FY25 SUSTAINABILITY REPORT

Bringing joy to life through the power of play

Aristocrat Leisure Limited | ACN 002 818 368

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About This Report

Aristocrat Leisure Limited (ASX: ALL) is a global entertainment and gaming content company powered by technology, with its registered office and principal place of business in North Ryde, Australia.

This report covers the consolidated entity consisting of Aristocrat Leisure Limited and its subsidiaries (together referred to as the Group or Aristocrat) for the financial year ending 30 September 2025 (FY25), unless otherwise stated. It provides information on our strategy, key initiatives, and progress across our material sustainability matters. The report aligns to the four pillars of Aristocrat's Sustainability strategy, namely:

- **Good Governance & Responsible Business;**
- **Empowering Safer Play;**
- **Operational Sustainability & Climate; and**
- **People & Community**.

In the Climate Action section, the Governance disclosures and Scope 1 and 2 emissions data have been subject to external limited assurance procedures.

This document complements our Annual Report, which will be available on the Aristocrat website.

This year, we launched our inaugural Sustainability Databook, a centralised and transparent repository of our sustainability metrics. The Databook strengthens disclosures, supports informed decision-making, and enhances alignment with global reporting frameworks. It is available on our website.

All financial amounts are in Australian dollars (A$) unless stated otherwise.

Date of publication: 2 December 2025

Contact: We welcome feedback, to continue to improve our reporting and performance. Your feedback can be directed to sustainability@aristocrat.com.

Acknowledgement of Country

Aristocrat acknowledges the Traditional Owners and Custodians of the lands across Australia, and we pay our respects to Elders past and present. This artwork was created by Nichelle Nolan, who has been a games illustrator at Aristocrat since 2016. Nichelle hails from a lineage of esteemed Indigenous artists rooted in Wiradjuri and Kamilaroi cultures.

Introduction

CEO & Managing Director's Message
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CEO & Managing Director's Message

Welcome to our FY25 Sustainability Report.

FY25 marked a year of strong performance and strategic momentum for Aristocrat. In addition to advancing our growth agenda, we deepened the integration of sustainability across our global operations, reflecting our commitment to building a resilient, responsible, and inclusive business.

As a core enabler of our strategy, sustainability reinforces our social licence to operate, builds trust, drives purposeful innovation, and enables us to create shared value for our stakeholders. In FY25, we made meaningful progress across our sustainability pillars and continued aligning our approach with emerging global disclosure standards.

We continued to strive for leadership on our most material sustainability matter, Responsible Gameplay (RG), through our Empowering Safer Play (ESP) strategy. We made progress against all six of our public ESP goals, streamlined our policy framework, and expanded awareness across key stakeholder groups. These efforts reflect our ambition to shape industry best practice and uphold our "Good Business, Good Citizen" core value. Consistent with this value, Aristocrat remains dedicated to integrity and disciplined regulatory compliance in all the markets in which we operate, as our industry continues to evolve rapidly.

Aristocrat remains committed to decarbonisation aligned with the 1.5°C pathway. In FY25, we transitioned our Australian head office and integration centre to 100% renewable electricity, deepened supplier engagement on emissions, and achieved limited assurance on aspects of our climate disclosures, marking important milestones in our journey toward a low-carbon future.

Our people remain central to our success. Through safety innovations, inclusive hiring, and community engagement, we are striving to foster a workplace that empowers individuals and reflects the diversity of our global footprint. The launch of our Global Talent Centre of Excellence and the continued expansion of Diversity, Equity and Inclusion (DEI) efforts are among many initiatives helping us to grow and unleash the talent we need to deliver on our full potential.

Looking ahead, we remain focused on building the capabilities and processes required to meet applicable mandatory sustainability reporting requirements globally. Concurrently, we will continue investing in the areas that matter most to our stakeholders.
I am proud of the progress we have made and confident that our values and strategy position Aristocrat to actively contribute to building a more sustainable future. Thank you for your continued interest and support.

"In FY25, we made meaningful progress across our sustainability pillars and continued aligning our approach with emerging global disclosure standards."

Trevor Croker

CEO & Managing Director

Sustainability General Manager's Message

Since publishing our first voluntary sustainability disclosures in 2018, Aristocrat has made significant progress on its sustainability journey. As we prepare for the introduction of mandatory sustainability disclosures across global jurisdictions in the coming years, we feel confident in our readiness for what lies ahead.

Last year, we launched a refreshed sustainability strategy, underpinned by a comprehensive double materiality assessment. FY25 was the first year of execution against this strategy. Our diverse teams collaborated across the business to deliver impactful initiatives aligned with the four pillars of our sustainability strategy: Good Governance & Responsible Business, ESP, Operational Sustainability & Climate, and People & Community. Completing limited assurance on aspects of our climate disclosures represented a key step in maturing our sustainability disclosures as we respond to mandatory reporting obligations.

RG remains Aristocrat's most material sustainability matter, which we address under the ESP pillar of our strategy. In FY25, we launched purpose-driven initiatives that lay the groundwork for achieving our 2026 milestones and 2030 goals. Notably, we refreshed our policy suite to incorporate an expanded Interactive business and in doing so streamlined six policies into three consolidated policies for Regulated Gaming, Product Madness, and the Aristocrat Group. We also expanded ESP awareness efforts across players, employees, the Board and the counselling community. We focused our research partnerships on prevention and treatment of gambling harm, and we commenced the accreditation process for our Interactive iLottery business under the World Lottery Association's Safer Gambling Standard.

Our focus on responsibility also extends to a deep commitment to operating with integrity and regulatory compliance. In FY25, we further strengthened sustainability governance by integrating NeoGames into our compliance and cyber frameworks and introducing an updated Intellectual Property Policy. We also advanced our Anti-Money Laundering, Anti-Corruption and Anti-Bribery programs, reinforcing our commitment to robust governance in these areas. A highlight was the launch of our Artificial Intelligence (AI) Governance program, which provides the framework for the responsible utilisation of AI at Aristocrat.

While Aristocrat continues to be a relatively low emitter of greenhouse gases, we remain committed to decarbonisation in line with the 1.5°C pathway. We are progressing toward our approved science-based targets, with initiatives focused on renewable energy adoption and fossil fuel transition. A major milestone was achieved, when our Australian head office and integration centre transitioned to 100% renewable electricity. We also deepened our engagement with suppliers, assessing the climate maturity of over 700 partners this year. These efforts are integral to building a resilient, low-carbon value chain in a collaborative and transparent manner. In addition to this, globally, we refurbished over 6,400 electronic gaming machines and repaired over 68,000 parts, extending product life cycles and reducing waste.

Our people are central to Aristocrat's ability to grow and deliver benefits for our stakeholders. The newly launched Global Talent Centre of Excellence plays a pivotal role in fostering a safe, inclusive, and purpose-driven work environment. Through a range of initiatives from digital interventions like AI-based safety monitoring to physical programs such as Physical Ability Testing we continue to strive to elevate safety and wellbeing across our operations. These efforts are further strengthened by our proactive health, safety and environment approach, which has resulted in a 98% closure rate for identified near misses, hazards, and observations.

We continue to pursue diversity, equity, and inclusion initiatives that strengthen our business. We support 32 Employee Impact Groups, initiated by employees to promote their shared perspectives and interests. We have made meaningful progress in expanding diverse hiring pipelines, with a strong focus on representation of women and embedding diversity and inclusion into our core talent processes. Our value of "Good Business, Good Citizen" drives collaboration and partnership with the communities where we live and work. Aristocrat Cares continues to lead our charitable and philanthropic efforts, and we are excited to expand this program globally in the near future, amplifying our social impact and deepening our community engagement.

We are pleased with the progress we have made in FY25 and feel energised by the opportunities that lie ahead. Our continued focus on building robust processes and capabilities to meet required reporting standards, while investing in programs which focus on our most material sustainability matters, will help us build a more resilient Aristocrat over the long term.

Thank you for taking the time to review our FY25 Sustainability Report. We welcome your feedback and look forward to continuing the conversation at sustainability@aristocrat.com

Harry Ashton

Group General Manager, Sustainability

About Aristocrat

Aristocrat Leisure Limited (ASX: ALL) is a global entertainment and gaming content creation company powered by technology. Aristocrat offers a diverse range of products and services including electronic gaming machines, casino management systems, online real money games, including iLottery, as well as free-to-play mobile games, that serve customers and entertain millions of players worldwide every day. Our three reporting segments comprise regulated land-based gaming (Aristocrat Gaming), social casino (Product Madness) and regulated online real money gaming (Aristocrat Interactive). Aristocrat's team of over 7,400 people across the globe is united by our company mission to bring joy to life through the power of play. Aristocrat aims to create long-term sustainable value for stakeholders, including by leading our industries in responsible gameplay and governance standards.

