

Aristocrat 2026 Investor Briefing

Sydney, 1 July 2026

Aristocrat Leisure Limited (ASX: ALL) today provides the attached presentation to accompany our 2026 Investor Briefing.

The briefing will be webcast, commencing at 9.00am (AEST). Details can be found on www.ir.aristocrat.com.

Authorised for lodgement by: Emma Leske, Company Secretary

Further Information:

Investors:

James Coghill
General Manager, Investor Relations
Mobile: (61) 439 957 674
james.coghill@aristocrat.com

Media:

Elise Gare
SVP, Global Communications & Brand
Mobile: (61) 438 308 643
elise.gare@aristocrat.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 ~7,300 people across the globe is united by our company mission to bring joy to life through the power of play. For more: www.aristocrat.com



2026 Investor Briefing

1 July 2026

Bringing joy to life through the power of play





This document and any oral presentation accompanying it has been prepared in good faith, however, no express or implied representation or warranty is given as to the accuracy or completeness of the information in this document, in any accompanying presentation or in any other written or oral communication transmitted or made available to any investor or potential investor (collectively, the "Other Materials"). Nothing in this document, in any accompanying presentation or in any Other Materials is, or shall be relied upon as, a promise or representation. All statutory representations and warranties are excluded, and any liability in negligence is excluded, in both cases to the fullest extent permitted by law. No responsibility is assumed for any reliance on this document or the accompanying presentation or any Other Materials.

Without limiting the above, this document, any accompanying presentation and any Other Materials may contain forecasts, forward looking statements or statements as to future affairs which are based on estimates, assumptions and expectations of Aristocrat Leisure Limited or its subsidiaries (collectively, the "Company") (some or all of which may not be satisfied or may not occur) that, while used in good faith, necessarily involve (i) subjective judgments; (ii) inherent uncertainties; and (iii) significant contingencies, many of which are beyond the Company's control or reflect future business decisions which are subject to change.

Therefore, there can be no assurance that such forecasts, forward looking statements or statements as to future affairs will be realised or that the Company's actual or future results, or subsequent forecasts, will not vary significantly from such

forecasts, forward looking statements and statements as to future affairs. The actual results may vary from the anticipated results and such variations may be material. Any and all forecasts and financial information in this document, in any accompanying presentation and in any Other Materials are not, and shall not be relied upon as, a promise or representation as to future matters. The Company's results may be affected by factors including, but not limited to, the risks and uncertainties in competitive developments, regulatory actions and environment, litigation and investigations, business development transactions, geo-political environment and economic conditions, pandemics and changes in laws and regulations. The Company accepts no responsibility or liability in relation to the accuracy or completeness of any forecasts, forward looking statements or statements as to future affairs, or whether they are achievable. The Company does not assume any obligation to revise or update this document, any accompanying presentation, any Other Materials or any of the estimates, assumptions or expectations underlying such forecasts, forward looking statements and statements as to future affairs. No representations or warranties are made as to the accuracy or reasonableness of such estimates, assumptions or expectations or the forecasts, forward looking statements or statements as to future affairs based thereon. Certain data included herein has been obtained from alternative external sources and as such may be inconsistent given differing underlying assumptions and sources. We have not independently verified information from these external sources.

This document makes reference to certain non-International Financial Reporting Standards (non-

IFRS) financial information. The non-IFRS financial information is unaudited and has not been reviewed by the Company's independent auditor. Any non-IFRS financial information is clearly labelled to differentiate it from the statutory/IFRS financial information, which is presented in accordance with all relevant accounting standards.

Disclosures in this document, the accompanying presentation or any Other Materials are not investment advice and are not intended to be relied upon as advice to investors or potential investors and do not take into account the investment objectives, financial situation or needs of any particular investor. These should be considered, with independent professional advice when deciding if an investment is appropriate. The information contained in this document (including tables) has not been audited in accordance with the Australian Auditing Standards.

The receipt of this document by any investor or potential investor shall constitute such investor's or potential investor's acceptance of the foregoing terms and conditions. For additional information concerning the Company, please see the Company's announcements released on the Australian Securities Exchange (ASX:ALL).

For further information, contact:

Investors

James Coghill

General Manager, Investor Relations
+61 439 957 674
james.coghill@aristocrat.com

Media

Elise Gare

SVP, Global Communications & Brand
+61 438 308 643
elise.gare@aristocrat.com

9:00AM

Introduction

James Coghill
General Manager, Investor Relations



Group Strategy

Trevor Croker
CEO & Managing Director



Market Strategy

Superna Kalle
Chief Strategy Officer



AI at Aristocrat

Bob Serr
Chief Technology Officer



Aristocrat Gaming

Trevor Croker
CEO & Managing Director



Product Madness

Dafne Guisard
Chief Commercial Officer, EMEA

10 min

Break



Aristocrat Interactive

Dylan Slaney
CEO Aristocrat Interactive



Financial Overview

Sally Denby
Chief Financial Officer

Q&A

Conclusion

~12:15PM

Close

Aristocrat's strategy, portfolio, performance & potential



Strategy driving superior returns to shareholders

Strong execution track record driven by proven growth strategy, talent & culture



Strategic advantages underpin growth

Consistent execution supported by powerful differentiators, to be further strengthened by AI



Taking market share & growing in key segments

Three connected verticals, aligned around slot content & technology, with compelling growth upside



Interactive momentum is building

Strengthened leadership & focused on delivering US\$1 billion FY29 Revenue Target¹



Capital & cost discipline

Investing & returning capital to shareholders, while focussed on driving operating leverage

This page contains forward looking statements and statements of expectation. Please refer to the disclaimer on page 2
All amounts in this presentation are in A\$ unless otherwise stated
Any reported results and key performance metrics are normalised and represent statutory results (before and after tax) from continuing operations in reported currency, excluding the impact of certain significant items. FY24 and FY25 exclude the discontinued operations of Plarium

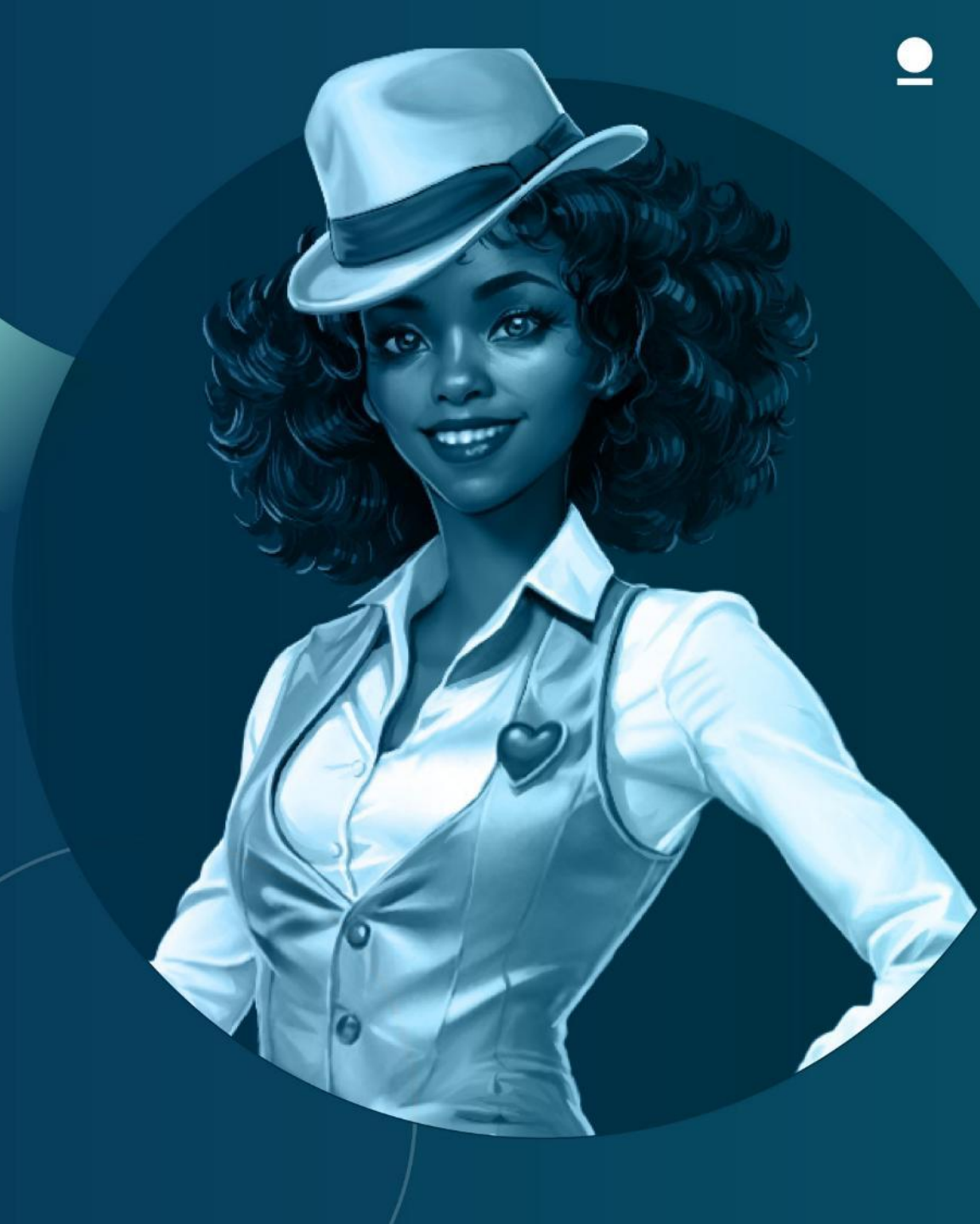
For a full glossary of terms used across this document, please refer to HY26 Investor Presentation available on ir.aristocrat.com

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



Outlook

Trevor Croker, CEO & Managing Director



Aristocrat expects to deliver NPATA growth over the full year to 30 September 2026 on a constant currency basis, reflecting:

ARISTOCRAT GAMING™

Continued revenue and market share growth from Aristocrat Gaming, supported by net unit growth in Gaming Operations at the upper end of the 4,000 to 5,000 target range



PRODUCT
MADNESS

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



ARISTOCRAT
INTERACTIVE™

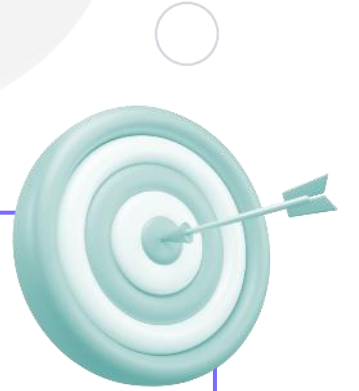
Accelerating performance at Aristocrat Interactive toward our FY29 US\$1 billion Revenue Target¹ through further scaling of Content and investing in iLottery to support broader market access in North America and Europe



Group Strategy

Trevor Croker, CEO & Managing Director





- 1 Scaled positions & growth opportunities across all segments**
- 2 Proven long-term growth strategy**
- 3 Strategic advantages underpin success**
- 4 Strong execution track record across key metrics**

Three diversified yet complementary segments, driving growth & resilience

ARISTOCRAT GAMING

A leading global casino slot content and technology provider



PRODUCT MADNESS

Global Social Slot publisher with leading market share



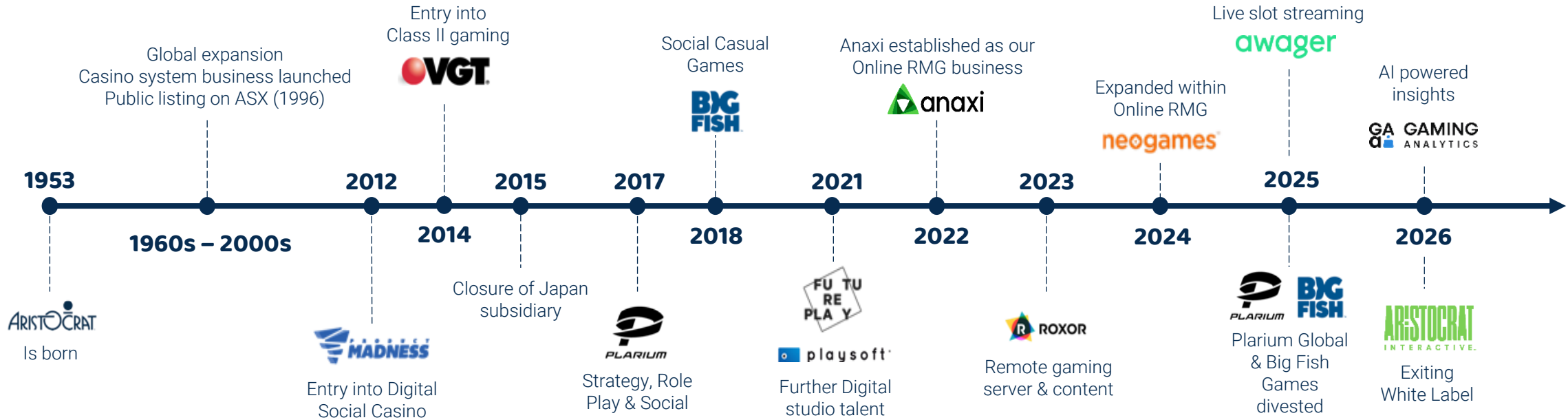
ARISTOCRAT INTERACTIVE

Global Online RMG content and technology solutions provider, and leading iLottery supplier



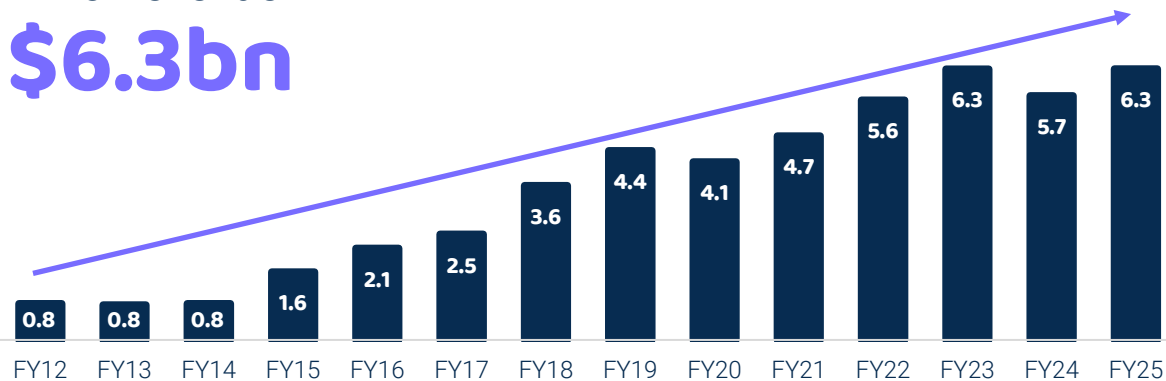
We've invested & refocused to accelerate our transformation

Successful & disciplined track record of acquiring & leveraging businesses



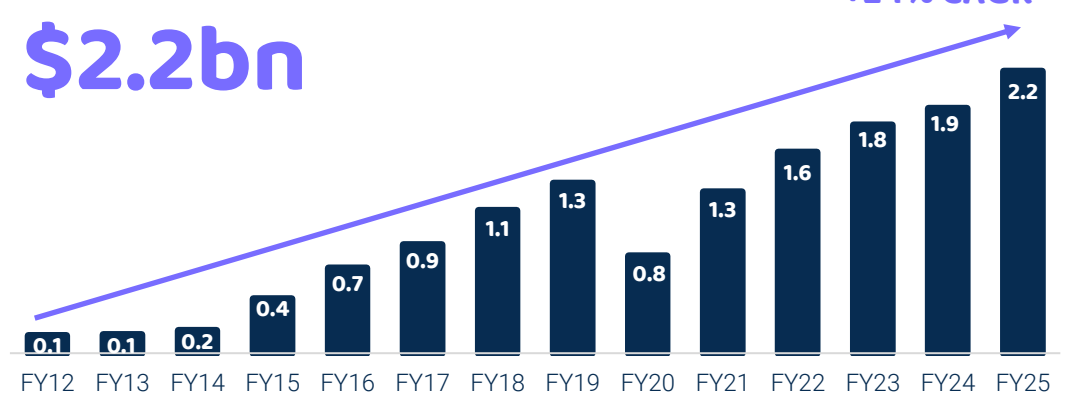
FY25 Revenue
\$6.3bn

+17% CAGR

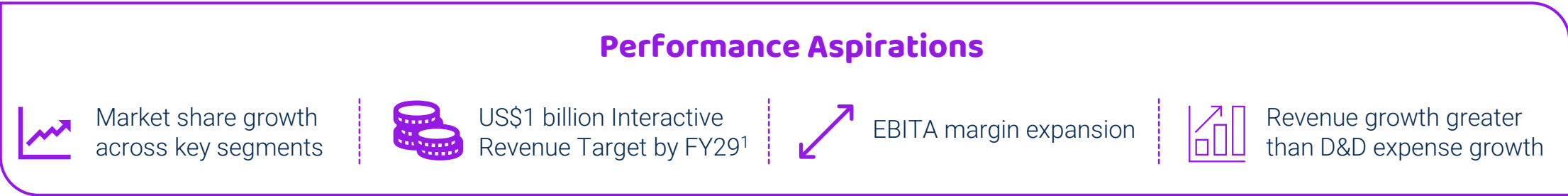


FY25 EBITA
\$2.2bn

+24% CAGR¹



1. FY12 and FY13 represents EBIT as disclosed



This page contains forward looking statements and statements of expectation. Please refer to the disclaimer on page 2
1. Revenue Target includes Interactive's share of revenues from the NPI JV



Executive steering committee strengthened with new capabilities



Trevor Croker
CEO & Managing Director
Joined 2009 | Based in US



Sally Denby
Chief Financial Officer
Joined 2015 | Based in AU



Craig Toner
CEO, Aristocrat Gaming
Joined 2017 | Based in US



Dylan Slaney
CEO, Aristocrat Interactive
Joined 2025 | Based in UK



Superna Kalle
Chief Strategy Officer
Joined 2023 | Based in UK



Matthew Primmer
Chief Product Officer
Joined 2014 | Based in US



Dafne Guisard
Chief Commercial Officer,
EMEA
Joined 2026 | Based in UK



Christie Roser
Chief People &
Culture Officer
Joined 2011 | Based in AU



Barry French
Chief Corporate Affairs &
Marketing Officer
Joined 2025 | Based in US



Tracey Elkerton
Chief Compliance Officer
Joined 1998 | Based in AU



Anne Tucker
Chief Legal Officer
Joined 2021 | Based in US



Bob Serr
Chief Technology Officer
Joined 2026 | Based in US



James Alvarez
Chief Information Officer
Joined 2017 | Based in US

Growth and consistent execution underpinned by a set of powerful differentiators



Leading Content, Brands & IP

Unparalleled portfolio of iconic content, including brands, trademarks, IP and mechanics, that drives player engagement and long-term value



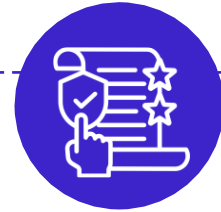
Creative Studios & Talent

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



Multi-channel 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

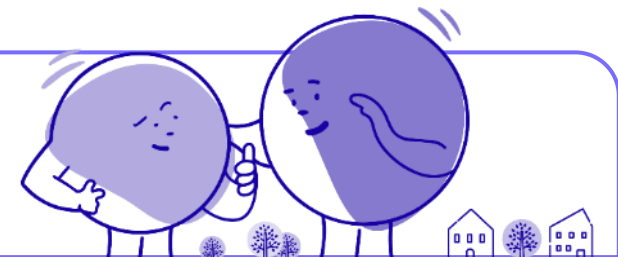


Long-standing Customer Partnerships

Proven commercialisation capabilities supported by a global distribution and sales network








Sustainability & Empowering Safer Play

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



Leading content, brands & IP



	Units Rank	Year Released	% Share	% of Total Theo Win	Class III	Class II	Adjacencies	Social	iGaming	iLottery	Class II Mobile
	#1	1996	5.4%	6.1%	●	●	●	●	●		
	#2	2016	2.8%	9.4%	●		●	●	○		
	#3	2021	2.7%	2.1%	●	●	●	●			
	#4	2011	2.6%	3.0%	●	●	●	●	●		○
	#9	2023	1.7%	1.8%	●		●	●	●		○
	#10	2025	1.2%	2.5%	●	○	●	●	○		
	#1	2007	10.6%	18.1%		●					○

3,000+ Global design & utility patents

● Released ○ On the roadmap for release

12 world-class studios creating differentiated content across every major segment globally

Studio network with
1,600+
cumulative years
of game design experience

28 game designers
with **20+ years**
of industry experience

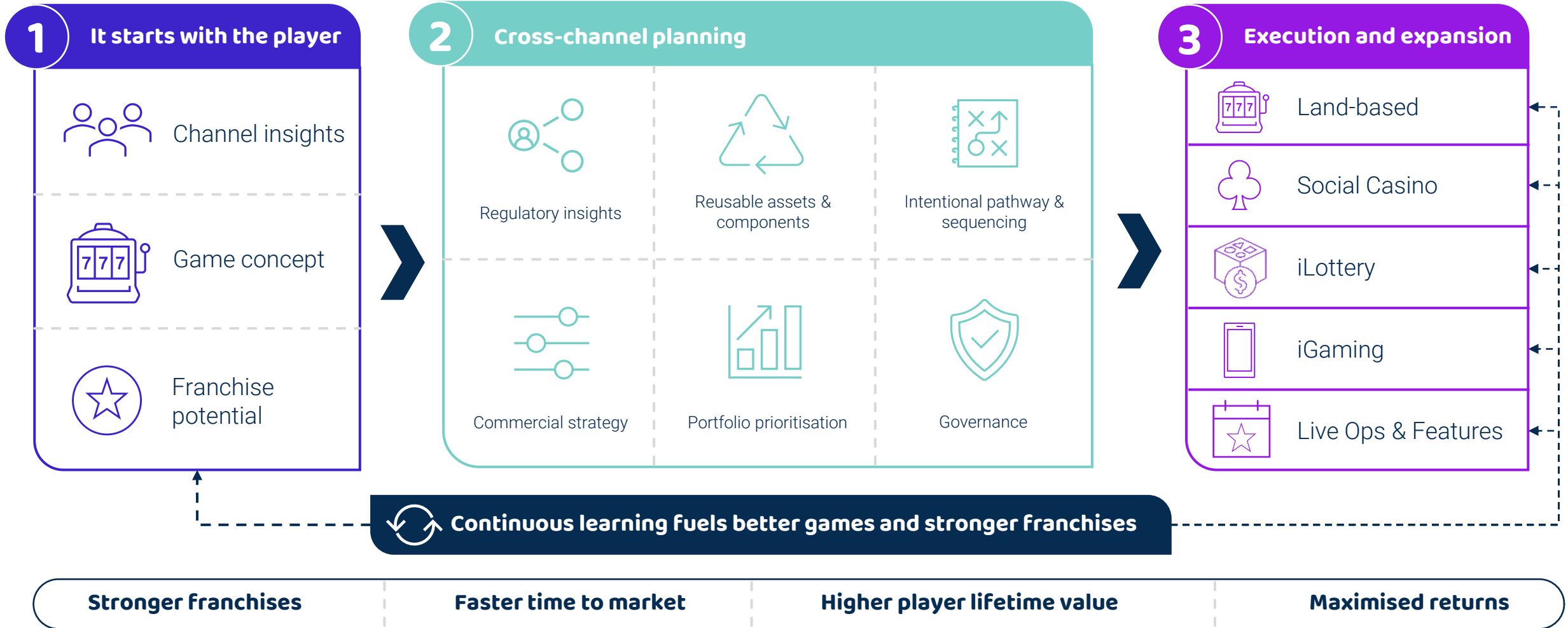


19 out of 25
Top Premium Leased
games since 2021¹



1. Average monthly performance per Eilers Game Performance reports since May 2021 (June 2021 report) to May 2026 (June 2026 report)

Scaling game franchises across channels through planning to maximise player reach



Deep regulatory experience & trust

Scaled regulatory and compliance capabilities, with trusted processes and controls built up over decades



Licensing



Product compliance



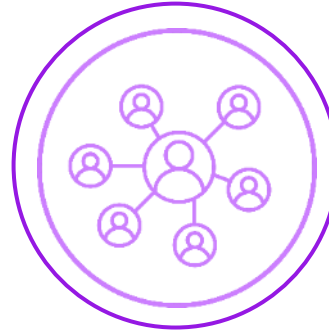
Regulatory compliance



Anti-bribery & corruption & anti-money laundering



Anti-modern slavery



Regulator engagement

Fast facts on compliance in 2026¹ within our regulated businesses

750+

Company licences

6,000+

Annualised product submissions¹

41,000+

Annualised product approvals managed¹

3,700+

Annualised background investigations conducted¹

110+

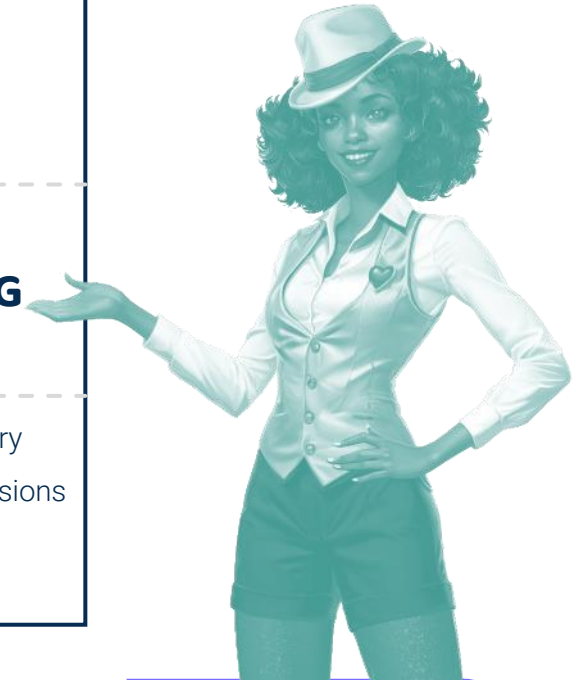
Full-time employees in Australia and the US

1. Figures have been annualised for FY26

Long-standing customer partnerships

Trusted, long-term partner to commercial & tribal operators; superior commercialisation capabilities


  Customer segments  Customer type					
	B2B	B2G	B2C	B2B	B2G
	Tribal (CII) Commercial VGT HHR	COAM State Gaming Commissions	Retail Players	Tribal Commercial	Lottery Commissions



 **~2,500**
Gaming locations
In North America

 **~4,400**
Casinos, clubs, pubs
and bars in ANZ

 **~720**
Field technicians
globally

 **1.3M**
Social Casino
daily active users¹

1. As reported for HY26

These strategies support our five strategic advantages & social licence to operate



Good Governance & Responsible Business

- Regulation & Compliance
- Corporate Governance
- Business Conduct & Ethics
- Digital Trust and Cybersecurity



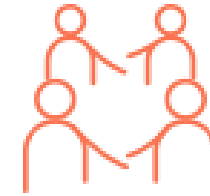
Operational Sustainability & Climate

- Climate Action
- Product Sustainability & Circular Economy
- Supply Chain Sustainability



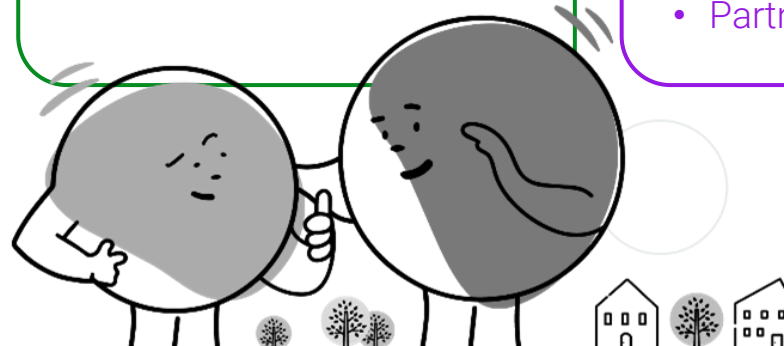
Empowering Safer Play

- Compliance with Safer Play Requirements
- Player Education & Awareness
- Internal Education & Awareness
- ESP Innovation
- Partnership & Research

