



THE STAR
ENTERTAINMENT
GROUP

FY24 RESULTS PRESENTATION & UPDATE

26 SEPTEMBER 2024

The Star Entertainment Group
Limited ABN: 85 149 629 023

DISCLAIMER



This presentation (Presentation) contains summary information about the current activities of The Star Entertainment Group and its subsidiaries (TSEG or the Group). It should be read in conjunction with the Group's other periodic and continuous disclosure announcements lodged with the ASX, which are available at <https://www.starentertainmentgroup.com.au/investors>.

The information contained in this Presentation is of a general nature and has been prepared by the Group in good faith and with due care, however no representation or warranty, express or implied, is provided in relation to the accuracy or completeness of such information. This Presentation is for information purposes only and is not a prospectus, product disclosure statement or other disclosure or offering document under Australian or any other law. This Presentation does not constitute an offer, invitation or recommendation to subscribe for or purchase any security and neither this Presentation nor anything contained in it shall form the basis of any contract or commitment.

The information provided in this Presentation is not financial product or investment advice and has been prepared without taking into account the investment objectives, financial circumstances or particular needs of any particular investor or potential investor. Neither the Group nor any other person warrants or guarantees the future performance of TSEG shares or any return on any investment made in TSEG securities.

This Presentation may contain certain 'forward-looking statements'. The words 'anticipate', 'believe', 'expect', 'project', 'forecast', 'estimate', 'likely', 'intend', 'should', 'could', 'may', 'target', 'plan' and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, financial position and performance are also forward-looking statements. Any forecasts or other forward looking statements contained in this Presentation are subject to known and unknown risks and uncertainties and may involve significant elements of subjective judgement and assumptions as to future events which may or may not be correct. Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of the Group, that may cause actual results to differ materially from those expressed or implied in such statements. There can be no assurance that actual outcomes will not differ materially from these statements. You are cautioned not to place undue reliance on forward looking statements. Except as required by law or regulation (including the ASX Listing Rules), The Group undertakes no obligation to update these forward-looking statements. Past performance information given in this Presentation is given for illustrative purposes only and should not be relied upon as (and is not) an indication of future performance.

Investors should be aware that certain financial measures included in this Presentation are 'Non-IFRS financial information' under ASIC Regulatory Guide 230: 'Disclosing non-IFRS financial information' published by ASIC and 'non-GAAP financial measures' within the meaning of Regulation G under the U.S. Securities Exchange Act of 1934, as amended, and are not recognised under AAS and IFRS. Non-IFRS financial information in this Presentation include EBITDA (before significant items), net debt, gross debt and NPAT (before significant items), and the various references to Comparable results information. Such non-IFRS financial information does not have a standardised meaning prescribed by AAS or IFRS. Therefore, the non-IFRS financial information may not be comparable to similarly titled measures presented by other entities, and should not be construed as an alternative to other financial measures determined in accordance with AAS or IFRS. Although the Group believes these non-IFRS financial measures provide useful information to investors in measuring the financial performance and condition of its business, investors are cautioned not to place undue reliance on any non-IFRS financial information included in this Presentation.

All dollar values are in Australian dollars (A\$) unless otherwise stated.

BASIS OF PREPARATION

- Information in this presentation is provided as at the date of the presentation unless specified otherwise. It should be read in conjunction with The Star Entertainment Group Limited's (TSEG, The Star or The Group) Appendix 4E and Preliminary Financial Report (unaudited) and for the twelve months ended 30 June 2024 (Preliminary Financial Report) and other disclosures made via the Australian Securities Exchange
- TSEG's results are reported under International Financial Reporting Standards (IFRS). This presentation may include certain non-IFRS measures including normalised results, which are used internally by management to assess the performance of the business
- Financials have not been subject to audit or review

BASIS OF PREPARATION

The Preliminary Financial Report is unaudited and has been prepared in accordance with Australian Accounting Standards and International Financial Reporting Standards (IFRS) to meet the requirements of the Australian Securities Exchange listing rule 4.3A - Appendix 4E Preliminary Final Report. The Company currently anticipates that it will issue an audited Financial Report by 30 September 2024. The audited Financial Report is likely to include a material uncertainty in relation to going concern and an emphasis of matter in relation to provisions for regulatory and legal matters, which may have a material impact on these results.

GOING CONCERN

The following matters, detailed in note B3 of the Preliminary Financial Report create material uncertainty relating to events or conditions that may cast significant doubt upon the Group's ability to continue as a going concern:

- The elevated earnings uncertainty arising from the combination of decreasing revenue profile due to a loss of market share across all of the Group's casinos and financial crime remediation activities, the impact of casino operating reforms (including cashless and carded play and safer gambling) on gaming revenues and a softening macroeconomic backdrop; together with an increase in the cost base to execute the Group's uplifted risk and control environment and its compliance with new casino regulations.
- The ability of the Group to return to suitability following the indefinite suspension of the Sydney Casino licence (from 21 October 2022) and the deferred suspension of the Queensland Casino licences for The Star Gold Coast and Treasury Brisbane (from 1 December 2023 to 20 December 2024, noting Treasury Brisbane will surrender its casino licence by 23 October 2024). On 30 August 2024, the NICC provided to the Company and The Star Sydney, a copy of the Bell Two Report which concludes that the Company and The Star Sydney are presently unsuitable to be concerned in, or associated with, the management and operation of The Star Sydney (refer to note B3). A copy of the non-confidential parts of the Bell Two Report was released to the public on the same day. On 13 September 2024, the NICC served a 'show cause' notice (Notice) on The Star Sydney, requesting a response to the Breach Findings from the Bell Two inquiry. The NICC has also requested information about the Company's current financial position and its plans to address these issues so that it can make informed decisions about the Company's financial suitability to hold the casino licence for The Star Sydney. The Company will lodge its response by Friday 27th September 2024. A range of disciplinary actions are available to the NICC, including the imposition of a penalty, letter of censure, amendments to the conditions, further suspension, or cancellation, of The Star Sydney's licence. On 1 August 2024, the NICC advised that its request to extend the appointment of the Manager of The Star Sydney by regulation to 31 March 2025 was approved. The Department of Justice QLD and Attorney-General QLD will also have consideration for the Bell Two findings.
- The phased opening of the DBC Queens Wharf Integrated Resort (of which the Group is a 50% shareholder and provides management services) commenced operations on 29 August 2024, including The Star Brisbane casino operations, The Star Grand hotel, the Event Centre, certain food and beverage outlets, the carpark, and the public realm. Additional facilities, including additional restaurants, cafes, and leisure deck amenities, are scheduled to open between September and December 2024. The Rosewood and Dorsett Hotels (comprising an additional 522 rooms) are planned to open by the end of calendar year 2026. The phased opening of a property of this size and scale causes uncertainty in the timeframe it may take for the DBC property's earnings and cashflows to grow to a level where assistance is no longer required from its owners (including the Group). The Group has capital commitments (refer to note D1) in relation to future construction which needs to be funded and has associated risks such as delays and increased costs. DBC will also need to undertake a refinance of its debt facilities in December 2025 and the Group has a guarantee with lenders (refer B3).
- The outcomes (magnitude and timing of payments) of various provisions and contingent liabilities, including the AUSTRAC proceeding, historic underpaid casino duty, outstanding class action and any material penalties which may be levied against the Group for regulatory breaches identified in the Bell Two Report or subsequently.

The Group and its lenders executed a commitment letter on 25 September 2024 for a new debt facility (of up to \$200 million in two-tranches) which will become effective upon completion of long-form documentation and satisfaction of various conditions precedent.

The Group's existing \$450 million facility has been reduced to \$334 million which is fully drawn. The Company's lenders have agreed to provide covenant waivers for the next two testing dates, being 30 September 2024 and 31 December 2024, with the waiver for the latter date being subject to execution of long-form documentation for the new debt facility and other customary conditions. The new facility comprises two tranches of \$100 million each. The first tranche is expected to be available to be drawn, subject to conditions precedent, from the end of October 2024 through to 20 December 2024.

The first tranche is subject to certain conditions precedent being met, including: the provision of unsecured guarantees from some of the Group's regulated entities and enhanced security granted to lenders; regulatory consents and government approvals as required for guarantees and enhanced security for the lender group; the establishment of a disposal proceeds account with a credit balance of an amount representing the net proceeds of the sale of the Treasury Brisbane casino building and any other non-core asset proceeds completed before the draw down; and other customary conditions precedent.

The second tranche is subject to more extensive conditions precedent but, if satisfied, would be expected to be available to be drawn from the end of December 2024 and have a 4 month availability period following the drawing of the first tranche. The conditions precedent for the second tranche drawdown include: the receipt of required regulatory consents and finalisation of documentation for the granting to the lender group of security over the Group's regulated entities; provision of information in relation to the Group's long-term strategy; all lender approval of the Group's strategic plan and long-term financial forecasts; the Company raising additional subordinated capital of at least \$150m; and other customary conditions precedent.

The all-in coupon for the new facility is 13.50% per annum (assuming cash pay is elected), and the existing \$300 million term facility has been repriced to this level: the Company has the flexibility to capitalise a component of the interest at its election; and there is a reduction in the coupon subject to the Group's Adjusted Net Leverage Ratio falling below 4.0x.

The maturity date for the new facility is consistent with the existing term loan (December 2027). The Group will also retain up to \$34 million of bank guarantees under the existing revolving credit facility.

In addition to the new debt facility set out above and in response to the operating environment, management has identified approximately \$100 million of annualised cost savings (currently targeted to be achieved by the end of March 2025) and a reduction in capital expenditure (excluding remediation expenditure) in FY25. The Group is in the process of selling its Treasury buildings in Brisbane and will continue to review the potential sale of other non-core assets and identify any additional cost savings.

The Group's lenders have agreed to provide covenant waivers for the next two testing dates, being 30 September 2024 and 31 December 2024, with the waiver for the latter date being subject to execution of long-form documentation for the new debt facility and other customary conditions. It is the Group's intention to engage with its lenders in relation to the 31 March 2025 and 30 June 2025 testing dates prior to 31 March 2025.

Notwithstanding the new debt facility, there is material uncertainty as to the outcome of the matters outlined above which may cast significant doubt on the Group's ability to continue as a going concern, the Preliminary Financial Report (unaudited) has been prepared on the basis there are reasonable grounds to believe the Group will be able to pay its debts as and when they fall due, provided that: the Group is able to meet the conditions precedent in relation to the new debt facility outlined above and receive the required support of its lenders; the Group is able to access additional sources of liquidity to fund ongoing operations, commitments and any pecuniary penalties if required; the Group is able to further progress its plans to implement longer-term funding arrangements that provide the Group with sufficient additional flexibility having regard to the uncertainties outlined above. These arrangements are expected to involve continued discussions and negotiations with various stakeholders including regulators, Governments, lenders, shareholders and other parties; the outcomes of the provisions and contingent liabilities outlined in note B3 are of such a magnitude, and with adequate flexibility on timing of payments, so as to not render the Group unable to pay its debts as and when they fall due; the reduction of earnings due to the implementation of cashless and carded play in Sydney and Queensland casinos is not materially worse than expected and there are not further regulatory changes that materially reduce earnings; the capital commitments required for the completion of the DBC Queens Wharf Integrated Resort can be funded; the costs associated with remediation activities do not materially increase; management successfully undertakes initiatives relating to reductions in cost and capital spend, and expected non-core asset sales; and the Group, by continuing to work with its Regulators, the Manager (The Star Sydney), Special Manager (The Star Gold Coast) and External Adviser (The Star Brisbane), is able to develop and implement its remediation measures and restore the Group to suitability to hold its casino licences on an unconditional basis.

If the Group is unable to successfully address or resolve any one or more of the matters outlined above, it is likely that the Group would not remain a going concern and be unable to pay its debts as and when they fall due. The financial report does not include any adjustments relating to the recoverability and classification of recorded asset amounts or to the amounts and classifications of liabilities that might be necessary should the entity not continue as a going concern.

