



CROWN MELBOURNE

CROWN MELBOURNE MTP PUBLIC STATUS REPORT

January - June 2025

MESSAGE FROM THE CROWN MELBOURNE CEO

Following on from our first Public Status Report provided earlier this year, Crown Melbourne Limited (Crown Melbourne) is pleased to be providing a further update on our transformation progress taking place across our Melbourne property. This report has been developed to make sure that we keep the community informed on the many reforms taking place across Crown Melbourne.



My name is Ed Domingo, and I recently joined Crown Melbourne as its Chief Executive Officer. Having been in the role for only a short period, I am truly struck by the level of positive transformation already delivered throughout the Crown Melbourne property in the lead up to, and as part of, the Melbourne Transformation Plan (MTP). As a result, I am excited by and energised to be leading the changes which lie ahead.

This Public Status Report (PSR) marks our second update on Crown Melbourne’s Transformation progress, following our initial PSR published in February 2025. In that update, the Crown Melbourne Board identified the successful execution of the MTP as the organisation’s most important strategic priority. We introduced a set of Strategic Commitments, which are to:

- ensure Crown Melbourne is the safest place to gamble in Victoria;
- learn from past lessons to create a culture and operating framework that ensures we model industry-leading standards; and
- equip our team members with the proper support to ensure compliance and harm minimisation for our guests.

We also outlined that we have established a dedicated MTP Program Office committed to the delivery of the MTP, and that we continue to work openly with the Victorian Gambling and Casino Control Commission (VGCCC) on the implementation progress of our various MTP initiatives.

In the period since our last update, Crown Melbourne has continued to focus on implementing and rolling out key changes which support our Strategic Commitments. While a number of these changes are happening behind the scenes, some that you may have seen or experienced include:

- the expansion of our Crown Member Rewards Program, with a greater focus on non-gaming (lifestyle) benefits;
- our investment in translated PlaySafe materials in a variety of languages to ensure continued support across our diverse community; and
- collaboration with key community partners to further expand the wellbeing support available to our guests.

Our transformation journey is far from complete, and like all businesses, we continue to learn from our missteps to help inform our path forward. We are excited about the industry-leading changes for Australian Gaming that we are investing in and rolling out across the coming months and year(s). This includes investing in technology as a means of helping our Crown PlaySafe team identify potential early signs of gambling harm in our guests and the expansion of Mandatory Carded Play to our Electronic Table Games later this year.

Beyond the capability uplift supporting our Strategic Commitments, we are also heavily investing in our Melbourne property, to ensure that it continues to attract and offer joyful, elevated experiences for our guests. We recently introduced a range of new premier dining offerings and communicated changes to our property, including the refurbishment and expansion of The Palms into a world-class 1,200-seat theatre, and we are excited by our plans still to come.

The Crown Melbourne Board and leadership team firmly believe that the successful execution of the MTP is critical to our long-term objectives. Through strategic investments, our ambition is to ensure that Crown remains a premier destination for both Victorians and guests from interstate and overseas.

I look forward to keeping you up to date on our continued transformation progress over the coming months ahead.

Yours Sincerely

ED DOMINGO
Chief Executive Officer
Crown Melbourne Limited

SO FAR IN 2025 ...

85,596
The number of proactive PlaySafe conversations held with guests since the start of 2025, showing our continued commitment to providing accurate information and support to our guests. Since the start of 2024, we have facilitated over 241,000 PlaySafe conversations

10 million+
The number of transactions monitored since the start of 2025 to detect suspicious and unusual behaviour, aiming to prevent money laundering and other criminal activities.

2.1%
The average monthly percentage of unique carded guests who gambled for 3 hours and 30 minutes or more without an adequate Play Period break - this is a further reduction of 0.4% since the end of 2024.

30,320
The volume of guest survey responses from our guests through our new Voice of Guest (VoG) program since January 2025. Since introducing our VoG program in late July 2024, we have seen over 63,400 guests provide their feedback.

