates on VIP program play



# Crown Limited Group Result

Summary of Discontinued Operations and Non Recurring Items	\$m
<b>Discontinued Operations</b>	
Gain on demerger of CMH	2,420.2
Gain on disposal of PBL Media	873.7
Gain on disposal of Ticketing and Events	79.7
Loss on disposal of Hoyts	(5.1)
New Regency write down	(17.0)
Other discontinued operations <sup>(1)</sup>	74.7
<b>Profit from discontinued operations and non recurring items (net of tax)</b>	<b>3,426.2</b>
<b>Non Recurring Items From Continuing Operations</b>	
LVTI costs write off	(44.7)
Assets available for sale write down	(181.3)
Deferred debt provision	(13.2)
<b>Non Recurring Items from Continuing Operations (net of tax)</b>	<b>(239.2)</b>
<b>Total Net Profit From Discontinued Operations and Non Recurring Items</b>	<b>3,187.0</b>

(1) Other discontinued operations consists of equity accounted results of entities no longer part of the Crown Group, tax adjustments and corporate costs of business residing in CMH. The net profit from these other discontinued operations is \$74.7 million.



# Crown Melbourne & Burswood Results

Normalised \$m	Crown Melbourne F08	% Inc	Burswood F08	% Inc
Main floor gaming	801.8	5.7	370.4	11.5
VIP commission program play	289.3	(3.5)	125.6	23.2
Non-gaming	279.9	8.1	159.2	14.2
<b>Total Revenue (Normalised)</b>	<b>1,371.0</b>	<b>4.1</b>	<b>655.2</b>	<b>14.2</b>
Taxes, levies, commissions and fees	365.4	2.8	151.1	18.9
Net operating expenses	572.3	3.2	308.8	13.1
<b>EBITDA</b>	<b>433.3</b>	<b>6.4</b>	<b>195.3</b>	<b>12.6</b>
Depreciation & Amortisation	100.5	7.5	29.7	12.3
<b>EBIT</b>	<b>332.7</b>	<b>6.1</b>	<b>165.5</b>	<b>12.6</b>
<b>EBITDA / Revenue %</b>	<b>31.6</b>		<b>29.8</b>	
<b>EBIT / Revenue %</b>	<b>24.3</b>		<b>25.3</b>	

<b>Total Revenue (Actual)</b>	<b>1,383.3</b>	<b>4.5</b>	<b>647.7</b>	<b>9.3</b>
<b>VIP Turnover \$ billion</b>	<b>21.4</b>	<b>(3.5%)</b>	<b>9.3</b>	<b>23.2%</b>
<b>VIP Win Rate (1.35% theoretical)</b>	<b>1.41%</b>	<b>n/a</b>	<b>1.27%</b>	<b>n/a</b>



# Crown Melbourne & Burswood – Solid Growth

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## Normalised revenue growth

- Normalised revenue increased 4.1% at Crown and 14.2% at Burswood
  - Strong growth in most segments
  - Combined win rate of 1.37% on total VIP commission program play with turnover increasing slightly to \$30.2bn
- Non gaming revenue grew strongly at both properties – by 8.1% at Crown Melbourne and 14.2% at Burswood

## Costs

- Cost growth at Burswood principally due to
  - increased overheads to support higher business levels and new revenue streams
  - uplift in marketing activities
  - wage pressures and staff shortages (over-time)

## Operating EBITDA

- Crown Melbourne
  - Normalised EBITDA increased 6.4% to \$433.3 million
  - Reported EBITDA increased 7.6% to \$444.1 million
- Burswood
  - Normalised EBITDA increased 12.6% to \$195.3 million
  - Reported EBITDA decreased 1.3% to \$188.8 million

