

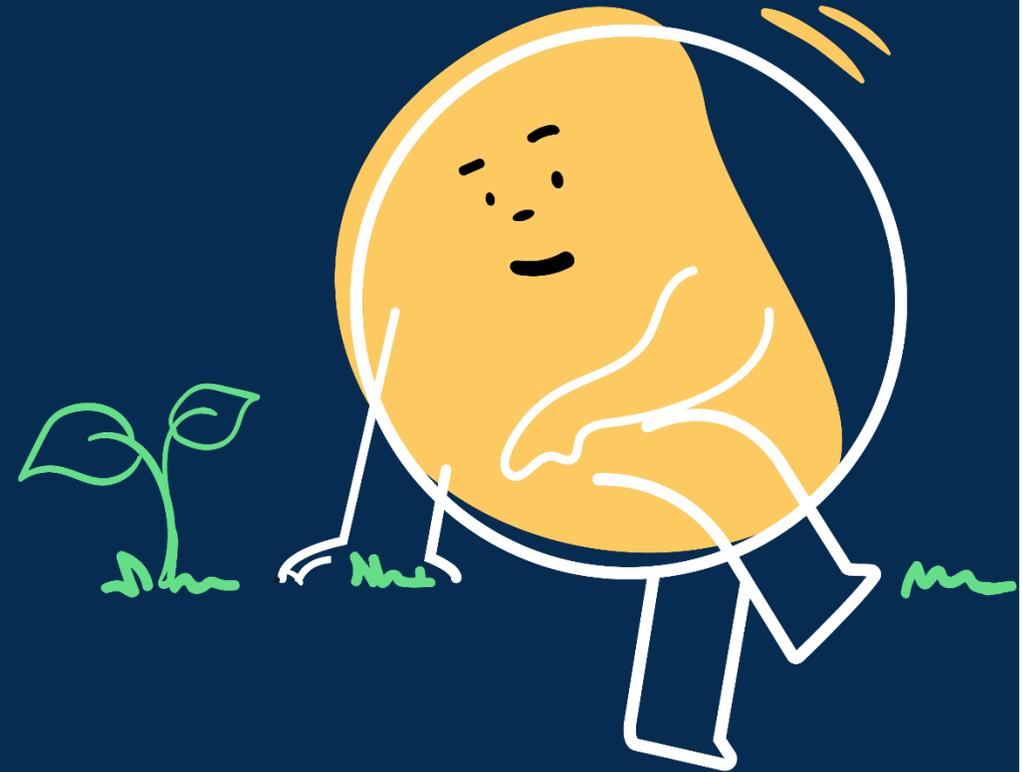


Sustainability at Aristocrat

5 December 2023

Aristocrat Leisure Limited

Bringing joy to life through the power of play



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For further information, contact:

Investors

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

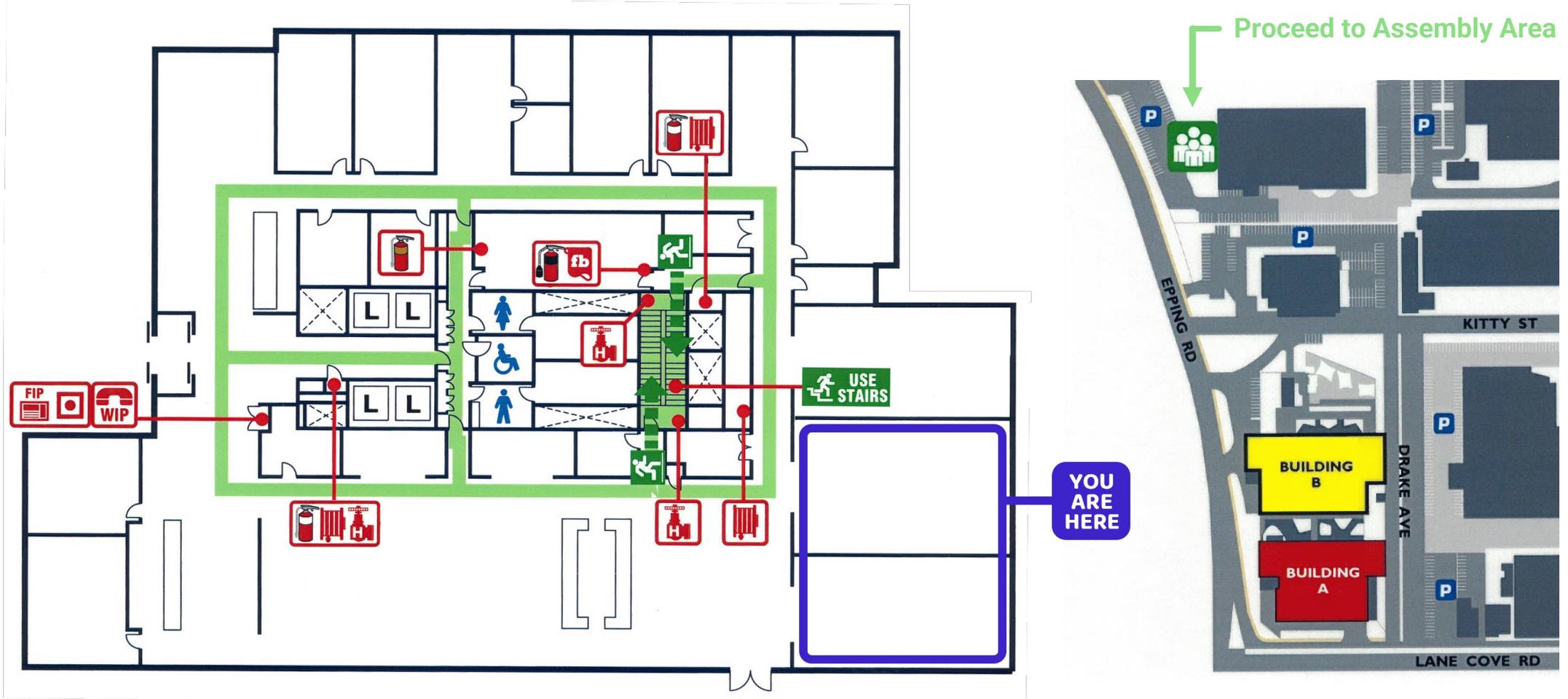
Media

Peter Brookes
Citadel Magnus
+61 407 911 389
pbrookes@citadelmagnus.com

Safety briefing: Building A ground floor, 2 Drake Ave, Macquarie Park



Site Map / Assembly Area



Acknowledgement of Country



We acknowledge the Traditional Custodians of the land upon which we meet today, the Wattamattagal clan of the Eora people. We pay our respect to Elders both past and present, acknowledging them as the Traditional Custodians of this land and the important role that Aboriginal and Torres Strait Islander Peoples continue to play within our communities. We extend that respect to all Aboriginal and Torres Strait Islander Peoples present here today.



Artwork by Nichelle Nolan, a games illustrator at Aristocrat since 2016, hails from a lineage of esteemed Indigenous artists rooted in Wiradjuri and Kamilaroi cultures.



Welcome

Neil Chatfield Chairman
Trevor Croker CEO & Managing Director



Welcome

Neil Chatfield Chairman
Trevor Croker CEO & Managing Director



Global operations & scale



Diversification geographically and operationally by segment increases business resilience; significant global scale



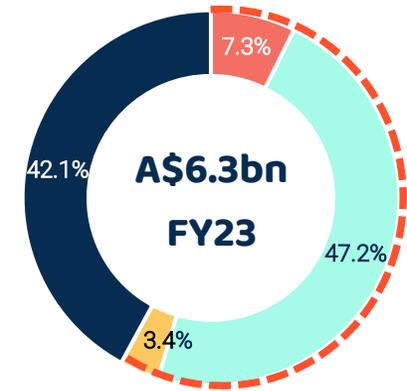
7,800+
employees

103
countries

327
licensed
jurisdictions

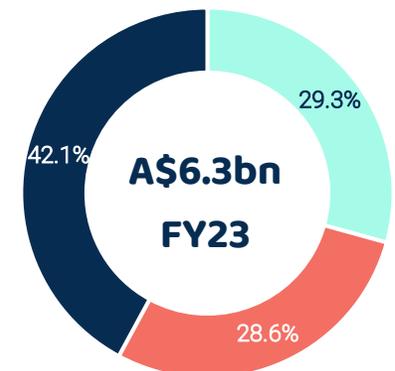
Revenue by segment¹

- Gaming
- ANZ
- Americas
- International Class III
- Pixel United



Revenue by strategic segment¹

- Gaming Operations
- Outright Sales & Other
- Pixel United



1. Revenue split based on FY23 results

Agenda

9:00am (AEDT) **Welcome**

Our Sustainability Journey

Striving to Lead in Responsible Gameplay

Your Questions

10:15am **Refreshment Break**

Featured demonstration booths (Pinnacle)

10:45am

Climate Action

Anti-Modern Slavery

Your Questions

Tribal Customer Engagement

Diversity & Inclusion

Cybersecurity

Your Questions

12:00pm **Close**



Our presenters



Our Sustainability Journey



Natalie
Toohey

Striving to Lead In Responsible Gameplay



Tracey
Elkerton



Tasos
Dagkos



Jo
Sarolis

Climate Action



Deanne
McKissick



Harry
Ashton

Anti-Modern Slavery



Anne
Tucker

Tribal Customer Engagement



Eloy
Martinez

Diversity & Inclusion



Christie
Roser



Christine
Ung

Cybersecurity



Jake
Martens

Our Sustainability Journey

Natalie Toohey
Chief Corporate Affairs Officer





Aristocrat has 10 Sustainability priorities which fall under three pillars





Full 2023 disclosures available at www.aristocrat.com

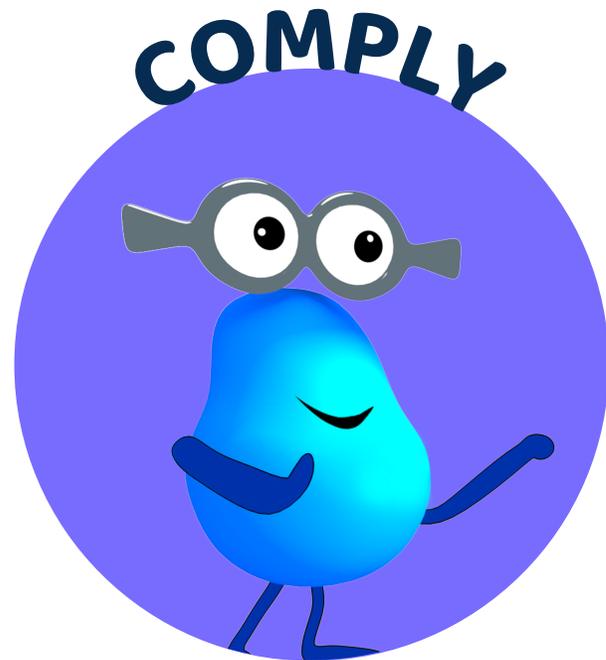
Striving to Lead in Responsible Gameplay

