



**BUSINESS
REVIEW
ARISTOCRAT
LEISURE
LIMITED**



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CHAIRMAN & CEO WELCOME



Welcome to Aristocrat's Business Review for the year ending 30 September 2014.

Changing market conditions are a clear theme as we reflect on the past 12 months.



Consolidation among global equipment suppliers accelerated, and increasingly competitive markets, fast-changing customer and player preferences drove significant evolution in Aristocrat's operating environment globally.

Over the year, Aristocrat continued to execute our strategy; successfully navigating this change, and positioning our business for strong future growth.

Our ongoing investment in the world's best gaming content and technology yielded further, positive results in 2014, and we were very encouraged by the widespread recognition of the strength of our games and the share gains we are achieving. Supported by stronger market execution, Aristocrat drove powerful operational delivery across our core gaming markets. Group revenue growth of 6.9% and normalised, reported profit growth of 10.2% for the year, compared to our 2013 results, highlights the progress the business is making.

Over the course of the past 12 months, we have continued to focus on the things within our control to ensure we move forward despite mixed market conditions and intensifying competitive pressures. An increase in earnings per share and dividends, together with a further lift in total shareholder returns compared to the 2013 full year, provided appropriate reward to our shareholders.

At the same time, Aristocrat continued to promote shareholders' longer term interests by investing for future growth, both organic and inorganic, against our rigorous criteria. The acquisition of Video Gaming Technologies Inc. (VGT) was announced late in the reporting period.

It is highly accretive, more than triples our US recurring revenue footprint, and brings together complementary businesses with aligned cultures and a shared focus on great games and outstanding customer service.

During the year, we also took the opportunity to divest the Lotteries business, in order to increase management focus and investment behind our growing, core markets and segments globally. The adjustment to the carrying value of the Japan business also provided options to manage future risks effectively. The launch of our global Employee Recognition Program and our inaugural 'All-in' Global Volunteer Week were important steps forward. These initiatives not only drive team engagement, but also bring our values to life and contribute to the long-term sustainability of our business.

Across the year, important milestones were celebrated – including the achievement of a new record gaming operations installed base in North America, the successful worldwide launch of our Heart of Vegas app on iPad, and the release of innovative new cabinets that are already driving performance levels and high customer interest.

Aristocrat will continue to strive hard to deliver 'the world's greatest gaming experience, every day' across an even broader range of strategic channels, markets and segments in the year ahead.

Thank you for your interest and support.


Ian Blackburne
Chairman

Jamie Odell
Managing Director & CEO



2014 – YEAR IN REVIEW

THE REVIEW OF OPERATIONS CONTAINED IN THE 2014 ANNUAL REPORT PROVIDES A DETAILED OVERVIEW OF THE GROUP'S PERFORMANCE FOR THE YEAR ENDING 30 SEPTEMBER 2014.

<p>\$118.1 million normalised profit after tax</p> 	<p>10% increase</p>  <p>in reported NPAT compared to the prior year</p>	<p>over 2,200 employees</p>  <p>participating in the 'All-In' Global Volunteer Week</p>
<p>2,200 employees</p>  <p>around the world</p>	<p>61.7% growth</p>  <p>in operating cash flow, compared to the last period</p>	<p>43% shipshare New South Wales</p> <p>Regained market leadership Queensland</p>
<p>US Class III Gaming operations</p>  <p>9,071 units installed 20% growth over 2013. 10.5% average growth in fee per day revenue</p>	<p>\$50.3 million</p>  <p>4 x increase in Online revenues</p>	

OUR STRATEGY

**ARISTOCRAT
HAS A CLEAR
AND BALANCED
STRATEGY TO
OPTIMISE OUR
BUSINESS TODAY,
WHILE INVESTING
FOR SUSTAINABLE
GROWTH AND
RETURNS INTO
THE FUTURE.**

This strategy is built around three key pillars – Core Momentum, Industry Transformation and People & Culture.



