

**ARISTOCRAT LEISURE LIMITED**  
**2023 ANNUAL GENERAL MEETING**

**CHAIRMAN'S ADDRESS**  
**24 FEBRUARY 2023**

Fellow shareholders, I am pleased to report that the 2022 financial year was another positive one, with the Aristocrat Group achieving a record financial performance. Your company delivered a high-quality result, built on the effective implementation of our established growth strategy and the calibre of our people and culture.

Your company has established itself as a truly global organisation with in excess of 7,500 people around the world, licenses in over 300 jurisdictions and a reputation for leadership across our major markets. Whilst we continue to make great progress in providing innovative and highly valued solutions to our customers and players day to day, we maintain an unwavering focus on executing our company strategy to ensure we can deliver superior shareholder returns over the long term.

Over the year, the business faced many challenges, including of course the terrible conflict in Ukraine, the impacts of COVID on markets and supply chains, the policy shift from central banks and political volatility across a number of key regions. The performance delivered, despite these hurdles, demonstrates Aristocrat's growing operational depth, resilience and capability, along with high team engagement, vibrant people-first culture and our ambition to lead our industries in sustainability.

I'd therefore like to begin by expressing my thanks and appreciation – and that of the whole Board – to our people around the world. Their commitment to our customers, players, communities and to you – our shareholders – was impressive, and fundamental to the performance and progress delivered over the year.

A Group profit result of almost 1.1 billion dollars for the year was 27% higher in reported terms and 20% higher in constant currency than the corresponding 2021 result. On a fully diluted EPS basis, growth was also strong, increasing 25% in reported currency.

Operating cash flow of over 1.2 billion dollars was 6% below the prior period, mainly due to the strategic decision to increase inventory levels in response to COVID-driven supply chain disruptions. This helped the Gaming business fulfil orders during the year, contributing to market share growth and a strong operational performance.

Throughout financial 2022, the Group continued to implement its disciplined capital allocation framework. After fully funding growth initiatives and returning cash to shareholders through dividends and an on-market buy-back program, Aristocrat finished the year with 3.8 billion dollars of liquidity.

Today we announced the Board's decision to extend the current buy-back program, to allow up to a further 500 million dollars in shares to be bought back. Aristocrat continues to generate strong cash flow and this prudent step provides the business with appropriate flexibility to continue to pursue a mix of returns to shareholders while also investing in strategic acquisitions and organic growth initiatives.

Your Board is focused on efficient and impactful capital allocation. Our investment priorities and ambitious growth plans have not changed, and our balance sheet and liquidity provide full optionality for Aristocrat to invest both organically and inorganically in the period ahead. Aristocrat remains highly proactive in pursuing opportunities. We will continue to assess

options on the basis of clear investment criteria in support of your long term interests, and pursue an optimised balance sheet.

We delivered resilient operational performance in financial 2022, through a sustained focus on people, product, and capability. We continued to invest in competitive portfolios and performance in our two established global operating business units – Aristocrat Gaming and Pixel United. We also launched a third business unit, Anaxi, as part of our strategy to enter and grow in online Real Money Gaming, or RMG. Trevor will say more shortly on our encouraging progress in that regard, and will also share more on key operational aspects of the result.

I want to pause here and acknowledge that we meet today on the one-year anniversary of Russia's invasion of Ukraine. This will be a day of sombre reflection for many of our people, and indeed people around the world. At the outset of the crisis, our thoughts, decisions and actions have focused on protecting our people in Ukraine, and their families.

As we've shared previously, around three-quarters of our approximately 1,000 staff in Ukraine have been willing and able to relocate to safer locations within the country, or abroad. Aristocrat offered comprehensive support for these relocations, along with wellbeing resources, and financial, legal, medical and other assistance. We also acted to protect our business. We leveraged capacity from across the Pixel United team to minimise operational impacts, and established four new offices in global game talent hubs, to support our strategy and accommodate people relocated from Ukraine. By the close of the 2022 financial year, our business had no presence in or exposure to the Russian market. This built on our early decision to cease operating our mobile games in Russia.

Aristocrat will continue to actively manage what is a fluid and challenging situation, in the best interests of our people and in a way that ensures that we ultimately emerge an even stronger and more resilient business. The thoughts of all of us remain firmly with our Ukraine colleagues, particularly on this day.

I also want to recognise the efforts of our executive leadership and particularly the Pixel United team who have worked tirelessly in supporting our people impacted by this conflict.

Effective action on ESG issues is critical to Aristocrat's vision of being a vibrant business, operating within robust industries, that delivers benefits to our shareholders and all stakeholders over the long term. We therefore continued to expand our sustainability efforts over the course of the 2022 financial year. I'll speak to some key highlights now, but once again I encourage all shareholders to review the disclosures in full, via our Group website.

Turning firstly to responsible gameplay, or RG, which is one of our most fundamental obligations. The business delivered a raft of new RG initiatives across 2022, as we continued to mature our program and added further resources to our specialist, global team.

RG considerations were fully integrated into our enterprise risk management framework. A range of activities including mandatory training built further awareness, and engaged our people in the task of promoting RG in all we do. In our Gaming business, and in our social casino portfolio, we launched additional initiatives to enhance player information and choice, and explore the applicability of new technologies.