Tracey Elkerton Chief Compliance Officer

Jo Sarolis Assistant General Counsel

Tasos Dagkos Group GM Responsible Gameplay







Fast facts on compliance in FY23 within our regulated businesses



100+ Full-time employees

In Australia and the US



3,000+

Background investigations conducted



3,600+

Product submissions



30,200+

Product approvals managed



600+

Company licenses

Our Compliance Program



Licensing



**Product
Compliance**



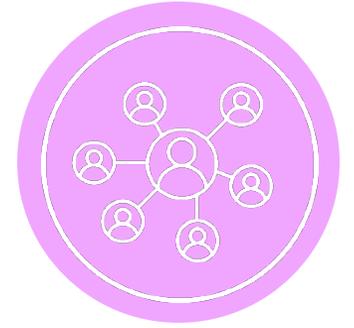
**Regulatory
Compliance**



**Anti-Bribery &
Corruption (ABAC)
Program & Anti
Money Laundering
(AML) Program**



**Sanctions
Program**



**Regulator
Engagement**

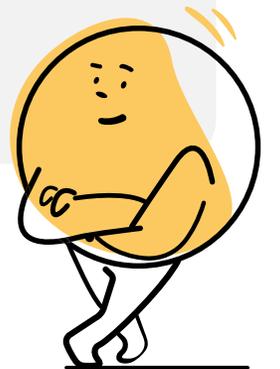
Checklists

Personal information includes:

- Copies of all identity documents
- Details of all relatives – name, address, date of birth, employer, etc.
- Residential addresses back to the age of 18
- Details of employment back to the age of 18
- Details of all directorships ever held
- Copies of university transcripts
- A copy of their last will and testament

Financial information is in-depth and includes:

- 5 years of bank statements for all banking accounts, share trading accounts, superannuation funds, etc.
- 5 years of tax returns and assessment notices
- Purchase agreements for all properties owned, including any sold in the prior 10 years
- Copies of motor vehicle registrations and valuations
- Copies of all insurance policies held



Our Compliance Program



Licensing



**Product
Compliance**



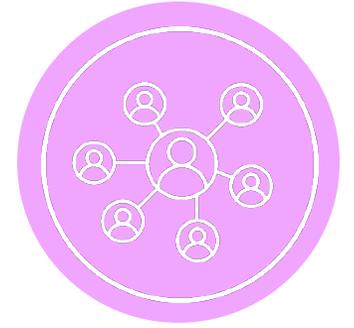
**Regulatory
Compliance**



**Anti-Bribery &
Corruption (ABAC)
Program & Anti
Money Laundering
(AML) Program**



**Sanctions
Program**



**Regulator
Engagement**

Striving to Lead in Responsible Gameplay

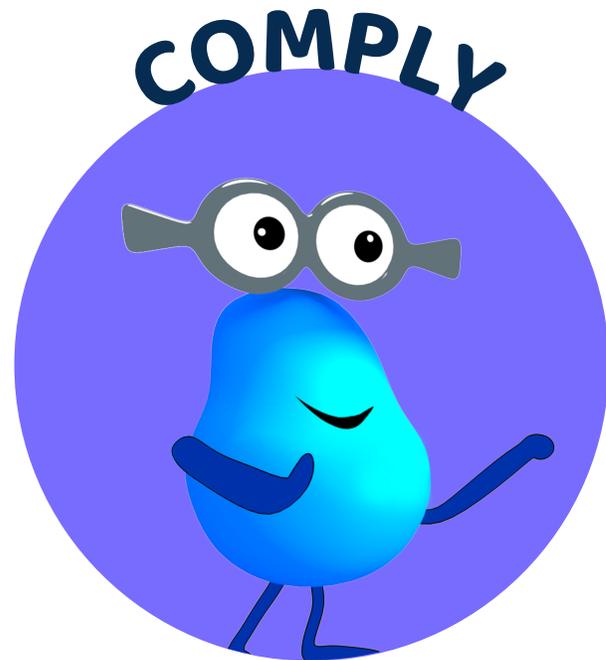
Tracey Elkerton Chief Compliance Officer

Jo Sarolis Assistant General Counsel

Tasos Dagkos Group GM Responsible Gameplay



Our evolving Responsible Gameplay Program is built on three pillars



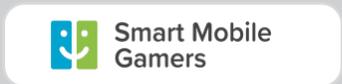
Our Sustainable Gameplay Model



Informed Choice

Supporting Control

Protection



Striving to Lead in Responsible Gameplay

Tracey Elkerton Chief Compliance Officer

Jo Sarolis Assistant General Counsel

Tasos Dagkos Group GM Responsible Gameplay





ARISTOCRAT GAMING

MAX THE POSITIVE
PLAY EXPERT SAYS:

**BEFORE YOU BET
KNOW YOUR MAX**



Gambling problem? Please contact
1-800-GAMBLER. FOR 21+
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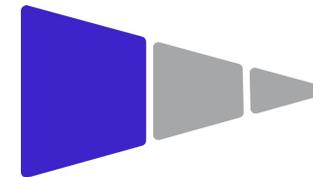
ARISTOCRAT GAMING

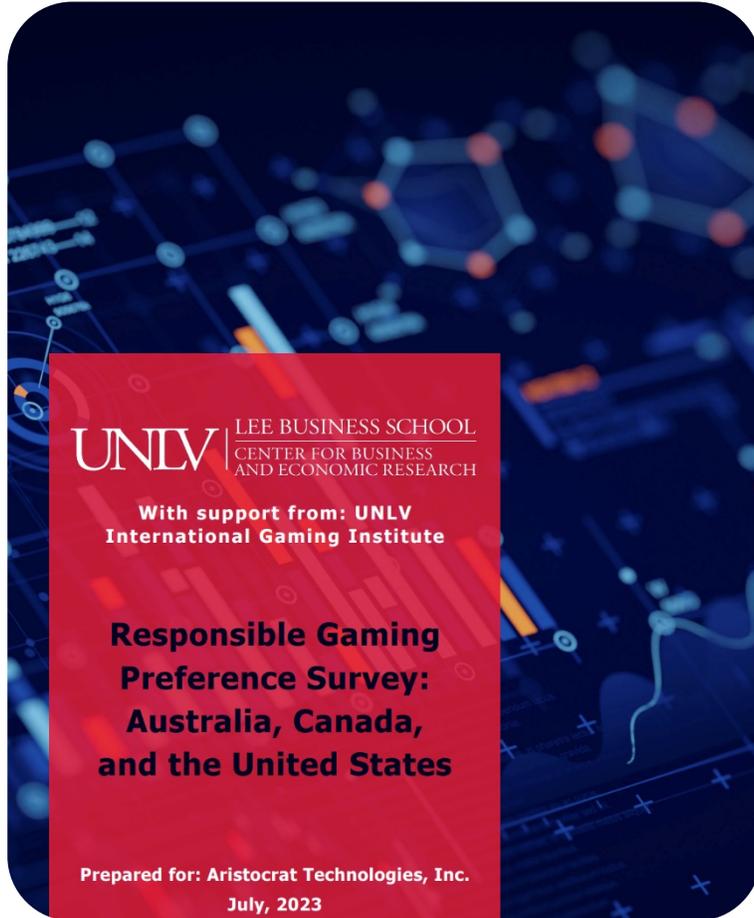
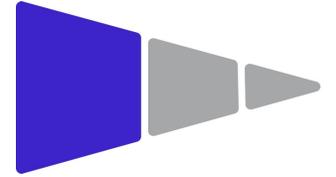
MAX THE POSITIVE
PLAY EXPERT SAYS:

**BEFORE YOU BET
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Gambling problem? Please contact
1-800-GAMBLER. FOR 21+
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Australia Pty Limited.





Survey Preliminary Findings:

Setting limits on time and spend were the preferred RG tools

Players **favoured** receiving information about how to gamble responsibly, seeing their gaming activity and expenditure history

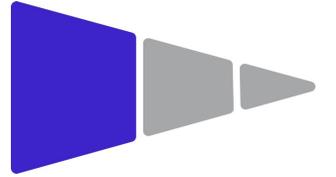
Aristocrat's **Flexiplay Bank** feature was also popular

Players **consistently preferred** information to be available on the gaming machine itself

Less popular were tools that were part of a digital wallet, or that involved the venue being alerted to any at-risk behaviour

Players **least preferred** having messages delivered by staff

Informed choice: FY23 progress



7 September 2023

The Blast

Welcome to The Blast!
Do you have a story to tell? Email Jeda Compare to share your news.

- Responsible Gaming Education Month
- Ready to Rise
- RUOK? I'm here to hear

Celebrating 25 years of Responsible Gaming Education

Responsible Gameplay is core to our values at Aristocrat and is critical to our vision of a sustainable and vibrant gaming industry that is welcome in the community.

