

Amended Statement of James Douglas Packer

October 2021

I, **James Douglas Packer**, **Contains sensitive information**

Contains sensitive state that:

1. I am one of the ultimate beneficial owners of the **CPH Group**, which comprises Consolidated Press Holdings Pty Limited (**CPH**) and various wholly owned and parent entities. At the time of my statement, the CPH Group holds, through CPH and CPH Crown Holdings Pty Limited, another wholly owned subsidiary, an economic interest of approximately 35.81% of the issued capital of Crown Resorts Limited (**Crown Resorts**).
2. While I do not recall the precise dates on which I held roles in Crown Resorts, I have caused those assisting me to check records to confirm those dates. I understand the records confirm that I was an executive director of Crown Resorts between 6 July 2007 and 12 August 2015, a non-executive director of Crown Resorts between 13 August 2015 to 21 December 2015 and between 3 August 2017 to 21 March 2018, Chairman of Crown Resorts from 6 July 2007 to 12 August 2015 and from 6 July 2007 to September 2013 my title reference was Executive Chairman.
3. While I do not recall the precise dates on which I held roles in Burswood Limited, I have caused those assisting me to check records to confirm those dates. I understand the records confirm that I was a director of Burswood Limited between 3 September 2004 and 27 May 2016, and served as its Chairman during that time, subject to what I explain in paragraph 20 below.
4. In advance of appearing, pursuant to a summons, before the Perth Casino Royal Commission (**Commission**) on 29 October 2021 (Perth time), I provide this statement which addresses matters set out in the schedule to the letter from the Solicitors assisting the Commission to Ashurst Australia dated 11 October 2021 (the **Schedule**).
5. Unless otherwise stated, defined terms in this statement have the same meaning as in the Schedule, except that:
 - (a) when I refer to "Burswood Entities" I am not including Riverbank Investments Pty Limited;
 - (b) when I refer to "Crown Perth", I mean Burswood Limited.
6. For some years, I have suffered from significant health issues and, since 2016, I have been prescribed strong medication which I continue to take. I believe this has impaired my ability to recall past events including in relation to the period I was a director of Crown Resorts and Crown Perth/Burswood Limited.
7. In making this statement, I do not intend to waive legal professional privilege in relation to any document or communication referred to in the statement, or any document or communication addressing topics referred to in this statement. I do not have authority to waive any legal professional privilege CPH or Crown Resorts may have in relation to any such documents or communication.

8. Provided with this statement is a secure electronic link to access copies of documents to which the statement refers, which have not already been produced to the Commission. Each document referred to in the statement has a unique barcode together with a description of that document in the body of the statement. Each document accessible via the link bears the document's unique barcode number in its title for ease of reference. A schedule of documents to which I have referred is attached to this statement.

- Q1 The roles you held within the Crown Group, Publishing and Broadcasting Limited (PBL) and Consolidated Press Holdings Pty Ltd (CPH) for the period from 2004.**
- Q2 The persons and positions which reported to you in each role you held.**
- Q3 Details of the committees or working groups you sat on within the Crown Group, including their duration, purpose, composition and reporting lines.**

9. Some of my roles with CPH and the Crown Group are described in paragraphs 1 to 3 above. Annexed to this statement and marked Annexure A is a list of the roles I held from 2004 onwards in the Crown Group (noting that Crown Resorts was formed in 2007), PBL (which from November 2007 was called Consolidated Media Holdings Limited, and from March 2013 has been called Consolidated Media Holdings Pty Limited), and CPH. The list was prepared by those assisting me and is accurate to the best of my recollection. While I do not recall the precise dates on which I held the roles listed, I have caused those assisting me to check records to confirm those dates. I understand the records confirm the dates shown. I was also a director of various PBL and CPH Group entities, and joint venture entities which were not part of the consolidated Crown group but where a Crown entity was a joint venture party, from time to time during the period from 2004.
10. Annexed to this statement and marked Annexure B is a list of the persons and positions who reported to me in each of my roles with Crown Group, CPH and PBL from 2004. The list was prepared by those assisting me and is accurate to the best of my recollection. While I do not recall the precise dates during which various people reported to me, I have caused those assisting me to check records to confirm those dates. I understand the records confirm the dates shown. If a role is not listed that indicates that people did not report to me in that role. Personal staff, such as personal assistants, have not been included in the list.
11. While I do not recall the precise dates during which I was a member or chair of various Crown committees, I have caused those assisting me to check records to confirm those dates. I understand the records confirm that I chaired the Crown Resorts Investment Committee between 2008 and 2015, and the Crown Resorts Remuneration Committee between 2008 and 2009 (and then remained a member of the Remuneration Committee until 2011). Each was a Board committee that reported to the Crown Resorts Board.
12. The role of the Investment Committee was to review and approve new investments or the disposal of investments for Crown Resorts, up to a value of \$50 million in aggregate for any

one investment. I refer to the Investment Committee charter dated December 2009 [CRW.507.010.0937]. During the time I was on that Committee, the other members included, at various times, John Alexander, Ashok Jacob, Rowen Craigie and Robert Rankin.