Shareholders will be aware that cashless technology in EGMs has attracted significant attention in Australia in recent months. We are proud to have achieved support for an Australian-first trial of cashless gaming technology in NSW, including new RG functionality, in partnership with a major customer, the NSW government and the regulator. This trial represents several years of work on the part of our teams, and millions of dollars in

investment, and was launched in-market in 2022. It was proposed by Aristocrat as part of our longstanding commitment to undertake such trials, working together with customers and regulators, to bring forward new RG product options. We look forward to the trial's completion, and the assessment of the independent researcher, who was appointed by the regulator in line with the usual, mandated product development process in NSW. Trevor will share more details on our comprehensive approach to RG shortly.

During the year, we also pledged our support to the target of increasing the proportion of women in senior leadership across Australia's largest listed companies to at least 40% by 2030. Female representation across our top two executive levels increased further over 2022 to 37.5%, maintaining momentum towards our goal. This effort was supported by new initiatives to promote female leadership more broadly, including the Ready to Rise program. More than 500 employees are participating in this 12-month career development program built specifically for women across our organisation. We were also pleased to launch the Aristocrat Families Hub, which delivers 24 hour, global access to a wide range of resources, webinars and wellbeing coaches to support all employees with family or care-giving responsibilities.

Your company also made significant progress in Cyber Security and Privacy in 2022, with additional investments made in deepening our capabilities and further lifting maturity in both areas. We focused on updating policies and practices, delivering tailored training, information and awareness-building activities to our people across the Group. In Privacy, new technology was introduced to facilitate the creation of mandatory Records of Processing Activity, consistent with best practice. Our 2022 privacy program maturity was assessed as exceeding our target for the year, based on a globally recognised assessment framework. In Cyber Security, we continued to build resilience in the face of increasing cyber risks globally. The business ran multiple tabletop exercises, adopted a broader range of technologies and capabilities, undertook third party penetration testing, ensured single-sign on and multifactor authentication was in place for all users, and expanded threat intelligence and bug bounty programs, among other measures.

The company also took further steps in responsible sourcing, by rolling out enhanced anti-Modern Slavery training and reporting. We were gratified to receive an 'A' rating in Monash University's most recent assessment of the modern slavery statements of the ASX 100, and will continue to drive progress in this important agenda.

In 2022, we implemented an environmental management platform that will help us set a science-based greenhouse gas emissions reduction target by the end of this calendar year. We also expanded our emissions related disclosures, and implemented a roadmap of actions, in line with the TCFD recommendations and our existing commitments.

Finally, we were encouraged by the further lift in our global people engagement score, to 8.7 for the year. This places Aristocrat in the top quartile of technology companies globally. Your Board remains determined to ensure the company is able to attract, motivate and retain the strategic capabilities required to deliver our plans and full potential going forward. My Board colleague Kathleen Conlon will address this further, in her remarks as Chair of the People & Culture Committee later in this meeting.

Throughout the year, the Board remained committed to maintaining high standards of effective governance arrangements. Areas of governance focus included Board and executive succession and renewal, strategic guidance and project governance as we entered into online RMG and considered issues arising from the conflict in Ukraine, particularly around the safety and wellbeing of our people, cybersecurity and geopolitical risk. I would refer shareholders to our Corporate Governance Statement for full details.

In summary, Aristocrat made important progress across our ESG agenda over the 2022 financial year, demonstrating the increasing involvement of our full global team in this effort, as well as the supportive engagement of customers, players, industry partners, regulators and investors.

Your Board met frequently throughout the year, with a number of face-to-face meetings and immersion sessions held in key global locations. This allowed us to receive direct feedback from stakeholders, and effectively oversee the business' strategy, culture and governance.

The Board has also continued its structured and rigorous succession and renewal process, prioritising US based director recruitment as previously flagged. US operations contribute the majority of Group revenue, employ the bulk of our people and offer our largest current growth opportunities. It is vital that our Board reflects the geographic profile of our operations and strategic priorities.

In this context, Mr Bill Lance was nominated to the Board in October last year. Bill is a Native American Tribal leader of national standing in the US, with a long career as a senior business leader at a major gaming operator. Bill will further strengthen the Board's mix of relevant skills, knowledge and experience, particularly in the areas of US gaming industry expertise, customer perspectives, responsible gameplay, government relations and executive leadership. I welcome Bill to his first Aristocrat AGM, and am delighted to have a candidate of Bill's calibre standing for election today. As you will be aware, the Board unanimously supports his election, and Bill will address shareholders later in the meeting.

I am also pleased to share that advanced discussions have taken place with a further US-based director candidate. We are hopeful of proceeding with a director appointment in the near future and look forward to providing more information on this at the appropriate time.

Aristocrat's resilient performance provided Directors with the confidence to authorise a final fully franked dividend of 26.0 cents per share in respect of the period ended 30 September 2022, and 52.0 cents for the full year. This represents a material increase on the 41.0 cents per share authorised in the 2021 financial year, and is an appropriate recognition of shareholders' support.

In summary, Aristocrat delivered high quality performance over the 2022 financial year, with strong revenue and profit growth reflecting sustained investment in top-performing product portfolios, differentiating capabilities, increased operational diversification and business resilience.

I wish to particularly thank my Board colleagues, and senior management, for their contribution over the year. Once again, I also express my admiration and gratitude, and that of the whole Board to our employees. Finally, thank you to our shareholders, for your ongoing support and confidence in our potential.

It's now my pleasure to pass to Trevor Croker, CEO and Managing Director of Aristocrat, to provide further commentary on operational performance in the 2022 financial year, the business' strategy and priorities over the coming period.