



Crown Melbourne Limited

Sixth Review of the Casino Operator and Licence

Recommendation One Proposal

BACKGROUND – VCGLR RECOMMENDATION ONE

As part of its Sixth Review of Crown Melbourne Limited’s Casino Licence (**Sixth Review**), the Victorian Commission for Gambling and Liquor Regulation (**VCGLR**) recommended that Crown develop and submit to the VCGLR for approval, a change program to fully engage its Independent Directors in proactive strategic oversight of the operations of the Melbourne Casino.

The VCGLR has requested that particular consideration should be given to—

- formulating a charter for the Crown Melbourne Limited (**Crown Melbourne**) Board;
- fully documenting, for visibility to the VCGLR, the reporting and decision-making relationships between all of the Boards, Committees and Executive meetings with responsibility for, or oversight of, Melbourne Casino functions; and
- elevation of governance to the Group Board and Committees.

The VCGLR has also requested that the submission should identify any changes to regulatory frameworks and how these will be addressed.

This paper outlines Crown’s proposal to address the matters set out in Recommendation One. As noted in Crown Melbourne’s response to the Sixth Review Recommendation, Crown Melbourne has, in conjunction with its parent company Crown Resorts Limited, reviewed its governance framework, taking into account the matters recommended by the Commission for consideration.

Also as foreshadowed, please note that elements of the governance framework were already in the process of being revisited with several changes either implemented, or in the process of being implemented, within the business and at Committee level. Those changes have continued to be progressed as described below.

The only element that we expect will require the approval of the VCGLR will be for the revised Constitution, which will be lodged with the VCGLR at a later point in time.

EXECUTIVE SUMMARY

This paper documents the decision-making relationships between all of the Boards, Committees and Executive meetings, with responsibility for, or oversight of, Melbourne Casino functions.

Crown Melbourne has a layered framework for decision making and the escalation of key issues to the Crown Melbourne Board and Board Committees and in certain circumstances, the Crown Resorts Limited Board and Board Committees.

As will be demonstrated in this paper, the Independent Directors of Crown Melbourne have formal access to key members of Crown Melbourne's Executive Team, which allows them to fully engage in the proactive strategic oversight of the operations of the Melbourne Casino.

Outside the formal setting of the Crown Melbourne Board and Board Committees, the Independent Directors have also established working relationships with key members of both the Crown Melbourne Executive and management teams, as well as the Crown Resorts Executive.

The change program elements discussed in this paper will further enhance Crown Melbourne's governance.

In summary, the following enhancements have either already been, or will be adopted as part of a change program:

Changes to Crown Melbourne Constituent Documents

- The adoption of a revised, modern, Constitution for Crown Melbourne; and
- The adoption of a new Board Charter for Crown Melbourne, which is consistent with what we propose to be the revised Crown Melbourne Constitution.

The Establishment of a New Executive Risk and Compliance Committee (ERCC)

- The establishment of a new ERCC, which aligns with the governance structure in place at Crown Perth;
- The adoption of an ERCC formal Charter, which sets out its primary objectives and functions; and
- The co-ordination of the timing of ERCC meetings, to precede each relevant Crown Melbourne Board Committee meeting, so that key matters can be distilled for escalation to the Crown Melbourne Board Committees.

Changes to the Structure of Crown Melbourne Property Based Committees

- The establishment of two new Crown Melbourne property based Committees (comprised of members of management), the Compliance Committee and the Fraud Risk Management Committee, to align the with those in place at Crown Perth;
- The adoption of formal Charters for each Crown Melbourne property based Committee, so that the Committees' primary objectives and functions are documented;
- The co-ordination of the timing of property based Committees to precede each scheduled meeting of the ERCC, so that key matters can be distilled for escalation to the ERCC.

Crown Melbourne Board and Committee Changes

- The appointment of Toni Korsanos as an Independent Director of the Crown Melbourne Board; and

- The appointment of Toni Korsanos, who has extensive financial and management experience, having previously acted as Chief Financial Officer of Aristocrat Leisure Limited, as Chair of the Crown Melbourne Audit Committee.

Each of the above are discussed in turn below.