13. The role of the Remuneration Committee was to review and recommend the fees to be paid to non-executive directors. At the discretion of the Crown Resorts Board, it could also determine remuneration policies to apply to executives, including any equity based remuneration plan, subject to shareholder approval where that was required. I refer to the Remuneration Committee charter dated February 2008 [CPH.001.364.7369]. During the time I was on that Committee, the other members included, at various times, John Alexander, Geoff Dixon, and Chris Corrigan.
14. I also attended "CEO meetings" as Executive Chairman of Crown Resorts. While I do not recall precisely from when I did so, I have caused those assisting me to check records to confirm that period. I understand the documents show that I did so from about 2010.
15. The CEO meetings were not a formal committee. I believe these meetings occurred about once every one or two months although I do not recall their exact frequency. The meetings would usually run for around two hours or so. They were an opportunity for the Chairman or Deputy Chairman to hear from Crown Resorts' CEO and other Crown Group senior management on the state of the business. Topics dealt with at those meetings included trading at Crown's properties compared to budgets, reports on development activity, and regulatory issues. I do not recall attending these meetings after late 2013 (when I ceased residing in Australia). The people who came to the CEO meetings during the period I attended them included Rowen Craigie, Michael Neilson, John Alexander, Todd Nisbet, Karl Bitar, Michael Johnston, Ken Barton, David Courtney and later Barry Felstead. Not all of those people came to every CEO meeting. Other Crown executives also attended from time to time. Guy Jalland, Rob Rankin and Mark Arbib also sometimes came to the meetings.

Corporate governance

4 Your knowledge or understanding of the structure of the Burswood Entities, including lines of responsibility and division of responsibility between entities in that corporate group.

16. I have been shown a diagram illustrating the structure of the Burswood Entities, a copy of which is [PCRC.0005.0001.0001]. I understood Burswood Limited (which, as stated above in paragraph 5(b)) I referred to as Crown Perth), the entity of which I was chair, to be the 'parent' entity of the Burswood Entities. I understood that the other Burswood companies including Burswood Nominees (which I understand is the holder of the casino licence of the Perth Casino), reported into Crown Perth/Burswood Limited. I otherwise left details of the structure of the Burswood group and which entity was specifically responsible for which function to Rowen Craigie and the professionals who advised PBL and later the Crown Group.
17. I can see from the diagram I have been shown that there is a Burswood Property Trust, that Burswood Nominees is the trustee of the Burswood Property Trust and that Burswood Resort (Management) is the manager of that trust. I am not familiar with the details of that trust.
18. I considered that Crown Perth/Burswood Limited as 'parent' of the Burswood group had oversight of the operations of the Burswood complex. It reported up to Crown Resorts.

5 Your understanding, between September 2004 and May 2016 (the Relevant Period), of the role of the Chair of Burswood Limited.

19. I saw the role of the Chair of Crown Perth/Burswood Limited as contributing to its strategy, monitoring its operating results, and monitoring its capital requests and improvements. I also saw the role of the Chair (along with others at Crown Perth) as representing Crown Perth in the West Australian community. The Chair also had a role in facilitating the Board being kept up to date by management on key issues, and facilitating Board oversight of management. I believe that while Chair I also endorsed appointments to the roles of CEO and CFO of Crown Perth, and Lonnie Bossi as Chief Operating Officer of Crown Perth.
20. While I cannot now recall any specifics, around the time I ceased living in Australia (in around late 2013), I think I spoke with John Alexander and Rowen Craigie about how Crown Perth/Burswood Limited meetings were to be led going forward. I have been shown some minutes of Crown Perth/Burswood Limited Board meetings from August 2013 which are signed by John Alexander and which later describe him as acting Chair [CRW.702.001.1321, CRW.702.001.1476, CRL.627.001.0612].

