FY26 Results Investor Presentation

Sydney, 12 November 2026

Aristocrat Leisure Limited (**Aristocrat**) today provides the attached Aristocrat Full Year Results Investor Presentation.

Authorised for lodgement by: Emma Leske, Company Secretary

Further Information:

Investors:

James Coghill
General Manager, Investor Relations
Mobile: (61) 412 426 272
james.coghill@aristocrat.com

Media:

David Luff
AIX Advisory
Mobile: (61) 419 850 205
david@aixadvisory.com

Aristocrat Leisure Limited (ASX: ALL) is a global entertainment and gaming content creation company powered by technology. Our reporting segments span regulated land-based gaming (Aristocrat Gaming), Social Casino (Product Madness) and regulated online real money gaming (Aristocrat Interactive). Aristocrat offers a diverse range of products and services including electronic gaming machines, casino management systems, online real money games, including iLottery, and free-to-play mobile games, that serve customers and entertain millions of players worldwide every day. Our team of ~7,000 people across the globe is united by our company mission to bring joy to life through the power of play. For more information: www.aristocrat.com

Full Year 2026 Results

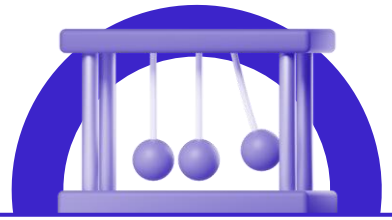
Investor Presentation



12 November 2026

Bringing joy to life through the power of play

Content leadership & market share gains providing momentum for FY27



Strong FY26 result, with momentum into FY27

Consistent, enterprise-wide execution of strategy, with an impressive Gaming result



Product leadership driving market share gains

Maximising the value of our world-class portfolio of brands across channels



Interactive momentum building

Successful Content & iLottery launches in 2H26; focused on delivering US$1 billion FY29 revenue target[1]



Continued capital returns & cost discipline

Investing for the future while returning capital; driving operating leverage through $100 million cost savings program in FY27



Confident in the outlook for FY27

NPATA growth supported by recurring revenues, portfolio diversification & enterprise approach

This page contains forward looking statements and statements of expectation. Please refer to the disclaimer on page 29

1. Revenue target includes Interactive's share of revenues from the NPI JV

FY26 result highlights in constant currency

High-quality FY26 delivered

Strong 13% EPSA growth through product leadership and strategic execution

Revenue +4%

Product portfolio driving strong growth and share gains; Recurring Revenue of 70%

EBITA +8%

Revenue growth and disciplined cost management

NPATA +10%

Solid operating performance, with continued investment for growth

Cash returned to shareholders ~$1.9bn

Through dividends and on-market share buy-backs

Outlook NPATA growth in FY27[1]

Industry-leading portfolio, with confidence in future performance



Year-on-year change to 30 September 2026. All figures in AUD unless otherwise stated

The normalised result and key performance metrics for the twelve months ended 30 September 2026 represent statutory results (before and after tax) from continuing operations, excluding the impact of certain significant items and the discontinued operations of Plarium

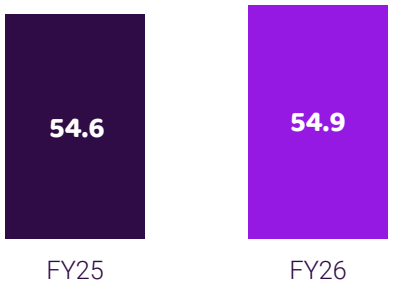
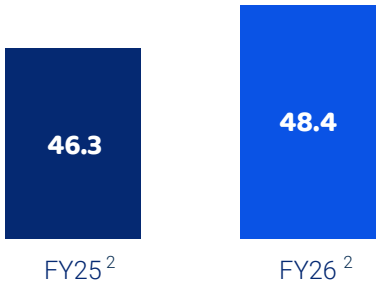
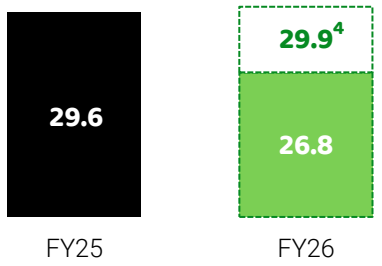
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Refer to page 23 for the reported statutory results

1. Aristocrat expects to deliver NPATA growth over the full year to 30 September 2027 on a constant currency basis

Segmental operational performance

Solid revenue growth and positive operating leverage contributed to EBITA margin expansion

	ARISTOCRAT GAMING	PRODUCT MADNESS	ARISTOCRAT INTERACTIVE
	Market share gains across Gaming Operations and Outright Sales	Continued market outperformance, with strong growth in DTC revenues	Strong iLottery and Content growth, strategic exit of White Label business
Revenue Growth[1]	**+9%**	**+2%[2]**	**+3%[3]**
Profit Margin %			
Market Share	NA Gaming Ops - 39%[5] ▲ NA Outright Sales ship share - 27%[5] ▲ ANZ ship share - 45%[6] ▲	Social Slots - 24%[7] ▲	US iLottery - 69%[8] ● US iSlots – 8%[9] ▲

1. Revenue growth % vs PCP in constant currency (Gaming) or reported US$ results (Product Madness and Interactive)
2. Product Madness reflects the Social Casino business only and excludes Social Casual (Big Fish)
3. Total Interactive revenue including share of NPI JV revenue
4. Represents the underlying Profit Margin excluding the impact of recent acquisitions (i.e. Awager & Gaming Analytics)
5. Share based on Aristocrat reported results and Eilers Gaming Supplier KPI Model 2Q26 across the total market
6. Based on NSW regulator data, QLD Max Gaming data and internal analysis
7. Sensor Tower data, public company reports and Aristocrat estimates
8. Eilers US iLottery Tracker 2Q26 Report
9. Eilers Online Game Performance data and Aristocrat estimates as at September 2026

Strategy execution yielding results; remain focused on compelling growth opportunities

Content Leadership
Invest & innovate to create the world's best portfolio of gaming content, while protecting our IP

Distribution & Growth
Distribute content across key channels & markets, leveraging operator partnerships through a unified data platform, with a focus on underpenetrated markets

Scale Efficiently
Achieve economies of scale & operating leverage by operating as one enterprise

Enabled by

Talent

AI

Sustainability

Compliance Culture

Financial Strength

Sustainable Superior Total Shareholder Returns

Performance Aspirations

- Market share growth across key segments
- US$1 billion Interactive revenue target by FY29[1]
- EBITA margin expansion
- Revenue growth greater than D&D expense growth

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1. Revenue target includes Interactive's share of revenues from the NPI JV

Aristocrat's strategic advantages

Growth and consistent execution underpinned by a set of powerful differentiators

Leading Content, Brands & IP

Unparalleled portfolio of game content, iconic brands, proven game mechanics and cabinets that drives player engagement and long-term value

Creative Studios & Talent

Extensive network of world class creative studios delivering leading gaming portfolios for key markets and channels