AGENDA

1. Business Update

2. FY24 Financial Results

3. Trading Update

4. Regulatory Update

5. Major Project Update

6. Appendices

BUSINESS UPDATE - FINANCIAL PERFORMANCE



FY24 RESULTS & IMPAIRMENTS

FY24 RESULTS

- The Star's FY24 EBITDA (before significant items) of \$175 million was down ~45% from FY23, with performance deteriorating through the year
 - 2H FY24 EBITDA (before significant items) of \$61 million was down 46% on the first half
- FY24 statutory net loss of \$1,685 million after significant items
- The business has experienced negative operating leverage as revenue has declined whilst operating expenses have increased in 2H FY24
 - A more challenging consumer environment, loss of market share and the impact of changed business practices has negatively impacted top-line performance
 - PGR revenue has been particularly impacted, down ~27% in FY24
 - MGF revenue was down ~1%, reflecting some shift of play from PGRs
 - Non-gaming revenue was down ~4%
 - Operating expenses remain elevated due to remediation and transformation activities, with increased resourcing in risk, controls and safer gaming functions
 - Previously announced cost reduction program offset by increased employment costs in 2H FY24 for remediation, risk, controls and safer gaming

IMPAIRMENTS

- The deterioration in current trading conditions coupled with the anticipated earnings impact of the introduction of various recent and upcoming regulatory changes has resulted in a non-cash impairment of \$1.44 billion as follows:
 - Sydney of \$337 million
 - Gold Coast of \$274 million
 - Brisbane (including investment in DBC) of \$819 million

TRADING UPDATE

- The downward earnings trajectory has continued into the beginning of FY25, with monthly negative normalised EBITDA for July and August
 - EBITDA monthly runrate has declined from ~\$19 million (in Jul-23 to Jan-24) to \$4.6 million (in the last five months of FY24). EBITDA in July was (\$6.6 million) and in August was (\$1.1 million)
- FY25 performance is expected to be negatively impacted by further regulatory changes being implemented during the period
 - The Star Sydney – mandatory carded play in certain areas and cash limits commenced on 19 August 2024
 - Since the introduction of mandatory carded play in certain areas and \$5,000 cash limits in Sydney on 19 August, the daily average revenue (as at 24 September 2024) is down 10.7% compared to the daily average revenue for the 4 weeks prior to the introduction
 - Mandatory carded play to be required across entire gaming floor by 19 October 2024 and cash limits to reduce to \$1,000 by 19 August 2025
 - Queensland casinos – legislation introducing mandatory carded play, mandatory pre-commitments and cash limits passed in March 2024. The timing of implementation remains subject to the finalisation of Regulations and The Star is currently engaging with the Queensland Regulator in this regard

BUSINESS UPDATE - NEAR TERM EVENTS AND LIQUIDITY

BELL TWO REPORT

- On 30 August 2024, the New South Wales Independent Casino Commission (NICC) publicly released the Bell Two report
- The Star notes that the Bell Two Report was issued to the NICC and that the NICC is presently “considering next steps” in relation to its recommendations and findings. The Company and The Star Sydney are also reflecting on the recommendations and guidance in the Bell Two Report and, subject to any response to the Bell Two Report by the NICC, will seek to implement relevant recommendations at an appropriate time. Refer to page 29 for further information
- On Friday 13 September, the NICC served The Star with a Show Cause Notice, in addition the NICC has also asked The Star to make a number of submissions as outlined in the ASX announcement at the time. The Star expects to respond to the Show Cause Notice on Friday 27 September

THE STAR BRISBANE

- The initial stage of The Star Brisbane opened to the public on 29 August 2024, including The Star Grand hotel, the main gaming floor and premium gaming rooms, Events Centre, Sky Deck, pedestrian bridge, public realm and certain Food & Beverage (F&B) outlets
- Further F&B venues, the leisure deck and retail spaces will open progressively throughout FY25. The Dorsett and Rosewood hotels are expected to open in late CY26
- Initial gaming revenues are up relative to Treasury
- With the opening of The Star Brisbane:
 - Treasury Brisbane’s earnings will be replaced by The Star Brisbane operator fee in the Group’s consolidated EBITDA
 - Earnings from the Destination Brisbane Consortium (DBC) JV will be equity accounted
- The remaining DBC JV equity contributions required to be made by The Star to DBC have been revised upwards
 - \$75 million was paid in FY24 with a further ~\$358 million estimated to be required to fund the cost to complete (~\$174 million in FY25 and ~\$183 million in FY26 and beyond, noting \$65m of the FY25 contribution has been paid as at 31 August 2024¹)
 - These contributions are expected to be partially offset by reimbursements of pre-opening costs incurred by The Star (paid by DBC to The Star)
 - In addition, The Star expects to make further equity contributions to fund costs associated with financing and operations as the business ramps up^{1,2}

LIQUIDITY

- As at 31 August 2024, The Star had an available cash balance of \$130 million³
- The Star faces significant near-term liquidity requirements including:
 - Funding of the Group’s operations at current trading levels
 - Remediation and transformation activities, with total remediation spend of approximately \$105 million expected during FY25 (comprising operating costs of approximately \$68 million and capex of approximately \$37 million)
 - JV equity contributions, in particular contributions to the DBC JV
 - Anticipated outflows associated with ongoing regulatory matters, including AUSTRAC civil penalty proceedings and underpaid casino duty in NSW
- In response, The Star has secured a commitment from its corporate lenders for a revised debt package as set out on page 21

BUSINESS UPDATE - INITIATIVES IN RESPONSE

A RANGE OF INITIATIVES AND OTHER MEASURES HAVE BEEN IDENTIFIED AND ARE IN THE PROCESS OF BEING IMPLEMENTED TO IMPROVE BUSINESS PERFORMANCE AND ENHANCE THE STAR'S LIQUIDITY POSITION

<p>COST OUT</p>	<ul style="list-style-type: none"> • In response to the operating environment, management has identified approx. \$100 million of annualised cost savings • Targeting implementation by March 2025 • Further work is being undertaken to identify additional cost savings
<p>CAPEX</p>	<ul style="list-style-type: none"> • Reduction of maintenance capex (relative to historical levels) to \$80 million in FY25 (excluding remediation capex)
<p>ASSET SALES</p>	<ul style="list-style-type: none"> • Sale of Sheraton Grand Mirage Gold Coast completed in November 2023, with proceeds on sale of \$56 million recognised during the period • Agreement to sell the leasehold interest in the Treasury Casino Building to Griffith University for \$67.5 million (plus GST). Net proceeds expected to be \$60.7 million (plus GST) after settlement adjustments. Sale is subject to a number of conditions including relevant government consents and a new lease in suitable form being granted and registered, with the new lease and settlement currently expected to occur on or around 27 September 2024 • The Star continues to review the potential sale of other non-core assets. These assets, together with the remaining Treasury assets have an estimated value of >\$300 million
<p>BALANCE SHEET SUPPORT</p>	<ul style="list-style-type: none"> • The Star's corporate lenders have executed a commitment letter for a new debt facility (of up to \$200 million in two-tranches) which will become effective upon completion of long-form documentation and satisfaction of various conditions precedent • The existing \$450 million facility has been reduced to \$334 million which is fully drawn • The Star's lenders have agreed to provide covenant waivers for the next two testing dates, being 30 September 2024 and 31 December 2024, with the waiver for the latter date being subject to execution of long-form documentation for the new debt facility and other customary conditions • The new facility comprises two tranches of \$100 million each. The first tranche is expected to be available to be drawn, subject to conditions precedent, from the end of October 2024 through to 20 December 2024. • The Star continues to assess additional avenues to further support its liquidity position, as well as exploring other potential capital sources such as subordinated debt

FY24 FINANCIAL RESULTS

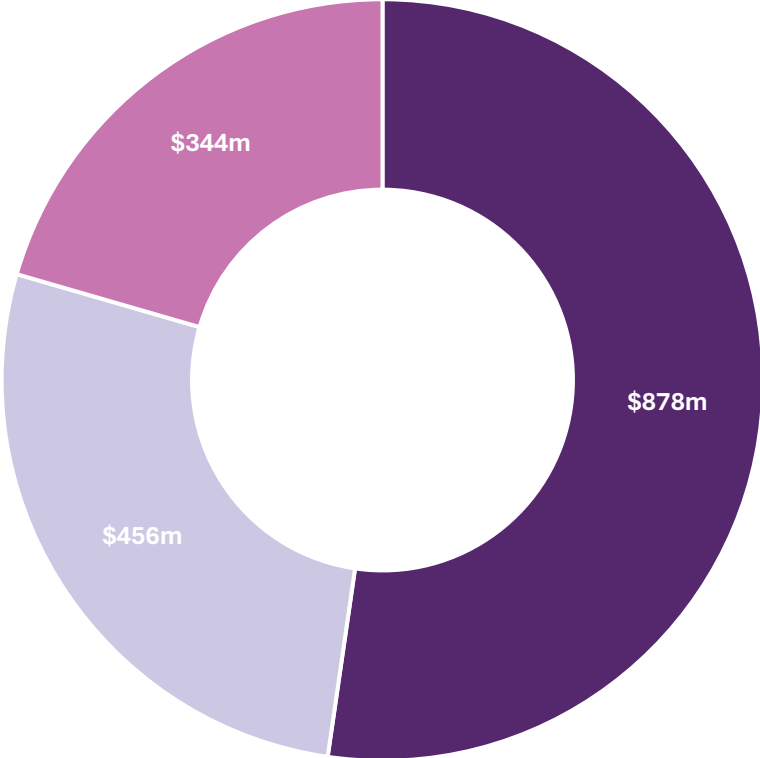


FY24 FINANCIAL OVERVIEW

Revenue FY24

\$1,678M

▼ FY23 \$1,868M



■ The Star Sydney ■ The Star Gold Coast ■ Treasury Brisbane

EBITDA (before significant items)¹

\$175M

▼ FY23 \$317M

EBITDA Margin

10.4%

▼ FY23 17%

EBIT (before significant items)¹

\$54M

▼ FY23 \$122M

Significant items (after tax)

(\$1,697M)

▲ FY23 (\$2,477M)

NPAT (before significant items)¹

\$12M

▼ FY23 \$41M

NPAT (statutory)

(\$1,685M)

▼ FY23 (\$2,435M)

Gaming Taxes & Levies Paid

\$412M

▼ FY23 \$456M

Notes: (1) Comprises impairments, debt refinancing costs, redundancy costs, regulatory fines, penalties and duty, consultant, legal and other costs, partially offset by profit on sale of assets

GROUP PROFIT AND LOSS



NORMALISED RESULTS	FY24 \$'million	FY23 \$'million	Variance %
Domestic gaming revenue	1,336.5	1,514.0	(11.7%)
Non-gaming revenue	341.3	353.5	(3.5%)
Revenue ¹	1,677.8	1,867.5	(10.2%)
Gaming taxes and levies	(412.1)	(456.1)	9.6%
Operating expenditure	(1,091.0)	(1,094.0)	0.3%
EBITDA (before significant items)	174.7	317.4	(45.0%)
Depreciation and amortisation	(120.6)	(195.3)	38.2%
EBIT (before significant items)	54.1	122.1	(55.7%)
Share of net profit/(loss) from associates	(3.2)	(3.8)	15.8%
Net finance costs	(35.3)	(56.5)	37.5%
Tax (before significant items) ²	(3.7)	(20.5)	82.0%
Net profit after tax (before significant items)	11.9	41.3	(71.2%)
Significant items (after tax)	(1,696.5)	(2,476.5)	31.5%
Statutory net (loss) after tax	(1,684.6)	(2,435.2)	30.8%
Earnings/(loss) per share (cents)	(66.8)	(211.7)	68.4%

Notes: (1) Revenue is shown as net gaming win (2) Tax before significant items is calculated for actual and normalised purposes based on the statutory effective tax rate paid in the period

GROUP PROFIT & LOSS ANALYSIS

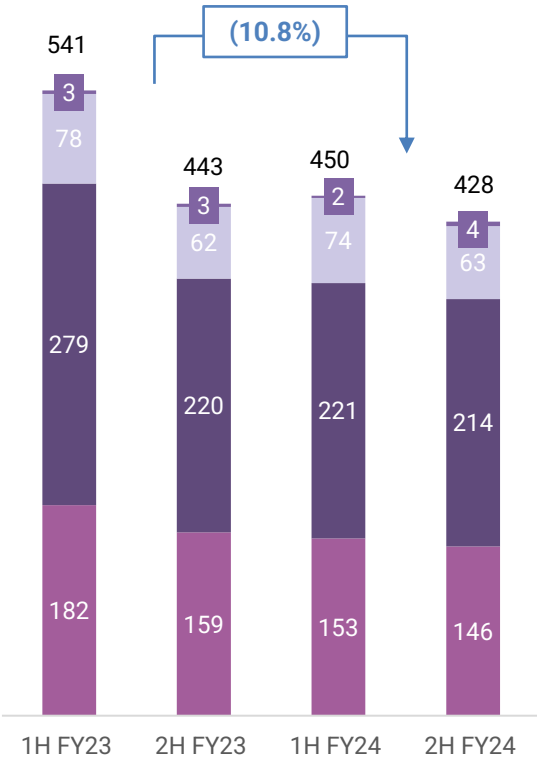
- **Group revenue** declined 10% due to challenging trading conditions, which in part reflect cost of living pressures as well as casino operating reforms and loss of market share
 - **Premium gaming rooms** revenue continues to trend downwards, down 27% in FY24
- **Operating expenses** were broadly flat on the prior year despite lower revenue, reflecting increased spending on transformation and remediation related activities including additional resourcing for risk, controls and safer gaming functions in 2H FY24. These costs partially offset The Star's previously announced cost reduction program
- **Depreciation & amortisation** decreased by \$75 million (38%), primarily reflecting the reduced asset base following impairments
- **Loss from associates** excludes \$23 million profit on disposal of the Sheraton Grand Mirage Gold Coast which completed in November 2023, which is included in significant items
- **Group finance costs** fell 38%, reflecting the reduction in gross debt following the Group's refinancing undertaken in September 2023
- **Significant items** include:
 - \$1.44 billion for a non-cash impairment for Sydney (\$337 million), Gold Coast (\$274 million) and Brisbane (including investment in DBC) (\$819 million)
 - Tax benefit of \$415 million on significant items, offset by a \$564 million deferred tax expense in relation to the derecognition of deferred tax assets
 - \$100 million associated with regulatory fines, penalties, duty, consultant, legal and other costs (including \$16.7 million for the Bell Two inquiry)
 - \$24 million in debt refinancing costs
 - \$8 million in restructuring costs