Core Momentum

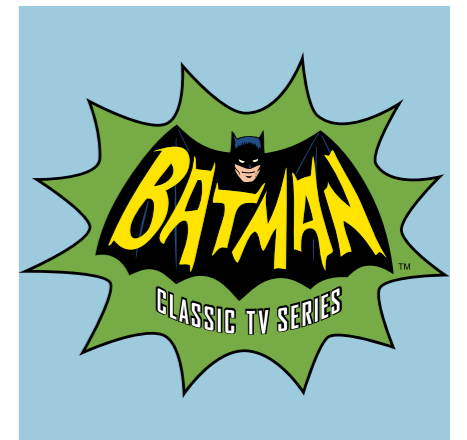
In 2014, Aristocrat's core Class III business took another step forward, with a revitalised game and product portfolio approaching full strength and driving significant share and value growth in line with our strategy. With the benefit of focused investment in the world's best creative and technical talent over the past two years, Aristocrat successfully filled portfolio gaps and launched our best-ever range of new games, cabinets and systems products in key markets over the course of the year. Our leading Oasis360™ systems offer was also strengthened with bolt-on asset acquisitions and an exclusive partnership with House Advantage during 2014.

Business and Industry Transformation

This pillar is all about positioning Aristocrat to benefit from emerging value streams, as our industry and player preferences transform. During the year, Aristocrat accelerated our performance momentum in digital gaming, with Product Madness (Aristocrat's best-in-class social slots publisher) growing strongly off the back of Aristocrat's premium game content and its release on mobile platforms. Over the course of 2014, we continued to take a patient and focused approach to building scale and driving profitability in this important emerging segment.

People & Culture

Aristocrat recognises that our people are fundamental to our success. That's why we are committed to building a high performance culture, ensuring we attract and retain the industry's best creative, technical and management talent. The ongoing rollout of our High Performance Leadership Toolkit over the course of 2014 ensured our key leaders are supported to be their best, every day.



THE WORLD'S GREATEST GAMING EXPERIENCE IN 2014

Aristocrat's game and product portfolios approached full strength in 2014, with the benefit of sustained investment in the industry's best creative and technical talent, tailored to suit priority markets and segments around the world.



Across the year's major trade shows in North America, Australia, Asia and Europe, Aristocrat was encouraged to receive positive feedback and plaudits from our customers, players and industry commentators.

In addition to groundbreaking new systems technologies, Aristocrat presented several hundred new games across a broader range of segments than ever before. A range of innovative new cabinets and system products were also launched across the year. Our investments in cutting-edge hardware and technology combined with proven content to take our portfolio performance to a whole new level in 2014.

Highlights:

- 57% percent of customers surveyed nominated Aristocrat's North American premium leased game portfolio as "the most anticipated", with Aristocrat games capturing five of the top seven spots.
- Aristocrat rated best overall supplier on show at 2014's top trade show, G2E in Las Vegas.
- Buffalo Stampede™ again named the top for-sale game in North America in Goldman Sachs' annual Slot Manager Survey.
- Walking Dead™ was named 'casino product of the year' at the annual 2014 Global Gaming Awards.
- The innovative Arc™ cabinet rated the #1 new technology on show at G2E 2014.
- Oasis 360™ retained its position as the most widely used casino system in North America.
- 5 Dragons Legends™ was voted Best Standalone Slot game at G2E Asia 2014, in the Inside Asian Gaming Supplier Awards. Six of the seven titles nominated for the award were from Aristocrat.
- The ground-breaking Helix™ cabinet was launched - and is already outperforming Aristocrat's top rated Viridian Widescreen™ cabinet in market.
- Leading the link segment through the launch of Lightning Link™, hot on the heels of the hugely popular Cash Explosion™.