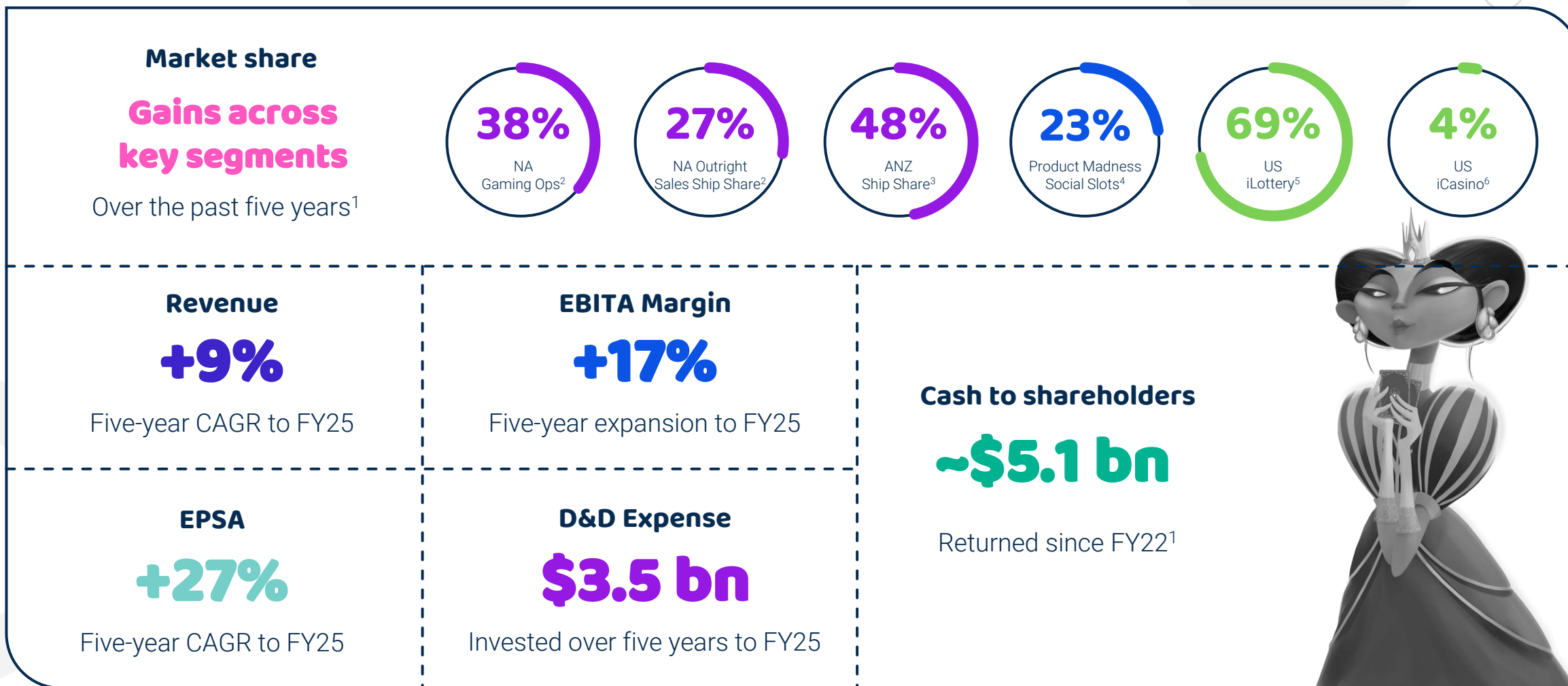


People & Community

- Employee Health, Safety & Wellbeing
- Employee Engagement & Development
- Diversity, Equity & Inclusion
- Community Impact



Successful delivery of our strategy has led to consistent growth



1. Metric is measured to HY26
2. Eilers Gaming Supplier KPIs – 4Q25, Gaming Ops units include lease, participation, VLT, e-table, and Class II games; Ship Share in North America
3. HY26 market share based on NSW regulator data, QLD Max Gaming data and internal analysis

4. HY26 market share based on sensor Tower data, public company reports and Aristocrat estimates
5. Eilers US iLottery Tracker 1Q26 Report; includes Aristocrat Interactive and the NeoPollard NPI JV. Market share based on gross wager
6. HY26 iCasino market share based on Eilers Online Game Performance data and Aristocrat estimates



Scaled positions & opportunities

Three large, complementary segments with significant growth opportunities



Proven long-term growth strategy

Anchored in leading content, multi-channel distribution & scale



Strategic advantages

Success underpinned by powerful strategic advantages



Strong execution track record

Key operating metrics driven by successful execution of growth strategy

Strategic advantages

Leading Content, Brands & IP

Creative Studios & Talent

Multi-channel Distribution

Deep Regulatory Experience & Trust

Long-standing Customer Partnerships

Market Strategy

Superna Kalle, Chief Strategy Officer





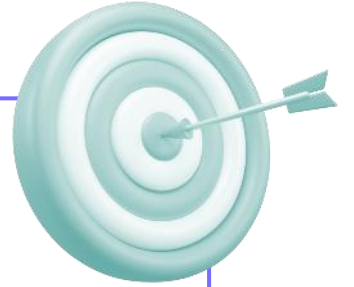
2023

Appointed as Chief Strategy Officer at Aristocrat



20+

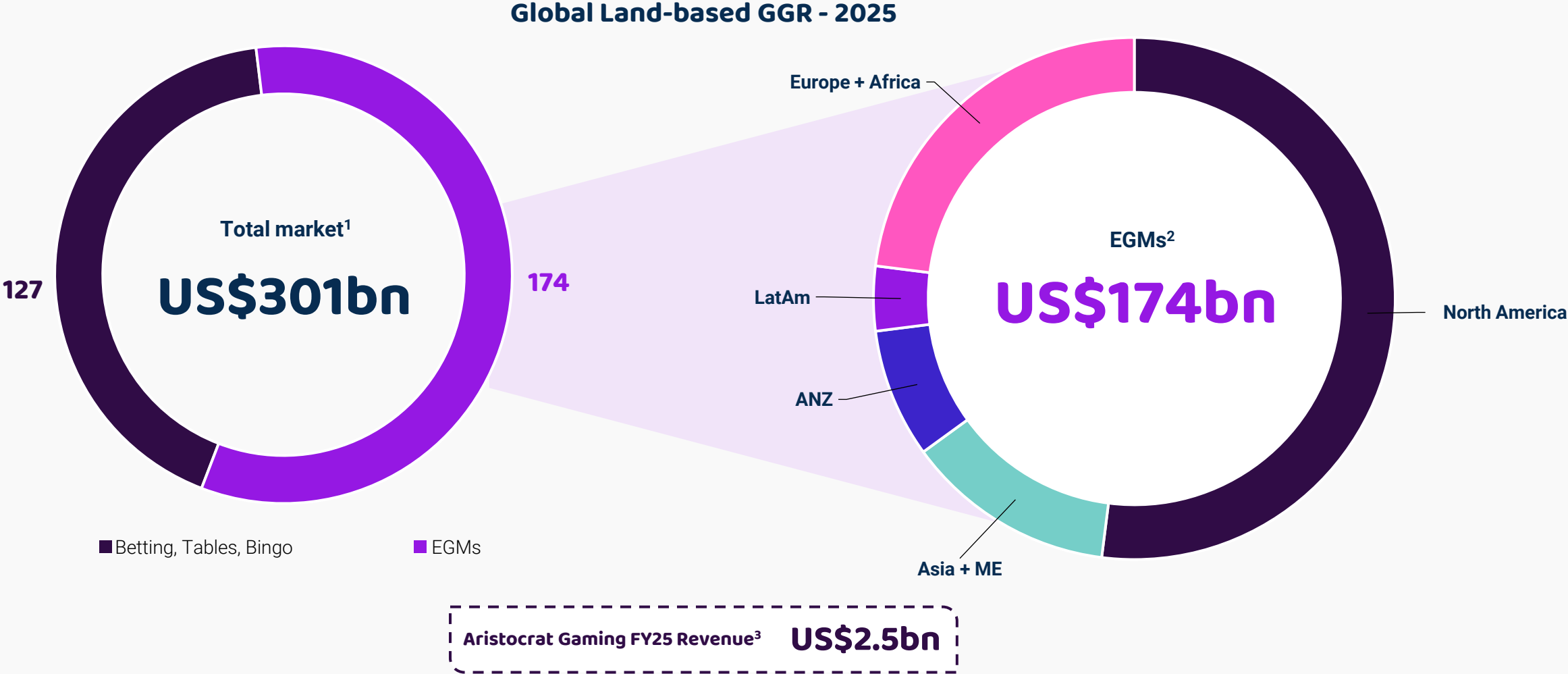
Years in leadership roles across corporate development, M&A and commercial roles in the gaming, television and entertainment industries



- 1 Expand in large, resilient markets**
- 2 Grow market share & enter adjacencies**
- 3 Cross-channel approach**
- 4 Nurture long-term customer partnerships**



Large, resilient, growing markets where Aristocrat can continue to expand and take share



■ Betting, Tables, Bingo ■ EGMs

Aristocrat Gaming FY25 Revenue³ **US\$2.5bn**

1. H2 Gaming Capital as of March 31, 2026 (\$USm). TAM includes all land-based gambling, including Betting, Casino, Gaming Machines and Bingo
 2. H2 Gaming Capital as of March 31, 2026 (\$USm). Note: TAMs reflect land-based gambling, excluding the estimated non-slot revenue from casinos, lottery, bingo, sports betting/horseracing
 3. FY25 reported AUD results converted to USD at the 2025 average exchange rate of 0.64c

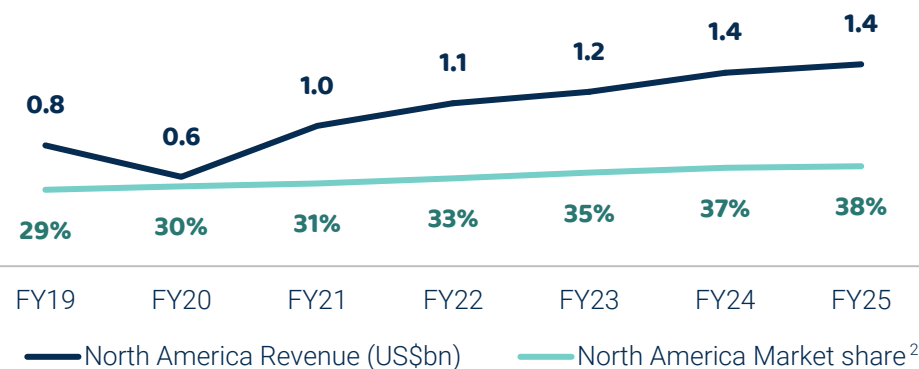
Growth focus: continuing to drive sustainable share growth across segments & markets



Market CAGR ¹	NA	Asia + Middle East	ANZ	Europe
2019-2025	4%	-4%	4%	0%
2025-2030	3%	3%	2%	1%
Aristocrat Gaming 2025 Market Share				
Gaming Ops	38%²			
Outright Sales ship share	27%²		48%³	

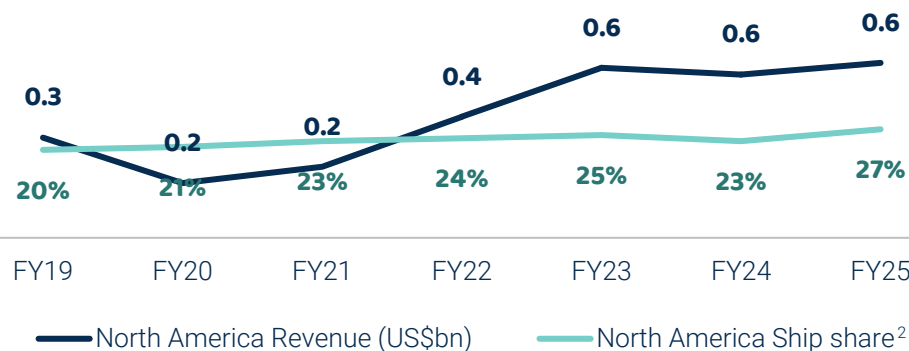
Aristocrat Gaming - Gaming Operations⁴

+9% CAGR



Aristocrat Gaming - Outright Sales⁴

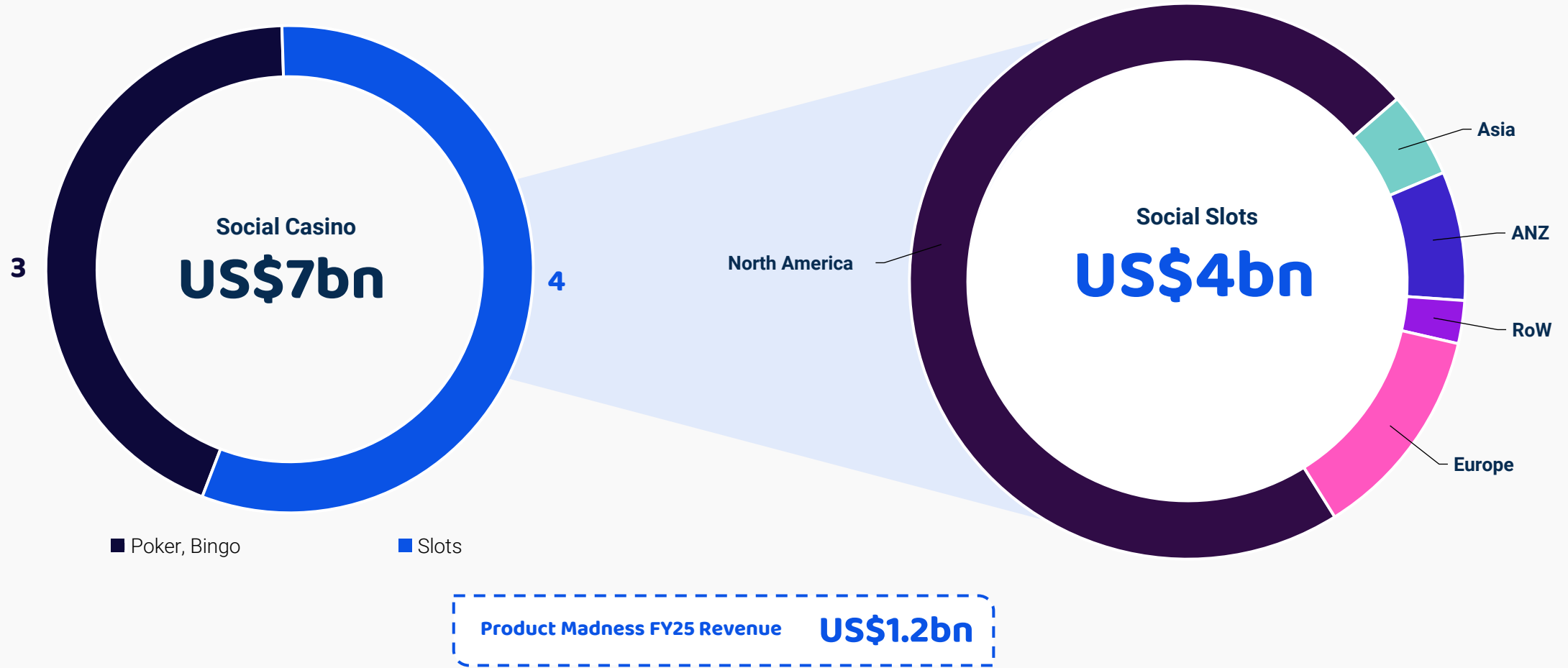
+10% CAGR



1. H2 Gaming Capital as of March 31, 2026. Note: CAGRs reflect land-based gambling, excluding the estimated non-slot revenue from casinos, lottery, bingo, sports betting/horseracing
 2. Market share for each calendar year based on Eilers Gaming Supplier KPIs - 4Q25. Gaming Ops units include lease, participation, VLT, e-table, and Class II games; Ship Share in North America
 3. HY26 market share based on NSW regulator data, QLD Max Gaming data and internal analysis
 4. FY19 to FY21 as previously reported under "Americas" and includes LATAM and CXS

Targeted growth opportunities in select geographies where Aristocrat is underrepresented today

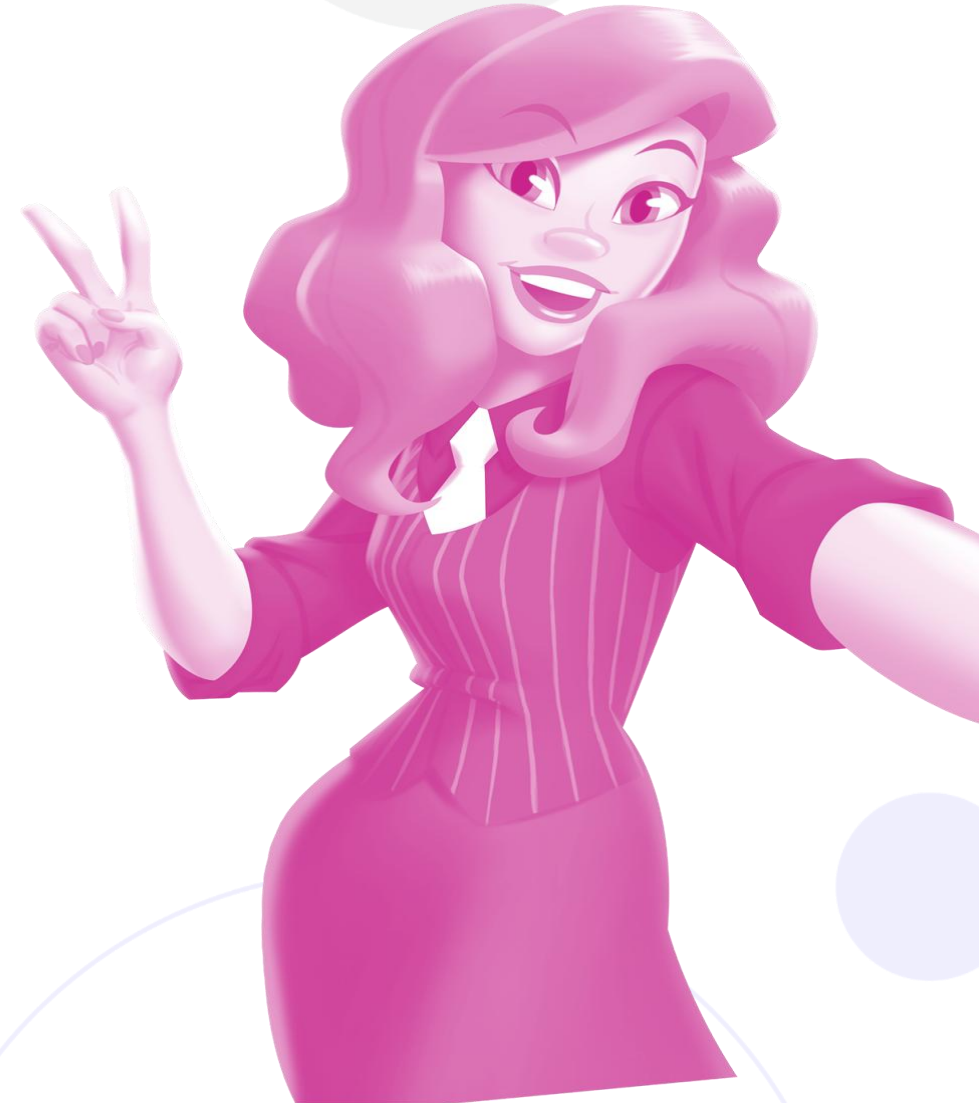
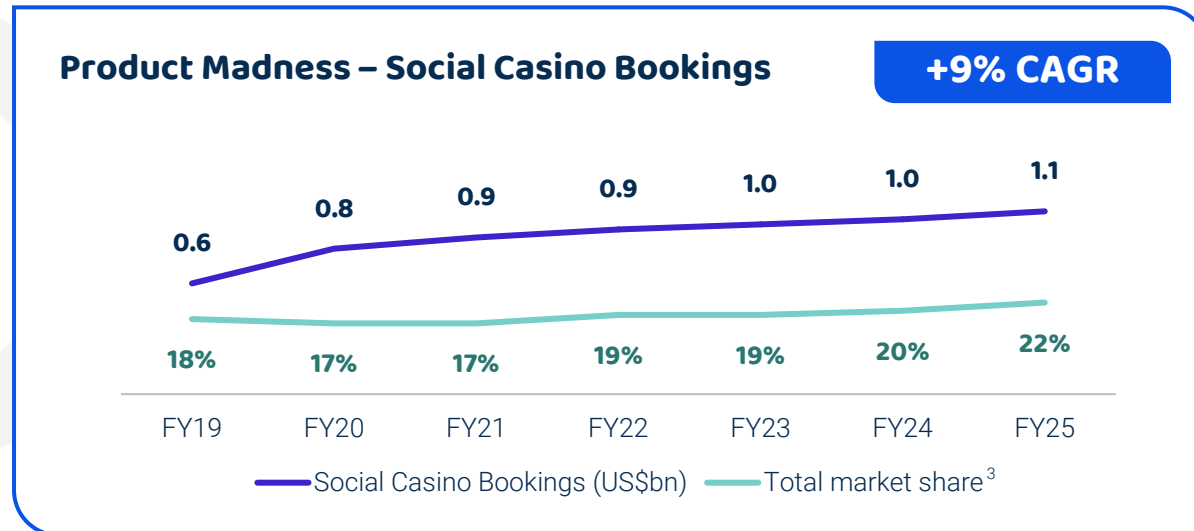
Global Social Casino TAM - 2025¹



1. Sensor Tower data for the calendar year 2025 In-App Advertising (IAA), Web versions. Direct to consumer spend not included

Growth focus: taking share through content leadership, disciplined UA, & AI-enabled execution

Market CAGR		Global		
2019-2025 ¹		3%		
2025-2030 ²		-3%		
Product Madness 2025 Market Share ³				
NA	Asia + Middle East	ANZ	ROW	Europe
22%	6%	53%	24%	6%



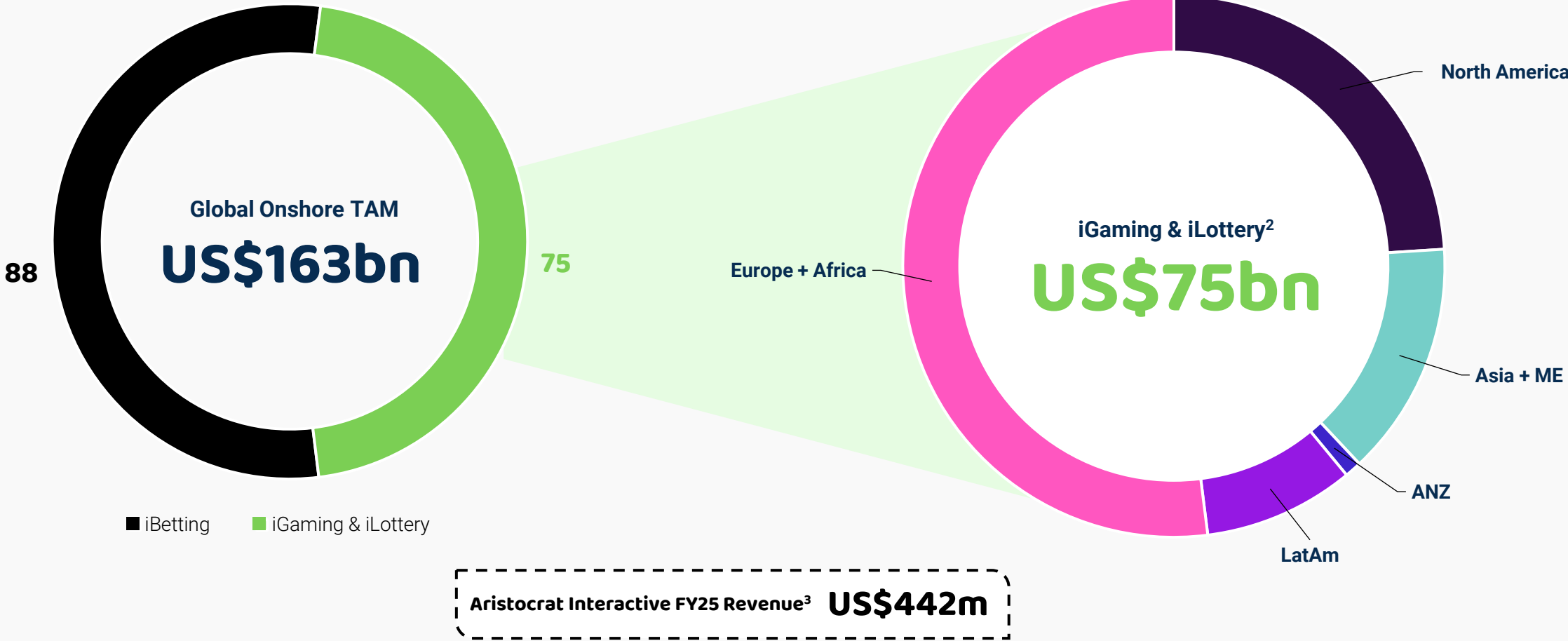
1. Sensor Tower data for the calendar year In-App Advertising (IAA), Web versions. Direct to consumer spend not included
 2. Sensor Tower data, public company estimates and Aristocrat estimates, including Direct to consumer
 3. Sensor Tower data for each financial year In-App Advertising (IAA), Web versions. Direct to consumer spend not included

Online Real Money Gaming (RMG)



Share gains and new market openings provide growth potential, with further opportunity in underpenetrated markets

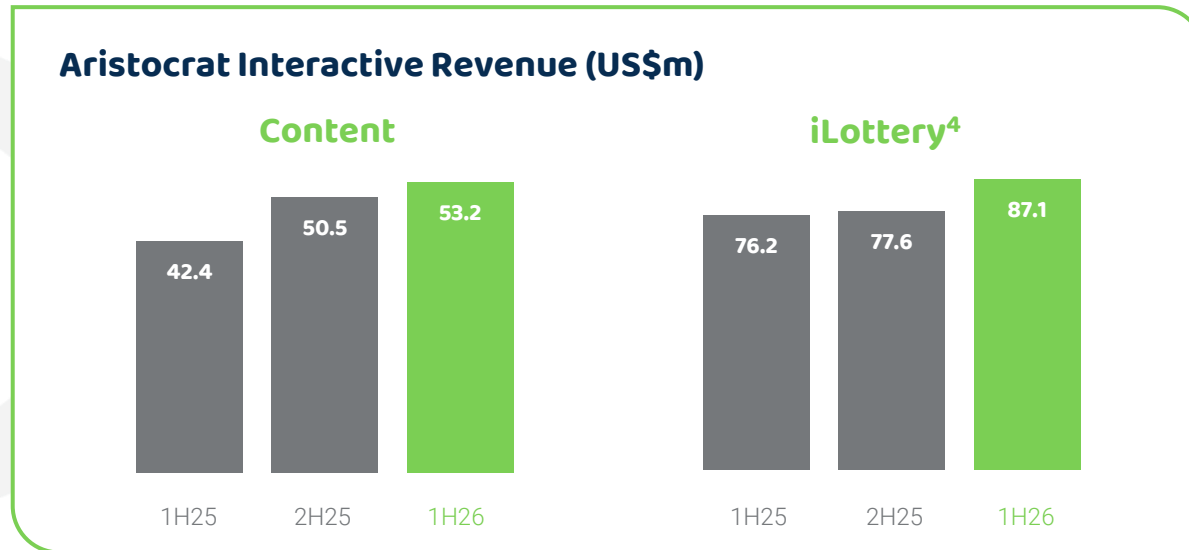
Global Online RMG GGR - 2025¹



1. H2 Gaming Capital as of March 31, 2026 (\$USm). TAM inclusive of iBetting, excluding all offshore figures
 2. H2 Gaming Capital as of March 31, 2026 (\$USm). Note: TAMs reflect iGaming and iLottery only. Excludes iBetting
 3. Revenue including share of NeoPollard Interactive Joint Venture (NPI JV) revenue

Growth focus: step changes in revenue profile through leveraging land-based strength & iLottery leadership

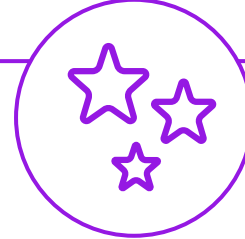
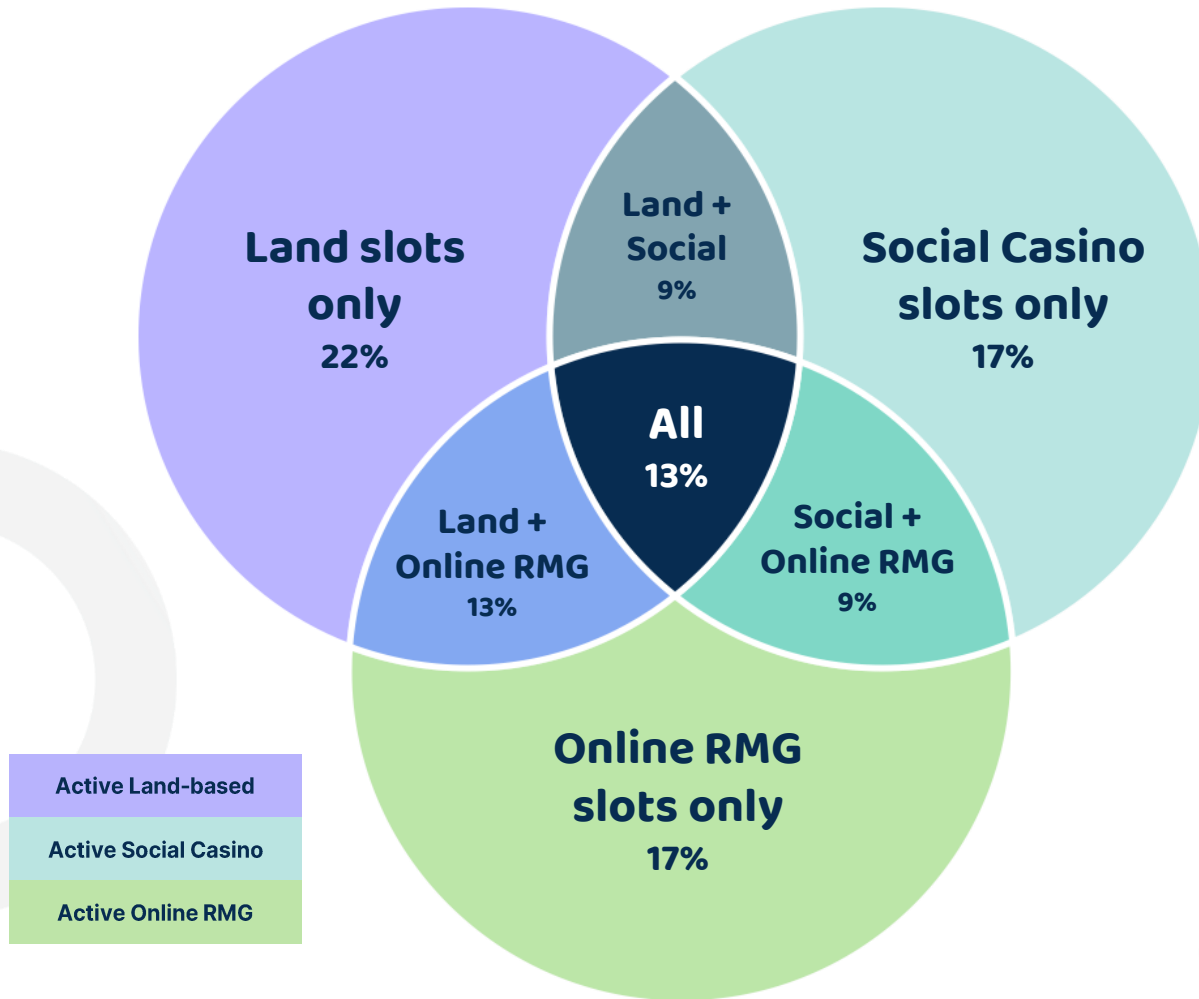
Global Market CAGR ¹	iGaming	iLottery
2019-2025	30%	15%
2025-2030	14%	10%
Aristocrat Interactive 2025 Market Share		
Market share	3.7% ²	69% ³