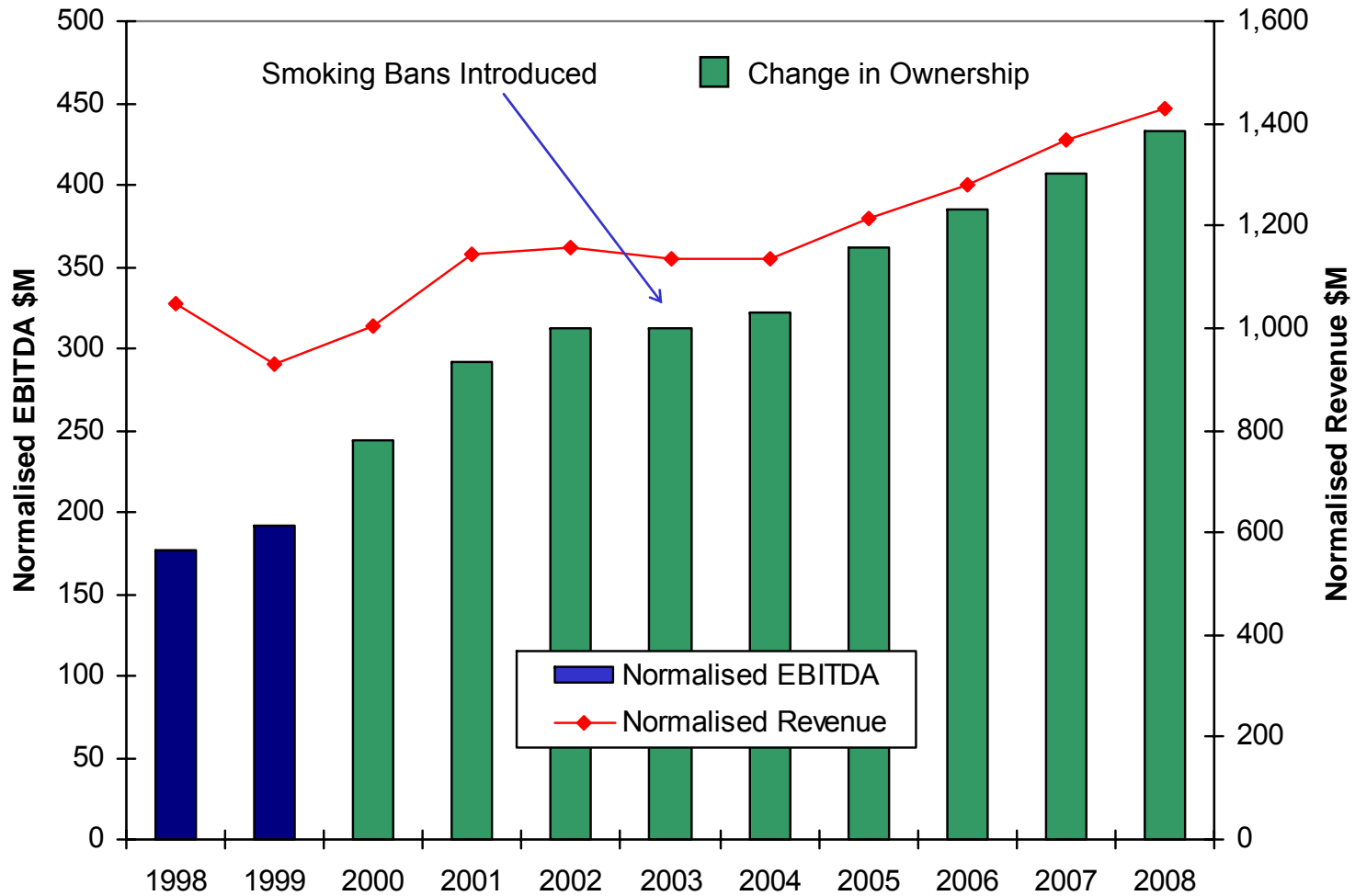
## Normalised Margins

- Crown Melbourne increased from 30.9% to 31.6% due to increase in proportion of high margin main floor business
- Burswood decreased from 30.2% to 29.8% due to change in revenue mix, additional labour costs due to staff shortages, and higher marketing costs



# Crown Melbourne

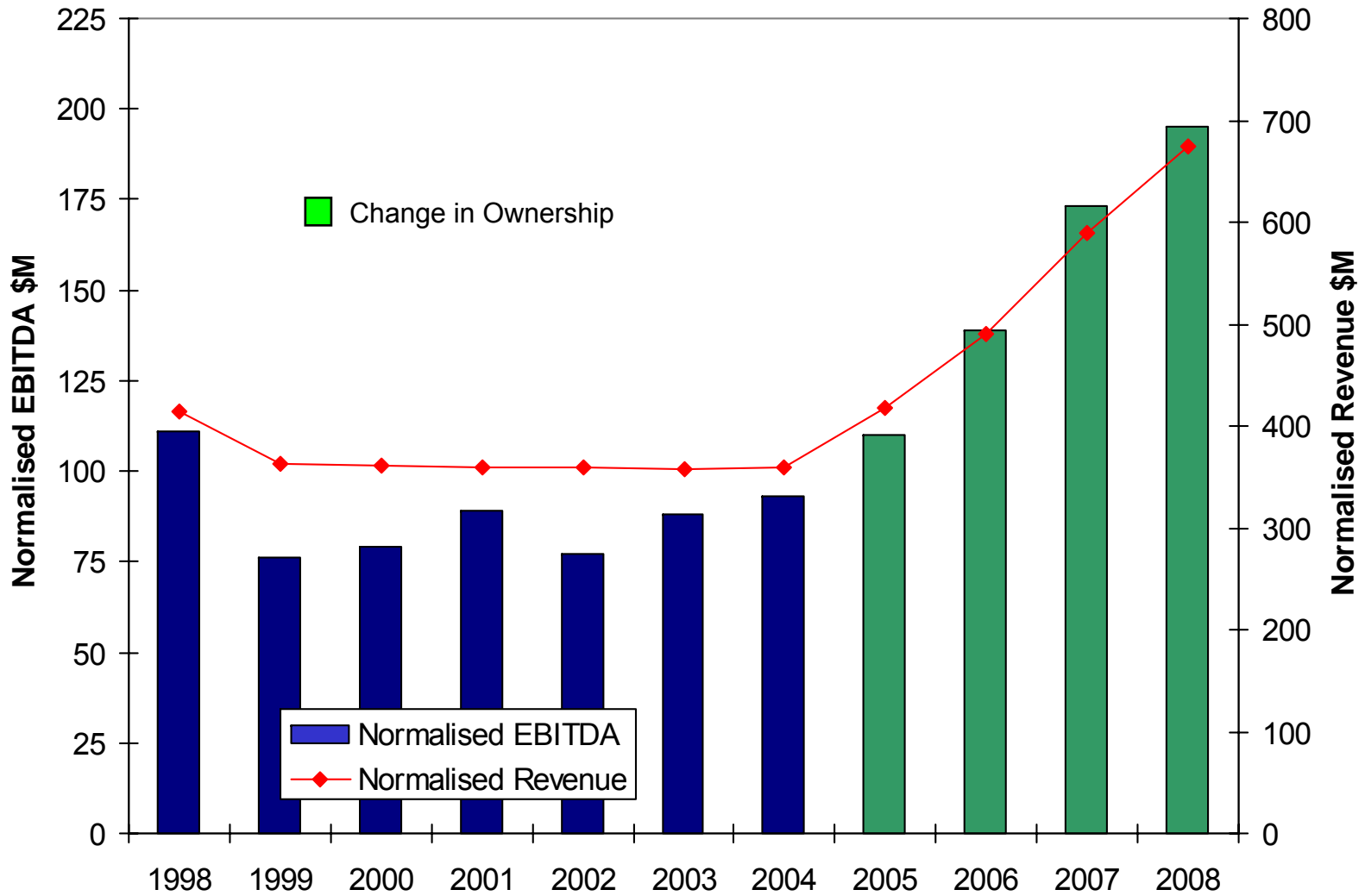
## 10 year normalised revenue and EBITDA performance







