



Crown Melbourne Limited Current Issues

Business Overview

- The Melbourne local business is tracking in line with expectations with Local Contribution in line with budget YTD 30 November 2017. Local Gaming, both tables and machines, are above budget with Food & Beverage and Hotels slightly below budget YTD. Local gaming volumes have been very good, offset by poor hold in both tables and machines costing a combined \$4.8m in contribution YTD.
- Program Play volumes have strong, up on budget by 34% YTD.

Property Specific Initiatives

The focus in Melbourne continues to be on driving 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;
- 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;
- Introduction of complimentary drinks from the Drink Trolleys for Black and Platinum members playing on the Main Gaming Floor with a view to ensure consistent VIP service wherever they play at Crown. The Drink Trolleys continue to be a popular addition to the Main Gaming Floor for all guests playing Gaming Machines and Table Games;
- Gold Tier members have been offered complimentary hotel rooms Sunday through Thursday where excess room capacity allows. This has proven popular with Gold Tier guests and has driven incremental revenue;
- Crown's installation of the very popular Lightning Link gaming machine product has surpassed 260 units and is now the largest single site installation in the world, plans are now underway for the launch of Dragon Link in February 2018;
- The creation of a Link Zone and a New Games Arena and the introduction of a High Denomination Space within the Teak Room is performing extremely well;
- The premium player alert program on the Main Gaming Floor continues with a recent success being the identification and sign up of International and Domestic VIP players who have been upgraded to Platinum & Black;
- Beer and wine drink specials across Main Gaming Floor bars continue following on from the recently completed competitor reviews. Crown representatives competitively shop metropolitan venues with a view to identifying actionable shortcomings in the Crown offer



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(led to the introduction of some of the drinks initiatives and marketing of specific product scale);

- Crown's Asian strategy (particularly Chinese and Vietnamese) continues to drive high value visitation, particularly into the Maple Room delivering 48 events YTD. Initiatives 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 high end Teak customers;
- Continue to expand on the success of the outbound call centre operation with an additional four positions being recruited to significantly improve targeted and premium customer contact through the busy festive season;
- Launch of Drinks Direct in Teak and Platinum Rooms to allow 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;
- Review and Relaunch of Dining Rewards and Welcome Back.

The following initiatives are currently under development:

- A request for proposal is underway for the suppliers of Keno Systems for the re-introduction of Keno to Crown Melbourne;
- High level scope of works is underway to create a Crown Resorts Wallet combining our multiple accounts into one for use within the property;
- Virtual Card Project is underway with the objective being to have a virtual card within the Crown Rewards App that will allow customers to use their phone to tap instead of the magnetic stripe card. Costing and timelines to be confirmed in February 2018;
- 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). Initiative to be implemented during Q3;
- High Level scope of works underway to explore the feasibility of an expansion of the Teak Room to create a non- smoking gaming machine offer.

Australian Resorts Marketing Initiatives

Loyalty - Over 720,000 Crown Melbourne, Crown Perth and CrownBet customers are now enrolled in the Crown Rewards program. New member acquisition remains strong. Loyalty program evolution continues, with revised new member programs and mid-tier benefits being



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designed and tested. An independent review of analytics (by Red Planet) has recommended areas for structural and activity improvement which are currently under review.

Brand Tracking - Crown has maintained its high top of mind awareness during Q1 of F18 with consideration remaining stable across both Perth and Melbourne properties. The Value Guarantee campaign in Perth has led to uplift in forward intent to visit. The World of Entertainment campaign in Melbourne has outperformed previous benchmarks for engagement and likeability, resulting in improved brand perception particularly as 'fun and exciting' and 'a place to celebrate large events'.

Digital & Social Media - Crown Melbourne and Perth websites continue to grow, with over 1.1m visits in October. 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 457,800 users on Facebook, 48,000 followers on Instagram and 24,000 on Twitter.

