



Crown Melbourne Limited Current Issues

Business Overview

- The Melbourne local business has had a very good start to the new financial year with Local Contribution tracking above budget by \$1.1m or 3.4% to 23 July 2017. All areas of the business are trading well with the exception of Food & Beverage (F&B) negatively impacted by the recent cancellation of a Palms show. Local gaming volumes have been encouraging with the added benefit of strong hold results MTD.
- Program Play has started well with volume and hold tracking well above budget MTD despite marketing activity being greatly reduced during this period.

Property Specific Initiatives

- The focus in Melbourne continues to be on reactivating the local gaming market with the following initiatives designed to grow visitation, spend and market share whilst presenting opportunities for on-spend across the rest of the property:
 - Carded Lucky Rewards continues to drive strong incremental revenue where selected members are awarded random prizes at defined jackpot intervals (based on individual targets). Players can monitor progression to their target via the service window which also delivers the bonus via an interactive game;
 - Launch of the Grand Cash Jackpot which is a venue-wide mystery jackpot with a range of \$500k to \$750k;
 - Complimentary alcoholic drinks introduced into the Riverside Room for Gold, Platinum and Black Crown Rewards members, enabling members to enjoy the benefits of their Tier status in the Riverside Room;
 - Drink trolleys have been introduced onto the gaming floor daily during peak trading periods with discounts applying to some items to guests actively playing Gaming Machines;
 - Crown's installation of the very popular Lightning Link gaming machine product has surpassed 100 units and is one of the largest single site installations in Australia;
 - The premium player alert program on the Main Gaming Floor continues with a recent success being the identification and sign up of an International VIP player who has been upgraded to Black.
 - Continued beer and wine drink specials across Main Gaming Floor bars following on from the competitor reviews. Crown representatives competitively shop metropolitan venues with a view to identifying actionable shortcomings in the Crown offer (led to the introduction of some of the drinks initiatives and marketing of specific product scale); and
 - Crown Guaranteed Prize giveaways continue, these occur every Tuesday and Sunday nights at 7.30pm.



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- Develop and focus on the local Asian strategy (particularly Chinese and Vietnamese) to drive high value visitation, particularly into the Maple Room. Initiatives to include leveraging relationships with Chinese related businesses, clubs and network, working with inbound and outbound Chinese focussed travel agents and utilising an incentivised referral service;
 - Leverage existing Host and Teak Finder Minder programs to grow top tier customers and emerging segments, including a focus on key events for key high end Teak customers;
 - Utilise the outbound call centre operation (to commence in July) to significantly improve targeted and premium customer contact;
 - Drinks Direct in Teak Room was recently launched and allows members to order their complimentary beverage directly from the service window on the gaming machine, which will improve time to delivery whilst reducing labour costs by removing the labour required to take the orders. The initiative was launched successfully with positive feedback from the guests.
- The following initiatives are currently under development:
 - Review and Relaunch of Dining Rewards and Welcome Back, research has been completed and plans are currently being formulated for the relaunch in Q2;
 - Execution of the recently presented and approved strategic partnership with Bowls Victoria to cross promote both entities and enable Crown to market to the Bowls Victoria database (46,000 members and further 180,000 social members) with offers;
 - The creation of a Lightning Link Lounge and a New Games Arena and the introduction of a High Denomination Space within the Teak Room;
 - High level scope of works is underway for the reintroduction of a cost effective Keno proposition and the ability to create a Crown Resort Wallet combining our multiple accounts into one for use within the property;
 - The contract for Gaming Machines' technician services was awarded to Amtek effective 31 July 2017. On-boarding and training has commenced with sixteen licensed technicians. Six Crown technicians have applied for jobs with Amtek during July. ETU activity continues to be monitored and proactively managed across the business;
 - A market share recovery program is scheduled to commence with Gold Tier initiatives including Birthday Bingo and Gold Tier complimentary hotel stays;
 - Self-serve coffee machines to enable Crown Rewards members playing on the Main Gaming Floor to obtain a complimentary cup of coffee, tea or hot chocolate (which is available at many competing venues) are also being developed. Initiative to be implemented in mid / late October 2017.



