



CROWN MELBOURNE

CROWN MELBOURNE MTP PUBLIC STATUS REPORT

January – June 2026

MESSAGE FROM THE CROWN MELBOURNE CEO

Crown Melbourne Limited (Crown Melbourne) is pleased to provide a further update on the transformation progress underway across our Melbourne property as part of the Melbourne Transformation Plan (MTP). This report marks our fourth Public Status Report and reflects a significant milestone in our transformation journey. With approximately six months remaining in our three-year program, our focus has evolved from implementing change to ensuring that our many reforms are firmly embedded, sustainable, and delivering meaningful outcomes for our guests, our people, and the broader community



I am pleased to share that we are now approaching the final phase of our three-year Melbourne Transformation Plan (MTP). Since our last update, we have continued our momentum, with a strong focus on embedding our many transformation initiatives and ensuring that our progress achieved to date provides a sustainable foundation for Crown Melbourne's future.

Our strategy remains anchored to our three Strategic Commitments:

- 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.

Amongst other areas of focus, over the past six months:

- we have continued to work on exciting changes to our Crown Rewards Program, with plans to further improve non-gaming (lifestyle) elements of the program. The rollout of our refreshed program is scheduled for completion this October.
- we have made enhancements to our complaints management processes to improve accessibility and responsiveness for our guests; and
- we also completed our annual culture and engagement survey, *Your Voice*, providing valuable insights into our progress and the extent to which changes are being sustained across our organisation.

As we look ahead, we are excited to be progressing a landmark \$200 million investment to revitalise our Crown Melbourne precinct. This program will enhance our food and beverage, entertainment and broader guest experience offerings—representing the most significant upgrade to the Southbank property in nearly 30 years. As part of this effort, we are partnering with world-class dining operators, including the forthcoming Victor Churchill venue and Mott 32 and will be bringing changes to the Southbank Riverwalk. With openings scheduled from mid-2026, these developments will create a more connected and vibrant precinct, reinforcing our ambition to be Australia's leading entertainment destination.

Maintaining our momentum and building out our enduring capabilities remains front of mind. While we are proud of the progress achieved, we recognise that sustaining trust with our community and regulators requires ongoing focus, transparency and accountability.

With the continued support of the Crown Melbourne Board and our team members, I am confident that Crown Melbourne will fulfill all MTP requirements by 31 December 2026.

I look forward to keeping you informed of our continued progress.

Yours sincerely,

Ed Domingo
Chief Executive Officer
Crown Melbourne Limited

SO FAR IN 2026 ...

103,148

The number of PlaySafe conversations held with guests. Since the start of 2024, we have now facilitated over 439,570 PlaySafe conversations with our guests.

1.18%

The average percentage of unique carded guests who gambled for 3 hours and 30 minutes or more without an adequate Play Period break since the start of 2026. This is a 39% improvement on our 2025 average (1.94%)

116,093

The number of YourPlay sign-ups supported across 2026, allowing guests to monitor their gaming activities in a safe and controlled way. This is in addition to the over 264,000 signups supported in 2025.

11 Million+

The number of transactions monitored since Jan 2026 to detect suspicious and unusual behaviour, aiming to prevent money laundering and other criminal activities.

78%

Of team members continue to affirm that Responsible Gaming is central to Crown Melbourne's commitment to guest care. While this result is slightly lower than the previous survey outcome of 83%, it demonstrates that a strong majority of employees continue to support Crown Melbourne's commitment to responsible gaming practices.

73%

Of team members understand the processes for reporting conduct of concern, including the protections and support available under the Whistleblower Program. Based on the 2026 Your Voice Survey, this result remains broadly consistent with the previous survey result of 76%, indicating that most team members continue to understand the reporting channels and support mechanisms available to them.



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

Crown Melbourne has continued to strengthen its commitment to safe and sustainable gaming practices, with a focus on supporting player wellbeing. This includes commencing the rollout of our Crown Wallet across the main gaming floor, enabling guests to fund their play in a safe and secure manner as well as redesigning our complaints management process, introduced to enhance overall accessibility and improve our ability to listen and respond to guests.