RESPONSIBLE GAMEPLAY WEEK 2023

FUTURE-PROOFING OUR BUSINESS

PANEL DISCUSSION

MODERATOR: **Elle Ford**, Director, Internal Communications, Aristocrat

SPEAKERS:

- Tessa Hughes**, Group Brand Manager, Aristocrat Gaming, Aristocrat
- Matt Deutsch**, Chief Marketing Officer, Aristocrat
- Todd Heninger**, VP Operations, Big Fish Games
- Brian Fitzmaurich**, Board of Directors, Aristocrat
- Kate Henkins**, ARS&T Board Chair, Aristocrat
- Mark Newman**, Executive Director, Aristocrat

RESPONSIBLE GAMEPLAY WEEK 2023

UNITED WE PLAY

Aristocrat

A message from **Hector & Mitch**

Responsible Gaming Education Month
September 2023

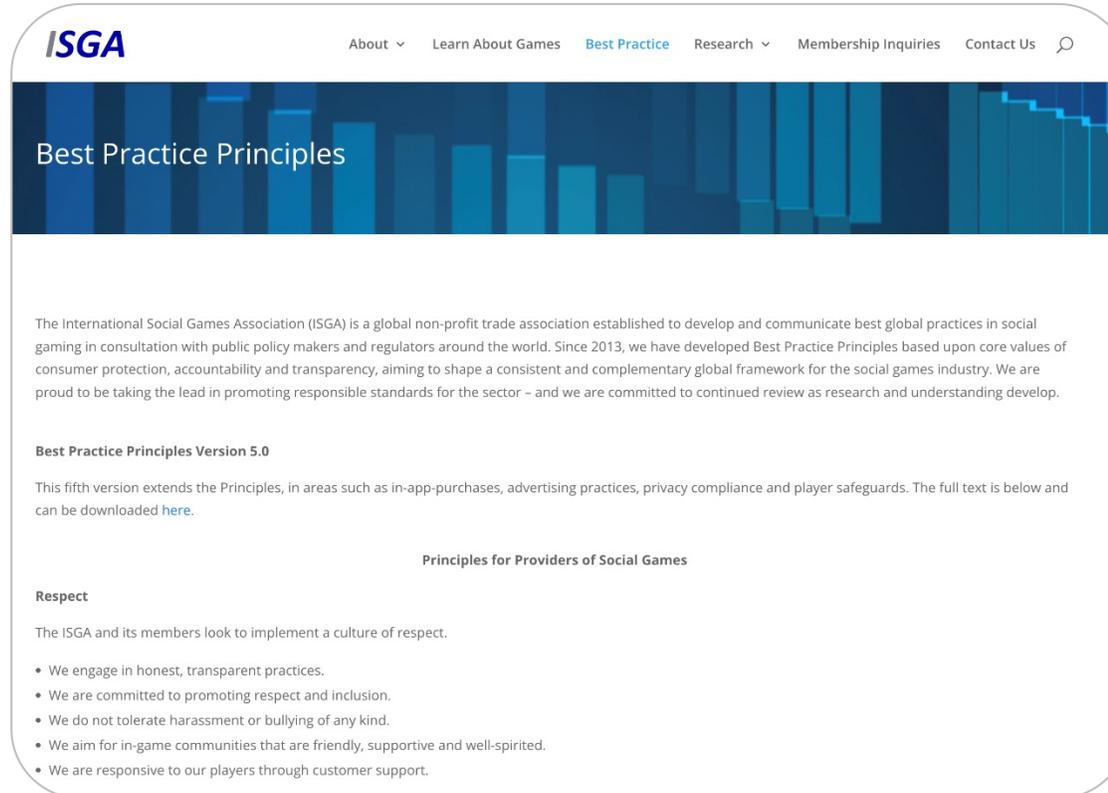
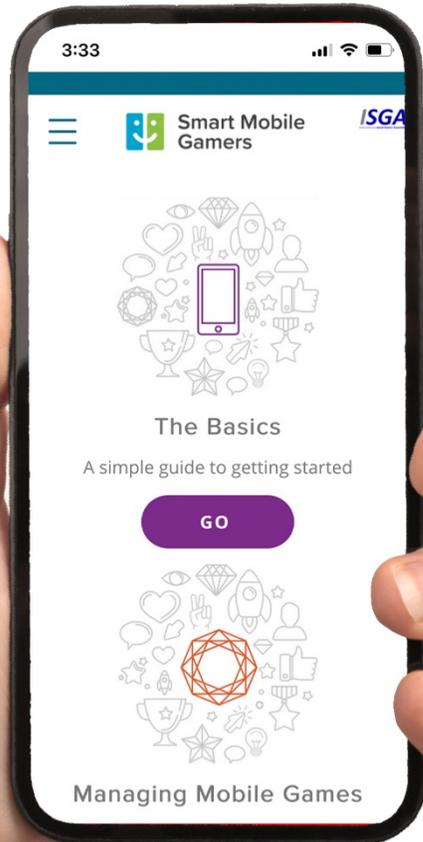
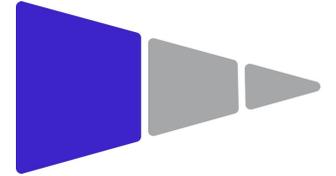
Group Corporate Affairs

Responsible Gaming Education Month

1-30 September, 2023
RGEM#2023

Week 1 Empowering Customers to Play Responsibly	Week 2 Legal, Regulated Gaming Protects Players
Week 3 Building A Responsible Gaming Culture Within	Week 4 Advancing Responsible Gaming with Research

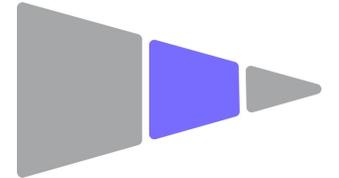
Responsible Gaming Education month, held every September was created by the American Gaming Association designed to showcase efforts to promote gaming literacy and consumer education, elevate employee training and work with partners to advance our understanding of responsible gaming.



Supporting control: FY23 progress



Australia's first cashless gaming trial conducted by Aristocrat had 260 players

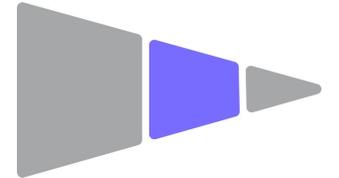


Prime Digital Wallet Cashless Solution

Key Learnings

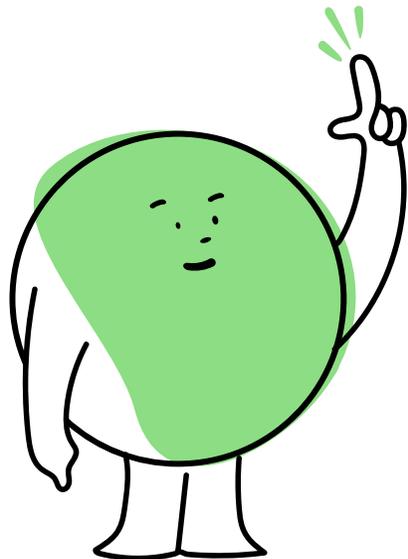
- Reduce friction
- Incentivise uptake
- Prevent illegal activity (AML)





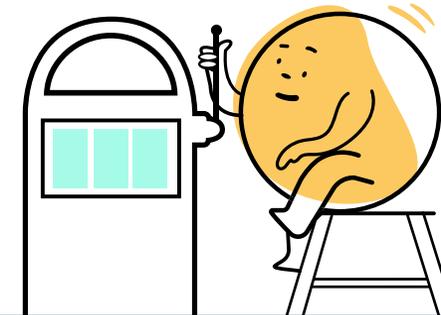
Digital Wallet Trial Patron Feedback on the Perceived Usefulness of Responsible Gambling Features

Perceived Usefulness of Responsible Gambling Features	% agree useful
Setting a money limit before playing	66.7
Setting a time limit before playing	52.2
Information on expenditure	66.5
Breaks in play	60.8
Self-exclusion	58.0



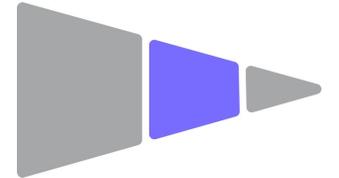
35%

of those who had used the new trial technology to gamble requested a **player activity statement**



Key Australian Highlights

- Flexiplay 1.0 enabled by NSW venues in 7% of Fu Dai Lian Lian games and 3% of Bao Zhu Zhu Fu games
- Preliminary player data shows Wins Auto Banked is most popular feature
- Flexiplay 2.0 default enabled on all new releases (excluding Victoria) from mid-2024



Soft Message

We choose an informal tone and more promotional language for better engagement



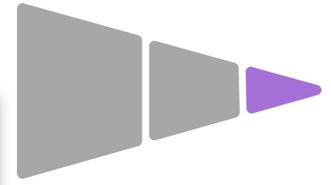
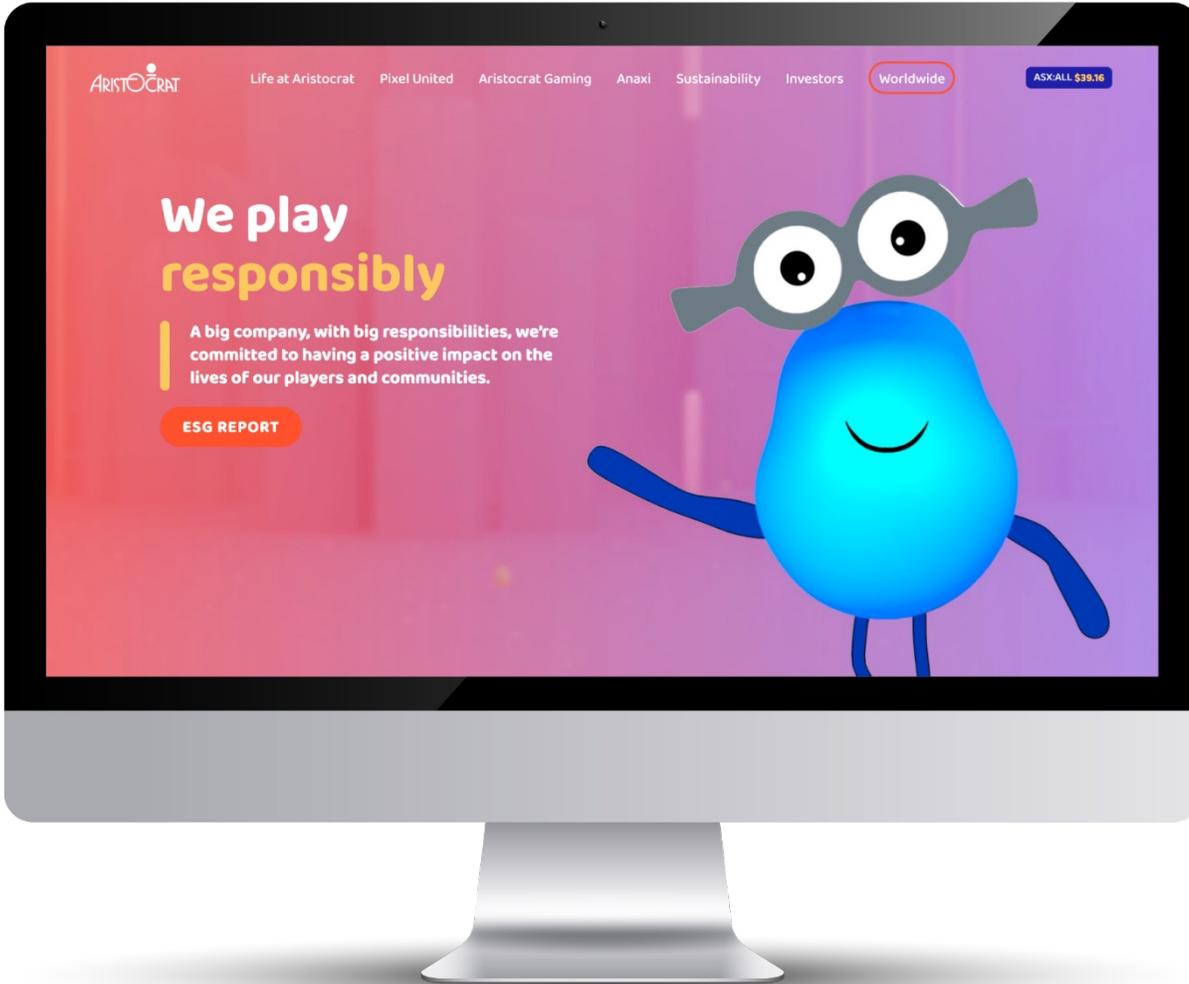
Friendly Message

Employing language that is engaging and encouraging



Strong Message

Using uncomplicated language to increase public awareness and understanding



Responsible Gameplay

Mobile games

As at 14 July 2023



What to do if you need help?