FY25 Revenue

FY25 Segment Profit

Aristocrat Gaming is the leading designer, manufacturer and distributor of regulated land-based slot games across the globe. From award-winning games and hardware to unique game mechanics and leading performance, Aristocrat Gaming delivers the best seat in the house wherever and whenever the world plays. Aristocrat Gaming delivers end-to-end solutions to customers in more than 330 jurisdictions across the globe. We strive to be an industry leader in responsible gameplay, as part of ensuring a vibrant and sustainable industry.

Product Madness is the market-leading free-to-play social casino business. Founded in 2007, it has grown into one of the world's largest mobile game publishers. Headquartered in London with studios worldwide, Product Madness has developed an impressive catalogue of free-to-play social casino titles, including *Cashman Casino*™, *Lightning Link*™ *Casino, Heart of Vegas*™ and *Big Fish Casino*™, that are enjoyed by millions of players around the world. The Product Madness reporting segment includes both Product Madness and Big Fish Games, Aristocrat's Social Casual games business.

Aristocrat Interactive is a regulated online real money gaming (RMG) business that was formed in 2024 with the combination of Anaxi and the NeoGames businesses. With a commitment to responsible gameplay, the business delivers content and technology solutions for online RMG, with a full-service offering that includes content, proprietary technology platforms and a range of value-added services across iLottery, iGaming, Online Sports Betting (OSB), and Customer Experience Solutions (CXS).

7,400+ people

25+ locations

330+ licensed jurisdictions

Sustainability Progress Update

FY25 marked a pivotal year as we initiated the execution of our updated sustainability strategy. This strategy is firmly guided by the ambition of seeking to uphold high standards of governance and responsibility throughout our business, to positively impact our people, customers and communities. Developed through a double materiality assessment conducted in FY24, the plan strategically targets the sustainability matters most critical to our long-term value creation and stakeholder expectations. With this strong framework established, our focus is now on execution, deepening our efforts across priority areas, and driving measurable, lasting impact in the years ahead. We are pleased to present our FY25 progress update below.

Good Governance & Responsible Business

Vision

We maintain high standards of effective corporate governance and responsible business practices to help create, protect and enhance shareholder value and the future sustainability of Aristocrat.

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

Target

- Achieve compliance with applicable ESG mandatory reporting regimes as required from FY26.

Progress

- On track to comply with mandatory climate reporting standards in Australia and California from FY26.

FY25 Updates

- Refreshed Sustainability Governance Framework.
- Rolled out updated Intellectual Property Policy.
- Established AI Governance program.
- Introduced new Anti-Bribery & Anti-Corruption, Third Party Entertainment and Gifts Policy.
- 95% completion rate on Compliance and Ethics training.

Empowering Safer Play

Vision

We create entertaining experiences, which comply with industry regulations and internal standards, and empower players to make informed choices about their play, while striving to improve continually.

- Responsible Gameplay

Targets

- Acquire certification/accreditation for each business.
- Year on year improvement in player awareness.
- Staff awareness and satisfaction of ESP program of +80%.
- Explore and pilot technologies to identify at-risk behaviours.
- Commission three studies to evaluate our program.

Progress

- Commenced accreditation of iLottery business under the World Lottery Association's Safer Gambling Standard.
- Player awareness surveys planned to commence in FY26.
- Achieved 90% staff awareness and 84% satisfaction of ESP program.
- Identified new tool to detect at-risk behaviour in Aristocrat Interactive.
- Commissioned research into Flexi Play.

FY25 Updates

- Streamlined six ESP policies into three tailored policies for Regulated Gaming, Product Madness, and the Aristocrat Group.
- Established key research partnerships with University of Nevada, Las Vegas' Artificial Intelligence Research Hub and International Center for Responsible Gaming.
- Launched *Know Your Max*™ website in the US.
- Advanced the next phase of account based (cashless) play technology.
- Conducted awareness sessions for 30+ gambling harm counsellors in New South Wales.
- 11,000+ Flexi Play enabled machines in New South Wales.

Operational Sustainability & Climate

Vision

We seek to operate sustainably, integrating social and environmental factors in our decision making, whilst taking action to mitigate climate change and reduce our environmental footprint.

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

Target

- Progress towards approved science-based targets.

Progress

- From 01 July 2025, our head office and integration centre in Australia transitioned to 100% renewable electricity.
- 81% of vehicle fleet in Australia are hybrids.
- 700+ suppliers assessed for their climate maturity.

FY25 Updates

- Comprehensively refreshed the Supplier Code of Conduct.
- 6,400+ (+7% vs FY24) Electronic Gaming Machines refurbished and 68,000+ (+5% vs FY24) parts repaired globally.
- Achieved limited assurance over Scope 1 and 2 emissions, and climate governance disclosures.
- 16,823 tCO_2e Scope 1 and 2 emissions.

People & Community

Vision

We strive to be a destination of choice for talent through fostering an inclusive, diverse, safe and thriving workplace, whilst supporting the communities in which we operate.

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

Targets

- Health, Safety & Environment - To eliminate, so far as reasonably practicable, incidents and injuries within our workplace.
- Engagement - Aligned with or above technology sector engagement scores.
- Diversity, Equity & Inclusion - Gender and minority group leadership targets.

Progress

- 0.53 Total Recordable Incident Rate.
- Achieved an employee Net Promoter Score of 53 (+14 points above the technology benchmark).
- 31.9% of employees are females.
- Leaders from minority groups - 25.3% in the US, 21.3% in the UK and 19.4% in AU.

FY25 Updates

- Completion of 15,500+ training hours across global team.
- 98% closure rate for identified near misses, hazards and observations.
- 86.5% Retention Rate.
- 31.9% female employees (33.0% in FY24).
- Supported 32 Employee Impact Groups.
- Invested over US$3.9m towards community initiatives.

Our Business Model and Value Chain

Aristocrat encompasses three global businesses, each with distinct product sets, growth opportunities and geographic footprints. As we continue to grow and evolve, our operations are increasingly united by the common thread of content creation for regulated gaming and social slots as well as building unified enterprise technology. We are strengthening collaboration across our global teams to create global purpose and culture. Shared values aim to drive us forward with impact, no matter where we work across Aristocrat's operations.

INPUTS

Finance	Intellectual Capital	Our People	Operations & Supply Chain	Stakeholder Relationships
Consistently strong performance and a robust financial foundation funds our innovation, supports strategic acquisitions, and enables expansion into new markets.	Our intellectual property (IP) - from patents and game designs to trademarks - is one of our most valuable assets, and we invest strongly in creating, leveraging and protecting our IP.	The skills and passion of our 7,400+ diverse, global employees drive our daily operations and execute on our strategic vision.	We uphold responsible procurement practices and strive for excellence across our operational footprint.	Active engagement with our stakeholders, including customers and other stakeholders, informs our decisions, maintains our social licence to operate, strengthens our business and supports access to capital markets.

	ARISTOCRAT GAMING	PRODUCT MADNESS	ARISTOCRAT INTERACTIVE
Upstream Activities	• Electronic Gaming Machines (EGM) hardware sourcing • Sourcing of equipment	IT hardware and software sourcing	
Own Operations	Design and development of products		
	EGM integration, repairs and refurbishment	Acquisition of players	Aggregation of content
Downstream Activities	Empowering safer play initiatives		
	• Ownership and leasing of EGMs (B2B) • Sales and physical distribution (B2B) • Repairs and refurbishments • EGM services and support	• Publishing and mobile distribution (B2C) • Platform services and support • Use of mobile games	• Distribution of content (B2B, B2C, B2G) • Full-service technology and managed service provider • Use of platforms and services

• A$6.3bn group revenue. • A$0.6bn income tax and interest paid. • A$3.2bn normalised segment profit. • A$1.4bn returned to shareholders. (dividends of $0.5bn and share buy backs of A$0.9bn)	• 100+ land-based games launched. • 74 unique online RMG games launched. • 15 global, multi-channel studios. • 4,200+ patents globally. • Enhanced brand and reputation.	• Employee Net Promoter Score of 53. • Culture of diversity and inclusion. • 86.5% retention rate. • 0.53 Total Recordable Incident Rate.	• 6,400+ EGMs refurbished. • 68,000+ parts repaired. • 16,823 tCO_2e Scope 1 and Scope 2 emissions. • Completed sustainability rating of over 700 suppliers.	• Support harm prevention and treatment through multiple research partnerships. • Enhanced player education and awareness. • Support of Tribal community sovereignty and economic development. • Shareholder engagement.

OUTPUTS

Sustainability at Aristocrat

Sustainability Governance

Stakeholder Engagement and Materiality

Sustainability Governance

Board Oversight

The Board is responsible for approving Aristocrat's sustainability strategy, as well as overseeing the adequacy and effectiveness of our program. It also has oversight of climate-related risks and opportunities (CRROs). Management keeps the Board informed through periodic updates on progress and performance regarding our sustainability program. Sustainability matters are also considered as part of the Board's periodic review of our principal and emerging risks. The Board and Committee charters are available on our website.