Over the past 6 months:



We facilitated **103,148** proactive guest interactions through our Crown Melbourne PlaySafe. Our focus on guest support has remained consistent for a number of years, and has resulted in over 439,570 PlaySafe conversations since the start of the MTP in 2024.



We redesigned and commenced rollout of new Crown Melbourne complaints management process which provided enhanced accessibility and consistency for all of our guests. For information on our simplified process, visit: www.crownmelbourne.com.au/general/complaints



Continued to invest and build-out the loyalty system technology supporting our rewards program uplift. Our new Loyalty Management System, and integration with existing Crown systems is scheduled for October 2026 and will help streamline processes and enhance the overall guest experience.



86% 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.



Crown Melbourne has supported on average **19,349** monthly guest sign-ups to the Victorian Government's YourPlay pre-commitment scheme, allowing guests to monitor their gaming activities in a safe and controlled way.

Looking ahead



As we enter the second half of 2026, we are focused on ensuring that we continue to refine and embed our updated complaints process, support the refresh of our rewards program (and the technology supporting it) as well as maintain an environment which is supportive of our guests.



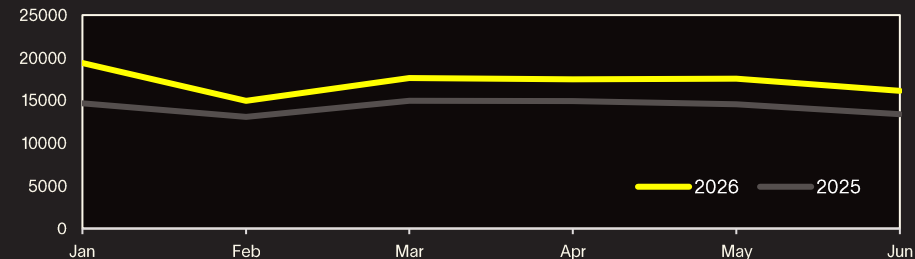
Crown PlaySafe
A more enjoyable way to play

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

Over the past 6 Months

PLAYSAFE CONVERSATIONS

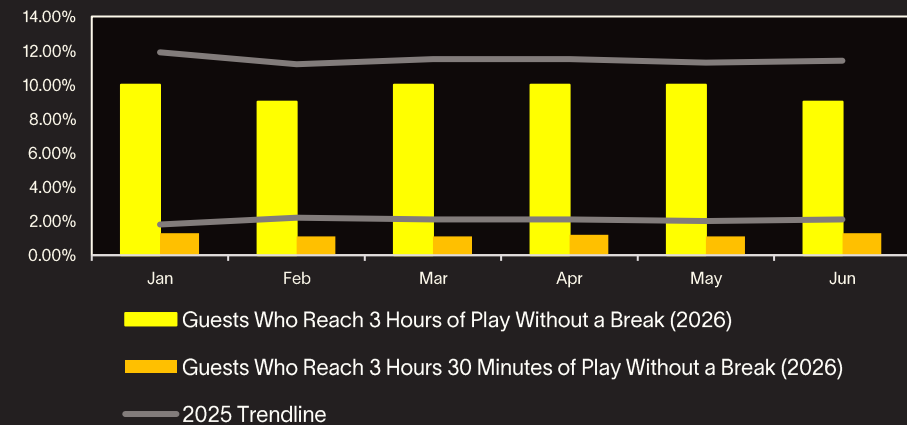
Conversations held by Crown PlaySafe advisors (Monthly)



Over the past 6 months, we have facilitated on average 17,191 monthly proactive guest interactions through our Crown Melbourne PlaySafe. This is a 21% increase from the same period last year. 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 6 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 (1.18%). This is a 39% improvement on our 2025 average (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 remains a key priority, and we believe that the privilege of holding our casino licence must be met with a commitment to building and maintaining better practices.

Over the past 6 months:



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

- We monitored **11 million+** transactions to detect suspicious and unusual behaviour, aiming to prevent money laundering and other criminal activities.
- Screened approximately **1.2 million+** customers against Sanction and Global Special Interest Lists.



We continue to invest key IT Capital Programs of work:

We invested over **\$32 million** on IT capital programs impacting Crown Melbourne. Key Initiatives supported include the roll-out of Workday across Crown Melbourne and updates across our member loyalty management system. We also further invested in technology to enhance identification validation of our customers as part of onboarding.