GAMING DISORDER

The World Health Organisation defines a gaming disorder as a pattern of gaming behavior ("digital-gaming" or "video-gaming") characterized by impaired control over gaming, increasing priority given to gaming over other activities to the extent that gaming takes precedence over other interests and daily activities, and continuation or escalation of gaming despite the occurrence of negative consequences.¹

SELF-EXCLUSION

Regardless of your reason, you can contact our Customer Service team at any time to request that your account be banned. You may be struggling to exercise control over your gameplay, or your gameplay may be having a negative effect on your life, or you simply no longer wish to have a Big Fish Games or Product Madness account. Our friendly Customer Service team will promptly action your request, no questions asked. Once implemented, access to your game account will be blocked. To disable your account please reach out to our [Customer Support team for Big Fish Games](#) or our [Customer Support team for Product Madness](#).

THIRD-PARTY BLOCKING SOFTWARE

Third-party blocking software allows you to block access to certain apps, websites or other internet services and/or to set access permissions. Some blocking software is free, while other blocking software includes a charge. If you search online, you will find there are a number of options to choose from. For smartphones and tablets, you can also search on the Apple App store or Google Play to find available products. Please note that we are not able to recommend or endorse the use of a particular third-party block software.

¹ Taken from the World Health Organisation's [website](#) on 'Addictive behaviours: Gaming disorder'.



Aristocrat Technologies Australia Pty Limited.
Building A, Pinnacle Office Park, 85 Epping Road, North Ryde NSW 2113



Strengthening governance and oversight



Refreshed RG Policies and Training

Launched new Responsible Gameplay policies and training across the enterprise. The Group Policy is supplemented by updated and new Responsible Gameplay policies that apply at a Business Unit/Group Function level, as follows:

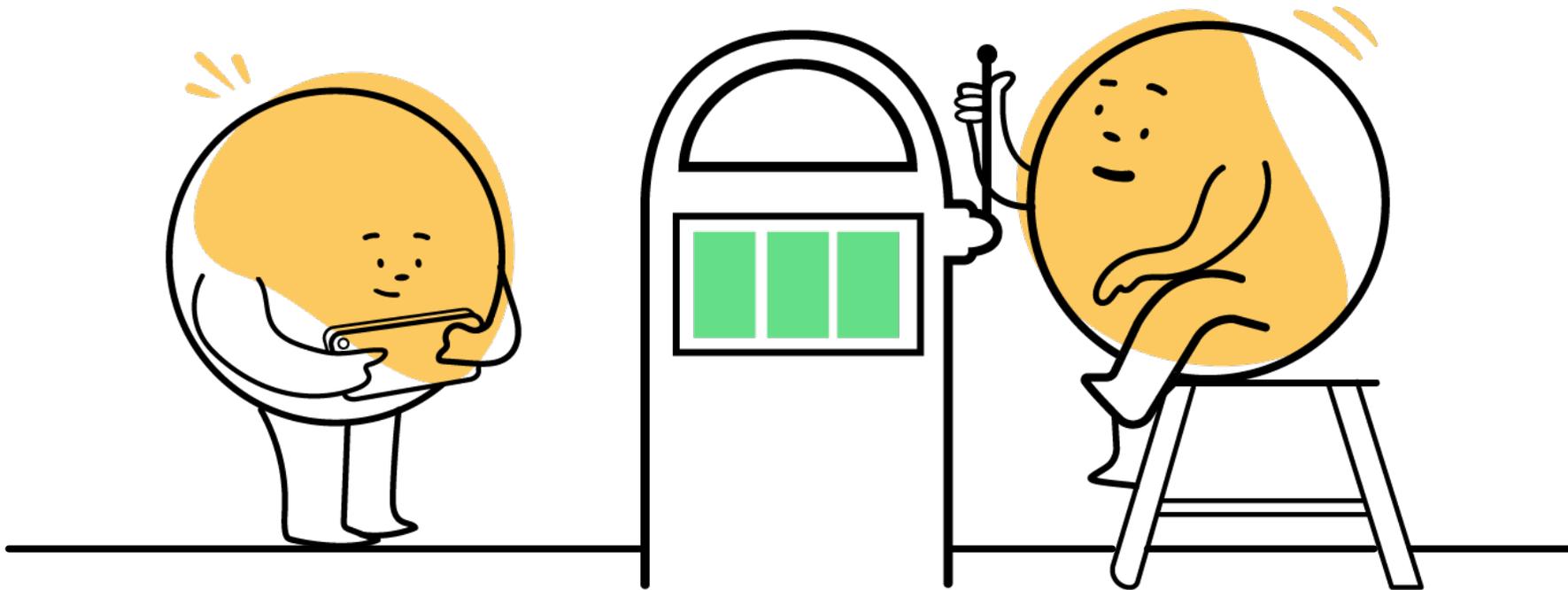
- PxU Loot Box Policy
- PxU Responsible Gameplay Consumer Communications Policy
- PxU Responsible Gameplay New Games Development Policy
- Product Development Charter for Regulated Gaming Markets
- Responsible Marketing Policy for Regulated Gaming Markets

Governance & Director Education Sessions

Topics covered include:

- Positive Play presented by Dr Michael Wohl, an international expert
- Loot Boxes, presented by Dr Brett Abarbanel
- Facilitated sessions by former regulators
- Full Board visited treatment facilities to hear from people with lived experiences
- Board oversight of Sustainability program supported by management attestations





Your Questions

Responsible Gameplay



Refreshment Break

Webcast restarts at: 10:45am (AEDT)



Responsible gameplay experience booths at Pinnacle



Know Your Max



Mark
Wadley



Jamie
Helmick

Pixel United Nothing But Fun



Harry
Ashton



Tasos
Dagkos

Flexiplay 2.0



Tod
Sarlemyn

Climate Action

Deanne McKissick Chief Supply Chain Officer
Harry Ashton Group General Manager, Responsibility



Our historical approach to reporting



Scope 1

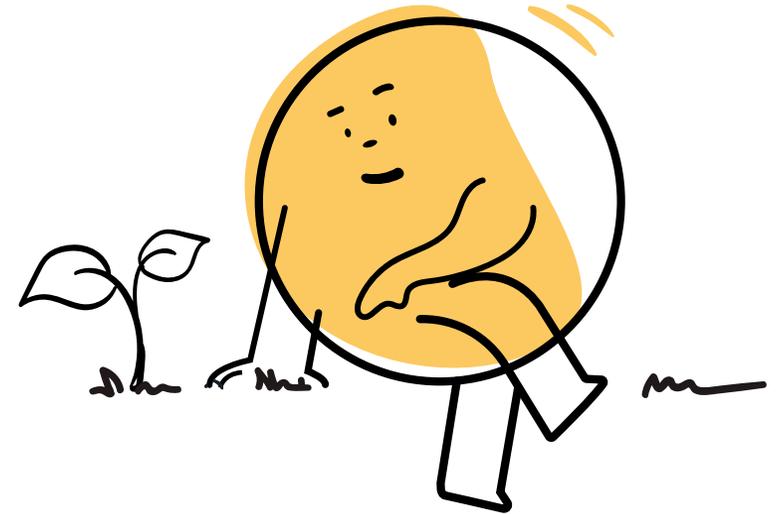
Use of company vehicles
Natural gas
Refrigerants

Scope 2

Electricity

Scope 3

Business travel
Waste
Some transportation &
distribution



Our greenhouse gas emissions previous reporting approach



Scope 3 - Upstream

Purchased goods and services

Category 1

Capital goods

Category 2

Fuel and energy related activities

Category 3

Transportation and distribution

Category 4

Waste generated in operations

Category 5

Business travel

Category 6

Employee commuting

Category 7

Upstream leased assets

Category 8

Scope 1 & Scope 2

Scope 1

Natural gas
Stationary fuel
Refrigerants
Transport fuel

Direct Emissions

Scope 2

Electricity

Direct Emissions

Scope 3 - Downstream

Transportation and distribution

Category 9

Processing of sold products

Category 10

Use of sold products

Category 11

End-of-life treatment of sold products

Category 12

Downstream leased assets

Category 13

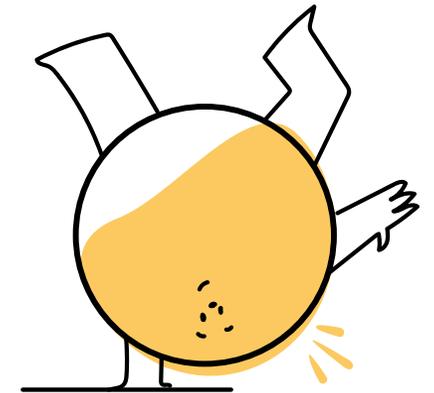
Franchises

Category 14

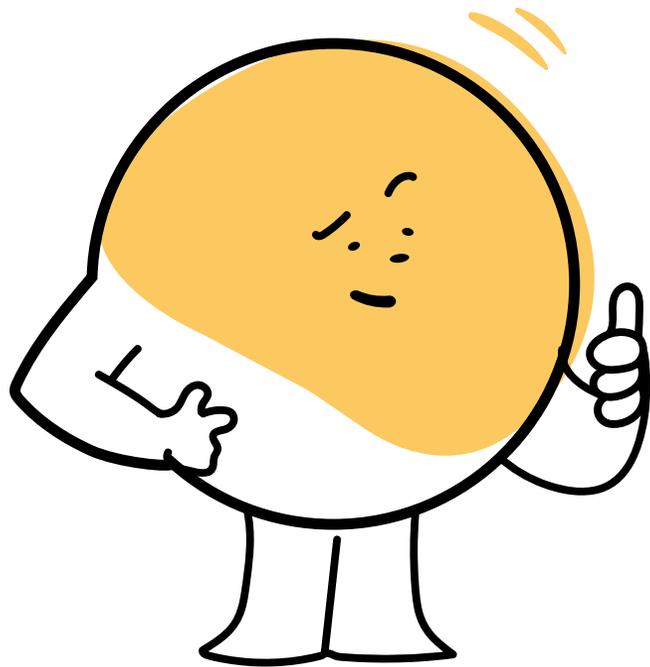
Investment

Category 15

- Relevant (currently measured)
- Relevant (not currently measured)
- Not relevant (excluded)



