



CROWN MELBOURNE

CROWN MELBOURNE MTP PUBLIC STATUS REPORT

July – December 2025

180,967

The number of PlaySafe conversations held with guests. Since the start of 2024, we have now facilitated over 336,422 PlaySafe conversations with our guests since 2024.

1.94%

The average percentage of unique carded guests who gambled for 3 hours and 30 minutes or more without an adequate Play Period break across 2025. This is a further improvement on our 2024 average (2.54%)

450

The number of Electronic Table Games which were updated to support Mandatory Carded Play (MCP), which is already operational across our 2,628 Electronic Gaming Machines.

264,672

The number of YourPlay sign-ups supported across 2025, allowing guests to monitor their gaming activities in a safe and controlled way. This is in addition to the over 317,000 signups supported in 2024.

21 Million+

The number of transactions monitored since Jan 2025 to detect suspicious and unusual behaviour, aiming to prevent money laundering and other criminal activities. Crown Resorts has maintained these volumes year on year.

MESSAGE FROM THE CROWN MELBOURNE CEO

Crown Melbourne Limited (Crown Melbourne) is pleased to provide a further update on the transformation progress which is taking place across our Melbourne property. This is our third Public Status Report (PSR), designed to both make sure that we keep our community informed on the many reforms taking place across Crown Melbourne, as well as provide a lens into the exciting progress we are making towards becoming Australia's ultimate entertainment destination.



I am delighted to share that we are well over halfway through our planned three-year Melbourne Transformation Plan (MTP). Since our last update in August 2025, we have continued to focus on strengthening our capabilities across key business areas to lay a strong foundation for our future growth plans.

At the heart of our strategy and ambition to become Australia's ultimate entertainment destination, is our clear commitment to ensuring:

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

Over the past six (6) months, we have implemented initiatives which have reshaped the way that we operate internally and reimagined the way in which our Guests experience our property and engage with our many services. We have:

- implemented 'mandatory carded play' technology across all Electronic Table Games (eTGs), ensuring that we continue to create a safer gaming experience and environment for our guests.
- collaborated with Mindway AI (Mindway) to implement industry-leading technology which leverages predictive analytics and other measures to further provide our Crown PlaySafe team with a tool to support our carded guests;

- introduced a variety of 'lifestyle' oriented benefits into our Crown Rewards Membership Program (Program), aimed at creating a more balanced and holistic Program. In the year ahead, we look forward to introducing further offerings within this segment; and
- rolled out Service Excellence training to our team members across the Melbourne property to ensure they remain well-equipped to deliver exceptional experiences for our guests.

Kicking off in January 2026, we will also be launching multiple pop-up food & beverage and entertainment experiences, including our red velvet cabaret, piano and jazz bar, Pipers Playhouse Crown, padel court, bar and outdoor dining experience at the Crown Racquet Club and our Japanese vinyl and yakitori bar, Otoy, amongst other unique activations across the property.

These investments, and more (as highlighted on the following pages), are critical in bringing our ambition to become Australia's ultimate entertainment destination to life.

As we look ahead at the coming calendar year, we appreciate that we need to ensure that we sustain the momentum that we have built across the MTP. With the support of the Crown Melbourne Board and leadership across the Crown Melbourne property, I am excited to share with you our road ahead.

Yours sincerely,

Ed Domingo
Chief Executive Officer
Crown Melbourne Limited



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

Over the past six months, Crown Melbourne has taken further steps to implement safe and sustainable gaming practices and support overall player wellbeing, with the roll-out of mandatory carded play on electronic table games, as well as investment in technology which supports our PlaySafe team in keeping our carded guests safe.

Over the past 6 months:



We've made important changes to our Crown Rewards Program, designed to provide our members with a more balanced membership experience.

- **Longer Membership Cycle:** We have extended our membership cycle from 6 to 12 months, allowing guests a longer period to maintain status;
- **Separate tier 'Attain' and 'Retain' criteria:** Fewer status credits are now required to retain a tier once a member has qualified, allowing members to maintain their tier with greater ease.
- **Recalibration of Hotel Status credits:** The number of hotel points needed to earn Hotel Status credits have been reduced, designed to enable our hotel focused members to progress through our membership tiers more easily compared to previously.