Management's Role

Aristocrat's Executive Steering Committee (ESC) considers, reviews and approves our sustainability strategy before it is recommended to the Board for approval. Aristocrat's dedicated sustainability team, led by the Chief Corporate Affairs & Marketing Officer, as a member of the ESC, leads the development of the sustainability strategy, policies, and programs, and reports on implementation. The team also provides guidance and support to other teams across Aristocrat's operating businesses and shared functions who have implementation responsibilities under the strategy. Working groups and steering committees are established to manage, lead and operationalise key priorities where needed.

FY25 Sustainability Agenda Items

Board

- Provided oversight of the sustainability program including receiving updates on CRROs, and our Empowering Safer Play (ESP) program.
- Received education on our ESP program and CRROs.
- Approved changes to the Board Charter, Board Audit Committee Charter and People & Culture Committee Charter to account for responsibilities in relation to mandatory sustainability reporting and oversight of CRROs.
- Approved amendments to risk category descriptions and Risk Appetite Statements, which included measures related to sustainability.
- Approved the annual Sustainability Report.

Board Audit Committee

- Received education to support oversight of CRROs.

Sustainability Governance Framework

Stakeholder Engagement and Materiality

Stakeholder Engagement

Stakeholder engagement is a core component of our sustainability agenda. Aristocrat aims to foster transparency, inclusivity, and create long-term sustainable value for our stakeholders including players, customers, employees, investors, government and regulators, suppliers, and the communities in which we operate. Our approach is both structured and proactive, designed to meet evolving expectations, comply with regulatory requirements, and align with industry best practices. Through tailored initiatives for each stakeholder group, we aim to build trust, enhance resilience, and support sustainable growth across our global operations.

Stakeholders	Purpose of Engagement	Engagement Mechanisms	Key Outcomes of Engagement
Players	To understand player expectations and integrate these insights into product development and enhancement, including use of safer gameplay initiatives.	• In-app engagement. • Research and player surveys. • Player data analytics. • Customer support. • Education programs.	Be the most trusted and recognised brand in the industry through building loyalty, ESP, and ensuring that our offerings remain relevant and entertaining.
Customers	To understand customer expectations and integrate these insights into product development, marketing strategies and service delivery.	• Direct customer partnerships and account management. • Advisory councils. • Gaming, iGaming and lottery trade shows.	Being the most trusted supplier of choice by strengthening relationships, building loyalty, and ensuring that our offerings remain relevant and impactful.
Employees	To ensure alignment and delivery of organisational strategy, as well as to identify material risks related to working conditions, wellbeing and social dialogue.	• Employee engagement surveys. • Performance reviews and 1:1s. • Adequate and appropriate training. • Employee Impact Groups. • Internal Town Halls. • Whistleblower program.	Delivery of Aristocrat's growth strategy and organisational priorities. Being a preferred employer and retaining employees.
Investors	To understand expectations for financial and sustainability performance, and to validate material issues.	• Open and ongoing dialogue with investors to gather feedback, address concerns, and share our progress. • Shareholder meetings.	Maintaining status as an investable growth stock through building confidence, supporting long-term value creation, and aligning on mutual expectations.
Government and regulators	To anticipate regulatory changes, inform policy development and assist in the effective regulation of gaming.	• Game approval process. • Consultations on draft legislation. • Industry association engagement. • Meetings with regulatory bodies. • Contracts with government (iLottery).	Building trust, demonstrating responsible behaviour and strong compliance culture, reducing regulatory risk, and supporting long-term alignment with regulatory expectations.
Suppliers	To impact product quality, cost efficiency, technology enhancements, and operational continuity through their practices, capabilities, and reliability.	• Supplier Audits. • Supplier Sustainability Assessment. • Contractual clauses referencing Supplier Code of Conduct. • Whistleblower mechanisms.	Strengthening supply chain resilience, ensuring compliance with standards, mitigating modern slavery risk, and supporting long-term value creation for everyone.
Communities	To assess and mitigate direct negative impacts and generate positive impacts.	• Funding research projects and treatment facilities. • Community investment initiatives - e.g. tribal engagement. • Local volunteering initiatives.	Fostering mutual trust and acceptance through ESP leadership and strong compliance standards which enhances our social licence to operate and contributes to shared value creation.

Materiality Assessment

In FY24, Aristocrat adopted a double materiality framework to identify sustainability issues that can drive long-term value creation and shape our sustainability strategy. This framework enabled us to assess both impact materiality (how our operations affect people and the environment) and financial materiality (how sustainability-related factors may influence our financial performance, resilience, and enterprise value). Our Double Materiality Assessment (DMA) identified material actual and potential impacts, risks, and opportunities across our operations and value chain. It considered short, medium, and long-term horizons, helping us anticipate and respond to sustainability issues that could affect our strategic positioning, cost structures, regulatory exposure, and stakeholder trust. The DMA methodology drew on core principles of materiality defined by international standards and directives, including:

- The European Sustainability Reporting Standards;
- The Global Reporting Initiative; and
- The International Sustainability Standards Board standards.

By aligning with these frameworks, we positioned ourselves to address evolving investor expectations, regulatory requirements, and market demands for credible, decision-useful sustainability disclosures. This approach also supported our ability to integrate sustainability considerations into financial allocation, risk management, and strategic planning - complementing our goal of creating long-term stakeholder value.

Good Governance & Responsible Business

1. Regulation and Compliance
2. Corporate Governance
3. Business Conduct and Ethics
4. Digital Trust and Cybersecurity

Empowering Safer Play

5. Responsible Gameplay

Operational Sustainability & Climate

6. Product Sustainability
7. Climate Change
8. Supply Chain Sustainability
9. Circular Economy

People & Community

10. Employee Health, Safety and Wellbeing
11. Community Impact
12. Employee Engagement and Development
13. Diversity, Equity and Inclusion

14. Water Stewardship
15. Waste Management
16. Biodiversity

Overview of Material Sustainability Matters

1	**Regulation and Compliance**	Processes that support compliance with all applicable laws and regulations, including mechanisms to monitor, detect, and report on key risk areas such as anti-money laundering, anti-bribery, and corruption.
2	**Corporate Governance**	System of rules, practices, and processes that demonstrate our commitment to responsible corporate conduct. Includes mandatory and voluntary governance activities at Board and Management levels along with enterprise risk management practices and reporting that reinforce accountability and ethical leadership.
3	**Business Conduct and Ethics**	Principles, standards, and values that foster a culture of integrity and responsible behaviour across Aristocrat. This extends beyond compliance, shaping how we engage with stakeholders and cultivate a positive corporate culture.
4	**Digital Trust and Cybersecurity**	Rigorous practices that safeguard sensitive data, protecting confidentiality and trust among stakeholders. Includes implementation of advanced cybersecurity measures and frameworks that promote ethical and responsible innovation.
5	**Responsible Gameplay**	Committed actions that enable players to engage with our products and services in a safe, responsible, and informed manner. Includes embedding responsible gameplay principles into the design, development, distribution, marketing, and operation of both regulated and non-regulated gaming products. Also includes strategies that prioritise accessibility, player protection, and harm minimisation through thoughtful product features, transparent communication, and ongoing innovation.
6	**Product Sustainability**	Activities that integrate social and environmental considerations throughout the entire product lifecycle, from design and development to integration, distribution, and in-use operation. Includes our actions to embed sustainability in the functionality and impact of our products.
7	**Climate Change**	Measures to manage both the physical and transitional risks associated with climate change, and leverage opportunities. Includes targeted initiatives such as emissions reduction, energy efficiency, and climate resilience planning that help to decarbonise our operations and value chain.
8	**Supply Chain Sustainability**	Procurement practices that are guided by social, ethical, and environmental considerations that assist in upholding labour rights, addressing modern slavery risks, minimising environmental impacts, and supporting minority-owned businesses. Includes due diligence, audits, and capacity-building efforts.
9	**Circular Economy**	Activities that embed circular economy principles into our business model to enhance resource efficiency and reduce waste. Includes initiatives focused on reuse, repair, refurbishment, and recycling within gaming operations, promoting sustainable practices and responsible end-of-life product management.
10	**Employee Health, Safety and Wellbeing**	Actions that support a safe, healthy, and balanced work environment. Includes initiatives that support mental and physical wellbeing, promote work-life balance, and protect employees (including contractors and workers across the value chain) from workplace hazards.
11	**Community Impact**	Active engagement and investments towards the development of communities in which we operate. Includes partnerships with local and Tribal communities, collaboration with industry stakeholders, and initiatives designed to drive positive social impact and improve socioeconomic outcomes.
12	**Employee Engagement and Development**	Strategic and operational initiatives that empower our workforce by facilitating engagement, growth, and alignment with organisational goals. Includes investment towards skill development and training, offering competitive remuneration, and cultivating a productive workplace.
13	**Diversity, Equity and Inclusion**	Policies and practices that embrace the diverse backgrounds and experiences of our people and support fair treatment and equal access to opportunities across all employee demographics. Includes actions that actively prevent discrimination, harassment, and exclusion, creating a supportive and inclusive workplace.