21,783
The average volume of monthly YourPlay sign ups since January 2025, allowing guests to monitor their gaming activities in a safe and controlled way.

Data covering period 1 January to 30 June 2025



1. ENSURE CROWN MELBOURNE IS THE SAFEST PLACE TO GAMBLE IN VICTORIA

Our strategic commitment is to ensure that Crown Melbourne is the safest place to gamble in Victoria, and through the MTP we are continuing to invest in world-leading technology and infrastructure to ensure we create a safe environment for our over 25 million annual property guests and visitors.

Over the past 6 months:



To help drive further understanding across our diverse range of guests, Crown recently translated PlaySafe videos supporting our self-exclusion and revocation processes** into a variety of languages including Arabic, Simplified and Traditional Chinese, Vietnamese and Hindi. These videos are available on our website.



We have facilitated **85,596** proactive guest interactions through our Crown Melbourne PlaySafe team. These important interactions (on average 14,266 per month) provide our guests with critical information and support including addressing gambling concerns.



Crown Melbourne has supported on average **21,783** monthly guests sign-ups to the Victorian Government's YourPlay pre-commitment scheme, allowing guests to monitor their gaming activities in a safe and controlled way.



We have continued to monitor and support our guests in taking adequate play period breaks, with less than 3% of carded guests playing for more than 3 hours and 30 minutes without an adequate break.



We have continued to focus on partnerships to address ways to increase engagement with guests referred to gambling support services. With the support of our community partners, we have been exploring ways to overcome well-documented barriers to help-seeking, including stigma, shame, denial, and limited awareness of available support and how to access it.



Looking ahead:

- We are committed to rolling out Mandatory Carded Play (MCP) across over 400 Electronic Table Games commencing in mid-July 2025 with a completion date of 30 September 2025, ensuring that we create a safer gaming experience for our guests. In the lead up to introducing MCP, we will be communicating key information to our guests about these changes throughout the property.
- We are currently investing in technology which leverages the power of predictive analytics and other measures to help equip our Crown Melbourne PlaySafe team with an additional tool to enhance our ability to monitor our guests' safety and provide preventative support, where needed.
- We are also exploring ways to leverage technology to automatically support our guests in taking adequate breaks in play, in addition to the manual processes already in place through our PlaySafe team.
- We will be making changes to our ID verification processes, to include digital identification for an enhanced guest experience.

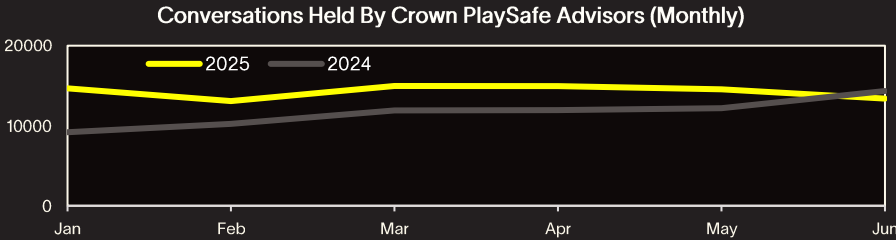


For more information on Crown PlaySafe visit www.crownmelbourne.com.au/crown-playsafe