Our proposed greenhouse gas emission reduction targets



Reducing absolute
Scope 1 and 2
54.6% by 2033
from a 2022 base year

Reducing absolute
Scope 3
by 32.5% by 2033
from a 2022 base year

Reducing absolute
Scope 1, 2 and 3
by 90% by 2050
from a 2022 base year

Reaching
Net-zero across
the value chain
by 2050

Submitted to the SBTi on 2 November 2023

Climate Action

Deanne McKissick Chief Supply Chain Officer
Harry Ashton Group General Manager, Responsibility



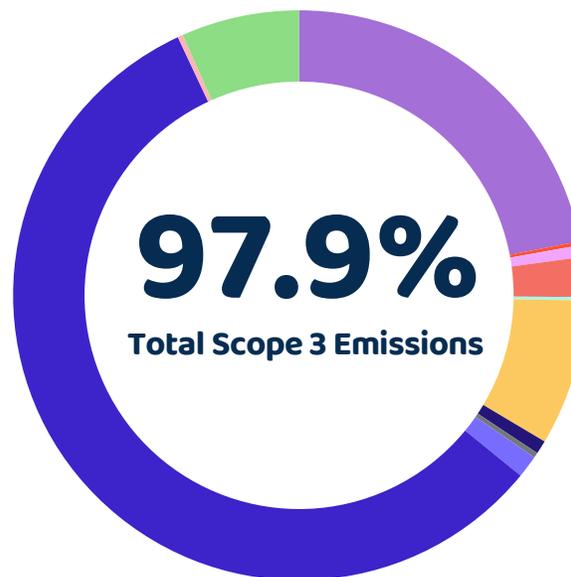
Our proposed 2022 baseline (base year)



Scope 1 Emissions	tCO2e	%
Stationary fuel combustion	469	7.1
Mobile fuel combustion (fleets)	6,110	92.9
Refrigerants	0	0
Total Scope 1 emissions	6,579	
% of total emissions	0.8	

Scope 2 Emissions	tCO2e	%
Electricity	10,679	100.0
Total Scope 2 emissions	10,679	
% of total emissions	1.3	

Scope 3 Emissions



- **Category 1** (Purchased goods and services)
- **Category 2** (Capital goods)
- **Category 3** (Fuel and energy related activities)
- **Category 4** (Upstream transportation and distribution)
- **Category 5** (Waste generated in operations)
- **Category 6** (Business travel)
- **Category 7** (Employees commuting)
- **Category 8** (Upstream leased assets)
- **Category 9** (Downstream transport and distribution)
- **Category 11** (Use of sold products)
- **Category 12** (End-of-life treatment of sold products)
- **Category 13** (Downstream leased assets)

Priority Decarbonisation Levers

Scope 1 & 2

Fleet management

Physical plant
and leased assets

Renewable energy
procurement

Scope 3

Supplier engagement & product design to
address Categories 1 & 2

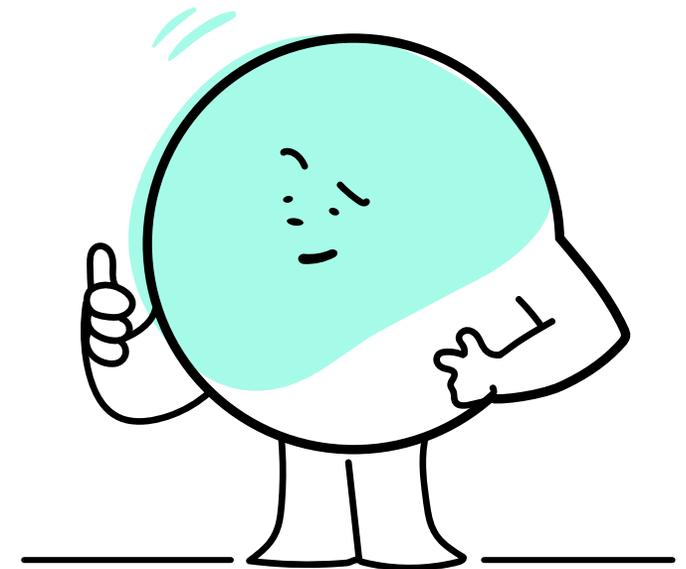
Customer engagement & product design to
address Categories 11 & 13

Other areas including:

- Product packaging
- Transportation management
- Waste management operations/facilities

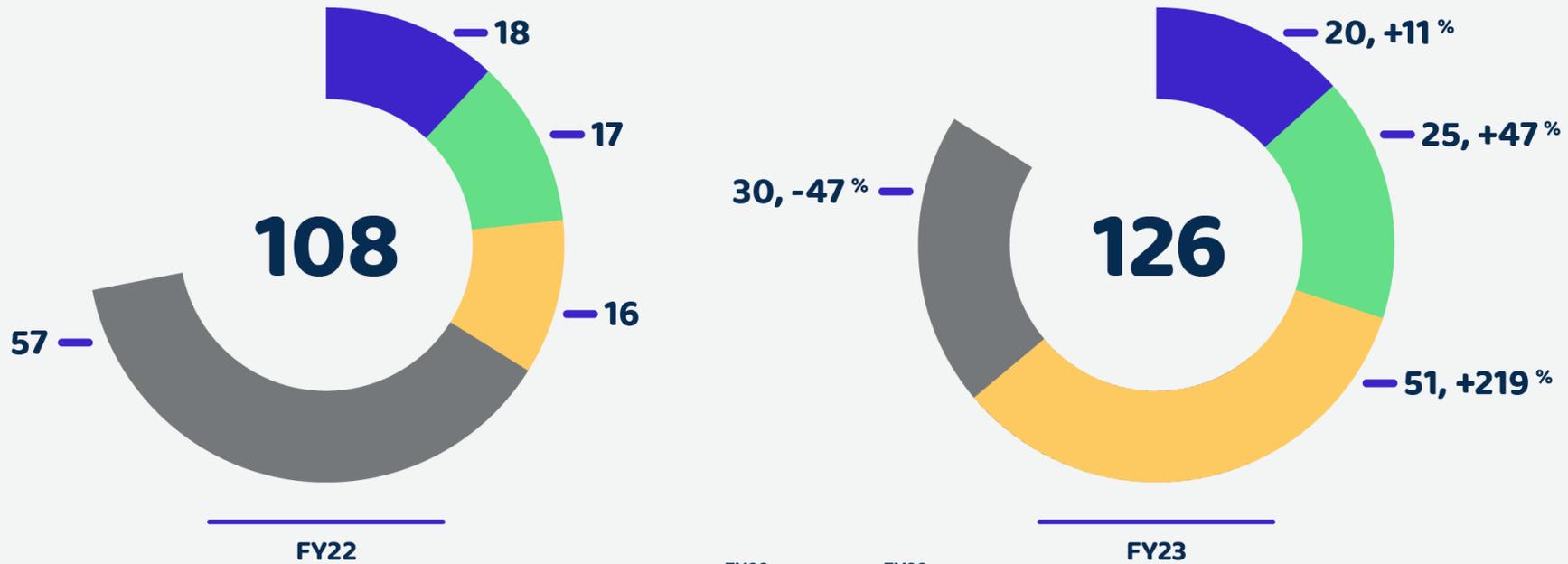
Data automation

Governance & Policy





Supplier Sustainability Program Maturity - Direct and Indirect Suppliers



	FY22	FY23	
SBTi	18	20	+11%
Company Targets	17	25	+47%
Collating Info	16	51	+219%
Early Stage	57	30	-47%

The road ahead

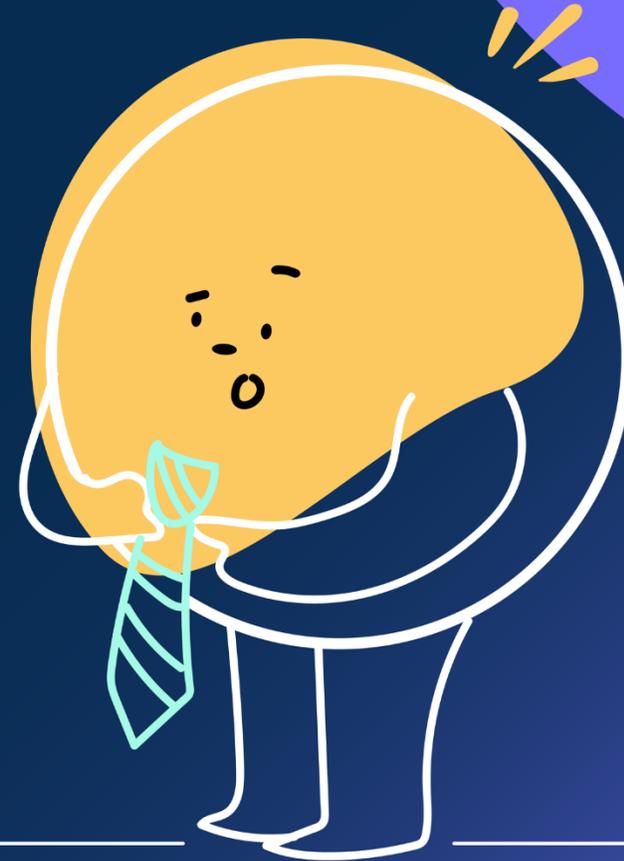


- Proposed targets submitted to SBTi on 2 November 2023
- Expected endorsement first half calendar 2024
- Further disclosures including FY23 data, post SBTi validation with yearly progress against 2022 base year to be reported
- Evolution of disclosures in line with mandatory framework and evolving practices