1. H2 Gaming Capital as of March 31, 2026 (\$USm). Note: CAGR reflect iGaming and iLottery only
 2. iCasino market share in HY26, Eilers Online Game Performance data and Aristocrat estimates
 3. Eilers US iLottery Tracker 1Q26 Report; includes Aristocrat Interactive and the NeoPollard NPI JV. Market share based on gross wager
 4. iLottery revenue includes share of NPI JV revenue

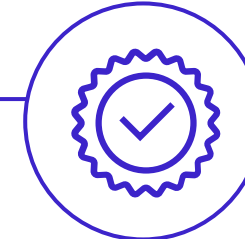


Active slot players by channel¹



43%

of cross-channel players favour online versions of familiar land-based slots¹



45%

of cross-channel players expect the latest land slots to be available online¹



1. Aristocrat US Multi-Channel Slots Market Study (Oct 2025). Base = "Active" slot players (21+, past-3-month play for Land / Online RMG, past-month for Social) in legalised states only (CT, DE, MI, NJ, PA, WV, RI)



Franchise Adaptation

Proven land-based franchises adapted for digital channels

Expands reach of proven player brands



Franchise Expansion

Iterative extensions that deepen engagement and extend lifecycle

Accelerates content cadence and player retention



Digital-native Creation

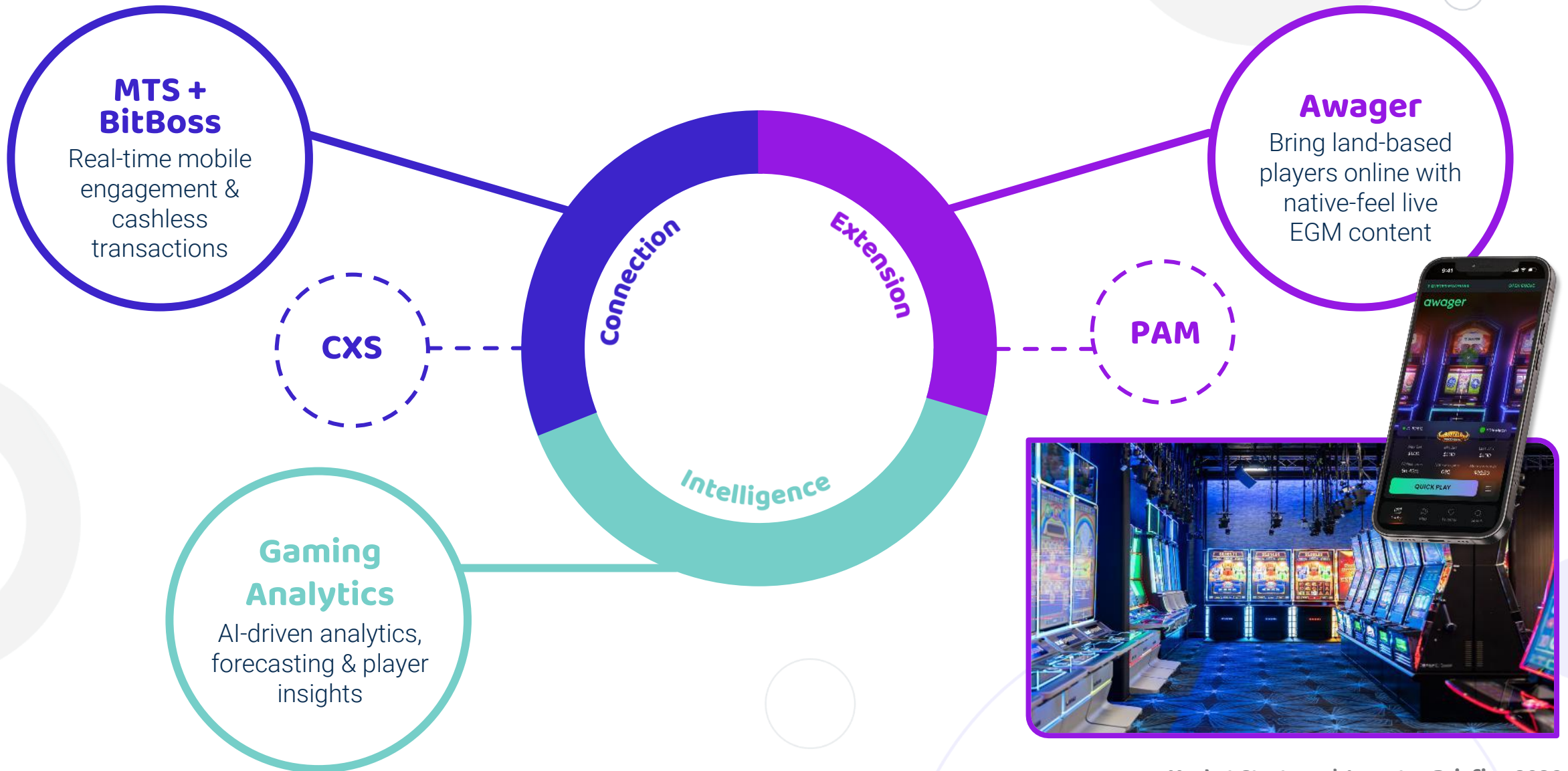
Original IP designed specifically for digital-first audiences

Expands reach into new demographics and play patterns

- Faster scaling
- Broader reach
- Higher retention
- Stronger franchise monetisation

Expand capabilities beyond EGMs to enhance customer value

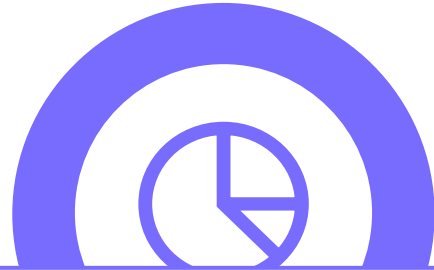
Four strategic acquisitions to enhance integrated cross-channel value for the casino operator





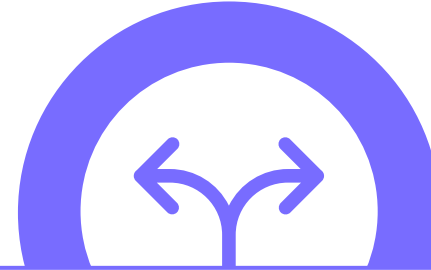
Expand with the market

Capturing growth in large, growing & resilient markets



Grow market share & enter adjacencies

Win share where we compete & in new verticals and regions



Cross-channel differentiation

Support customers; capitalise on content leadership & improve speed to market



Long-term customer partnerships

Differentiate & lead, with a focus on new, value enhancing services

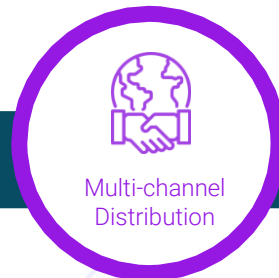
Strategic advantages



Leading Content, Brands & IP



Creative Studios & Talent



Multi-channel Distribution



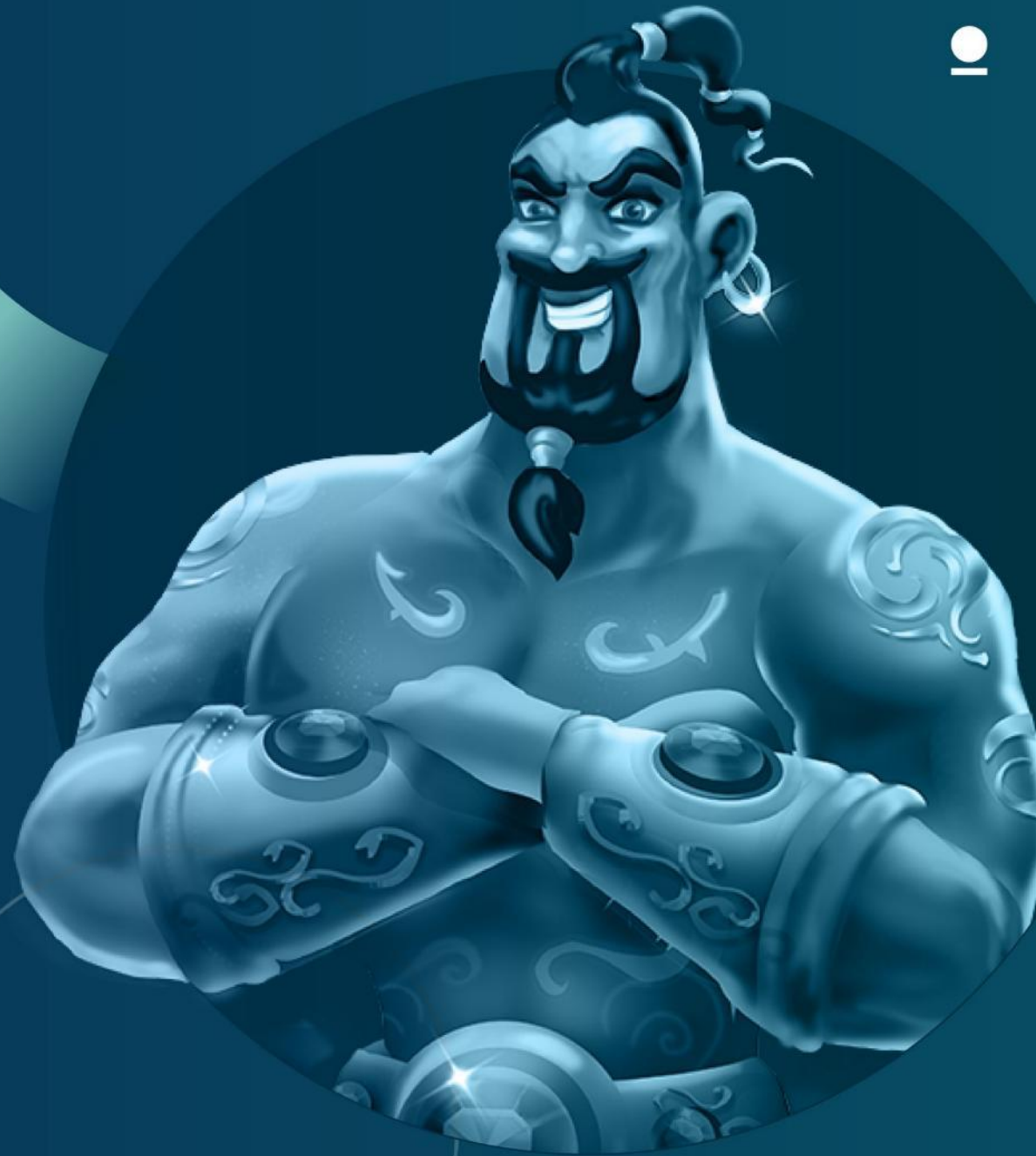
Deep Regulatory Experience & Trust



Long-standing Customer Partnerships

AI at Aristocrat

Bob Serr, Chief Technology Officer





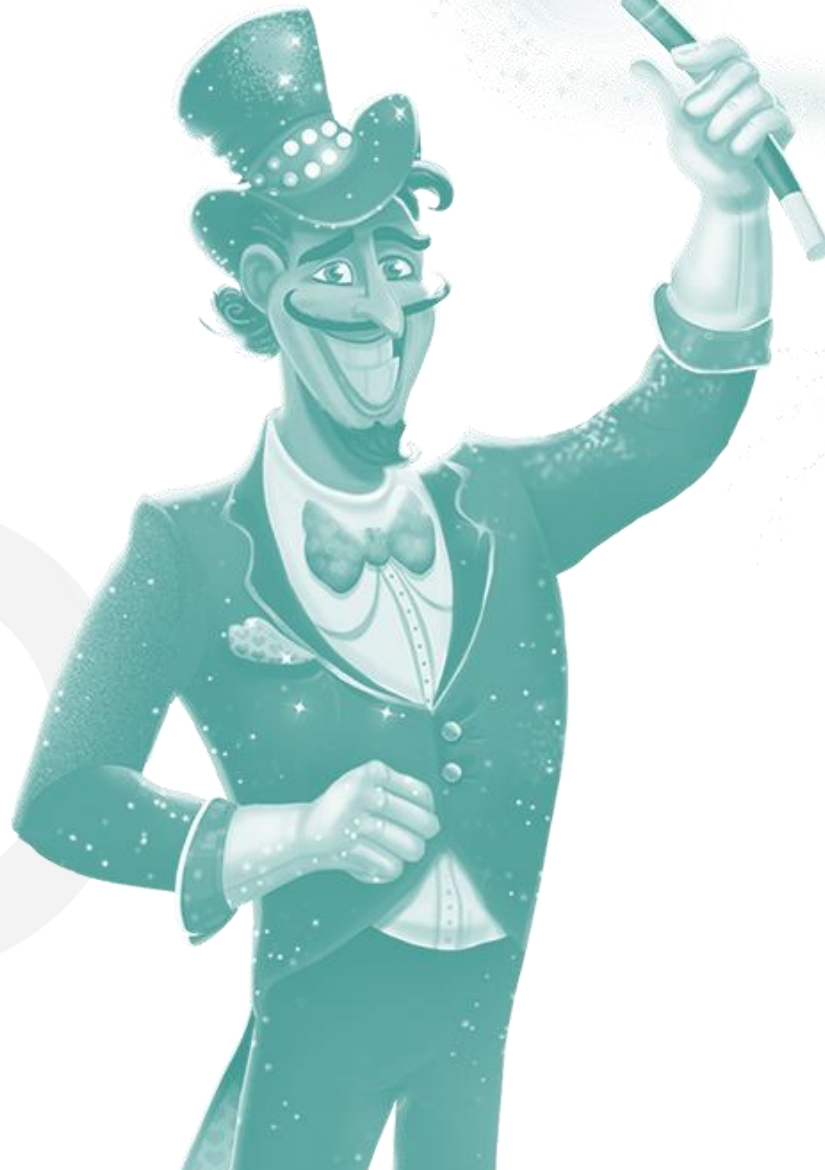
2026

Appointed as Chief
Technology Officer
at Aristocrat



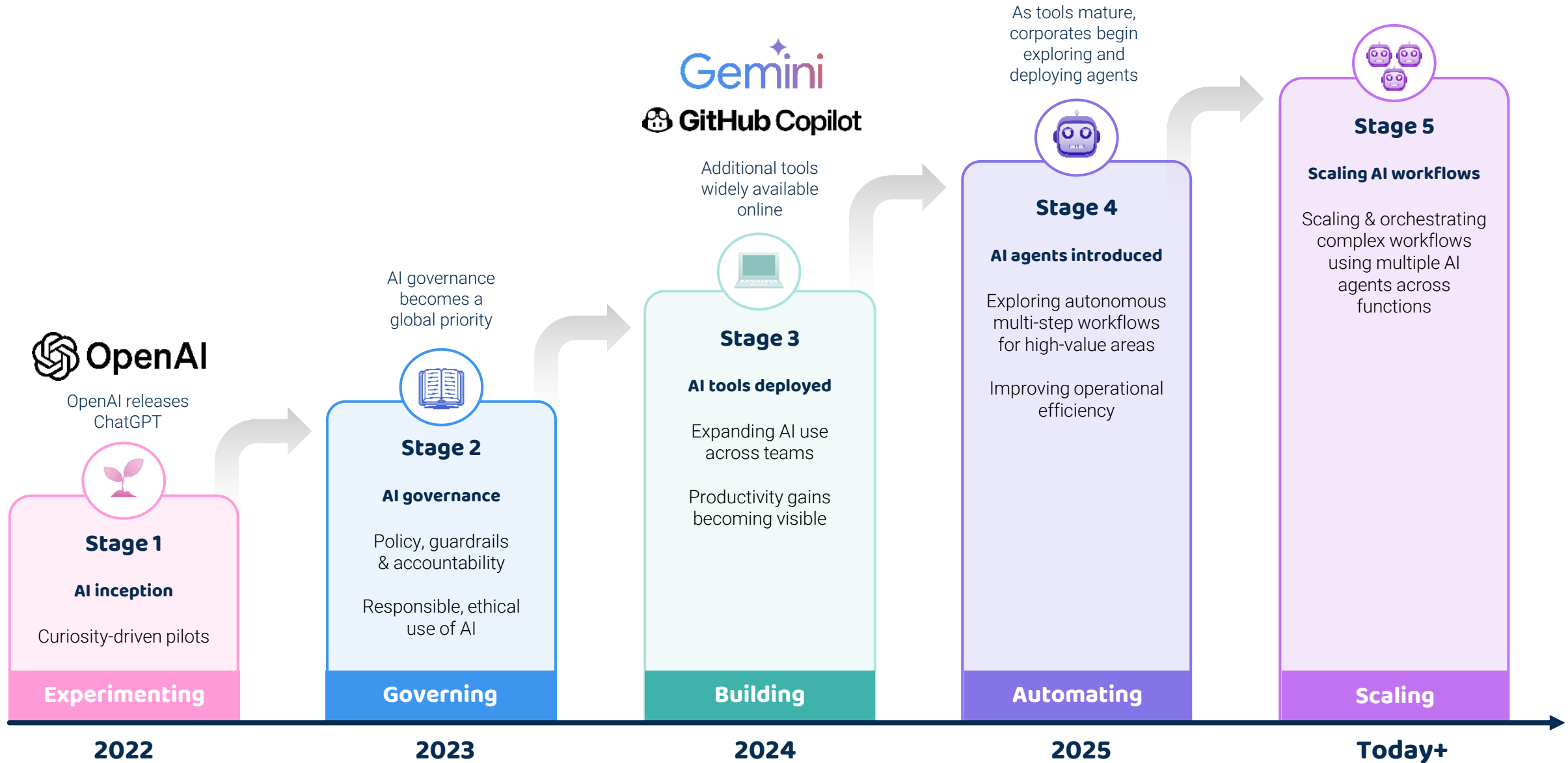
10+

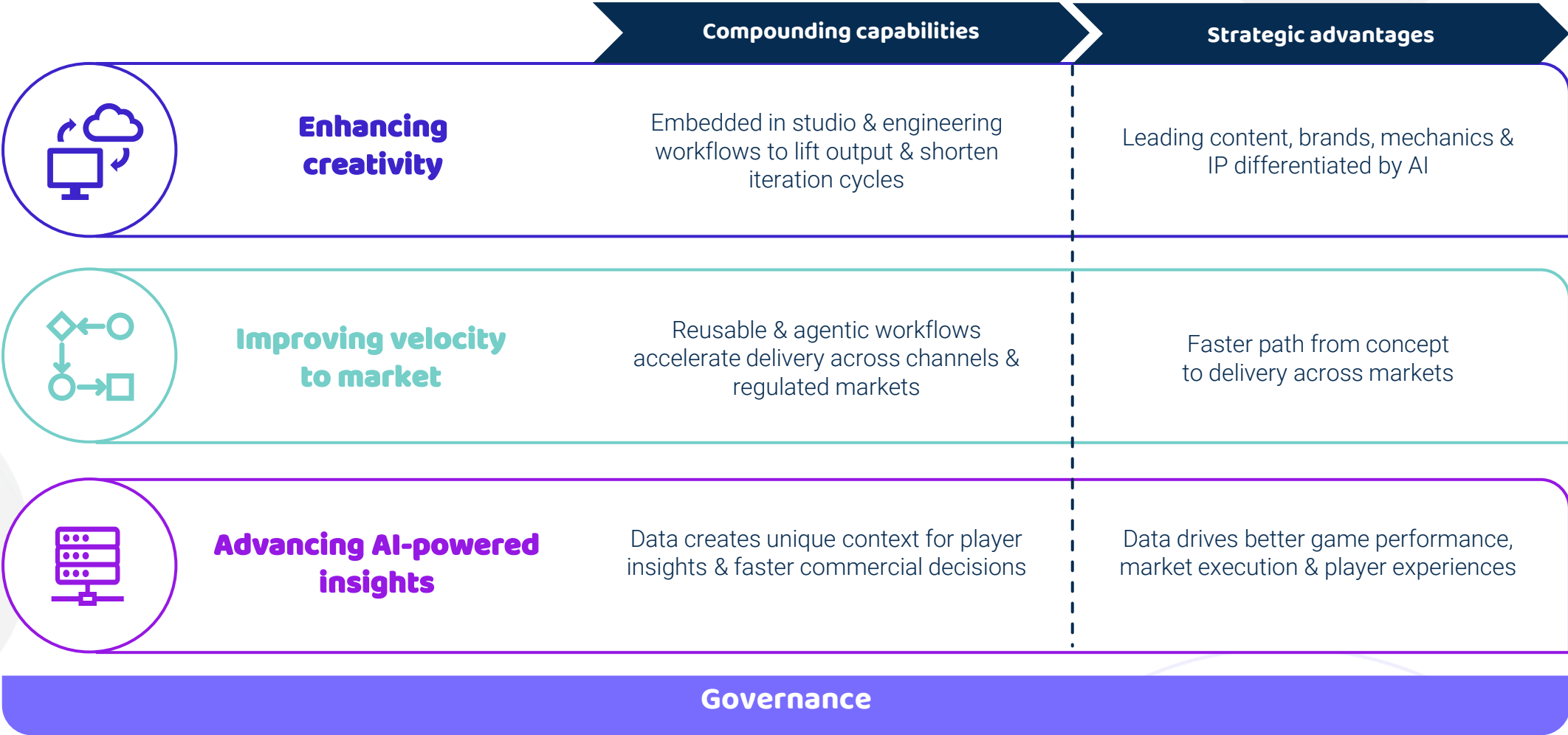
Years of deep AI and emerging tech expertise,
along with strategic software, global
technology and operational experience



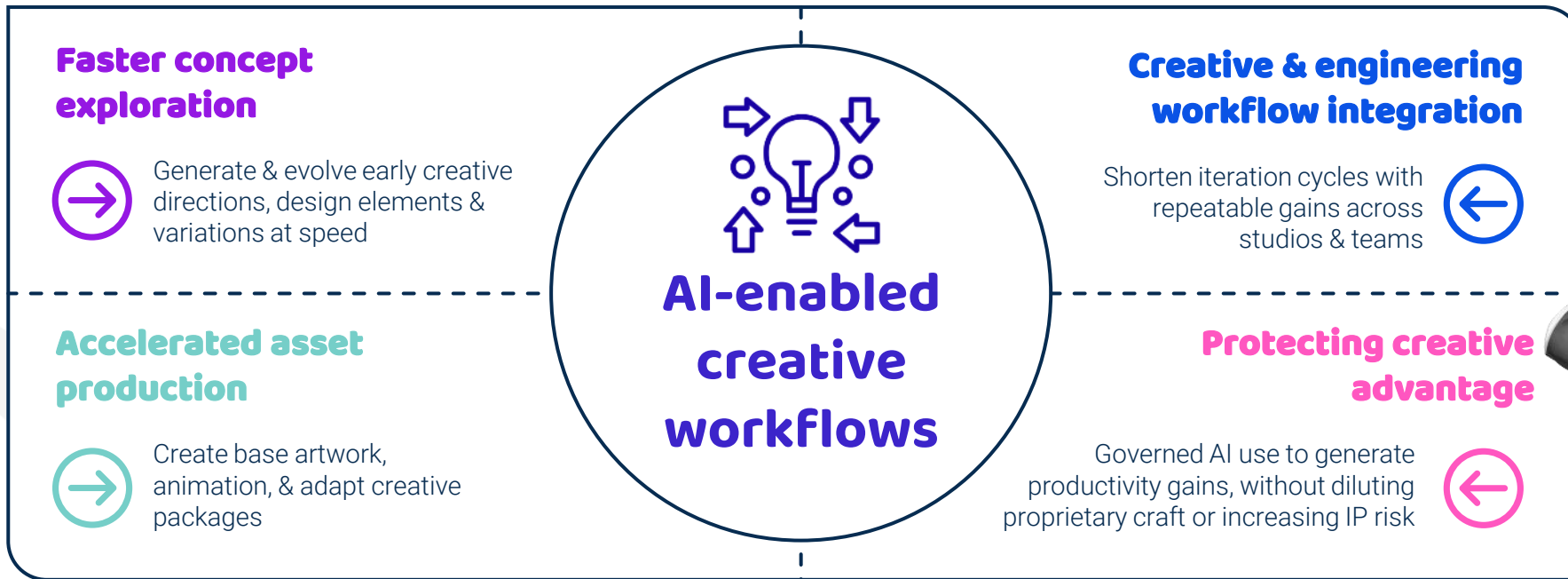
- 1 AI journey has evolved to workflow scaling**
- 2 Enhancing creativity to do more, better**
- 3 Improving velocity to market**
- 4 Advancing AI-powered insights**

Our AI journey – maturing from tools to agent workflows



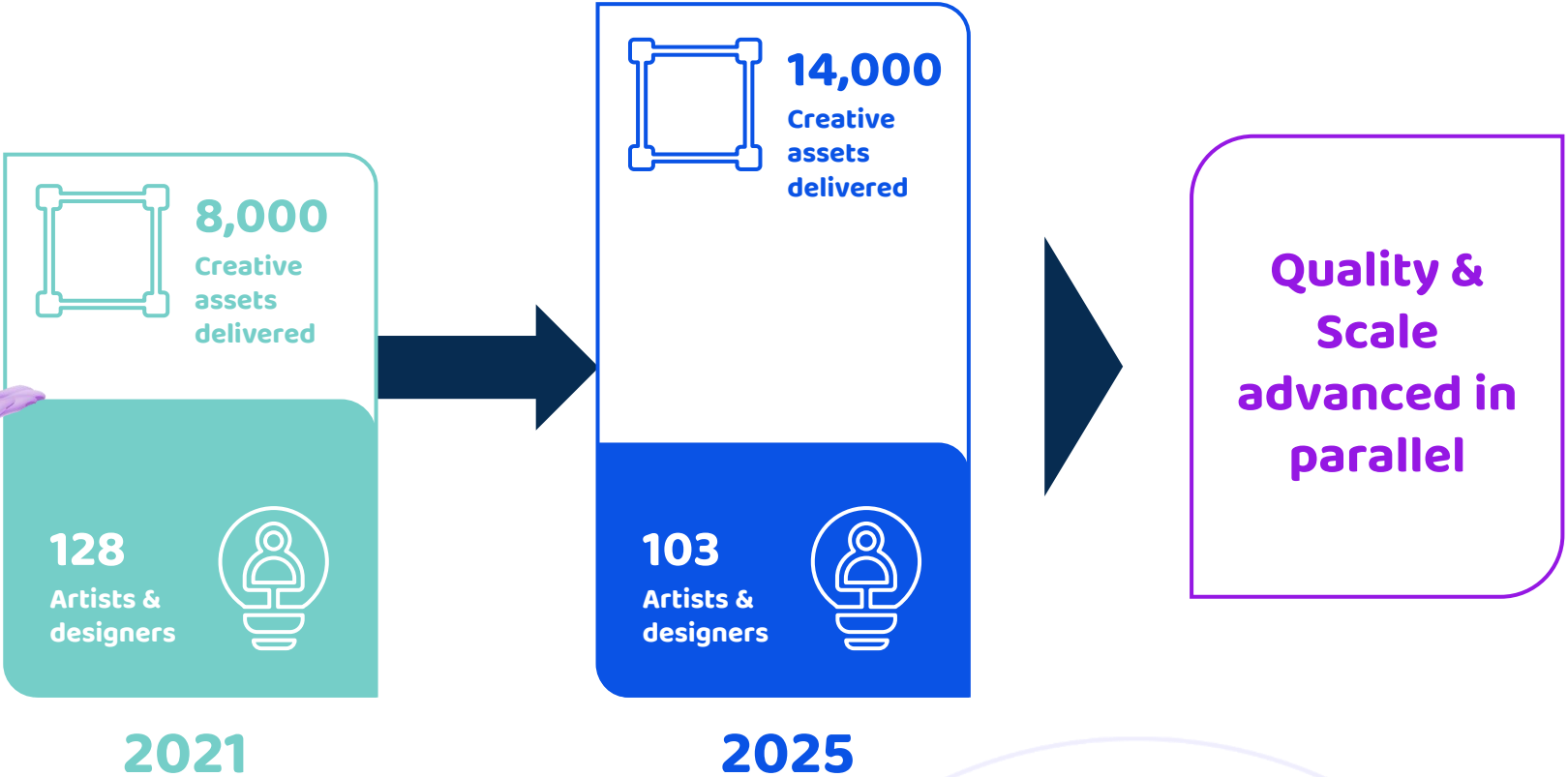
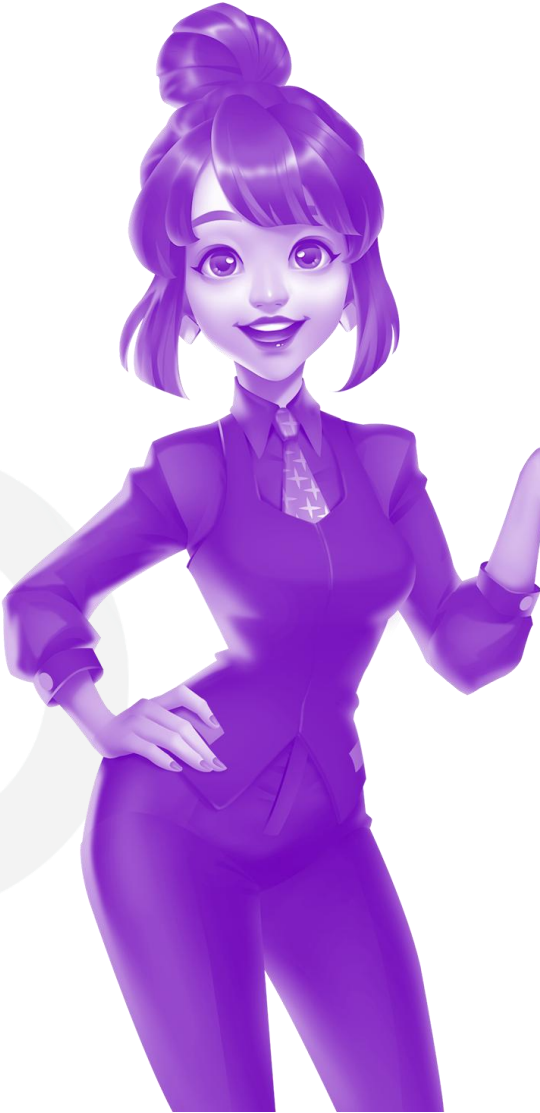