FORMULATION OF A CHARTER FOR THE CROWN MELBOURNE BOARD

A Board Charter defines the respective roles, responsibilities and authorities of the Board of Directors (both individually and collectively) and management in setting the direction, the management and the control of the company. A copy of the draft Charter is attached as **Annexure A**. Subject to any comments the VCGLR has, the draft Charter will be presented to the Crown Melbourne Board for approval at one of its early 2019 meetings.

Please note that the Board Charter replicates the key requirements of the Crown Melbourne Constitution, which requires Directors to use their best endeavours and take all reasonable steps:

- to ensure the continuance of the Crown Melbourne Casino Licence;
- to not cause or permit any material contravention of a condition attaching to the Crown Melbourne Casino Licence; and
- to undertake all necessary action to ensure compliance with the conditions attaching to the Crown Melbourne Casino Licence.

The Board Charter also adopts a test for independence, which is consistent with guidance of the ASX Corporate Governance Council and prescribes those matters which are specifically reserved for decision of the Board.

Typically, a Board Charter will draw heavily on the company's Constitution and will, in all respects, be consistent with that constituent document.

The Crown Melbourne Constitution (or Articles of Association) was adopted on 25 May 1998 and with the exception of updating the company's name from "Crown Limited" to "Crown Melbourne Limited", has not been amended since that time. The Constitution is therefore in excess of 20 years old.

Accordingly, it is proposed that an updated Constitution be presented to the VCGLR for review, which preserves the required features to comply with Crown Melbourne's Casino Licence and Consolidated Casino Agreement, but which modernises the way in which proceedings for Crown Melbourne can be conducted. For example, the provisions in Article 2.2 which include a restriction on the issue of shares in contravention of Crown Melbourne's Casino Licence would be preserved, but the provisions regarding how decisions can be made and, in particular in relation to the use of technology, would be modernised.

An updated Constitution for Crown Melbourne is being prepared and it is proposed that it be shared with the VCGLR in due course for its consideration and approval. For ease of review, we will include drafting notes to cross reference provisions of the updated Constitution against the current version.

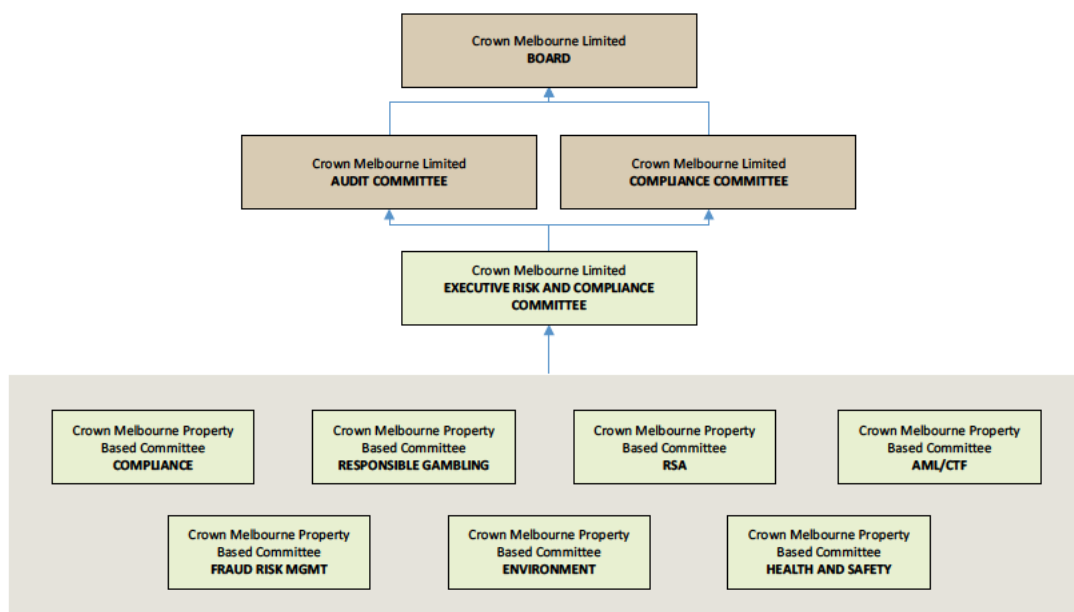
CHANGE PROGRAM ELEMENTS:

- *The adoption of a new Board Charter for Crown Melbourne, which will be consistent with the revised Crown Melbourne Constitution [Drafted, to be presented to the Board for approval after feedback from the VCGLR]; and*
- *The adoption of a revised, modern, Constitution for Crown Melbourne [Work in progress, to be presented to the Board and VCGLR for approval in due course].*

REPORTING AND DECISION-MAKING RELATIONSHIPS

The VCGLR has requested that Crown Melbourne document, for visibility to the VCGLR, the reporting and decision-making relationships between all of the Boards, Committees and Executive meetings with responsibility for, or oversight of, Melbourne Casino functions.

