



Crown Resorts Limited Board Charter

Crown Resorts Limited ACN 125 709 953
A public company limited by shares

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1. Introduction and background

The Board is responsible for guiding and monitoring Crown Resorts on behalf of its shareholders. In addition, the Board is responsible for identifying areas of significant business risk and ensuring arrangements are in place to adequately manage those risks.

2. Composition of the Board

2.1. Structure

The Board will be made up of a minimum of three directors. The maximum number of directors is to be twelve directors.

2.2. Independence

A director will be considered independent if they are a non-executive director who is not a member of management and who is free of any business or other relationship that could materially interfere with, or could reasonably be perceived to materially interfere with, the independent exercise of their judgment.

A director will be considered independent if he or she:

- is not, or has not been, employed in an executive capacity by the Company or any of its child entities or there has been a period of at least three years between ceasing such employment and serving on the board;
- is not, or has not within the last three years been, a partner, director or senior employee of a provider of material professional services to the Company or any of its child entities;
- is not, or has not been within the last three years, in a material business relationship (eg as a supplier or customer) with the Company or any of its child entities, or an officer of, or otherwise associated with, someone with such a relationship;
- is not a substantial security holder of the Company or an officer of, or otherwise associated with, a substantial security holder of the Company;
- does not have a material contractual relationship with the Company or its child entities other than as a director;
- does not have close family ties with any person who falls within any of the categories described above; or
- has not been a director of the Company for such a period that his or her independence may have been compromised.

For the purposes of the above criteria, the following materiality thresholds will be applied:

Advisers or consultants: In respect of advisers or consultants, where the Company pays fees in excess of A\$2 million per annum;

Customers: In respect of customers, where the Company supplies products or services in excess of A\$2 million per annum;

Suppliers: In respect of suppliers, where the Company purchases goods or services in excess of A\$2 million per annum; and

Directors: In respect of directors:

- any other relationship which accounts for more than 20 percent of his or her annual income; or
- if the relationship is with an entity in which the director, or any associate, has more than 20 percent economic interest (if a private entity) or 10 percent shareholding (if a listed company).

2.3. Compensation

Each director is entitled to remuneration out of the funds of the Company as the directors determine, in accordance with, and subject, to the Constitution of the Company.

2.4. Expertise

Members of the Board must have appropriate skills and experience. The following procedure will be followed when considering potential Board candidates:

- the skills and experience appropriate for an appointee will be determined, having regard to those of the existing directors and any other likely changes to the Board;
- upon identifying a potential appointee, their competencies and qualifications, independence, other directorships, time availability and the effect that their appointment would have on the overall balance of the composition of the Board will be considered; and
- the proposed appointee must be approved by all existing Board members.

3. Duties, responsibilities and powers of the Board

3.1. Management of the business of the Company

The directors are responsible for managing the business of the Company and may exercise all the powers of the Company which are not required, by the Corporations Act, the Constitution or, while the Company is a Listed Company, the Listing Rules, to be exercised by the Company in general meeting.

3.2. Matters reserved for the Board

Matters which are reserved for the Board include:

- in conjunction with management, establishing a vision and strategies for Crown Resorts;
- approving Crown Resorts' annual business plan and budget;
- approving specific items of capital expenditure and investments and disinvestments;
- appointing and approving the terms and conditions of appointment of the Chief Executive Officer (CEO) and Chief Financial Officer (CFO);

- appointing Directors to the Board;
- approving the half-year and full-year financial statements;
- approving the interim and final dividends to shareholders;
- approving any significant changes to accounting policies;
- approving the terms of reference and membership of Board Committees; and
- approving Company policies which may be developed from time to time.

3.3. Compliance with laws and internal codes of conduct

The directors must comply with all relevant requirements of law, including those set out in the Corporations Act and relevant common law duties.

In addition, all directors must comply with the Code of Conduct developed and approved by the Board from time to time.

3.4. Delegation of powers

The directors may resolve to delegate any of their powers to an officer, agent or attorney and the officer, agent or attorney must exercise the powers delegated in accordance with any directions of the directors.

3.5. Establishment of Committees

The directors may resolve to delegate any of their powers to a committee or committees consisting of such number of directors as they think fit.

A committee to which any powers have been so delegated must exercise the powers delegated in accordance with any directions of the directors.

4. Role of the Company Secretary

The company secretary is accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board. The decision to appoint or remove a company secretary must be made or approved by the board.

The role of the company secretary includes:

- advising the board and its committees on governance matters;
- monitoring that board and committee policy and procedures are followed;
- coordinating the timely completion and despatch of board and committee papers;
- ensuring that the business at board and committee meetings is accurately captured in the minutes; and
- helping to organise and facilitate the induction and professional development of directors.

5. Proceedings

5.1. Meeting frequency

The directors may hold meetings for the despatch of business and adjourn and otherwise regulate their meetings as they think fit.

5.2. Board papers

Relevant documents to be considered at Board meetings will be compiled and distributed by the Company Secretary to all directors as well as to any invitees to relevant Board meetings.

5.3. Attendance at Board meetings

The Board may extend an invitation to any person to attend all or part of a scheduled Board meeting. This invitation may extend to management attending future meetings. Only Board members shall be eligible to vote.

5.4. Quorum

A quorum for a meeting of the Board is three directors.

5.5. Minutes

Minutes of proceedings and resolutions of meetings of the directors and resolutions passed by directors without a meeting, are to be recorded and entered in the Company Register within one month after the meeting is held or the resolution passed.

Minutes of a meeting must be signed by the chair of the meeting or the chair of the next meeting within a reasonable time after the meeting.

A resolution may be made if a document containing the relevant resolution is assented to by all Board members eligible and willing to participate in the making of the resolution.

The resolution will be taken to have been passed when the document is last assented to by a Board member. Where a Board member has assented by means other than writing, that Board member must sign the document containing the relevant resolution within a reasonable time after having provided their assent.

5.6. Amendment and review

The Board must review this Charter on an annual basis to ensure it remains consistent with its objectives, the Constitution and existing regulatory requirements and recommendations.

Crown Resorts Limited

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