AI is lifting creative throughput while anchoring our differentiation in human creativity, proprietary content and protected IP



Case Study: Product Madness – AI is scaling output without scaling headcount

AI-augmentation has delivered more creative features with higher quality, without incremental resources



Case Study: Product Madness – character-based storytelling has evolved at scale with AI



Approach	Time to deliver	Output
1. Outsourced agency	5–6 months	High polish, premium craft
2. Hire new internal talent	6–12 months	Owned capability
3. Existing talent + genAI literacy (executed option)	~6-8 weeks	Cinematic storytelling, repeatable & scalable

AI is compressing development, testing and regulatory workflows so we can move faster to market



Accelerating prototyping



Faster movement from idea to working concept

Improve quality & testing



Identify issues earlier, prioritise high risk areas & automate lower-value testing to focus expert time



AI-enabled delivery acceleration

Workflow integration

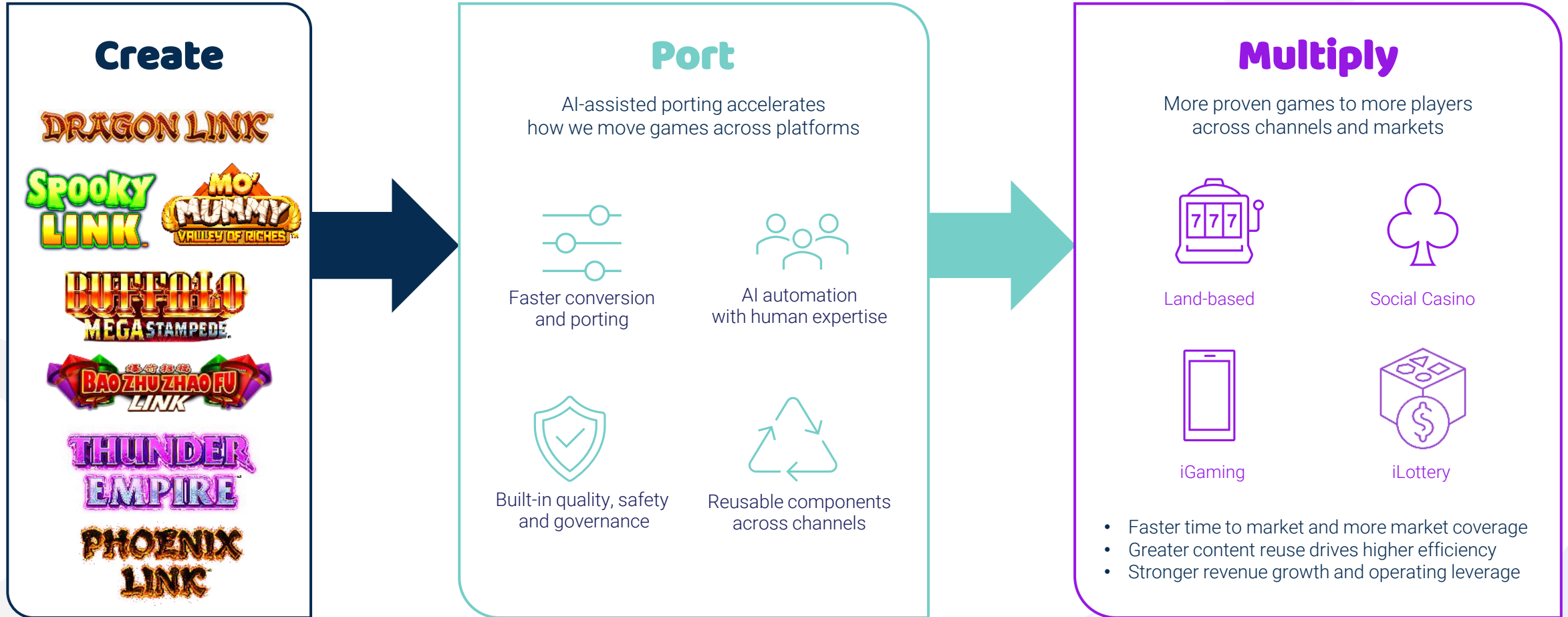


Reusable workflows support faster porting, code conversion & adaption across channels and platforms

Supporting compliance

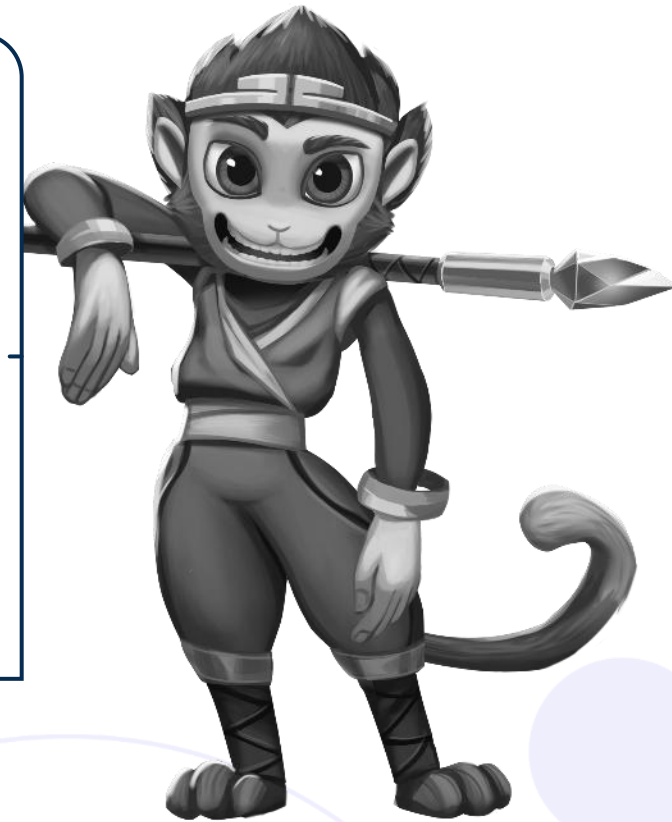
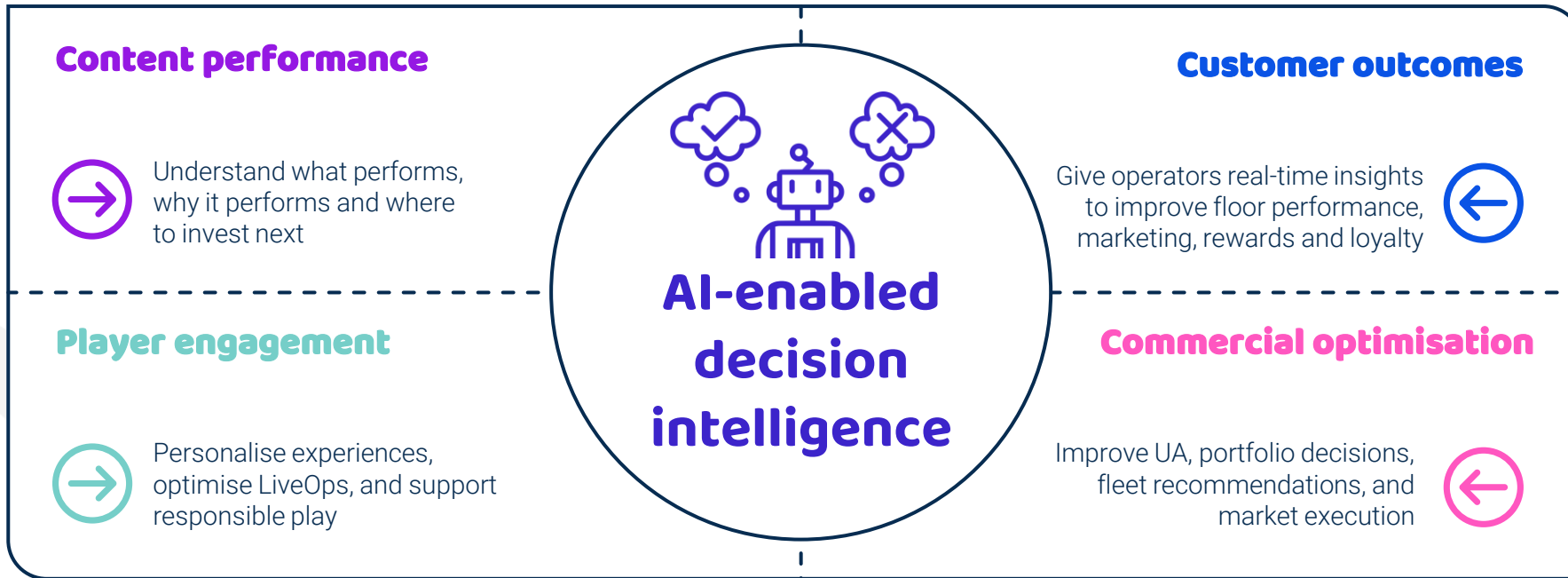


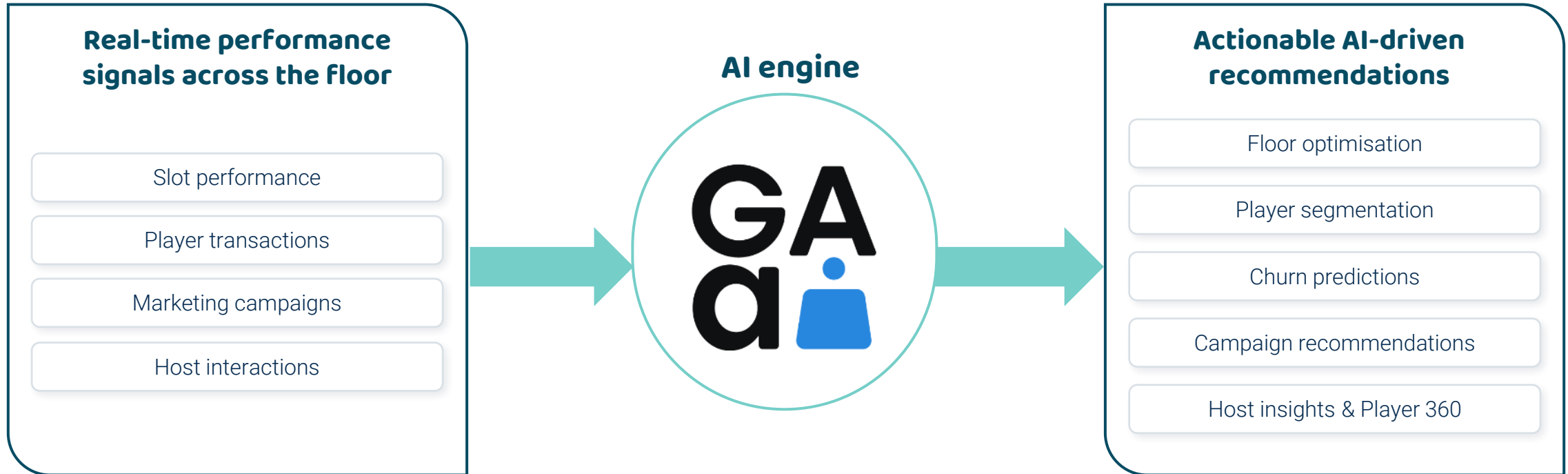
Compare regulatory requirements & identify gaps for faster preparation & validation across jurisdictions



Early indications of up to a 75% reduction in conversion time

Using data to generate faster, higher quality decisions across content, customers and player experiences





Value proposition: recommendations that align to the operator's strategy and brand experience



Save time



Operational efficiencies



Maximise ROI



Enhance guest experience



Rapid response support



Aristocrat’s AI journey

Entering the next phase of AI deployment by leveraging agentic AI to redesign complex workflows



AI use case: Enhancing creativity

AI is amplifying our creative engine, while still protecting proprietary content, brands, IP and platforms



AI use case: Velocity to market

Accelerating multiple stages of the development lifecycle, including porting across channels



AI use case: Advancing AI-powered insights

Unlocking insights for both Aristocrat and customers, to improve player experience and drive value for all

Strategic advantages

Leading Content, Brands & IP

Creative Studios & Talent

Multi-channel Distribution

Deep Regulatory Experience & Trust

Long-standing Customer Partnerships

Aristocrat Gaming

Trevor Croker, CEO & Managing Director



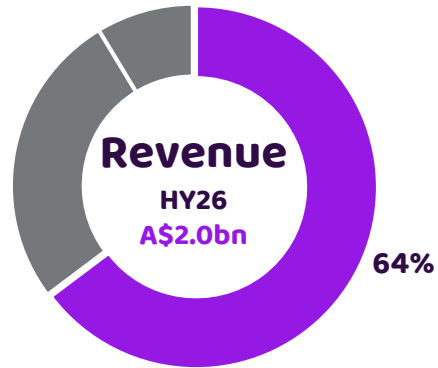


- 1 Unparalleled portfolio, with talent and commercial execution driving success**
- 2 Customer partnerships are a long-term enabler**
- 3 Opportunities in existing and new adjacent markets**
- 4 Scalability and operating leverage**

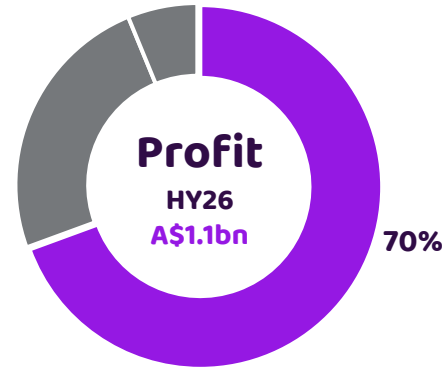
A market leader with exceptional growth opportunities



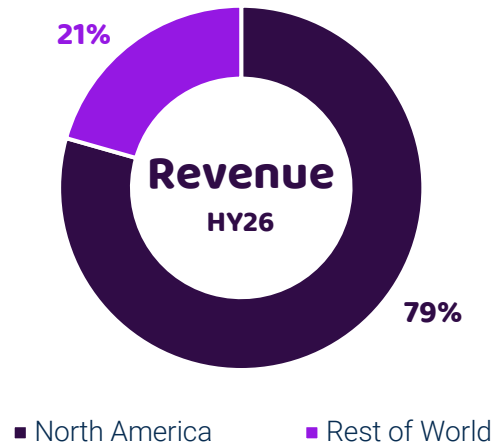
Gaming contribution to Group Revenue



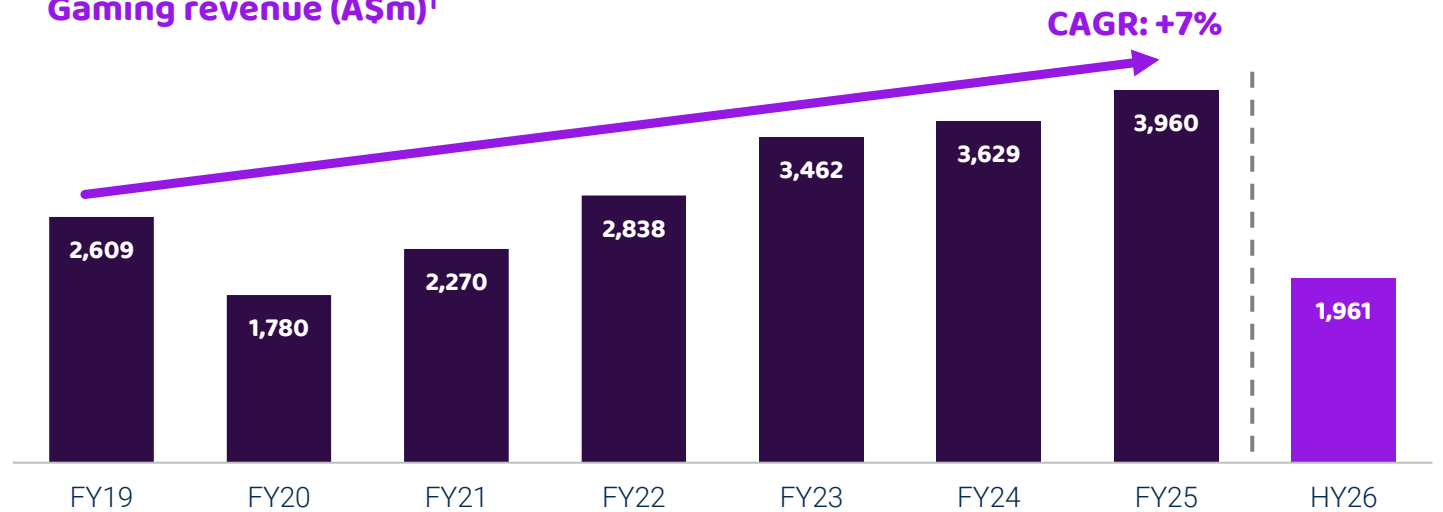
Gaming contribution to Group Segment Profit



Gaming contribution by division



Gaming revenue (A\$m)¹




1. Operational divisions restated from FY22 onwards. Anaxi revenues excluded from Gaming, and Gaming revised from Americas, International and ANZ to North America and Rest of World, beginning in FY22

A market leader with exciting growth opportunities, supported by the depth & strength of our content

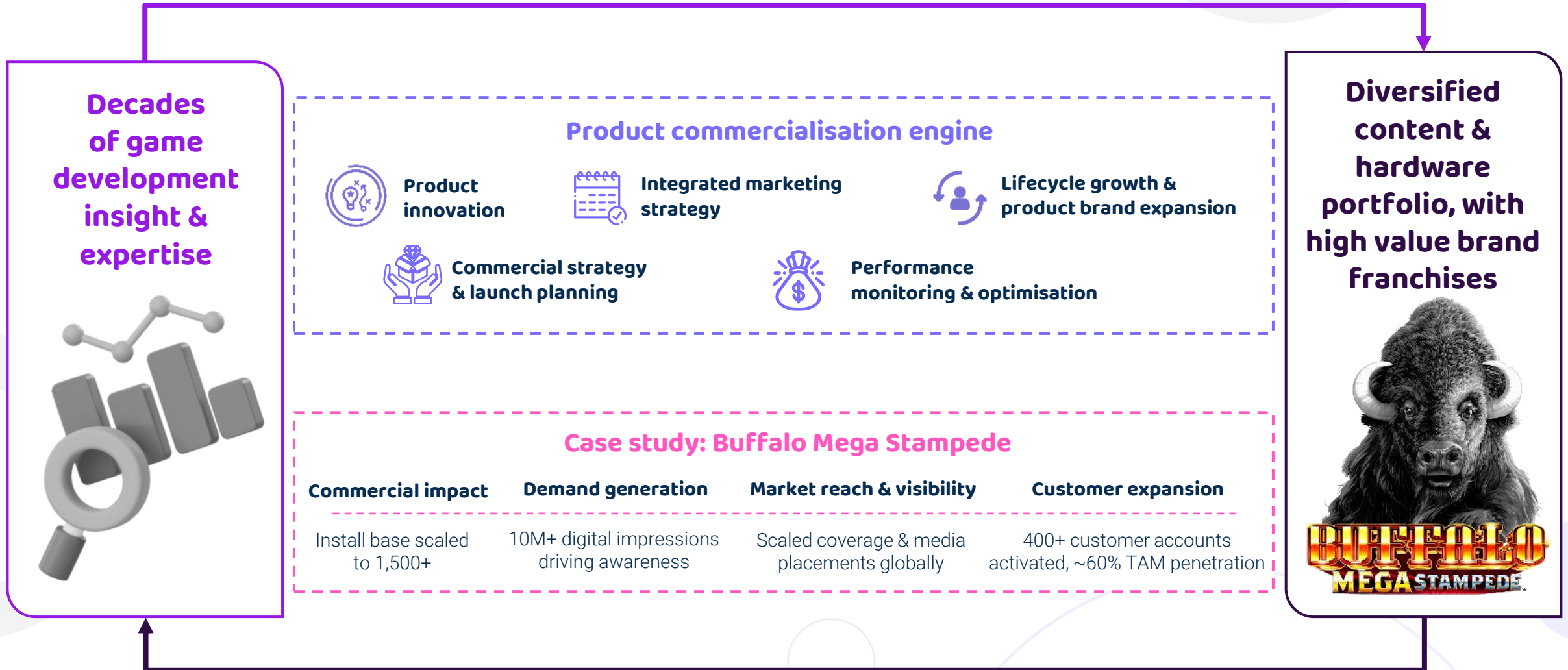


Unrivalled breadth and depth in game content

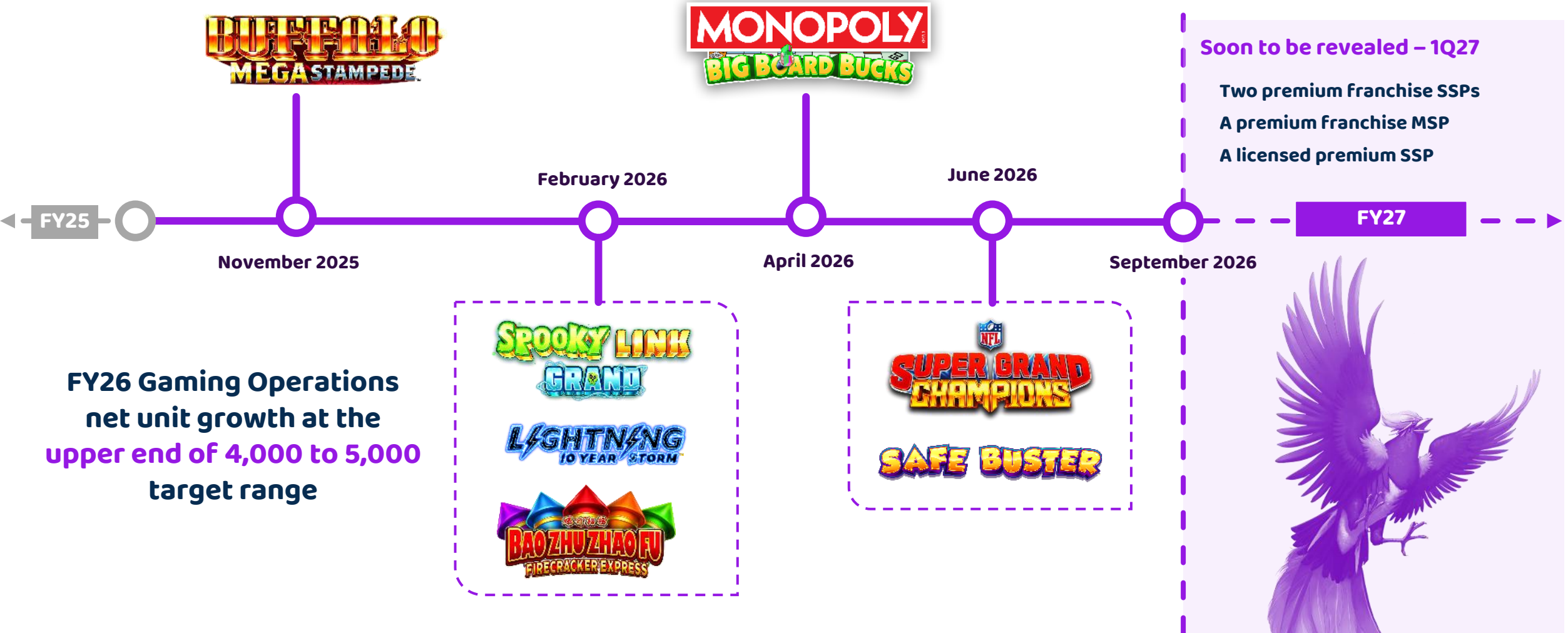
#1 indexing supplier¹ across key segments we operate in

	Performance ²		Game Titles
	June 2021	June 2026	
Top premium leased games	2.94 5,062 slots	2.73 18,616 slots	
Premium high equity licenses			
Class II recurring revenue	1.27 6,716 slots	1.26 6,212 slots	
Top core sales titles	1.10 23,622 slots	0.97 60,536 slots	

1. Eilers Game Performance Report for May 2026 (June 2026 report) and May 2021 (June 2021 report). Units>3000 across Premium Leased and Wap, Class II and Owned
 2. Eilers Game Performance Report for May 2026 (June 2026 report) and May 2021 (June 2021 report). Performance (Theo / Net Win Vs House) and number of slots across Premium Leased and Wap, Class II and Owned