## 10 year normalised revenue and EBITDA performance





# Crown Melbourne & Burswood – Property Update

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- **Major refurbishment program underway across both properties**
  - “Additional” \$660 million over 5 years from 2007/08 (above “normal” capex levels) including \$340 million Third Hotel and Conference Centre
  - Targeting minimum 15% ROI on “growth” capex projects (approximately 75% of “additional” capex)
- **Crown Melbourne**
  - Refurbishment of main gaming floor continues – newly refurbished areas opening progressively over the next 3 years
  - Three first class restaurants opened during the past year: Nobu, Bistro Guillaume and Giuseppe Arnaldo & Sons joining Rockpool, No 8 and The Brassiere by Philippe Mouchel, to create Melbourne’s premier restaurant precinct
  - Work on the third hotel on track for completion mid 2010
- **Burswood**
  - Opening of the Riviera Room (High limit gaming room) in July 2007
  - Opening of MINQ (New York style loft bar) in August 2007
  - Upgrade to the Burswood main gaming floor continues
  - Opening of Carbon Sports Bar in December 2007 (includes new Keno lounge and TAB)



# Crown Melbourne: Third Hotel

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## Crown Melbourne: Third Hotel

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# Burswood Upgrade





# Crown Melbourne & Burswood – Outlook

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- Recent trading has been satisfactory – total revenue growth to 14 August of 4% (first 45 days of 2008/9), excluding VIP commission program play. VIP commission program play has grown strongly over that period
- Positive trading outlook for Crown Melbourne and Burswood in 2008/09 despite anticipation of a more difficult economic environment
  - Crown Melbourne and Burswood expected to achieve mid-single digit growth in 2008/09
  - Careful management of refurbishment programs to minimise patron impact
  - Newly refurbished areas progressively coming on-line during the year



# Cannery Overview

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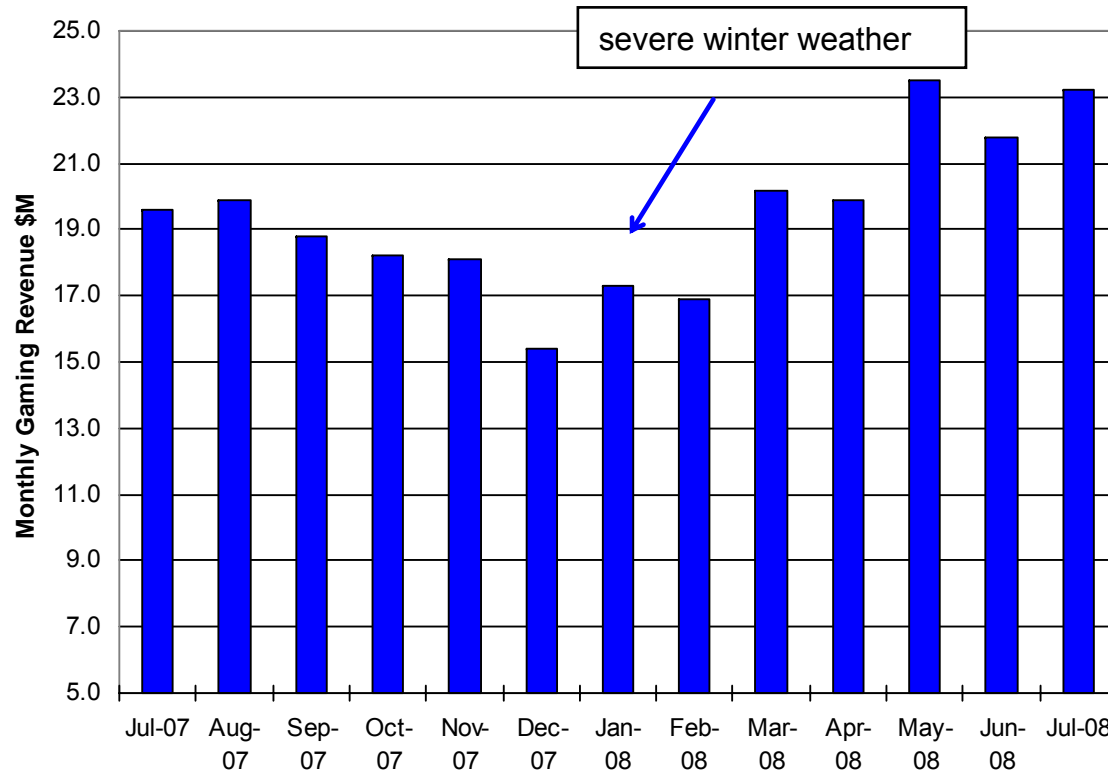


- Crown agreed to acquire Cannery (subject to regulatory approval) in December 2007
- Current operations consist of:
  - The Meadows, Pennsylvania (temporary casino)
  - Cannery, North Las Vegas
  - Rampart, Summerlin, Las Vegas (leased property)
- New facilities under construction:
  - East Side Cannery, opening late August 2008
  - Meadows permanent facility, due to open in April 2009
- Upon full build out, Cannery will operate approximately 9,000 slots, 73 tables and 514 hotel rooms



# Meadows Pennsylvania – Trading Performance

## Meadows monthly gaming revenue performance July 07 – July 08



Year on year revenue growth for the Meadows in July is 18% (first available monthly comparison).