** [Self-Exclusion - Crown Melbourne](#)

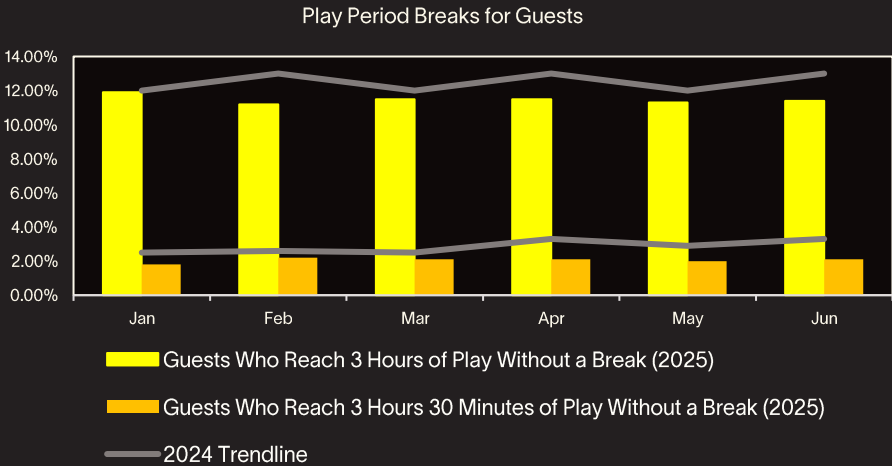
A SAFER PLACE TO GAMBLE

~14,266 (MONTHLY) PLAYSAFE CONVERSATIONS



Over the past 6 months, we have continued to see a consistent level of proactive PlaySafe interactions with our guests, demonstrating our commitment to providing accurate and timely information and support to our guests with any inquiries or concerns they may have about gambling and broader support services.

CARDED GUEST PLAY PERIOD BREAKS *



Over the past 6 months, we have continued to see that on average, less than ~ 3% of carded guests played for more than 3 hours and 30 minutes without a play period break (2.1%).


*Data is based off guests classified as Unique Gaming Visitors of Crown Melbourne.





2. LEARN FROM PAST LESSONS TO CREATE A CULTURE AND OPERATING FRAMEWORK THAT ENSURES WE MODEL INDUSTRY-LEADING STANDARDS


Rebuilding trust with the community and our regulators continues to be a key priority, and we believe that the privilege of holding our casino licence must be met with a commitment to maintaining better practices. We are proud of our ongoing transformation efforts with a lens towards implementing internal capabilities which position us for long-term success.


Over the past 6 months:


 We further invested the FY2025 budgeted **\$58.7M** for IT Capital Programs of work, the majority of which related to work impacting Crown Melbourne.

 We monitored over **10 million** transactions in order to detect suspicious and unusual behaviour, aiming to prevent money laundering and other criminal activities.

 We screened over **950,000** customers against Sanction and Global Special Interest Lists.

 We Invested in transaction monitoring technology as part of our focus on fighting financial crime. Enhancing internal capabilities will enable Crown Melbourne to continue to adapt and respond to evolving threats within the community.

 We expanded our Crown Member Rewards Program offerings to include additional member benefits with a focus on non-gaming (lifestyle) rewards such as member complimentary parking, partnership discounts and select food and beverage member specials.

 Crown Resorts was recognised as one of Australia's most attractive employers, specifically being named one of the 20 most attractive employers by Randstad.

Looking ahead:

In FY2026, Crown Resorts has budgeted over **\$59M** on IT Capital Programs of work, the majority of which is earmarked for work impacting Crown Melbourne. This investment aims to support a range of initiatives, including meeting regulatory requirements, enhancing the guest experience, and achieving a higher return on investment.

Crown is also in the process of redefining its Crown Member Rewards Program with the view of further improving the non-gaming (lifestyle) elements of the program. Rollout of the refreshed program is scheduled for completion in 2026.

Collaboration with our Community Partners

Crown PlaySafe is proud to collaborate with a range of Gamblers Help service providers to enhance support for our guests, particularly those from culturally and linguistically diverse communities. In partnership with the Salvation Army's Gambling Support Service and Settlement Services International, several initiatives are currently being trialed such as on-site Counsellor engagement, information pop-up booths and professional development for Crown PlaySafe Advisors.

These initiatives are designed to help humanise available support services and create clearer pathways to help and enhance Crown PlaySafe Advisor capabilities. We believe that these collaborative efforts are instrumental in creating a more supportive and inclusive environment for all Crown guests.

3. EQUIP OUR TEAM MEMBERS WITH THE PROPER SUPPORT TO ENSURE COMPLIANCE AND HARM MINIMISATION FOR OUR GUESTS.

As Australia's leading integrated resort, we are committed to fostering a vibrant, purpose-driven and responsible culture that delivers joyful and elevated experiences for our guests, team members and the community.