Multichannel Distribution

Leading and growing presence across a diversified network of customer, player and government channels

Deep Regulatory Experience & Trust

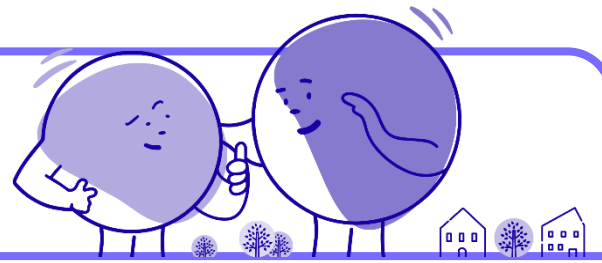
Demonstrated regulatory expertise and compliance capabilities across over 350 licensed jurisdictions

Long-standing Customer Partnerships

Proven commercialisation capabilities supported by a global distribution and sales network

Sustainability & Responsible Gameplay

A responsible and sustainable operating model, underpinned by our aspiration to lead in ESP



Successful FY26 product launches supporting market share gains & momentum into FY27



1. North America Gaming Operations market share for FY25/FY26. Share based on Aristocrat reported results and Eilers Gaming Supplier KPI Model 2Q26 across the total market
2. Interactive Content iSlots market share as at September 2025/2026. Eilers Online Game Performance data and Aristocrat estimates

Group Results & Financial Summary

Full Year 2026 Results



Group results summary

Revenue growth and disciplined cost management supporting strong NPATA growth (constant currency)

	Reported Currency		Reported Currency	Constant Currency
A$ million	**2026**	**2025**	**Variance %**	**Variance %**
Normalised results[1]				
Total segment revenue	**6,092.4**	6,297.0	(3.2)	3.8
Total segment profit	**3,138.0**	3,170.1	(1.0)	6.6
Unallocated expenses				
Group D&D expense	**(810.4)**	(799.6)	(1.4)	(8.7)
Corporate, foreign exchange and other	**(91.5)**	(136.2)	32.8	27.1
Total unallocated expenses	**(901.9)**	(935.8)	3.6	(3.5)
EBIT before amortisation of acq. intangibles (EBITA)	**2,236.1**	2,234.3	0.1	7.9
Amortisation of acquired intangibles	**(165.0)**	(166.8)	1.1	(6.9)
EBIT	**2,071.1**	2,067.5	0.2	8.0
Interest income	**40.0**	62.3	(35.8)	(31.8)
Interest expense	**(112.7)**	(163.7)	31.2	25.6
Profit before tax	**1,998.4**	1,966.1	1.6	9.5
Income tax	**(548.0)**	(544.9)	(0.6)	(8.4)
Net profit after tax (NPAT)	**1,450.4**	1,421.2	2.1	9.9
Amortisation of acquired intangibles after tax	**128.1**	129.5	(1.1)	6.9
Net profit after tax and before amortisation of acq. intangibles (NPATA)	**1,578.5**	1,550.7	1.8	9.7
Reported results from continuing operations				
NPATA	**1,492.5**	1,313.6	13.6	22.3
Key Metrics:				
EPSA (fully diluted)	**259.3c**	247.2c	4.9	13.0
Total dividend per share	**101.0c**	93.0c	8.6	8.6
EBITDA	**2,638.7**	2,628.9	0.4	5.9
Effective tax rate	**27.4%**	27.7%	(0.3) pts	(0.3) pts

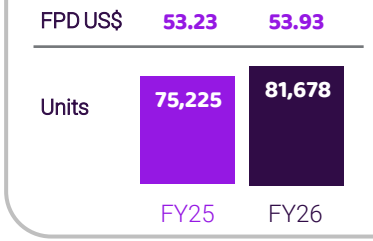
- High-quality performance driven by solid Revenue growth, margin expansion and market share gains across key segments
- D&D expense increased 9% to support the long-term growth strategy, with a focus on scaling Interactive and content delivery across the portfolio
- Decrease in Corporate costs due to litigation cost recovery of ~$45 million[2]. Excluding this, costs increased marginally due to inflation and redundancy payments, offset by savings from productivity initiatives
- Lower Interest expense following the repayment of Term Loan B in March 2025 and the Group's refinancing; Interest income declined mainly due to the on-market share buy-back activity which lowered cash balances
- The Directors have authorised a final unfranked dividend of 51.0 cents per share for the half-year ended 30 September 2026

1. Normalised results represent statutory results (before and after tax) from continuing operations, excluding the impact of certain significant items and the discontinued operations of Plarium
2. The total Light & Wonder Settlement of $184 million included $45 million which was recognised in the normalised results representing the portion related to the recovery of legal expenses incurred to date; the remaining $139 million was recognised as a significant item

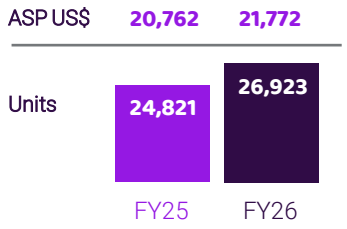
Impressive growth driven by Gaming Operations installed base expansion and strong Outright Sales

Summary Profit or Loss		2026	2025	Change %
Aristocrat Gaming				
Revenue	A$m	**4,020.7**	3,960.0 ▲	1.5
Profit	A$m	**2,208.2**	2,161.1 ▲	2.2
Profit Margin	%	**54.9**	54.6 ▲	0.3 pts
North America				
Revenue	US$m	**2,201.1**	2,017.7 ▲	9.1
Profit	US$m	**1,267.1**	1,165.6 ▲	8.7
Profit Margin	%	**57.6**	57.8 ▼	(0.2) pts
Rest of World				
Revenue	A$m	**844.2**	813.7 ▲	3.7
Profit	A$m	**379.0**	343.5 ▲	10.3
Profit Margin	%	**44.9**	42.2 ▲	2.7 pts

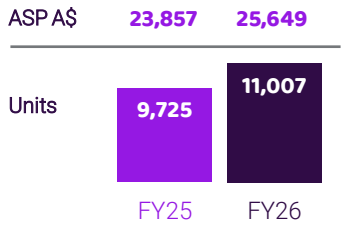
North America Gaming Operations



North America Outright Sales



ANZ Outright Sales



Gaming Operations (North America):

- Installed base of almost 82,000 units after an impressive ~6,500 net additions in the year, growing market share by 2.7 pts to 39%[1]
- Growth in market-leading FPD of US$53.93, with 2H26 up 3% sequentially
- Positive momentum driven by the launch of *MONOPOLY Big Board Bucks*™, *Lightning 10 Year Storm*™, and *Spooky Link Grand*™, along with continued demand for other top performing titles

Outright Sales:

- North America Outright Sales units increased 8%, with strong ASP further supporting growth, driven by sustained demand for *The Baron*™ *Portrait* cabinet, along with the successful launch of the *Reign*™ *Single* cabinet in 2H26, and exceptional game performance
- Clear Revenue leadership maintained in North America, with ship share growing by 2.1 pts to 27%[1]
- Adjacencies unit sales increased 5%, led by strong growth in the Georgia COAM and Illinois VGT markets
- Ship share in ANZ increased 2.2 pts to 45%[2] for FY26, with ~11,000 units sold, driven by the continued scaling of *The Baron*™ *Upright* cabinet, and the highly anticipated release of *Phoenix Link*™ on *The Baron*™ *Portrait* cabinet

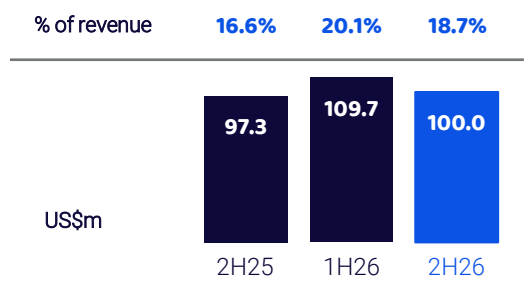
1. Share based on Aristocrat reported results and Eilers Gaming Supplier KPI Model 2Q26 across the total market
2. Based on NSW regulator data, QLD Max Gaming data and internal analysis

Product Madness

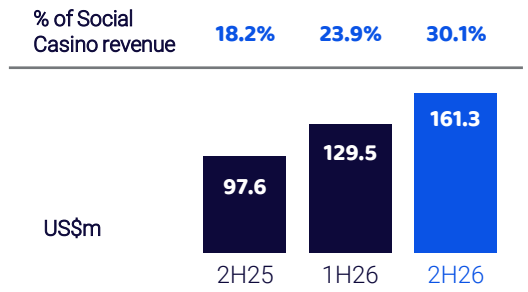
Social Casino continues to outperform the market; #1 in Social Slots with 24%[1] market share

Summary Profit or Loss		2026	2025		Change %
Product Madness – Social Casino					
Revenue	US$m	**1,076.8**	1,053.6	▲	2.2
Profit	US$m	**521.4**	487.4	▲	7.0
Profit Margin	%	**48.4**	46.3	▲	2.1 pts
Product Madness – Social Casual					
Revenue	US$m	**4.5**	100.7	▼	(95.5)

UA Spend



DTC Revenues[2]



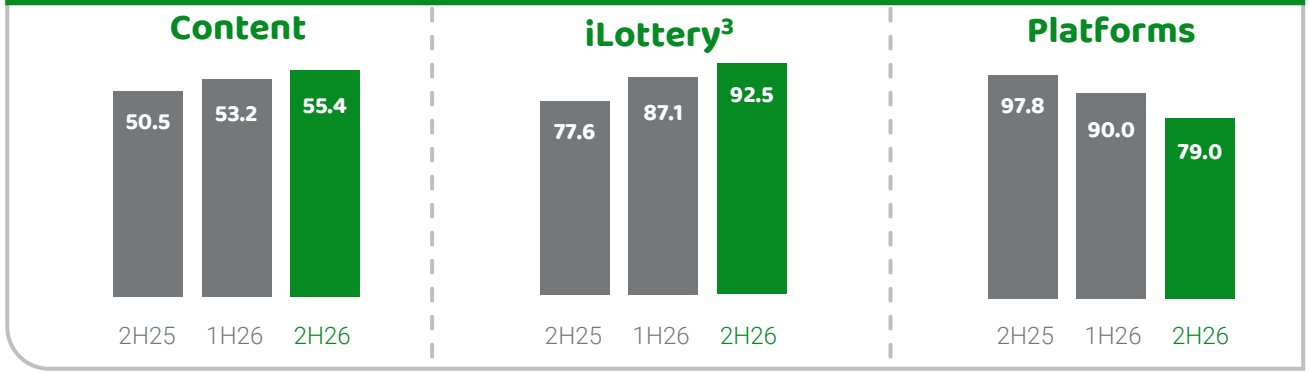
- Social Casino delivered above-market growth, with Revenue up 2% compared to an 11% decline in the Social Slots market[1], growing market share by 2.9 pts to 24%[1]
- Profit Margin increased 210 bps to 48%, supported by Revenue growth and DTC penetration increasing from 16% to 27% of Revenue, partially offset by higher UA spend
- Continued strength in *Lightning Link*™ and *Cashman Casino*™, complemented by strong growth in *Mighty Fu Casino*™, together representing ~63% of total Social Casino bookings
- UA spend increased from 17% to 19% of Revenue, reflecting targeted investment to support bookings growth and market share gains

1. Sensor Tower data, public company reports and Aristocrat estimates
2. Direct to Consumer; In App revenues generated outside the core digital ecosystem (e.g. Apple, Google, Meta, Amazon). The consumer must leave the core platform and make their In-App Purchase "off-platform" using a third-party website and payment option

Growth led by Content and iLottery, with market share gains from new content launches

Summary Profit or Loss		2026	2025	Change %
Aristocrat Interactive				
Reported Revenue[1]	US$m	**352.8**	344.3 ▲	2.5
iLottery share of NPI JV Revenue	US$m	**104.4**	97.9 ▲	6.6
Total Revenue (incl. share of NPI JV Revenue)	US$m	**457.2**	442.2 ▲	3.4
Profit[2]	US$m	**122.6**	130.7 ▼	(6.2)
Profit Margin as a % of Total Revenue	%	**26.8**	29.6 ▼	(2.8) pts

Revenue (US$m)



- Strong Revenue growth in iLottery and Content, partially offset by the White Label exit. Excluding White Label, Total Revenue increased 10%
- Excluding the impact of acquisition-related investments, margins increased 30 bps

Content:

- Content Revenue growth of 17% driven by market access expansion and new content launches with major operators, with Aristocrat Content almost doubling compared to PCP
- FY27 momentum, following the successful July 2026 launch of *Lightning Link*™ *High Stakes*™ in North America, followed by *Lightning Link*™ *Tiki Fire*™, and the continued success of other Aristocrat land-based titles
- Interactive Content iSlots market share increased ~3.9 pts YoY to 8%[4]

iLottery:

- Total iLottery Revenue increased 17% reflecting strong momentum in North America, including the successful launch of full-service Michigan and Massachusetts lotteries in July, alongside continued growth in North Carolina and Virginia
- Remains the market leader in the US, with 69% share of gross wager[5]

Platforms:

- Revenue decline reflects the strategic decision to exit the White Label business and a softer performance from CXS due to timing of contracts
- Platforms includes the recently acquired Gaming Analytics and Awager businesses

1. Reported Revenue excludes share of the NPI JV revenues
2. Profit includes share of profit from the NPI JV
3. iLottery revenue includes share of NPI JV revenue
4. Eilers Online Game Performance data and Aristocrat estimates as at September 2026
5. Eilers US iLottery Tracker 2Q26 Report