Buffalo Stampede™

Named the top for-sale game in North America in Goldman Sachs' annual Slot Manager Survey



Walking Dead™

Named 'casino product of the year' at the annual 2014 Global Gaming Awards



5 Dragons Legends™

Voted Best Standalone Slot game at G2E Asia 2014, in the Inside Asian Gaming Supplier Awards



SUSTAINABILITY

Part of Aristocrat's commitment to our shareholders, customers and people is ensuring our business has a long-term future economically, socially and environmentally. Our sustainability priorities are established at Board level each year, and cascaded throughout our organisation. Sustainability objectives and principles are embedded in our core business processes, people and products.



Governance and risk management

Aristocrat operates in a highly regulated industry and must ensure that our people, customers, vendors, agents, distributors, major shareholders and other associates maintain appropriate standards at all times. To do this, we have an extensive probity process in place that are reviewed continuously for effectiveness. In addition, we deliver mandatory compliance training to all our employees including on subjects such as Compliance and Ethical Behaviour, Workplace Behaviours, the Global Employee Code of Conduct and Anti-bribery and Corruption training.

The Corporate Governance framework we have developed uses Aristocrat's long established values. We are also early adopters of the Third Edition of the 'Corporate Governance Principles and Recommendations' published by the ASX Corporate Governance Council. Full details of our Corporate Governance framework can be found in the 2014 Corporate Governance Statement which is available on our website.

Aristocrat also operates within a sound risk management framework. Formal ongoing processes are in place to identify, assess, monitor and appropriately manage the risks the business faces or might be exposed to in the course of our operations.

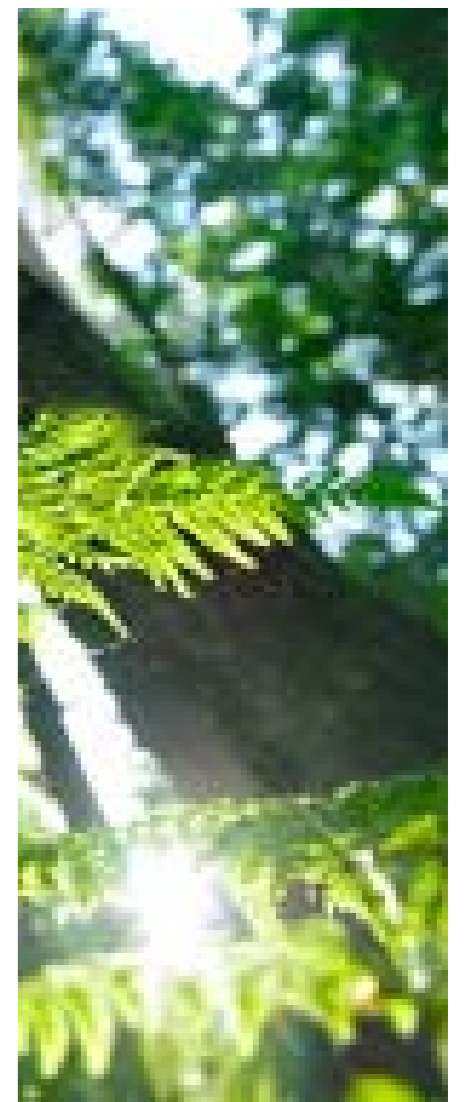
Our role in encouraging a sustainable industry

Aristocrat works closely with customers, industry groups, regulators and others to promote responsible gaming initiatives. We are proud of our track record of supporting evidence based responsible gaming practices and policies that:

- are proven to reduce problem gambling without unduly impacting the overwhelming majority of recreational gamers, or limiting their choices, amenity and enjoyment;
- foster player empowerment and informed decision making, while protecting individual privacy;
- are able to be implemented with a high degree of integrity, both from a technological and legal perspective; and
- are affordable and viable for customers and ultimately for players.

Over the course of 2014, we continued to invest in initiatives such as the innovative Blue Gum™ electronic gaming machine, which incorporates a range of harm minimisation features including:

- special messages and animations to encourage players to gamble responsibly;
- a bank meter allowing players to 'bank' any wins;
- an alarm clock to help players monitor the amount of time spent playing; and
- a 'charity meter' to direct part of winnings to a registered charity.