Average win per machine per day US\$369 (Jan 08 to Jul 08)

The Pennsylvania market is still immature and in the 6 months to June showed strong year on year growth of 86%.

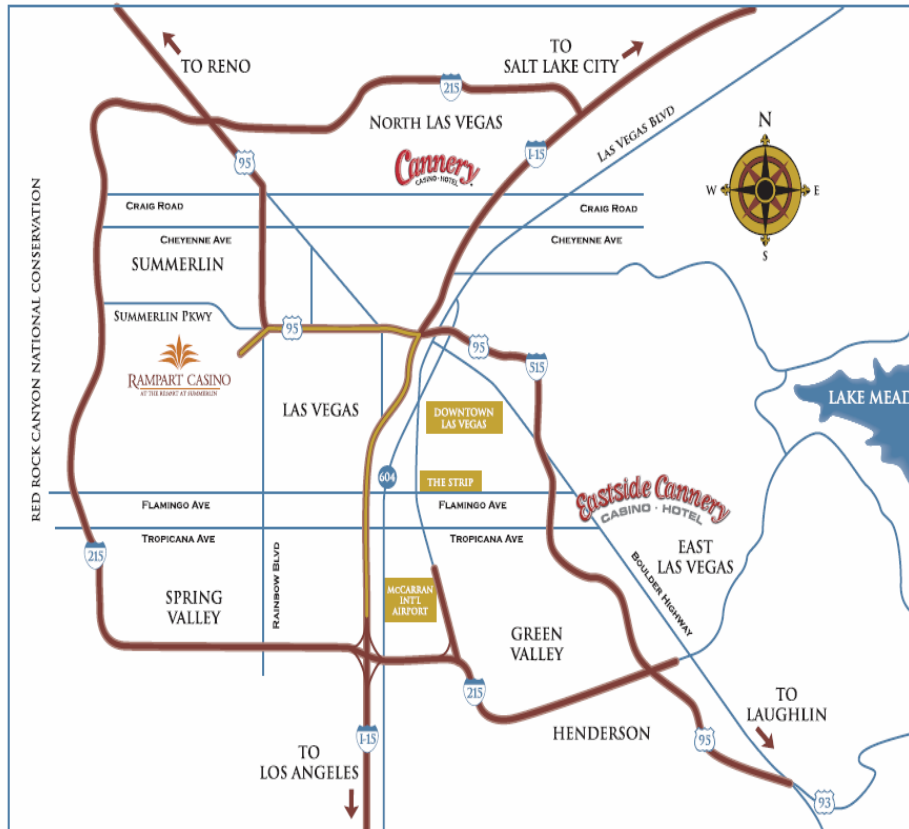
Pennsylvania “same-store” growth in July was 10%

Data sourced from Pennsylvania Gaming Control Board and Cannery





# Cannery Las Vegas – Trading Performance



- Year on year revenue growth for the Cannery Las Vegas properties has seen a decline of less than 1% for the 7 months to July 2008
- The overall Las Vegas locals market has seen a decline in revenue of 5% in the 6 months to June 2008
- The Cannery properties have managed to capture market share during the past 6 months.



# Cannery: Attributes

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- Acquisition price US\$1.75 bn (no debt) and anticipated to close end 2008
  - Expecting EBITDA of approx US\$200 million in 2009/10 (first full year of operations East Side Cannery and Meadows permanent – assuming late 2008 close )
  - EPS and cash flow positive in first full year of ownership
  - Meadows permanent expected to account for 55% of Cannery EBITDA
- Properties in “locals” markets of Pittsburgh and Las Vegas
  - Under penetrated Pittsburgh market
  - Long term growth market in Las Vegas, above average population growth
- Strong cash flow model post acquisition - Ex major growth capex
- US ‘locals’ casinos offer appealing investment characteristics:
  - Relatively stable and predictable earnings growth
  - Higher barriers to entry
  - Lower capex demands with attractive ROIs
- Attractive long-term growth profile, will be enhanced by Crown’s significant locals casino operating experience
- Potential platform for accretive bolt-on acquisitions



# Melco Crown Entertainment

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- Crown Limited has a 37.9 per cent interest in MPEL - cash cost of Crown investment US\$450 million of current market value of US\$1.2 billion <sup>(1)</sup>
- MPEL listed on NASDAQ in December 2006 and has raised US\$1.8 billion in external equity
- MPEL also arranged a US\$1.75 billion debt facility to fund the City of Dreams
- MPEL has four business opportunities:
  - Crown Macau: “6 Star” VIP casino in Taipa Macau
  - City of Dreams: an integrated casino resort set to open on the Cotai strip in first half 2009
  - Mocha Slots: a portfolio of gaming lounges operating approximately 1,100 slots
  - Macau Peninsula Site: option to develop a mixed-use casino and hotel facility
- Crown expects significant lift in equity earnings from this investment in 2009/10 post City of Dreams opening
- MPEL supports the recent announcement by the Macau SAR and believe these decisions will benefit of the incumbent casino operators in Macau:
  - No new additional licences or land allocated for casinos
  - Cap on VIP commissions
  - Possible limits on number of tables