Good Governance & Responsible Business

Regulation and Compliance
Business Conduct and Ethics
Digital Trust and Cybersecurity

Regulation and Compliance

With over 7,400 employees operating across over 25 locations and having gaming licences in over 330 jurisdictions, Aristocrat is committed to robust compliance standards and practices. We take our responsibility to act with integrity seriously. Across all regions, we strive to uphold the highest standards of governance and ethical conduct, and we invest in maintaining a high-compliance culture across our operations.

We hold ourselves accountable for our own actions and are committed to partnering with third parties who uphold values aligned with ours. We are continuously strengthening our legal and compliance framework. This includes refining processes and procedures that clearly define roles and responsibilities, delivering training and awareness programs to build and refresh knowledge, providing expert advice and practical solutions to guide ethical decision-making, and conducting regular reviews to identify and mitigate risks. We treat instances of non-compliance seriously and as opportunities to learn and improve, using them to drive enhancements in our processes and culture.

The Board oversees our global compliance program, assisted by the Regulatory and Compliance Committee, which has been delegated authority to evaluate and monitor the program. The Chief Compliance Officer (CCO) is responsible for executing the global regulated gaming compliance program, reporting directly to the CEO, serving on the Executive Steering Committee, and acting as a voting member of the Committee. Day-to-day development and administration of the program is led by the CCO and supported by regional compliance teams.

Given the distinct legal and operational requirements of regulated gaming and non-gaming compliance, we have structured our compliance function into two dedicated streams: Gaming Compliance and Group Ethics and Compliance. Gaming compliance is governed by jurisdiction-specific laws and licensing obligations, while non-gaming compliance encompasses broader regulations. Each stream comes with unique risk profiles, operational complexities, ethical considerations, and stakeholder expectations.

Gaming Compliance

Gaming Compliance oversees Aristocrat's enterprise-wide gaming compliance program, supporting adherence to all applicable gaming laws, regulations, technical standards and other regulatory obligations including the Nevada Gaming Control Board Approved Compliance Plan. Aristocrat takes a scrupulous approach to compliance and probity. Demonstrating high levels of integrity is not only a core value but is critical in ensuring we maintain our gaming licences around the world. Key responsibilities include establishing the suitability of our key associates including employees, customers, suppliers, agents, and distributors; maintaining proactive engagement with gaming regulators; developing, implementing, and monitoring compliance training programs; and fostering a culture of ethical behaviour and sound decision-making. Through these efforts, the Gaming Compliance team plays a critical role in maintaining Aristocrat's reputation, regulatory standing, and commitment to integrity across all jurisdictions.

In FY25, following the acquisition of NeoGames, compliance personnel and processes from NeoGames were integrated into Aristocrat's compliance framework. We also completed the applicable compliance due diligence on proposed acquisitions and divestments, and implemented metrics to measure the effectiveness of our compliance program.

Going forward, we will review opportunities to further integrate artificial intelligence into product development and testing. We will also work with regulators to modernise outdated regulations and develop a framework to identify and address grey and illegal markets. In parallel, we will continue to strengthen our compliance systems to support robust cybersecurity and the protection of data integrity.

Group Ethics and Compliance

Group Ethics and Compliance operates through three interconnected pillars: Strategy, Financial Crime Prevention, and Culture. Together, these pillars form a cohesive and integrated framework for managing non-gaming compliance across the organisation. They support the identification and consolidation of non-gaming compliance obligations, harmonising controls, clarifying roles and responsibilities, and ensuring effective management and oversight of compliance activities.

In FY25, responsibility for financial crime prevention programs including Anti-Money Laundering (AML), Anti-Bribery and Corruption (ABAC), and Sanctions was transitioned from Gaming Compliance to Group Ethics and Compliance. This transition further strengthened our unified and enterprise-wide approach to non-gaming compliance, enhanced governance, deepened oversight, and improved responsiveness. We also supported the roll out of new and updated policies, including the Intellectual Property Policy.

Looking ahead, we will implement a global AML framework, launch an Ethics and Compliance Ambassador program to drive policy engagement, and establish metrics to measure culture and effectiveness. These initiatives will further align non-gaming compliance obligations with our broader legal risk management strategy and reinforce a values-driven organisational culture.

Strengthening Compliance Through Mandatory Training

Compliance training serves as a platform to reinforce our values and ethical decision-making, supporting both risk mitigation and cultural alignment. The quality and timely completion of mandatory training programs are critical as delays or inadequacies can increase legal and reputational risks.

Our Global Talent Centre of Excellence embeds compliance into all aspects of employee engagement and development, working alongside people leaders to enforce mandatory training, track completion rates, and design programs that enhance knowledge and reinforce compliance. Training analytics are used to identify gaps, improve performance, and foster a culture of accountability. This includes timely completion rates, violations and incidents, media mentions, and stakeholder feedback. Governance mechanisms support oversight and accountability, while a standardised escalation process is in place to promote timely completion of training. Quarterly completion data is shared with the Executive Steering Committee, supported by annual enterprise-level compliance reports.

In FY25, a new governance model for mandatory training was piloted, incorporating a cross-functional compliance working group and a disciplinary consequence framework, with full implementation planned for FY26. The employee training experience was optimised through the consolidation of training programs and the introduction of a quarterly enterprise-wide plan aligned to business cycles. Onboarding processes were also streamlined for new hires, and launch materials, SharePoint hubs, and system notifications were refreshed. The chart below illustrates the annual training completion rates across our core compliance programs.

Annual Training Completion Rate (%)

Looking ahead, we will launch an automated learning platform to further streamline training delivery, tracking, and reporting. The platform will integrate compliance, talent development, and leadership capability to provide holistic workforce insights. It will automate escalation, provide real-time visibility to leaders, and reduce missed deadlines. We will also simplify training pathways and proactively deliver content in ways that meet learner and legal needs.

Aristocrat's AI Governance Program

Artificial Intelligence (AI) has become a powerful catalyst for transformation across our global enterprise. Our strategy is built on a clear mandate: to combine the strategic deployment of AI with robust governance practices to enable its responsible and effective use.

Our AI Governance program is the framework through which we manage the risks while maximising the benefits of AI across our operations. The program establishes the accountability, oversight, policies, and structures that guide how AI systems are developed, deployed, and monitored across Aristocrat. This program supports our overall AI strategy and development, aligning it directly with our Group and enterprise strategy. The program's key functions include providing visibility to an enterprise-wide view of all AI use cases, reviewing AI use cases and applications as needed and facilitating cross-business unit coordination and sharing of best practices for leveraging AI.

AI Governance Structure

AI Governance Board

This senior group is responsible for championing enterprise AI by selecting key use cases, endorsing the execution roadmap and high-level plans, and establishing the policy, guidelines, and risk management framework.

Enterprise AI Program Team

Manages the day-to-day coordination and execution of the governance strategy.

All Working Group Workstreams

Focus on specific areas of implementation, policy and compliance.

To enable everyone across our global enterprise to benefit from generative AI, while mitigating potential risks, we have established Aristocrat's AI Usage Guidelines. These guidelines clearly define approval requirements and best practices for the use of generative AI tools, seeking to ensure that our deployment of AI is not only innovative but also ethical, secure, and compliant. In FY26, the AI Usage Guidelines will be transformed into a policy.

Business Conduct and Ethics

Aristocrat operates in highly regulated environments, where our decisions impact not only our business operations but also the broader community. We therefore strive to hold ourselves and our employees to the highest standards of integrity, accountability, and transparency. Adherence to our global policies, procedures, and processes is essential to ensuring that all business dealings reflect our values and meet regulatory expectations. Ethical conduct is essential for us to continue to drive innovation, creativity, and technological advancement, attract and retain top talent, and deliver on our mission to bring joy to life through the power of play.

Code of Conduct

Our Code of Conduct provides a clear ethical framework for how we conduct business. It applies to all employees and non-executive directors, serves as a guide for ethical decision-making across the organisation and outlines the following behavioural expectations:

- Acting in accordance with Aristocrat's values and best interests.
- Demonstrating honesty and high standards of personal integrity.
- Complying with all applicable laws and regulations globally.
- Acting ethically and responsibly in all circumstances.
- Treating colleagues with respect and refraining from bullying, harassment, or discrimination.
- Engaging fairly with customers and suppliers.
- Appropriately disclosing and managing conflicts of interest.
- Avoiding misuse of position, company property, or confidential information for personal gain.

Anti-Money Laundering (AML)

Our AML program aims to foster a culture of vigilance and compliance across the organisation through ongoing training and monitoring, which is reflected in the measures we have in place to detect, mitigate, and manage the risk of our products and services being exploited for money laundering or terrorism financing. Our AML Policy establishes that:

- Employees are expected to understand their responsibilities in identifying and reporting suspicious activity;
- Prohibited activities are explicitly defined and effectively communicated; and
- Employees are made aware that breaches may result in significant financial and criminal penalties for Aristocrat, its directors, officers, and staff.