Set out below is a structure diagram, which summarises the relationship between the Crown Melbourne Board and its Committees (both Board and property based). The relationship between Crown Melbourne and its ultimate shareholder, Crown Resorts Limited, is depicted and discussed further below.



An overview of how each Committee operates follows. As above, we have noted at the end of each section, the changes that have been, or will be, made to processes, which represent the 'change program' proposed.

Crown Melbourne Executive Risk and Compliance Committees (ERCC)

The ERCC in Melbourne is a newly established Committee, which aligns with the governance structure in place at Crown Perth.

The ERCC is comprised of all members of Crown Melbourne's Executive Team, together with other senior staff members. The ERCC composition currently comprises as follows:

Name	Position
Barry Felstead	Chief Executive Officer – Australia Resorts
Joshua Preston	Chief Legal Officer – Australian Resorts (Chair)
Alan McGregor	Chief Financial Officer – Australian Resorts
Xavier Walsh	Chief Operating Officer – Crown Melbourne
Peter Crinis	Chief Operating Officer - Hotels, Retail and F&B
Nic Emery	Chief Marketing Officer
Andre Ong	Group Chief Information Officer
Mark Holmes	Executive General Manager – Food & Beverage
Alicia Gleeson	Executive General Manager – Human Resources
Sean Knights	Executive General Manager – Table Games
Mark Mackay	Executive General Manager – Gaming Machines
Anne Siegers	Group General Manager – Risk & Audit
Michelle Fielding	Group General Manager – Regulatory & Compliance (ERCC Executive Officer)

The role of the ERCC is to review, discuss and where appropriate resolve Risk, Audit, Compliance, RSG, RSA, AML, Health & Safety, Legal and other governance related matters.

The ERCC has a formal Charter, which sets out its primary objectives and functions.

The Chair of the ERCC is the Chief Legal Officer – Australian Resorts.

Formal papers are prepared for each meeting of the ERCC. A typical Agenda for an ERCC meeting will include the following items:

- Internal Audit Activity Reports;
- Fraud Updates;
- Risk Updates;
- Compliance and Regulatory Matters Updates;
- Litigation Updates;
- AML/CTF Updates;
- Health, Safety & Wellbeing Updates; and
- Responsible Service Updates.

The ERCC papers raise matters for noting, discussion or approval. For example:

- Matters for **NOTING** may include: changes in legislation; emerging risks; compliance matters; internal audit findings; Health & Safety Key Performance Indicators; and the status of litigation.
- Matters for **DISCUSSION** may include: proposed changes in risk ratings; significant compliance matters or audit findings, for which further remedial action is needed; trends in Health & Safety Key Performance Indicators; progress of risk, compliance and audit actions.

- Matters for **APPROVAL** may include: the approval of the Strategic Internal Audit Plan; the Risk Profile/Register following annual detailed review; and the prioritisation of compliance obligations.

ERCC meetings are timed to precede each relevant Crown Melbourne Board Compliance and Audit Committee meeting.

Key matters arising from the business discussed at the ERCC are escalated to either the Crown Melbourne Compliance Committee or the Crown Melbourne Audit Committee (see further below) which we also reported through to the Crown Melbourne Board.

CHANGE PROGRAM ELEMENTS:

- *The establishment of a new ERCC, which aligns with the governance structure in place at Crown Perth [Completed];*
- *The adoption of an ERCC formal Charter, which sets out its primary objectives and functions [Completed]; and*
- *The co-ordination of the timing of ERCC meetings to follow each relevant Crown Melbourne Committee meeting, so that key matters can be distilled for escalation to the Crown Melbourne Board Committees [Completed].*

Crown Melbourne Property Based Committees

Crown Melbourne has, or will have, the following property based operational Committees in place:

- AML/CTF Committee;
- Compliance Committee (new);
- Environment Committee;
- Fraud Risk Management Committee (in development);
- Health & Safety Committee;
- Responsible Gambling Management Committee; and
- Responsible Service of Alcohol Committee.

