

RISK MATRIX - Likelihood and Consequences

LIKELIHOOD CRITERIA (of an event happening within 12 months)

	RARE (1)	UNLIKELY (2)	POSSIBLE (3)	LIKELY (4)	ALMOST CERTAIN (5)
% or expected timeframe	Less than 5% (less than every 20 years)	5% to 20% (within 5 to 20 years)	20% to 50% (within 2 to 5 years)	50% to 75% (within 18 to 24 months)	75% to 100% (within 12 to 18 months)

CONSEQUENCE CRITERIA (Impact per event)

	INSIGNIFICANT (1)	MINOR (2)	MODERATE (3)	MAJOR (4)	SEVERE (5)
Finance (EBITDA)	Financial loss outside normal trading and/or adverse to the current (normalised) forecast up to \$1M	Financial loss outside normal trading and/or adverse to the current (normalised) forecast between \$1M and \$5M	Financial loss outside normal trading and/or adverse to the current (normalised) forecast between \$5M and \$10M	Financial loss outside normal trading and/or adverse to the current (normalised) forecast between \$10M and \$20M	Financial loss outside normal trading and/or adverse to the current (normalised) forecast in excess of \$20M
Reputation /Brand	No impact on Investor Confidence / Brand Issue of individual/ Department significance No adverse external criticism or publicity	Isolated impact on Investor Confidence (<2% sustained share price relative to market)/ Brand Issue of company /property significance - Event/incident broadcast on local radio only or localised social media Criticism/isolated complaints by directly affected customers Public opinion of Crown unlikely to be affected	Some impact on Investor Confidence (2% to 5% sustained share price relative to market) / Brand. Event/incident broadcast on local (State) media or isolated national media broadcast Trending complaints, social media focus General public likely to view Crown's action(s) as questionable, temporarily affecting the perceived integrity of Crown (pub test)	General impact on Investor Confidence (5% to 10% sustained share price relative to market)/ Brand. Sustained broadcast of event/incident broadcast on national media General public likely to view Crown's action(s) as inappropriate, affecting the perceived integrity of Crown (pub test)	Widespread impact on Investor Confidence (>10% sustained share price relative to market)/ Brand Sustained broadcast of event/incident on international media Loss of public confidence in Crown. General public likely to view Crown's action(s) as a misuse of its licence to operate (pub test)
Compliance / regulatory	Potential non-compliance or program/ policy/ internal control issue requiring internal reporting only – no remedial action required	Perceived or actual non-compliance that may require external reporting. Internal remediation and potential internal action against staff. No regulator action. No impact to the relationship with regulators.	Perceived or actual breach triggering external reporting or civil action by an individual Potential regulatory monitoring and/or relationship with regulator temporarily impacted operationally.	Failings in corporate culture Perceived or actual breach triggering regulator monitoring or intervention, or civil action by a corporate Relationship with regulator is damaged requiring direct involvement from Executives and Directors. ASX disclosure made.	Systemic failings in corporate culture Perceived or actual breach triggering restriction or loss of critical gaming/liquor licence(s), class action or criminal sanction against Crown or its officers. Potential or actual permanent damage to relationship with regulator ASX disclosure made.

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	INSIGNIFICANT (1)	MINOR (2)	MODERATE (3)	MAJOR (4)	SEVERE (5)
People	<p>Minor injury</p> <p>No impact on culture and staff performance</p> <p>No loss of staff</p> <p>Union involvement</p>	<p>Significant injury requiring medical assistance</p> <p>Minimal impact on staff or overall culture.</p> <p>No or minimal loss of staff</p> <p>Union escalation of a single matter (legal action)</p>	<p>Serious injury requiring hospitalisation/surgery.</p> <p>Isolated impact on productivity and staff turnover (<5%)</p> <p>Impact on the culture of directly affected operational department</p> <p>Union activism</p>	<p>Permanent disability /measurable increase in stress related issues.</p> <p>Sustained staff turnover/unplanned absence (5-30%) – including some key management</p> <p>Impact on the culture and performance of staff throughout a property</p> <p>Industrial action or targeted organised campaign by nominated union</p>	<p>Fatality(ies)</p> <p>Sustained high level of staff and key management turnover/unplanned absence (30%+)</p> <p>Impact on the culture and performance of staff across multiple properties</p> <p>Strike or widespread organised campaign by relevant unions</p>
Customers / Patrons	Negative event with impact up to \$4M in revenue	Negative event with impact up to \$20M in revenue	Negative event with impact up to \$40M in revenue	Negative event with impact up to \$100M in revenue	Negative event with impact over \$100m in revenue
Infrastructure	<p>No or minor damage to FOH. BOH issue managed within existing resources or contracts</p> <p>Loss of key system for up to 2 hours</p>	<p>Damage to FOH can be isolated and not impact services outside local area.</p> <p>No critical infrastructure impacted</p> <p>Loss of key system for up to 8 hours.</p>	<p>Unplanned loss of up to 3 F&B outlets, up to 50% of one hotel, or up to 10% of gaming floor for less than 24 hours.</p> <p>Repairable loss to critical infrastructure for up to 24hr</p> <p>Loss to multiple systems, core infrastructure or key system for up to 24 hours.</p>	<p>Unplanned loss of up to 1 hotel or 50% F&B; or up to 25% of the gaming floor for up to 48 hours.</p> <p>Loss of critical infrastructure, for up to 48hrs</p> <p>Recoverable loss to multiple systems, core infrastructure or key system for up to 48 hours.</p>	<p>Unplanned loss of more than 25% of gaming floor; or loss of >50% F&B or 1 hotel for over 48 hrs</p> <p>Recoverable loss to key/ multiple systems or core infrastructure for over 48hrs</p> <p>Irrecoverable critical data loss.</p>
Strategy / Business Sustainability	<p>An event, the impact of which can be absorbed through normal activity</p> <p>Delay to short term strategic objectives</p>	<p>An event that can be absorbed but management effort is required to minimise the impact</p> <p>Limited to single area of the business</p> <p>Ability to deliver short term strategy impacted</p>	<p>An event which can be managed under normal circumstances with significant management effort</p> <p>Impact to multiple areas of the business</p> <p>Ability to deliver short to medium term strategy impacted.</p>	<p>CMT/EMT activated</p> <p>Impact to widespread areas of business, significant mobilisation of resources and significant management intervention required</p> <p>Inability to deliver on medium to long term strategy</p> <p>Change in investment ownership</p>	<p>A disaster with potential to lead to collapse of the business</p> <p>Threatens long term viability of the business</p> <p>Change in investment ownership</p>

RISK MAP

Below is the risk map that combines the likelihood and consequence criteria into an overall risk rating.

LIKELIHOOD	Almost certain					
	Likely					
	Possible					
	Unlikely					
	Rare					
		Insignificant	Minor	Moderate	Major	Severe
CONSEQUENCE						

Legend:

	Critical risk – Oversight by the RMC/Board
	High risk – Managed by CEO and relevant EGMs
	Moderate risk – Managed by BOT members
	Low risk – Managed as part of BAU