In FY25, localised AML procedures were revised to address evolving obligations and capture key processes related to customer due diligence and training. In addition, local AML teams are exploring technical solutions to perform customer due diligence procedures more efficiently.

Most of Aristocrat's businesses present low money-laundering risk and do not conduct activities that trigger Anti-Money Laundering/Counter-Terrorism Financing (AML/CTF) reporting obligations. However, Aristocrat Interactive's white-label operations, which manage business-to-consumer (B2C) real-money gaming services on behalf of iGaming customers, are subject to AML/CTF regulations in the United Kingdom, Malta, and Ontario (Canada). These reporting obligations require comprehensive player due diligence, transaction monitoring, and suspicious transaction reporting. Further, as we transition the iLottery operations and the extent of resulting regulatory obligations is determined, we will prepare a program to manage those obligations. Overall, beyond our B2C white-label operations, we are developing a robust global AML/CTF framework to apply the same culture of integrity, compliance, and transparency across all our operations.

Anti-Bribery and Anti-Corruption (ABAC)

Our ABAC program is designed to proactively identify and mitigate bribery and corruption risks across our operations. We expect all individuals acting on behalf of Aristocrat to uphold our values and conduct business ethically and legally. Employees and external partners are encouraged to report unethical behaviour without fear of retaliation. Our ABAC program:

- Is governed by our Anti-Bribery & Anti-Corruption, Third Party Entertainment and Gifts Policy, which outlines standards for providing or receiving gifts or entertainment from commercial counterparties and our approach to managing interactions with government officials;
- Raises awareness about activities that may constitute bribery or corruption;
- Strictly prohibits all acts of bribery and corrupt conduct;
- Is risk-based and subject to periodic independent audits to assess effectiveness and identify gaps; and
- Addresses emerging risks identified through internal audits and external risk assessments.

In FY25, our Financial Crime Prevention team hosted several webinars for our suppliers and business partners to reinforce our commitment to ethical conduct and to clarify expectations about interactions between Aristocrat and its suppliers. In addition, key suppliers received communication emphasising our shared commitment to ethical conduct and hospitality practices, and highlighting the roles we each play in upholding the integrity of the gaming industry.

Aristocrat's Whistleblower Program

Aristocrat's Whistleblower program empowers employees and external partners to report concerns about corruption, illegal activity, or other forms of misconduct in a safe and secure manner. This program reinforces our commitment to transparency, accountability, and ethical conduct, and ensures that concerns are addressed promptly and appropriately. The program facilitates 24/7 global access to EthicsPoint, a secure and anonymous independent third party portal. It also provides protection for individuals who raise concerns in good faith.

EthicsPoint website: www.aristocrat.ethicspoint.com

Digital Trust and Cybersecurity

Digital Trust

Aristocrat is a leading global technology provider, delivering a distinct portfolio of products and services to the gaming industry and consumers worldwide. The nature of our operations means we often handle personal data from a wide range of stakeholders. Privacy is more than a compliance obligation, it is a core principle of how we do business and a reflection of our commitment to trust, transparency, and ethical business practices.

We are committed to safeguarding the personal information of our customers, players, employees, partners, and investors. Our Global Privacy Office (GPO), led by the Global Chief Privacy Officer, drives our enterprise-wide privacy program, and is guided by our Global Privacy Policy. This policy promotes a culture where personal data is processed fairly, lawfully, and responsibly across all our operations. It is built on 14 foundational principles that align with Aristocrat's values and govern how we collect, use, store, and manage personal data, while supporting compliance with applicable laws and regulations.

The GPO encompasses four dedicated workstreams: Corporate Privacy, Technology & Innovation, Consumer Affairs, and Privacy Legal. Together, these workstreams establish clear parameters for personal data use through robust policies, training, and awareness initiatives. They also deliver strategic, large-scale privacy initiatives in alignment with the GPO's goals and provide operational guidance and day-to-day support to business units on privacy compliance. The GPO supports legal and regulatory adherence in all aspects of personal data handling, protecting the interests of our stakeholders and safeguarding the integrity of our organisation.

Corporate Privacy

Corporate Privacy partners closely with business units across Aristocrat to ensure privacy policies and standards are effectively integrated into global operations. By offering practical, and actionable guidance, they empower product teams, game studios, and other functions to embed privacy into their everyday activities. This includes conducting privacy reviews, advising on new initiatives, and supporting the implementation of privacy by design principles.

In addition, their targeted training and awareness campaigns complement enterprise-wide programs, helping to foster a culture of accountability and responsible data use. Through this hands-on support, Corporate Privacy helps translate regulatory and policy requirements into operational practice, thereby safeguarding stakeholder trust, reducing risk, and reinforcing Aristocrat's integrity.

Consumer Affairs

The Consumer Regulatory Affairs and Protection Centre of Excellence plays a critical role in supporting business initiatives across both regulated and unregulated markets. It supports business alignment with legal, regulatory, and compliance standards, as well as the enterprise's risk appetite. It also helps to embed consumer protection principles into business practices, enhancing both compliance and customer trust. Key responsibilities include:

- Monitoring and anticipating changes in global legislation related to consumer protection, advertising standards, and age-appropriate content;
- Supporting alignment of business practices to empowering safer play policies and initiatives;
- Mitigating consumer and end-user engagement risks; and
- Providing operational guidance to promote trust and enable the delivery of products, services, and marketing that go beyond compliance and reflect Aristocrat's values.

Technology & Innovation

Technology & Innovation assesses, implements, and manages privacy-enabling technologies that enhance operational efficiency and support compliance by embedding privacy by design, streamlining workflows, and meeting regulatory requirements.

They develop and maintain processes, standard operating procedures, and guidance to operationalise tools that effectively integrate privacy aspects into daily operations. They also lead strategic projects to advance privacy readiness and align business practices with emerging legal and regulatory expectations. This work plays a pivotal role in connecting privacy operations, compliance obligations, and business needs, ensuring the organisation maintains a resilient and forward-looking privacy posture.

Privacy Legal

Privacy Legal provides expert legal advice to support compliance with global data privacy and protection laws across the organisation. By combining legal expertise with cross-functional collaboration, they help shape policies and processes that support the ethical and responsible use of data. Privacy Legal plays a strategic role in enabling the business to navigate complex legal landscapes while upholding trust and transparency. Key areas of focus include:

- Advising on cybersecurity incident response, including breach investigation and notification;
- Providing legal guidance on the responsible use of AI, algorithmic accountability, and digital ethics;
- Interpreting and applying global privacy laws and regulatory frameworks; and
- Drafting and reviewing privacy and data protection-related contract terms.

Cybersecurity

Aristocrat' Global Information Security (GIS) program aims to actively manage risks that could impact our operations, reputation and financial health. The program is led by the Chief Information Security Officer (CISO) and reduces cyber risk through technology advancements, monitoring compliance with contractual, regulatory and industry cybersecurity requirements, and supporting the continuous improvement of security policies, procedures and practices across our global operations.

The GIS program comprises four workstreams: Security Architecture, Security Technology and Strategy, Cybersecurity Operations, and Governance, Risk & Compliance. Together these streams strive to minimise cybersecurity risk by safeguarding the confidentiality, integrity and availability of our information assets. We are committed to embedding security by design across the entire Software Development Life Cycle. By proactively integrating robust security practices from architecture and design through development, testing, and deployment we continue to strengthen our maturity. This approach helps to ensure our products are resilient, compliant, and inherently trustworthy. Our aim is to maintain stakeholder trust and ensure compliance and operational excellence to maximise cybersecurity value. Key responsibilities of our cybersecurity workstreams are as follows:

Security Architecture

Security Architecture drives our security model enterprise-wide, ensuring security principles are understood and incorporated by design.

They provide security consulting and guidance to internal stakeholders, including in respect of security solution selection processes and technology assessments.

Cybersecurity Operations

Cybersecurity Operations monitors security controls to detect, prevent, investigate and respond to cyber threats.

They collaborate with key stakeholders to support the creation of incident response plans, identification and remediation of security vulnerabilities, management of the threat intelligence program and reporting of outcomes. This work helps to ensure continued operations, reduce risks, and increase visibility of, and protection against, cyber threats.

Security Technology and Strategy

Enterprise Security Technology and Strategy develops and implements strategy and controls that enable the business to operate securely, reduce risks and mitigate threats.

They lead technology selection through proof of concept and value testing, while developing and maintaining internal review frameworks and global support plans. They also provide operational support to corporate-managed security controls that enable the Cybersecurity Operations team to focus on monitoring and remediation.

Governance, Risk & Compliance (GRC)

The Governance function creates and manages cybersecurity policies, standards and guidelines. The team also runs training programs and awareness campaigns.