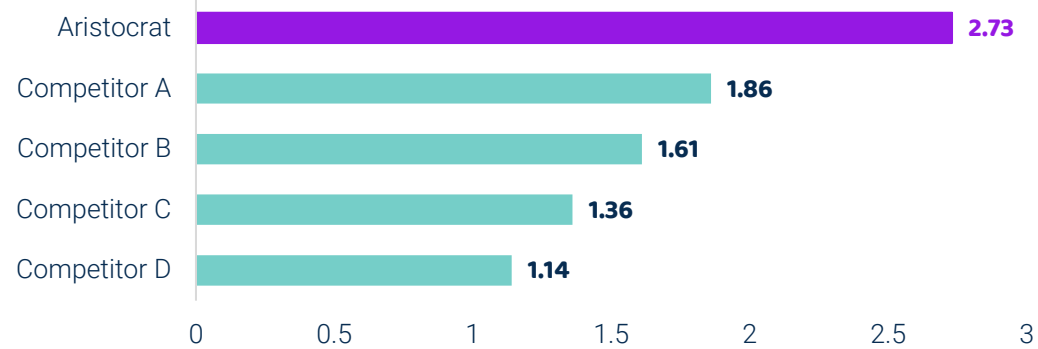


Compelling FY26 product roadmap with strong momentum leading into FY27

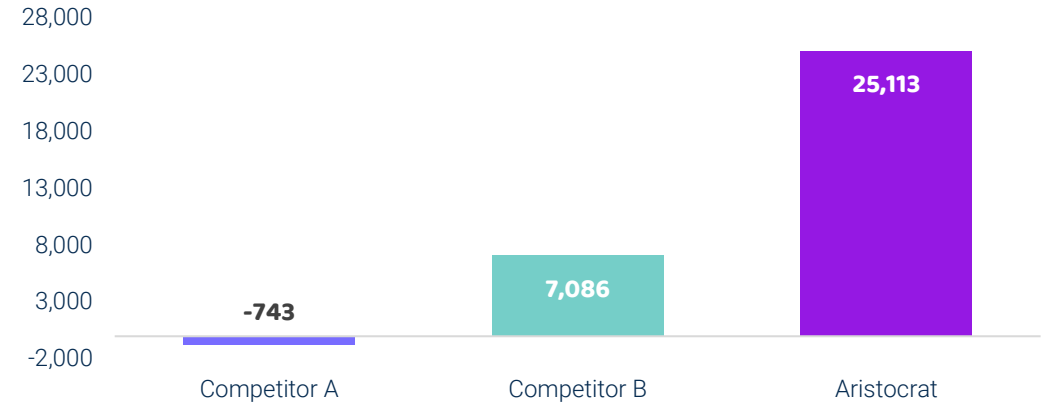




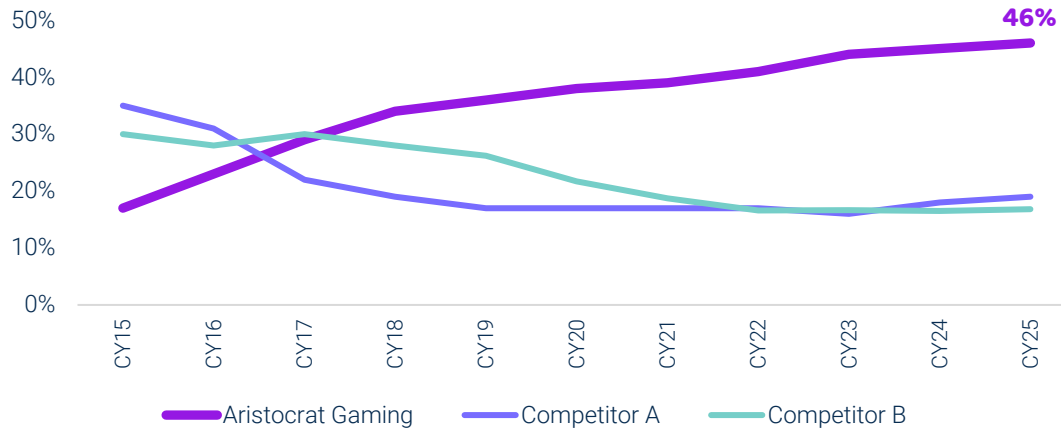
Top indexing Premium Games¹



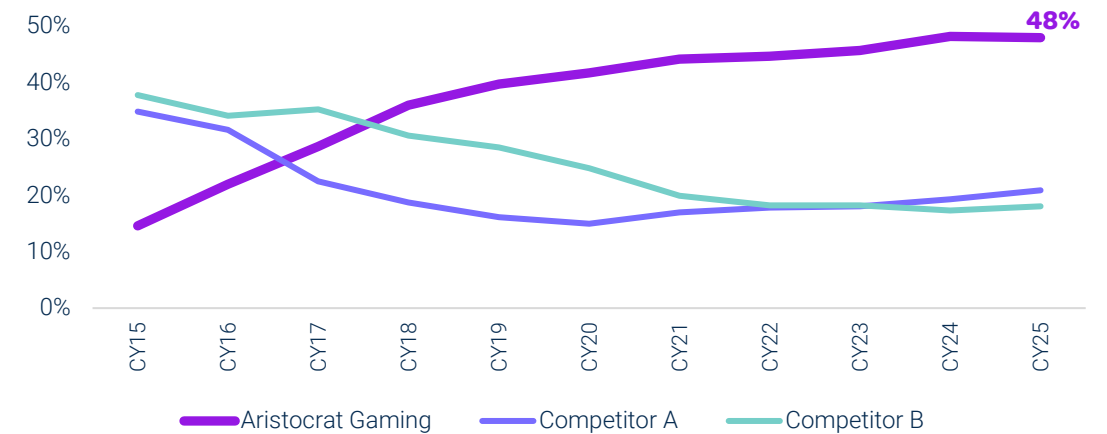
Premium Games unit volume growth 2018-2025²



Premium Games installed units – market shares²



Premium Games revenue – market share²



1. Eilers Game Performance Report for May 2026 (June 2026 report), Supplier Premium Leased and WAP (Units>100), Theo Win Vs House
 2. Eilers Gaming Supplier KPIs – 4Q25, Premium units only include WAP, LAP, and Premium Daily Fee. Excludes standard lease, participation, and VLT games

CY refers to Calendar Year

Outright Sales: superior game performance underpinning market share gains

Top ranked games in Outright Sales



**#1 indexing supplier –
owned 0.97x**
house performance¹

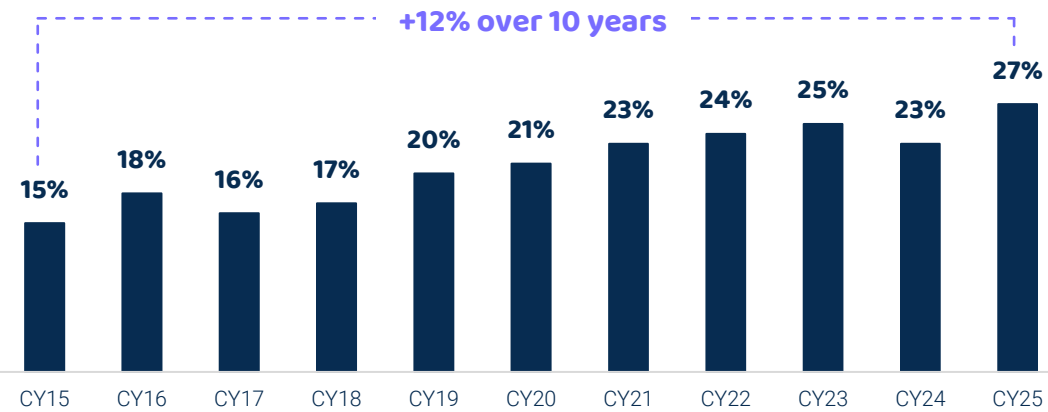
Diversified cabinets expand player experiences



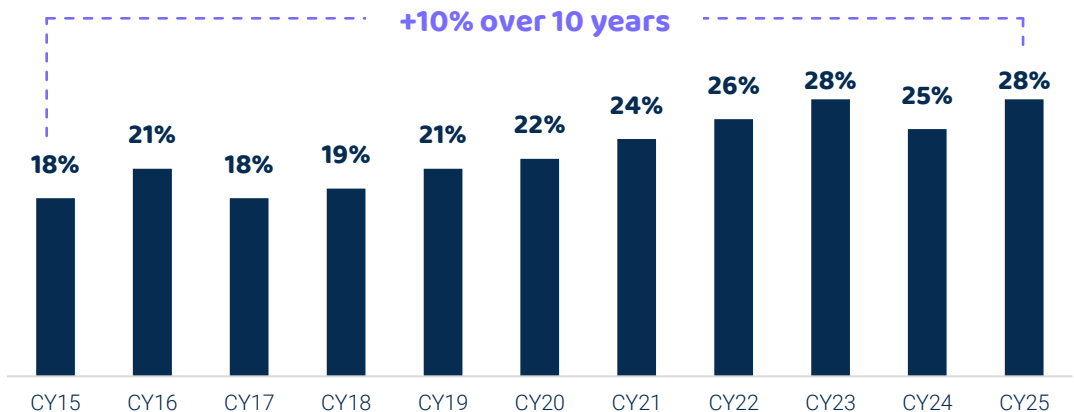
9 of the top 10
indexing cabinets
Premium Video Reel²

Arc Single ranked #1
2.8x
zone index²

Outright Sales ship share³



Outright Sales revenue share⁴



1. Eilers Game Performance Report for May 2026 (June 2026 report); Theo Win vs House (>2000)
 2. Eilers Central Game Performance Database U.S. & Canada Cabinet Performance Report for May 2026 (June 2026 report) - Top Indexing Cabinets – Premium Video Reel
 3. Ship Share in North America - Eilers Gaming Supplier KPIs – 4Q25
 4. North America Game Sales market share - Eilers Gaming Supplier KPIs – 4Q25

Superior game performance drives continued market share opportunity in North America

Our share of top performing games ranked across the market is higher than our share of the casino floor

% share of top performing Premium Games

46% — **+18%** —→ **64%**

Aristocrat installed base share¹

Aristocrat share of top performing games²

% share of top core games

27% — **+11%** —→ **38%**

Aristocrat market ship-share³

Aristocrat share of top performing games²

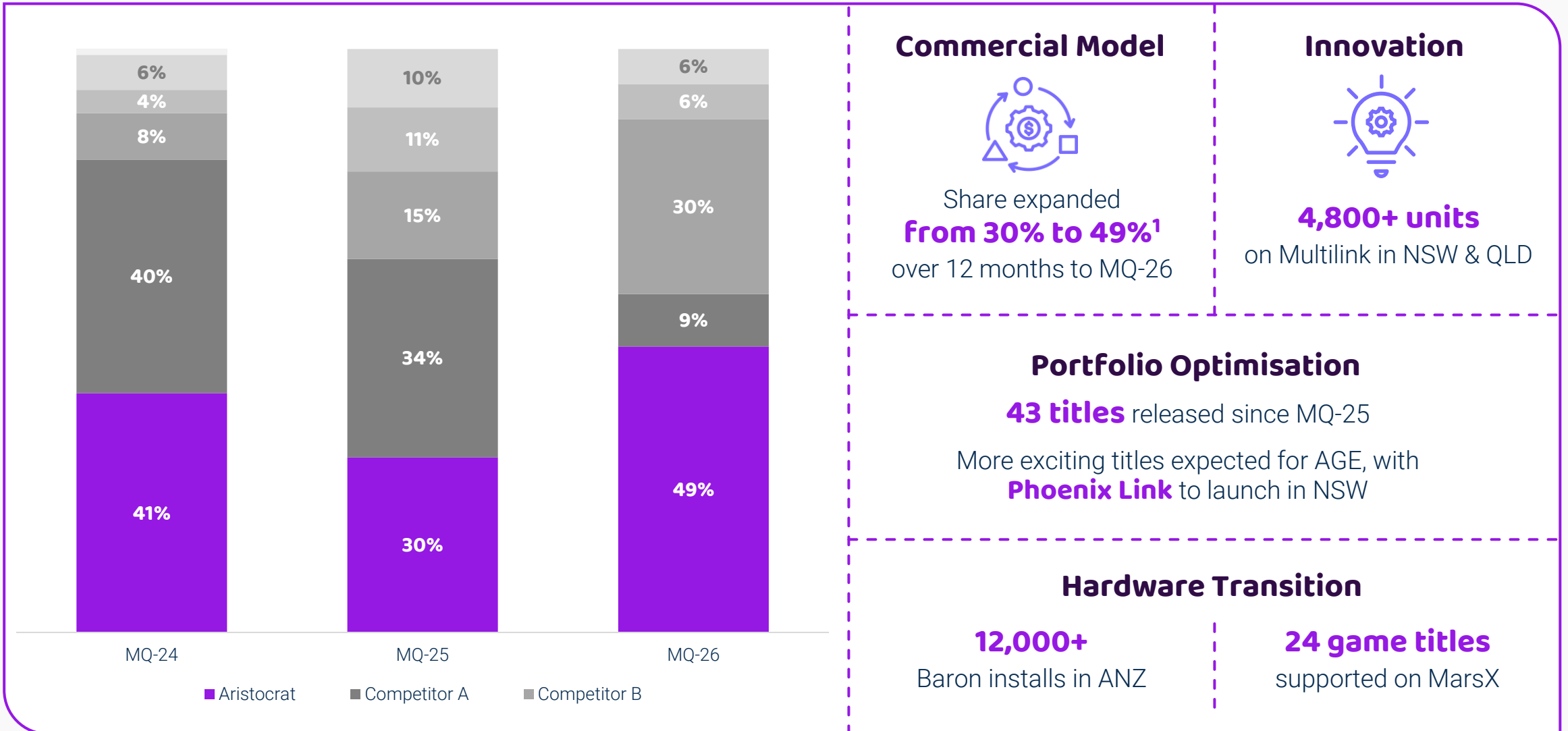


1. Eilers Gaming Supplier KPIs – 4Q25, Premium units only include WAP, LAP, and Premium Daily Fee. Excludes standard lease, participation, and VLT games
2. Eilers Game Performance Report for May 2026 (June 2026 Report), data as at 2Q26
3. Eilers Gaming Supplier KPIs – 4Q25, Ship Share in North America

Our ANZ market share has been restored & momentum is strong



Australia case study: meticulous execution of our response to a change in the competitive landscape



1. Market share percentages based on NSW regulator data, QLD Max Gaming data and internal analysis



Tribal Gaming key facts

29

States with Tribal Gaming¹

532

Tribal casinos in US as of July 2025¹

400,000+

Slot machines in Tribal Gaming facilities²

US\$43.9bn

In Tribal Gaming GGR in 2024¹

US\$7.4bn

Annual Tribal Revenue generated in Oklahoma³

Leading Tribal Gaming supplier

Serving Tribal community since 1988

Commitment to Tribal partners

Customised Class II product development

Contribution to community

Tribal
sovereignty

Economic
development

Community
sustainability

Education and scholarship programs



is the #1 most recognised brand by Tribal Gaming patrons⁴

1. NIGC FY 2024 Gross Gaming Revenue Report
2. Eilers Slot and Table Count Report – 1Q26
3. OIGA Economic Impact of Tribal Nations in Oklahoma Report, 2023
4. Aristocrat research data / Burke Study 2023



Eight consecutive years of being #1 Overall Supplier¹

Aristocrat global customer NPS survey highlights²

Global NPS score of

69

demonstrating strong customer advocacy across regions

96%

Aristocrat ranked consistently high in partnership satisfaction in North America

86%

Agreed that Aristocrat's support enhances their business performance

Positive qualitative feedback reinforces Aristocrat's reputation for product quality, innovation, and long-term partnership value




1. EKG Awards (2018 to 2025)
2. 2025 NPS Global Gaming

Adjacent North American markets represent a significant market opportunity



Game Road Map



New York Lottery

Lottery based market
Central determinate

TAM units	Launch Year
~10,800	2022








Historical Horse Racing

Pari-mutuel wagering
Several domestic jurisdictions

TAM units	Launch Year
~29,000	2023











Canada/Oregon Video Lottery Terminals

Single government customers
Unique market configurations

TAM units	Launch Year
~31,600	2019







Georgia Coin Operated Amusement Machines

Skill element required to determine win

TAM units	Launch Year
~43,000	2024









Illinois Video Gaming Terminals

Route gaming in Gas Stations, Bars, Parlors with max of 6 units per location

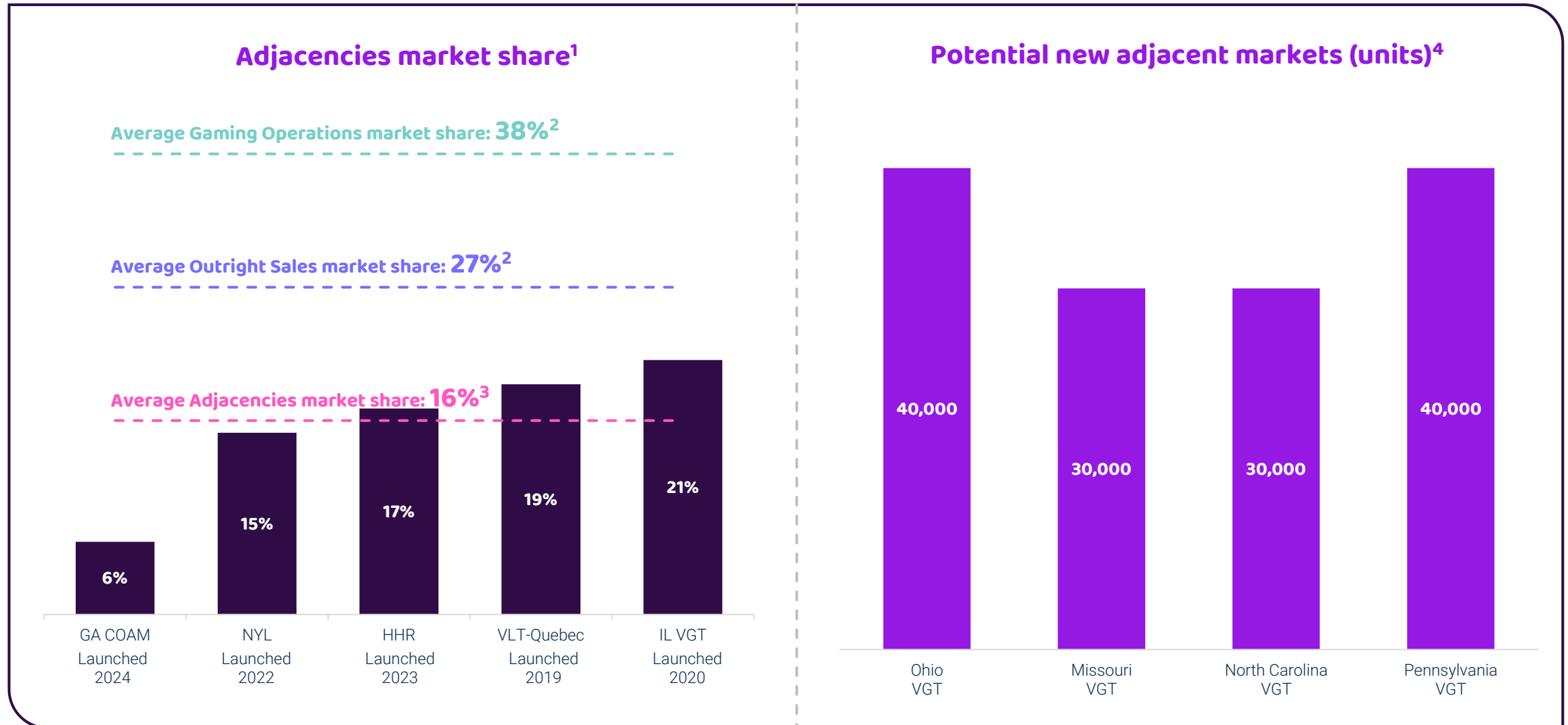
TAM units	Launch Year
~49,000	2020





Aristocrat Gaming is relatively new to adjacent markets

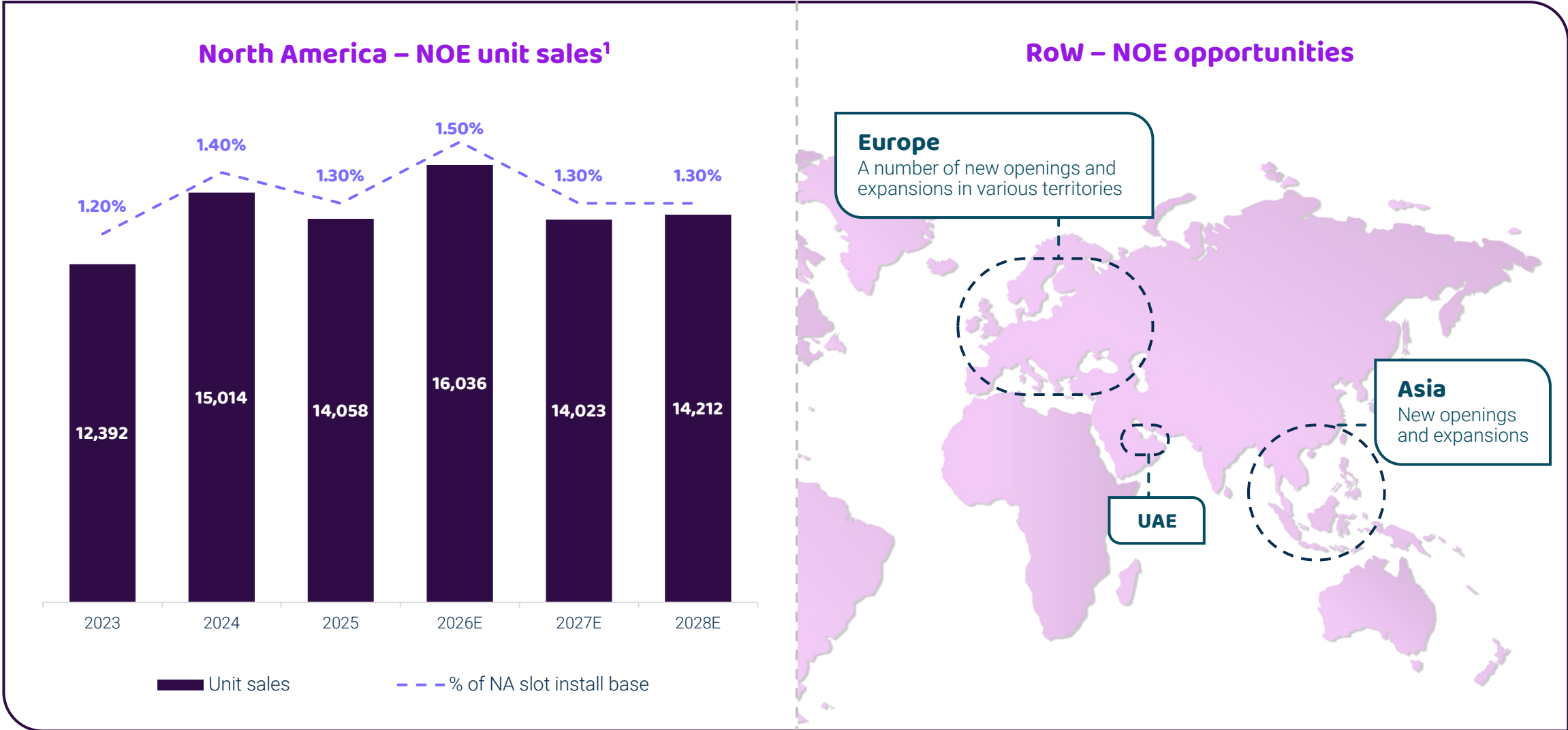
Significant opportunity to continue to take share in our existing & new markets



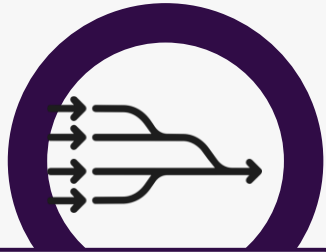
1. GA COAM: GA Lottery reports; NYL: Lottery reports; HHR: customer survey; VLT Markets: regulator reports; IL VGT: Illinois gaming control board reports
 2. Eilers Gaming Supplier KPIs – 4Q25, Gaming Ops units include lease, participation, VLT, e-table, and Class II games; Ship Share in North America
 3. Estimated average adjacencies market share based on market data available in the adjacencies Aristocrat operates in
 4. Estimated market opportunity based on Aristocrat analysis and pending market regulation



Aristocrat typically receives a higher share in openings & expansions than portfolio average



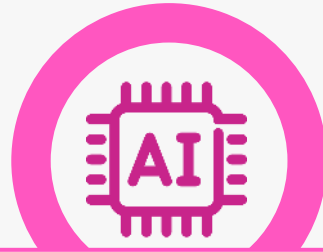
1. Eilers Slot & Table Demand Forecast - Post 4Q25, new and expansionary unit sales



Simplifying the structure



Optimise supply chain



Digitising & driving efficiency with AI



Appropriate investment in growth channels



Creating more value for our customers





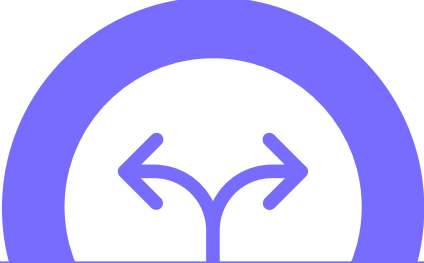
Portfolio, talent & execution

Unparalleled portfolio with a contemporary operating model enabling growth and continued share gains



Customer partnerships

A critical long-term enabler of growth with cross-channel opportunities to expand services



Opportunity in adjacent markets

Expanding in new & existing adjacencies, where our share is below that in our core markets



Scalability & operating leverage

Ongoing focus on profitability and operating leverage with AI enabling productivity and savings

Strategic advantages

Leading Content, Brands & IP

Creative Studios & Talent

Multi-channel Distribution

Deep Regulatory Experience & Trust

Long-standing Customer Partnerships

Product Madness

Dafne Guisard, Chief Commercial Officer EMEA





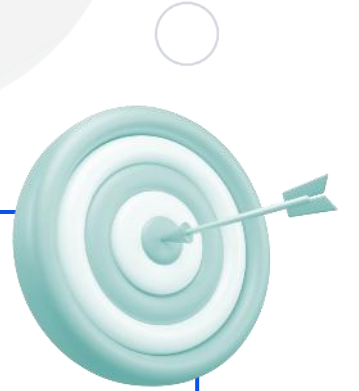
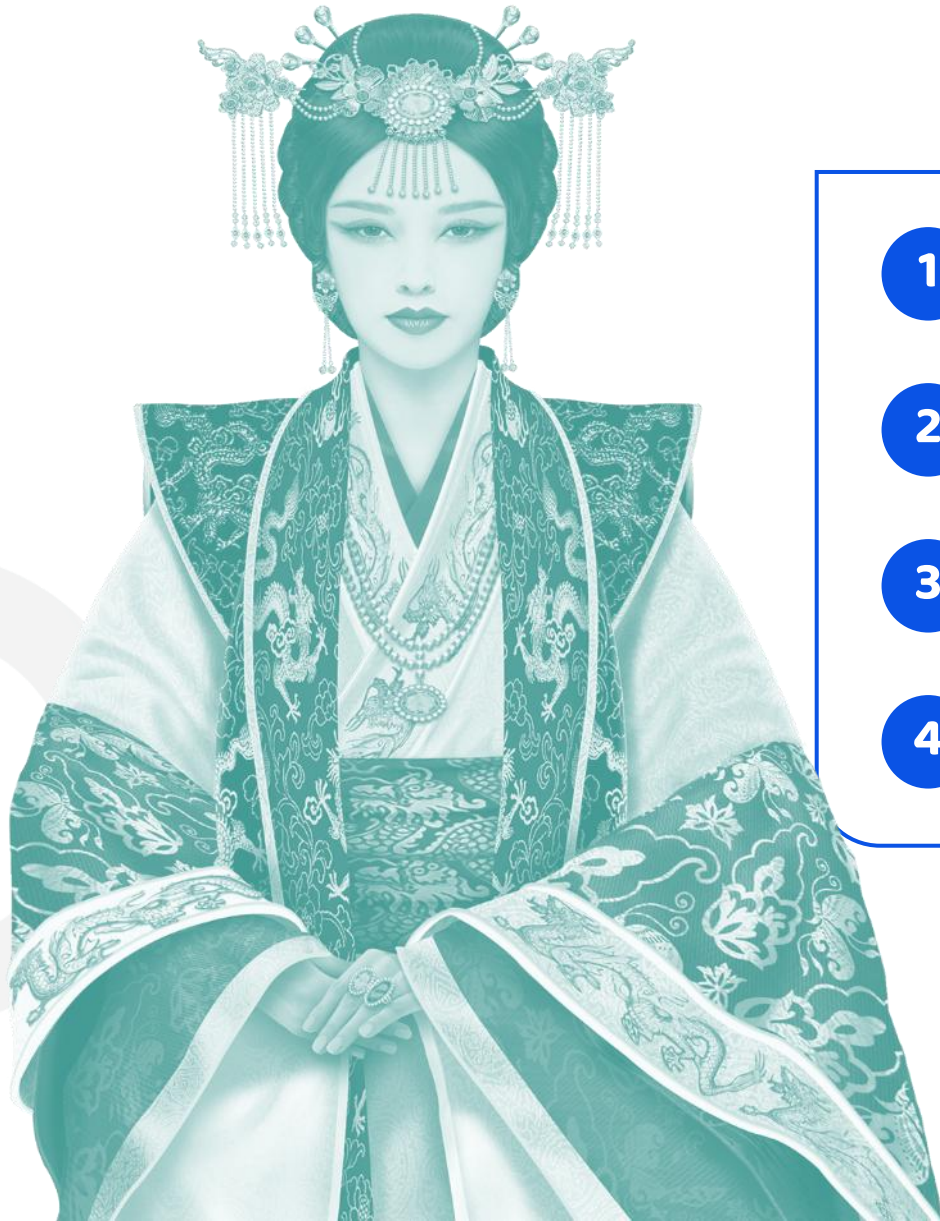
2026

Appointed as Chief Commercial Officer (EMEA) of Aristocrat



20+

Years of senior leadership experience across commercial growth, operations and digital transformation

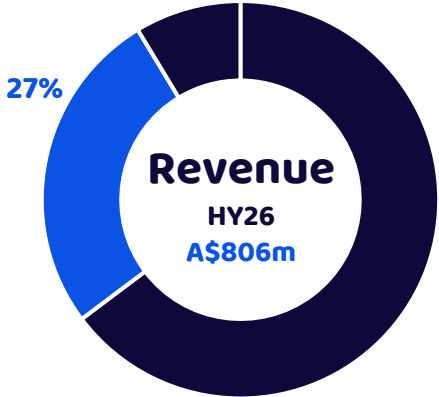


- 1 Strong & consistent growth through content innovation**
- 2 The winning formula driving market leadership**
- 3 AI: Faster delivery, richer player experience**
- 4 Disciplined UA investment & DTC migration**