We continued to work closely with our community partner organisations:

Crown PlaySafe remains committed to working collaboratively with key community stakeholders and across the gaming industry more broadly. The Community Engagement Group continues to meet quarterly to discuss priority issues and identify opportunities to partner in addressing gambling-related harm across the wider community and we continue to host community organisations and partners onsite to raise awareness of safer gambling practices and provide support to those in need.

Looking ahead:



In FY2027, Crown Resorts has budgeted over **\$38 million** on IT Capital Programs of Work across the 3 properties, the majority of which is earmarked for initiatives impacting Crown Melbourne. This investment aims to support a range of programs, including roll out of an Infrastructure and Application modernisation program and a continuation of updates to our Loyalty Management systems.

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

As we enter the final six months of Crown Melbourne’s three-year MTP, we remain focused on embedding the progress achieved to date. Continued investment in our people and environment supports strong compliance outcomes and safer guest experiences.

Over the past 6 months:



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



- ~4,895 hours of dedicated harm minimisation (Crown PlaySafe) training; and
- updated AML/CTF Risk Awareness training to 2,364 employees; and provided targeted AML/CTF training to 1,245 employees.

Embedding a culture of responsibility:



We continued integrating Crown’s Critical Few Behaviours across team communications, leadership practices and people processes. Insights from the 2026 Your Voice survey indicate a strong culture of compliance and responsible gambling:



- 78% of respondents agreed that responsible gaming is central to Crown’s commitment to guest care.
- 79% of team members understood how their role supports Responsible Gaming outcomes.
- 73% expressed confidence in whistleblower protections, up 10 percentage points since 2022.
- 89% report a clear understanding of their risk and compliance obligations.

Looking ahead:



We will use Your Voice survey insights to further engagement, communication, speaking-up culture and development opportunities across our workforce, while continuing to embed Crown’s Critical Few Behaviours across the organisation.

Investment in our property



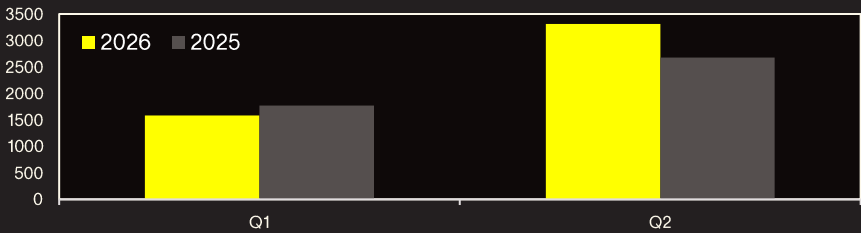
Crown Melbourne is entering an exciting new phase as we embark to elevate every aspect of our guest experience. From world-class dining experiences like the forthcoming Victor Churchill destination, Mott 32 restaurant, to a revitalised Riverwalk featuring a vibrant waterfront bar and social dining, Crown is reshaping how guests connect with our precinct.



SUPPORTING OUR TEAM, GUESTS AND COMMUNITY

CREATING A SAFE ENVIRONMENT FOR OUR GUESTS

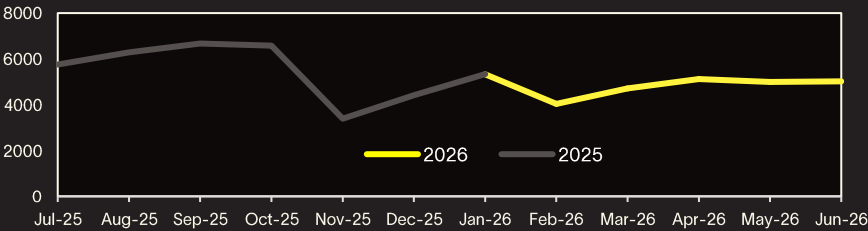
2026 Investment (Hours) in Crown PlaySafe Training (by Quarter)



In 2026, we delivered over 4,895 hours of dedicated Crown PlaySafe training to Crown Melbourne team members (3,795 hours on Core PlaySafe programs with an additional 1,100 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 consistent 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 29,211 guest responses, (~4,800 per month).