Campaigns Melbourne - The push on the mainstream market continued into October with The Great Australian Escape promotion. This was a three week competition with a focus on the Seniors' market with 3x weekly prizes including a cruise, a trip on The Ghan and flights around Australia plus a major prize which was a new Audi 4WD. The campaign was also supported by The Great Outdoors tactical jackpot which offered various vouchers as prizes throughout the Main Gaming Floor, Riverside and Teak Rooms in addition to various on-property activities which included free selected movies in Village Cinemas each Monday and a free concert in Groove Bar each Wednesday. From a premium perspective, key tactical in-room cash draws and events were used to drive activity in the lead up to the Spring Racing Carnival and in Food & Beverage, 'Winters Feast' was replaced with the 'Spring Bursts to Life at Crown' campaign, with Spring meals and drink specials seeing good volume throughout.

Australian Resorts HR Initiatives

Indigenous Employment Program (IEP)

There are currently a total of 216 employees in the Crown Indigenous Employment Program as at 4 December 2017, 100 at Crown Perth and 116 at Crown Melbourne.

The Indigenous Online Cultural Learning Program is complete and will be fully launched early in the New Year.

The following key events have occurred since the last update:

- Sean Armistead (Group Manager Indigenous Programs) has resigned with effect from 30 November 2017 and Rory Smeaton has been seconded into the revised role of Manager IEP Melbourne, reporting directly to the EGM – HR Melbourne. Sharon Ninyette, Manager Indigenous Programs, Crown Perth will also report directly to the EGM – HR Melbourne.
- Rory Smeaton was appointed as a judge and mentor for the Australian Government's Australian Training Awards Week in Canberra.



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- The IEP teams in both Melbourne and Perth have remained very active in community and have presented at a number of events and hosted tours within the respective properties.
- Alicia Gleeson (EGM HR Melbourne) has continued her work as a Board member of the Victorian Aboriginal Economic Board, including attendance at a number of Victorian Government events.

Workplace Gender Equity

The Paid Parental Leave scheme and Gender Fitness app were announced to the business at Executive Forums in Melbourne on 5 December with an internal (and brief external re the Gender Fitness app) communication plans following.

The Gender Advisory Groups (both Melbourne and Perth) continue to work on gender equity initiatives, specifically focussing on preparing a Gender Action Plan for approval and launch (in March next year).

LGBTI Employee Network

On 15 November the Australian Marriage Law Postal Survey, received an overwhelming 'Yes' response. The Crown Pride committees in both properties celebrated with activities in each staff restaurant. Staff Alerts notices and Paltronic TV screens were updated with messages of support across both Melbourne and Perth properties.

CROWNability program

There are currently a total of 207 employees in the CROWNability program across both properties, encompassing 103 direct employees and 13 contractors at Crown Perth and 82 direct employees and 9 contractors at Crown Melbourne representing a retention rate of 69% as at 20 November 2017.

Crown was approached directly, by Assistant Minister Jane Prentice, for CROWNability to lend its voice to promote AccessAbility Day. As a result of this initiative, both properties participated in providing employment trials for people with disability.

AccessAbility Day is an initiative of the Australian Federal Government, allowing employers to connect with a person with a disability and see their potential in the workplace. This was available to employers and people with disability to engage for one day during the week 4 - 8 December 2017, with Crown conducting work trials on Monday, 4 December.

CROWNability has successfully achieved the goals set out in the inaugural CROWNability Action Plan (CAP) 2015 – 2017 with the second CAP for 2018 – 2021 now completed.

The CAP 2018 – 2021 was officially launched on International Day of People with Disability across both properties. Events were held across Perth & Melbourne on 29 November and 1 December respectively, to celebrate International Day of People with Disability. These events both included inspiring presentations from Kurt Fearnley, Crown's CROWNability Ambassador, as well as from employees engaged in the CROWNability program.



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The Hon. State Minister for Disability, Mr Stephen Dawson, has followed the development of CROWNability since its inception and recently engaged with Crown to seek an update on progress of the program.