The Risk function monitors critical services and suppliers, conducts annual risk reviews and provides input into the Enterprise Risk Management Framework.

The Compliance function supports adherence to all cybersecurity regulatory requirements while monitoring effectiveness of strategies and key performance metrics.

Key FY25 Milestones

Innovate

- Deployment of new GRC application for security risk assessments and continued investment in global automation aims to deliver a consolidated, enterprise-wide view of cyber risk.
- Automation of Cybersecurity Operations has reduced response times, strengthened resilience, optimised resources, and improved operational efficiency.

Optimise

- Completed cybersecurity activities associated with NeoGames acquisition and integration.
- Deployed and consolidated advanced endpoint protection technology for corporate devices.

Protect

- Annual refresh of the Information Security Policy and Technical Security Requirements in alignment with evolving standards, leading practices, and Aristocrat's overall sustainability and resilience objectives.
- Completed ISO27001, SOC1 and 2, PCI (frameworks and standards related to information security and compliance) for Aristocrat Interactive.
- Completed detailed product risk assessments in Aristocrat Interactive and deployed new code scanning technology.

Fuel

- Conducted monthly phishing campaigns focusing on current threat landscape.
- Completed targeted and required corporate wide security awareness training.
- Exceeded the team's DEI targets (+40.0% annually).
- Invested in continuous learning programs on Generative AI, strengthening our workforce readiness, fostering innovation, and enabling responsible adoption of emerging technology.

Empowering Safer Play

Empowering Safer Play

Our Approach

Empowering Safer Play (ESP) is Aristocrat's enterprise-wide program to deliver its long-term ambition to uphold compliance, empower and educate players to mange their gameplay, and embed continuous learning and improvement in our operations.

Our approach to ESP recognises a spectrum of player risk profiles and behaviours. This allows us to design initiatives that are relevant to a wide range of individuals, including recreational players (low risk players), those at higher risk of developing a problem (medium risk players), and those exhibiting signs of gaming-related harm (high risk players).

Credit: This model is an adaptation of a concept proposed by Joachim Haeusler in the article *"Responsible Gambling - An International Gambling Industry Stakeholder's Perspective" (2019)*. Please note that the "Aristocrat Initiatives" outlined above could be used by players with differing risk profiles. For example, Flexi Play could also be useful for "low risk" players and Dynamic ESP Messaging could be helpful for medium and high risk players.

Tailored Initiatives

Aristocrat's ESP initiatives are tailored to suit our different business operations and the ways in which players engage with our products. For our business-to-business (B2B) and business-to-government (B2G) activities, we develop and market products in compliance with all relevant standards (including regulations). We provide our business customers with the technology and system solutions needed to promote safer play, and we strengthen this work through partnerships and industry advocacy. In our business-to-consumer (B2C) activities, we engage with players directly by providing tools, educational resources, and dedicated support services. This customised strategy allows us to offer relevant support to a diverse range of players, no matter which Aristocrat products they engage with or what their personal circumstances are.

Our Strategy

In FY24, we announced a new enterprise ESP Strategy. Our strategic vision is to create entertaining experiences that comply with all relevant regulations and internal standards, and empower players to make informed choices about their play. We aim to do this while pushing ourselves to continually improve, and meet our six strategic goals.

Goals	2030 Targets & Interim Milestones	FY25 Updates
1 Compliance with Safer Play Requirements Continue strengthening internal policies, ensuring compliance with the highest standards and regulations.	Acquire an external safer play certification/accreditation for each of our businesses. – **2026 Milestone:** Identify appropriate accreditation programs for our business. – **2028 Milestone:** Commence the accreditation process.	• Consolidated six separate ESP policies into three policies: Regulated Gaming, Product Madness and Group ESP policy. • Progressed towards reaccreditation for Aristocrat Interactive's iLottery business under the World Lottery Association's Safer Gambling Standard.
2 Player Education & Awareness Develop and implement educational initiatives for players to understand the risks and practice ESP.	Achieve continuous year-on-year improvement in player awareness of Aristocrat's ESP initiatives. – **2026 Milestone:** Expand ESP awareness campaigns (i.e. *Know Your Max*, dynamic ESP messages) and update our support pages. – **2028 Milestone:** Continue improving the effectiveness of external education/awareness based on research & player insights.	• Continued evolving and delivering our player education campaigns, including *Know Your Max* and Dynamic ESP messages.
3 Internal Education & Awareness Continue promoting ESP as a core value within the company's culture, ensuring ethical practices at all levels.	Evaluate the awareness and satisfaction of ESP within Aristocrat aiming for a rate of over 80%. – **2026 Milestone:** Set up appropriate surveys across our business. – **2028 Milestone:** Adjust our strategy based on findings.	• Hosted ESP awareness session on how gaming machines work for over 30 gambling harm counsellors. • Embedded ESP training into onboarding and introduced senior leader performance metrics to better support and drive our strategy. • Launched first awareness and satisfaction survey achieving a score of over 80%.
4 Empowering Safer Play Innovation Utilise innovative technology to further enhance our product protections, identify ways of tracking and identifying at-risk behaviours and implement AI-driven tools for early intervention.	Explore and pilot technologies across targeted product lines to identify at-risk behaviours. – **2026 Milestone:** Identify product lines with consideration of real money gaming, social casino and CXS in Gaming. – **2028 Milestone:** Specify the number and type of RG initiatives integrated into or around Aristocrat's products, aiming to have RG tools around our products and establish a baseline for future targets.	• Became a founding member of UNLV's Artificial Intelligence Research Hub (AiR Hub) which is a think tank exploring the intersection between AI and responsible gameplay. • Identification of new third party monitoring tool to perform at-risk behaviour detection in Aristocrat Interactive, with integration underway and continuing into FY26.
5 Partnership & Research Foster partnerships with community groups, experts and industry peers to promote ESP practices and take a leadership role in advocating for ESP practices within the industry.	**2028 Target & Interim Milestone** Commission at least three comprehensive studies to evaluate and inform our program. – **2025 Milestone:** Make a 3-year funding commitment to fund and review Aristocrat's Group ESP model and explore a vehicle to fund treatment and research.	• Launched research partnerships to support prevention and treatment of gambling harm, including multi-year partnerships with the International Center for Responsible Gaming.
6 Metrics & Reporting Establish clear, measurable KPIs to track the impact of the ESP program and effectively communicate program updates and process to stakeholders. Regularly assess the effectiveness of the program and key initiatives and adapt strategies based on player feedback and our understanding of competitors' approach to ESP.		

Goal 1: Compliance with Safer Play Requirements

We continue to strengthen internal policies recognising that strong ESP governance requires regular iteration and continuous improvement in our ways of working. The journey towards this goal is well underway, as detailed below.

ESP Policy Refresh (Enterprise)

The enterprise-wide policies governing our approach to ESP were refreshed during FY25 to improve usability and clarify expectations. Six policies were consolidated into three distinct policies: one for regulated gaming (Aristocrat Gaming and Aristocrat Interactive), one for our mobile publishing business (Product Madness), and an updated Aristocrat Group ESP policy, that will apply to all employees. These new policies will be implemented in FY26, supported by tailored training programs for all employees.

Progress towards Accreditation (Aristocrat Interactive)

World Lottery Association (WLA) Certifications for Responsible Gaming are internationally recognised accreditations designed to enhance the responsible gaming practices of lottery organisations. Preparations were made for recertification of Aristocrat Interactive's iLottery business under the WLA's Level 4 Responsible Gaming Standard, representing the highest certification level and advanced commitment to responsible gaming. Additional accreditation options are under review for Aristocrat Gaming and Product Madness, supporting progress towards our 2030 target of acquiring an external ESP certification for each of our business units.

Goal 2: Player Education & Awareness

Empowering players through education and awareness is a critical component of our program. This year, our education initiatives have evolved to continue helping players understand risks and practise safer play behaviours. We seek to achieve continuous year-on-year improvement in player awareness of our initiatives by 2030.

The first major milestone for 2026 is to expand our safer play awareness campaigns, including *Know Your Max*, in the US and update our support pages with the latest information. This work is closely tied to our 2028 milestone of continuing to improve the effectiveness of our external education and awareness programs using player insights and research to guide our efforts.

Know Your Max™– Video expansion and website launch (Aristocrat Gaming & Aristocrat Interactive)

Aristocrat's *Know Your Max* initiative has been empowering players with educational tools designed to promote smarter, more informed play since its launch in 2023. The campaign aims to help players make more informed choices by busting common gaming myths and encouraging players to "know their max" in time, money, and mindset. Since its launch, the *Know Your Max* campaign has been viewed over 6.6 million times on YouTube, and generated 46 million impressions. For the first time, the campaign expanded beyond the US with a tailored deployment in Ontario, Canada, reinforcing our commitment to international player education.

Building on the campaign's success, a new video web series titled 'Beyond the Reels' was launched on YouTube and Instagram. The series features short, engaging episodes covering how slots work, the role of randomness, and why common beliefs like "hot or cold machines" are misleading.

