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29 October 2020

Ms Alex Fitzpatrick
Director - Licensing
Victorian Commission for Gambling and Liquor Regulation
Level 3, 12 Shelley Street
RICHMOND VIC 3121

By Email

Dear Ms Fitzpatrick

Sixth Review of the Casino Operator and Licence (Sixth Review) - Recommendation 8 - Alex Blaszczynski Report

I refer to your letter dated 15 October 2020, seeking further information concerning the report of Professor Alex Blaszczynski, requested by and provided to Crown Melbourne Limited (**Crown Melbourne**), regarding the Crown Model.

Crown Melbourne has noted to the Victorian Commission for Gambling and Liquor Regulation (**VCGLR**) that the report was commissioned under Legal Professional Privilege, and that it sought advice on additional matters outside the scope of the Crown Model.

The additional matters addressed by Professor Blaszczynski were related to Recommendations 10 and 11, the Self-Exclusion Revocation Process and the VIP re-entry process following Self-exclusion revocation. We note that Crown Melbourne was not required to obtain external advice in relation to these matters by the Sixth Review, but did so in a proactive manner to challenge existing practices and assess enhancement opportunities.

As discussed with the VCGLR, Crown Melbourne is in the process of implementing a broad suite of measures directed to improving governance, compliance and risk-management practices. As part of these measures, Crown Melbourne has waived its claim of privilege (but only as it pertains to the VCGLR), accordingly, please find attached an un-redacted version of Professor Blaszczynski's Report.

I hope the attached information assists you, however, please do not hesitate to contact me if you have any queries or would like to discuss.

Yours sincerely

[REDACTED]
Michelle Fielding
Group General Manager – Regulatory and Compliance
Encl.

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