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Australian Resorts Marketing Initiatives

- Over 500,000 Crown Melbourne, Crown Perth and CrownBet customers are now enrolled into the Crown Rewards program. New member acquisition remains strong. A program of work is planned for F18 to drive further value from the program, with an immediate focus on acquisition, on-boarding, non-gaming relevance and churn reduction.
- F18 marketing initiatives are on track. Of note, a new gaming focussed app approach has been proposed, with next steps including customer research, technology evaluation and creative mock ups. Additionally, a project is launched to focus on engagement, which encompasses both customer experience and employee engagement.
- Brand Tracking - Crown successfully maintained its high top of mind awareness across F17, with consideration and visitation remaining stable across the year. Q4 results found the recently implemented Value Guarantee campaign in Crown Perth is having a positive impact on consideration to visit amongst members and the general public, whilst effectively reducing key barriers to visitation associated with value for money and entertainment budget.
- Crown Melbourne and Perth websites continue to grow in traffic with 12.9m visits in F17. Notably, the Crown Perth website had 27% growth in traffic compared to F16. Key drivers of traffic to the site continue to be improvements in Google natural search rankings (SEO), paid Google adverts, email and social media.
- Crown's Social Media footprint now covers 410,000 users on Facebook (284,000 Melbourne and 126,000 Perth), with 46,000 followers on Instagram and 24,000 on Twitter. The major social media change in Perth for F17 was the launch of a new Facebook page for Crown Towers Perth, which has now grown to 35,000 followers (in addition to the 126,000 seen for the main property page).
- Crown Perth's Value Guarantee was the lead marketing campaign in Perth through June and in July, with a strong advertising schedule including television from 2 July. The campaign includes lower-priced gaming, nothing over \$20 menus in casual restaurants, \$50 2-course dinner and lunch menus in premium restaurants, a Metropal hotel offer and low-priced wine and beer options, with all offers being available seven days a week. Anecdotal feedback is suggesting the breadth of choice under a certain price-point and the simplicity of the offer are highly appealing to the target market, particularly casual infrequent visitors.

Australian Resorts HR Initiatives

Indigenous Employment Program (IEP)

- There are currently a total of 188 employees in the Crown Indigenous Employment Program (IEP) as at 17 July 2017. This represents 80 at Crown Perth and 108 at Crown Melbourne. The total number of IEP hires to date, from commencement of the program, is 680.
- In Crown Perth, the IEP program has partnered with Crown Learning & Development in creating the customised Katitjin Pre-employment Program, to assist a select group of candidates in becoming job ready for upcoming Events & Conference positions.



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The program commenced on 17 July 2017 with 17 candidates having been accepted.

- NAIDOC week (2 – 9 July) featured the following key events:
 - Crown Melbourne honoured and respected Elders within the community with Crown Elder's Breakfast. Employees spoke in reflection of the commitment and sacrifice made by Elders. The event was attended by Elders, Indigenous employees, managers and members of the executive team.
 - Crown Perth hosted an event at the Staff Canteen featuring an Aboriginal inspired menu with attendance by Crown Ambassador and West Coast Eagles player, Sharrod Wellingham. Also present were Elders from the Indigenous Community and students from Kirra College Girls Academy who performed a traditional dance.
 - Crown Perth IEP members attended an opening ceremony held at Bandyup Women's Institution in Perth on Sunday 2 July.
 - IEP also represented Crown Resorts at the NAIDOC Deadly Jobs Expo on 6 July 2017 in Perth. This event facilitates industry, employers and jobseekers coming together to highlight employment opportunities for Aboriginal people in Western Australia. Over 50 job seekers, who were in attendance at the Expo, applied for positions at Crown.
 - Crown Melbourne hosted the Deadly Jobs expo, an Indigenous Employment & Careers Expo focused on connecting Aboriginal & Torres Strait Islanders with employment opportunities. Over 40 employers from many different industries were in attendance looking to interview candidates for their vacant jobs.
 - As a finale to NAIDOC Week 2017, the Chevron NAIDOC Perth Ball was held at Crown Ballroom and was attended by members of senior management as well as Indigenous employees from across the business.