REVENUE BY PROPERTY

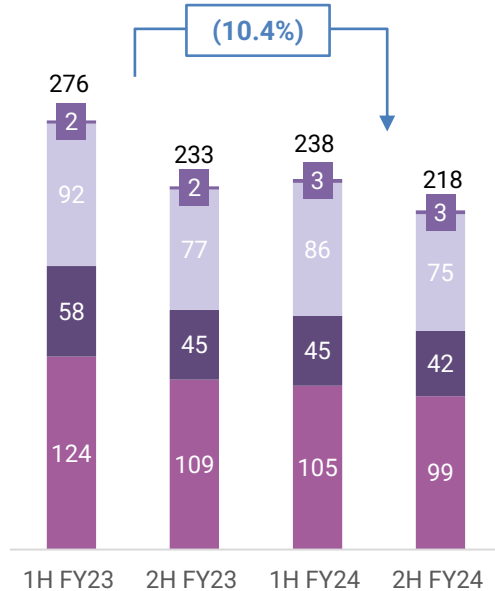


REVENUE HAS DETERIORATED ACROSS ALL PROPERTIES IN FY24 (VS FY23) PREDOMINANTLY DRIVEN BY A DECLINE IN GAMING REVENUE
REVENUE (\$M)¹

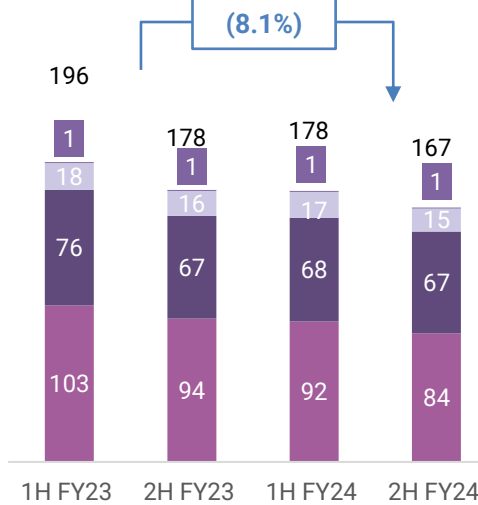
THE STAR SYDNEY



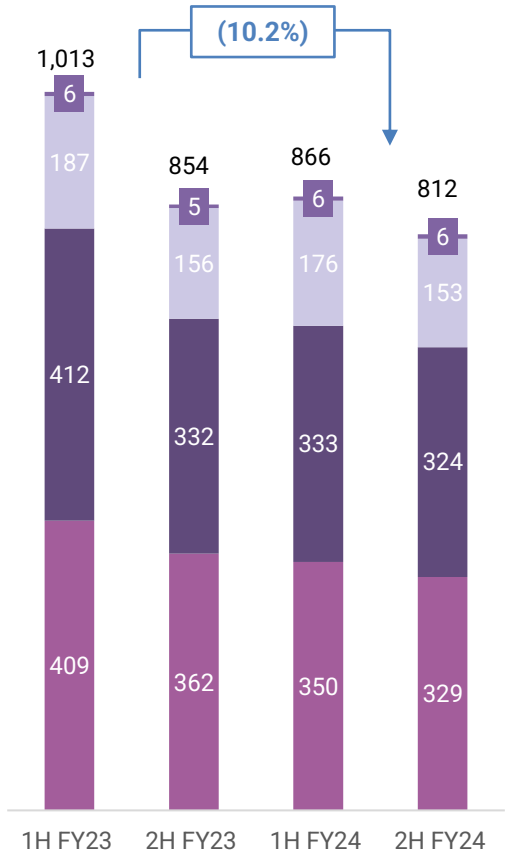
THE STAR GOLD COAST



TREASURY BRISBANE



THE STAR ENTERTAINMENT GROUP



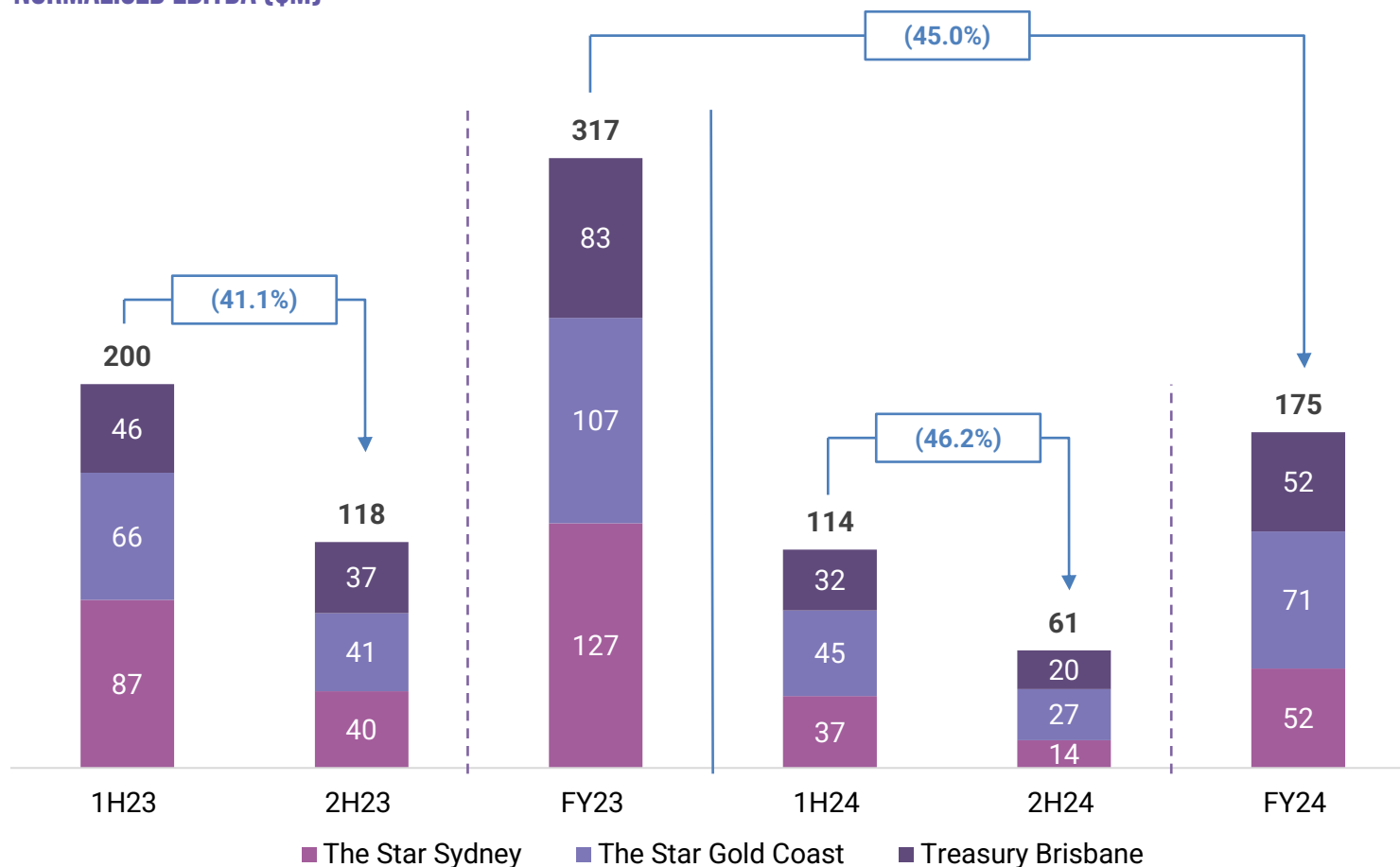
EGMs Domestic Tables Non-gaming Other revenue

Notes: (1) Revenue is shown as net gaming win

NORMALISED EBITDA BY PROPERTY

WHILE 1H FY24 TRENDED IN LINE WITH 2H FY23, THE DOWNTURN EXPERIENCED SINCE FEBRUARY SAW 2H FY24 EBITDA DECLINE \$53 MILLION DOWN (46%) COMPARED TO 1H FY24

NORMALISED EBITDA (\$M)



1H FY24 EBITDA VS. 2H FY24 EBITDA

- EBITDA has declined \$53 million (46%) vs. 1H FY24 driven by:
 - lower revenues from loss of cost of living pressures, changed business practices and continued softness in premium gaming rooms; and
 - higher costs primarily relating to remediation related activities
- FY25 earnings continue to trend downwards, with negative underlying EBITDA in July and August 2024
- Refer to page 23 for further information on recent trading performance

THE STAR SYDNEY RESULTS OVERVIEW



NORMALISED RESULTS	FY24 \$'million	FY23 \$'million	Variance %
Revenue			
EGMs	299.7	340.9	(12.1%)
Tables	435.3	497.8	(12.6%)
Non-gaming	136.8	139.5	(1.9%)
Other	5.7	5.8	(1.7%)
Total Revenue	877.5	984.0	(10.8%)
Gaming taxes and levies	(247.2)	(271.3)	8.9%
Operating expenditure	(578.5)	(585.5)	1.2%
EBITDA	51.8	127.2	(59.3%)
Depreciation and amortisation	(64.2)	(109.0)	41.1%
EBIT	(12.4)	18.2	(168.1%)

REVENUE:

- **Gaming revenue** down 12% on pcp reflecting implementation of an uplifted controls, casino operation reforms, loss of market share and the macro economic environment
- **Non-gaming revenue** down 2% on pcp:
 - 85% hotels occupancy rate (FY23: 91%)
 - Restaurant gross revenue down 10%
 - Bar gross revenue down 24% reflecting closure of a number of venues at the property (revenue from unimpacted venues fell 3%)

TAXES, LEVIES & OPERATING EXPENSES:

- **Gaming taxes and levies** decrease reflects lower gaming revenue offset by increased gaming tax regime
- **Operating expenditure** down \$7 million - the reduction in 1H FY24 was offset by compliance and remediation related costs in 2H FY24
- **Depreciation & amortisation** down \$45 million reflecting new capital base following write-down of assets in FY23

THE STAR GOLD COAST RESULTS OVERVIEW



NORMALISED RESULTS	FY24 \$'million	FY23 \$'million	Variance %
Revenue			
EGMs	203.7	233.0	(12.6%)
Tables	86.8	102.9	(15.6%)
Non-gaming	160.5	169.1	(5.1%)
Other	5.1	3.9	30.8%
Total Revenue	456.1	508.9	(10.4%)
Gaming taxes and levies	(77.5)	(89.7)	13.6%
Operating expenditure	(307.3)	(312.2)	1.6%
EBITDA	71.3	107.0	(33.4%)
Depreciation and amortisation	(36.2)	(60.6)	40.3%
EBIT	35.1	46.4	(24.4%)

REVENUE:

- **Gaming revenue** down 14% on pcp reflecting implementation of an uplifted controls, casino operation reforms, loss of market share and the macro economic environment
- **Non-gaming revenue** down 5% on pcp:
 - 80% hotels occupancy rate (FY23: 83%)
 - Restaurant gross revenue down 7%
 - Bar gross revenue down 5%

TAXES, LEVIES & OPERATING EXPENSES:

- **Gaming taxes and levies** decrease reflects lower FY24 gaming revenue
- **Operating expenditure** down \$5 million - the reduction in 1H FY24 was offset by compliance and remediation related costs in 2H FY24
- **Depreciation & amortisation** down \$24 million (40%) on pcp reflecting new capital base following write-down of assets in FY23

TREASURY BRISBANE RESULTS OVERVIEW



NORMALISED RESULTS	FY24 \$'million	FY23 \$'million	Variance %
Revenue			
EGMs	176.2	196.6	(10.4%)
Tables	134.8	142.8	(5.6%)
Non-gaming	32.1	34.0	(5.6%)
Other	1.1	1.2	(8.3%)
Total Revenue	344.2	374.6	(8.1%)
Gaming taxes and levies	(87.4)	(95.1)	8.1%
Operating expenditure	(205.2)	(196.3)	(4.5%)
EBITDA	51.6	83.2	(38.0%)
Depreciation and amortisation	(20.2)	(25.7)	21.4%
EBIT	31.4	57.5	(45.4%)

REVENUE:

- **Gaming revenue** down 8% on pcp reflecting implementation of an uplifted controls, casino operation reforms, loss of market share and the macro economic environment
- **Non-gaming revenue** down 6% on pcp:
 - 90% hotel occupancy rate (FY23: 96%)
 - Restaurant gross revenue down 7%
 - Bar gross revenue up 2%

TAXES, LEVIES & OPERATING EXPENSES:

