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25 June 2021

Mr Craig Phillips
Ms Abigail Gill
The Solicitors Assisting the Royal Commission
Into the Casino Operator and Licence
Level 25, 567 Collins Street
Melbourne VIC 3000

By Email

Dear Mr Phillips and Ms Gill

Royal Commission into the Casino Operator and Licence

We refer to the following exchange between Commissioner Finkelstein and Mr Borksy QC, Counsel for Crown, at transcript reference T1721 to T1722:

MR BORSKY: Thank you. I'm grateful for that indication, and to be transparent with you, Commissioner, from discussions I've had with my learned friend Mr Finanzio in recent days, at least from Counsel Assisting's perspective, there is no difficulty with us writing to the Commission and seeking to tender some documents on issues that arise from time to time, rather than having every document tendered through a witness. So that is the basis upon which we are proceeding.

COMMISSIONER: I think everybody should proceed on the basis that there are a series of documents or a number of documents that have been tendered and you don't need a witness to identify them because they all pretty much speak for themselves.

MR BORSKY: Many do and some won't, so I'm grateful for that indication that if we do need Mr Mackay to expand or comment on his evidence in light of any of the documents, we will make a note that we seek to do that.

COMMISSIONER: All right.

Having regard to this exchange, and on the basis of the indication provided by the Commissioner, Crown respectfully seeks to tender the enclosed letter from Mr Nic Emery dated 22 June 2021.

If there is any issue with this approach or if you would like to discuss, please contact Andrew Maher.

Yours sincerely

Andrew Maher
Partner
Allens

Belinda Thompson
Partner
Allens

Matthew McCarthy
Managing Associate
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22 June 2021

By email

Mr Craig Phillips
Ms Abigail Gill
Ms Kate Gill-Herdman
The Solicitors Assisting the Royal Commission
Into the Casino Operator and Licence
Level 25, 567 Collins Street
MELBOURNE VIC 3000

Dear Mr Phillips, Ms Gill and Ms Gill-Herdman

**Royal Commission into the Casino Operator and Licence
Request for further information regarding Crown Melbourne visitation**

I refer to evidence before the Royal Commission regarding casino visitation numbers, and in particular my evidence on 4 June 2021. I have conducted some further work to provide some additional information on this topic.

As discussed during the hearing, the number of unique Crown Rewards members who visit in a day averaged 7,859 in FY19.

Many Crown Rewards members visit Crown Melbourne on multiple days each year. Consequently, the total number of unique Crown Rewards members that visited the Crown Melbourne Casino during FY19 is 230,691.

To assist the Commission, a summary of the number of unique Crown Rewards members who visited in financial years FY16 to FY21 is provided below:

Fiscal Year	Number of Active Unique Crown Rewards Members
F16	248,731
F17	250,872
F18	239,378
F19	230,691
F20	203,209
F21 ¹	83,205

Unfortunately, Crown is not able to use this information to estimate the total unique customer figure (as it has for the daily numbers), as data available does not allow us to reasonably estimate the visit frequency of patrons who are not Crown Rewards members.

¹ As at 16/06/2021.



The Solicitors Assisting the Royal Commission
Into the Casino Operator and Licence

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I hope this additional information is helpful. Please don't hesitate to contact Crown if there is any further clarification that can be provided.

Yours sincerely



Nicolas Emery
Chief Marketing Officer