6 Your knowledge and understanding, between September 2004 and May 2016, of how directors of Burswood Limited were selected – both executive, and non-executive and, at the time each director was appointed, state the nature of your relationship with them and whether this relationship changed over the period in which they were directors.

21. Generally, the Crown Perth/Burswood Limited Board comprised a mix of senior executives (initially from PBL, Crown Melbourne and Burswood, and later from Crown Resorts and Burswood), and two external non-executive directors.
22. The executives who served on the Crown Perth/Burswood Limited Board were selected because of their senior roles within PBL, Crown Melbourne, Crown Resorts or Burswood, as applicable. I do not recall being involved in selecting them for the Crown Perth/Burswood Limited Board.
23. I had been friends with each of John Alexander and Rowen Craigie before they joined the Crown Perth/Burswood Limited Board. I developed a friendship with Barry Felstead through interacting with him as Chief Operating Officer and later CEO of Burswood.
24. In the case of each of the other executive members of the Crown Perth/Burswood Limited Board from time to time (David Courtney, Geoffrey Kleemann, Robert Turner and Ken Barton), my relationship was a professional acquaintance through their roles in PBL, Crown Melbourne, Crown Resorts or Burswood (as applicable).
25. The non-executive directors were selected on the basis that they were prominent, successful and well respected Western-Australia based business people, independent of PBL (and later, independent of Crown) who could bring to the Board their perspectives of the social, political and economic environment in Western Australia. This was so that Crown Perth/Burswood Limited would have West Australian voices on the Board and be in touch with the West Australian community. During my time as a director of Crown Perth/Burswood Limited, those individuals were Andrew Roberts, Tim Roberts and John Poynton. I do not recall details of the selection process for those directors or how I was introduced to them.
26. I did not have a friendship with either Andrew Roberts or Tim Roberts prior to their becoming directors of Crown Perth/Burswood Limited. I first met John Poynton when PBL took over Burswood. For each of Tim Roberts and John Poynton, we became friends after they joined the Board.
27. After I moved away from Australia in 2013, I had less frequent in person contact with the other members of the Crown Perth Board. My relationship with Rowen Craigie changed after the China arrests in October 2016.

7 Your view, between September 2004 and March 2018 in respect of companies with the Crown Group as to the role and responsibilities of non-executive directors and how this was communicated to directors.

28. I always wanted Crown Group to have the best possible directors to optimise how the group was run, and for Crown Resorts to have a majority of strong independent directors.
29. I understood that non-executive directors were responsible for oversight, challenging management as appropriate, and in the case of 'local' Boards such as Crown Perth/Burswood Limited, contributing their perspectives of the local environment of the State. To be able to do that effectively, they needed to act in the best interests of the company, comply with their legal duties as directors and ensure they were sufficiently informed about Crown's business.
30. To the best of my knowledge, Crown Resorts' Board Charter and code of conduct were made available to all directors.
31. I expected and encouraged non-executive directors to speak their mind on any issue relevant to Crown's business, both at Board meetings and in any discussions with me or other directors or Crown management outside of Board meetings.
32. Many of the non-executive directors of Crown Resorts and the local Crown entities were senior experienced business people who had held roles as directors of a range of other organisations, so also I expected that they were very familiar with the general obligations of a director prior to joining the Boards of Crown companies.

8 The extent to which, during your time as a director of each, you engaged in regular discussions with Board members prior to Burswood Limited and Crown Resorts Limited meetings.

33. I refer to paragraph 14 above about the "CEO" meetings I attended while Executive Chairman of Crown Resorts.
34. I also had multiple informal discussions and email exchanges with other Board members between Board meetings while I was a director of each of Crown Resorts, and Crown Perth/Burswood Limited.
35. While I was Executive Chairman of Crown Resorts, I spoke almost daily to Rowen Craigie about Crown (including on topics relating to Crown Perth). I also spoke often with David Courtney (and later Barry Felstead), Alan McGregor, Todd Nisbet and Lonnie Bossi about topics relevant to Crown Perth.

36. From some time in 2014 I also received email updates from Barry Felstead relating to Crown, which included updates about Crown Perth. An example is [CPH.001.241.0913 and CPH.001.712.0219].

9 Your knowledge and understanding, between September 2004 and May 2016, of the obligations of the trustee and manager under the Burswood Property Trust.

37. I do not recall having read the Burswood Property Trust Deed or being familiar with its terms, or the details of the obligations of the trustee and manager of that trust. I expected that any decisions brought to the Crown Perth/Burswood Limited Board for approval would first be assessed by Burswood's executives and its legal advisers for compliance with all relevant obligations, including any obligations under the Trust Deed.