Workplace Gender Equity

- Crown Resorts met the mandatory annual Workplace Gender Equity Agency (WGEA) reporting requirements. This year, a joint Crown Resorts report was submitted, incorporating both Crown Melbourne and Crown Perth into one report. The public report has been included on the Crown Resorts website as per prior years as well as links to that report being circulated internally.
- The Perth Gender Advisory Group held its first meeting earlier this month and work is currently underway in devising the Gender Action Plan (GAP).
- The Melbourne Gender Advisory Group attended a number of workshops in the past several months and have completed the first draft of the GAP. The plan addresses themes and key actions in each area of the employee life cycle and looks at how we can best close the gender gap at each stage of employment. The GAP will continue



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to ensure gender equity is integrated into all policies and aims to incorporate best-practice framework and elements in all areas.

- Crown Perth is launching the Executive sub-Committee which involves high potential staff (60% women) being part of a group which replicates the operation of an Executive Team. The Committee will focus on real time organisational issues and projects and has Executive sponsorship. It offers development opportunities and insights into the operation of an Executive Team whilst enhancing collaborative relationships across the business.
- The Gender Equity Steering Committee met on 24 July to review the GAP and provide feedback on next steps.

LGBTI Employee Network

- The second LGBTI steering committee was held on Wednesday 5 July. A program manager from Pride in Diversity attended the meeting and facilitated a two hour workshop. Pride in Diversity are Australia's first and only not for profit organisation specialising in the LGBTI workplace inclusion.

CROWNability program

- There are currently a total of 162 direct employees and contractors in the CROWNability program across both properties, encompassing 76 direct employees and 10 contractors at Crown Perth, with 70 direct employees and six contractors at Crown Melbourne. This represents a retention rate of 66% as at 30 June 2017 with target for F18 now set at 184.
- The CROWNability online awareness module was launched via Crown Learn across both properties on 12 July 2017. This module aims to assist employees in gaining a stronger understanding of working with disability and the benefits of the CROWNability program, whilst promoting positive attitudes towards people with disability. Promotional activities in support of the launch were held across Crown Perth and Crown Melbourne properties in July.
- CROWNability continues to work on developing a new CROWNability Action Plan (CAP) for F18 – F20 which will be launched 3 December 2017. This plan will build on the initiatives of the F15 – F17 CAP, with a particular focus on further advancing Crown's commitment to becoming inclusive and accessible across all business units.
- Crown Resorts' achievements in disability employment across both properties, continues to be recognised by notable industry advocates and disability support providers. This includes Crown Perth's receipt of the atWork Australia - Employer of the Year Award on 3 July 2017, in recognition of the CROWNability program and its innovative championing of inclusive employment.
- In March 2016, Crown Perth initiated the first meeting of hospitality employers in WA, in support of forming a Hospitality Disability Network (HDN) pilot in Perth. As an initiative of the HDN and in partnership with AHS Hospitality, Crown conducted a Housekeeping pre-employment program at Crown College in Perth, with 12 participants in attendance. Further to this, Crown finalised development of a talent



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pool from the group, from which AHS has now selected six people for housekeeping positions.

- EGM HR (Melbourne) and the Melbourne CROWNability Manager, along with three employees from the CROWNability program met and hosted the Federal Government's Assistant Minister for Disability, The Hon Jane Prentice MP and her Advisors at Crown and discussed the success of the program.

Training and Development

- Crown College International has commenced in July with the first intake of international students. There are 12 applications already received for the October intake and six for January. Crown's agent network has increased from 26 to 51 agents. The network is made up of 27 on-shore and 24 off-shore agents. As the network continues to grow so does the momentum of student applications, with increasing brand awareness and exposure the key to accessing student markets around the world. Crown College International has also added the Diploma of Hospitality to the program.
- The Crown College Institute of Higher Education (CCIHE) application and development of the Bachelor Degree program is progressing to plan.
- The 500 Training Places initiative at Crown Melbourne is continuing steadily with 87 active enrolments in the program, 68 enrolled in Hospitality and 19 in Security, all of whom are due to complete their certificates by the end of December. Currently there are 13 expressions of interest from the information session held for the first tier suppliers for the automotive industry. Crown team members will be attending a job fair held at Toyota in which 2,500 people have been invited, taking place on 14 -16 August.

Industry and Individual Awards

- Crown Melbourne won the Tourism Australia Award – Outstanding Achievement in Training Award.