SUSTAINABILITY


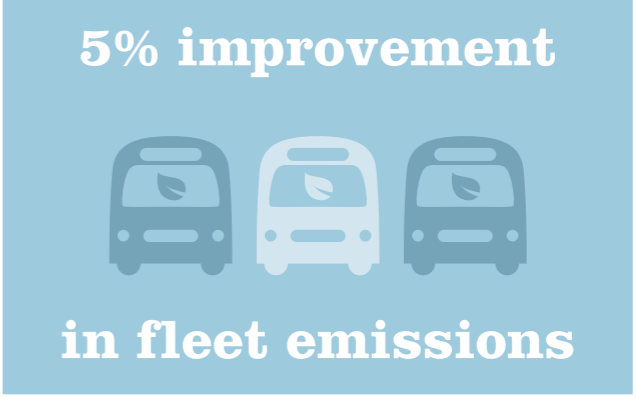




	increasing  recycling	reducing  energy costs
Maintaining a ban  on hazardous materials	reducing  printing costs	A globally enforced  Board endorsed WH&S policy

Our sustainable practices

Aristocrat not only complies with the various environmental laws to which our operations are subject, but also aims to achieve a high standard of environmental performance across all our operations. To reduce our environmental footprint, mitigate regulatory risks and decrease costs, over the course of 2014 we have undertaken a range of initiatives including:

- Ongoing energy efficiency and recycling programs across all our offices and sites, with continuous assessment of improvement opportunities. Examples of improvements over 2014 include the installation of LED light bulbs and occupancy sensors across our US facilities, upgrading compressors to drive energy savings and the rollout of badge readers across company printers, which is expected to reduce printing costs by around 15% while generating further savings in paper and energy. Our US sites are now recycling almost 90% of recyclable waste, and our Amigo headquarters also installed 'building IQ' climate-control software during the year that is expected to further reduce energy consumption by 15–20%.
- Broader use of passive strategies to save energy and water resources – for example, in 2014 our Birtcher (Nevada) Integration Centre instigated earlier shift starts to reduce the need to work during the hottest hours in summer.

- Ongoing optimisation of water recycling systems across all our Integration Centres.
- Building on our comprehensive approach to recycling of EGMs and materials. The bulk of returned materials at our Australian and US Integration Centres are re-used. Metal scrap is crushed for recycling and all electronic components, plastics and cardboard are also recycled. This ensures minimal manufacturing waste goes to landfill.
- Continued usage of recyclable material in our products and packaging, and labelling of all plastics with the appropriate recyclable symbol and material type.
- Maintaining our ban on hazardous materials used in manufacturing, ensuring suppliers comply with similar standards and ongoing onsite training for employees in appropriately handling any hazardous materials to ensure personal and environmental safety.
- Referencing environmental criteria in product design to 'close the loop'.

Timely & accurate reporting of  WH&S incidents	5% improvement  in fleet emissions	Installation of  LED Light globes
	15%  Improvement in fuel efficiency	

Work Health and Safety (WH&S)

Providing a safe and healthy workplace for employees and visitors is Aristocrat's highest priority. Our stringent processes and practices include:

- A globally enforced, Board endorsed WH&S policy, that seeks to ensure compliance with all applicable laws and regulations and also encourage the sharing of best practice across our business units.
 - Timely and accurate reporting of all WH&S incidents and near misses, with a high level of visibility over our safety performance. Both lead and lag indicators are reported monthly to the Executive Team and Board.
 - Processes that analyse lead indicators to identify any risks and facilitate preventative actions.
 - Tendering standards that require prospective suppliers to provide WH&S information, and assessment processes that ensure this information forms part our commercial decision making.
 - Including WH&S metrics in CEO and Executive Leadership Team KPOs.
 - Consideration of WH&S processes in the allocation of resources and tasks on a day-to-day basis.
- Through our centralised procurement system, suppliers tendering for work must provide information about their sustainability practices. Information provided on topics such as occupational health and safety, risk management, governance, community investment and environmental practices forms part of our supplier selection process. Our comprehensive procurement policy requires our employees to:
- adopt strategies to avoid unnecessary consumption and manage demand.
 - foster a viable market for sustainable goods and services.
 - support suppliers who are socially responsible and adopt ethical practices.