To assist, Crown Perth's Executive General Manager Human Resources and Group Disability Employment Manager both met with the Minister and his policy advisors, to provide an overview of program outcomes and initiatives.

In recognition of CROWNability, The Minister has since invited Crown to attend an Employer Forum at State Parliament in early 2018.

Training and Development

Crown College Pty Ltd, the Registered Training Organisation (RTO) that delivers Crown's security accredited training has received formal notification of its renewal of registration for seven years. Crown Melbourne has also commenced the delivery of a 'fee for service' Certificate II in security Operations programs. First intake is planned for November with 10 fee paying students currently enrolled. Six to eight further intakes are planned for 2018.

Crown College International (CCI) is focusing on developing the brand and creating a quality network of agents. To date Crown has received a total of 112 student applications with 38 having confirmed and commenced their study with CCI with student fees now totalling over \$1.1million.

The Crown College Institute of Higher Education (CCIHE) is continuing the preparation work related to registration, including a number of meetings with the Course Advisory Committee.

The 500 Training Places initiative at Crown Melbourne has progressed and there are now a total of 189 active enrolments in the program. There are currently 46 Hospitality and 10 Security students participating in the program who will complete their training by the end of the year. There are also a number of expressions of interest for the courses scheduled to commence in January 2018. 65 students have now completed the program and been issued with their qualifications, with 22 students employed at Crown and 42 students employed in industry.

Industry and Individual Awards

Crown Perth has been named as the Gold winner at the WA Tourism Awards for Education and Training, the second year in a row to win gold. This is Crown's fifth year in a row to win this category as Crown Melbourne won in 2013, 2014 and 2015 receiving Hall of Fame status in 2015.

Crown Perth also won the Training Initiative Award at the 2017 AHA Awards for Excellence.

Industrial Relations – Crown Melbourne

Crown and the ETU have reached agreement for the Gaming Machine Technicians to return to work at Crown. All Technicians (with the exception of one) will return to a Gaming Technician



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position working alongside the current Electronics workshop team within the Engineering and Maintenance department. Seven have now commenced with the reminding eight commencing over a range of dates in December and January. HR will focus on working with the employees and the ETU to ensure the Technicians have a smooth transition back into the workplace.

Current Trading – Crown Melbourne

Table Games November YTD contribution of \$145.2m was above budget by \$1.0m (0.7%) and above last year by \$0.9m (0.7%) driven largely by Premium volume growth, partially offset by a lower than expected hold costing \$2.8m in contribution versus budget and \$5.6m versus the prior year.

Main Gaming Floor (excluding Poker and eTGs) volumes November YTD were down 2.4% on budget and down 2.7% on the prior corresponding period (pcp). Patron hour weakness has been experienced across both October and November, with the pre and post Spring Racing Carnival historical lull periods being softer than usual. A slightly weaker YTD hold (25.0% v 25.3% budget and 25.4% pcp) has also impacted revenues, being 3.6% down on budget and 4.3% down on the pcp.

Electronic Table Games (eTGs) turnover November YTD was down 5.8% on budget and down 0.9% on the pcp due to top end Premium eTG patron softness. This has been partially offset by an improvement in the win rate (vs theoretical). During November four additional eTG units were installed into Gaming Machines High Denomination areas, and in December, the Pit 6 Rapid Stadium will be expanding to add 15 player terminals along with the introduction of new smaller footprint tables.

Premium Table Games volumes November YTD were up 5.3% on budget and up 8.1% on the pcp.

Main Floor Premium (MFP) volumes were up 1.7% on budget and up 7.3% on the pcp, with the Maple Room expansion (completed in September last year with an additional seven tables) continuing to provide benefit to the overall Premium experience.

Strong Mahogany Room volumes, driven largely by significant play from the top 20 Crown Rewards Black patrons, were up 10.0% on budget and up 9.0% on the pcp. However hold across September and October of only 15.0% resulted in the November YTD hold of 18.1% being below budget expectations (19.0%).