Employee Relations - Gaming Machines Technicians

- In response to the work relating to the outsourcing of the Gaming Machines technical function, the Electrical Trades Union (ETU) scheduled a Rally for Tuesday 25 July at 12pm – 1pm culminating at the South Entrance of the Crown Complex.
- HR have met individually with each Technician affected by the redundancy and all Technicians will have concluded employment by 31st July and will have access to extensive Outplacement Career Transition and Job Search Support via SHK.

Current Trading – Crown Melbourne

- Table Games F17 contribution of \$328.3m represents a shortfall to budget of \$19.9m or 5.7% although the result was in line with the prior year. The shortfall to budget and the lack of growth to prior year has been heavily influenced by a lower



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than expected hold, primarily in Mahogany which negatively impacted contribution by \$5.3m vs budget and \$11.5m vs the prior year.

- Main Gaming Floor (excluding Poker and eTGs) volumes for F17 were below budget by 3.9% but above last year by 0.9%. Patron hour weakness, primarily through the second half of the year was symptomatic of the decline in overall volumes, although not to the same rate. A slightly stronger hold (25.3% v budget of 25.0% and 25.1% PY) did offset some volume weakness.
- Electronic Table Games (eTGs) turnover for the financial year was below budget by 4.6% but above the prior year by 5.8%. A solid improvement in the hold (vs theoretical) through Q4 assisted the performance of this product, with contribution for the year showing a 0.5% surplus to budget and an increase of 10.5% on last year.
- Premium Table Games volumes for F17 finished down 1.2% on budget but up 6.1% on last year. Poor hold of 19.4% (vs 20% budget and 20.3% PY) negatively impacted contribution by 8.6% to budget and 2.7% to PY.
- Main Floor Premium (MFP) started the financial year very well, dipped from October but recovered well following Lunar New Year. For the full year, MFP volumes were down on budget by 3.4% but up 6.4% on last year. Expectations on MFP patron hours were challenged through the year but were offset by a stronger spend per customer metric. The MFP hold finished above expectations at 21.5% vs budget of 20%.
- Mahogany Room (MR) volumes were strong particularly in the first quarter of F17 and H2 with volumes up 1.9% on budget and up 5.8% on last year, however H2 featured hold weakness attributable to a small number of key players which had an adverse impact on the MR performance with hold finishing at 16.9% (v budget of 20.0% and 19.0% PY).
- Table Games Interstate F17 performance was strong with turnover of \$5.7b being 26% above budget and 34% above last year. One customer generated more than \$1b turnover and another four customers accounted for turnover greater than \$100m. The Crown Jet strategy has had a major impact through the year, as has an enhanced event and promotional calendar.
- F18 has started well with volumes slightly up on expectations and 1% up on the prior year and in conjunction with a rebound in the hold, revenues are 2% up on both budget and PY through 23 July 2017.
- While volumes on the Main Gaming Floor have been a little weaker than expected, some hold weakness has impacted Mainstream revenues which are currently tracking below budget MTD.
- eTG volumes are in line with expectations although some recent hold softness has resulted in revenues being slightly short of budget.



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- MFP volumes have carried the Q4 trend through into the new financial year and are in line with budget.
 - Mahogany has started the new financial year well despite the ongoing travels of some key players. Volumes are up 7% to both budget and PY, while a welcome improvement in the hold is underpinning revenue movement.
 - Gaming Machines' F17 full year contribution of \$227.1m was \$22.1m or 8.9% below budget and \$13.5m or 5.6% below the pcp. F17 turnover of \$5.5b was 6.1% below budget and 0.8% below pcp. Interstate and International turnover grew 25.5% above pcp, predominantly from the NSW, New Zealand and North Asian markets. However, North Asia's baseline performance saw a 50% reduction post mid-October compared with the first quarter trend. Local turnover declined 3.9% below pcp, from Gold and below tiers across the Main Gaming Floor. Further, \$3.6m of the full year contribution shortfall to budget was due to soft hold of 8.14%, compared to target hold of 8.23%. F17 full year Victorian market share declined to 14.9%, down from an all-time high of 15.3% in F16 largely due to the competitor network's improved offering (including the introduction of loyalty programs).
 - The calendar of promotions and events for VIP Gaming Machine customers, both on and off venue, has expanded to increase share of wallet and engender loyalty. Eureka Skydeck, Level 39 salons, Rockpool, Club 23, Palladium and Capital Golf Course all hosted events in late F17. Gaming Machines Interstate and International business outperformed expectations in June, with the overall result for the month being a year on year increase in theoretical revenue of 78%, with YTD theoretical revenue growth of 24%. Key performing markets were NSW, New Zealand and North Asia. Theoretical Contribution growth was 38% above pcp (all markets combined).
 - Over 128,000 new members have now signed up to Crown Rewards. In April, the member renewal period provided an opportunity to update member details and communication methods via member hub selection, including mobile details, email updates and increased CrownBet opt in levels.
 - The proactive service initiatives, Know Your Customer (interacting with Platinum and Black tiers on the Main Gaming Floor) and Surprise and Delight (beverage service to high denomination rooms), continue to improve the customers' experience.
 - Food & Beverage's F17 result was \$1.8m or 3.4% below budget and \$0.3m or 0.6% above the pcp. Bars and Events & Conferencing both exceeded budget, while restaurants fell short. Premium restaurants were impacted by the downturn in gaming activity, with Junket business \$1.2m less than F16. This primarily impacted Koko and Silks, but others were affected to a lesser degree. Long Chim is trading below expectations and had a negative impact on F17, including pre-opening costs. The July result has been impacted by the cancellation of a key show in Palms as well as lower function activity in Metropolis compared to last year. The result is tracking slightly behind budget.