Anti-Modern Slavery

Anne Tucker
Deputy Chief Legal Officer



Our Anti-Modern Slavery journey



2020

- Published 1st joint UK and Australian statement
- Developed first iteration of supplier surveys

2021

- Created our Anti-Modern Slavery Strategy
- Developed Incident Response Guide
- General training modules rolled out to all employees

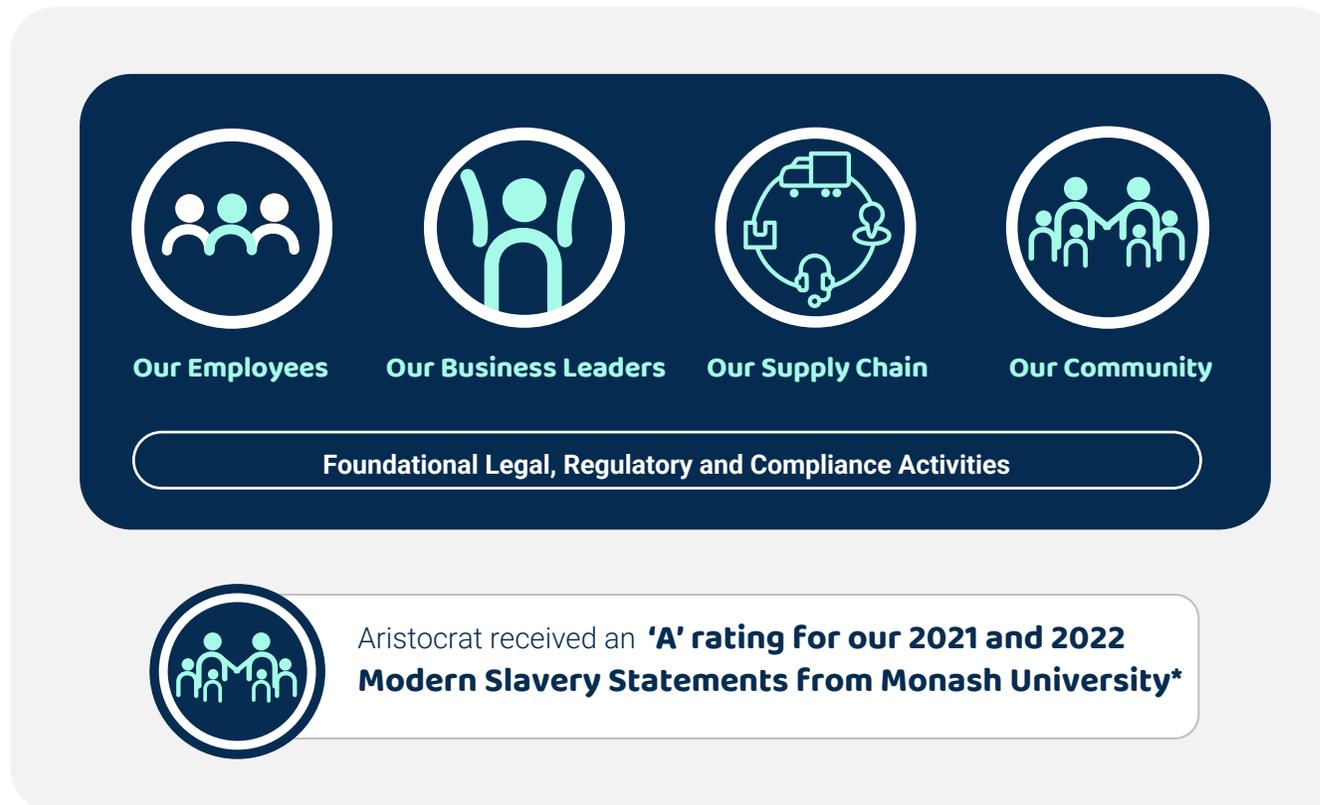
2022

- Hosted our inaugural Global Anti-Modern Slavery Forum
- Published an updated Supplier Code of Conduct

2023

- Developed our Modern Slavery Risk Management Model
- Role specific training for P&C and supplier facing employees
- Updated supply chain metrics to present an enterprise-wide view

Aristocrat's Anti-Modern Slavery Strategy



* Pham, N., Cui, B., & Ruthbah, U. (2021) Modern Slavery Disclosure Quality Ratings: ASX100 Companies Update 2022 [Research brief]. Monash Centre for Financial Studies, Monash Business School. DOI: 10.26180/20224614.
* Pham, N., Cui, B., & Ruthbah, U. (2022) Modern Slavery Disclosure Quality Ratings: ASX100 Companies Update 2023 [Research brief]. Monash Centre for Financial Studies, Monash Business School. DOI: 10.26180/24419881.

Aristocrat's supply chain is large, global and complex



**100+ Direct Suppliers
across 25 countries**

Levels of risk

Lower

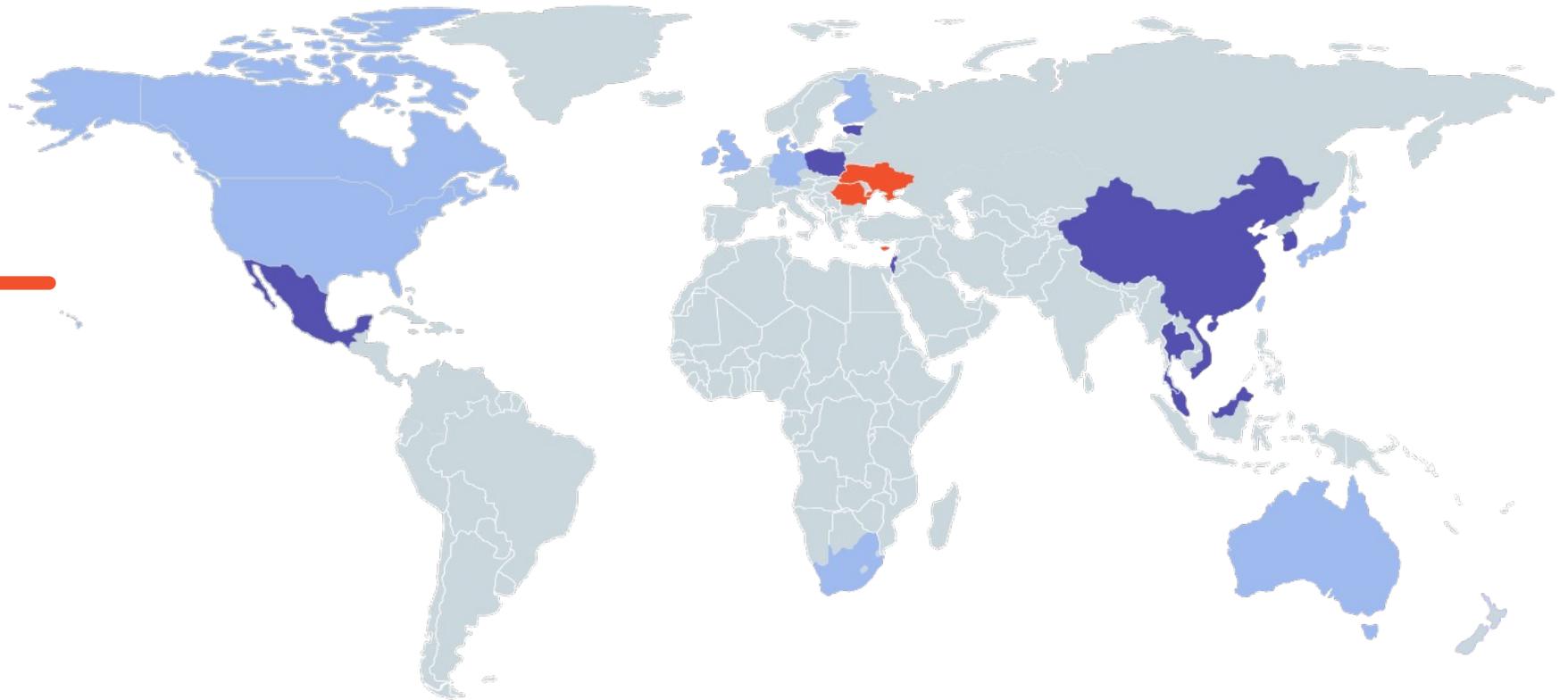
Australia
Canada
Denmark
Finland
Germany
Republic of Ireland
Japan
Singapore
South Africa
Taiwan
United Kingdom
United States

Medium

China
Estonia
Israel
Malaysia
Mexico
Poland
South Korea
Thailand
Vietnam

Higher

Armenia
Cyprus
Romania
Ukraine



Note: the map colour reflects the countries' Modern Slavery risk prevalence. The countries are where our key direct suppliers and sub-tier suppliers are located.