We rolled out Mandatory Carded Play across **450** eTGs. This phased roll-out was completed in September 2025, two months in advance of the legislated go-live date.



We facilitated **95,371** proactive guest interactions through our Crown Melbourne PlaySafe team. These volumes have remained largely consistent (month on month average) across the 2024 and 2025 calendar year.



In September 2025 Crown Melbourne advanced its commitment to player safety by implementing Mindway AI's Game Scanner technology. This technology 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. This tool represents the largest global implementation of the technology in a land-based setting and underscores Crown's commitment to safe and sustainable gaming and reinforces our unwavering focus on player wellbeing.

Looking ahead – our focus on sustainability



Having implemented the majority of our key transformation initiatives in support of this strategic commitment, we are focused on ensuring they are firmly embedded, in order to maintain the safest possible environment for our guests.

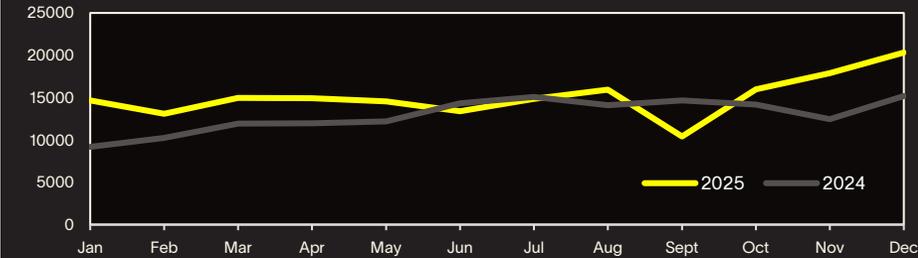


For more information on Crown PlaySafe visit www.crownmelbourne.com.au/crown-playsafe
Self-Exclusion - Crown Melbourne

Over the past 12 Months

PLAYSAFE CONVERSATIONS

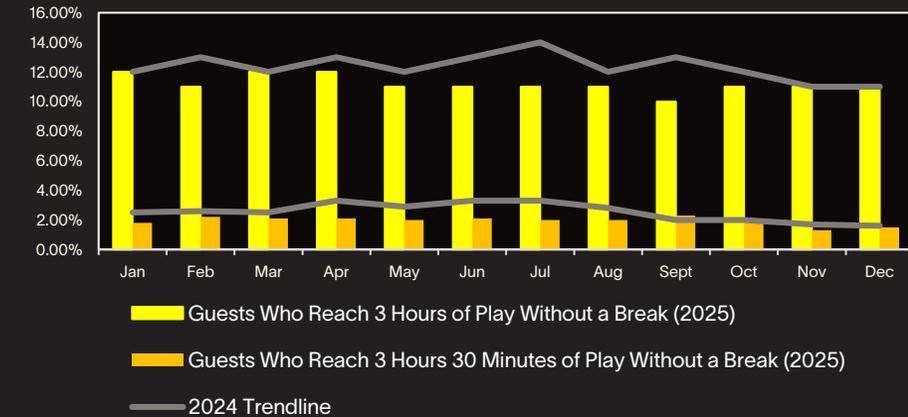
Conversations held by Crown PlaySafe advisors (Monthly)



Over the past 12 months, we have facilitated on average 15,080 monthly proactive guest interactions through our Crown Melbourne PlaySafe team. These important interactions provide our guests with critical information and support including addressing gambling concerns.

CARDED GUEST PLAY PERIOD BREAKS *

Play Period Breaks for Guests



Over the past 12 months, we have continued to see that on average, less than ~ 2% of carded guests played for more than 3 hours and 30 minutes without a play period break (1.94%).

*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:



With a focus on preventing money laundering and other criminal activities:

- Monitored **10.9 million** transactions to detect suspicious and unusual behaviour, aiming to prevent money laundering and other criminal activities.
- Screened approximately **1.3 million+** customers against Sanction and Global Special Interest Lists.



We continued with our investment on key IT Capital Programs of work:

- We invested over **16.9 million** on IT capital programs impacting Crown Melbourne. Key Initiatives supported include our upcoming transition to Workday and building the required infrastructure to support the introduction of Mandatory Carded Play on Electronic Table Games. We also further invested in technology to streamline reporting of unusual activities across the organisation.