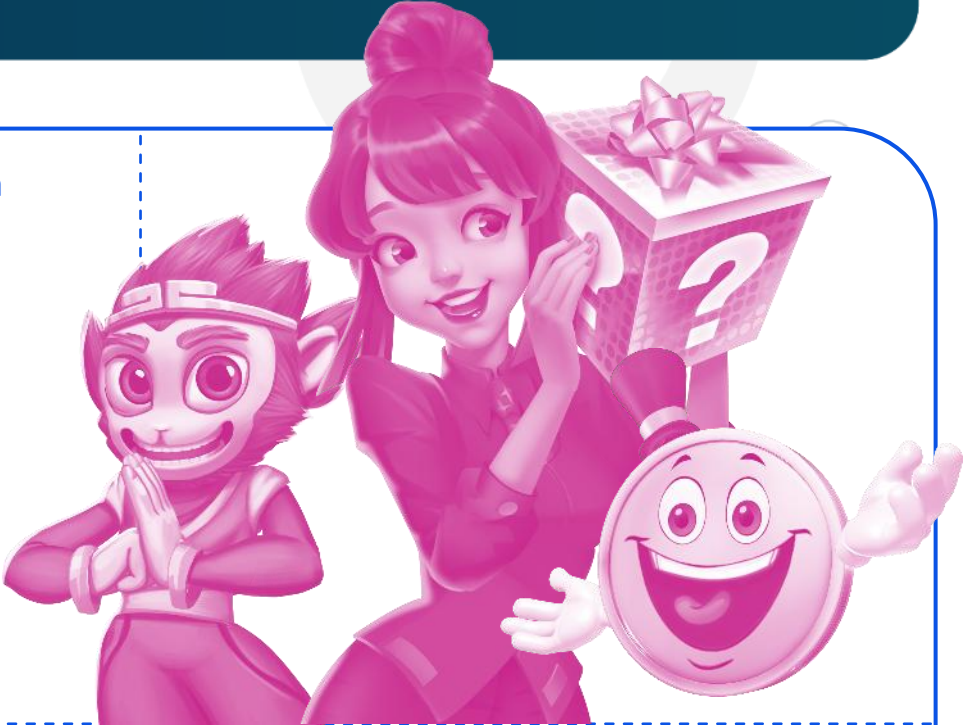
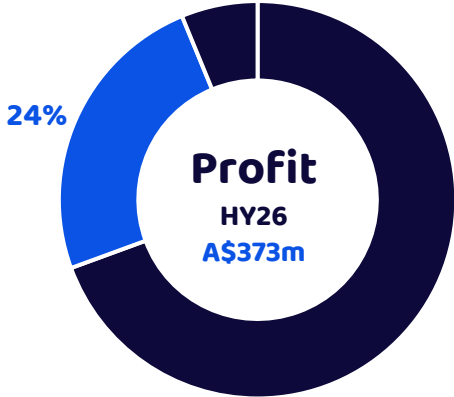
Product Madness is a market leader in Social Slots



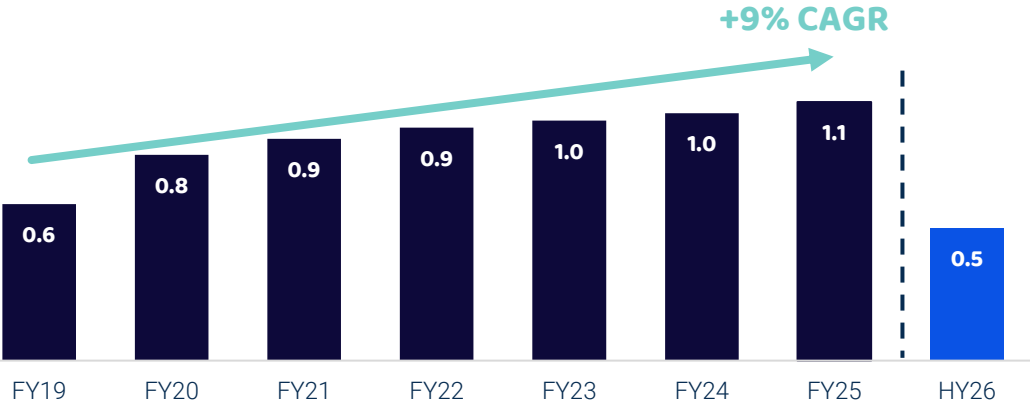
Product Madness contribution to Group Revenue



Product Madness contribution to Group Segment Profit



Product Madness Social Casino Bookings (US\$bn)



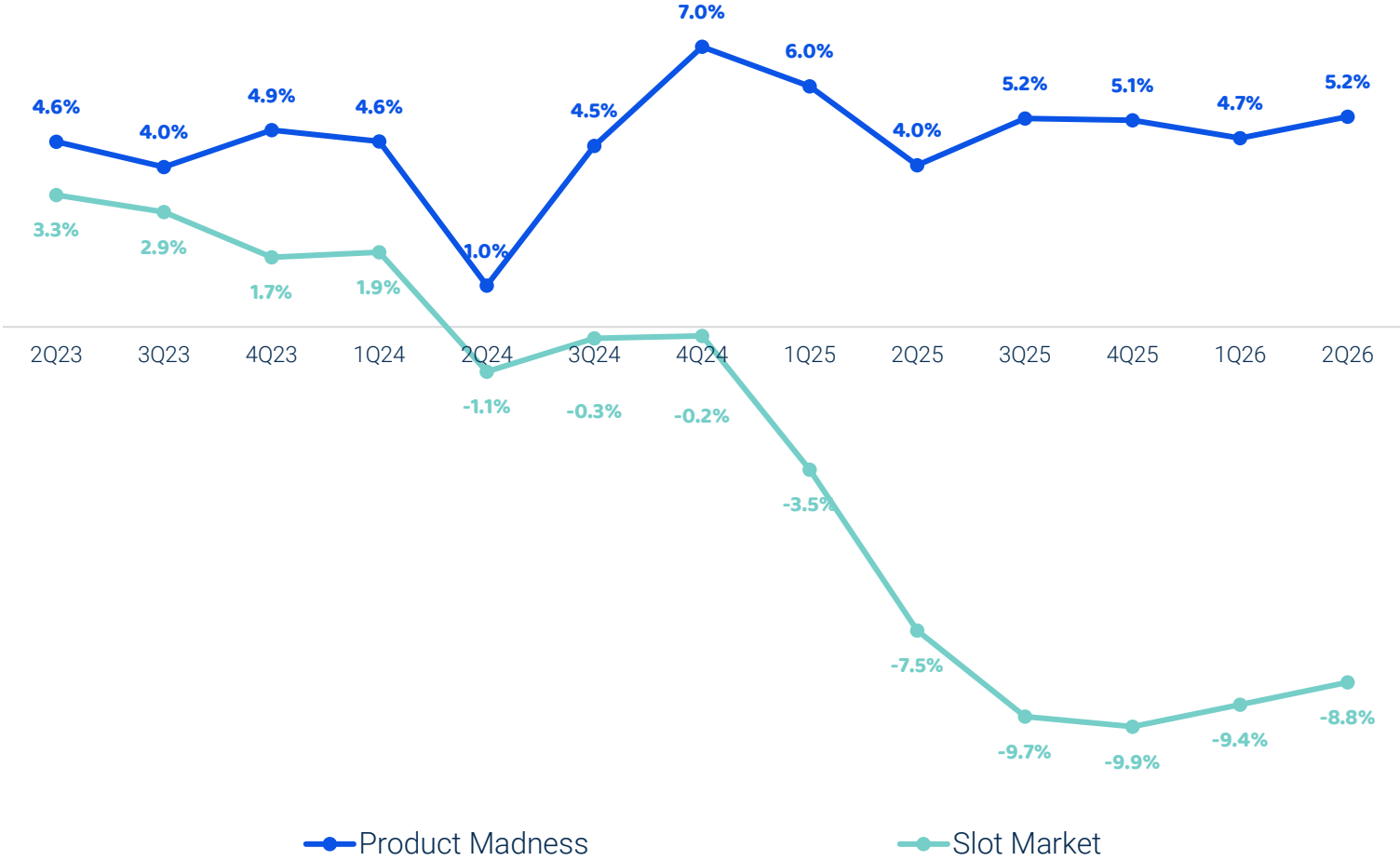
Product Madness Quarterly Total Revenue Social Slots share¹



1. Sensor Tower data, public company reports and Aristocrat estimates



Product Madness Social Casino Bookings growth vs Slot market performance¹



1. Sensor Tower data, public company reports and Aristocrat estimates

Leverage leading Aristocrat content and AI to accelerate creativity and deepen engagement



Our strategy: driving momentum to lead and outperform the Social Slots category

Our player-first mindset underpins our #1 Social Slots¹ position



Best-In-Class Content

Leveraging Aristocrat's iconic land-based content and our proprietary brands



Continuous Improvement

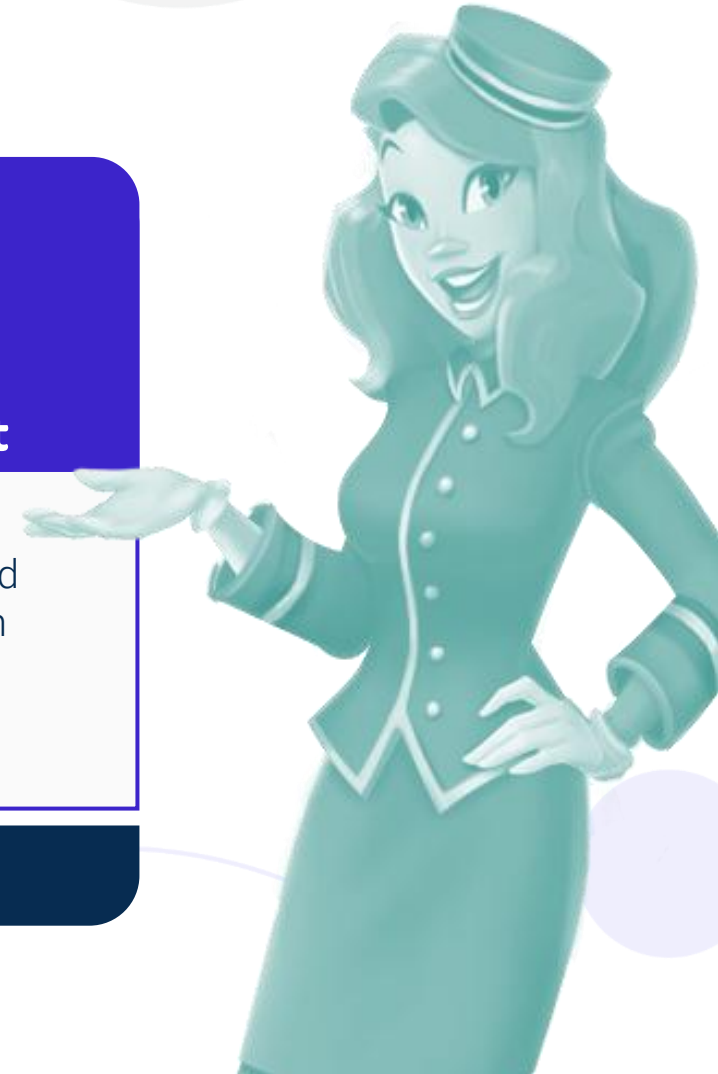
Player-first mindset across product innovation, player journey, DTC & market distribution



Disciplined UA Investment

Sustained, disciplined spend with focus on organic growth

Well established approach to AI enables our strategy





#1 grossing app in Social Casino **globally**

Best-ever daily average revenue during Feb-26



First ever **\$1M revenue** in a single day

Ranked **#3 worldwide** for Social Casino apps



20 consecutive months of YoY revenue growth

Record high customer satisfaction scores in Feb-26



90% revenue growth over 1H26 YoY

Nominated for **EKG Social Casino slot of the Year**



Product Madness named EKG Social Casino Operator of the Year¹



Scale the mini-games engine to unlock efficient, repeatable LiveOps execution and support long-term player engagement



LiveOps mini-games



Mo Mummy reskin
Repeatable mini-game framework



Heart of Vegas Treasure Hunt mini-game
Repeatable mini-game framework

Bespoke customer features



Franchise – Yo Yeti takeover
Leveraging IP to drive retention

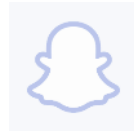


Cashman Casino features
Meta layers increase engagement

A unified way of working with partners that enables improved execution and continuous evolution

Why Partnerships matter?

Improved economics, greater featuring and increased testing compound growth



Product & player journey ambition

Organic growth, LiveOps scaling, and innovation raise the bar for delivery from our platform partners



Platform leverage

Joint Business Plans, increased partner tools, testing, insights and technical support driving better execution



Business impact

Greater commercial value and stronger organic growth across current and emerging ecosystems



Three AI engines changing how we make and operate games to drive ARPDAU improvements



Advanced player analytics

Priority 1

AI-driven analytics that facilitate a deep, real-time understanding of the player



Art & engineering efficiency

Priority 2

AI-powered development across code, art and quality testing, accelerating velocity from concept to live

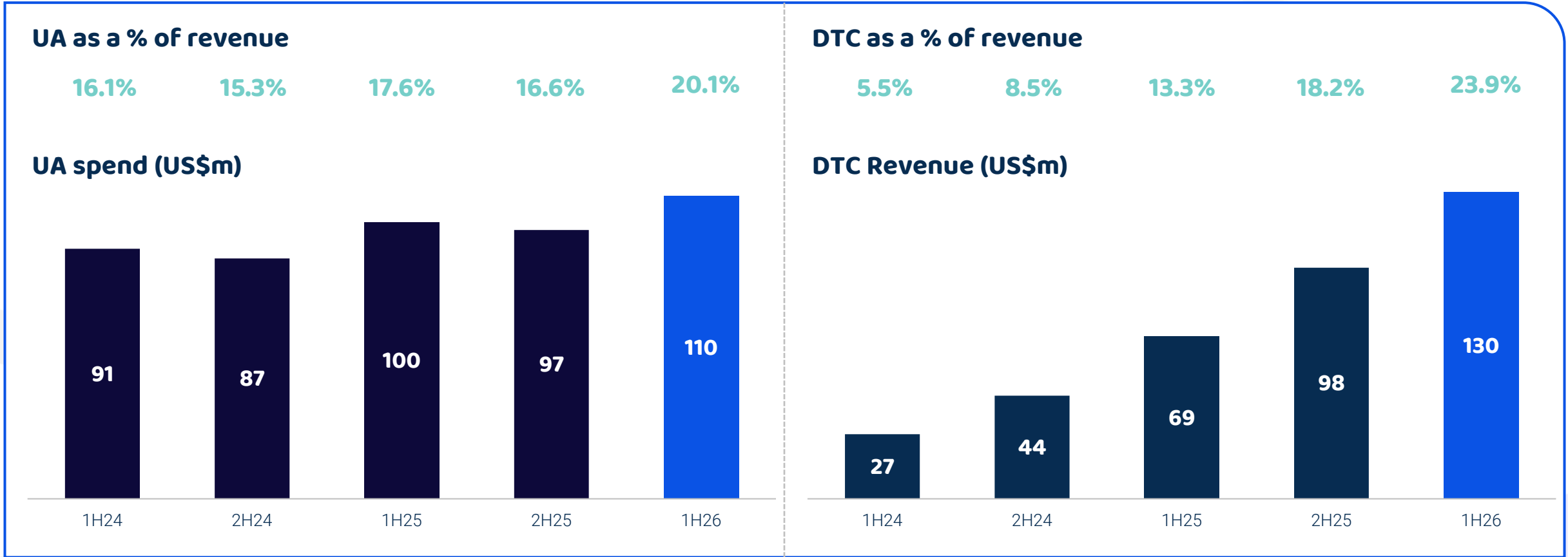


Strategic operations

Priority 3

Knowledge base and tools for AI agents to safely code, build, test and operate live games alongside the team







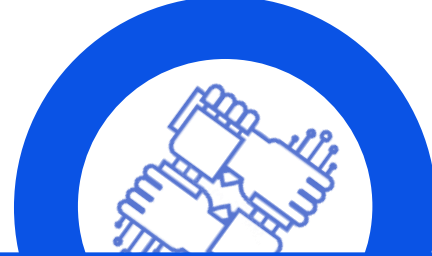
Strong, consistent track record

Competitive advantage in Social Slots, leveraging leading Aristocrat content



The winning formula driving leadership

Driving retention through integrated marketing, Live Ops and features



AI benefits the full product lifecycle

Improving speed and agility, with faster delivery and a richer player experience



UA investment and DTC migration

Focusing on efficiency to drive margins and fund reinvestment

Strategic advantages



Leading Content, Brands & IP



Creative Studios & Talent



Multi-channel Distribution



Deep Regulatory Experience & Trust



Long-standing Customer Partnerships



Aristocrat Interactive

Dylan Slaney, CEO Aristocrat Interactive





2025

Joined Aristocrat as
Chief Executive Officer
of Aristocrat Interactive



8+

Years of global leadership experience in
iGaming, having recently served as CEO
of iGaming at a competitor

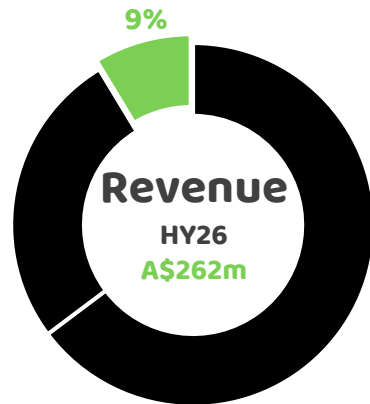


- 1 Progress & learnings since June 2024**
- 2 Market opportunity & pathway to scaled growth**
- 3 Content & iLottery as core growth engines**
- 4 Connected digital capabilities beyond the core**
- 5 Execution confidence & long-term value creation**

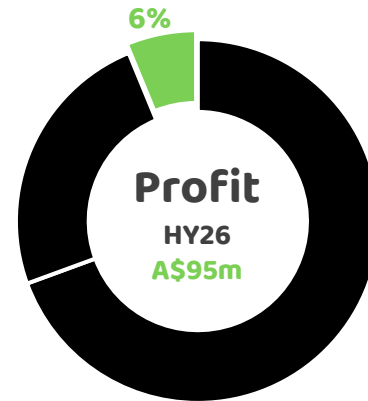
Aristocrat Interactive is scaling and poised for growth



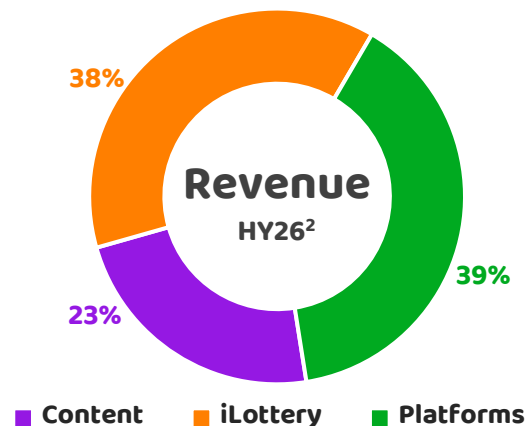
Interactive contribution to Group Revenue¹



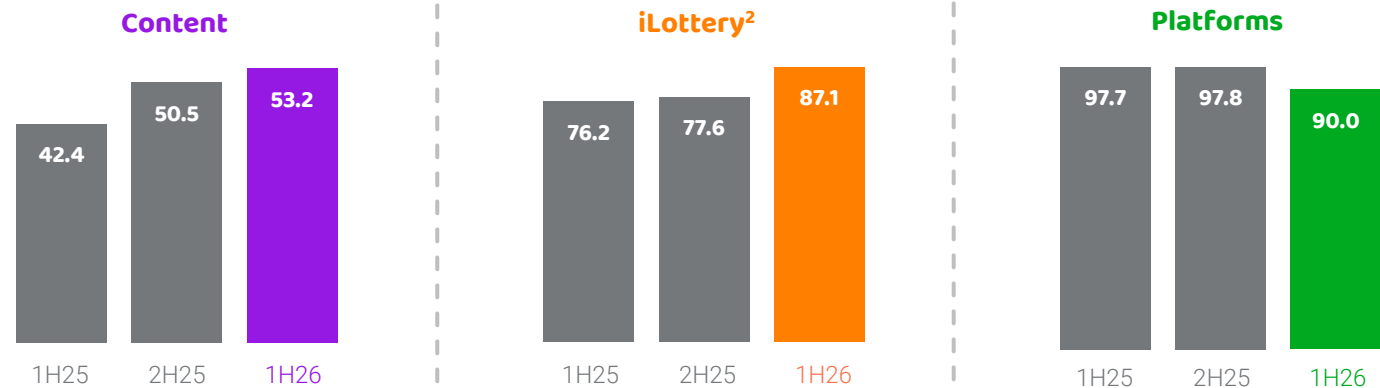
Interactive contribution to Group Segment Profit¹



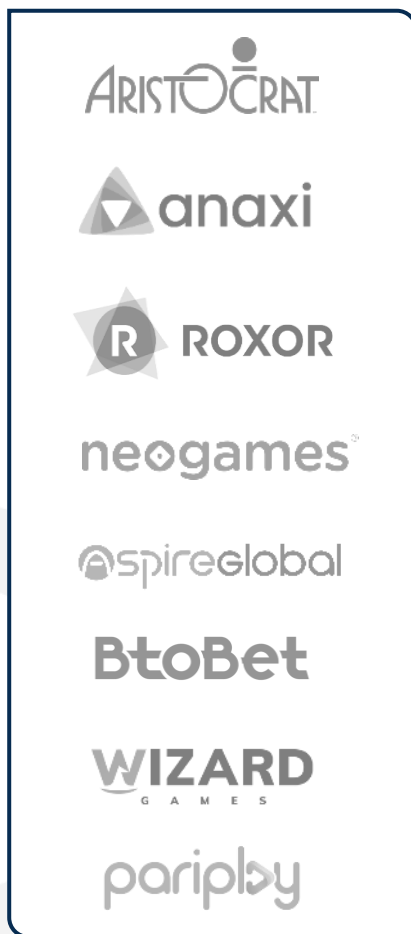
Interactive contribution by division incl. NPI JV revenues



Revenue (US\$m)



1. Revenue and Profit as reported. Interactive revenue excludes share of NeoPollard Interactive Joint Venture (NPI JV) revenue; Interactive profit includes share of profit from the NPI JV
2. iLottery includes its share of NPI JV revenues



ARISTOCRAT INTERACTIVE™

Unified Anaxi, Roxor and NeoGames into one Interactive business

Strengthened governance, financial discipline, prioritisation and delivery focus

Advanced responsible gameplay and sustainability alignment



Content

- ✓ Continued to build content traction, with numerous Aristocrat titles achieving strong game performance and operator access improved to > 90%
- ✓ Standardised and modernised core technology stacks
- ✓ Laid groundwork for the launch of Lightning Link in July 2026

iLottery

- ✓ Launched New Hampshire exclusively in July 2025
- ✓ Secured Massachusetts & Michigan contracts (go-live July 2026)
- ✓ Strengthened position as a leading iLottery partner in the US

Platforms

- ✓ Launched Class II Mobile with Chickasaw Nation at Winstar
- ✓ Recent acquisitions of Awager & Gaming Analytics; exiting White Label
- ✓ Land-based casino systems continues to hold leading positions in NSW & USA

Scaling has proven more complex than anticipated

Combining businesses: complexity across teams, platforms and operating models

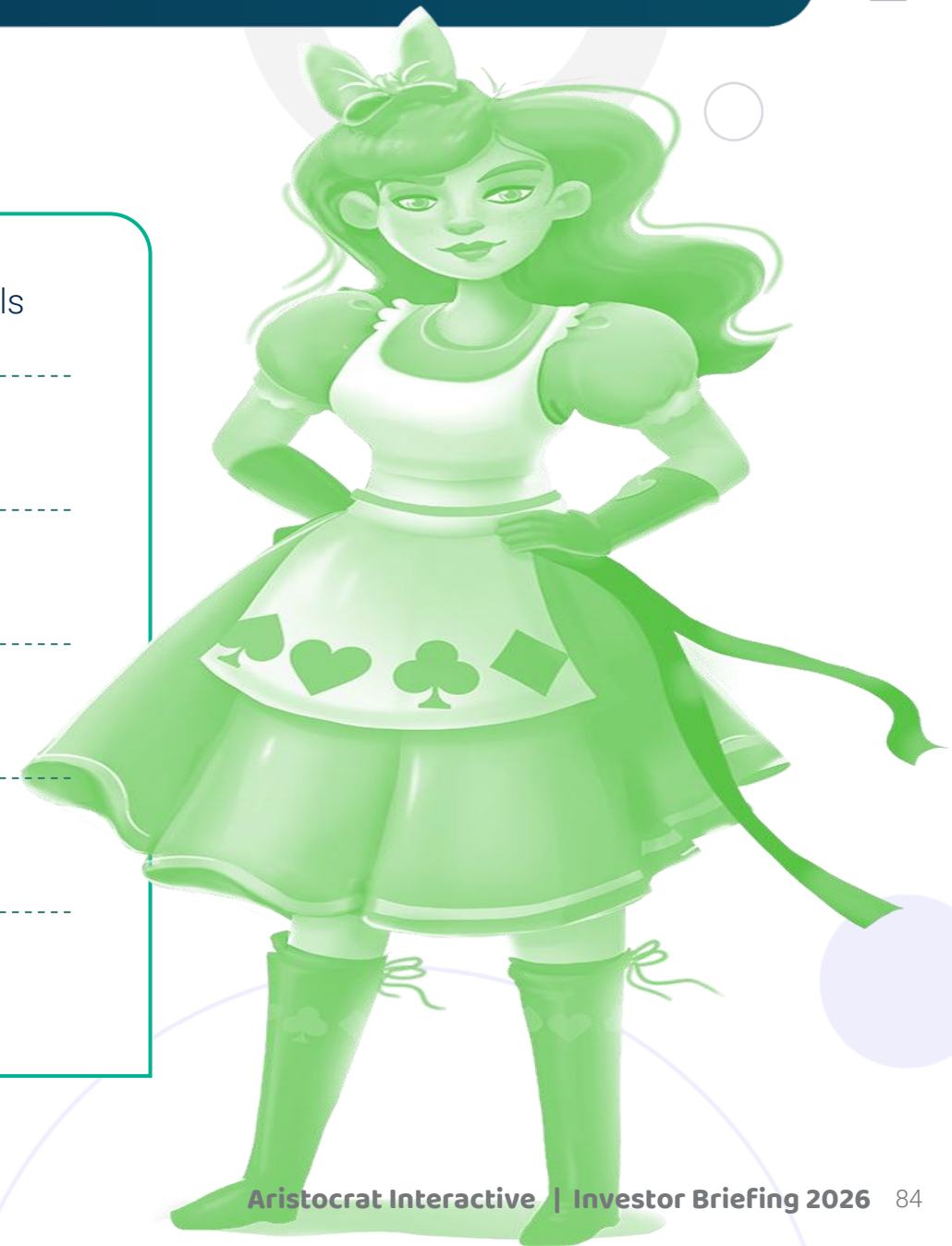
Portfolio focus: breadth of portfolio created opportunity but not disciplined focus

Content scale: longer timelines, regulatory challenges and operator dependencies

Technology investment: impacted execution pace and consistency

Market dynamics: more complex and competitive

Talent for scaling: growth required deeper leadership and delivery capability



Focus for sustainable growth has shifted from breadth to depth, differentiation & execution

Historically

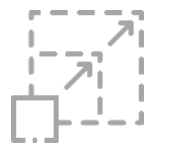
Growth driven by:



Rapid geographic expansion



New market openings



Scaling distribution quickly

Today

Growth more nuanced:



Slower US iGaming legalisation



Evolving consumer and operator expectations



Increased regulation and tax



Evolving adjacent and emerging models

Foundations

Now firmly in place



Portfolio Simplified



Strategy Focused



Execution Strengthened

Our Strategy is more focused



Sustainable growth driven by two core engines, supported by strategic initiatives

Core growth engines



Content

Leveraging Aristocrat's leading brands, proven game performance and regulated market distribution



iLottery

Long-duration customer partnerships, technology leadership & content-enabled growth

Strategic Platform initiatives

Game & Player IQ

Unifying systems and analytics to deliver value-added services for operators

Class II Mobile

Extending trusted land-based relationships into digital growth

Cashless Wallet

Driving industry transformation through cashless payments, compliance & connected player experiences