10 Your knowledge and understanding, between September 2004 and May 2016, of the obligations of the Casino Licensee under the Casino (Burswood Island) Agreement (the State Agreement) the subject of the Casino (Burswood Island) Agreement Act 1985 (WA).

38. When I was director of Crown Perth/Burswood Limited I read the State Agreement and was generally familiar, as a lay person, with the concepts in that agreement. I cannot now recall those concepts other than that the agreement addressed the financial arrangements between Western Australia and the casino operator, and regulated the behaviour of the licensee. It was my usual practice to seek legal advice on such obligations at the time I was a Crown Perth/Burswood Limited director.

11 Your knowledge and understanding, between September 2004 and March 2018, of the position of Burswood Limited in the Crown Group and the role of the Board of Burswood Limited.

39. Crown Perth/Burswood Limited is a wholly owned subsidiary within the Crown Group, of which Crown Resorts Limited is the ultimate parent. Burswood contributed a significant component of the revenue and earnings base of the Crown Group. I saw the role of the Crown Perth/Burswood Limited Board as providing oversight of the operations of the Burswood complex, reporting up to Crown Resorts, and approving strategic decisions for the

Burswood complex (in particular, significant capital expenditure) before those decisions also went to the Crown Resorts Board.

12 Your knowledge and understanding, between September 2004 and March 2018, of the procedure for reporting of Crown Perth issues to the Board of Crown Resorts Limited.

40. The regular CEO report to the Board of Crown Resorts included a section specific to Crown Perth, which provided an update on the business and operations of Burswood and raised matters relating to Crown Perth for the attention of the Crown Resorts Board. The Crown Resorts CEO usually spoke to the CEO report at Crown Resorts Board meetings.
41. Mr Felstead and Mr Nisbet also regularly attended Crown Resorts Board meetings and spoke to topics relevant to Crown Perth. This included Mr Felstead speaking to the Crown Perth section of the CEO's report and Mr Nisbet speaking to the Development Report (which covered the significant development work in Perth, including the construction of Crown Towers Perth).
42. Mr Barton, who was a Crown Perth/Burswood Limited director from 2010, and the CFO of Crown Resorts attended Crown Resorts Board meetings and addressed financial reports relating to Crown Perth as noted in Crown Resorts CEO reports.
43. Minutes of certain Crown Resorts Committee meetings were included in Board packs for the Crown Resorts Board. The chairs of those Committees spoke to issues considered by their Committees at Crown Resorts Board meetings. While I cannot now recall specifically, I expected that those discussions would include issues relevant to Crown Perth from time to time.

13 Your knowledge and understanding, between September 2004 and May 2016, of the process for setting agendas for the Burswood Limited meetings and the duration of those meetings.

44. My recollection is that while I was Chair, Rowen Craigie and Michael Neilson compiled the agenda for each meeting (possibly with the input of David Courtney and later Barry Felstead). My recollection is that the duration of those Board meetings I attended was usually around one and a half hours. I considered that the frequency and duration of the meetings was adequate to deal with the issues on the agendas.

14 Your knowledge and understanding, between September 2004 and March 2018, of the interaction of the Board of the Burswood Entities and the Board of Crown Resorts Limited with the Crown Perth Executive Risk and Compliance Committee.

45. I no longer recall details of the interaction between the Boards of Burswood Entities or Crown Resorts with the Crown Perth Executive Risk and Compliance Committee. I have been shown examples of Board papers for Crown Perth/Burswood Limited [CRW.700.022.0639, CRW.702.002.2299] which include reports from that Committee. It was my usual practice to read those reports when I received them. I expect that issues raised in them were discussed at meetings of the Crown Perth/Burswood Board although I no longer recall specific discussions.

15 Your knowledge and understanding, between September 2004 and May 2016, of Burswood Limited's approach to risk management at the Perth Casino.

46. Crown Resorts set a risk management framework for the Crown Group. The Crown Resorts Board had a risk management committee which had oversight of risk management for the Crown Group. The risk management framework was implemented and managed locally at Crown Perth. I expected that Burswood management would escalate any relevant risk issues to the Crown Perth/Burswood Limited Board as needed, and also that risk issues would be appropriately escalated to the Crown Resorts risk management committee and from there to the Crown Resorts Board.
47. I saw Rowen Craigie and Michael Neilson as the executives with day to day responsibility for risk management functions across the Crown Group. At Crown Perth, I viewed David Courtney and then Barry Felstead as having day to day responsibility for management of risks.