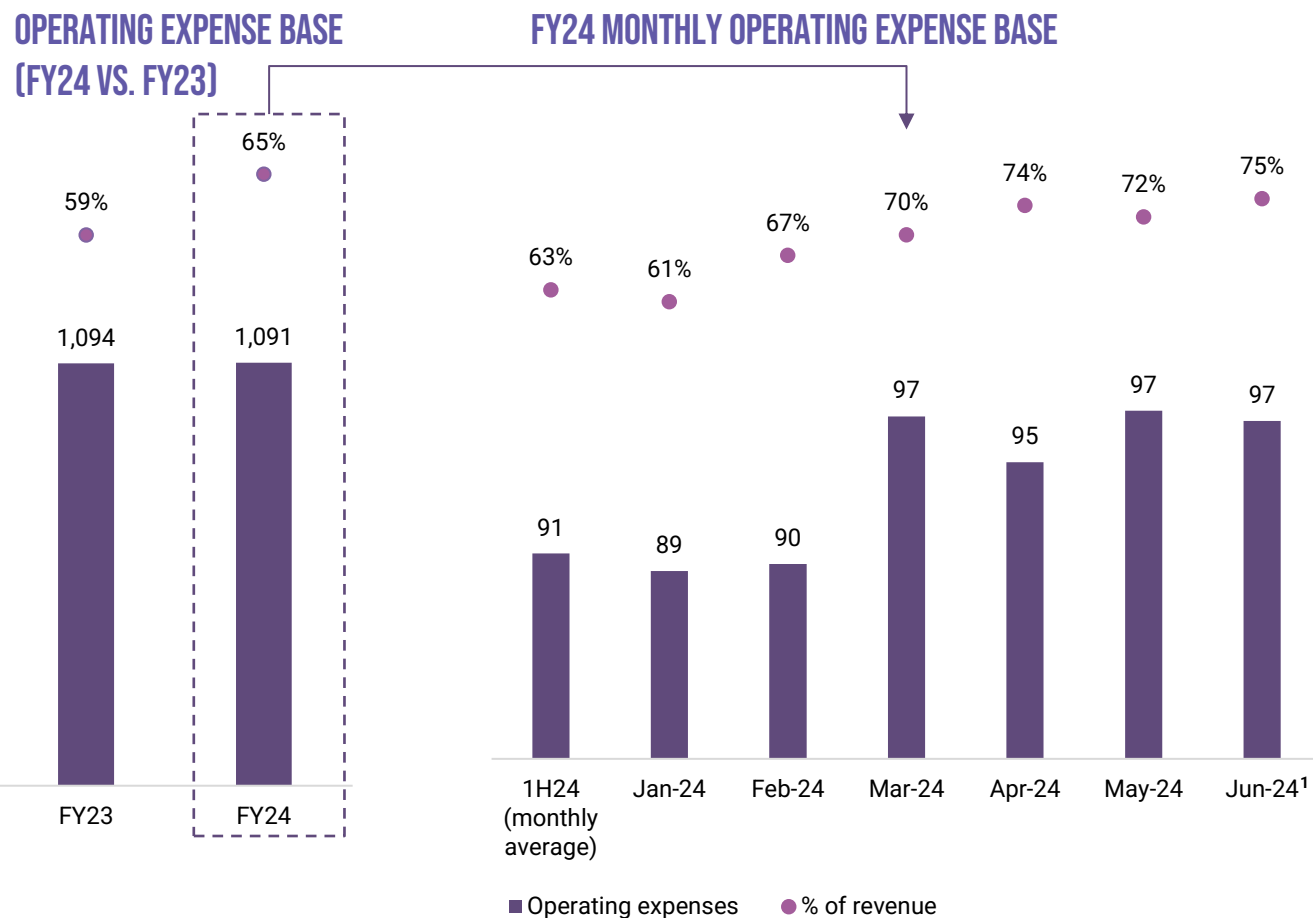
- **Gaming taxes and levies** down 8% on pcp reflects decrease in gaming revenue
- **Operating expenditure** up \$9 million reflecting increase in employee enterprise rates, compliance and remediation related costs and preparation for The Star Brisbane opening
- **Depreciation and amortisation** down \$6 million on pcp primarily due to new capital base following write-down of assets in FY23

CLOSURE OF PROPERTY

- Treasury Casino closed on 25 August 2024 ahead of the opening of The Star Brisbane on 29 August 2024
- Treasury Hotel and car park continue to operate pending the outcome of sales process

FY24 – MONTHLY OPERATING EXPENSES

WITH OPERATIONAL EXPENSES INCREASING IN 2H FY24, OPERATIONAL EFFICIENCY AND COSTS ARE A SIGNIFICANT ONGOING FOCUS OF THE GROUP



OPERATING EXPENSE BASE

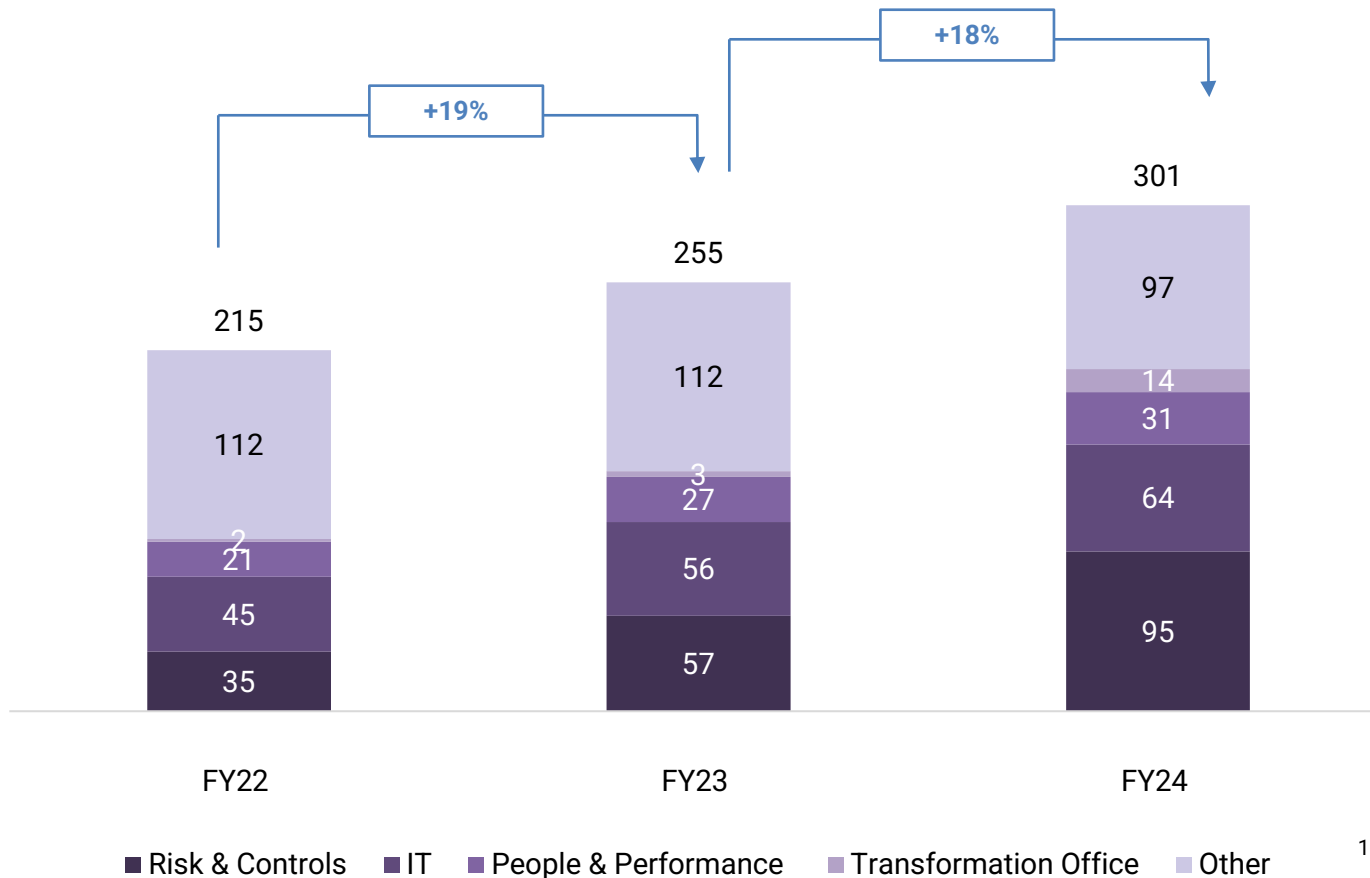
- Operating expenses in FY24 were \$3 million lower than FY23, however were higher as a % of revenue increasing from 59% in FY23 to 65% in FY24
- Monthly operating expenses have trended up through 2H FY24 driven by an increase in ongoing transformation and remediation related activities offsetting The Star’s previously announced cost reduction program
- Employment costs increased in 2H FY24 with additional costs in risk, control and safer gaming functions offsetting savings achieved elsewhere in 1H FY24
- Property costs increased by \$5 million in 2H FY24, driven by higher utility and property-related taxes
- Other expenses increased by \$10 million in 2H FY24 primarily driven by an \$8 million increase in consultancy spend for ongoing transformation and remediation related activities
- Marketing costs were down \$1 million in 2H FY24, whilst cost of sales and venue operating expenses were also down \$8m in 2H FY24 driven by lower revenue
- At the 24 June trading update, the monthly run rate for Q4 FY24 operating expenses was expected to be \$92.5 million¹
- The adjusted cost base for Q4FY24 was \$96 million per month. Since then, costs have continued to rise, with the July monthly run rate reaching \$99 million

Notes: (1) Jun-24 operating expense adjusted to exclude benefit from a \$16 million STI provision release in operating expenses, (Jun-24 operating expense of \$81 million post provision release)

CORPORATE COSTS



GROUP CORPORATE OVERHEAD EXPENSES (\$M)



1

Notes: (1) Other includes, Legal, Corporate Office, Assurance, Marketing, Finance, Insurance and other costs

- In FY24 The Star recorded \$301 million of corporate costs within its total operating expenses
- The largest categories of Star’s corporate costs were:
 - Risks and Controls - \$95 million, 32% of corporate costs
 - IT – \$64 million, 21% of corporate costs
 - People and Performance – \$31 million, 10% of corporate costs
- Corporate costs have grown at a CAGR of 18% over the last two years from \$215 million in FY22 to \$301 million in FY24
- The growth in corporate costs has been driven by The Star’s increased spend on transformation and remediation related activities across:
 - Risk and Controls (+\$60 million vs. FY22)
 - IT (+\$19 million vs. FY22)
 - Transformation Office (+\$12 million vs. FY22)
 - People and Performance (+\$10 million vs. FY22)
 - Offset by a reduction in Other (-\$15 million vs. FY22)

FY24 – GROUP BALANCE SHEET

	30 Jun 2024 \$'million	30 Jun 2023 \$'million
Cash and cash equivalents	299.6	88.7
Trade and other receivables	31.5	20.8
Inventories	13.6	14.9
Income tax receivable	56.0	30.8
Derivative financial instruments	-	2.6
Other assets	87.4	93.7
Total current assets	488.1	251.5
Property, plant and equipment	1,157.4	1,752.3
Intangible assets	72.6	332.8
Derivative financial instruments	-	37.4
Investment in associate and JV entities	161.7	669.2
Deferred tax assets	-	190.4
Other assets	18.0	26.7
Total non-current assets	1,409.7	3,008.8
TOTAL ASSETS	1,897.8	3,260.3
Trade and other payables	180.4	184.9
Interest bearing liabilities	6.1	6.0
Provisions	490.2	505.7
Derivative financial instruments	-	3.8
Other liabilities	75.2	18.6
Total current liabilities	751.9	719.0
Interest bearing liabilities	295.7	751.2
Provisions	8.1	8.0
Other liabilities	8.8	11.1
Total non-current liabilities¹	312.6	770.3
TOTAL LIABILITIES	1,064.5	1,489.3
NET ASSETS	833.3	1,771.0
Share capital	4,695.7	3,955.6
(Accumulated losses)/ retained earnings	(3,872.0)	(2,187.4)
Reserves	9.6	2.8
TOTAL EQUITY	833.3	1,771.0