The establishment of the Crown Melbourne property based Compliance Committee and Fraud Risk Management Committee was initiated to align the Crown Melbourne property based Committees with those in place at Crown Perth.

Role of the Property Based Committees

The role of the property based Committees, is to review, discuss and resolve matters at an operational level.

While traditionally each of these Committees did not have a formal Charter, steps have now been taken to address this so that the Committees' primary objectives and functions will be documented.

The Committees operate on a relatively consistent basis as follows:

- each Committee has an Executive sponsor;
- the responsible Executive or Senior Manager acts as Chair of the Committee;

- the Committee considers significant and emerging matters relevant to the Committee’s mandate;
- particular attention is paid to any significant operational matter, which may have relevance from a risk management perspective to determine whether the risk profile is impacted; and
- the Committees adopt their own processes in terms of the preparation of papers for discussion and the recording of decisions.

Key matters arising from the business discussed at the operational Committees are escalated to the ERCC – see further below.

It is proposed that the timing of property based Committees precede each scheduled meeting of the ERCC, so that key matters can be distilled for escalation to that Committee.

CHANGE PROGRAM ELEMENTS:

- *The establishment of two new Crown Melbourne property based Committees, the Compliance Committee [Completed] and the Fraud Risk Management Committee [In Progress] to align the with those in place at Crown Perth;*
- *The adoption of formal Charters for each Crown Melbourne property based Committee, so that the Committees’ primary objectives and functions are documented [In Progress]; and*
- *The co-ordination of the timing of property based Committees to precede each scheduled meeting of the ERCC, so that key matters can be distilled for escalation to that Committee [To be undertaken when ERCC meeting dates are confirmed].*

Crown Melbourne Board Committees

Crown Melbourne has the following two Board Committees in place. The Committees are chaired by Independent Directors.

Committee	Members
Compliance Committee	John Horvath (Chair) (Independent Director) John Alexander Rowena Danziger (Independent Director) Barry Felstead
Audit Committee	Toni Korsanos (Chair) (Independent Director) Ken Barton John Horvath (Independent Director)

The members of the Crown Melbourne Board Committees have the appropriate level of experience and expertise to act as members of each Committee.

Toni Korsanos was appointed as a Director of Crown Melbourne and member and Chair of the Audit Committee on 5 September 2018. She has extensive financial and management experience, having previously acted as Chief Financial Officer of Aristocrat Leisure Limited (2009 to 2018) and Company Secretary (2011 to 2018) of Aristocrat Leisure Limited.

With respect to the Compliance Committee, having been on the Committee since 2010, Professor John Horvath AO was appointed as the Chair of that Committee in July 2017. Professor Horvath has extensive experience both in private and public practice and is very well placed to hold this position. A biography for each member of the Crown Melbourne Board, including the above Committee members, is set out at **Annexure B**.

Each of the Crown Melbourne Board Committees has a formal Charter setting out its primary objectives and functions.

Formal papers are prepared for each meeting of the Crown Melbourne Board Committees. In summary, the Committees act in the following manner:

- Material legal, risk, compliance, AML and other governance related matters which are identified in ERCC meetings, are raised with the Committees (on an exceptions basis);
- The Committees consider information in relation to the status and enhancement of Crown Melbourne's risk and compliance framework; and
- At applicable times during the year, relevant plans (such as the Internal Audit Plan, the Risk Management Plan and the Compliance Plan) are also considered and approved by the relevant Committee.

Importantly, the following members of the Crown Melbourne Executive Team attend all scheduled meetings of the Crown Melbourne Board:

Name	Position
Barry Felstead	Chief Executive Officer – Australian Resorts (Director of Crown Melbourne Limited)
Joshua Preston	Chief Legal Officer – Australian Resorts (Co-Secretary of Crown Melbourne Limited)
Alan McGregor	Chief Financial Officer – Australian Resorts
Xavier Walsh	Chief Operating Officer – Crown Melbourne

As noted above, each of these Executive Team members sit on the ERCC, as well as having roles with a number of the operational Committees described earlier.