16 Your knowledge and understanding, between September 2004 and March 2018 of the centralisation of key functions at Crown Group level.

48. Following the creation of the Crown Group in 2007, Crown Melbourne and Crown Perth continued to operate their own systems and management processes for a while. Over time, overall management of some functions was centralised at the group level, such as treasury

and finance. This evolved over time. I do not now recall the details of which functions were centralised at what points in time.

Junkets

17 Your knowledge and understanding of the Crown Group's business strategy between September 2004 and March 2018 in respect of junket tours to Perth Casino.

49. In the period 2011 to 2016, the Crown Group invested significant capital in improving the overall facilities at the Burswood complex, including its facilities for VIP customers. This included development of Crown Towers Perth as a six star luxury hotel. The intention in doing so was to create sophisticated luxury facilities attractive to customers (including Asian gamblers) that were competitive with other integrated resorts in the region.
50. There was a desire to improve Burswood's share of VIP business by improving visitation to Crown Perth by VIP players. During most of the Relevant Period, Mr Felstead was the executive principally responsible for developing Crown Group's business strategy in respect of junket tours to Perth Casino. He told me on a number of occasions that securing one or two 'permanent' junkets to operate out of Perth would assist in improving VIP visitation to Crown Perth.
51. There were also efforts made to persuade junket operators who were otherwise visiting Sydney or Melbourne to also visit Perth.
52. I am aware that after the China arrests in October 2016 there was a shift in the Crown Group's approach to junkets but I no longer recall the details. At the time of the China arrests, I was not on the Board of any Crown operating company.

Riverbank Investments

- 18 Your knowledge and understanding of the reason for the change in name from Burswood Partnership Pty Ltd to Riverbank Investments Pty Ltd in November 2005.**
- 19 Your knowledge and understanding of the motivation for opening an account in the name of Riverbank Investments Pty Ltd with HSBC in January 2006.**
- 20 Your knowledge, in 2014, of the ANZ closure of the Riverbank accounts because of suspicious transactions and any steps taken by you as a consequence of ANZ's action and reasons for its actions.**

53. I have no recollection of Riverbank Investments Pty Ltd (by that name or its previous name of Burswood Partnership Pty Ltd). I believe that the first time I heard of Riverbank Investments was during the Bergin Inquiry. I do not recall the entity Burswood Partnership Pty Ltd. As a result, I do not know the reason for the change in name from Burswood Partnership Pty Ltd to Riverbank Investments Pty Ltd in November 2005 and I do not know about any aspect of Riverbank's operations including the reasons for its opening an account with HSBC in 2005, or the closure of any accounts by ANZ in 2014. As I did not know about these matters until the Bergin Inquiry, I did not take any steps in consequence of these matters in 2014.

Undertakings proffered to ILGA and GWC

- 21 Your current and future involvement with the Burswood Entities, the Perth Casino and the Crown Group.**
- 22 Communications between you and any Crown Group directors or executives outside of public forums since April 2021.**
- 23 Your willingness and ability to perform and adhere to the undertakings proffered to ILGA and the GWC, both in terms of the form and spirit of the undertakings.**
- 24 Whether you are likely to seek to exert any influence over the future strategic direction of the Burswood Entities or Crown Resorts Limited.**

54. I have no current involvement with the Burswood Entities, the Perth Casino or the Crown Group, other than being one of the ultimate beneficial owners of corporate entities that hold shares in Crown Resorts.
55. As to future involvement I may have with the Burswood Entities, the Perth Casino or the Crown Group, any such involvement will be consistent with the undertakings that CPH and I have given to the ILGA and that have been proffered to the West Australian Gaming and Wagering Commission. Broadly speaking, those undertakings are that I and CPH will not enter into information sharing agreements with Crown; will not initiate discussions with Crown about Crown's operations; will not seek to have nominees appointed to the Crown Resorts Board prior to October 2026 and after that date, only with regulator approval; and will not seek to require that shareholders approve any aspect of the management or operation of Crown's business.