Table Games Interstate play has continued to show strong performance into the new financial year. November YTD turnover of \$2.2b was up 3.6% on budget and down 4.3% on the pcp. The Crown Jet strategy has continued to have a major impact, as has an enhanced event and promotional calendar. The overall theoretical direct contribution of \$8.9m was up 1.4% on budget and down 10.3% on the pcp.

Gaming Machines' YTD November contribution of \$97.8m was in line with both budget and the pcp. Whilst turnover of \$2.3b was 1.0% above budget, total revenue of \$191.2m was \$0.9m below budget due to a softer than budgeted win rate (8.1% vs budget of 8.2%), costing \$2.0m in contribution versus budget.



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Gaming Machines Local YTD turnover of \$2.0b was 1.9% below pcp, largely driven by softness in the Crown Rewards Gold patron group and largely experienced across the month of October. This result saw a slight decline in Crown's local market share, with the Network showing a flat year-on-year performance.

Gaming Machines Interstate and International business outperformed YTD expectations, with theoretical revenue of \$23.3m being 9.9% above budget and 8.5% above the pcp. International was the key performing market with both the number one and two players from North Asia driving the result.

The calendar of promotions and events for VIP Gaming Machine customers, both on and off venue, has expanded to drive increased visitation. Crown Melbourne and surrounding leisure assets continue to deliver memorable experiences through dinners, hotel stays, spa treatments and Capital Golf.

New member sign ups continue to be strong with a high majority over 80% opting in to digital marketing channels and CrownBet.

A selection of proactive service initiatives including Main Gaming Floor Drink Trolley service providing complimentary drinks to Black and Platinum tiers, "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 November YTD result was \$0.7m or 2.5% below budget and in line with last year. Bars (excluding Clubs) have been the strongest segment, while individual outlets such as Conservatory, Gradi and Nobu have performed well. Silks has been impacted by lower junket activity, although there have been more positive signs recently. Clubs have been patchy and are well below expectations. The Value Meal campaign now extends across seven days and has seen good volumes in participating venues albeit at a lower margin.

Hotels' November YTD result was \$0.3m or 0.8% below budget and \$0.1m or 0.2% above the pcp. Occupancy levels have been strong across all hotels (averaging 96%), but rate growth has been difficult due to the market being reluctant to increase prices. The YTD rate results in the Melbourne premium hotel market have been the same since 2015, and combined with slightly lower occupancy levels, revenue has actually decreased by 2.3% against last year, while Crown's hotels have been flat. Villas have produced a better than expected result, with more active selling of the product in the non-gaming market segments producing 16% year on year growth. Gaming activity is also starting to show positive signs.

Other Issues

REDACTED - PRIVILEGE



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REDACTED - PRIVILEGE



Counter Terrorism - Risk Management and Escalation Plan

As previously reported, 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 (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



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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 is 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 by way of update from previous reports, include:

- The conduct of simulation exercises for the Emergency Co-ordination and Crisis Management teams within the next six months (ECT simulation completed, CMT simulation to be conducted in February 2018);
- The conduct of fortnightly 'suspect person' and 'suspect package' exercises testing frontline security and surveillance employees (ongoing);
- Attendance at ASIO's Crowded Places classified briefing session in Canberra on 12th October 2017 (completed);
- Attendance at Australia-New Zealand Counter Terrorism Committee's Business Advisory Group Forum in Sydney on 30th October 2017 (completed);
- The introduction of random patron bag screening at gaming floor entries in August 2017 (completed);
- The installation of fixed and hydraulic bollards at certain locations around the property (completed);
- Profiling and body language awareness training delivered to Security and Surveillance employees (completed by 31 December 2017);
- Installation of biometric access readers on a range of high risk doors including those protecting critical infrastructure (completed by 15 January 2018);
- Installation of a 'Lockdown' capability on the main podium (completed by 28 February 2018); and



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- The installation of an emergency messaging push button panel within the Surveillance Communication Centre (completed by December 2017);

Further, Crown Melbourne continues to upgrade its intelligence capability and capacity through the conduct of additional training, the research and purchase of additional 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 up to date intelligence available and offer advice to the Australian and Victorian Governments on security issues impacting Crowded Places.

