

Ryan Shand  
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Dear Awards Committee,

I am writing to provide supporting documentation for my nomination as a Rising Star by Inside Asia Gaming magazine. My name is Ryan Shand, and I have been working in the casino industry since 2005. I currently hold the position of Group General Manager - Gaming Systems Strategy & Innovation at Crown Resorts. Over the past 19 years, I have progressed through various roles within the industry having spent 12 years at Crown Perth through gaming and IT before transitioning to IGT for 7 years. I've recently returned to Crown Resorts in a group capacity leveraging the extensive experience in gaming systems, software integration, and regulatory compliance I've gained supporting many customers throughout APAC. My journey has been marked by a consistent drive for innovation and a commitment to delivering excellence across multiple projects.

In my current role, I lead strategic initiatives across Crown Resorts' properties, focusing on the integration and enhancement of gaming systems to meet evolving regulatory requirements and customer expectations. My experience spans over a decade of working closely with industry leaders, customers, and regulatory bodies, allowing me to develop a deep understanding of the complex landscape within which our industry operates.

Over the last 18 months, I have spearheaded several high-impact projects that demonstrate my leadership and innovative capabilities:

**Mandatory Carded Play & Mandatory Precommitment Melbourne (Delivered 14 December 2023):**

High Level Regulatory Requirement: On or before 14 December 2023 all patrons wishing to play gaming machines may only do so with a *valid card*.

A *valid card* is defined as a card issued to a patron that has undergone identity verification, is known to Crown, has a photograph on file and printed on the card, has a registered YourPlay precommitment account, with both time and loss limits set and not yet reached.

- Led the IGT team, as an IGT employee during the period from October 2022 to May 2023, overseeing the management of resources in reviewing and providing technical commentary on regulatory compliance.
- Organised and led workshops focused on the user journey of Electronic Gaming Machine (EGM) players, from card-in to limit reached, to card-out.
- Managed IGT software engineering teams to ensure adherence to planned delivery timelines.
- Directed the delivery of updated service window content reflecting new user journeys.
- Facilitated testing and feedback sessions involving IGT developers, SQA, and Crown business units.

- Led the Crown Melbourne team as a Crown employee from July 2023 to December 2023 in addressing regulatory requirements:
- Managed the exploration of "edge case" conditions outside Crown's control.
- Provided technical input on handling scheduled and unscheduled outage conditions.
- Oversaw internal testing efforts, ATF testing, and approval timelines.
- Directed the implementation process from October to November ahead of the regulated due date.
- Managed daily auditing post-go-live to ensure compliance and smooth operation.

#### **Cashless Sydney (Delivered 19 August 2024):**

High Level Regulatory Requirement: On or before 19 August 2024 a patron may not wager with more than \$1000 in cash per day. Note: This was amended to \$5000 a few days before 19 August.

Crown's plan to comply involved introduction of EFTPOS machines at the cage, and delivering an integrated cashless wagering account across all casino games (including tables)

This is further extended with the soon to launch Crown mobile app which will facilitate fast, secure and compliant deposits from a verified bank account into the Crown Wallet. The mobile app is due to soft launch around the end of 2024, subject to regulatory approval.

- Led the replacement of the bespoke table games system with IGT Table Manager, involving over 100 custom integration endpoints for financial crime monitoring, compliance, intersystem communications and other purposes.
- Directed the implementation of cashless buy-in on Table Games using IGT's Cashless module, ensuring compliance with Crown's reporting and transaction monitoring requirements.
- Managed engagement with Crown's vendors and partners to deliver debit card capabilities to the casino cage, ensuring compliance with AML/CTF practices and relevant regulations.
- Guided the business through the transition to a cashless table environment, implementing processes that directed all cash transactions via the cage into the Crown Wallet, and all buy-ins (chip purchase) at the traditional tables, using physical PIN pad.
- Designed a mobile phone table buy-in workflow allowing a customer to request to buy chips from a traditional table, using their phone (with PIN or biometrics) to streamline the chip purchase process.

#### **Mandatory Carded Play Perth (Due 1 December 2025):**

- Currently leading a work-in-progress project focused on the technical evaluation of all gaming machine protocols and products to ensure compliance with anticipated carded play and precommitment requirements.
- Developed a comprehensive technical plan and assessment document, independently verified by BMM, outlining strategic options for Crown Perth.
- Led internal workshops to assess the operational impacts of carded play and precommitment, providing crucial insights for future implementation.

In summary, my experience, leadership, and innovative approach over the past 18

months have positioned me to make significant contributions to the gaming industry. My ability to lead complex projects, navigate regulatory challenges, and drive technological advancements underscores my potential for continued growth and success in the industry. I am honoured to be considered for the Rising Star award and look forward to the opportunity to contribute even more to the future of gaming.

Thank you for considering my nomination.

Sincerely,

Ryan Shand