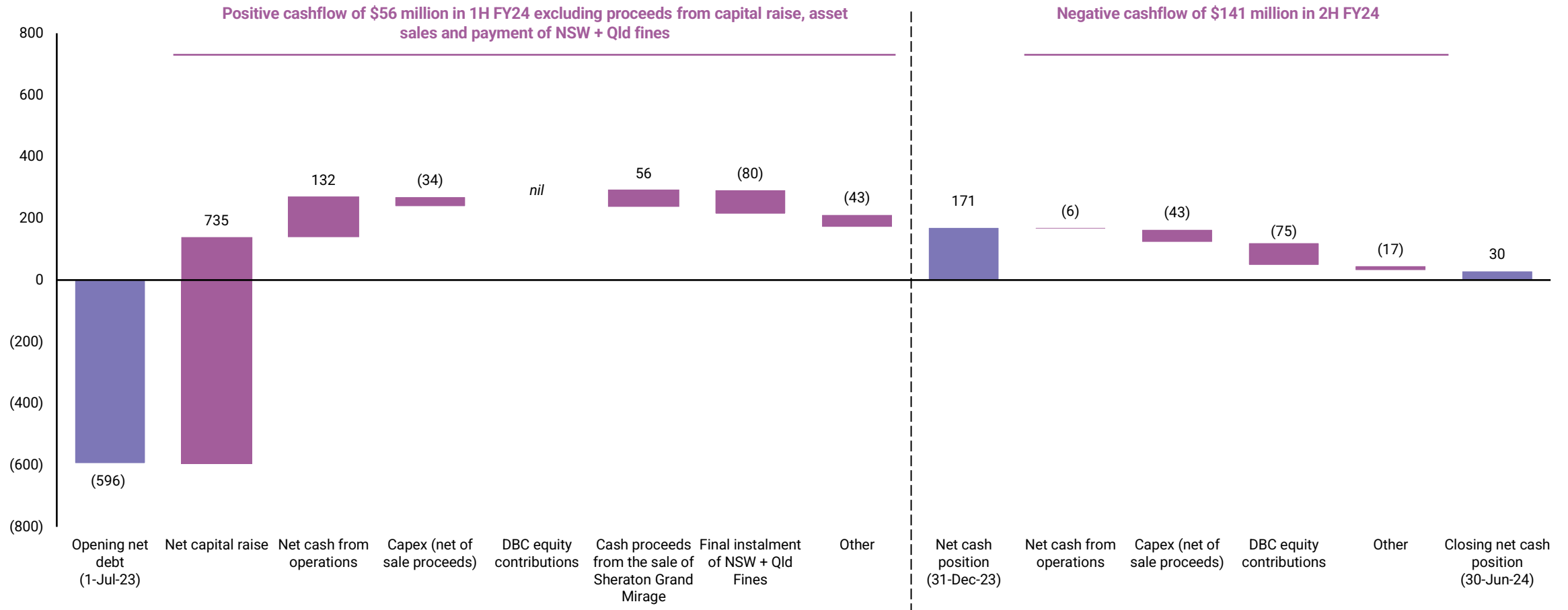
Notes: (1) Net debt shown as interest bearing liabilities (excluding lease liabilities of \$32.2m) less cash and cash equivalents less the net impact of derivative financial instruments

BALANCE SHEET ANALYSIS:

- **Cash and cash equivalents** increased following completion of capital raising of \$750 million in October 2023 and debt refinancing of \$450 million in 1H FY24 offset by the repayment of existing interest-bearing debt and funding of operating cashflows and equity contributions for JVs
- **Net cash position** of \$30.0 million (excluding lease liabilities of \$32.2 million) - representing a decrease in net debt of \$625.5 million from FY23 (FY23 net debt \$595.5 million) largely due to completion of the capital raise. Net cash decreased by \$141 million in 2H FY24 as a result of ongoing regulatory and legal costs, investment in associates and capex
- **Income tax receivable:** Increased due to ability to carry back losses against prior tax payments and amended assessment of prior year income tax returns
- **Other current assets** of \$87.4 million include:
 - A payment to the ATO in relation to the disputed GST treatment of rebates paid to junket operators of \$40.9 million; and
 - Other prepayments of \$46.5 million
- **Total interest-bearing liabilities** of \$301.8 million comprising \$269.6 million of drawn syndicated facilities (net of unamortised borrowing costs) and \$32.2 million of lease liabilities
- The Star completed a review of the carrying value of its assets and has recognised a post tax non-cash impairment charge of \$1.44 billion in FY24. The impairment has been recognised as follows
 - Sydney: \$337 million
 - Gold Coast: \$274 million
 - Brisbane (including investment in DBC): \$819 million

NET DEBT BRIDGE FROM 1 JULY 2023

(NET DEBT) / NET CASH POSITION^{1,2,3}



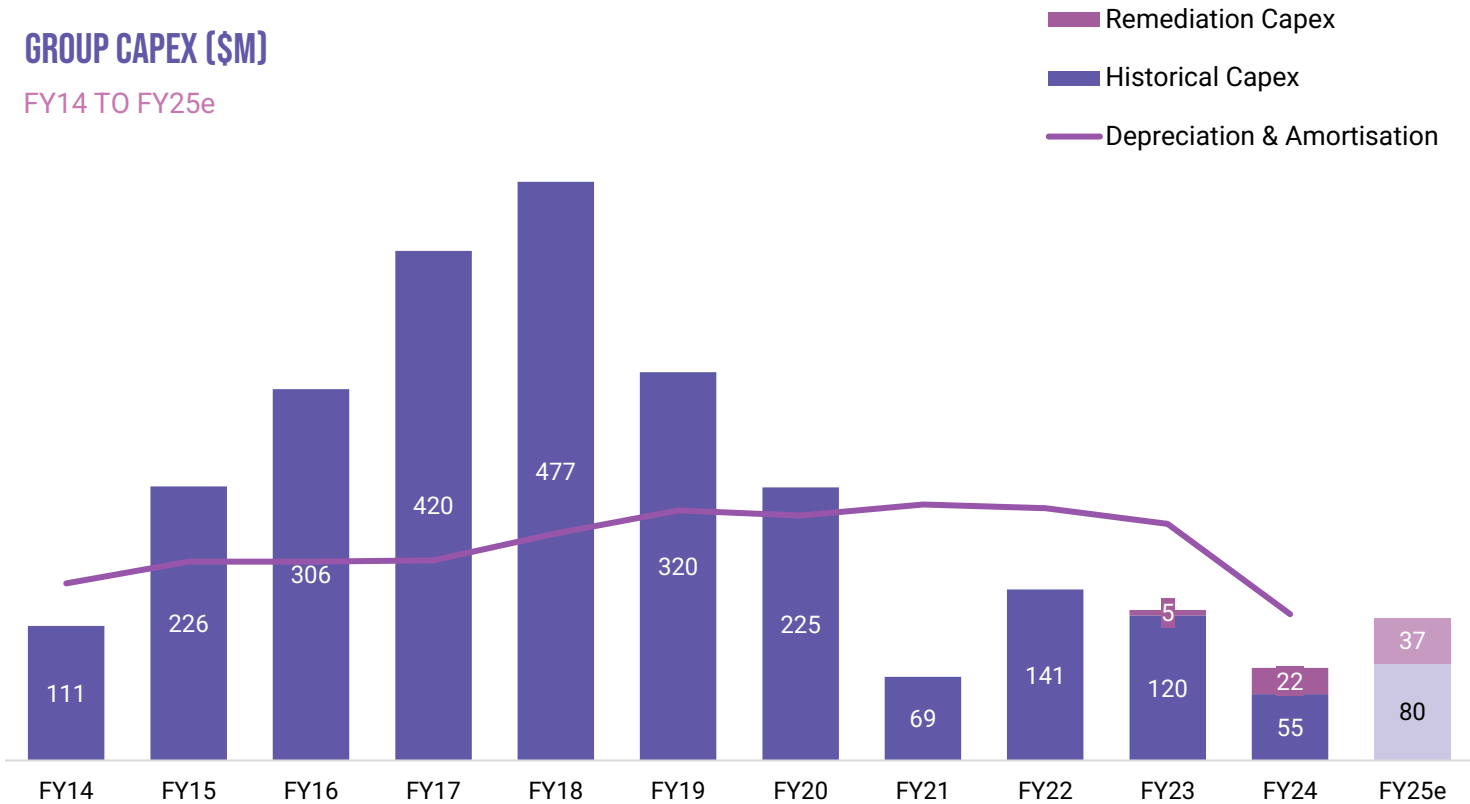
Notes: (1) Other items includes finance costs, lease payments and other (2) Net debt / net cash position shown as interest bearing liabilities (excluding lease liabilities) less cash and cash equivalents less the net impact of derivative financial instruments (3) Net capital raise includes \$15.5 million underwriting and legal costs

GROUP CAPEX PROFILE

MANAGEMENT ARE TARGETING MAINTENANCE CAPEX OF \$80 MILLION FOR FY25, A REDUCTION ON THE AVERAGE CAPEX FROM FY22 TO FY24 OF \$105 MILLION

GROUP CAPEX (\$M)

FY14 TO FY25e



GROUP FY24 CAPEX

- FY24 capex of \$76.4 million - significantly below historical capex levels. FY24 capex included:
 - maintenance capex of \$54.7 million
 - remediation capex (predominantly casino 2.0¹) of \$21.6 million
- Depreciation and amortisation of \$120.6 million

GROUP FY25 CAPEX

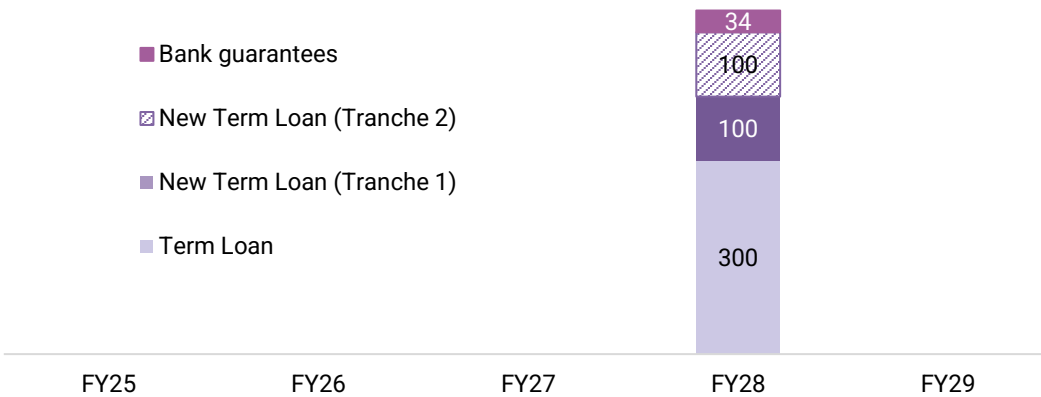
- FY25 capex expected to be \$117 million, comprising:
 - maintenance capex estimate of \$80 million
 - remediation capex (predominantly casino 2.0¹) estimate of \$37 million

Notes: (1) Casino 2.0 refers to the introduction of mandatory carded play and cash limits

GROUP DEBT MATURITY PROFILE



PRO-FORMA DEBT MATURITY PROFILE AT 30 JUNE 2024 (\$M)¹



Notes: (1) Pro-forma for committed debt package executed on 25 September 2024, subject to long-form documentation and satisfaction of other conditions precedent

REVISED DEBT PACKAGE

In response the Group's corporate lenders have executed a commitment letter for a new debt facility (of up to \$200 million in two-tranches) which will become effective upon completion of long-form documentation and satisfaction of various conditions precedent

The Group's existing \$450 million facility has been reduced to \$334 million which is fully drawn.

The Company's lenders have agreed to provide covenant waivers for the next two testing dates, being 30 September 2024 and 31 December 2024, with the waiver for the latter date being subject to execution of long-form documentation for the new debt facility and other customary conditions

The new facility comprises two tranches of \$100 million each. The first tranche is expected to be available to be drawn, subject to conditions precedent, from the end of October 2024 through to 20 December 2024

The first tranche is subject to certain conditions precedent being met, including:

- the provision of unsecured guarantees from some of the Group's regulated entities and enhanced security granted to lenders;
- regulatory consents and government approvals as required for guarantees and enhanced security for the lender group;
- the establishment of a disposal proceeds account with a credit balance of an amount representing the net proceeds of the sale of the Treasury Brisbane casino building and any other non-core asset proceeds completed before the draw down; and
- other customary conditions precedent.

The second tranche is subject to more extensive conditions precedent but, if satisfied, would be expected to be available to be drawn from the end of December 2024 and have a 4 month availability period following the drawing of the first tranche.