Cash flow

Strong cash generation; Operating cash flow of $1.9 billion

A$ million	2026	2025	Change %
EBITDA from continuing operations	**2,638.7**	2,628.9	0.4
Change in net working capital	**(265.1)**	(136.3)	(94.5)
Interest and tax	**(612.9)**	(625.6)	2.0
Other cash and non-cash movements	**128.4**	66.7	92.5
Operating cash flow	**1,889.1**	1,933.7	(2.3)
Net capital expenditure	**(436.8)**	(423.5)	(3.1)
Acquisitions and divestments	**(112.5)**	864.8	n/a
Investing cash flow	**(549.3)**	441.3	n/a
Dividends and cash returned to shareholders	**(1,930.1)**	(1,391.9)	(38.7)
Payments for shares acquired by the employee share trust	**(80.6)**	(123.5)	34.7
Repayments of borrowings	**(1,860.4)**	(512.7)	n/a
Proceeds from borrowings (net of transaction costs)	**1,728.8**	-	n/a
Other financing activities	**(43.8)**	(44.8)	2.2
Financing cash flow	**(2,186.1)**	(2,072.9)	(5.5)
Net (decrease) / increase in cash	**(846.3)**	302.1	n/a

- Change in net working capital reflects higher receivables from revenue growth in Gaming, increase in inventory to support the strong sales volume and lower accounts payable due to timing
- Net capital expenditure reflects investment to support continued growth in the North America Gaming Operations installed base, net of the proceeds on the sale of the Big Fish game assets
- Acquisitions and divestments reflect the acquisitions (net of cash acquired) of Awager and Gaming Analytics
- $1.9 billion returned to shareholders in FY26 through $603 million of dividends and $1.3 billion of shares acquired via the on-market share buy-back program

Note: Refer to the Operating and Financial Review for definitions and explanations of line items

Capital allocation framework

Investment drives growth to support free cash flow and shareholder returns

Invest to drive organic growth

Design & Development

Gaming Operations Capex

User Acquisition

Free cash flow

Capital returns to shareholders

On-market Share buy-backs

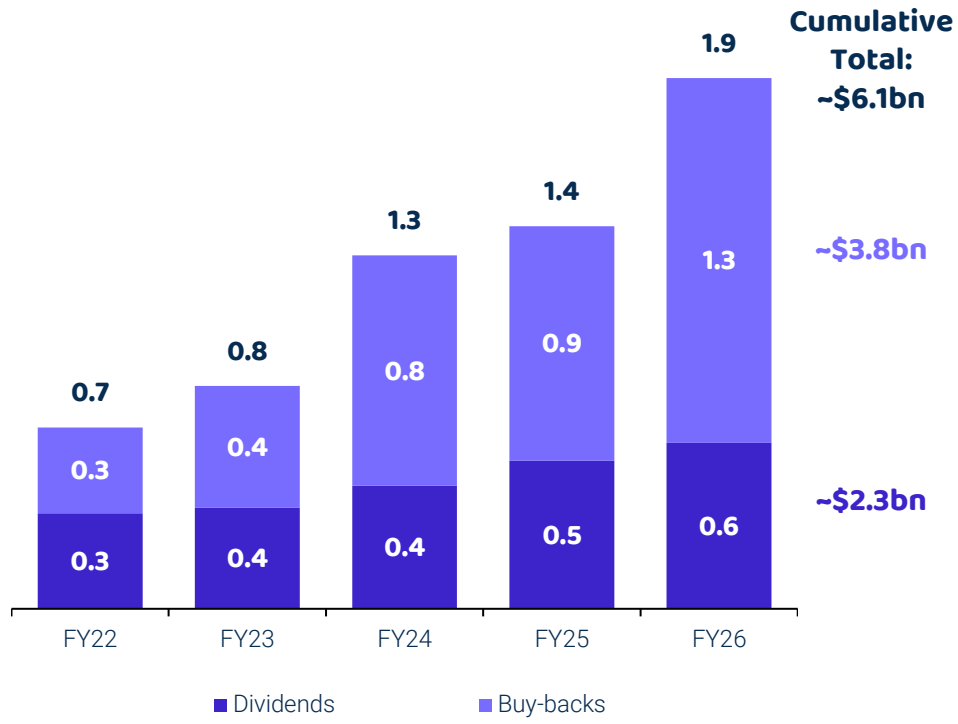
Dividends

Inorganic growth

Strategic M&A

Supported by a strong balance sheet to provide strategic optionality

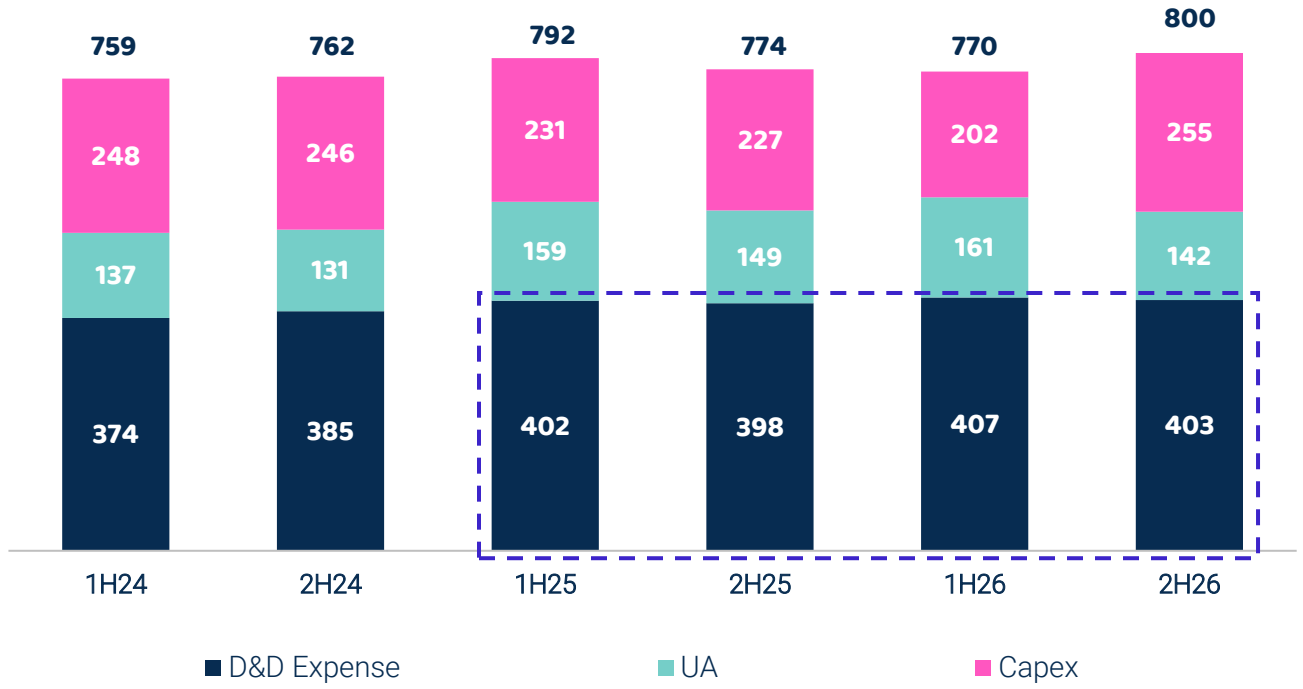
Strong free cash flow generation has supported investment while returning ~$6.1bn to shareholders since FY22