In addition to the above and in line with the increased risks associated with the approaching festive season a number of additional short term mitigation strategies were implemented in November 2017 including:

- Increase in the number of security patrols during the day and peak nights from two to six officers in high visibility vests;
- An additional Crown Security Vehicle to be utilised to patrol the basement car park and external boundaries to provide an increase in security presence; and
- Increase in regular proactive monitoring of the property by surveillance operatives with a focus on suspicious actions, packages and persons.

REDACTED - PRIVILEGE





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AUSTRAC

As a result of recent focus by AUSTRAC on the “major reporters”, of which Crown is now one, a new role of Group General Manager AML has been created to specifically manage the AML/CTF portfolio on behalf of the Australian Resorts. AUSTRAC has indicated its strong support for this dedicated role.

AUSTRAC Relations

Crown’s Chief Legal Officer – Australian Resorts, has now met with the AUSTRAC Director a number of times, at his Sydney office and discussed a number of projects that AUSTRAC is working on (such as a ‘Smarter Regulation’ framework, see below), as well as reinforcing with the Director that we want and are committed to an open and ongoing dialogue between our organisations.

As a result of recent structural changes at AUSTRAC, Crown has been assigned a new management team at AUSTRAC.

Compliance Matters

➤ IFTI Reporting

As a result of an IT system issue (an upgrade to IFTI reporting) and a breakdown in communication between departments, it was identified that a number of IFTI reports had failed to be lodged within the required time period with AUSTRAC. Crown self-reported and wrote to AUSTRAC to explain the detail. AUSTRAC have responded and thanked Crown for its self-reporting and positive engagement and has advised that no further action is required. AUSTRAC also required Crown to provide a report on the steps taken to rectify the issue which it has now done. AUSTRAC considers this matter closed.

➤ Wilkie allegations

As a result of the recent Andrew Wilkie MP allegations referencing money laundering at Crown Melbourne, the Chief Legal Officer – Australian Resorts met with AUSTRAC representatives and members of their team in AUSTRAC’s Sydney office to explain the detail of the allegations as best we understood them at the time. As a result of the allegations that were raised, AUSTRAC wrote to Crown requesting detail on the allegations and the systems in place to satisfy AUSTRAC that appropriate measures are in place to prevent money launder and terrorism financing from occurring in accordance with the AML/CTF program. Crown has responded with the detail and we are currently awaiting a response from AUSTRAC.

Further to this, AUSTRAC has carried out a formal assessment at Crown Melbourne on 28 and 29 November specifically on the allegations regarding AML issues. AUSTRAC are currently considering its position and it is expected that we will receive details of their findings early into the New Year.



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In addition, the Western Australian Regulator and the New South Wales Regulator have also been provided with verbal briefings. The West Australian Regulator has also made its own independent enquiries with Bytecraft (Crown Perth's outsourced gaming technicians) as to any instructions they have received from Crown to carry out works on machines which may have the effect of altering their performance.

With respect to Crown Melbourne, the VCGLR has commenced its investigation into the "blanking plates" allegation.

An internal investigation into the allegations is also currently being undertaken.

Mark Robley

As a result of allegations raised by Mr Mark Robley relating to RSG practices between Perth and Melbourne, current self-exclusion practices are being reviewed to progress a mandatory joint self-exclusion program. The RSG team has been trying to contact Mr Robley (unsuccessfully to date) to offer any assistance that may be necessary to support his wellbeing.

Group General Manager Risk & Assurance

Anne Siegers has been appointed to the newly created role of Group General Manager, Risk & Audit, commencing in January 2018. The role will have responsibility for Risk & Audit across Crown Melbourne, Crown Perth and Crown Sydney (in due course), together with work closely with the Crown Resorts team in areas of Risk and Corporate Insurance.