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- Hotel's F17 result was \$4.3m or 4.3% below budget and in line with the pcp. The gaming downturn experienced after mid-October impacted not only Villas but the main Tower as well. Villas revenue from gaming patrons was \$3.4m behind budget, and non-Villas room nights declined by 9,800 across the November - June period (an average of 40 rooms per day). While much of this business was replaced, it was at times at a lower rate due to being mid-week. Given the circumstances, occupancy levels across all three hotels held up very well, with an overall result of 93.2% against the budgeted 94.3% and pcp of 93.4%. The July result is being negatively impacted by lower rates across the market, with competitors using rate to maintain market share. Metropol is the most affected, while Villas has had the benefit of one-off bookings. Overall the result is tracking slightly behind budget.

Other Issues

REDACTED - PRIVILEGE





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REDACTED - PRIVILEGE

Counter Terrorism - Risk Management and Escalation Plan

- Since the increase in Australia's National Terrorism Threat level in 2014, Crown Melbourne has progressively implemented a number of initiatives and strategies addressing the key terrorism risk scenarios affecting the property.
- These initiatives and strategies have recently been articulated in the Crown Melbourne Counter Terrorism Escalation Plan ('the Plan'), which outlines a broad range of recommended mitigation strategies applicable for the types of attacks which are considered to be the most likely and applicable to Crown Melbourne based on current intelligence. The Plan also contains a range of additional strategies (such as increased patron screening, restricted vehicle access) to be implemented in the event of the National Threat Level increasing to 'Expected' or 'Certain'.
- An integral component of the Plan was the completion of a specific terrorism site risk assessment for the property. Overall, Crown Melbourne's framework (including training) was considered to be strong, with a good balance of proactive detection and security measures designed to deter, detect or delay terrorist activity at the property.
- Using specific risk assessment criteria and incorporating advice from both Government and law enforcement agencies, the assessment of the terrorism risk level for Crown Melbourne after the application of a range of mitigation strategies was assessed as significant. Specific areas of vulnerability were identified, together with further preventative actions to reduce the vulnerability to certain types of attacks. However it is relevant to note that, as a 'Crowded Place' under the Australian New Zealand Counter Terrorism Committee's National Strategy, the implementation of these actions are unlikely to reduce the overall risk level for Crown Melbourne while the current National Threat Level remains at Probable.
- The mitigation strategies identified through the development of the Plan have been incorporated within the broader Risk Management Plan and include:
 - The installation of fixed and hydraulic bollards at certain locations around the property;



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- The conduct of specific training for all Crown Melbourne employees focussing on suspicious behaviours and security/emergency awareness;
- Profiling and body language awareness training delivered to security and surveillance employees;
- Installation of biometric access readers on a range of high risk doors including those protecting critical infrastructure;
- Installation of a 'Lockdown' capability on the main podium;
- Upgrading the current PA system to include the Riverside Promenade;
- The introduction of a Number Plate Recognition system for Crown Melbourne's Loading Docks;
- The installation of an emergency messaging push button panel within the Surveillance Communication Centre;
- Installation of X-Ray system in Mail Room;
- Crisis Communication system.

