

2020 SKILLS MATRIX – CROWN RESORTS BOARD

| Skill / Competency | John Alexander | Andrew Demetriou | Ken Barton | Harold Mitchell | Helen Coonan | John Horvath | Mike Johnston | Guy Jalland | Jane Halton | Toni Korsanos | John Poynton | TOTAL |
|--|----------------|------------------|------------|-----------------|--------------|--------------|---------------|-------------|-------------|---------------|--------------|-----------|
| Total Number of Directors | | | | | | | | | | | | 11 |
| Executive Experience Experience in senior positions at executive levels. | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | 11 |
| Strategic Planning and Execution Ability to develop and implement successful strategy and deliver agreed strategic planning goals. | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | 11 |
| Risk Management Experience in the oversight and management of material business risk including Board Risk Management Committee membership. | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | 11 |
| Financial Acumen Senior executive or equivalent experience in financial accounting and reporting, capital management, industry taxation, internal financial controls and corporate financing arrangements. | YES | YES | YES | YES | YES | NO | YES | YES | YES | YES | YES | 10 |
| Governance Experience with listed and other organisations subject to robust governance frameworks with an ability to assess the effectiveness of relevant governance processes. | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | 11 |
| Occupational Health and Safety Experience in relation to workplace health and safety. | YES | YES | YES | NO | YES | YES | YES | NO | YES | YES | YES | 9 |

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| Environment and Sustainability Experience in relation to environmental and social responsibility and community. | YES | YES | YES | YES | YES | YES | YES | NO | YES | NO | YES | 9 |
| Legal and Regulatory Experience in legal and regulatory matters including regulatory and contractual frameworks governing gaming matters. | YES | YES | YES | YES | YES | YES | YES | YES | YES but not in gaming | YES | YES | 11 |
| Information Technology Senior executive experience in information technology including gaming systems and data security. | YES | NO | YES | YES | NO | NO | NO | NO | YES but not gaming systems | YES | YES | 6 |
| Human Resources / Remuneration Experience in relation to remuneration practices, development of incentive plans, succession planning and director appointment processes including Board Remuneration Committee membership. | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | 11 |
| Capital Projects Senior executive experience in executing large scale projects with long term investment horizons and substantial capital outlays. | YES | YES | YES | YES | NO | NO | YES | YES | YES | YES | YES | 9 |
| Sales and Marketing Senior executive experience in marketing coupled with a detailed understanding of Crown's strategic direction and competitive environment. | YES | YES | YES | YES | NO | NO | NO | NO | NO | NO | NO | 4 |

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| Industry Experience - Gaming and Entertainment Senior executive experience in the gaming and entertainment industry. | YES | YES | YES | NO | NO | NO | NO | NO | NO | YES | NO | 4 |
| Industry Experience - Hospitality and Management Senior executive experience in the hospitality, food and beverage industries. | YES | YES | YES | NO | NO | NO | YES | NO | NO | NO | NO | 4 |
| Industry Experience – Tourism Senior executive experience in the tourism industry. | YES | YES | YES | NO | NO | NO | YES | NO | NO | NO | NO | 4 |
| Industry Experience – Public Policy Experience in public and regulatory policy, including in relation to gaming related policy. | YES | YES | YES | NO | YES | YES | YES | NO | YES | NO | YES | 8 |