VCGLR Change of Self-Exclusion Position

The VCGLR notified Crown on Friday 1 December 2017 that they will no longer attend any breaches by self-excluded persons. They intend to continue to attend excluded patron breaches, but not self-excluded patron breaches. The VCGLR also flagged that it does not intend to participate in any further joint operations regarding detecting self-excluded patrons, which was a VCGLR initiative. The reason provided for the cessation of this activity, is that the VCGLR no longer want to issue infringement notices to persons struggling with their gaming behaviours – it is notable however, that the VCGLR have attended these breaches for many years and rarely issue an infringement to self-excluded persons.

Responsible Gambling Ministerial Advisory Council (RGMAC) - Working Group

A RGMAC Working Group has been convened to provide the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Hon Marlene Kairouz MP, to provide her with advice on the consumer protection and gambling-related harm risks associated with emerging gambling products. Emerging gambling products to be considered include skill-based gaming machines, fantasy sports competitions, eSports and any other products identified by the Council or working group. The advice is due March 2018.



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Joint Self-Exclusion Crown Melbourne and Crown Perth

The Crown Resorts Limited Responsible Gaming Board Committee has recommended that the current Crown Melbourne and Crown Perth Joint Self-Exclusion Program be reviewed with a view to changing this as an opt out of a joint self-exclusion rather than the current opt in. These changes will require a number of considerations and work with the VCGLR.

National Consumer Protection Framework for Online Wagering

The National Consumer Protection Framework, guided by the O'Farrell Review, provides for the following new measures agreed, in-principle. The areas of interest include:

- the introduction of a self-exclusion register to allow people to self-exclude from all online sites, marketing and apps with the aim for this to be fully operational by December 2018;
- a voluntary opt-out pre-commitment scheme; and
- regular and accessible activity statements which will allow people to monitor their gambling spend.

Gambling Legislation Amendment Bill 2017 and the Gambling Regulation Amendment (Gaming Machine Arrangements) Bill 2017

These are expected to be passed in early December and include the following changes, affecting gaming venues (and not the casino):

- EFTPOS cash withdrawals at gaming venues in Victoria limited to \$500 within a 24-hour period and the practice of cashing cheques at gaming venues will be banned
- Banning the purchase of cashless gaming tickets or credits with a credit card
- Banning any encouragement of players receiving winnings in the form of cashless gaming tickets or credits
- Creating new powers to impose limits on cashless gaming – such as limits on the amount that can be loaded on to a card or ticket and the amount that can be exchanged for cash
- A ban on all static betting advertising on public transport, roads and within 150 metres of all schools
- New powers to ban or impose conditions on exotic forms of betting
- Capping the number of gaming machine entitlements in Victoria at 27,372 and the maximum number of gaming machines in a single venue at 105 for the next 25 years

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 s 25 of the Casino Control Act would be commencing and a request was made by the VCGLR for submissions from Crown. Requests for submissions from public and community interested groups, Law Enforcement Agencies and other Regulators of Crown (such as AUSTRAC), were also made. The current Review period covers 1 July 2013 to 30 June 2018.



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All Submissions were required to be made by 21 September 2017, with Crown's been filed at the same time. All submissions will be made publically available and published on the VCGLR's website, however, this has not occurred to date.

The process also includes various requests from the VCGLR for information covering the broad operations of the business (we have received well in excess of 100 requests for written information and have responded to approximately 70% of those, with the remainder to be finalised by 20 December). There have also been a number of requests for presentations (from Security and Surveillance, Tables Games, Gaming Machines, VIP International, RSG and RSA). The next requests will be for interviews with staff members and approved Associates. The interviews will range from about 8-10 gaming floor staff, through to the CEO of Australian Resorts, the Chairman of Crown Resorts Limited and other Board Members.

We anticipate that this Review will have a significant focus on junket operations, RSG (with particular focus on the use of data), Anti-Money Laundering, the Anthony Dunning matter, Crown Resorts' 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 by 30 June 2018.