<sup>(1)</sup> As at 18 August



## Twelve months trading to June 30, 2008

- MPEL reported a net loss of US\$44.2 million. Result impacted by
  - US\$57.2 million amortisation charge for the gaming sub-concession
  - US\$10.5 million pre-opening costs
- Crown's share of MPEL's net loss A\$5.4 million (normalised A\$8.4 million). This includes
  - adjustment for a difference in the amortisation charge for the gaming sub-concession
  - conversion to AUD

## Crown Macau

- Reported adjusted EBITDA for Crown Macau was US\$110.6 million

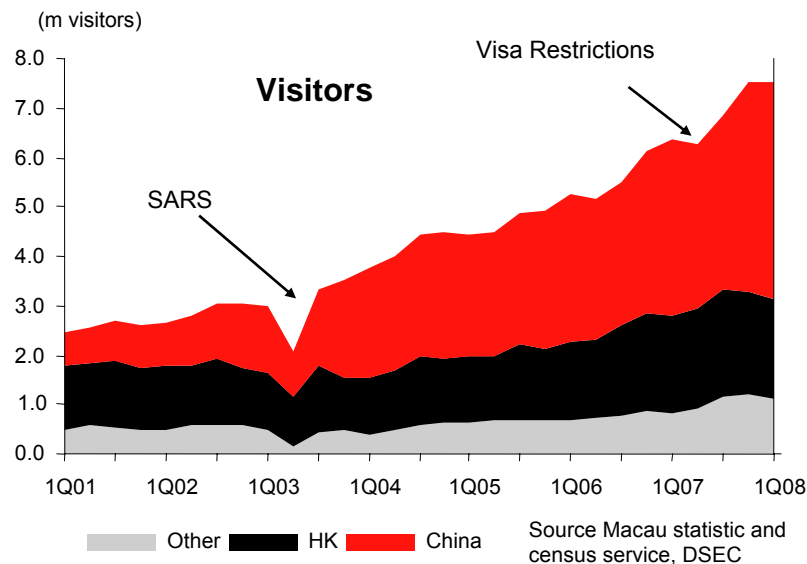
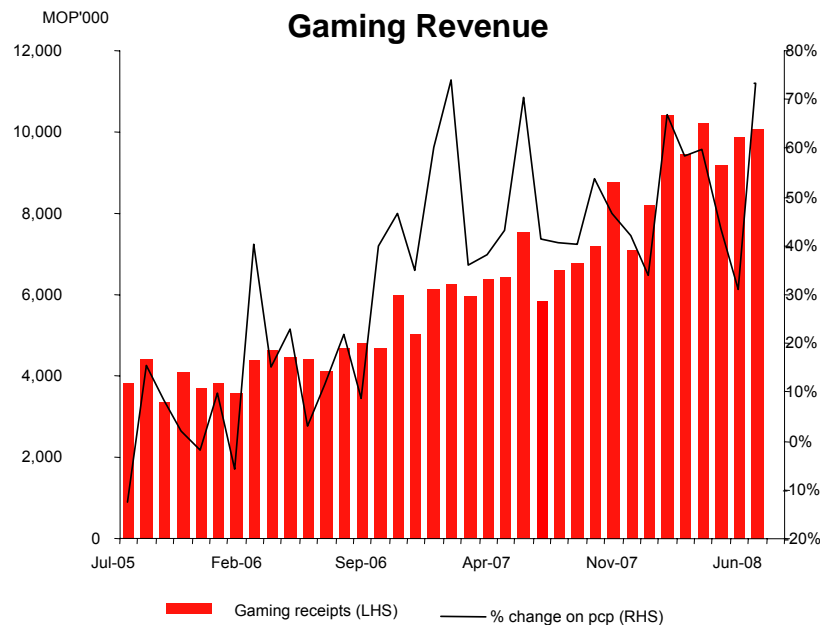
## City Of Dreams

- The first phase of City of Dreams is on track to open during the first half of 2009
- 93% of the hard costs associated with phases one and two have been let to subcontractors and all four hotels have topped out and interior fit out work is well underway
- Pre-opening costs of approximately US\$110 million expected to be incurred and expensed by MPEL in 2008/09 – negative impact of approx A\$45-A\$50 million on Crown's equity accounted result
- MPEL has secured US\$1.75 billion of senior secured debt facilities and US\$570 million of public equity to finance construction of City of Dreams



# Macau Gaming Market Overview

- 6 Concessionaires and sub-concessionaires
  - Galaxy Casino
  - MGM/Pansy Ho
  - MPEL
  - SJM
  - Venetian Sands
  - Wynn Resorts
  
- Largest gaming market in the world
  - Currently US\$14 billion annualised gaming revenues
    - Mass market 31%
    - VIP market 69%
  
- Demand driven by
  - Travel policy reform
  - New infrastructure
  - Quality supply additions
  - Economic growth
  
- In the twelve months to June 2008 Gaming revenue increased by 49.2% year on year
  
- The Central Government of China is seeking to moderate the current strong growth through visa controls