Percentage of employees who have received anti-modern slavery training*

97.7%

of Aristocrat Employees (excluding Plarium)

100%

of ALL Board members

97%

of key P&C employees who work in recruiting

100%

of key supplier-facing staff within Aristocrat Gaming



100% of key internal modern slavery risks are owned by senior executives



100%

of the group's key direct suppliers and sub-tier suppliers have signed modern slavery contractual safeguards aligned to our Supplier Code of Conduct

5 supplier audits

conducted on modern slavery



Hosted event with **community** and our Anti-Modern Slavery Risk Champions to further raise awareness

On-going engagement with **external modern slavery subject matters experts** to uplift our internal and supplier audit capabilities

*Training has been distributed to all Plarium employees, but due to system differences we are unable to verify training completion figures

Your Questions

Climate Action
Anti-Modern Slavery



Tribal Customer Engagement

Eloy Martinez
VP of Government Relations



Unique legal framework underpins Tribal Gaming in US



1987

US Supreme Court affirmed tribes the authority to operate gaming establishments on their trust lands without complying with state laws and regulations

1988

US Congress adopted the Indian Gaming Regulatory Act (IGRA) in 1988, creating a legal framework for tribes to offer gaming

2023

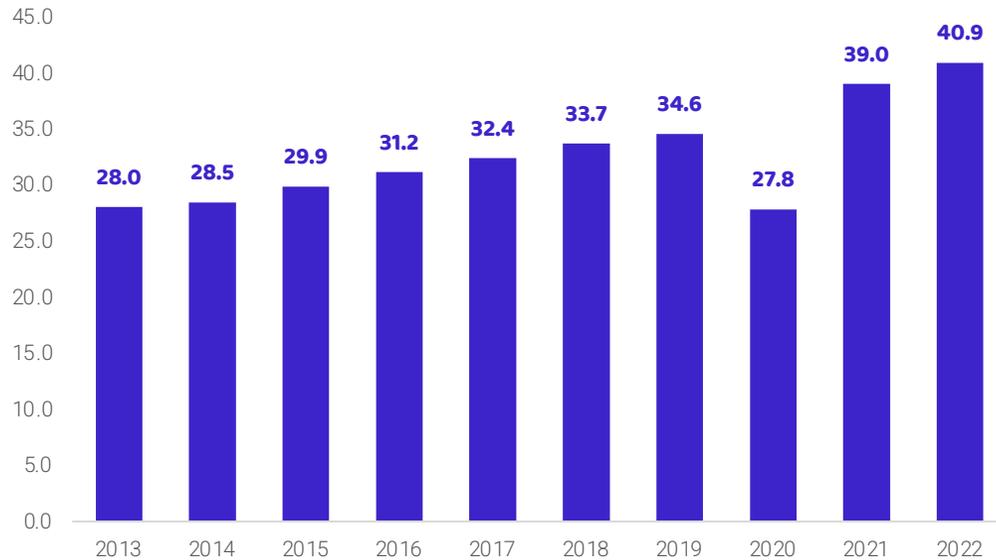
No substantive amendments to IGRA



Tribal Gaming is a large, sophisticated and growing segment in the US

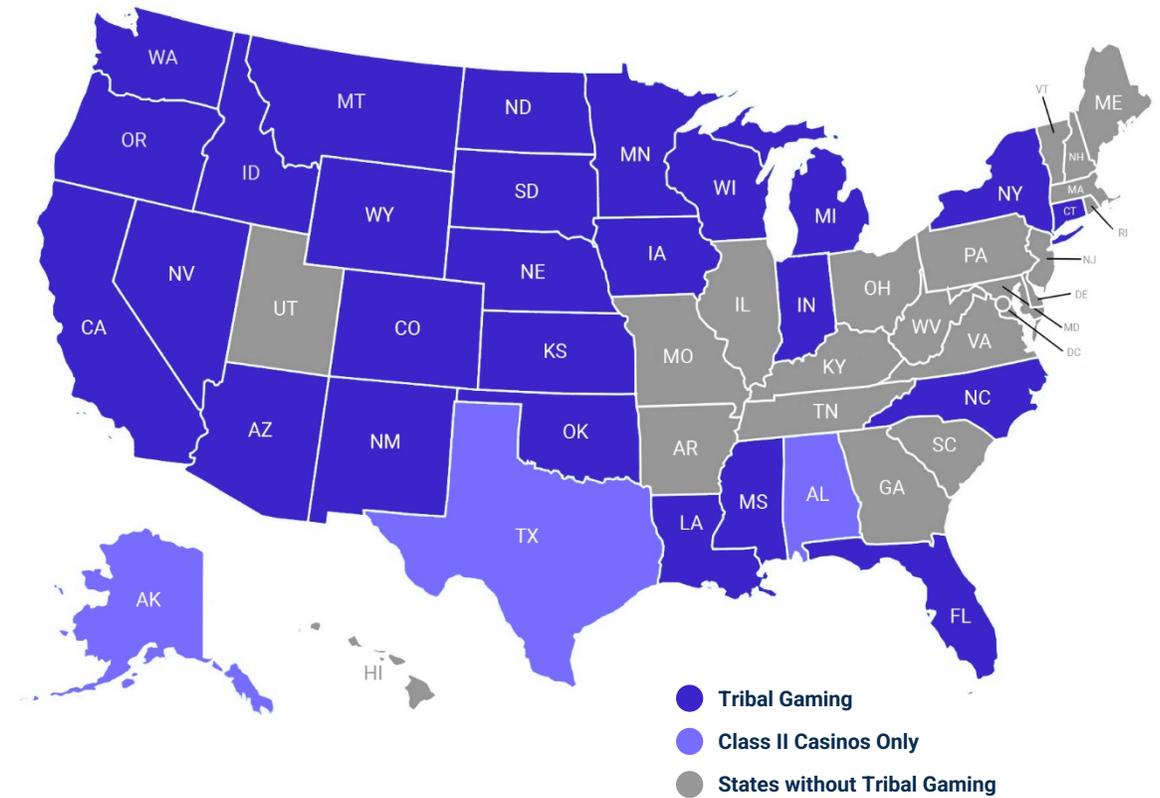


US Tribal Casino Gaming GGR (US\$Bn)



National Indian Gaming Commission - FY2022 Gross Gaming Revenue Report.

US Gaming Market Share - key Tribal Markets



Proud partner of choice for our Tribal Customers



April-May 2023 Aristocrat Global Customer NPS Survey Highlights*

Our Tribal
Customers rated us

70
(Excellent)

outperforming
all competitors

85%

ranked us **highest** for
Product Performance
compared to competitors

100%

agreed that Aristocrat's Gaming
Products are key contributors
to their business **success**



*April-May 2023 NPS:

More than business: Native American Relations Program launched to educate and uplift



Native American Relations Program Pillars

- Education & Career
- Diversity & Inclusion
- Native American Relations
- Good Business, Good Citizen

FY23 Highlights

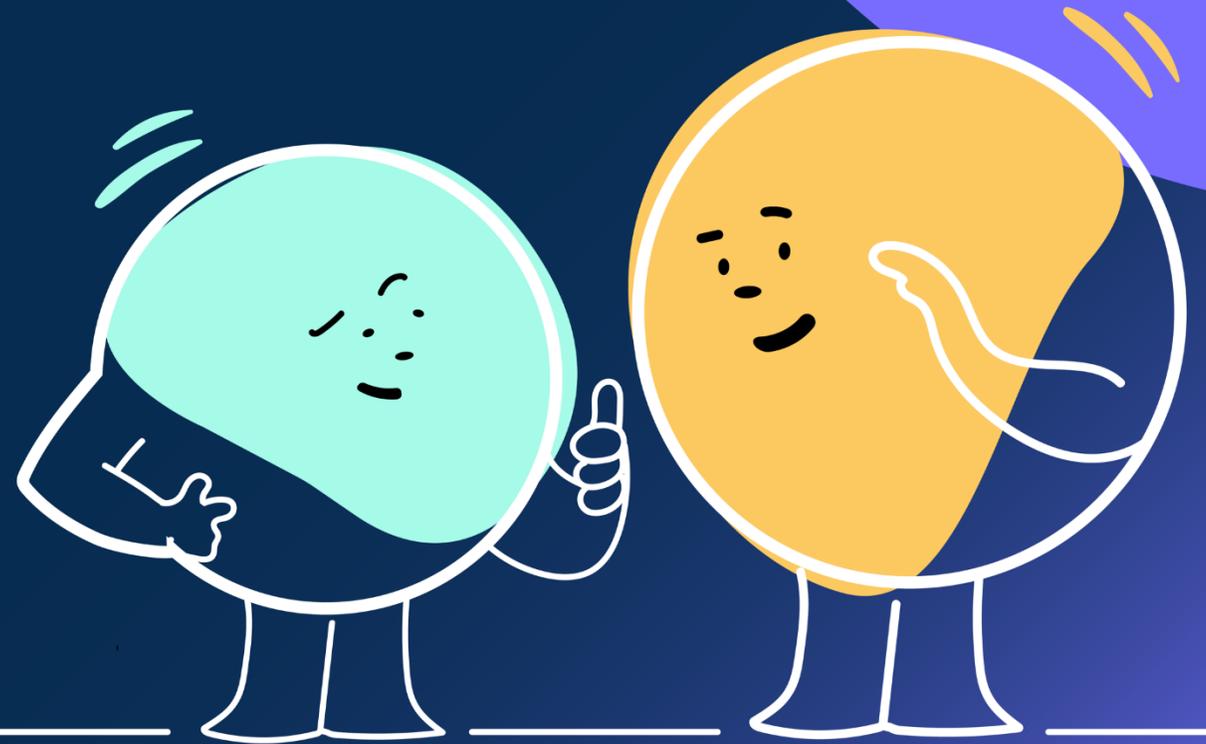
- Launched internal Native American Employee Impact Group
- Launched Scholarship Program through American Indian Science and Engineering Society (AISES) starting with 12 tribes in 2023
- Aristocrat recognised as the AISES Corporate Partner of the Year
- In partnership with customers, looking to offer on the job training & mentoring opportunities for Native American graduates



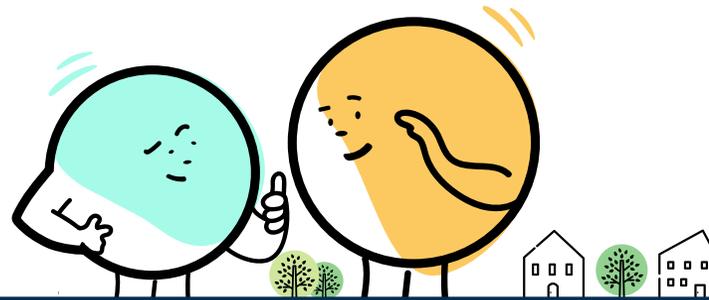
**Perspectives on the
importance of gaming
to Tribal customers
and communities**

Diversity & Inclusion

Christie Roser Chief People & Culture Officer
Christine Ung Director, Diversity & Inclusion



Fostering Diversity & Inclusion at Aristocrat



Key D&I Focus Areas

Increasing the representation of women

Driving an inclusive culture across the enterprise

Extending our diversity focus beyond gender

Strategic Priorities

Policies, Practices & Systems

Design, enhance and embed people policies, practices and systems for inclusivity and alignment to best practice

Knowledge & Tools

Programs and resources available to support leaders and employees in fostering diversity & inclusion

Measurement & Benchmark

Metrics, reporting, insights and participation in external benchmarking to measure progress