The Independent Directors of Crown Melbourne therefore have formal access to key members of Crown Melbourne's Executive Team, which allows them to fully engage in the proactive strategic oversight of the operations of the Melbourne Casino.

Outside the formal setting of the Crown Melbourne Board Committees, the Independent Directors have also established working relationships with key members of both the Crown Melbourne Executive and management teams as well as the Crown Resorts Executive. For example: Professor Horvath is in regular contact with the Chief Executive Officer – Australian Resorts, Chief Legal Officer – Australian Resorts, the Group General Manager – Responsible Gaming and the Crown Resorts General Counsel and Company Secretary, on matters including compliance issues and responsible gaming initiatives at Crown.

Mrs Korsanos is also in regular contact with the Group General Manager Risk & Audit and the Chief Legal Officer – Australian Resorts, on risk and audit matters and the Chief Financial Officer and CEO Digital at Crown Resorts and the Crown Resorts General Counsel and Company Secretary, on matters including financial and strategic planning and governance matters.

We also note that the Executive Chairman, Mr John Alexander, is in regular contact with various members of Crown Melbourne's Executive team.

CHANGE PROGRAM ELEMENTS:

- *The appointment of Toni Korsanos, who has extensive financial and management experience, having previously acted as Chief Financial Officer of Aristocrat Leisure Limited, as Chair of the Crown Melbourne Audit Committee [Completed].*

Crown Melbourne Board

Crown Melbourne is a public company. It has a formal Constitution. As noted earlier, it is proposed that this Constitution be modernised while maintaining regulatory protections and that a Board Charter, which summarises the key concepts embodied in the new Constitution, be adopted.

Crown Melbourne has recently appointed an additional Independent Director, Toni Korsanos, who as noted above, will also Chair the Crown Melbourne Audit Committee. The Crown Melbourne Board therefore currently has three Independent Directors and is comprised as follows:

Name	Position	Status
John Alexander	Executive Chairman	Non-Independent
Ken Barton	Director	Non-Independent
Rowena Danziger	Director	Independent
Barry Felstead	Director	Non-Independent
Professor John Horvath AO	Director	Independent
Toni Korsanos	Director	Independent

As noted above, a biography for each member of the Crown Melbourne Board is set out at **Annexure B**.

The Crown Melbourne Board formally meets four times a year. Formal papers and minutes are prepared in respect of each Crown Melbourne Board meeting.

A typical Agenda for a Crown Melbourne Board meeting will include the following items:

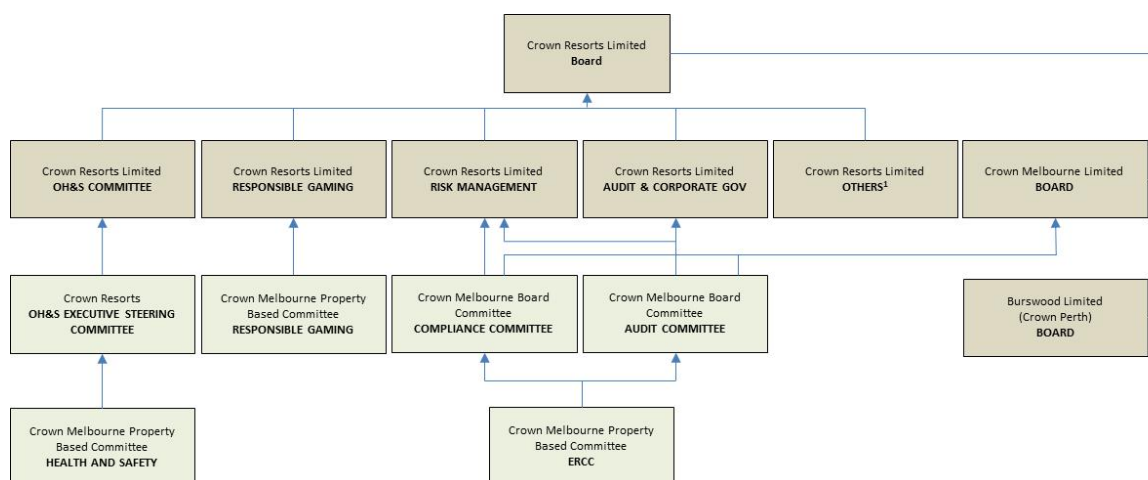
- Matters for approval, which are recommended by the Crown Melbourne Board Committees for approval by the Crown Melbourne Board following their consideration of the matter;
- An update on the financial performance of the Crown Melbourne business;
- Detailed summaries of current issues at Crown Melbourne, extending to property initiatives (including in relation to human resources, marketing and security) as well as updates on current trading;
- A stand-alone agenda item in relation to Audit and Compliance and includes a regulatory and governance update on matters such as AML, Risk, legal and regulatory matters;
- A stand-alone agenda item in relation to responsible gaming matters;
- An update on development matters;
- An update on occupational, health and safety matters; and