The conditions precedent for the second tranche drawdown include:

- the receipt of required regulatory consents and finalisation of documentation for the granting to the lender group of security over the Group's regulated entities;
- provision of information in relation to the Group's long-term strategy;
- all lender approval of the Group's strategic plan and long-term financial forecasts;
- the Company raising additional subordinated capital of at least \$150m; and
- other customary conditions precedent

The all-in coupon for the new facility is 13.50% per annum (assuming cash pay is elected), and the existing \$300 million term facility has been repriced to this level:

- the Company has the flexibility to capitalise a component of the interest at its election; and
- there is a reduction in the coupon subject to the Group's Adjusted Net Leverage Ratio falling below 4.0x

The maturity date for the new facility is consistent with the existing term loan (December 2027)

The Group will also retain up to \$34 million of bank guarantees under the existing revolving credit facility

TRADING UPDATE



TRADING UPDATE



GROUP RESULTS

\$M	Monthly average		Monthly actual				
	Q3 FY24	Q4 FY24	Apr 2024	May 2024	Jun 2024 ¹	Jul 2024	Aug 2024
Slots	57.0	52.8	51.6	53.1	53.7	46.2	49.7
Domestic Tables	55.9	52.1	52.8	54.6	48.9	49.8	49.5
Non-gaming	26.1	24.9	23.3	26.0	25.5	24.9	31.4
Other	0.8	1.2	0.9	1.0	1.6	0.9	4.2
Total Gross Revenue	139.7	131.0	128.6	134.7	129.7	121.8	134.8
Gaming taxes and levies	(35.0)	(32.2)	(32.1)	(32.9)	(31.5)	(29.9)	(30.4)
Operating expenses	(92.1)	(91.0)	(94.8)	(97.4)	(97.0) ¹	(98.5)	(105.5)
Normalised EBITDA	12.6	7.8	1.7	4.4	1.2¹	(6.6)²	(1.1)

TRADING UPDATE

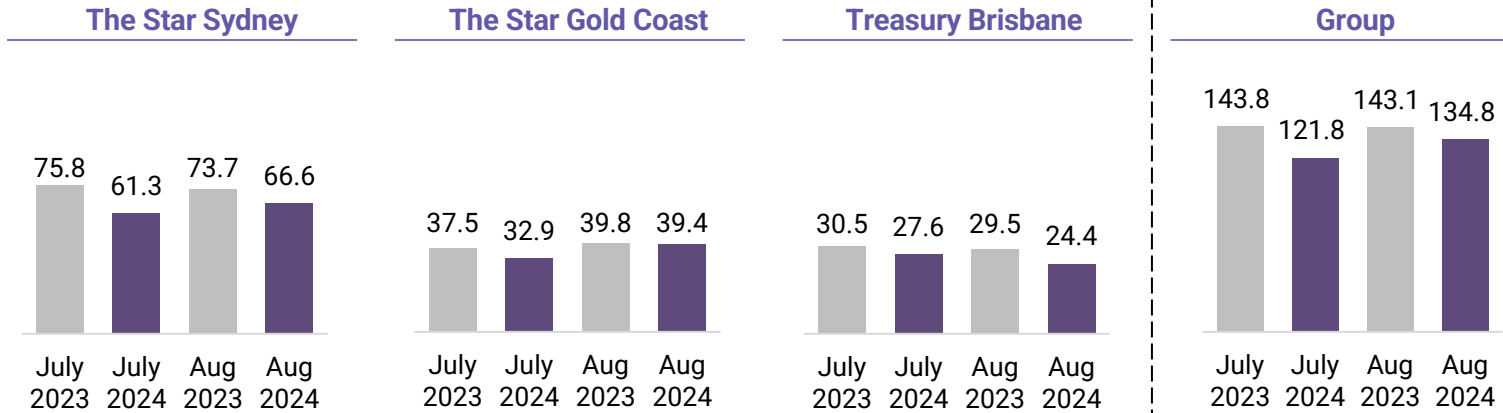
- July & August 2024 operating performance continued the downward trend experienced during 2H FY24
- Trading conditions were softer than seasonal expectations
 - PGR performance has been in consistent decline since the beginning of FY23 and in July 2024 was ~33% below July 2023
 - Main gaming floor revenue continues to be robust, however performance was not sufficient to offset declines across PGR
- In addition, tech outages experienced during July impacted revenue and earnings by approximately \$6.1 million:
 - The Star made the decision to turn off all electronic gaming machines and electronic table games for a period of approximately 3 days at all properties in response to system performance issues identified following planned upgrades to The Star's systems; and
 - Global CrowdStrike outage resulted in the temporary closure of all gaming, food and beverage outlets across all properties for approximately 24 hours
- Despite lower revenues, operating expenses increased due to ongoing transformation and remediation related activities

1. Adjusted to exclude benefit in June from a \$16m provision release in operating expenses, mainly bonus accruals
 2. July 2024 EBITDA loss of (\$0.5m) normalized for tech outages

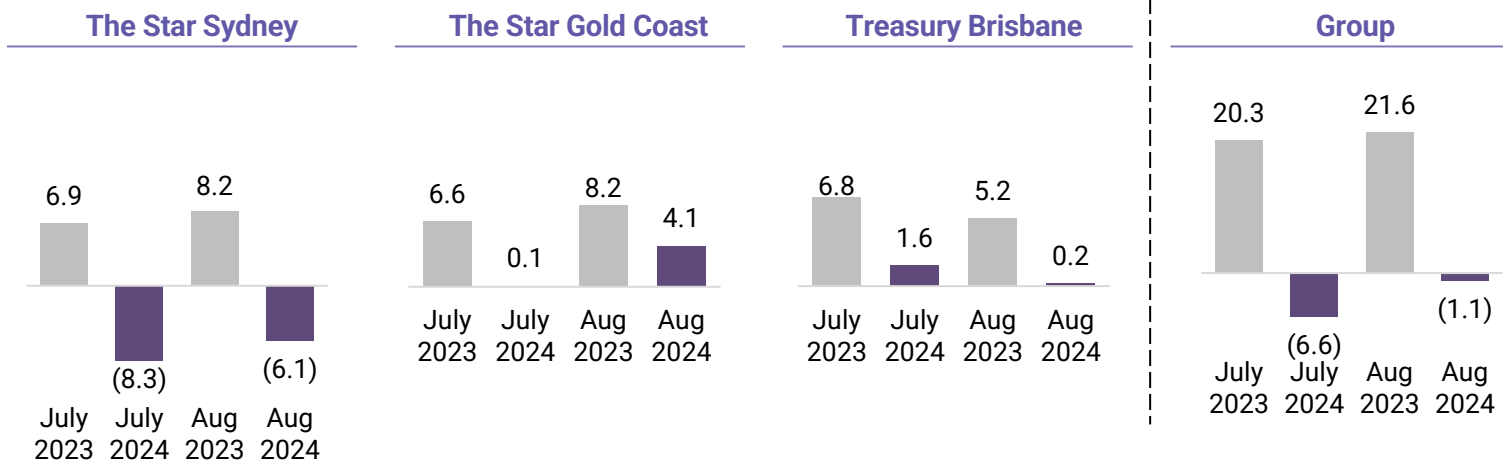
TRADING UPDATE (CONT'D)



REVENUE (\$M) – JULY & AUGUST 2024¹



EBITDA (\$M) – JULY & AUGUST 2024¹



- All properties have experienced a substantial decline in EBITDA in July & August 2024 compared to the pcp, reflecting the low revenue and elevated costs
- Adjusting for the tech outages experienced during month, July normalised EBITDA for the group was (\$0.5) million comprising²:
 - Star Sydney: (\$5.4) million
 - Star Gold Coast: \$1.4 million
 - Treasury Brisbane: \$3.4 million
- August EBITDA for the group was (\$1.1) million
 - The Treasury casino closed on 25 August 2024
 - Group EBITDA for August includes \$0.6 million operator fee for The Star Brisbane
- As at 31 August 2024, The Star had an available cash balance of \$130 million³

1. Results are unaudited
2. Normalised / adjusted results are non-IFRS/non-GAAP financial measures that management believes reflect the underlying performance of the business. Investors are cautioned not to place undue reliance on any normalised / adjusted results included in this Presentation
3. Comprising total cash balance of approx. \$212 million less approx. \$30 million of restricted cash and approx. \$52 million of cage cash

REVENUE INITIATIVES

IN RESPONSE TO CHANGES IN THE COMPETITIVE ENVIRONMENT, THE STAR IS RE-FOCUSED ON IMPROVING REVENUE. MANAGEMENT HAVE IDENTIFIED OPPORTUNITIES TO ENHANCE THE CUSTOMER EXPERIENCE WITH AN AIM TO IMPROVE MARKET SHARE AND DRIVE REVENUE GROWTH

INITIATIVES

Enhance on-site offering and access

- Improved cross selling and activation of event and theatre customers
- More effective utilisation of vacant floor space and hotel rooms
- Partnerships with leading entertainment and F&B offerings
- Improve accessibility of properties for local communities
- Optimisation of the MGF across product allocation, improve ambience and customer journey

Customer insights

- Alignment of gaming machine product to customer feedback
- Expansion and focus of loyalty program into personalised offers
- Promotions expanded to be complimentary across Hospitality and Gaming
- Targeted marketing, events and experiences increasing engagement & conversion rates

Customer service initiatives

- Improve efficiency and customer experience
- Replace fixed loyalty benefits with promotional period benefits that drive visitation and shift share of wallet
- Mix of hosted loyalty events and ticketed events (priced by tier) for all tiers
- More effective personalised service to the higher value un-hosted customers
- Effective control over customer reinvestment

Marketing initiatives

- Sales drive into high value local markets
- Review of CRM management

Events and conferences

- Focus on acquiring business events, residential conferences and special events
- Drive greater average length of stay (accommodation)

FURTHER WORK IS UNDERWAY BY MANAGEMENT TO PURSUE REVENUE OPPORTUNITIES

COST REDUCTION INITIATIVES

IN RESPONSE TO THE OPERATING ENVIRONMENT, MANAGEMENT HAS IDENTIFIED APPROX. \$100 MILLION OF ANNUALISED COST SAVINGS TARGETING IMPLEMENTATION BY MARCH 2025. FURTHER WORK IS BEING UNDERTAKEN TO IDENTIFY ADDITIONAL COST SAVINGS

INITIATIVES



350 FTE headcount reduction



Hiring freeze except for business critical roles including remediation



Salary freeze for non-Enterprise Agreement employees and cancellation of FY24 bonuses for eligible recipients



Reduce consultant spend



Optimise marketing spend

FURTHER WORK IS UNDERWAY BY MANAGEMENT TO IDENTIFY ADDITIONAL OPPORTUNITIES TO IMPROVE THE STAR'S EARNINGS AND CASH FLOW PROFILE



NON-CORE ASSET SALES

THE STAR CONTINUES TO REVIEW ITS PORTFOLIO AND CONSIDER THE SALE OF NON-CORE ASSETS

SHERATON GRAND MIRAGE GOLD COAST

- Successfully concluded the sale in November 2023
- Recognised proceeds of \$56 million on sale

TREASURY BRISBANE

- **Treasury Casino:** as announced on 6 September 2024, agreement to sell the leasehold interest in the Treasury Casino Building to Griffith University for \$67.5 million plus GST (net proceeds expected to be \$60.7 million (plus GST) after settlement adjustments). Sale is subject to a number of conditions including, relevant government consents and a new lease in suitable form being granted and registered, with the new lease and settlement currently expected to occur on 27 September 2024
- **Treasury carpark & Treasury Hotel:** sales process ongoing. Following the closure of Treasury Casino on 25 August 2024, the hotel and carpark continue to operate as normal until completion of the sales process, expected to be completed in 2H FY25

OTHER NON- CORE ASSETS

- The Star continues to review the potential sale of other non-core assets. These assets, together with the remaining Treasury assets have an estimated value of >\$300 million
-

REGULATORY UPDATE





BELL TWO REPORT

- On 1 August 2024, the NSW Independent Casino Commission (NICC) advised that its request to extend the term of the appointment of the Manager of The Star Sydney Casino by regulation to 31 March 2025 had been approved. In addition, on 30 August 2024, the NICC provided to The Star and The Star Sydney, a copy of the report of the Second Inquiry conducted by Mr Adam Bell SC in respect of The Star Sydney (the Bell Two Report). A copy of the non-confidential parts of the Bell Two Report was released to the public on the same day
- The Star and The Star Sydney acknowledge the findings of the Bell Two Report. While the Bell Two Report finds that there has been substantial reform of the control environment of The Star Sydney and a material improvement in risk management resources, systems, and culture, along with the “positive steps” of the recent appointments of experienced personnel to important leadership positions in the Company, it nonetheless concludes that the Company and The Star Sydney are presently unsuitable to be concerned in, or associated with, the management and operation of The Star Sydney. The Company and The Star Sydney accepted during the Bell Two Inquiry that The Star Sydney was not presently suitable to hold a licence in its own right
- The Bell Two Report also records four compliance breaches by the Star Sydney which are the subject of ongoing consideration by the NICC and could, in the future, potentially involve the imposition of fines and penalties under the relevant NSW legislation
- The Company notes that the Bell Two Report was issued to the NICC and that the NICC is presently “considering next steps” in relation to its recommendations and findings. The Company and The Star Sydney are also reflecting on the recommendations and guidance in the Bell 2 Report and, subject to any response to the Bell Two Report by the NICC, will seek to implement relevant recommendations at an appropriate time
- On Friday 13 September, the NICC served The Star with a Show Cause Notice in respect of matters arising from the Bell Two Report. Additionally the NICC has also asked The Star to make a number of submissions as outlined in the ASX announcement at the time. The Star expects to respond to the Show Cause Notice on Friday 27 September