Key Initiatives

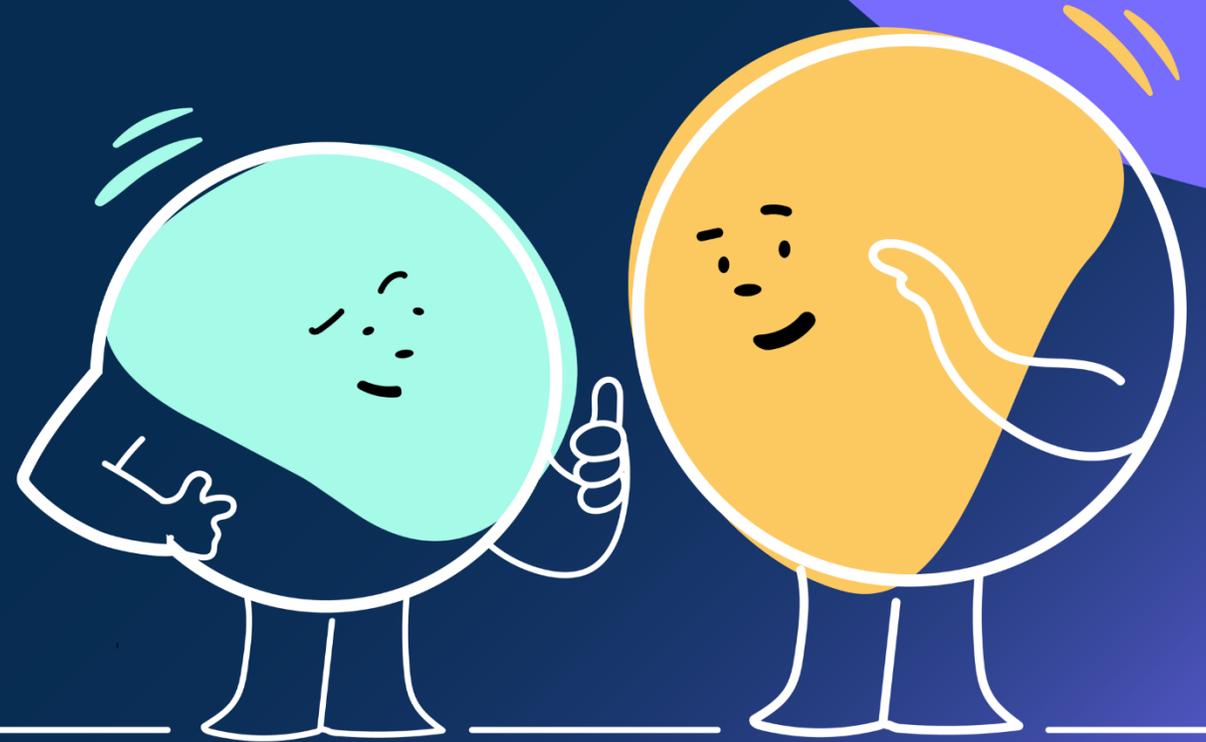
- Diversity & Inclusion Councils
- Hiring Practices
- Ready to Rise
- Gender Affirmation Guide

- Employee Impact Groups
- Aristocrat Families Hub
- Aristocrat Together
- Diversity & Inclusion SharePoint Page

- Diversity Data Collection in the ALL-IN Diversity Project's Annual All-Index Survey
- HRC Corporate Equality Index
- Australian Workplace Equality Index

Diversity & Inclusion

Christie Roser Chief People & Culture Officer
Christine Ung Director, Diversity & Inclusion



Progress and outcomes so far



Targets (% Women)

The composition of the Board is no less than 40% of each gender*

FY20
42.9%



FY23
44.4%

The composition of Executive Team is no less than 40% of each gender*

FY20
40.0%



FY23
45.5%

The composition of Executive Team-1 and Executive Team-2 is no less than 40% of each gender* by end of FY23

FY20
29.3%



FY23
39.7%

The composition of the enterprise is no less than 35% of each gender by end of FY25

FY20
31.2%



FY23
32.4%

40:40^{VISION}

2023

ENDORSED
EMPLOYER
FOR ALL WOMEN

WORK
work180.com

All-in
DIVERSITY
PROJECT
diversity • equality • inclusion



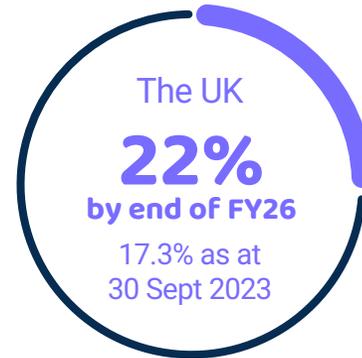
*The remaining 20% is flexible and reflects scope for non-binary gender identities

Continually striving to create a diverse and inclusive workplace

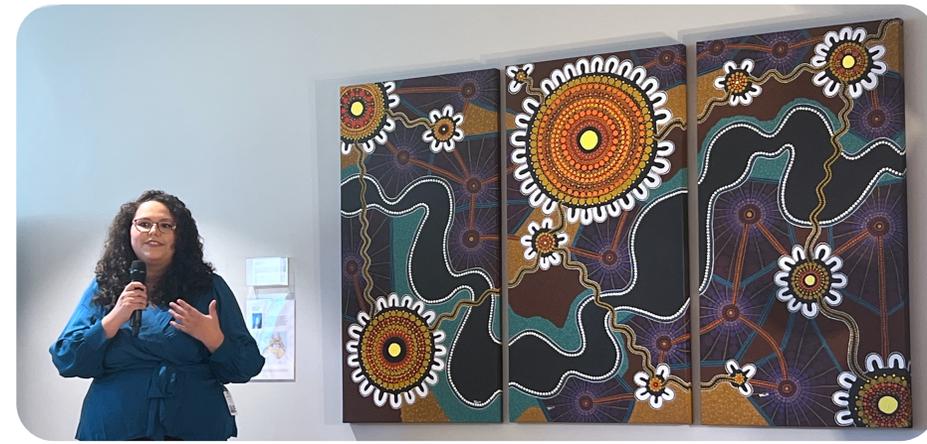


Increase the representation of leaders from under-represented racial and ethnic groups*

Targets



*Includes those who identify as a race/ethnicity other than White or European, at Director Level roles and above



Cybersecurity

Jake Martens

Chief Information Security Officer





Vision



Become the world's most valuable and trusted gaming company

Cybersecurity at Aristocrat

Protect Aristocrat products, games, IP, data, enterprise, and brand – on behalf of customers, players, employees, partners, and investors – by leveraging differentiated cybersecurity techniques, tools, and talent to reduce the impact and likelihood of cybersecurity incidents and deliver an integrated Digital Trust reality.

Mission



FY23 Strategic Objectives



Enhance
Existing
Capabilities



Expand
New
Capabilities



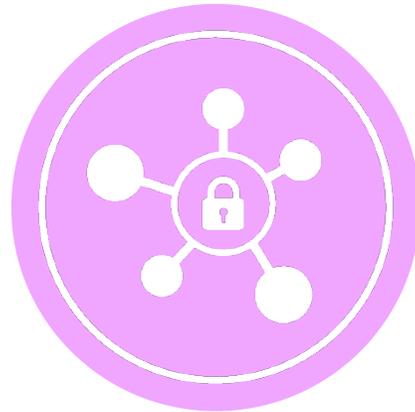
Elevate
Business
Engagement



Extend
Risk
Management



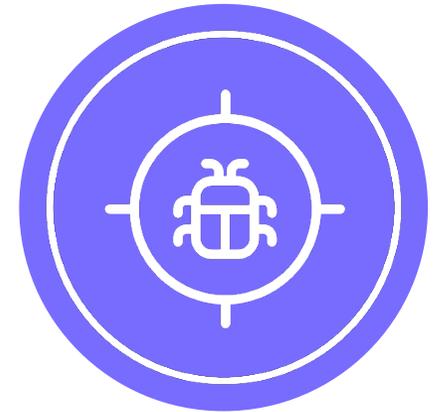
**Enhance Existing
Capabilities**



**Expand
New Capabilities**



**Elevate Business
Engagement**



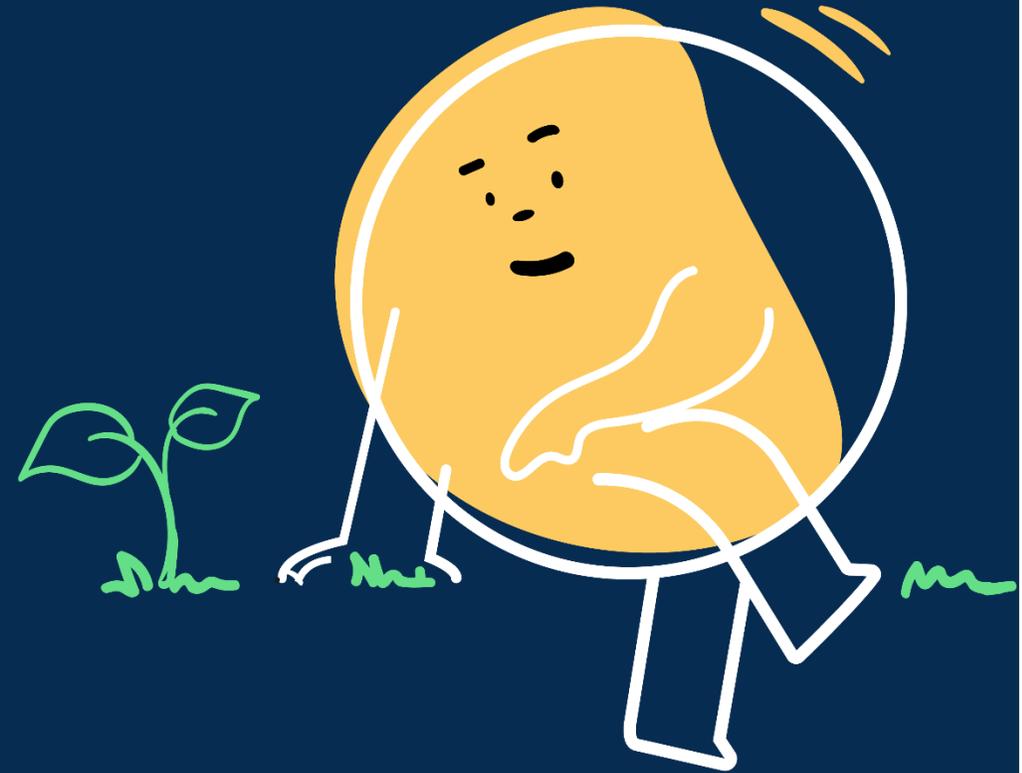
**Extend Risk
Management**

Your Questions

Tribal Customer Engagement
Diversity & Inclusion
Cybersecurity



Sustainability at Aristocrat



ARISTOCRAT