# MPEL: City of Dreams

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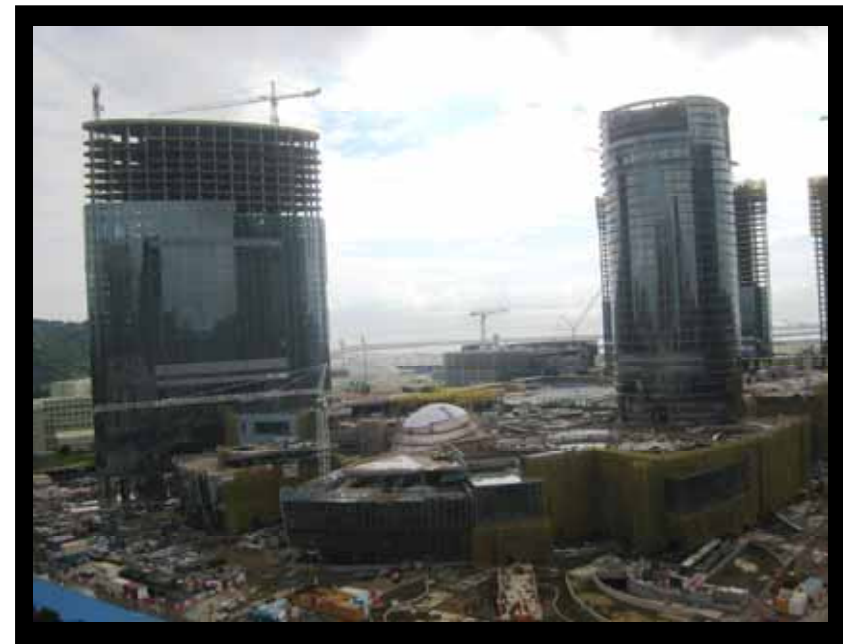


- Under development, scheduled to open first half of 2009
- Located on the Cotai Strip, Macau
- Integrated casino, leisure and entertainment resort incorporating:
  - Approximately 550 gaming tables
  - Approximately 1,500 gaming machines
  - Three hotels which, in aggregate, will deliver a diverse mix of approximately 1,400 guest rooms, suites and villas (excluding the apartment hotel complex)
  - Restaurants, bars and clubs
- Phase one completed in first half 2009
  - Hard Rock Hotel
  - Crown Towers
  - Gaming floor
- Phase two
  - Dragone performance theatre
  - Grand Hyatt twin hotel towers



# City of Dreams Construction Update

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# Gateway: Overview

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- Crown and Macquarie closed the acquisition of Gateway in November 2007
- 50% interest in Gateway Casinos, which operates seven casinos in British Columbia (BC) and two casinos in Edmonton, Alberta
- Crown investment of A\$224 million, structured as equity A\$75 million and subordinated inter-company debt A\$149 million
- Gateway has C\$1.1 billion 7 year non-recourse debt facility in place
- Canadian law requires a unique business partnership model (with Provincial Government)
- Casino operated under service agreements with the Provincial Government: 10 year agreement + 10 year option
  - Provincial Government owns the slot machines and tables
  - Gateway collects an agreed share of GGR; 25% Slots and 40% on tables in British Columbia (15% and 50% respectively in Alberta)
  - In British Columbia additional compensation is received for capex reimbursements until original capex is recovered (usually 5-8 years). Gateway retains ownership of the asset.
- On completion of current planned developments (expected 2010), Gateway casinos will operate in excess of 5,400 slot machines and 200 table games





## Seven months to 30 June 2008 – Crown Result includes

- Interest income on subordinated debt \$9.2 million
- Equity share of Gateway losses \$(6.0) million
- Net return on investment \$3.2 million

## Seven months Operating data

- Total revenue C\$140.0 million
- EBITDA C\$48.8 million
- Includes capital recoveries C\$8.9 million
- Win per machine per day C\$411 (4,127 average number of slots)
- Win per table per day C\$2,154 (185 average number of tables)

## Performance of Gateway has been impacted by

- Initial trading of new Starlight Casino (opened December 2007) below expectations
- Impact of full smoking bans introduced in April 2008 has been greater than anticipated
- Delays in implementing previously identified operational improvements

## Improvement expected over the next 12-18 months

- Implementation of operational improvements (mainly marketing and product)
- Opening of new and expanded properties



# Gateway – Opportunity to Grow Earnings

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- Roll-out of development pipeline and increase supply
  - New Burnaby Casino (late 2008)
  - Expanded Cascades Casino (late 2008)
  - New Vernon Casino (Thompson – Okanagan) (mid 2009)
  - Expanded Kelowna Casino and new Kamloops Casino (Thompson – Okanagan region) (2010)
- Capitalise on under-serviced market and favourable demographics
- Improve loyalty programmes and marketing
- Develop premium player facilities and marketing
- Expand range and number of linked jackpots
- Product optimisation



## **Betfair Business**

- 50:50 joint venture between Betfair UK, the world's leading betting exchange and Crown Limited. Cash invested by Crown approximately \$30 million
- The Joint venture receives revenue from Betfair customers resident in Australia or New Zealand
- Licensed by the Tasmanian Government
  - Operates in other states but advertising restrictions limits patronage growth

## **Twelve months trading to 30 June 2008**

- Crown equity share of Betfair loss was \$1.5 million. Loss due to
  - High depreciation and amortisation cost of \$5.2 million
  - Impacts of Equine Influenza on revenue
  - Start-up nature of the business
- Recent High Court decision found that WA legislation which restricted access to Betfair is unconstitutional. This improves growth prospects for Betfair



## **Aspinalls business**

- Aspinalls operate four casinos:
  - Aspinalls Club, a high end casino in Mayfair, London
  - Aspers Newcastle, England
  - Aspers Swansea, Wales (opened September 2007)
  - Aspers Northampton, England (JV with Kerzner UK, opened June 2008)
- 50% interest. Cash invested by Crown approximately \$130 million