- Ad hoc items of business as required.

There is direct information flow from the property based Committees through to the ERCC, the Crown Melbourne Board Committees and then ultimately through to the Crown Melbourne Board.

ELEVATION OF GOVERNANCE TO THE GROUP BOARD AND COMMITTEES

Set out below is a structure diagram which summarises the relationships between the Crown Melbourne property based Committees, the ERCC, the Crown Melbourne Board Committees, the Crown Melbourne Board and its ultimate shareholder, Crown Resorts Limited.



1. The other Crown Resorts Board Committees are Nomination and Remuneration, Finance, Investment, Corporate Social Responsibility.

As is depicted in the above diagram, information flows from Crown Melbourne operational Committees through to the Crown Melbourne Limited Committees, the Crown Melbourne Limited Board and to the Crown Resorts level Board Committees.

Those Crown Resorts Board Committees in turn report through to the Crown Resorts Board at each scheduled Board meeting.

The Chief Executive Officer – Australian Resorts, attends all scheduled Crown Resorts Board meetings and provides the full Crown Resorts Board with updates on operations at Crown Melbourne and Crown Perth.

The Crown Resorts Board papers also include a detailed Crown Resorts ‘CEO’s Report’, which includes comprehensive updates on current issues at Crown Melbourne.

Crown Resorts Independent Directors, John Horvath and Toni Korsanos, each sit on both the Crown Resorts and Crown Melbourne Boards. They respectively act as Chairs of the Crown Melbourne Compliance Committee and the Crown Melbourne Audit Committee and are well placed to communicate issues arising at the Crown Melbourne level, with the full Crown Resorts Board.

John Alexander (Crown Resorts Executive Chairman), Ken Barton (Chief Financial Officer and CEO Digital) as well as Barry Felstead (Chief Executive Officer – Australian Resorts), who all attend the Crown Resorts Board meetings, are also Directors of Crown Melbourne. This provides a natural

vehicle for the two Boards to share insights and communicate the strategic direction of Crown Resorts.

CONCLUSION

Crown Melbourne has a layered framework for decision making and the escalation of key issues to the Crown Melbourne Board and the Crown Resorts Limited Board.

The Independent Directors of Crown Melbourne have formal access to key members of Crown Melbourne's Executive Team, which allows them to fully engage in the proactive strategic oversight of the operations of the Melbourne Casino.

Outside the formal setting of the Crown Melbourne Board Committees, the Independent Directors have also established working relationships with key members of both the Crown Melbourne Executive and management teams, as well as the Crown Resorts Executive.

The change program elements discussed in this paper have and will continue to enhance Crown Melbourne's governance.

It is proposed that a version of this paper be presented to the Crown Melbourne Board for its information at a future meeting of the Board, as part of its ongoing supervision of progress of the VCGLR's recommendations following its Sixth Review for Crown Melbourne.

Crown Melbourne Limited
24 December 2018

**Annexure A:
Draft Board Charter**

See Attached.

Annexure B:**Crown Melbourne Board and Committee Members' Biographies**

JOHN H ALEXANDER, BA
Chairman



John Alexander is the Executive Chairman of Crown Resorts and is also a Director of a number of companies, including Seven West Media Limited. Mr Alexander is also Chairman of the Crown Melbourne Limited and Burswood Limited Boards.

Mr Alexander was the Executive Chairman of Consolidated Media Holdings Limited (CMH) from 2007 to November 2012, when CMH was acquired by News Corporation. Prior to 2007, Mr Alexander was the Chief Executive Officer and Managing Director of Publishing and Broadcasting Limited (PBL) from 2004, the Chief Executive of ACP Magazines Limited from 1999 and PBL's group media division comprising ACP Magazines Limited and the Nine Network from 2002.