We continued to work closely with our community partner organisations:

- As part of Gambling Harm Awareness Week in October 2025, Crown Melbourne welcomed **7** seven community organisation partners onsite to raise awareness and showcase their services. This marks the second year that Crown Melbourne has hosted this initiative, which continues to be highly valued by our participating organisations and the broader community.

Looking ahead:



- In early 2026, we will be migrating to Workday, enhancing how we manage employee information, recruitment, onboarding, learning, and scheduling and creating a more connected and streamlined experience for our people. In 2026, we will also be investing in updating our Crown Member loyalty management system, supporting a streamlined and enhanced guest experience.

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:

We continued to focus on our Crown Melbourne team members, delivering:

- ~3,742 hours of dedicated harm minimisation (Crown PlaySafe) training;
- Service Excellence training to over 3,888 Crown Melbourne team members, providing our staff with the necessary tools to deliver exceptional experiences; and
- updated AML Risk Awareness Training to over 2,300 employees; and provided targeted AML/CTF training to over 600 employees.

We have also focused on better understanding our culture and organisation and enhancing the transparency and timeliness of communication between team members and senior leaders

- Listening to the views of over 2,300 employees about Crown's culture, revealing the distinct culture traits that make Crown unique and identifying Critical Behaviours that will underpin Crown's ongoing culture uplift program.
- Introducing Viva Engage—a new platform designed to strengthen connections across Crown for all our team members. It provides an interactive space for sharing updates, celebrating achievements, and accessing important information.
- 67% of protected disclosure (Whistleblower) reports open during the period were closed within 90 days, noting additional time is often needed to resolve more complex issues.

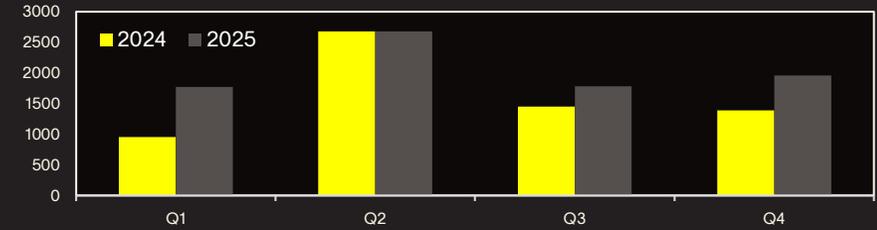
Looking ahead:

- Crown will launch Your Voice 2026 in the first half of the year. This engagement and culture survey will provide valuable insights to guide our priorities and actions aimed at enhancing team member experience and organisational performance.
- Crown Melbourne will continue to focus on our entertainment and leisure centric F&B experiences. From our two publicly accessible padel courts, bar and outdoor dining experience with elevated DJ driven ambience at Crown Racquet Club to our Japanese vinyl and yakitori bar, Otoyá; through to our red velvet cabaret, piano and jazz bar, Pipers Playhouse. Crown is putting music, sport and culture into the heart of our offerings this summer.

SUPPORTING OUR TEAM, GUESTS AND COMMUNITY

CREATING A SAFE ENVIRONMENT FOR OUR GUESTS

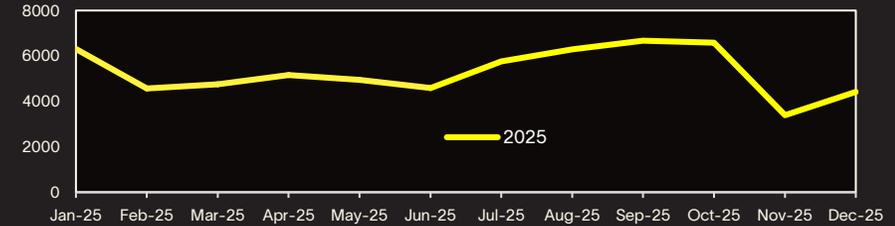
2025 Investment (Hours) in Crown PlaySafe Training (by Quarter)



In 2025, we delivered over 8,192 hours of dedicated Crown PlaySafe training to Crown Melbourne team members (6,856 hours on Core PlaySafe programs with an additional 1,335 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 66,360 guest responses, with a 18.87% increase in responses over the past 6 months.