Content Hub

One destination to access, manage and monetise content

Enabled by foundations

Capabilities

Talent & Culture

Product & Technology

Operating Discipline

Significant opportunity to take share

3.7%

Interactive iCasino market share¹

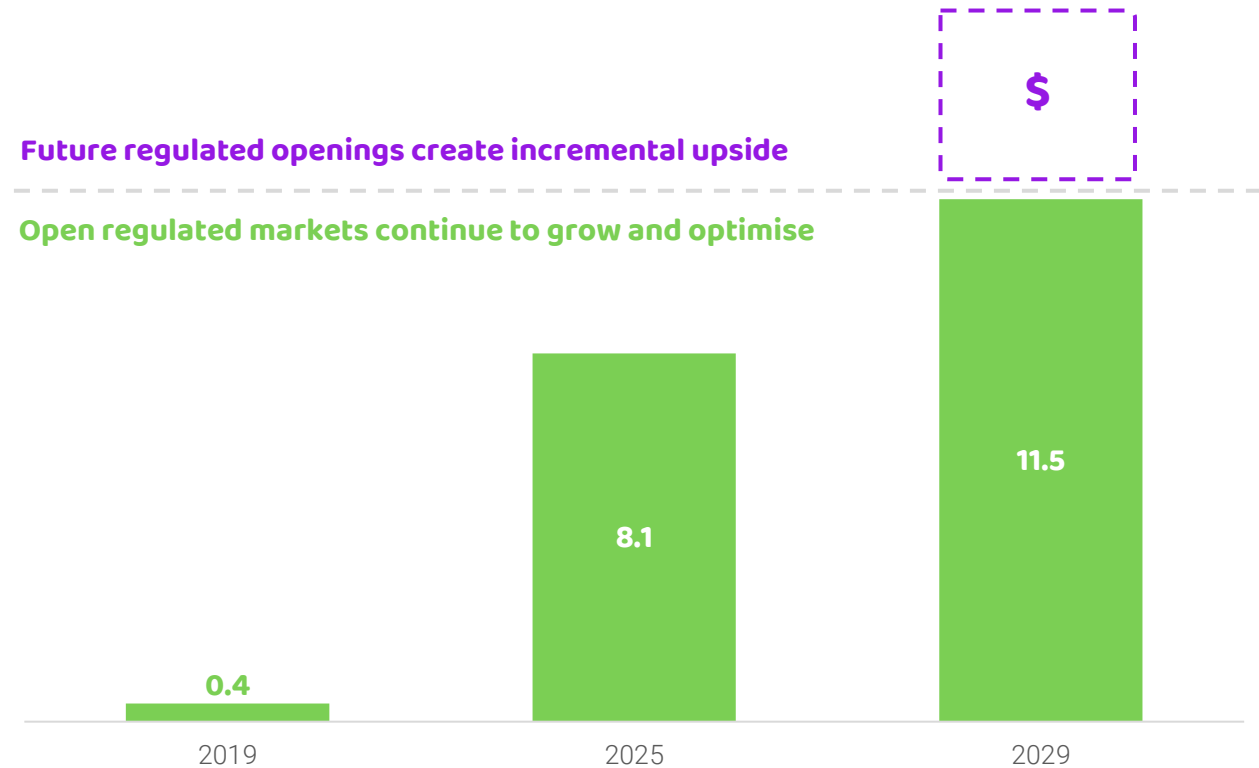
Opportunities

Large open states (PA, MI, NJ) are shifting from expansion to optimisation; growth remains strong, >20% last 12 months

Smaller open states (WV, CT, RI, DE) are growing faster but off smaller bases

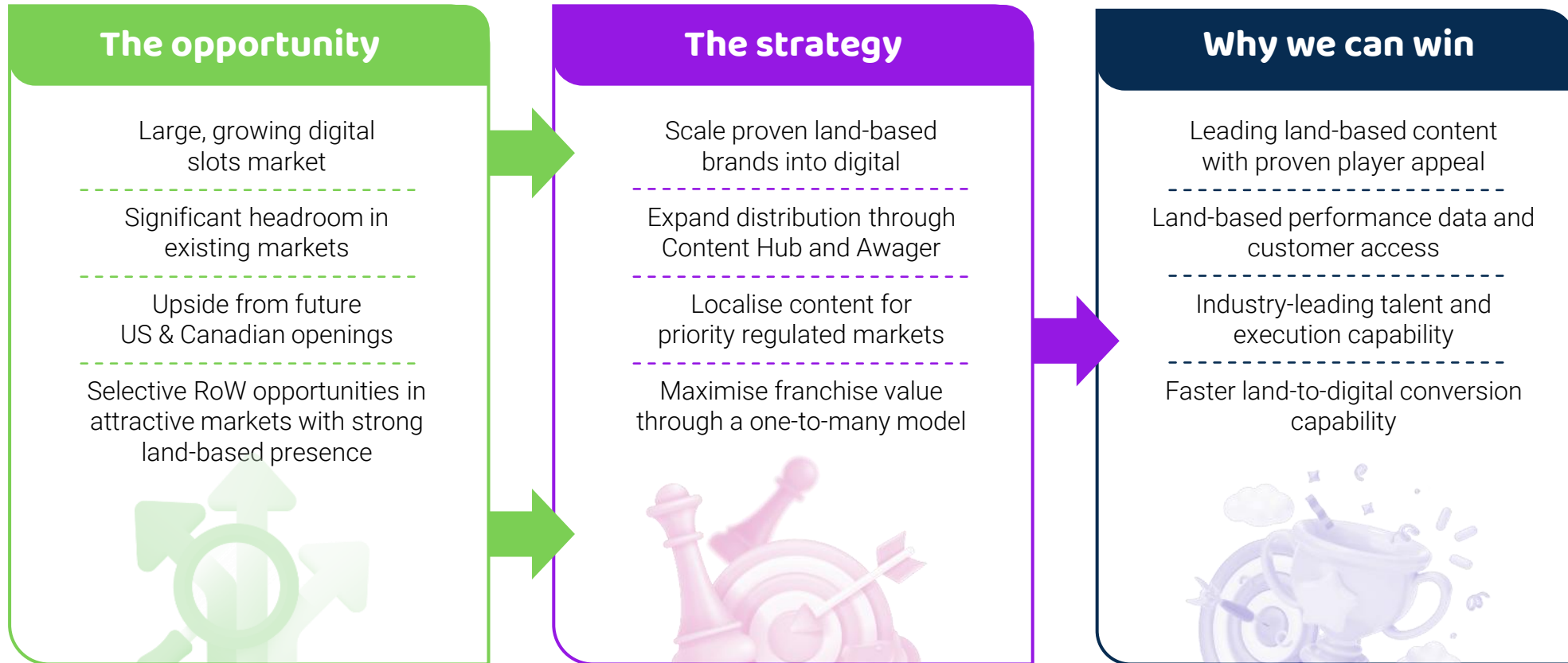
High End growth outlook is encouraging with progress around new States opening up

United States iSlots Regulated GGR - \$USbn²



1. HY26 market share; Eilers Online Game Performance data and Aristocrat estimates
2. H2 Gambling Capital for open states. Onshore regulated markets only. Excludes potential future state openings unless otherwise noted

Scaling proven Aristocrat franchises through focused distribution, repeatable execution & content innovation



Significant upside from proven Aristocrat franchises

Leading land-based franchises yet to launch online, offering significant market share potential



#1 grossing app in Social Casino globally with **8.3% market share**¹; **3rd top grossing** land-based parent game²



Top grossing parent game, with **5 of the 10 top overall Premium Leased land-based games**²



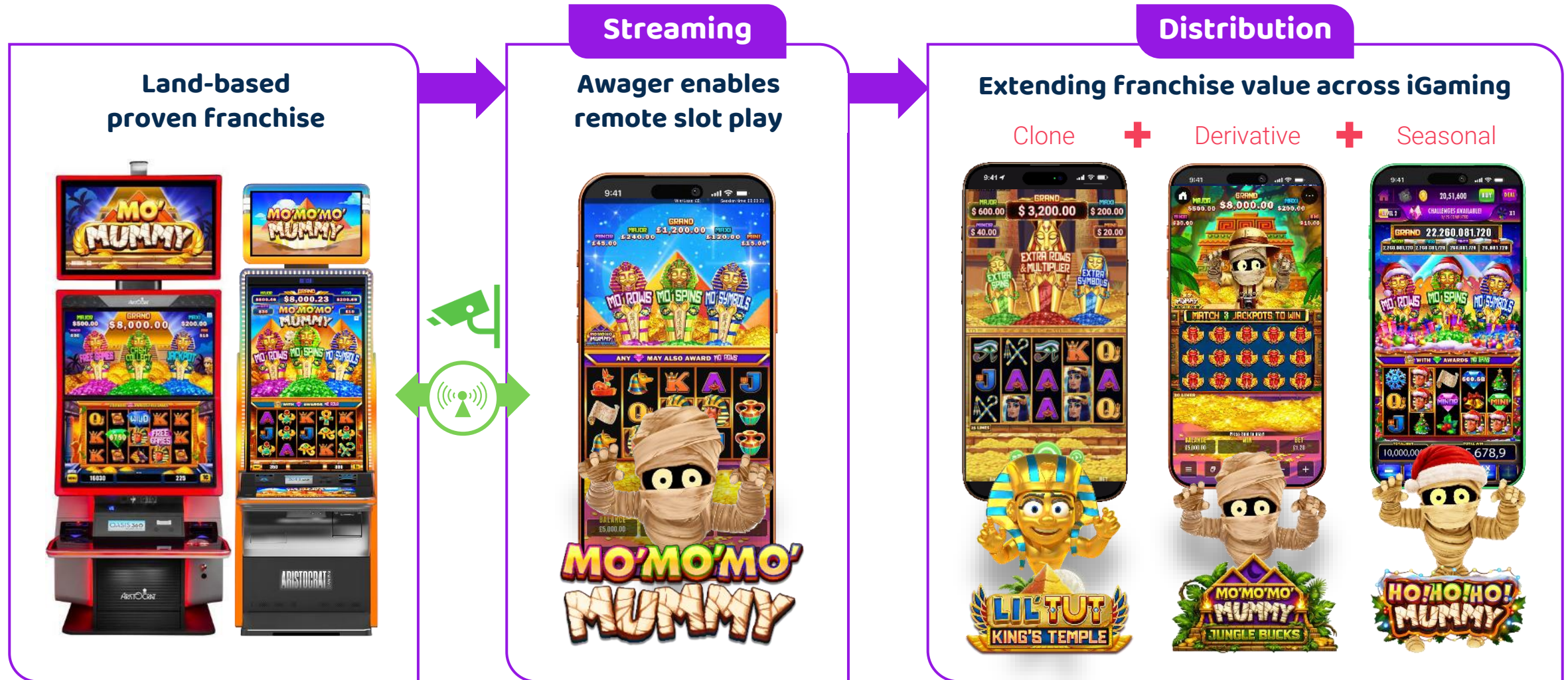
Top indexing core parent theme³, with **top 3 indexing game positions** for the past 11 months⁴

A compelling land-based library offers many options for the future



1. Sensor Tower data, public company reports and Aristocrat estimates; market share for the six months ended 31 March 2026
2. Eilers Game Performance Report for May 2026 (June 2026 report), Premium Leased & WAP
3. Eilers Game Performance Report for May 2026 (June 2026 report), Core, Parent theme
4. Eilers Game Performance Report for July 2025 (August 2025 report) through to May 2026 (June 2026 report), Top Indexing Games – Core (Overall)

Creating new player and commercial opportunities from a single land-based game to drive player engagement and LTV





69%

Share of gross wager¹

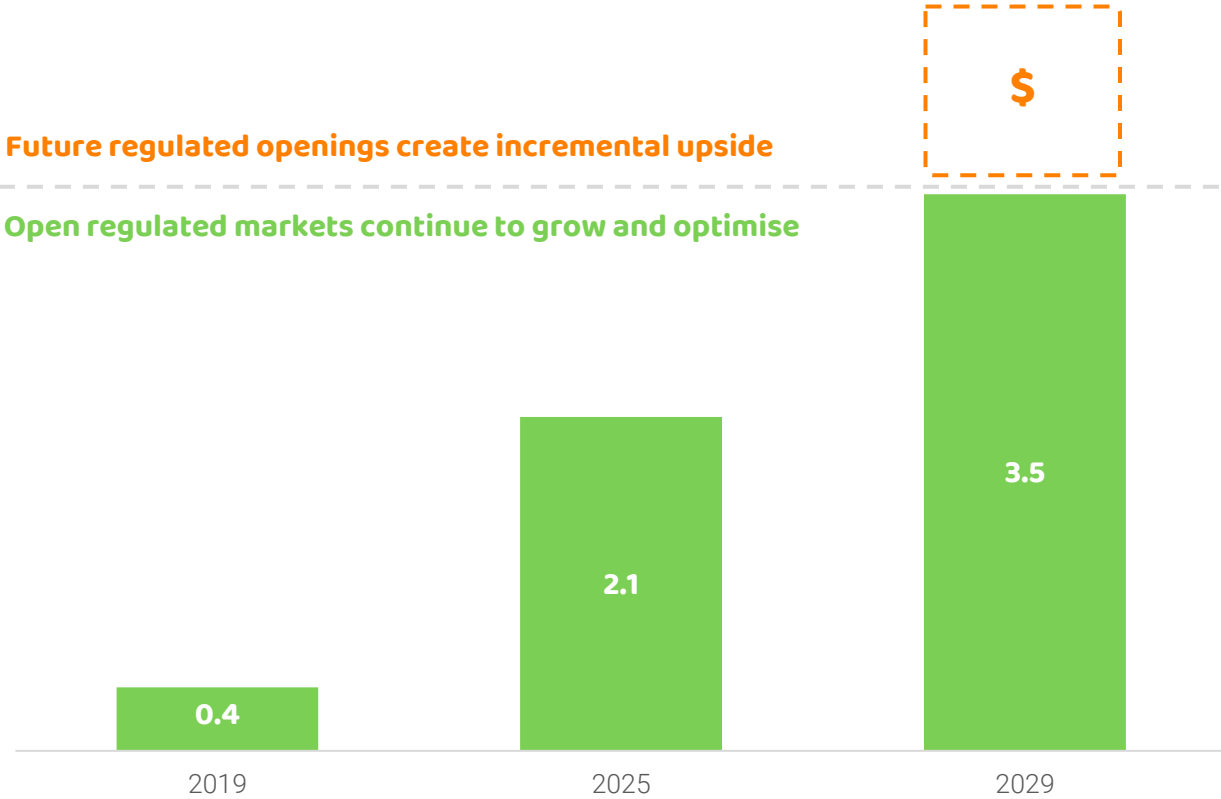
Opportunities

Mature iLottery markets continue to grow, optimise and expand

Additional jurisdictions moving online provide incremental market growth

Growth builds over time as programs scale and content penetration increases

United States iLottery Regulated GGR - \$USbn²



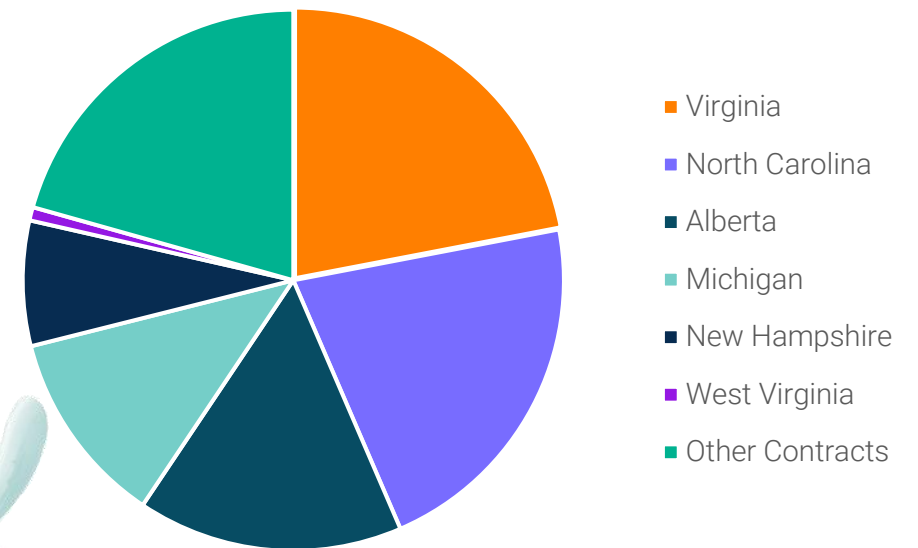
1. Eilers US iLottery Tracker 1Q26 Report; includes Aristocrat Interactive and the NeoPollard NPI JV
2. H2 Gambling Capital for open states. Onshore regulated markets only. Excludes potential future state openings unless otherwise noted

Organic growth potential from increasing digital penetration and winning current JV contracts as the sole provider

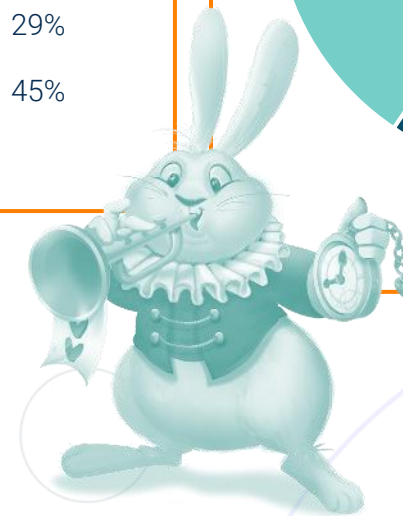
US iLottery contracts as at 1 July 2026

Part of the NPI Joint Venture	CY25 Gross Sales ¹ US\$bn	Population ² m	Penetration ³ %
Virginia	4.0	6.9	64%
North Carolina	3.1	8.3	44%
West Virginia	<0.1	1.4	12%
100% owned by Interactive			
Michigan	1.8	7.8	29%
New Hampshire	0.4	1.1	45%
Massachusetts	New state	7.2	

Revenue contribution by contract

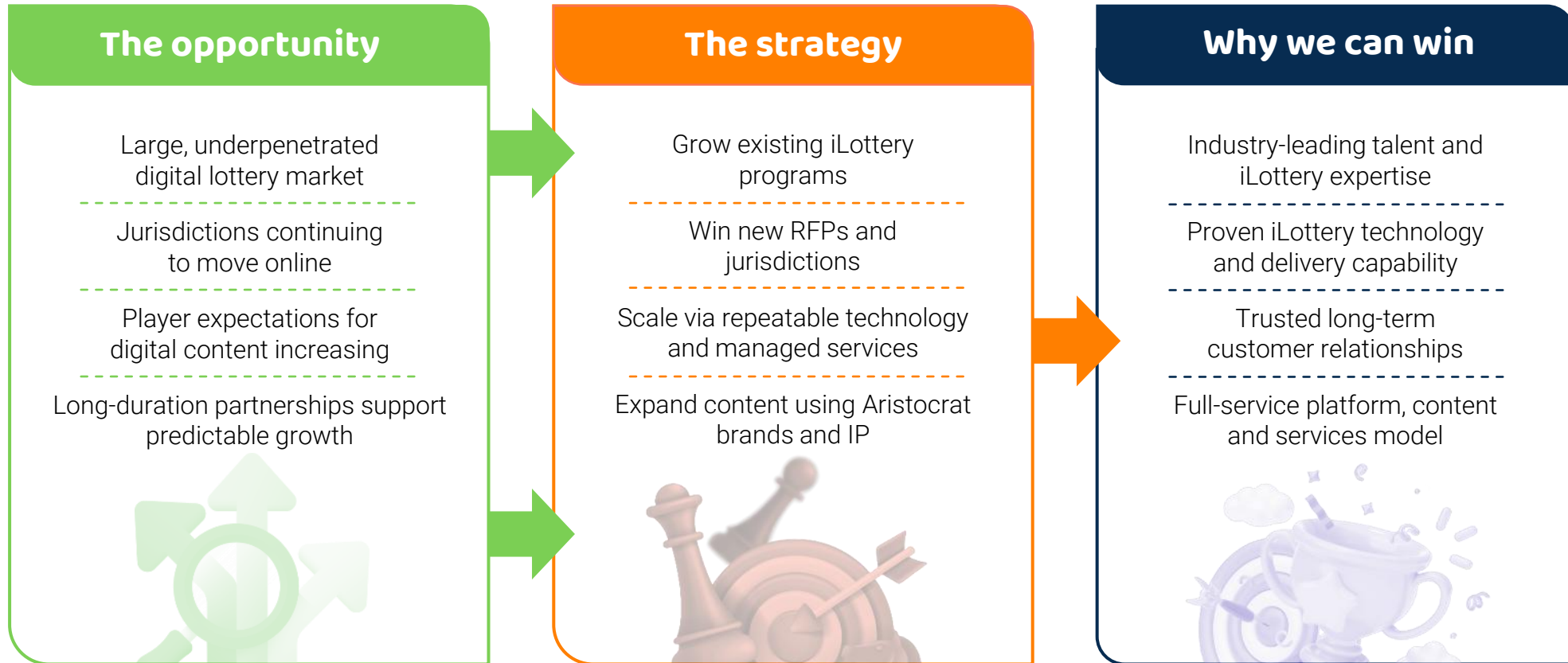


HY26 Revenue⁴ US\$87m

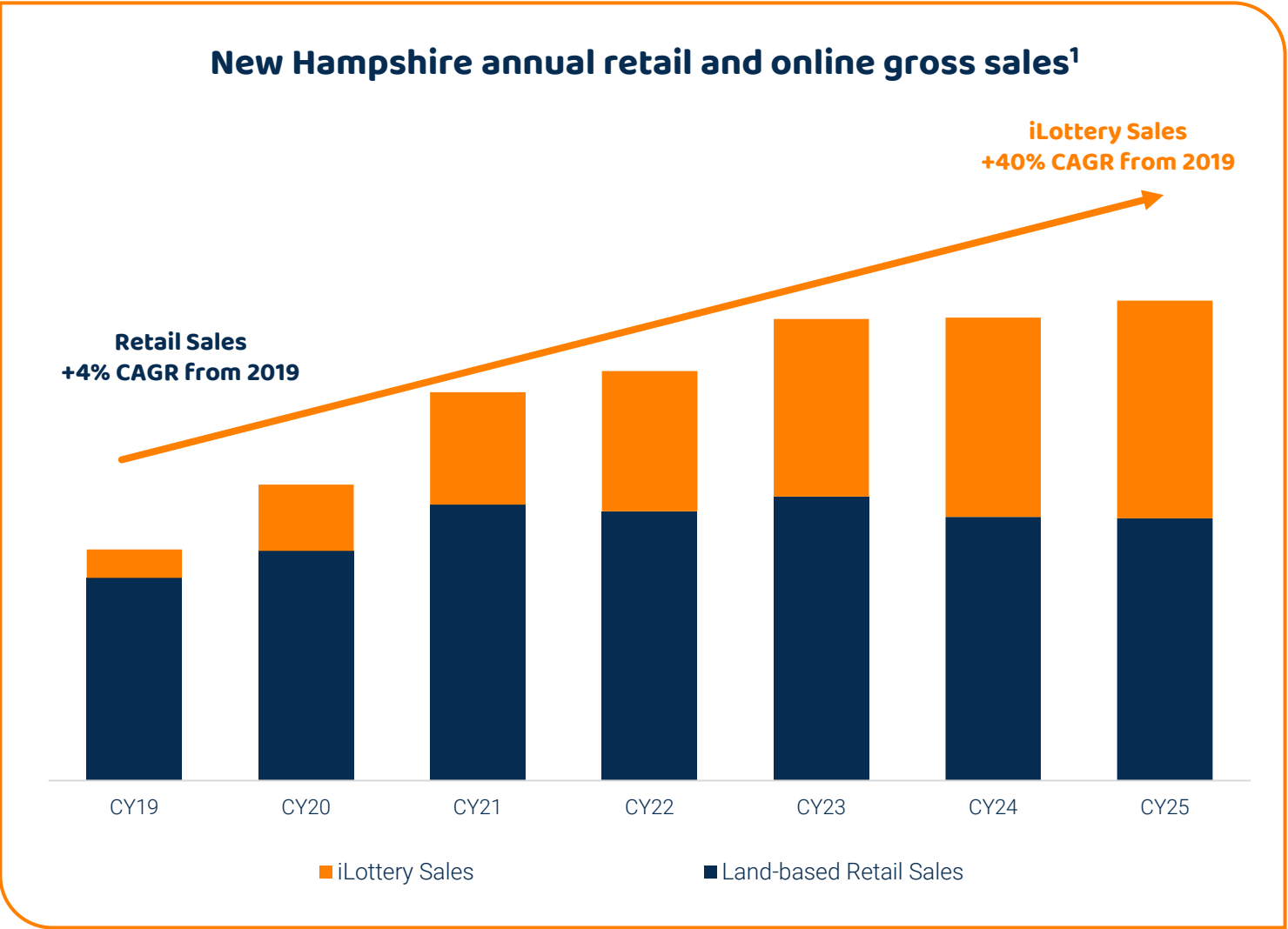


1. iLottery gross sales for CY25 - Eilers US iLottery Tracker 4Q25 Report
 2. Eilers US iLottery Tracker 4Q25 Report and World Population Review
 3. Penetration defined as percentage of iLottery Gross Sales to total Lottery Retail Sales for CY25. Source: Eilers US iLottery Tracker 4Q25 Report and EILERS US Lottery Tracker -1Q26
 4. iLottery includes its share of NeoPollard Interactive Joint Venture (NPI JV) revenues

Scaling a long-duration technology-and-services business through proven track record, trusted partnerships & content expansion



iLottery contract performance from start-up to scale



New Hampshire & Massachusetts retail lottery

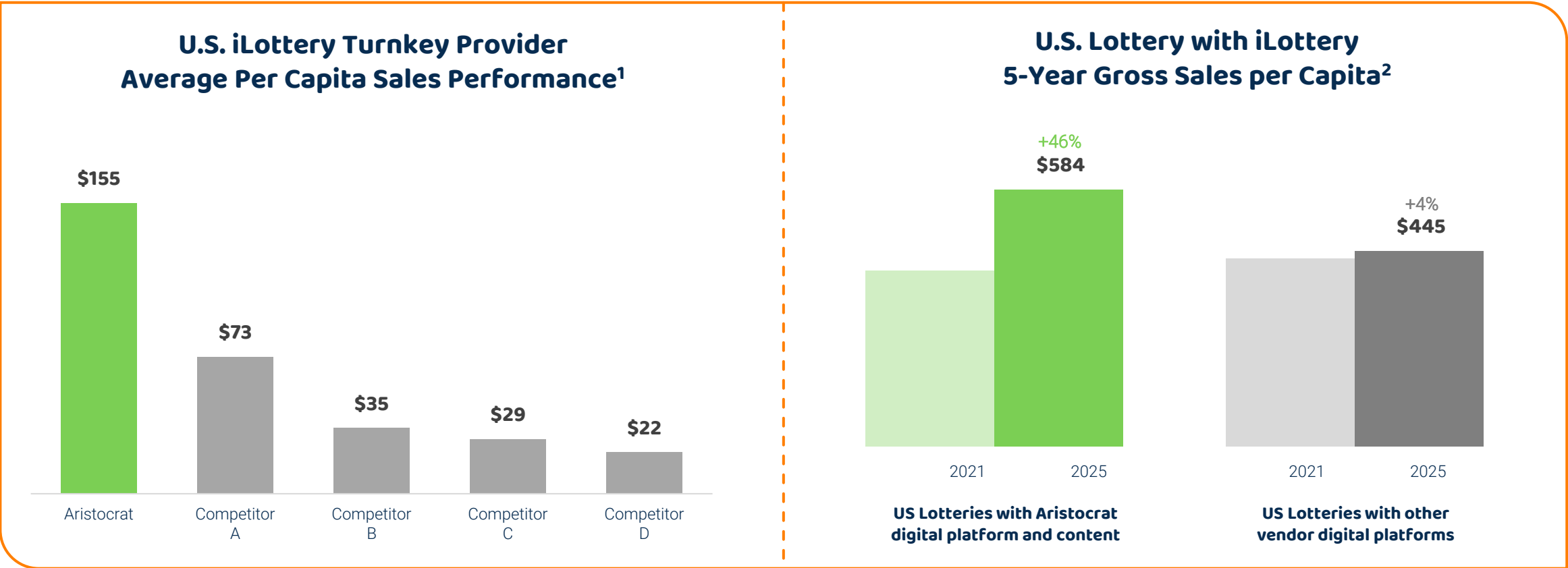
	Population ²	Retail lottery per capita ³
New Hampshire	1.1m	US\$415
Massachusetts	7.2m	US\$827



1. Eilers US iLottery Tracker 4Q25 Report
 2. Eilers US iLottery Tracker 4Q25 Report and World Population Review
 3. Eilers US iLottery Tracker 4Q25 Report, Eilers US Lottery Tracker 1Q26 Report and World Population Review



Aristocrat-powered programs consistently rank among the strongest performers, demonstrating the quality of our platform, content & operating model



Leading performance is a strong differentiator in the competitive bidding process

1. Half-Year 2026 Results; Gross sales per capita as per La Fleur's FY26 Q1-2 Sales Reports for Turnkey (DBG and e-Instants)
2. Gross sales per capita for retail and iLottery as per La Fleur's FY21-25 Sales Reports. Full years sales for FY25 are estimated based on performance through first three quarters
iLottery is estimated based on average game payouts

Beyond Content and iLottery: connecting land-based and digital ecosystems to deepen customer relationships