Teams from across the business participating in Aristocrat's inaugural 'All-in' Global Volunteer Week in July 2014

SUSTAINABILITY

PASSION, COURAGE, INTEGRITY & RESPECT

Our People

Aristocrat's success is built on the skills, commitment and behaviours of our people. That's why we are committed to building a high performance culture, ensuring we attract and retain the industry's best creative, technical and management talent. With over 2,200 employees globally, our Winning Ways behaviours and our Values clearly articulate the criteria against which employees are held accountable and form the underpinnings of our high performance culture.

During 2014 we launched our employee value proposition (EVP): Empowering You, Embracing Technology, Entertaining the World with extensive employee input. At the same time, we relaunched our external careers site, showcasing the breadth of careers and opportunities available across our global business and leveraging the excitement of our games and dynamism of our industry. The site (www.aristocrat.jobs) significantly lifts our recruitment profile online, and will help our business attract and retain the best possible talent going forward.

Aristocrat's Diversity initiatives continue to gain momentum across the globe. We defined diversity as "accept, respect and value individual differences, in an inclusive environment, so that we can capitalise on the strengths of a diverse workforce."

Our people management tools and process continued to deliver during the year, with 18% of all employees achieving formal career progression during 2014. In addition, our ratio of internal to external hires increased 48% in 2014 compared to the prior year – evidencing the progress we are making in helping develop people across the business.

Our global remuneration strategy is another key driver in achieving our business objectives while at the same time enabling us to attract, motivate and retain staff. Our remuneration policy is set out in the 2014 Remuneration Report, which is contained in Aristocrat's Annual Report, available on our website.

Aristocrat's employee share plans encourage our people to own a stake in the company, aligning employees' interests with those of shareholders. During 2014, we operated three different share plans to motivate all levels of our organisation.

The job of entrenching our behaviours and values and developing our leaders to drive a high performance culture is never finished. During the year we accelerated our strategic momentum by developing even more inspiring and impactful leadership right across our business, with a focus on lifting team capability.

Our Community

Aristocrat encourages involvement with not-for-profit and community groups that reflect the values of each local team. Through the management and guidance of the Community Involvement Committee (CIC), all Aristocrat staff have the opportunity to participate in a range of fundraising and volunteering activities within their regions, including a company-sponsored workplace giving program.

In July 2014, our inaugural 'All-in' Global Volunteer Week united employees from around the world in an inspiring demonstration of our values. Dozens of worthy local causes benefited from the time and energy of Aristocrat teams, tackling practical tasks from feeding the homeless to building hands for landmine victims. The Aristocrat community program continues to grow with the engagement of teams around the globe.

5 YEAR FINANCIAL SUMMARY

2014

ANNUAL REPORT
ARISTOCRAT
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ARISTOCRAT
it's all in the game™

ARISTOCRAT BOARD OF DIRECTORS



Ian D Blackburne
Non-Executive Chairman



Dr Ian Blackburne is the Chairman of Recall Holdings Limited and a director of Teekay Corporation (listed on the NYSE). A former research scientist, he spent 25 years in the petroleum industry in technical, manufacturing, marketing and strategic planning roles, as well as serving as Managing Director of Caltex Australia Limited. Dr Blackburne has been a director of various public companies for more than 15 years including formerly, CSR Limited, Suncorp-Metway Limited and Symbion Health Limited. He has also been Chairman of CSR Limited, the Australian Nuclear Science and Technology Organisation, and the Royal Botanic Gardens.