Organic growth investment priorities

Disciplined investment in industry-leading D&D, UA & Capex to drive sustainable growth across the portfolio

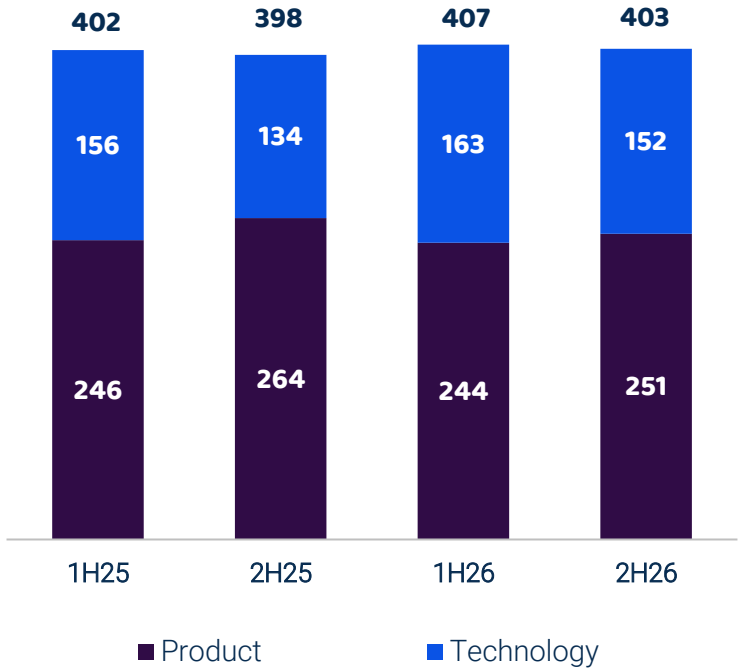
Investment Spend[1] (A$m)



Total spend as a % of revenue[1]

1H24	2H24	1H25	2H25	1H26	2H26
27%	26% ▼	26% ●	24% ▼	25% ▲	26% ▲

D&D Expense (A$m)



D&D Expense growth in constant currency[2]

1H25	2H25	1H26	2H26
+4%	+1%	+7%	+10%

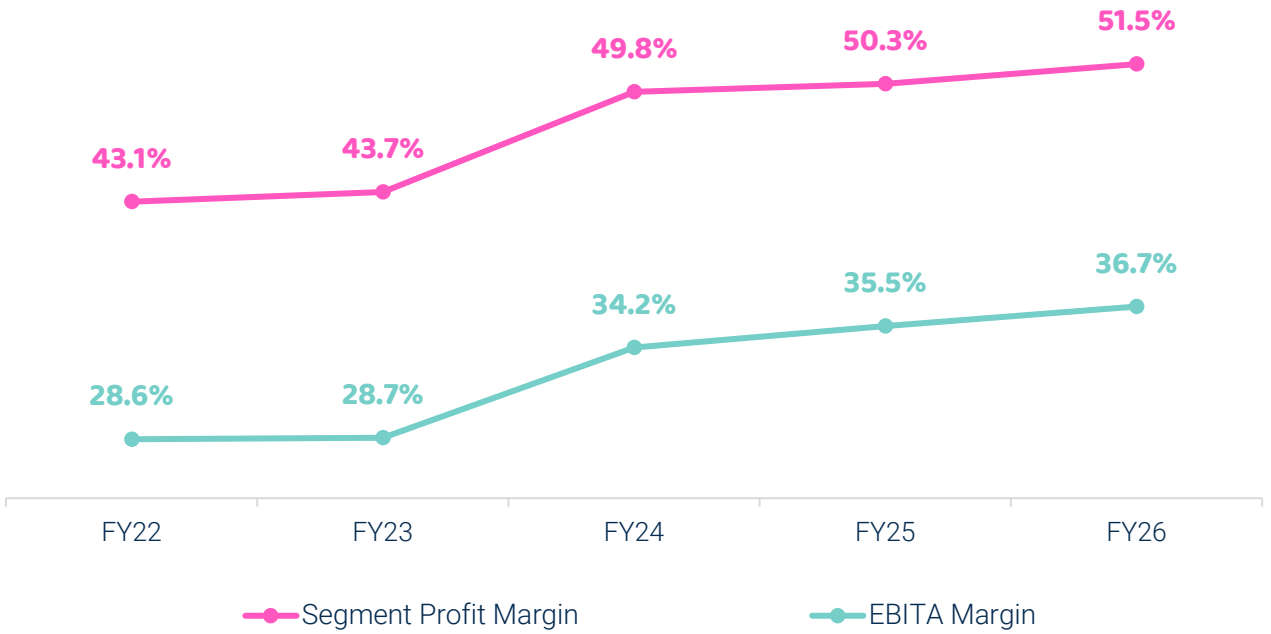
Note: UA Spend has been converted to A$m based on reporting currency

1. 1H24 and 2H24 restated to exclude Plarium from Revenue, D&D and UA
2. Growth compared to the PCP in constant currency

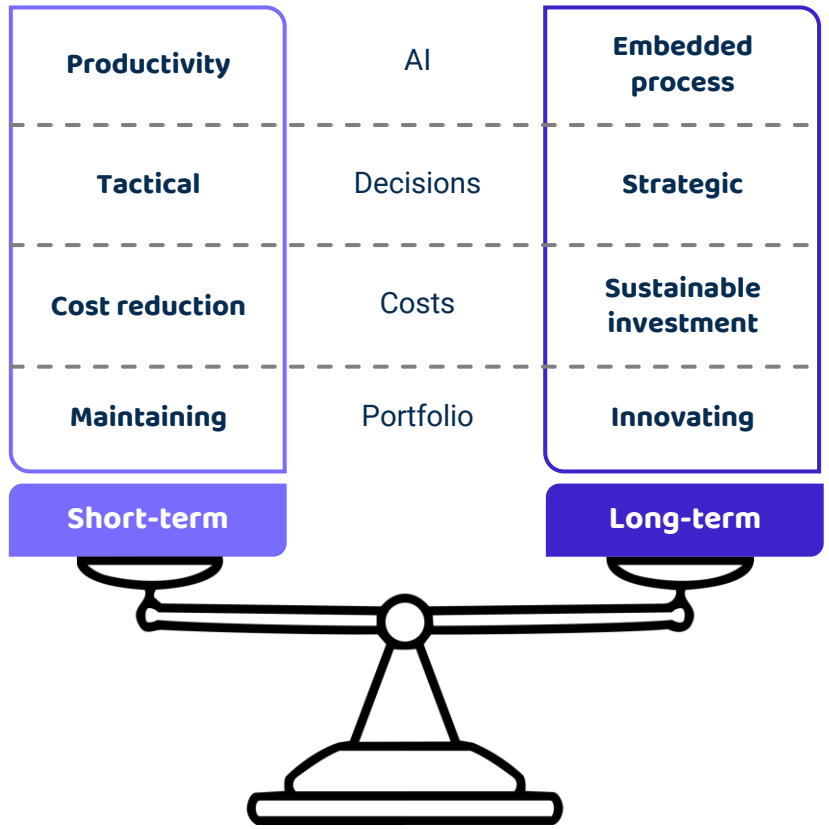
Operating leverage

Margin expansion and delivery of ongoing operating leverage remains a focus as we continue to scale