(All of the above capital items are included in F18 Capex).

- Further, Crown Melbourne has taken steps to upgrade its intelligence capability and capacity through additional training, the purchase of analytical software packages and representation on the Australian New Zealand Counter Terrorism Committee's National Business Advisory Group and the Victoria Police Crowded Places Strategic Advisory Group. Both entities provide access to the most to date intelligence available and offer advice to the Australian and Victorian Governments on security issues impacting Crowded Places.

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AUSTRAC Compliance Assessment

- On May 17-18 AUSTRAC auditors attended Crown Melbourne to undertake an assessment of Crown's AML/CTF Program, policies and processes; and our ability to meet the obligations under the AML/CTF Act and Rules. The assessment was heavily focused on international business (junkets in particular) and covered five key areas:
 1. Standard anti-money laundering and counter-terrorism financing Program;
 2. Ongoing customer due diligence (including transaction monitoring program and enhanced customer due diligence program);
 3. Reports of suspicious matters;
 4. Reports of threshold transactions; and
 5. AML/CTF compliance reports.
- AUSTRAC's findings identified areas in which Crown Melbourne's AML/CTF Program and associated procedures were effective; it also noted eight areas for improvement. The recommendations are being considered and will likely be addressed with some minor changes to our AML/CTF Program. Crown has responded to AUSTRAC on the recommendations for its consideration.

Gaming Machine Harm Minimisation Review – Consultation Paper

- On 1 December 2016, the Department of Justice and Regulation (Department) published a consultation paper on Gaming Machine Harm Minimisation measures. The paper posed a number of questions about:
 - access to cash and gaming venues;
 - cashless gaming and ticket-in-ticket-out (TITO);
 - Responsible Gambling Codes of Conduct;
 - Self-Exclusion Programs;
 - Responsible Service of Gaming training; and
 - regional caps and municipal limits.
- Submissions closed on 16 January 2017. The focus of the consultation was very much from an hotel/club environment and ongoing matters relating to the Victorian



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Government Venue Arrangements deliberations, Crown therefore determined not to make a submission.

- A number of submissions were received from range of stakeholders including local government stakeholders, community stakeholders and industry stakeholders including a number of venue operators, several industry representatives and peak bodies and venue service providers.
- The key areas that could have some impact on Crown (if the measures were to be extended to the casino) are as follows:
 - the proposals for an imposition of a daily limit or further restrictions on EFTPOS transactions in gaming venues;
 - industry/stakeholder submissions that the thresholds for winnings to be paid by cheque increase from the amount of \$2,000 to \$5,000 (this does not have community representative support);
 - the payment of winnings by EFT as an option to be offered alongside cheques; and
 - additional suggestions for safeguards to accompany the introduction of TITO and cashless gaming in venues.
- A media release by the Minister for Gaming , Marlene Kairouz, on 7 July 2017, provided that further 'harm minimisation measures relating to gaming machines will be announced in coming months, following the completion of a community and industry consultation process that started earlier this year.' Accordingly, an outcome is not imminent, however, Crown will continue to monitor these matters and report as relevant.

Section 25 Review

- The VCGLR formally advised Crown Melbourne on 25 July 2017 that the 6th Review of the Casino Operator and Licence (Review), pursuant to s25 of the Casino Control Act would be commencing. Now that the Review process has commenced with a request from the VCGLR for submissions from Crown. There will also be requests for submissions from public and community interested groups, Law Enforcement Agencies and other Regulators of Crown (such as AUSTRAC).
- By way of background, when the Melbourne Casino originally opened, this (year long) Review into the Operator's suitability to maintain the Melbourne Casino Licence, was undertaken every three years, it is now however undertaken every five years. The current Review period will cover 1 July 2013 to 30 June 2018.
- The process will also include various requests from the VCGLR for information covering the broad operations of the business and will also make a number of requests for interviews. The interviews will range from about 8-10 gaming floor staff, through to the CEO of Australian Resorts and possibly the Chairman of Crown Resorts.



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- We anticipate that this Review will have a significant focus on junket operations, RSG, Anti-Money Laundering, Crown's sell-down of its Asian interests and the matters in China.
- The VCGLR's final report is to be provided to the Minister for Gaming on 30 June 2018.