David C P Banks
Non-Executive Director



David Banks has more than 25 years' experience in the industrial, entertainment and gaming industries in financial, operating and strategic planning roles. Previously the Chief Executive (Casinos Division) of Tabcorp Holdings Limited and Chief Executive Officer of Star City Holdings Limited, Mr Banks was most recently the Group Chief Operating Officer of Galaxy Entertainment Group based in Macau. He is a former President of the Australasian Casinos Association and a former Director of the Australian Gaming Council.



Kathleen Conlon
Non-Executive Director



Kathleen Conlon was nominated as a Non-Executive Director in November 2013 and appointed Non-Executive Director effective February 2014. Ms Conlon is a Director of CSR Limited, REA Group Limited and Lynas Corporation Limited. She is President of the NSW Council and a National Board member of the Australian Institute of Company Directors as well as a member of Chief Executive Women. Ms Conlon has over 20 years' experience in professional management consulting. She is a recognised thought leader in the fields of strategy and business improvement and has advised leading companies across a wide range of industries and countries. In her seven years as a partner and Director of the Boston Consulting Group (BCG), Ms Conlon led BCG's Asia Pacific Operations Practice and, previously, the Sydney Office.

ARISTOCRAT BOARD OF DIRECTORS



Roger A Davis
Non-Executive Director



Roger Davis was nominated as a Non-Executive Director in November 2004 and was appointed Non-Executive Director in June 2005. Mr Davis is currently the Chairman of the Bank of Queensland, and a Consulting Director – Investment Banking for Rothschild Australia Limited. He is also a Director for Trust Company Limited, Argo Investments Ltd, and Ardent Leisure Limited. He is a former Chairman for Centric Wealth Advisors Limited and Charter Hall Office REIT; former Director, Territory Insurance Office; former Senior Executive for Citicorp and Citigroup Inc. in the United States and Japan; as well as a former Group Managing Director for the ANZ Banking Group Limited.



Rosalind Dubs
Non-Executive Director



Rosalind Dubs was nominated as a Non-Executive Director in December 2008 and appointed Non-Executive Director effective June 2009. Ms Dubs is a Director of ASC Pty Limited, and ANU Enterprise Pty Ltd. Ms Dubs is the former Chair of the Space Industry Innovation Council. She was formerly the Deputy Vice-Chancellor (External Relations) at the University of Technology in Sydney; the VP Operations Thales ATM SA (France); held senior executive positions in Airservices Australia, the Australian National University and CSIRO; former Director, Structural Monitoring Systems Plc, Thales ATM Pty Limited, Thales ATM Inc (USA) and Thales ATM Navigation GmbH (Germany). She was also formerly the Chair of Thales ATM spA (Italy).



Stephen W Morro
Non-Executive Director



Stephen Morro has over 25 years' experience in the gaming industry, including 20 years in various roles at IGT. As IGT's former Chief Operating Officer and President of the Gaming Division, Mr Morro was responsible for its global operations, which involved the development and execution of strategic plans for product, technology, marketing, manufacturing and distribution. He has an extensive background in regulatory, legislative, M&A and legal strategies and is one of a small group in the gaming industry with experience as a supplier, operator and regulator.



Jamie R Odell
Chief Executive Officer
and Managing Director



Jamie Odell was appointed Chief Executive Officer and Managing Director of Aristocrat Leisure Limited effective 1 February, 2009 and his appointment received regulatory approval on 13 May, 2009. Prior to his appointment, Mr Odell was Managing Director of Foster's in the Australian and Asia Pacific region with responsibility for the sales and marketing of Foster's extensive portfolio of beer, wine, spirits and other alcoholic and non-alcoholic beverages. Before joining Foster's, he was Regional Vice President (Asia Pacific) Allied Domecq Duty Free, responsible for sales through travel-related channels in Asia and Australasia. In October 2012, Jamie was appointed to the Board for the American Gaming Association (AGA).