## **Twelve months trading to 30 June 2008**

- Crown equity share of Aspinalls loss was \$9.1 million due to:
  - introduction of smoking bans in July 2007
  - removal of s21 gaming machines
  - an increase in the levels of casino tax
  - a low win rate across the group and particularly at Aspinalls Club
  - pre-opening costs at Swansea and Northampton
- Recent trading has improved with record VIP volumes at Aspinalls Club and Newcastle trading profitably in the second half
- Further strategies are being implemented to grow earnings



# Other US Investments

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## Fontainebleau Las Vegas & Miami

- 19.6% interest with cost of US\$250 million or A\$303 million
- Developer of a new casino resort on the Las Vegas strip - expected opening late 2009
- 50% interest in Fontainebleau Resort in Miami, having sold 50% to Dubai based Nakheel Hotels for US\$375 million in April 2008. Fontainebleau Miami is undergoing a major renovation and will open later in 2008

## Harrah's

- 2.5% minority equity stake - Cost of US\$150 million or A\$175 million

## Stations

- 4.9% fully diluted minority equity stake - Cost of US\$200 million or A\$242 million

## Investment Write Down

- Assets written down by \$258 million of which \$181 million expensed to the Profit and Loss and \$77 million to Forex Reserves
- Valuations impacted by:
  - recent trading conditions in the US casino industry (particularly in Nevada)
  - highly levered balance sheets of these companies creating volatility in equity values
  - negative impact from appreciation of AUD against USD (substantially now reversed)

**Crown remains comfortable with the long-term growth prospects of its portfolio of investments**



# Financing Update

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- Crown has raised A\$1.0 billion of new debt facilities
  - 5, 7, 10 and 12 year maturities
  - Lengthens debt maturity profile
  - Repays part of existing bank facility maturing in August 2010
- Crown is building its USD debt profile
  - \$1.6 billion of debt drawn in USD
  - Held in USD as hedge against Cannery settlement
  - Intended that post Cannery settlement majority of debt drawn will be in USD
- Crown is “locking” in its interest rate exposure at historically low levels for US debt
  - Locked in US\$1.0 billion for between 5 to 12 years
  - Interest cost approximately 5.9% p.a.



## Debt Structure

Nature of Facility (as at 13 August 2008)	Total Facility A\$	Drawn* A\$	Liquidity A\$	Maturity Date
Bank Debt: - Syndicated Facility	1,060	1,060	-	August 2010
- Syndicated Facility	450	315	135	August 2011
- Bilateral Bank Facilities	120	59	61	August 2009 -10
- Bank Facilities	800	800	-	June 2013
Capital Market Debt - MTN	115	115	-	March 2011
- EMTN	175	175	-	July 2036
- USPP (US\$200 m)	209	209	-	August 2015 -18
Cash Available			2,402	
<b>Net Cash On Hand + Un-drawn Facilities</b>	<b>2,929</b>	<b>2,733</b>	<b>2,598</b>	

\* Drawn amounts includes issued letters of credit of \$354 million



# Operating Cash Flow

\$m	ASX "4E"	Crown Pro-forma
<b>Normalised EBITDA</b>	588.8	588.8
(Less) Plus win rate variance	4.3	4.3
<b>Reported EBITDA</b>	593.1	593.1
Dividends Received	66.7	-
Working Capital Movements (1)	(85.2)	(14.9)
<b>Cash Flow Generated by Business</b>	574.6	578.2
Interest Income	64.1	64.1
Income Tax Payments (2)	(68.7)	(68.7)
<b>Operating Cash Flow</b>	570.0	573.6

(1) ASX "4E" Primarily reflects payment of de merger costs which were accrued in PBL June 07 result