Game & Player IQ

Systems and analytics that help operators make better venue and player decisions



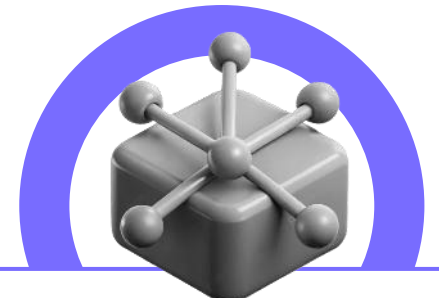
Class II Mobile

Extends existing tribal relationships into a new digital engagement channel



Cashless Wallet

Extends customer relationships into modern, connected venue operations

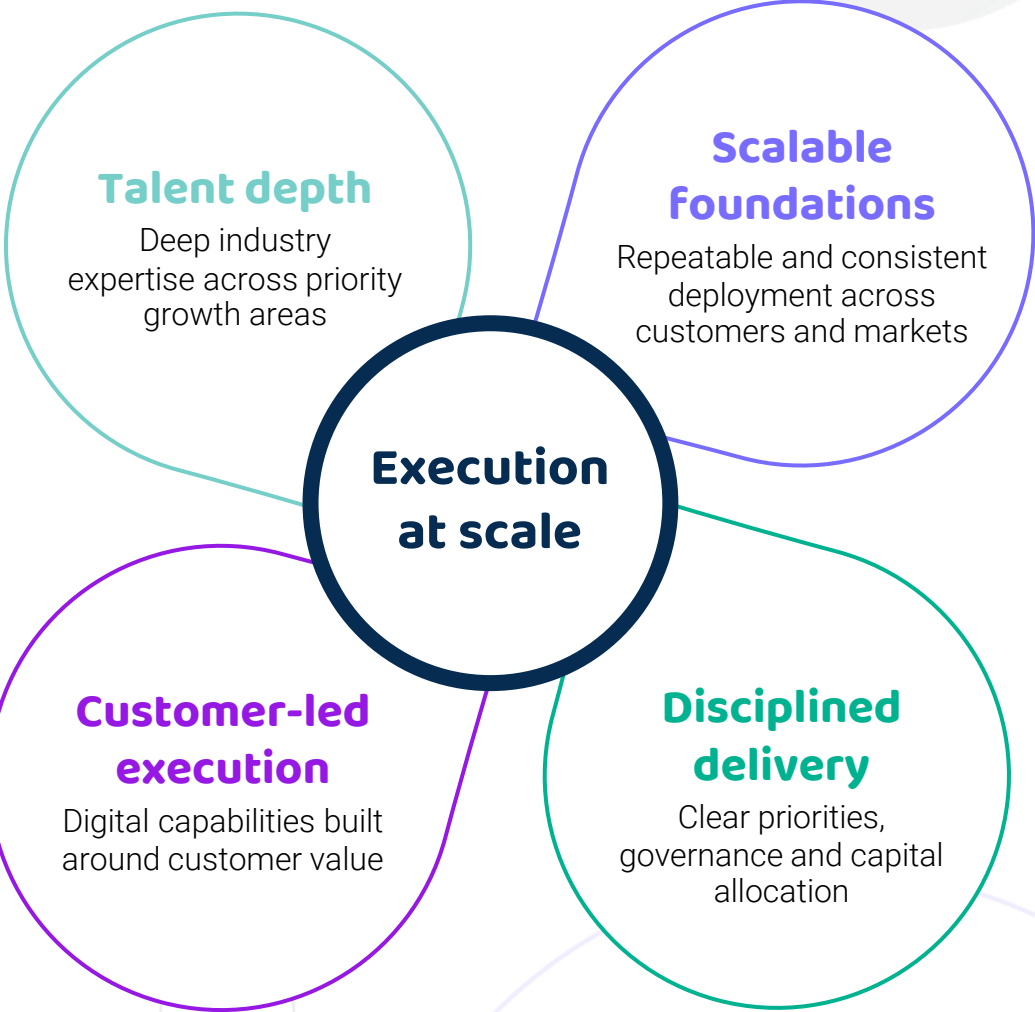


Content Hub

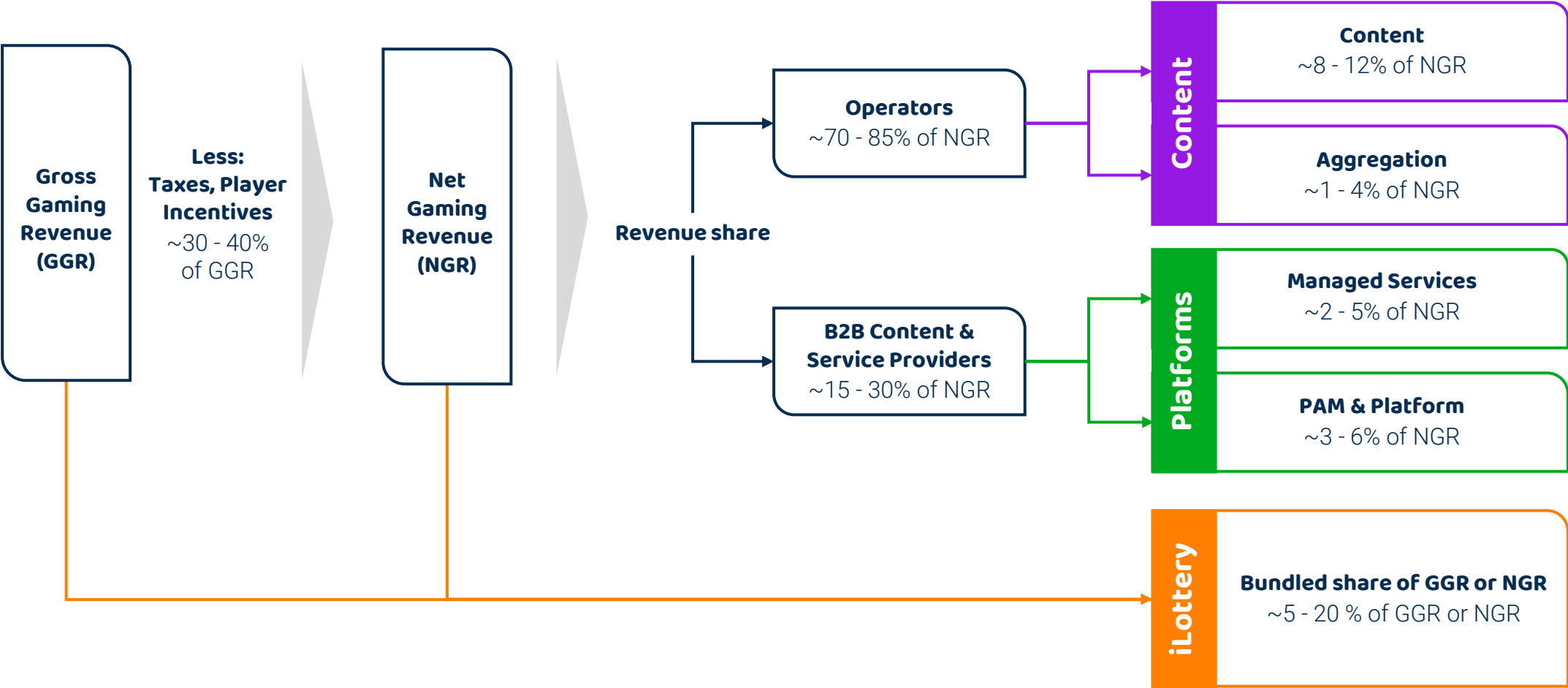
One destination to access, manage and monetise content



Leadership, operating model and technology foundations in place to deliver with greater speed, consistency and discipline



Our complete solution allows us to benefit across the full value chain

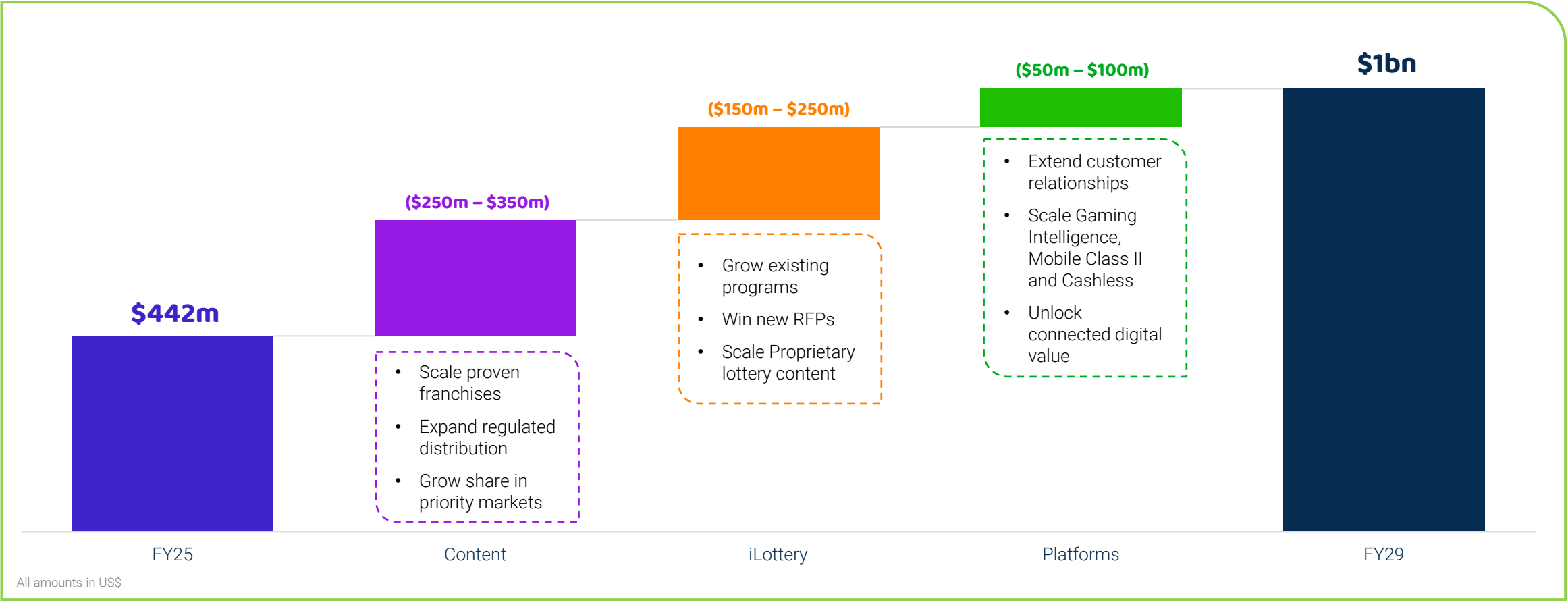


Note: Illustrative example of revenue sharing across the value chain

Directional pathway towards our US\$1bn Revenue Target by FY29¹



Disciplined execution across segments are combining to scale Interactive towards our target



Note: This page contains forward looking statements. The potential growth ranges above are provided for illustrative purposes and are subject to a number of assumptions and uncertainties. Please refer to the disclaimer on page 2.

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



Progress & learnings

Reset largely complete, with Interactive well positioned to deliver focused, sustainable growth



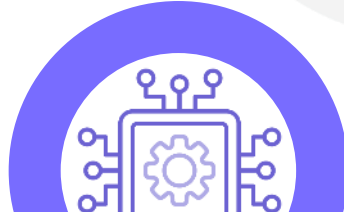
Opportunity & pathway to growth

Opportunity remains significant across priority growth markets



Core growth engines

Content and iLottery are the clear growth engines



Connected digital capabilities

Opportunities through Game & Player IQ, Mobile Class II, Cashless Wallet and Content Hub initiatives



Execution confidence

Higher-quality growth profile with stronger focus, discipline and value creation

Strategic advantages

Leading Content, Brands & IP

Creative Studios & Talent

Multi-channel Distribution

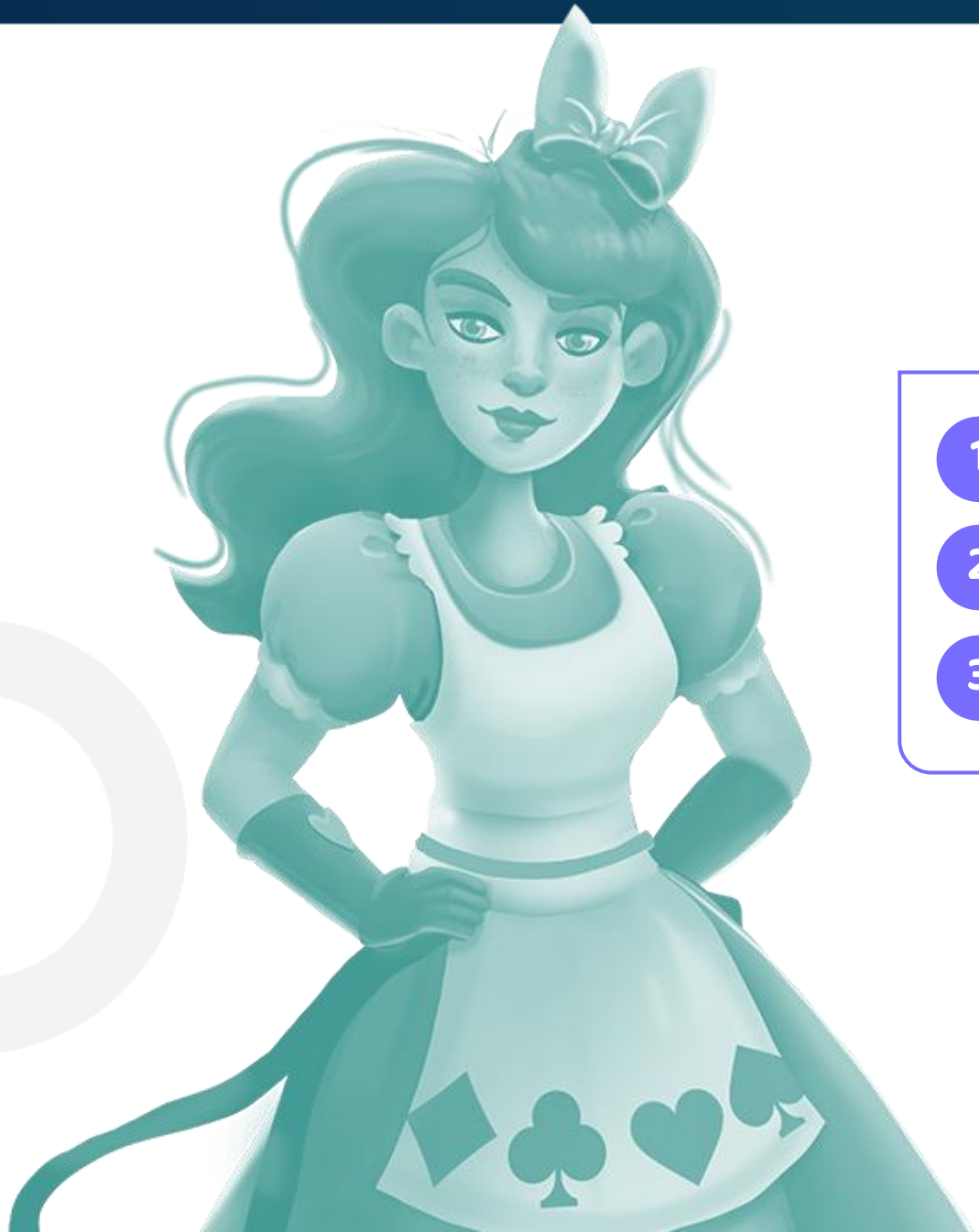
Deep Regulatory Experience & Trust

Long-standing Customer Partnerships

Financial Overview

Sally Denby, Chief Financial Officer





- 1 Performance aspirations**
- 2 ONE Aristocrat – structural change**
- 3 Capital allocation – strategic messages**



Group strategy

	Content Leadership Invest & innovate to create the world's best 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 Aristocrat

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 FY29¹



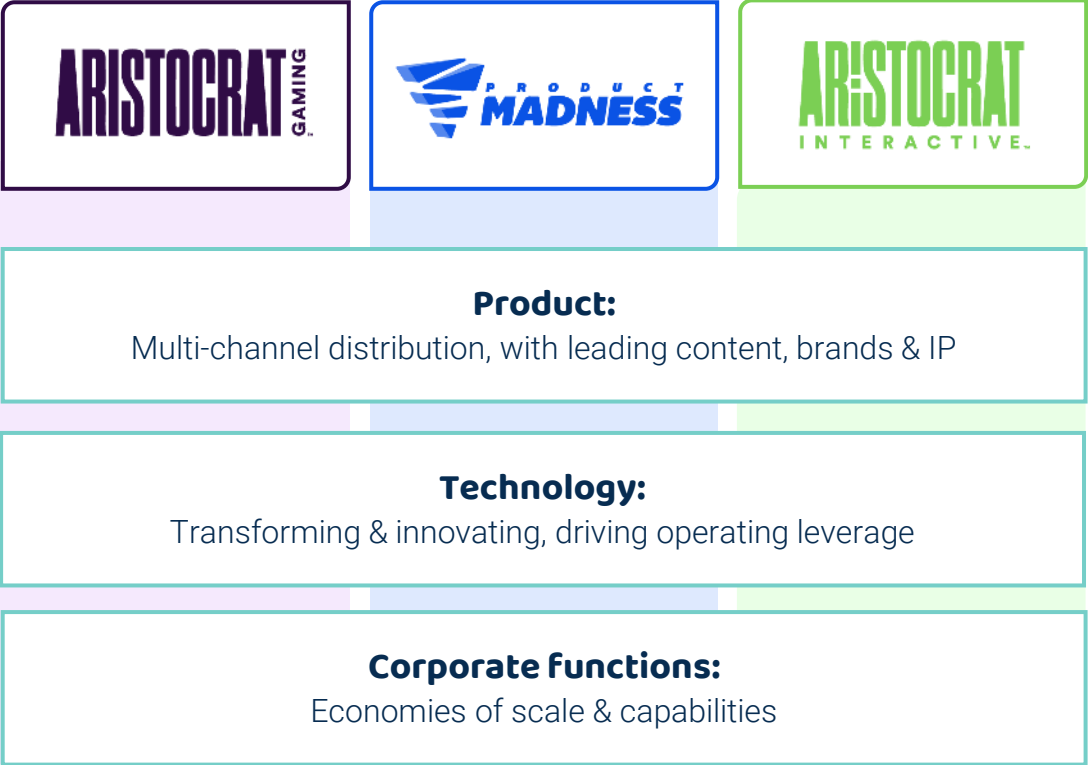
EBITA margin expansion



Revenue growth greater than D&D expense growth



ONE Aristocrat



Harnessing the power of our scale & capabilities as a global enterprise



Embed AI & process efficiency

Securing sustainable long-term benefits



Prioritise & simplify

Enabling higher velocity for enterprise-wide change



Streamline geographic footprint

Optimising scale & reducing complexity

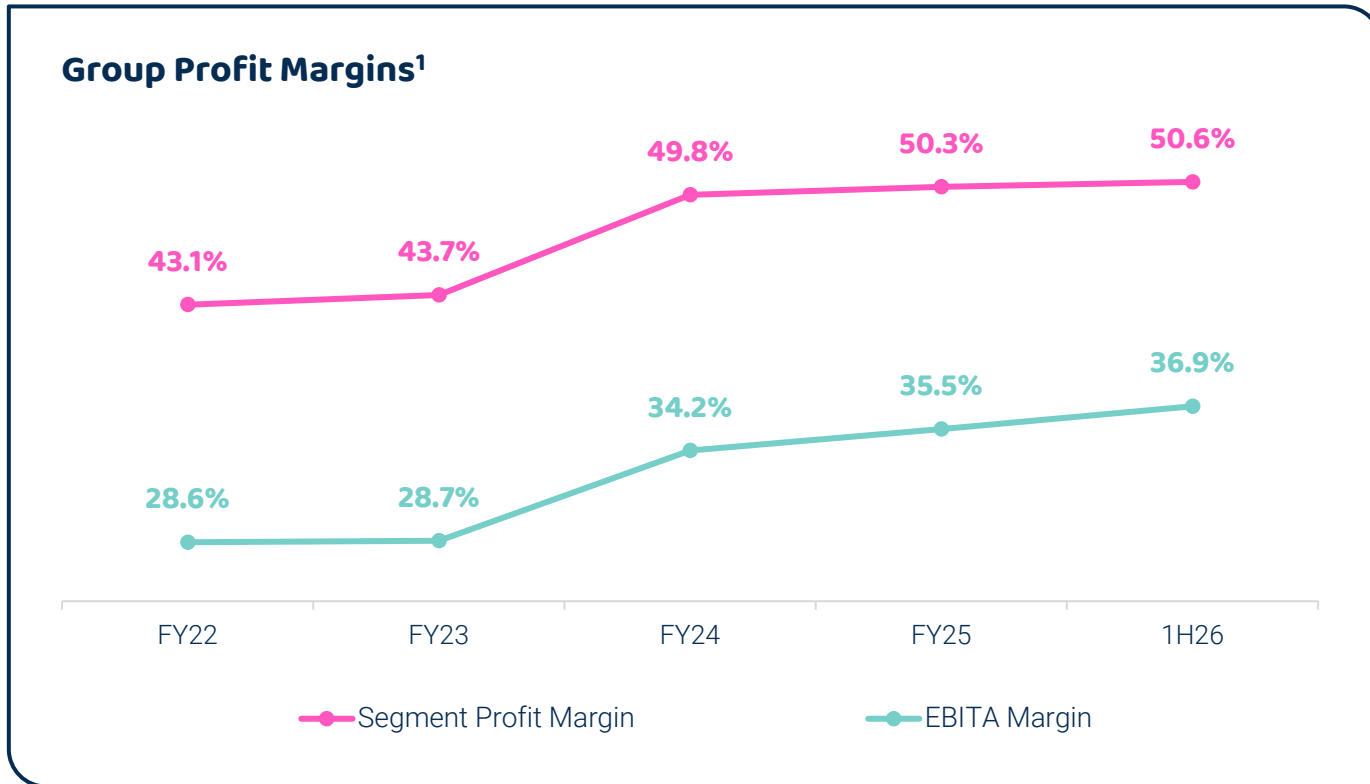


Effective investment allocation

Supporting growth with deliberate choices

Operating leverage driving better returns

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



Aristocrat Gaming +1.0 pts

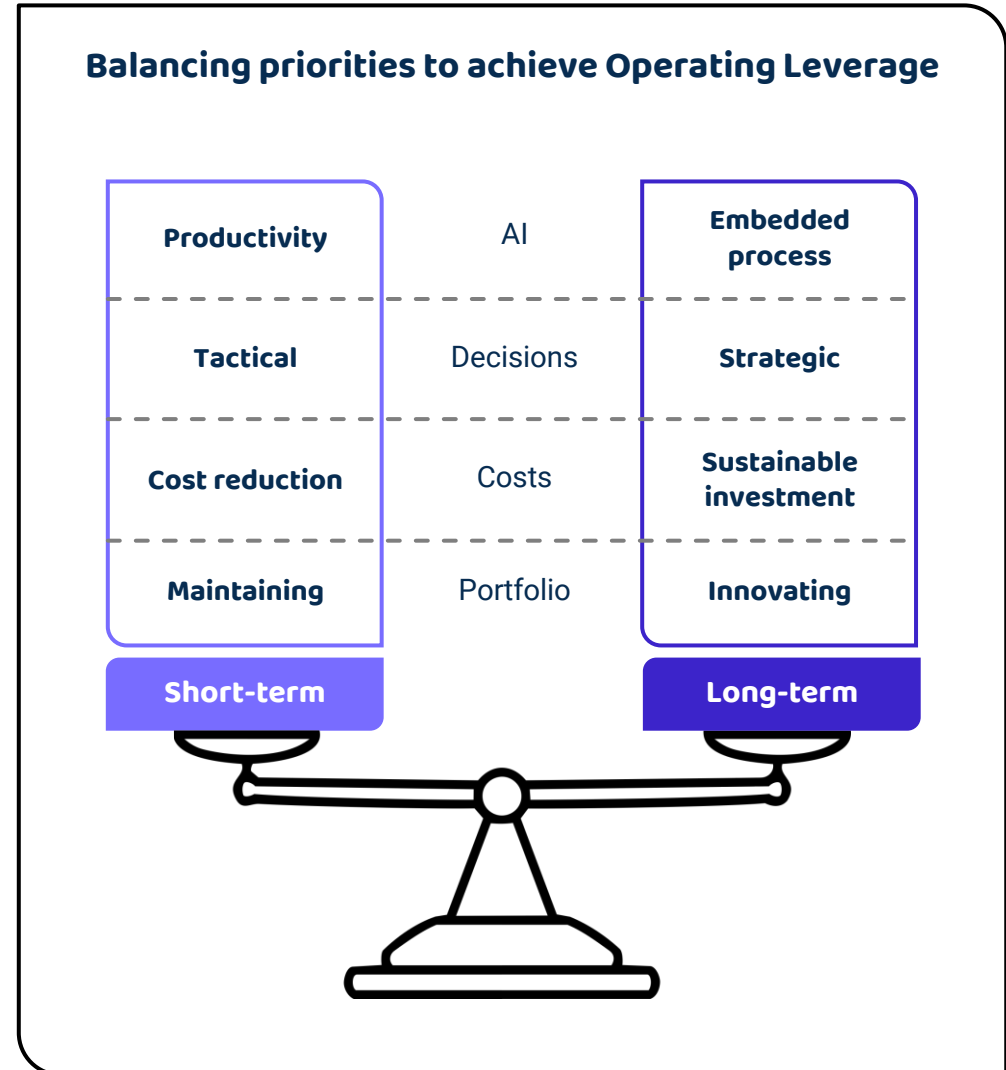
53.2% **54.2%**
FY22 1H26

Product Madness +13.3 pts

33.0% **46.3%**
FY22² 1H26

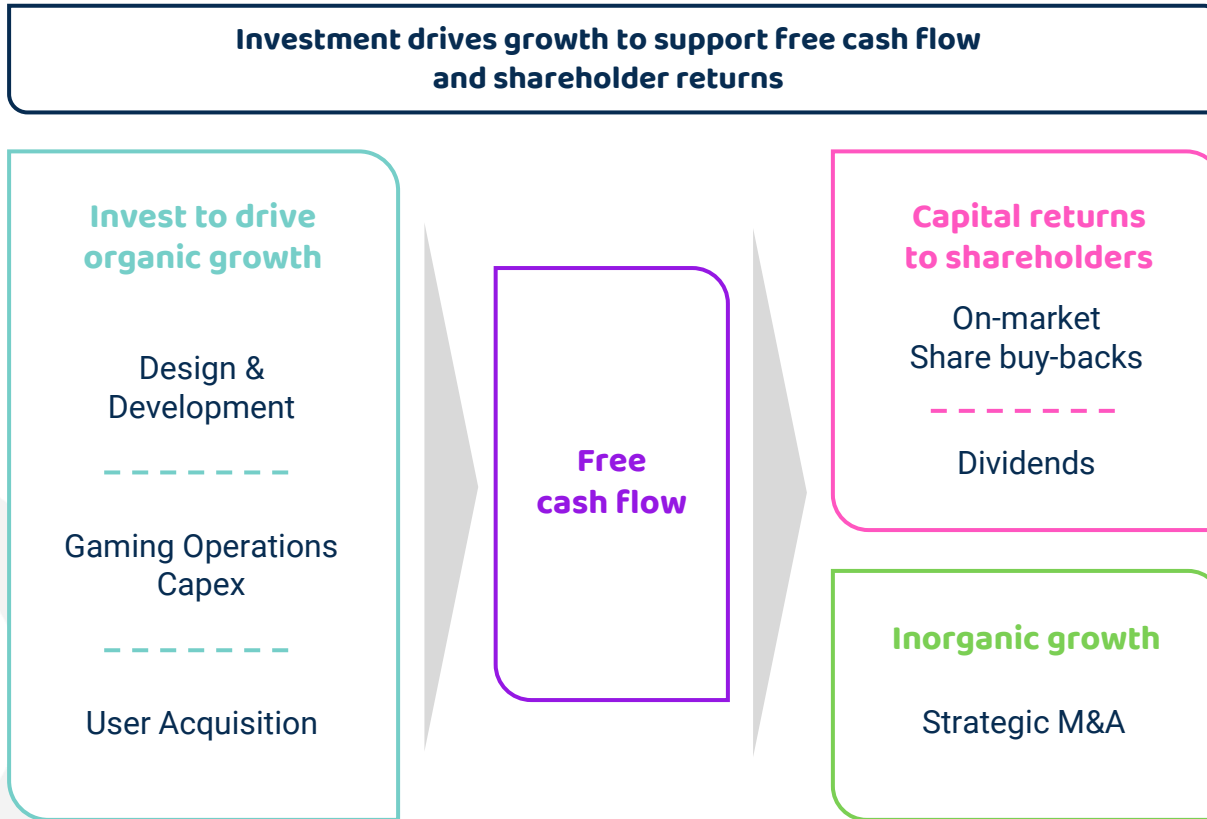
Aristocrat Interactive +1.9 pts

26.0% **27.9%**
FY22³ 1H26



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 (including Plarium)
 3. Based on the previous CXS and iGaming business (Anaxi), prior to the NeoGames acquisition

Capital allocation framework



Strong balance sheet and capital structure

Supported by restructured debt facilities providing strategic optionality & flexibility

US\$1.9bn

Debt capacity¹

A\$2.5bn

Current size of on-market share buy back program¹

A\$1.7bn

Liquidity²

BBB

Investment grade rating¹



1. As per the HY26 Results Announcement and HY26 Media Release and Buy-Back Increase
2. Proforma post refinancing, based on spot rate at 31 March



ONE Aristocrat operating model

Harnessing the power of our scale, capabilities & customer reach



Active cost management

Driving operating leverage to expand EBITA margins & provide fuel for growth



Consistent capital allocation framework

Investing in organic growth & M&A, while returning cash to optimise shareholder returns



Balance sheet optimisation

Improving flexibility & supporting business execution

Strategic advantages

Leading Content, Brands & IP

Creative Studios & Talent

Multi-channel Distribution

Deep Regulatory Experience & Trust

Long-standing Customer Partnerships



ARISTOCRAT



ARISTOCRAT
GAMING



PRODUCT
MADNESS



ARISTOCRAT
INTERACTIVE.