



27 May 2021

By email: [REDACTED]

Mr Ross Kennedy
Chairperson
Victorian Commission for Gambling and Liquor Regulation
Level 3, 12 Shelley Street
RICHMOND VIC 3121

Dear Mr Kennedy,

I refer to your letter of 27 April 2021 directing Crown Melbourne Limited to provide the Victorian Commission for Gambling and Liquor Regulation with a *"monthly report on the progress of implementing the reform programs outlined in the Reform Agenda it identified to the Commission during the course of this matter (Direction)"*.

Please find enclosed the initial report (**Report**) submitted pursuant to the Direction.

I am available at the VCGLR's convenience to answer questions or provide further clarity on any aspect of the Report, as required.

Yours sincerely,

[REDACTED]

Xavier Walsh
Chief Executive Officer
Crown Melbourne Limited

Copy: Catherine Myers, Chief Executive Officer, VCGLR
Scott May, Director Legal Services & General Counsel, VCGLR
Helen Coonan, Executive Chair, Crown Resorts Limited
Nick Weeks, EGM Transformation & Regulatory Response, Crown Resorts Limited
Steven Blackburn, Chief Compliance & Financial Crime Officer, Crown Resorts Limited