Over the past 6 months:



4,448 hours of dedicated online Crown PlaySafe training delivered to Crown Melbourne team members, in addition to training provided specifically to our Crown PlaySafe Advisors.



546 leaders across the Crown Melbourne property participated in Service Excellence Culture training designed to enhance service standards and engagement skills in our Crown guest interactions.



Given the scale of our business operations, we have established new forums designed to enhance the transparency and timeliness of communication between team members and senior leaders.



We have received over **30,000** survey responses from our Melbourne guests through our established Voice of Guest program.



Crown refreshed its Code of Conduct to align with Crown's purpose, values and policy updates, helping to ensure a safe and respectful workplace for everyone.



71% of protected Whistleblower disclosure reports open during the period were closed within 90 days, noting additional time is often needed to resolve more complex issues.



Looking ahead:

Investment in our team members

- Over the coming 6-months, we will be designing a training program (to be piloted in the new year), aimed at leadership development of our middle management team.
- We will continue with the roll-out of our Service Excellence Culture program to front-line team members, to ensure that we continue to deliver exceptional experiences for our guests.
- We are rolling out a new employee communication tool, designed to enhance the way in which we share information, hear from our leaders and celebrate within our teams.

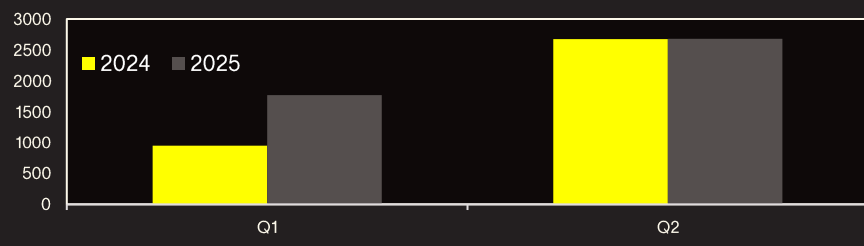
Investment in our property

- We are continuing to invest in our Melbourne property to ensure that it remains a premier destination for accommodation, dining and entertainment for our many local, interstate and international guests. We have plans for further investment across our property, including new dining and entertainment options, hotel and meeting space upgrades, enhancement of retail offerings, and the look and feel of our gaming facilities.
- Behind the scenes, we are also investing in ensuring that the core capabilities across our back-office functions, including systems, processes and control infrastructure, keep pace with the changing environment, and remain fit for purpose.

SUPPORTING OUR TEAM, GUESTS AND COMMUNITY

CREATING A SAFE ENVIRONMENT FOR OUR GUESTS

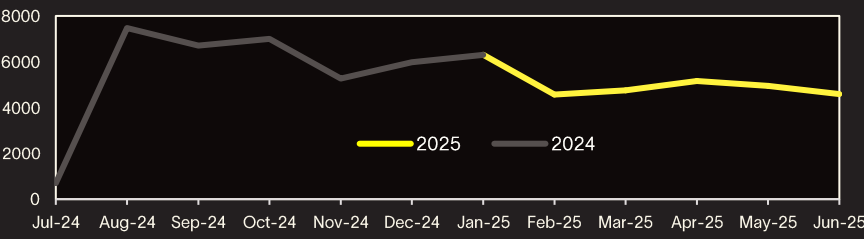
2025 Investment (Hours) in Crown PlaySafe Training (by Quarter)



In 2025, we delivered over 4,448 hours of dedicated Crown PlaySafe training to Crown Melbourne team members (4,187 hours on Core PlaySafe programs with an additional 261 hours on other relevant Crown PlaySafe training)

AN ENHANCED FOCUS ON LISTENING TO OUR GUESTS

Voice of Guest Survey Responses Since Commencement (monthly)



Through our Voice of Guest Program, we are continuing to see a strong number of guests provide their feedback and input into what we are doing well, and where we can continue to improve. Since January, we have received over 30,000 guest responses (~5,000 per month).