To further raise awareness and reach more players, a dedicated website was launched: KnowYourMax.com. Players who visit the site can access a suite of positive play resources, including timer tools, how to set personal limits, myth-busting trivia, and exclusive video content from the company's Beyond the Reels web series that explores game features and terminology in depth.

Dynamic ESP Messaging (Product Madness)

The delivery of in-game safer play messages, including the timing, cadence and tone of the messages, continued to be refined in FY25. This work supports our long-term commitment to embedding contextual, player-facing ESP nudges in our social casino apps to remind players about safer gameplay and to direct them to the Product Madness Responsible Gameplay website for more resources. Over the past year, more than 15.5 million responsible gaming in-game messages and emails were delivered to players. This was more than double the volume sent in the previous year.

New messages were designed based on academic research with the aim of maximising effectiveness. The new messages encourage self-reflection with positive, non-judgmental prompts, provide varied messages to avoid message fatigue, link to specific support articles, and highlight the benefits of visiting the Responsible Gameplay website. The message technology has also been redesigned as a carousel of two messages, requiring players to interact with the messages before they can be closed.

The frequency of message delivery also increased based on player engagement patterns (such as session duration, frequency of play, in-app activity). Players who show higher levels of engagement or extended play sessions receive messages more frequently (monthly), while others receive them every two to three months. This allows us to align message timing with moments of greater relevance, while also avoiding message fatigue.

Counsellor Education Session (Aristocrat Gaming)

Aristocrat Gaming hosted a hands-on learning session for 30 problem gambling counsellors from GambleAware, New South Wales. The session provided practical insights into how gaming machines operate, supporting counsellors in their efforts to assist individuals experiencing gambling-related harm.The session covered game mechanics, design approach, and common myths and misconceptions. This was the second time we hosted a dedicated session for counsellors, with future sessions planned. Feedback was unanimously positive, with 100% of respondents valuing both the content and the opportunity to ask questions.

Goal 3: Internal Education & Awareness

To effectively embed safer play into our business, we deliver internal education programs to enhance awareness and promote ESP as a core company value, ensuring that ethical practices are upheld at every level of our business. Our long-term goal is to achieve over 80% awareness and satisfaction with ESP across the business by 2030. The insights we gather will be crucial for our 2028 milestone, where we will adjust our strategy based on the survey findings to continuously improve our approach.

ESP Awareness & Satisfaction Survey Established (Enterprise)

In FY25, we launched our inaugural enterprise-wide ESP employee survey, with the initial results demonstrating strong awareness and satisfaction for the program. We achieved an 8% response rate, which is statistically meaningful but a rate we aim to increase over time. Notably, 90% of respondents were familiar with the ESP Strategy, and overall employee satisfaction with our efforts was high at 84%. Furthermore, 78% of respondents indicated they understood how to support ESP within their daily roles. Since we achieved our group-wide target of achieving over 80% satisfaction, our focus will now shift to maintaining this rating and continuing to embed a culture of ESP across the entire business.

Employee quote: *"I take pride working for a company where safer play is more than a slogan."*

ESP Awareness Campaigns (Enterprise)

Throughout the year, our employees were engaged through campaigns, webinars and articles to promote safer gambling practices and raise awareness about gambling-related harm. As part of this, we supported the National Council on Problem Gambling (NCPG)'s Problem Gambling Awareness Month (March), the American Gaming Association (AGA)'s Responsible Gaming Education Month (September) and for the first time, UK Betting and Gaming Council (BGC)'s Safer Gambling Week (November).

Leadership Performance Metrics and Enterprise Training (Enterprise)

Where appropriate, our key senior executives have ESP related performance metrics to support our ESP strategy. In addition, enterprise training was updated to align with the three new ESP policies ahead of rollout in FY26. ESP was also more purposefully embedded in the onboarding process for all new Aristocrat employees.

Annual Training Completion Rate (%)

Safer Gambling Training for Operations Teams (Aristocrat Interactive)

During the year, the operations teams in the White Label business of Aristocrat Interactive participated in a Continuing Professional Development (CPD) training session focused on Advancing Safer Gambling Practices. The Safer Gambling team was also engaged in a training session dedicated to Suicide Awareness and Prevention. The feedback from participants was positive and they indicated that the training would assist them in handling interactions with vulnerable players.

Aristocrat's ESP Board Education Program

Aristocrat's Board of Directors receives regular briefings to assist them in their oversight of the ESP strategy and program. Education sessions, research summaries and site visits have covered a wide variety of relevant topics including:

- Responsible Gambling and the intersection with Corporate Governance;
- Understanding lived experience of gambling disorders;
- Current Practices in treatment and prevention;
- Gaming disorder for online games and loot boxes;
- Evaluation of the concept of "Positive Play" as a means to destigmatise ESP messaging; and
- Understanding key trends in ESP innovation in the land-based and online gambling sectors.

Goal 4: Empowering Safer Play Innovation

To further enhance player protections, innovative technology is being developed, methods to track at-risk behaviours are being advanced, and AI-driven tools for early intervention are being integrated. Steady progress has been achieved, particularly in the use of innovative technology and our growing understanding of AI in gaming.

Next Generation of Account-Based Play Technology (Aristocrat Gaming)

At the 2025 Australasian Gaming Expo in Sydney, Australia, Aristocrat's next generation account-based play technology, the MyPLAY app, was showcased. The new app, which is subject to regulatory approval, allows digital payments for gaming machine play, while simultaneously delivering innovative responsible gaming tools and compliance features. MyPLAY applies the insights of the 2023 cashless digital wallet trial where Aristocrat partnered with Wests Newcastle, an Australian first for gaming machines. The trial provided valuable information on player attitudes, usage of cashless systems, and responsible gameplay features. This allowed us to improve the app, significantly reducing activation friction and focusing on an enhanced customer experience.

The MyPLAY app aims to give players control over their gaming experience by focusing on responsible play. Players can manage their time and money by setting spend limits and tracking their activity in real-time, with summaries of wins, losses, and playing time accessible across all connected venues. For those who want a break, the app offers an instant 24-Hour Break feature, or a longer self-exclusion option. Beyond these controls, MyPLAY connects players to self-help tools and support services, including educational videos that explain how gaming machines work. Finally, the app ensures a secure environment through three levels of identity verification (Know Your Customer), which sets limits on wallet activity. The solution also has advanced monitoring and alerting to safeguard against potential money laundering.

Strengthening At-Risk Behaviour Detection (Aristocrat Interactive)

In FY25, a new third-party monitoring tool was identified and integrated to enhance detection of at-risk behaviours. This formed part of a broader uplift of our risk and compliance systems, which also delivered improvements in real-time player verification, risk scoring, and behavioural monitoring, thereby enabling earlier identification of potential regulatory issues or harmful gambling behaviours. Further enhancements will continue into FY26.

Flexi Play Evolution (Aristocrat Gaming)

Flexi Play, an Aristocrat EGM-based tool implemented in most Australian jurisdictions, has been designed to help players manage their time and spending on Aristocrat machines. The Bank and Timer functions are the core elements of Flexi Play, and provide players with the ability to set a reminder when they want to finish their play, and also secure any winnings such that they may only be accessed when they conclude play.

The Bank and Timer features are available on new Aristocrat gaming machines approved by regulators in New South Wales, Queensland, Australian Capital Territory, Northern Territory, South Australia and New Zealand. In New South Wales alone, the number of gaming machines equipped with Flexi Play features has increased by over 160% in the past 12 months. This year, over 11,000 machines across almost 1,400 venues in New South Wales were operating with these enhanced functionalities, a significant step forward in our progress towards this goal. We plan to also offer Flexi Play functionality in Tasmania in FY26.

Partnership with University of Las Vegas (UNLV) AiR Hub (Enterprise)

Aristocrat became a founding member of the University of Nevada, Las Vegas (UNLV) International Gaming Institute's AI Research Hub (AiR Hub). This global initiative brings together industry, academia, and regulators to explore the impacts, risks, and opportunities of Artificial Intelligence (AI) in gaming.

As a founding member, Aristocrat contributes industry expertise to advance trusted and responsible AI research, reinforcing our commitment to high standards of governance and to embedding responsibility at the core of innovation.

AiR HUB
At UNLV International Gaming Institute

Goal 5: Partnership & Research

Our commitment to ESP drives us to actively seek and build strategic partnerships; collaborating with community groups, subject-matter experts, and industry peers to promote the highest standards of ESP. By fostering these alliances, we aim to both enhance our own initiatives and play a leadership role in advocating for and shaping better ESP practices across the industry.

Bank and Timer Functions (Flexi Play) Evaluation (Aristocrat Gaming)

A comprehensive evaluation of the Flexi Play Bank and Timer functions on Aristocrat gaming machines in Australia has been commissioned. The evaluation is being undertaken by a leading research and insights provider with expertise in identifying measures that reduce gambling's adverse impacts. The findings will inform further improvements to the effectiveness of safer play options and player uptake. The research is due to be completed by the end of the 2025 calendar year. This initiative also supports Goal 4: Empowering Safer Play Innovation.