REGULATORY & MAJOR CLAIMS UPDATE



Remediation plan	<ul style="list-style-type: none">▪ Work is currently underway on an amended remediation plan. The Star is engaging with regulators and the Manager/Special Manager/External Adviser to obtain feedback▪ The amended remediation plan will result in changes to forecast completion dates and will result in an expanded scope in some areas▪ The changes are intended to address perceived shortcomings in the original plan and to enable a culture of continuous improvement to thrive within the organisation to ensure the changes will successfully embed▪ The reset Remediation Plan is subject to the endorsement of the Manager/Special Manager/External Adviser and the approval of the regulator and government in Queensland▪ Total remediation plan spend (including operating expenditure (\$68¹ million in FY23, \$63¹ million in FY24) and capex (\$5 million in FY23 and \$22 million in FY24)) expected to be approximately \$362 million over the period FY23-FY27
Introduction of mandatory carded play and cash limits	<p>NEW SOUTH WALES:</p> <ul style="list-style-type: none">▪ Mandatory carded play in private gaming areas and on select games on the main gaming floor commenced on 19 August 2024, along with cash limits (\$5,000 in cash per person, per day)▪ Mandatory carded play to be required across entire gaming floor by 19 October 2024 and cash limits to reduce to \$1,000 by 19 August 2025 <p>QUEENSLAND:</p> <ul style="list-style-type: none">▪ Queensland Casino Control Act amended in March 2024 - introducing mandatory carded play, mandatory pre-commitments and cash limits, subject to the development of Regulations▪ The Star is working with QLD regulator to align timetable and phasing of implementation
Safer gambling	<ul style="list-style-type: none">▪ Additional new controls around time-play management fully implemented across The Star's properties during 1H FY24▪ Completed baseline assessment of safer gambling culture at all levels of the organization which will inform ongoing policy and operational process improvements to provide a safer place for guests to play▪ Uplift in internal safer gambling resourcing and capability – 117 employees in the Safer Gambling Team in FY24 vs. 55 in FY23

Notes (1) Includes amounts recognised in significant items in FY23 (\$20 million) and FY24 (\$5 million)

REGULATORY & MAJOR CLAIMS UPDATE



AUSTRAC

- On 30 November 2022 AUSTRAC commenced civil penalty proceedings in relation to alleged contraventions by The Star of its obligations under the AML/CTL Financing Act
- The Star filed a Statement of Admissions and Factual Contentions (SAFC) on 10 November 2023
- The Star filed further admissions 12 February 2024
- The parties have agreed a list of factual issues in dispute which have been referred to a referee
- A referee hearing has been set down from 4 to 22 November 2024
- The proceeding is set down for a three week hearing commencing on 2 June 2025

Underpaid NSW casino duty

- The Group has reached agreement with L&GNSW in relation to the primary amount of underpaid casino duty payable following the completion of the independent review and an assurance review conducted by L&GNSW
- Penalty interest, if any, has not been agreed
- Neither the underpaid duty or the penalty interest (if applicable) has been levied on the Group. Timing of payment is therefore uncertain

Class action

- Four separate shareholder class action proceedings commenced in the Supreme Court of Victoria alleging misleading or deceptive conduct in relation to disclosures made to the market
- Court ruled that one class action would proceed and the other three proceedings were permanently stayed
- The Star's defence was filed on 23 February 2024
- The outcome and any potential financial impacts are unknown, including the extent to which any costs might be covered by the Group's insurance policies

MAJOR PROJECT UPDATE



THE STAR BRISBANE

THE STAR BRISBANE IS 100% OWNED BY DESTINATION BRISBANE CONSORTIUM (DBC), COMPRISING THE STAR (50%), CHOW TAI FOOK (25%) AND FAR EAST CONSORTIUM (25%)

THE OPERATION OF THE STAR BRISBANE

- The Queen's Wharf Brisbane project was granted its casino licence at 12.01am on 29 August 2024, with the casino opening at 2pm on that day as The Star Brisbane
- Upon transitioning to The Star Brisbane, Treasury Brisbane's earnings will be replaced by The Star Brisbane operator fee in the Group's consolidated EBITDA. Earnings from the DBC JV will be equity accounted
- The Star Brisbane operator fee structure is as follows¹:
 - 7.5% of MIR¹ Gaming Revenue
 - 2.5% of MIR¹ Non-Gaming Revenue
 - 2.5% of MIR¹ Rebate Revenue
 - 18% of MIR¹ EBITDA after revenue-based fees
 - After \$85m of operator fees paid in a year (adjusted for CPI) the operator fee rates reduce by 50% for the remainder of the year
- Visitation to the property was strong over opening weekend, with significant interest in the property given the anticipation of opening and noting opening weekend coincided with the Riverfire Festival in Brisbane. Post this initial trading period, for the week ended 10 September, gaming revenue was up almost 20% on the average weekly performance at Treasury in September 2023, noting this reflects a short time period. Trading on the main gaming floor has been in line with expectations whilst PGR performance has been more challenging

SUMMARY OF THE STAR BRISBANE PHASED OPENING

DAY 1

- The Star Grand (340 rooms, 5 star hotel)
- Gaming levels 5 (MGF) & 6 (PGRs)
- A number of signature food and beverage outlets
- Skydeck
- Event Centre
- Neville Bonner Pedestrian Bridge connecting South Bank to the Brisbane CBD
- Public realm areas

BEFORE END OF DECEMBER

- Additional signature & leased restaurants and bars on the Terrace and Skydeck
- Leisure deck (gym, pools, public space, more food & beverage outlets)

2026

- Rosewood and Dorsett Hotels are expected to open in late CY26

Notes: (1) MIR (Managed Integrated Resort) includes casino, The Star Grand hotel, car park, certain F&B, and excludes Rosewood and Dorsett Hotel and F&B and retail leases to third parties. Non-MIR operations are subject to a different management fee structure which goes to a different operator and is included in operating expenses

JV EQUITY CONTRIBUTIONS TO DBC

IN FY24, THE STAR MADE EQUITY CONTRIBUTIONS OF \$75 MILLION IN RELATED TO THE DBC JV. FORECAST EQUITY CONTRIBUTIONS INTO THE DBC JV HAVE BEEN REVISED, WHILST THE TIMING OF PAYMENTS HAS SHIFTED REFLECTING TIMING OF CONSTRUCTION AND PRE-OPENING COSTS

FORECAST JV EQUITY CONTRIBUTIONS (THE STAR'S SHARE)

\$ million	FY24	FY25	FY26+	Total remaining (FY25 onwards)
Costs to complete (DBC)		\$174m	\$183m	\$358m
Costs associated with financing and operations (DBC)		<i>Additional funding as required¹</i>		<i>Additional funding as required¹</i>
DBC JV equity contributions (Star's share)	\$75m	>\$174m	>\$183m	>\$358m
Reimbursements of pre-opening costs		<i>Reimbursements of pre-opening costs expected</i>		<i>Additional reimbursements</i>
Net contributions		>\$174m less reimbursements	>\$183m less reimbursements	>\$358m less reimbursements

COST TO COMPLETE

- At the 1H24 results the cost to complete was estimated to be \$358 million (~\$138 million in FY24 & ~\$220 million in FY25).
- The remaining DBC JV equity contributions required to be made by The Star to DBC have been revised upwards
 - \$75 million paid in FY24 with a further ~\$358 million estimated to be required to fund the cost to complete (~\$174 million in FY25² and ~\$183 million in FY26 and beyond, noting \$65m of the FY25 contribution has been paid as at 31 August 2024)
 - These contributions are expected to be partially offset by reimbursements of pre-opening costs incurred by The Star (paid by DBC to The Star)
 - In addition, The Star expects to make further equity contributions to fund costs associated with financing and operations as the business ramps up¹ and to support the refinancing of the DBC debt which matures in December 2025

Notes: (1) In addition to contributions required to fund the cost to complete, The Star expects to make further equity contributions to DBC to fund costs associated with financing and operations as the business ramps up. The final amount required to fund costs associated with financing and operations will depend on the operating performance of the business post opening. The Star currently expects approximately \$160 million (\$80 million to the Star) in financing costs and debt amortisation at the DBC level in FY25 (some of which has already been funded and is included in CTC, per footnote 2), and approximately \$46 million (\$23 million to the Star) in FY25 property level capex (any contributions towards this capex spend will be offset by operating cashflows and existing cash balances); (2) Part of the equity contributions to date in FY25 have included contributions for financing and have been included in costs to complete (given the known quantum)

DESTINATION BRISBANE CONSORTIUM JV DEBT

THE STAR'S PROPORTIONATE SHARE OF DBC DEBT WAS C.\$740M AT 30 JUNE 2024.

Destination Brisbane Consortium (DBC) (50% owned by The Star):

- Term debt facilities:
 - \$1.48 billion outstanding as at 30 June 2024 (50% to the Star)
 - Maturity in December 2025
 - Scheduled amortisation reduces face value to \$1.34 billion at maturity



THE STAR

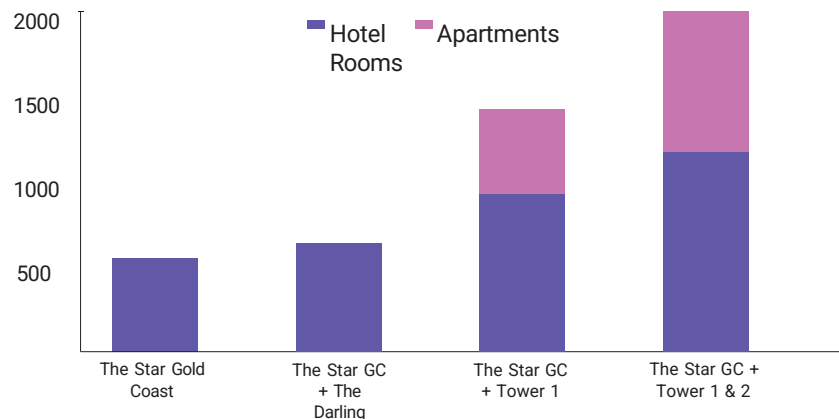
MAJOR PROJECT UPDATE – GOLD COAST RESORT

A \$400 MILLION, 65-STOREY MIXED-USE DEVELOPMENT ('TOWER 2') IS BEING DELIVERED BY THE DESTINATION GOLD COAST CONSORTIUM (DGCC)

- The JV development across towers 1 and 2 comprises The Star (33% interest in DGCC) and its Hong Kong-based partners, Chow Tai Fook Enterprises Limited (33% interest in DGCC) and Far East Consortium International Limited (33% interest in DGCC)
- Target opening of Tower 2 during FY25
- All 437 apartments have been sold
- 202 hotel rooms
- The Residences portion of Tower 2 is on track for completion in late 2024, with the hotel in mid-2025
- Other features of the tower include additional restaurants, cafes, and nightlife venues and a comprehensive pool deck with complimentary amenities.
- Green Star performance ratings
- Upon completion of Tower 2, The Star Gold Coast will have over 2,000 hotel rooms and apartments on the island
- In November 2018, the Queensland Government approved a \$2 billion-plus masterplan at The Star Gold Coast, which includes three additional towers. The timing of development of these towers is yet to be determined



THE STAR GOLD COAST HOTEL ROOM AND APARTMENT GROWTH



Construction of
KIYOMI
PRIVATE DINING ROOM
to drive new culinary experiences
for functions and
group bookings for The Star Gold
Coast

JV EQUITY CONTRIBUTIONS TO DGCC

IN FY24, THE STAR MADE EQUITY CONTRIBUTIONS OF \$10 MILLION TO THE DGCC JV.

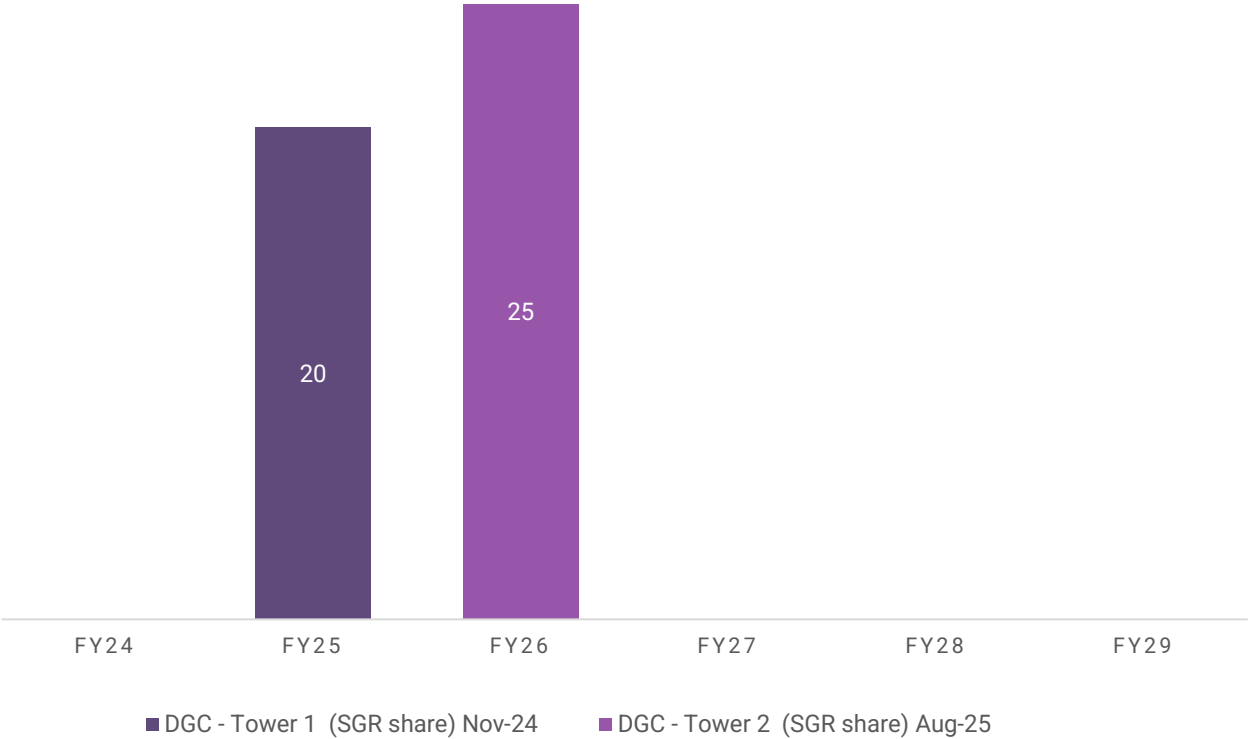
FORECAST JV EQUITY CONTRIBUTIONS (THE STAR'S SHARE)

\$ million	FY24	FY25	FY26+	Total remaining (FY25 onwards)
DGCC JV contributions	\$10m	<i>Nil</i> ¹	<i>Nil</i>	<i>Nil</i>
Total DGCC JV equity contributions (Star's share)	\$10m	Nil ¹	Nil	Nil

Notes: (1) DGCC JV contributions for FY25 are shown as an expected net nil position, reflecting an estimated \$6 million JV contribution and an expected distribution paid by DGCC to offset that amount.