(2) Includes \$24 million of tax refunds





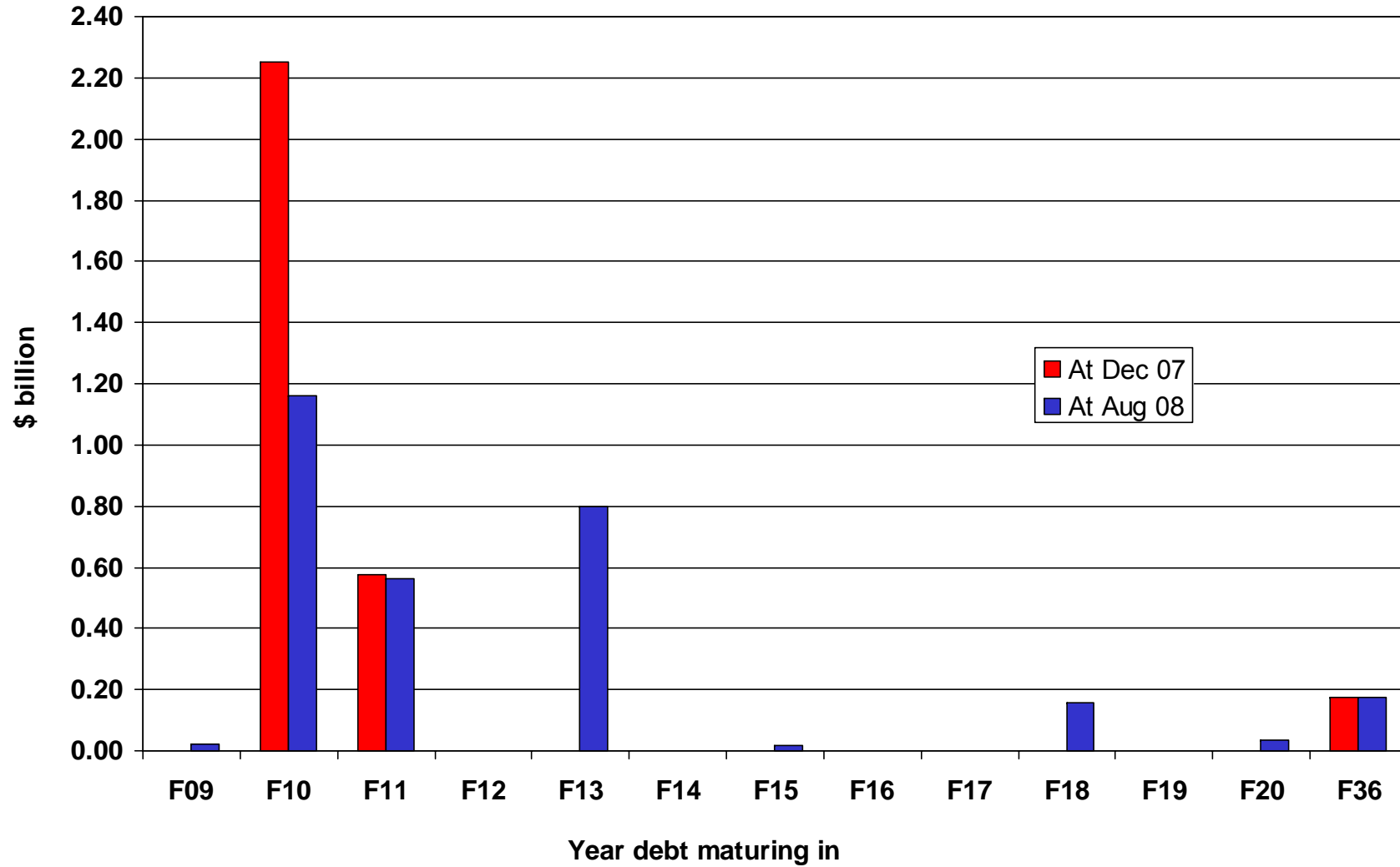
## Net Group Cash Flow

(\$m)	30 June 2008 ASX "4E"	30 June 2008 Crown Pro-forma
<b>Operating Cash Flow</b>	<b>570.0</b>	<b>573.6</b>
Capital Expenditure (net)	(199.6)	(192.7)
Investments (net)	183.0	(496.2)
<b>Free Cash Flow</b>	<b>553.4</b>	<b>(115.3)</b>
Dividends Paid	(339.1)	(339.1)
Distribution to shareholders (net)	(2,053.9)	-
Transfer to CMH	(85.5)	-
<b>Net Group Cash Flow</b>	<b>(1,925.1)</b>	<b>(454.4)</b>



# Debt Maturity Profile

Change in debt maturity profile since December 2007





# Interest Income (Expense)

## 2007/08 Interest Income Analysis

	Interest Income A\$m	Average Cash Balance A\$m
1 <sup>st</sup> Half	64	1,900
2 <sup>nd</sup> Half	2 <sup>(1)</sup>	65 <sup>(2)</sup>

(1) Excludes \$9.0million of “up front” funding costs which were expensed in the period

(2) Reflects impact of \$2.05 billion distribution to shareholders in December '07

## 2008/09 Interest (Expense)

- Interest (expense) in 2008/09 will be influenced by
  - Average net debt expected to approximate \$50 million pre the Cannery settlement
    - Drawn debt \$2.40 billion, cash \$2.35 billion
    - Negative ‘carry’ approximately 190 bp or \$45 million p.a.
  - Timing of Cannery settlement will have major impact on eventual expense
  - Related party interest income approximately \$23 million p.a.



## **Maximise value of existing portfolio by leveraging our key strengths**

- In “Locals” Gaming
  - Expertise in product optimisation, loyalty programs, direct marketing
  - Growth track record at Crown Melbourne (consistently strong EBITDA growth) and Burswood (EBITDA doubled in four years post acquisition)
  - Successful management of key issues and relationships with key stakeholders
- In VIP “High Roller” Business
  - Extensive network of VIP players and representatives through the Asian region
  - Experience and reputation in providing the highest level of service
  - Crown brand is well known and highly regarded in this market
- Experienced and stable management team

## **Selectively consider potential new opportunities – focus on:**

- Under penetrated US locals markets
- Majority / controlling interests

## **Maintain an Investment Grade Credit Rating**



## Australian casinos

- Continuing to achieve solid growth
- Extensive capex program will drive further growth

## Cannery

- Immediately EPS and cash flow positive upon completion of acquisition (anticipated end of 2008)
- Expecting EBITDA of approx US\$200 million in 2009/10 (first full year of operations East Side Cannery and Meadows permanent – assuming late 2008 close )

## MPEL

- Crown Macau trading successfully
- Opening of City of Dreams on track

## Gateway

- Under-penetrated market, development pipeline, business improvement opportunities

## Financial Strength

- USD denominated debt: lower interest cost and natural FX hedge
- Post 2008/09 majority of growth capex completed
  - Group earnings de-risked
  - strong cashflow generation
- Investment grade credit rating



# Disclaimer

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- All information provided in this presentation is provided as of the date stated or otherwise as of the date of the presentation.
- The presentation includes a number of forward looking statements. Forward looking statements, by their nature, involve inherent risks and uncertainties. Many of those risks and uncertainties are matters which are beyond Crown's control and could cause actual results to differ from those predicted. Variations could either be materially positive or materially negative.
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