Group Profit Margins[1]



Balancing priorities to achieve Operating Leverage



Aristocrat Gaming +1.7 pts

53.2%	54.9%
FY22	FY26

Product Madness +15.2 pts

33.0%	48.2%
FY22[2]	FY26

Aristocrat Interactive +0.8 pts

26.0%	26.8%
FY22[3]	FY26

1. FY22 and FY23 as previously reported (including Plarium), FY24 restated to exclude Plarium (~3% Group Segment Profit Margin accretion from divesting Plarium in FY24)
2. FY22 Product Madness Segment Profit Margin as previously reported as Pixel United (including Plarium)
3. Based on the previous CXS and iGaming business (Anaxi), prior to the NeoGames acquisition

Outlook

Aristocrat expects to deliver NPATA growth over the full year to 30 September 2027 on a constant currency basis, reflecting:

ARISTOCRAT GAMING

Momentum into FY27, with continued revenue and market share growth from Aristocrat Gaming



PRODUCT MADNESS

Continued market share growth from Product Madness, with an increasing contribution from DTC



ARISTOCRAT INTERACTIVE

Accelerating performance at Aristocrat Interactive toward our FY29 US$1 billion revenue target[1] through further scaling of Content and iLottery



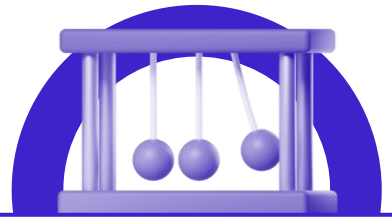
1. Revenue target includes Interactive's share of revenues from the NPI JV

Concluding Remarks

Full Year 2026 Results



Content leadership & market share gains providing momentum for FY27



Strong FY26 result, with momentum into FY27

Consistent, enterprise-wide execution of strategy, with an impressive Gaming result



Product leadership driving market share gains

Maximising the value of our world-class portfolio of brands across channels



Interactive momentum building

Successful Content & iLottery launches in 2H26; focused on delivering US$1 billion FY29 revenue target[1]



Continued capital returns & cost discipline

Investing for the future while returning capital; driving operating leverage through $100 million cost savings program in FY27



Confident in the outlook for FY27

NPATA growth supported by recurring revenues, portfolio diversification & enterprise approach

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1. Revenue target includes Interactive's share of revenues from the NPI JV

Q&A

Full Year 2026 Results



Appendices

Full Year 2026 Results



Group results summary

Group Performance[1]

	Reported Currency		Reported Currency	Constant Currency[2]
A$ million	**2026**	**2025**	**Variance %**	**Variance %**
Segment revenue				
Gaming	**4,020.7**	3,960.0	1.5	8.7
Product Madness	**1,562.1**	1,800.3	(13.2)	(6.3)
Interactive	**509.6**	536.7	(5.0)	0.8
Total segment revenue	**6,092.4**	6,297.0	(3.2)	3.8
Segment profit				
Gaming	**2,208.2**	2,161.1	2.2	9.8
Product Madness	**752.2**	804.4	(6.5)	1.1
Interactive	**177.6**	204.6	(13.2)	(5.8)
Total segment profit	**3,138.0**	3,170.1	(1.0)	6.6
Unallocated expenses				
Group D&D expense	**(810.4)**	(799.6)	(1.4)	(8.7)
Corporate, foreign exchange and other	**(91.5)**	(136.2)	32.8	27.1
Total unallocated expenses	**(901.9)**	(935.8)	3.6	(3.5)
EBIT before amortisation of acq. intangibles (EBITA)	**2,236.1**	2,234.3	0.1	7.9
Amortisation of acquired intangibles	**(165.0)**	(166.8)	1.1	(6.9)
EBIT	**2,071.1**	2,067.5	0.2	8.0
Interest income	**40.0**	62.3	(35.8)	(31.8)
Interest expense	**(112.7)**	(163.7)	31.2	25.6
Profit before tax	**1,998.4**	1,966.1	1.6	9.5
Income tax	**(548.0)**	(544.9)	(0.6)	(8.4)
Net profit after tax (NPAT)	**1,450.4**	1,421.2	2.1	9.9
Amortisation of acquired intangibles after tax	**128.1**	129.5	(1.1)	6.9
Net profit after tax and before amortisation of acq. intangibles (NPATA)	**1,578.5**	1,550.7	1.8	9.7

Foreign exchange rates

A$	30 Sep 2026	31 Mar 2026	30 Sep 2025	2026 Average[3]	2025 Average[3]
USD	0.6949	0.6890	0.6616	0.6933	0.6414

Reconciliation of statutory profit to Normalised NPATA

A$ million	2026	2025
Profit after tax from continuing operations	**1,364.4**	1,184.1
Profit after tax from discontinued operations	**7.0**	456.2
Statutory profit as reported in the financial statements	**1,371.4**	1,640.3
Add Amortisation of acquired intangibles (tax effected)	**128.1**	129.5
Reported profit after tax before amortisation of acquired intangibles (reported NPATA)	**1,499.5**	1,769.8
Add/(less) loss/gain from significant items after tax	**79.0**	(153.5)
(Less) net profit from discontinued operations after tax	**-**	(65.6)
Normalised profit after tax before amortisation of acquired intangibles (normalised NPATA)	**1,578.5**	1,550.7

Significant Items

	2026		2025	
A$ million	**Before tax**	**After tax**	**Before tax**	**After tax**
Litigation settlement proceeds - Light & Wonder[4]	**138.7**	**100.3**	-	-
Net gain on sale of Big Fish game assets and Plarium	**68.9**	**52.9**	390.6	390.6
Transaction, integration and other related costs from acquisitions	**(62.9)**	**(51.5)**	(37.9)	(47.8)
Costs associated with the exit of the White Label business	**(29.8)**	**(28.6)**	-	-
Impairment of assets and costs associated with the Big Fish strategic review	**-**	**-**	(109.4)	(100.6)
Changes in deferred tax asset relating to historical Group structure changes	**-**	**(152.1)**	-	(88.7)
Net gain/(loss) from significant items	**114.9**	**(79.0)**	243.3	153.5

1. Group Performance: Normalised results represent statutory results (before and after tax) from continuing operations, excluding the impact of certain significant items detailed above and the discontinued operations of Plarium
2. Results for the twelve months to 30 September 2026 are adjusted for translational exchange rates using rates applied in 2025
3. Average of monthly exchange rates only. No weighting applied
4. The total Light & Wonder Settlement of $184 million included $45 million which was recognised in the normalised results representing the portion related to the recovery of legal expenses incurred to date, the remaining $139 million was recognised as a significant item