Before joining the PBL Group, Mr Alexander was the Editor-in-Chief, Publisher and Editor of The Sydney Morning Herald and Editor-in-Chief of The Australian Financial Review.

KENNETH M BARTON, BEC



Ken Barton has been Chief Financial Officer of Crown Resorts Limited since March 2010 and CEO Crown Digital since February 2017. Mr Barton also sits on the Crown Melbourne Limited, Burswood Limited and Crown Resorts Foundation Boards.

He was previously Chief Financial Officer of Boral Limited for seven years having also held roles at Pioneer International and Arthur Andersen.

Mr Barton holds a Bachelor of Economics degree from the University of Sydney, is an Associate of the Institute of Chartered Accountants in Australia and a Fellow of the Financial Services Institute of Australia. He also joined the Male Champions of Change program in 2017.

ROWENA DANZIGER, AM, BA, TC, MACE



Mrs Danziger's professional experience spans over 30 years in various Australian and American educational institutions. Mrs Danziger was the Headmistress at Ascham School in Sydney from 1973 to 2003.

Mrs Danziger is a Director of Crown Melbourne Limited and was previously a Director of Crown Resorts Limited. Mrs Danziger also sits on the Crown Resorts Foundation Board.

BARRY J FELSTEAD



Barry Felstead has been Chief Executive Officer - Australian Resorts since August 2013. Mr Felstead sits on the Crown Melbourne Limited and Burswood Limited Boards.

Prior to August 2013, Mr Felstead was Chief Executive Officer of Crown Perth (formerly Burswood) since March 2007, after holding the position of Chief Operating Officer - Gaming of Crown Perth from 2005. Mr Felstead has held multiple management positions at Crown Melbourne.

Mr Felstead is Chairman of FutureNow, a Board member of Burswood Park Board, Alumni of Celebrate WA and a Board Member of Australasian Gaming Council (AGC).

PROFESSOR JOHN S HORVATH AO, MB, BS
(SYD), FRACP



Professor John Horvath was the Australian Government Chief Medical Officer from 2003 to 2009 and principal Medical Consultant to the Commonwealth Department until January 2016. He is currently continuing to advise the Department of Health and the School of Medicine, University of Sydney, and holds the position of Honorary Professor of Medicine.

Professor Horvath is a Fellow of the Royal Australasian College of Physicians and is a distinguished practitioner, researcher and teacher. Professor Horvath previously sat on the Board of the Garvan Research Foundation and was a Governor of the Centenary Institute of Medical Research until January 2016. He was a member of the Advisory Council to the Australian Organ and Tissue Donation Agency. He is a member of the Finance and Administration Committee of the School of Medicine at the University of Sydney. Professor Horvath was a member of the Ministerial Advisory Council to the Minister of Health.

Professor Horvath was previously Clinical Professor of Medicine at the University of Sydney. He is also known as a leader in a range of medical training and workforce organisations and is a former President of the Australian Medical Council and the New South Wales Medical Board.

Professor Horvath is currently the Global Strategic Medical Advisor to the Chief Executive Officer of Ramsay Health Care and a Director of the Ramsay Hospital Medical Research Institute.

Professor Horvath sits on the Crown Melbourne Limited and the Crown Resorts Foundation Boards.

ANTONIA KORSANOS, BEC, CA



Antonia Korsanos was the Chief Financial Officer (2009 to 2018) and Company Secretary (2011 to 2018) of Aristocrat Leisure Limited. She has over 20 years' experience in financial and general management at companies including Kellogg's Australia and New Zealand, Goodman Fielder Limited and Coopers & Lybrand in Sydney.

Mrs Korsanos brings to the Board extensive experience in the gaming industry and experience in the areas of technology, finance, strategy, mergers and acquisitions, risk management and financial and regulatory compliance.

Mrs Korsanos has a Bachelor of Economics (Accounting & Finance) from Macquarie University, is a Graduate of the Australian Institute of Company Directors GAICD and is a Member of the Institute of Chartered Accountants. Mrs Korsanos is also a Member of Chief Executive Women and a Non-Executive Director of Webjet Limited and Ardent Leisure Group Limited.

Mrs Korsanos is a Director of Crown Melbourne Limited.