

SkyCity Entertainment Group 2024 Annual Meeting
Donna Cooper – Chair of the Board Transformation
Sub-Committee’s Address



Tēnā koutou katoa.

My name is Donna Cooper and I am the Chair of the SkyCity Board’s Transformation Sub-Committee. I am pleased to be here today and have this opportunity to address our shareholders.

As both Julian and Jason have shared, we are committed to uplifting our governance and risk management practices across the SkyCity Group. How we collectively think about the risks that SkyCity faces, and ensuring we have adequate controls in place to mitigate these risks, are important aspects of everyone, at all levels, at SkyCity.

In June 2024, we established a Board Transformation Sub-Committee to oversee this journey and monitor our progress.

While this is a multi-phase approach, our initial key priorities have been:

- finalising a comprehensive multi-year Transformation Programme;
- creating an uplift in programme delivery capability and capacity; and
- ensuring there are clear governance structures and robust reporting.

The Sub-Committee met monthly while the governance and reporting processes were being established, but with the finalisation and implementation of these, we are now meeting quarterly.

We are proud of the progress SkyCity is making to address the shortcomings of its past, and the establishment of this Sub-Committee marks a significant milestone as we move towards the next chapter of our transformation journey.

We now have a comprehensive multi-year Transformation Programme, designed to not only meet the expectations of our regulators, but also achieve material improvements in the way we identify, assess and manage our risks within the Board’s defined risk appetite. To further strengthen this, we have taken the learnings from other organisations, both from within our own and adjacent industries, that have made enduring changes to their business.

Our Transformation Programme focuses on six strategic pillars that have been deliberately designed to deliver tangible outputs and improvements. These are:

- governance – at both Board and Management levels;
- culture;
- risk management and compliance;

- conduct;
- re-establishing trust with our regulators and stakeholders; and
- executional enablement.

Significant progress has already been made in these areas in the past 2-3 years, such as strengthening the capability of the Board and Management team, establishing a more robust risk operating model, increased investment in host responsibility and AML/CFT capability and capacity, and progressing the resolution of regulatory matters.

The Transformation Programme outlines our commitments for future delivery, designed to enable the best outcomes for our customers and communities by driving long term growth, deepening our regulatory relationships, and fostering a culture of care for our customers and communities.

Enhancing and embedding our culture of care is a key element in getting our risk improvement right. The rollout of our new internal Code of Conduct is an important part, and there will be an ongoing focus on continuing to grow and support our people, at all levels, who will always play an important role in safeguarding our customers and our business.

You can read a summary of our Transformation Programme on pages 8 and 9 of our 2024 Annual Report.

As we look to the future, we’ll be continuing to:

- have a continued focus on strengthening our host responsibility and AML/CFT capability, including enhancements to our technology such as facial recognition which is now embedded across our casinos; and
- deliver the foundations to enable carded play, which you have already heard about from Jason and in the video.

Carded play will be the only way to play at SkyCity, and we are committed to its implementation as it will significantly increase our visibility and control of play, simplifying many parts of our current AML/CFT and host responsibility operations.

To ensure that we remain focused, there are clear governance structures and robust reporting in place. Alongside establishing the Board Transformation Sub-Committee, the Management team has streamlined and strengthened reporting and oversight of the Transformation Programme and remediation programmes.

The SkyCity Board and management team are committed to the delivery of the Transformation Programme and, to support this, we have also strengthened our ability to deliver complex programmes of work.

We have created a new Group Manager Transformation role and introduced Group General Manager Transformation roles into both our Risk and Technology functions. These new experienced senior leaders will work collaboratively together to support the successful delivery of these programmes of work. Our new General Manager Transformation joins SkyCity in early November 2024.

We have made good progress to date, but there is more work to do. We are committed to meeting the expectations required of us and building back trust, and we have the plans, people and necessary investment to achieve this.

I want to reinforce that this programme touches every part of SkyCity – this is a whole of business risk transformation that will pave the way for our successful future.

Ultimately, our Transformation Programme is an essential investment of time, effort and resources that will allow us to retain our casino licences and, just as importantly, maintain our social licence to operate. It will be a long-term programme of work, but by getting it right, SkyCity will be able to continue supporting our local communities and deliver appropriate returns to our shareholders.

Ngā mihi nui.