Group results summary

Normalised Results

A$ million	2026	2025	Change %
Normalised results			
Revenue	**6,092.4**	6,297.0	(3.2)
EBITDA	**2,638.7**	2,628.9	0.4
EBITDA margin	**43.3%**	41.7%	1.6 pts
EBITA	**2,236.1**	2,234.3	0.1
EBITA margin	**36.7%**	35.5%	1.2 pts
NPAT	**1,450.4**	1,421.2	2.1
NPATA	**1,578.5**	1,550.7	1.8
Earnings per share (fully diluted)	**238.3c**	226.5c	5.2
EPSA (fully diluted)	**259.3c**	247.2c	4.9
Total dividend per share	**101.0c**	93.0c	8.6
Reported results from continuing operations			
Revenue	**6,092.4**	6,297.0	(3.2)
Profit after tax	**1,364.4**	1,184.1	15.2
NPATA	**1,492.5**	1,313.6	13.6
Balance sheet and cash flow			
Net working capital / revenue from continuing operations	**8.6%**	5.8%	2.8 pts
Operating cash flow	**1,889.1**	1,933.7	(2.3)
Net debt	**1,134.9**	423.3	n/a
Net debt to Consolidated EBITDA[1]	**0.4x**	0.2x	(0.2x)

EBITDA Reconciliation

A$ million	2026	2025
Statutory profit before tax excluding discontinued operations	**2,103.9**	1,818.8
Add back interest	**72.7**	101.4
Add back / (Less) net loss / (gain) from significant items before tax excluding discontinued operations	**(105.5)**	147.3
Profit before interest and tax (EBIT)	**2,071.1**	2,067.5
Add back depreciation and amortisation	**567.6**	561.4
EBITDA	**2,638.7**	2,628.9

Capital Management & Balance Sheet

	2026	2025
D&D Investment	$810m	$800m
UA Investment *as % of Product Madness revenue*	US$210m *19.4%*	US$197m *17.1%*
Total Capex[2]	$457m	$458m
	30 Sep 2026	**30 Sep 2025**
Total Debt	$1,509m	$1,705m
Net Debt	$1,135m	$423m
Net Debt to EBITDA	0.4x	0.2x
Liquidity	$1.5bn	$2.0bn
Cash returned to shareholders	$1,930m	$1,392m

1. Consolidated EBITDA for the Group as defined in Aristocrat's Syndicated Facility Agreement (also referred to as Bank EBITDA)
2. Capex largely driven by investment to support continued growth in the North America Gaming Operations installed base

Aristocrat Gaming

Summary of Performance		Aristocrat Gaming (A$m) 2026	Aristocrat Gaming (A$m) 2025	North America (US$m) 2026	North America (US$m) 2025	Rest of World (A$m) 2026	Rest of World (A$m) 2025
Revenue		**4,020.7**	3,960.0	**2,201.1**	2,017.7	**844.2**	813.7
EBITDA		**2,527.0**	2,476.7	**1,477.1**	1,358.2	**394.7**	358.7
Depreciation and Amortisation		**(318.8)**	(315.6)	**(210.0)**	(192.6)	**(15.7)**	(15.2)
Profit		**2,208.2**	2,161.1	**1,267.1**	1,165.6	**379.0**	343.5
Profit Margin	%	**54.9**	54.6	**57.6**	57.8	**44.9**	42.2
Amortisation of acquired intangibles		**(52.0)**	(52.1)	**(36.0)**	(33.4)	**-**	-
Profit after amortisation of acquired intangibles		**2,156.2**	2,109.0	**1,231.1**	1,132.2	**379.0**	343.5
Gaming Operations							
Revenue		**2,206.2**	2,215.5	**1,528.8**	1,421.1		
Class III Premium	Units	**51,590**	45,333	**51,590**	45,333		
Class II	Units	**30,088**	29,892	**30,088**	29,892		
Total units	Units	**81,678**	75,225	**81,678**	75,225		
Total average fee per day	US$/unit	**53.93**	53.23	**53.93**	53.23		
Outright Sales & Other							
Revenue		**1,814.5**	1,744.5	**672.3**	596.6	**844.2**	813.7
Revenue – ANZ only						**449.7**	408.2
Units	Units	**44,661**	41,488	**26,923**	24,821	**17,738**	16,667
North America excluding Adjacencies	Units			**20,161**	18,373		
North America Adjacencies	Units			**6,762**	6,448		
RoW excluding ANZ	Units					**6,731**	6,942
ANZ	Units					**11,007**	9,725
ASP	$/unit						
North America	US$/unit			**21,772**	20,762		
RoW excluding ANZ	US$/unit					**23,824**	22,054
ANZ	A$/unit					**25,649**	23,857

Product Madness

Summary of Performance – Product Madness (Total)		Product Madness (US$m) 2026	2025
Bookings		**1,075.3**	1,153.9
Revenue		**1,081.4**	1,154.3
EBITDA		**523.4**	522.7
Depreciation and Amortisation		**(2.5)**	(6.5)
Profit		**520.9**	516.2
Profit Margin	%	**48.2**	44.7
Amortisation of acquired intangibles		**(8.0)**	(8.7)
Profit after amortisation of acquired intangibles		**512.9**	507.5
Other Operational Metrics			
UA spend		**(209.7)**	(197.3)
% of Revenue		**19.4**	17.1
Direct to Consumer Revenues[1]			
Revenue		**290.8**	166.2
% of Social Casino Revenue		**27.0**	15.8

Summary of Performance – Product Madness (Social Casino only)			
Revenue		**1,076.8**	1,053.6
Profit		**521.4**	487.4
Profit Margin	%	**48.4**	46.3

Bookings		Product Madness (US$m) 2026	2025
Bookings by Genre			
Social Casino		**1,071.3**	1,054.0
Social Casual		**4.0**	99.9
Total		**1,075.3**	1,153.9
Bookings by Game – Social Casino			
Lightning Link™		**355.4**	343.2
Cashman Casino™		**268.4**	248.8
Heart of Vegas™		**178.5**	178.7
Big Fish Casino™		**134.7**	159.3
Jackpot Magic Slots™		**81.0**	92.1
Mighty Fu Casino™		**49.5**	30.3
Other Games		**3.8**	1.6
Bookings by Game – Social Casual			
Social Casual Games		**4.0**	99.9
Total		**1,075.3**	1,153.9
Active Users			
DAU by genre (period end):	Millions	**1.2**	1.9
Social Casino		**1.2**	1.3
Social Casual		**-**	0.6
ABPDAU (incl. Social Casual)	US$	**2.36**	1.53

The financial information presented reflects the continuing business and excludes discontinued operations following the divestment of Plarium.