WINNING WAYS

UNITE DELIVER DEVELOP & PLAY



ARISTOCRAT EXECUTIVE LEADERSHIP

**Jamie Odell**

Chief Executive Officer



Jamie Odell was appointed Chief Executive Officer and Managing Director of Aristocrat Leisure Limited effective 1 February, 2009 and his appointment received regulatory approval on 13 May, 2009. Prior to his appointment, Mr Odell was Managing Director of Foster's in the Australian and Asia Pacific region with responsibility for the sales and marketing of Foster's extensive portfolio of beer, wine, spirits and other alcoholic and non-alcoholic beverages. Before joining Foster's, he was Regional Vice President (Asia Pacific) Allied Domecq Duty Free, responsible for sales through travel-related channels in Asia and Australasia. In October 2012, Jamie was appointed to the Board for the American Gaming Association (AGA).

**Toni Korsanos**Chief Financial Officer
and Company Secretary

Toni Korsanos was appointed Chief Financial Officer in July 2009, after joining Aristocrat in 2007 as General Manager, Group Finance. Toni has over 20 years' experience in financial and general management in leading companies including Kellogg's and Goodman Fielder Ltd. Immediately prior to joining Aristocrat, Toni was Senior Commercial Finance Manager – Business Support at Kellogg's Australia and New Zealand. Toni also spent seven years with Coopers & Lybrand, Sydney in senior audit roles. Toni holds a Bachelor of Economics (Accounting and Finance) from Macquarie University, and is a member of the Institute of Chartered Accountants.

**Rich Schneider**

Chief Product Officer



Rich Schneider joined Aristocrat Leisure Limited as Chief Product Officer on 28 July 2011. Rich brings with him more than 20 years of experience creating and delivering system and game products to the casino industry in the US, serving most recently as the CEO of Walker Digital Table Systems. Rich has also served as COO of Acres Gaming, VP of Game Engineering at Casino Data Systems and in a number of lead role positions in IGT's system and game development/product management organisations. Rich was also a founding member of the Gaming Standards Association and was Chairman for three years. Rich has a Bachelor of Science (Engineering) from the University of Nevada Las Vegas.

**Maureen Sweeny**

Chief Commercial Officer



Maureen Sweeny joined Aristocrat as the Chief Commercial Officer in September 2014 based in our Las Vegas office. Maureen has had a distinguished thirty-year career with the IBM Corporation spanning a range of global and regional leadership roles in sales and marketing, strategic client management and business transformation. As CCO, Maureen is accountable for Aristocrat's Class III sales and marketing footprint globally, including across the Americas, Australia & New Zealand, Asia Pacific and EMEA. Her focus is on delivering better consistency and focus on the company's frontend capabilities, and improved service across the company's global Class III businesses.

**Craig Billings**

Chief Digital Officer



Craig Billings was appointed to the role of Chief Digital Officer in August 2014 and is responsible for our global social and mobile gaming efforts. Craig joined Aristocrat in July 2012 and formerly held the role of Managing Director, Strategy and Business Development. Craig has a long history within the gaming industry, having held senior roles at IGT, including Chief-of-Staff to the CEO and Head of Corporate Development, and within the Investment Banking Division of Goldman Sachs where he served clients in the gaming industry, first from New York and then from London. Craig holds a degree from the University of Nevada Las Vegas and a Masters of Business Administration from Columbia Business School.

**Trevor Croker**Managing Director,
Australia & New Zealand

Trevor Croker joined Aristocrat as Managing Director, Australia and New Zealand in October 2009. Trevor has significant experience building high performance sales organisations, most recently as Sales Director of Carlton and United Breweries. Trevor has also held sales transformation and leadership roles within Foster's Australia and Beringer Blass Wine Estates, in addition to a number of national and regional sales management positions. Trevor holds a Graduate Diploma in Management from the University of New South Wales and an Associate Diploma Sports Administration from Griffith University.