DESTINATION GOLD COAST CONSORTIUM JV DEBT

DGCC DEBT MATURITY PROFILE AT 30 JUNE 2024 (\$M) - THE STAR'S SHARE



Destination Gold Coast Consortium (DGCC) (JV 33.33% owned by The Star):

- \$289 million total debt, \$135 million drawn (33.33% The Star):
 - Tower 1: \$60 million facility, fully drawn. Maturity in Nov-24. DGCC has commenced refinance discussions with key lenders.
 - Tower 2: \$229 million facility executed during 2H FY24, \$75 million drawn at 30 June. Maturity in Aug-25.
 - DGCC will commence a process to refinance Tower 2 debt facilities in 2H 2024

APPENDICES



A PORTFOLIO OF PREMIUM PROPERTIES



THE STAR SYDNEY



THE STAR GOLD COAST



THE STAR BRISBANE

Phased opening from
29 August 2024



TREASURY BRISBANE

Casino permanently closed on
25 August 2024

YEAR OPENED	1997	1985	Phase 1: 29 August 2024	1995 <i>Casino closed 25 August 2024. Hotel and car park remain operational pending sale</i>
GAMING LICENCE¹	99 Years <i>(Currently suspended - held by Special Manager)</i>	Perpetual Licence <i>(Deferred suspension - Special Manager appointed)</i>	99 Years from Opening <i>(50-year Casino Management Agreement. License held by DBC JV – External Advisor appointed)</i>	Permanently closed
GAMING²	<ul style="list-style-type: none"> • 1,494 (1,500 EGMs licence cap) • 231 Table Games • 487 MTGMs 	<ul style="list-style-type: none"> • 1,453 (1,651 EGMs licence cap) • 105 Table Games • 148 MTGMs 	<ul style="list-style-type: none"> • ~1,700 (2,500 EGMs licence cap) • 180 Table Games • 250 MTGMs 	<ul style="list-style-type: none"> • 1,350 (1,632 EGM licenses) • 93 Table Games • 157 MTGMs
NON-GAMING	<ul style="list-style-type: none"> • 650 Hotel Rooms • 36 F&B Venues 	<ul style="list-style-type: none"> • 1,164 Hotel Rooms • 22 F&B Venues 	At completion: <ul style="list-style-type: none"> • ~900 Hotel Rooms • ~50 F&B Venues 	<ul style="list-style-type: none"> • 125 hotel rooms • 16 F&B venues
PROPERTY OWNERSHIP	<ul style="list-style-type: none"> • 100% owned by Star • 3.8 hectares • Leasehold on buildings 	<ul style="list-style-type: none"> • 100% owned by Star • 6.8 hectares • Freehold on buildings 	<ul style="list-style-type: none"> • 50% owned by Star • 12.8 hectares • Leasehold on buildings 	<ul style="list-style-type: none"> • 100% owned by Star • 1.9 hectares • Leasehold on buildings

Notes: (1) There is a risk that one or more of The Star Sydney or The Star Gold Coast may not return to suitability to hold a casino licence. (2). The numbers presented are the average number of gaming products that were operational during FY24, with the exception of The Star Brisbane which commenced its phased opening from 29 August 2024

CORPORATE ALLOCATION



PROPERTY NORMALISED RESULTS (\$M)

The Star Sydney	FY22	FY23	FY24
Net Revenue	775.3	984.0	877.5
Gaming taxes and levies	(211.0)	(271.3)	(247.2)
Operating expenses (excl Corporate)	(354.3)	(432.3)	(397.8)
Property EBITDA	210.1	280.3	232.4
Corporate allocation	(129.0)	(153.2)	(180.7)
Segment EBITDA	81.1	127.2	51.8

The Star Gold Coast	FY22	FY23	FY24
Net Revenue	423.4	508.9	456.1
Gaming taxes and levies	(83.1)	(89.7)	(77.5)
Operating expenses (excl Corporate)	(207.9)	(261.1)	(247.0)
Property EBITDA	132.4	158.1	131.7
Corporate allocation	(43.0)	(51.1)	(60.2)
Segment EBITDA	89.4	107.0	71.3

Treasury Brisbane	FY22	FY23	FY24
Net Revenue	325.8	374.6	344.2
Gaming taxes and levies	(84.7)	(95.1)	(87.4)
Operating expenses (excl Corporate)	(133.4)	(145.2)	(145.0)
Property EBITDA	107.7	134.3	111.8
Corporate allocation	(43.0)	(51.1)	(60.2)
Segment EBITDA	64.7	83.2	51.6

The Star Group	FY22	FY23	FY24
Net Revenue	1,524.4	1,867.5	1,677.8
Gaming taxes and levies	(378.8)	(456.1)	(412.1)
Operating expenses (excl Corporate)	(695.5)	(838.7)	(789.8)
Property EBITDA	450.1	572.6	475.9
Corporate allocation	(215.0)	(207.8)	(243.4)
Remediation costs	n/a	(47.5)	(57.9)
Total corporate costs allocation (including remediation)	(215.0)	(255.3)	(301.3)
Segment EBITDA	235.1	317.4	174.7

Remediation costs in sig items		(20.0)	(5.0)
Total remediation costs		(67.5)	(62.9)

- The group operates a centralised corporate function and allocates corporate overhead to each property
- Given the closure of Treasury Brisbane on 25 August 2024 and the opening of The Star Brisbane (which The Star will earn a management fee in relation to), the Group corporate cost allocation is being reviewed
- Historically, this allocation has been:
 - 60% to The Star Sydney
 - 20% to The Star Gold Coast
 - 20% to Treasury Brisbane
- Upon closure of Treasury Brisbane, the corporate overhead previously allocated to this property will remain an expense of the group

APPENDIX - NORMALISED RESULTS BY PROPERTY

	The Star Sydney			The Star Gold Coast			Treasury Brisbane			Group		
	FY24	FY23	Variance	FY24	FY23	Variance	FY24	FY23	Variance	FY24	FY23	Variance
EGMs	299.7	340.9	(12.1%)	203.7	233.0	(12.6%)	176.2	196.6	(10.4%)	679.6	770.5	(11.8%)
Domestic Tables	435.3	497.8	(12.6%)	86.8	102.9	(15.6%)	134.8	142.8	(5.6%)	656.9	743.5	(11.6%)
Non-gaming	136.8	139.5	(1.9%)	160.5	169.1	(5.1%)	32.1	34.0	(5.6%)	329.4	342.6	(3.9%)
Total Domestic	871.8	978.2	(10.9%)	451.0	505.0	(10.7%)	343.1	373.4	(8.1%)	1,665.9	1,856.6	(10.3%)
Other revenue	5.7	5.8	(1.7%)	5.1	3.9	30.8%	1.1	1.2	(8.3%)	11.9	10.9	9.2%
Total Revenue	877.5	984.0	(10.8%)	456.1	508.9	(10.4%)	344.2	374.6	(8.1%)	1,677.8	1,867.5	(10.2%)
Gaming taxes and levies	(247.2)	(271.3)	8.9%	(77.5)	(89.7)	13.6%	(87.4)	(95.1)	8.1%	(412.1)	(456.1)	9.6%
Operating expenses	(578.5)	(585.5)	1.2%	(307.3)	(312.2)	1.6%	(205.2)	(196.3)	(4.5%)	(1,091.0)	(1,094.0)	0.3%
Normalised EBITDA	51.8	127.2	(59.3%)	71.3	107.0	(33.4%)	51.6	83.2	(38.0%)	174.7	317.4	(45.0%)
D&A	(64.2)	(109.0)	41.1%	(36.2)	(60.6)	40.3%	(20.2)	(25.7)	21.4%	(120.6)	(195.3)	38.2%
Normalised EBIT	(12.4)	18.2	(168.1%)	35.1	46.4	(24.4%)	31.4	57.5	(45.4%)	54.1	122.1	(55.7%)
Share of net profit/(loss) of associate										(3.2)	(3.8)	15.8%
Normalised EBIT after share of net profit of associate										50.9	118.3	(57.0%)
Net funding costs										(35.3)	(56.5)	37.5%
Tax										(3.7)	(20.5)	82.0%
Normalised NPAT										11.9	41.3	(71.2%)

APPENDIX - OPERATIONAL METRICS BY PROPERTY

	The Star Sydney			The Star Gold Coast			Treasury Brisbane		
	FY24	FY23	Variance	FY24	FY23	Variance	FY24	FY23	Variance
EGMs									
Revenue (\$m)	300	341	(12.1%)	204	233	(12.6%)	176	197	(10.4%)
NMR/machine/day (\$)	548	627	(12.6%)	385	447	(13.9%)	359	397	(9.8%)
MTGMs									
Revenue (\$m)	73	81	(10.0%)	13	15	(8.8%)	26	27	(0.9%)
NMR/machine/day (\$)	408	434	(6.1%)	251	260	(3.4%)	461	409	12.8%
Domestic Tables (excl. MTGMs)									
Revenue (\$m)	365	417	(12.5%)	73	88	(16.6%)	109	116	(6.5%)
Hold %	21.7%	20.3%	+1.4% pts	21.9%	21.6%	+0.3% pts	21.2%	20.4%	+0.8% pts
Hotels									
Occupancy (%)	85%	91%	-6.0% pts	80%	83%	-3.0% pts	90%	96%	-6.0% pts
Cash Revenue (\$m)	46	42	10.3%	42	46	(8.0%)	6	7	(8.7%)
Restaurants									
Cash Revenue (\$m)	46	50	(8.2%)	51	55	(6.7%)	11	12	(5.8%)
Gross Revenue (\$m)	66	74	(9.7%)	66	71	(7.1%)	21	23	(6.5%)
Bars									
Cash Revenue (\$m)	19	25	(26.9%)	27	29	(5.9%)	12	13	(4.6%)
Gross Revenue (\$m)	72	94	(23.6%)	51	54	(5.0%)	33	32	1.6%
Statutory EBITDA/Revenue %	5.9%	12.9%		15.6%	21.0%		15.0%	22.2%	
Normalised EBITDA/Revenue %	5.9%	12.9%		15.6%	21.0%		15.0%	22.2%	
Employee Costs/Statutory Revenue %	30.4%	29.2%		34.9%	33.1%		31.3%	27.6%	
Employee Costs/Normalised Revenue %	30.4%	29.2%		34.9%	33.1%		31.3%	27.6%	

APPENDIX - GLOSSARY OF TERMS

TERM	DEFINITION
AML/CTF	Anti-Money Laundering and Counter-Terrorism Financing
AUSTRAC	Australian Transaction Reports and Analysis Centre
CAGR	Compound Annual Growth Rate
Capital expenditure (capex)	Unless otherwise stated, capital expenditure is presented on an accruals basis and excludes investments in associates and equity acquisitions
D&A	Depreciation and Amortisation
DBC	Destination Brisbane Consortium
DGCC	Destination Gold Coast Consortium
Domestic Tables	Domestic Tables includes main gaming floor table games, private gaming room table games, domestic rebate table games
EGM	Electronic gaming machine
F&B	Restaurants and bars
JV	Joint venture
IRD	Integrated Resort Development
MGF	Main gaming floor
MTGM	Multi-terminal gaming machine or electronic table game
NMR	Net revenue per machine
Normalised/Normalisation	Normalised results are non-IFRS/non-GAAP financial measures that management believes reflect the underlying performance of the business. Significant items are excluded from the normalised results.
PCP	Prior comparable period
PGR	Private gaming room
QWB	Queen's Wharf Brisbane
ROA	Return on Assets
SG	Safer Gaming
Significant items	Items of income or expense which are, either individually or in aggregate, material to The Star Entertainment Group and: <ul style="list-style-type: none"> • Outside the ordinary course of business (e.g. the cost of significant reorganisations or restructuring); or • Part of the ordinary activities of the business but unusual due to their size and nature (e.g. impairment of assets)
VIP	International VIP Rebate business
yoy	Year on year