56. I am willing and able to perform and adhere to those undertakings. I intend to continue to comply and cause CPH to continue to comply with those undertakings, in form and in spirit.
57. Other than some text messages and one telephone call with Todd Nisbet in June 2021 (all of which were to do with the apartment I am arranging to purchase in One Barangaroo in Sydney), I have not had any communication with any Crown Group directors or executives outside of public forums since April 2021. I understand that Todd Nisbet left the Crown Group effective 30 June 2021.
58. I do not intend to seek to exert influence over the future strategic direction of the Burswood Entities or Crown Resorts. My view is that the future strategic direction of the Burswood Entities and Crown Resorts Limited is a matter for the Boards of those entities, assisted by their senior management. Anything that CPH may do in the future which may be relevant to the strategic direction of those entities will be consistent with the undertakings that CPH and I have given to the ILGA and that have been proffered to the West Australian Gaming and Wagering Commission.

Shareholding

25. Is there any plan or proposal concerning CPH's shareholding in Crown Resorts Limited which is relevant to the PCRC's inquiry?

59. CPH and CPH Crown Holdings have no current plan or proposal in respect of their shareholding in Crown Resorts. I am unaware of any plan or proposal of any other party concerning that shareholding.

The contents of my statement are true and correct to the best of my knowledge and belief.

Date: October 2021

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James Douglas Packer

Annexure A

Roles held by James Packer within Crown Group, PBL and CPH from 2004

Company	Role	Period
Burswood Limited ACN 075 071 537	Director	03/09/2004 to 26/05/2016
	Chairman	03/09/2004 to late 2013 (after which it appears John Alexander informally acted as Chairman)
Publishing and Broadcasting Limited ACN 009 071 167	Director	28/04/1992 to November 2007
	Member, Investment Committee	2004 to 2007 (Chair 2006 to 2007)
	Member and Chair Remuneration Committee	2006-2007
	Executive Chairman	2004 to 2007
Consolidated Media Holdings Pty Limited ACN 009 071 167	Director	December 2007 to 19/11/2012
	Deputy Chairman	December 2007 to 19/11/2012
Consolidated Press Holdings Pty Limited ACN 008 394 509	Director	07/05/1992 to 27/06/2018
	Executive Chairman	December 2005 to 27/06/2018
	Joint CEO	June 1998 to April 2011
	CEO	May 2011 to December 2014
Crown Melbourne Limited ACN 006 973 262	Director	22/07/1999 to 26/05/2016
Crown Resorts International Holdings Limited (formerly Publishing and Broadcasting International Holdings Limited)	Director	20/07/98 to 21/03/2018
Crown Resorts Limited ACN 125 709 953	Director	06/07/2007 to 21/12/2015 and 03/08/2017 to 21/03/2018

Company	Role	Period
	Chair, Investment Committee	2008-December 2015
	Member, Remuneration Committee (Chair between 2008 and 2009)	2008-June 2011
	Chairman (Executive Chairman until September 2013)	06/07/2007 to 12/08/2015

Annexure B

Persons and positions reporting to James Packer in roles described in Annexure A

Role	Persons/positions reporting to Mr Packer in that role
Joint CEO of CPH (June 1998 to April 2011)	Graham Cubbin, CFO and subsequently COO of CPH (until 31 August 2005) Mike Johnston, Finance Director (from 26 July 2004) Guy Jalland, Executive (from 4 October 1998 to April 2004, then from 14 January 2008) Craig Carracher Director & CEO - Arctic Capital Ltd (1/07/2007 to November 2009) Glenn Wein, Head of Private Equity (from 11 July 2006)
CEO of CPH (May 2011 to December 2014)	Mike Johnston, Finance Director Guy Jalland, Executive Glenn Wein, Head of Private Equity (until 30 September 2011) Craig Carracher Director & CEO - Arctic Capital Ltd (until November 2009) Mark Arbib, Director Business Development and Corporate Affairs (from 2 July 2012) Sam McKay, Manager – consumer focused private equity (from 25/08/2014)
Executive Chairman of CPH (December 2005 to 27/06/2018)	Ashok Jacob, Joint CEO of CPH (until 30 April 2011) Mike Johnston, Finance Director Mike Karagiannis, Manager Private Group Companies (until 26 June 2006) Guy Jalland, Executive (until 2 January 2015); Consultant (from 1 March 2015); CEO of CPH (from 2/02/2017) Rob Rankin, CEO of CPH (25/02/2015 to 1/02/2017) Craig Carracher Director & CEO - Arctic Capital Ltd (1/07/2007 to November 2009) Tommy Davis, Executive – US Group (12/02/2016 to 31/01/2017) John Alexander, Executive (1/05/2014 to 31/01/2017) Sam McKay, Manager – consumer focused private equity (from 25/08/2014)