ARISTOCRAT EXECUTIVE LEADERSHIP

**Vincent Kelly**

Managing Director Asia Pacific



Vincent Kelly joined Aristocrat in the role of Director – Business Excellence and was instrumental in driving the business' renewed focus on sales capability across our global footprint, before being appointed to the position Managing Director – Asia Pacific in October 2014. Vincent has held several senior management roles within leading global organisations including Lion, Carlsberg Brewery and Allied Domecq Spirits & Wine in the UK, Asia and Australia.

**Jason Walbridge**Chief Supply Officer and
Managing Director EMEA

Jason Walbridge was appointed Chief Supply Officer effective July 2011, having joined the company in 1997. Jason was previously Senior Vice President Design & Development, Integration and Services in the Aristocrat Americas business and has held a number of other roles within Aristocrat in the Americas and New Zealand. Prior to joining the business, Jason was a management consultant for Ernst & Young New Zealand and Impac Australia after serving as a commissioned officer in the New Zealand Army in a variety of operational leadership roles around the world. Jason holds a Masters in Business Administration (International Management) from the Auckland Institute of Studies.

**Mark Dunn**Executive Vice President
and General Counsel

Mark Dunn was appointed Executive Vice President and General Counsel on 1 December, 2011. Prior to this, Mark held roles with Caesars Entertainment Corporation and its predecessor Harrah's Entertainment Inc. for more than nine years. His responsibilities included managing legal affairs for the company's Western Division, including casinos in Nevada, Las Vegas and International locations such as the UK, South Africa, Egypt and Canada. Mark has also held roles in the private practice of law for 13 years and was a law clerk for the former Missouri Supreme Court Judge, the Honorable Ann K. Covington. Mark holds undergraduate and law degrees from the University of Missouri.

**Gayle Philpotts**

Global HR Director



Gayle Philpotts joined Aristocrat in July 2012 as Global Human Resources Director. Gayle is an experienced HR leader and comes to Aristocrat from the multinational pharmaceutical company iNova. Previously, Gayle has led HR teams at Wyeth/Pfizer, Sun Rice, George Weston Foods and Westpac Bank among other assignments. Gayle holds a Bachelor of Arts and MBA from the University of Wollongong, as well as a Doctor of Business Administration from Southern Cross University.

**Manjit Gombra-Singh**

Chief Technology Officer



Manjit Gombra-Singh was appointed Chief Technology Officer of Aristocrat in December 2012 after previously holding the role of Senior Vice President for Aristocrat responsible for research and development of enabling technologies. Manjit has a broad background in technology, having worked at Juniper Networks on virtualization and management technologies as well as cloud initiatives, leadership roles on Internet and Mobile product lines at IGT, and engineering management roles at Sun Microsystems. Manjit is a published author on cloud computing and mobile gaming technologies and holds a Master of Technology (Computer Science) degree from University of Hyderabad.

**Victor Blanco**Senior Vice President
of Platform Architecture

Victor Blanco joined Aristocrat as Senior Vice President of Platform Architecture in January 2010. Victor founded and leads Aristocrat's development centre in Austin, Texas with a focus on software innovation and next generation platforms. He was previously Director of Software Architecture at HTC, helping drive HTC's transition from a white label smartphone manufacturer to an established international brand. Victor also spent eight years with Microsoft as a Software Architect contributing to the launch of the Xbox video game console, the Xbox Live service and Ultra-Mobile PC platforms. Victor holds a Bachelor of Computer Science from Texas A&M University.

aristocrat.com.au

Aristocrat Leisure Limited
Building A, Pinnacle Office Park
85 Epping Road
North Ryde NSW 2113
P.O. Box 361
North Ryde BC NSW 1670
AUSTRALIA

Tel +61 2 9013 6000
Fax +61 2 9013 6200

ABN 44 002 818 368