1. In-app revenues generated outside the core digital ecosystem (e.g. Apple, Google, Meta, Amazon). The consumer must leave the core platform and make their In-app purchase "off-platform" using a third-party website and payment option

Aristocrat Interactive

Summary of Performance		Interactive (US$m) 2026	2025
Reported Revenue[1]		**352.8**	344.3
Total Revenue (incl. share of NPI JV revenue)		**457.2**	442.2
EBITDA		**128.1**	134.0
Depreciation and Amortisation		**(5.5)**	(3.3)
Profit[2]		**122.6**	130.7
Profit Margin as a % of Total Revenue	%	**26.8**	29.6
Amortisation of acquired intangibles		**(70.2)**	(64.7)
Profit after amortisation of acquired intangibles		**52.4**	66.0

Summary of Performance	Interactive (US$m) 2026	2025
Revenue		
Content	**108.6**	92.9
iLottery	**75.2**	55.9
Platforms	**169.0**	195.5
Total Revenue (excl. share of NPI JV revenue)	**352.8**	344.3
iLottery share of NPI JV revenue	**104.4**	97.9
Total Revenue (incl. share of NPI JV revenue)	**457.2**	442.2
Profit		
Profit (excl. share of NPI JV profit)	**63.6**	70.7
Share of NPI JV profit	**59.0**	60.0
Total Profit	**122.6**	130.7

1. Reported Revenue excludes share of the NPI JV revenues
2. Profit includes share of profit from the NPI JV

Glossary of terms

Gaming

Adjacencies	Established, regulated markets outside traditional markets where Aristocrat competes to take share by bringing innovation in games and technology
ANZ	Australia and New Zealand
ASP	Average Selling Price (Outright Sales)
CDS	Central Determination System. A collection of secured computers located at a casino that randomises the electronic scratch ticket outcomes (wins/losses) of a game and delivers them in a predetermined order to the player terminals on the casino floor
COAM	Coin Operated Amusement Machine
Class II	Games of chance based off bingo
Class III	Games of chance based off poker, using random number generator software programs to determine results
EGM	Electronic Gaming Machine
FPD	Fee Per Day. The amount Aristocrat receives per day for Gaming Operations EGMs. Often expressed as an average fee per day
Gaming Operations	Continued operation and maintenance of leased land-based gaming machines
GGR	Gross Gaming Revenues. The difference between gaming wins and losses before the deduction of casino operating costs and expenses
HHR	Historical Horse Racing
MSP / SSP	Multi site progressive / Single site progressive
North America	US and Canada
NYL	New York Lottery
Outright Sales	The outright sale of an EGM
Rest of World	Markets outside North America (includes ANZ, EMEA, Asia Pacific & LATAM)
Stepper	A slot machine with a mechanical reel
Video	A slot machine with a video reel
VGT / VLT	Video Gaming Terminals / Video Lottery Terminals
Washington CDS	Washington (State) Central Determination System

Mobile Gaming

ABPDAU	Average bookings per Daily Active User. Total bookings in each period, divided by the number of days in that period, divided by the DAU during the period
Bookings	Amount paid by customers
DAU	Daily Active Users or number of individuals who played during a particular day. 'Active' means a player had at least one game session during the day
Direct to Consumer (DTC)	In-app revenues generated outside the core digital ecosystem (e.g. Apple, Google, Meta, Amazon). The consumer must leave the core platform and make their in-app purchase "off-platform" using a third-party website and payment option
Features	Added elements of the game to attract, engage and retain users
IDFA	Identifier for Advertisers on iOS (Apple). Used to measure marketing campaigns, value ads, find new app users, and segment users, or aggregate access to ads (Google equivalent is GAID, Google Ad Identifier)
Live Ops	Live game operations. A layer of gameplay which sits on top of the base core game and is time limited. They usually do not impact the outcomes of the core game. These can be one-time contests, tournaments, bonuses or social club events
LTV	Lifetime Value. The value of a player over the lifetime of the game
Mobile	Mobile Device
Product Madness	Aristocrat's Social Casino business
Social Casino	Social digital casino style games that give players free access to content through downloads. Monetisation typically generated from in-app purchases and/or advertising revenues
Social Casual	Social digital entertainment style games that give players initial free access to content through downloads. Monetisation typically generated from in-app purchases and/or advertising revenues
UA	User Acquisition (Digital Marketing Investments)

Glossary of terms

Online Real Money Gaming

B2B	Business-to-Business. That is, business activities carried out between two or more companies without consumer contact
B2C	Business-to-Consumer. That is, businesses carried out with the direct consumer
CXS	Customer Experience Solutions. A business-to-business software platform providing casino operators with a customer experience management solution for players
iGaming	Online gaming; a component of the online RMG business. Ability for a customer to play their favourite slots/poker or bingo game online, for real money
iLottery	Online lottery, part of online RMG, where individuals can buy state or other lottery tickets online
LIVE Casino	Ability to play online casino games, in real time and with real live dealers, to imitate experience of actual casino attendance
NPI JV	NeoPollard Interactive Joint Venture
OSB	Online Sports Betting. Individual wagers on the outcome of racing games and sports events (including digital games and horse racing)
PAM	Player Account Management system. iGaming technology platform managing all aspects of player interaction, including tracking, monitoring, communication and compliance
RMG	Real Money Gaming. Refers to gaming online, including OSB, iGaming (table games, poker/slots, bingo), LIVE casino. Excludes casino-based gaming and Social Free to play casino games
White Label	A non-branded system available for B2B customers to provide services to their customers (end-consumers)

Financial & Other

Amortisation of acquired intangibles	Amortisation of acquired intangibles arises from acquisitions of controlled entities and joint ventures
Capex	Capital expenditure
D&A	Depreciation and amortisation
D&D	Design & Development investment
Discontinued operations	Discontinued operations refers to the results of Plarium and the gain on sale net of transaction costs
EBITA	Earnings Before Interest, Tax, Amortisation of Acquired Intangibles and Significant Items
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortisation and Significant Items
EPS	Earnings Per Share
EPSA	Earnings Per Share before Amortisation of Acquired Intangibles
ESG	Environmental, Social, and Governance
ESP	Empowering Safer Play. Aristocrat's core Responsible Gameplay program encouraging players to make good gaming decisions
Normalised ETR	Effective Tax Rate before significant items
FX	Foreign Exchange
JV	Joint Venture
M&A	Mergers and Acquisitions
NPAT	Net Profit After Tax
NPATA	Net Profit After Tax before amortisation of acquired intangibles (excludes significant items)
PCP	Prior corresponding period
Recurring Revenue	Predictable, stable components of a company's revenue. For Aristocrat, includes for example, Gaming Operations, Social Free-to-Play revenues, and online RMG
RG	Responsible Gameplay
SG&A	Selling, General and Administrative expenses
TAM	Total Addressable Market

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For further information, contact:

Investors

James Coghill
General Manager, Investor Relations
+61 412 426 272
james.coghill@aristocrat.com

Media

David Luff
AIX advisory
+61 419 850 205
david@aixadvisory.com


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