Multi-Year Community Funding Commitments (FY25–FY27) (Enterprise)

Aristocrat committed US$375,000 over three years to support 10 treatment, helpline, and outreach organisations in key markets. These include the National Council on Problem Gambling, Councils in Nevada, Illinois, California, Pennsylvania and Oklahoma, the International Problem Gambling Center in Nevada and the Oakdene House Foundation in Sydney.

In addition, Aristocrat was a Gold sponsor in the 18th Annual Nevada State Conference on Problem Gambling and Premier sponsor for the 26th Conference on Gambling & Addiction in Las Vegas.

Multi-Year Research Grant on Gambling Harm Prevention and Treatment (Enterprise)

In September 2024, Aristocrat pledged US$300,000 over three years to the International Center for Responsible Gaming (ICRG). The ICRG is a not-for-profit organisation based in Nevada with a mission to prevent the onset of gambling problems through high quality scientific research and evidence-based educational programming on gambling disorders and responsible gambling. Aristocrat's grant funds an independent study to evaluate incentives that improve retention and outcomes in gambling harm treatment programs.

ICRG
INTERNATIONAL CENTER FOR RESPONSIBLE GAMING
Advancing Research, Education and Awareness

Empowering Safer Play in the Community

Aristocrat supports the Oakdene House Foundation, which recently opened its new state-of-the-art alcohol and gambling rehabilitation facility in New South Wales, Australia. Having operated since 2012, Oakdene House supports clients who are seeking help to manage their gambling with self-directed, therapist and peer-supported programs of recovery – all at no cost to the client.
With a focus on rehabilitation and holistic wellness, this facility provides a safe place for clients and helps remove the stigma and shame these issues often face when people reach out for help. Aristocrat's Board members have visited the facility in recent years to learn more about the lived experiences of recovered problem gamblers.

Goal 6: Metrics & Reporting

Enhancing Metrics and Reporting

An independent third-party was engaged to assess our ESP program against the European Sustainability Reporting Standards (ESRS S4: Consumers and End Users), in preparation for possible future obligations under the Corporate Sustainability Reporting Directive (CSRD) and external assurance requirements.

The review evaluated the governance, strategy, risk management, and metrics and targets associated with our ESP program. The results will inform further enhancements and improvements to our program and set us up for future independent assurance over our ESP disclosures.

Aristocrat's FY26 Empowering Safer Play Priorities

Building on the foundations laid in the first year of our strategy in FY25, we will focus on:

- Identifying and progressing external accreditation pathways for Aristocrat Gaming and Product Madness;
- Rolling out updated training alongside refreshed ESP policies across all business units;
- Continuing structured surveys for both players and employees to measure awareness, satisfaction, and impact;
- Completing the external evaluation of Flexi Play and commissioning new research on key initiatives; and
- Defining and formalising innovation priorities, including expanding partnerships to explore emerging technologies.

Image Ref: Oakdene House

Operational Sustainability & Climate

Product Sustainability and Circular Economy
Climate Action
Responsible Sourcing

Product Sustainability and Circular Economy

Aristocrat Gaming's electronic gaming machines (EGMs) are engineered to deliver entertainment to players through a sophisticated integration of hardware and software. The hardware comprises a diverse mix of materials that includes metals, plastics, glass, and a wide array of electrical and electronic components. We also use a range of packaging materials such as pallets, metal straps, shrink wrap, cardboard, and precision-cut foam inserts for safe and efficient transportation of EGMs across global markets. These materials are chosen for their protective qualities and also for their potential to be reused, recycled, or recovered post-use. Recognising our reliance on processed resources and the associated environmental impact, we are striving to embed product sustainability and circular economy principles throughout our operations.

Our Global Health, Safety and Environment Policy sets the framework for reducing our environmental footprint and enhancing circularity across the value chain. The framework is multi-faceted and focuses on:

- Optimising material and transport flows to reduce emissions and resource consumption;
- Minimising operational and packaging waste through design innovation and process efficiency;
- Extending product life via structured repair, refurbishment, and upgrade programs;
- Recovering and recycling materials at end-of-life to divert waste from landfill and reclaim valuable resources; and
- Streamlining shop floor operations to eliminate bottlenecks and improve throughput with minimal waste.

We continue to strengthen our reverse supply chain capabilities, associated with refurbishment of EGMs, which play an important role in reducing waste and operational costs. By increasing the volume of EGMs that are repaired, refurbished, and redeployed, we not only extend product lifespans but also reduce the demand for virgin materials and manufacturing energy. A notable example of this is the foam melter introduced at our new Las Vegas Integration Center (LVIC) last year. The melter transforms expanded foam packaging into compact, recyclable blocks, significantly reducing waste volume and disposal costs. In addition, we operate dedicated compactors for plastic, wood, and cardboard waste across key facilities. These compactors compress waste materials into manageable units, improving storage efficiency and reducing the frequency and environmental impact of transportation. This year we also installed a crusher to scrap EGMs onsite to allow better material recovery and optimise costs. These initiatives support our waste minimisation goals and drive logistics and cost efficiencies.

6,436 EGMs refurbished in FY25

68,655 Parts repaired in FY25

FY25 presented a unique set of challenges that prompted us to reassess and adapt several aspects of our operations. Ongoing uncertainty around international tariffs led to shifts in our manufacturing strategy, resulting in differing production volumes across global sites. This required agile planning and dynamic resource allocation to maintain supply continuity and meet customer expectations without losing focus on sustainability matters. At the same time, we experienced a significant increase in customer demand for refurbished EGMs, reflecting a preference for more sustainable and cost-effective solutions. We are therefore focusing on scaling refurbishment capabilities and enhancing process resilience to better match future demand. Additionally, we are reimagining packaging and transportation practices across our global supply chain. This includes efforts to reduce material usage through smarter packaging design and increased use of recyclable inputs as well as integrate sustainability metrics into transport decision-making to minimise environmental impact. These initiatives reflect our commitment to continuous improvement, even in the face of operational complexity. They also reinforce our long-term ambition to embed sustainability deeper into our product lifecycle and supply chain strategy.

Clean and Lean: Embedding circularity at our Integration Centres (ICs)

At Aristocrat, we have implemented the Japanese 5S+1 workplace organisation methodology. Across ICs, the 5S+1 methodology forms the backbone of our operations, guiding how we manage space, resources, and processes. We are now applying this methodology to integrate circular economy principles into IC operations, supporting our sustainability goals related to improving resource efficiency and reducing waste as follows:

- **Sort (Seiri):** We identify and eliminate excess material use, prioritising reuse, recycling, and repurposing to reduce waste.
- **Set in Order (Seiton):** Resources are organised to minimise waste and streamline the diversion of materials from landfill.
- **Shine (Seiso):** Clean and orderly environments help reduce contamination and support appropriate waste disposal practices.
- **Standardise (Seiketsu):** Waste management is embedded into daily routines, including processes for part reuse and machine refurbishment.
- **Sustain (Shitsuke):** Each IC has dedicated 5S+1 champions who conduct regular audits, lead walkthroughs, and maintain visible scoreboards to track progress, thereby creating a culture of continual improvement.
- **Safety:** Safety remains paramount across all Aristocrat operations.

Climate Action

This section has been prepared with reference to selected provisions of the Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures, as issued by the Australian Accounting Standards Board (AASB).

Governance

Board Oversight

Aristocrat's Board of Directors is responsible for providing oversight of the Group's sustainability strategy, climate-related risks and opportunities (CRROs), and the adequacy and effectiveness of the sustainability framework and program. As part of this responsibility, the Board oversees the setting of climate-related targets and monitors progress towards them. This is reflected in Aristocrat's Board Charter which sets out the roles and responsibilities expressly reserved for the Board. The Board Audit Committee (BAC) assists the Board to oversee the integrity of the Group's mandatory sustainability reporting (including mandatory climate-related disclosures). The BAC's duties and responsibilities include, amongst other things, reviewing Aristocrat's mandatory sustainability report before recommending it for Board approval and release, and advising the Board on the appropriateness of the accounting policies and adequacy of processes used to prepare the report. The Board and Committee charters are available on our website.

When approving and overseeing Aristocrat's strategy and business plan, the Board considers both financial and non-financial risks, which may include CRROs. We also consider CRROs in mergers and acquisitions, and integrate them into management's customary due diligence and integration processes where appropriate. Periodically, management provides sustainability updates to the Board. This encompasses progress and performance regarding climate-related matters, including regulatory reporting changes, progress towards the Group's climate-related targets and CRROs.

Incentive components of executive remuneration are linked to Board-approved Organisational Key Results (OKRs), which drive overall business performance and by extension support the organisation's sustainability goals, including climate, however remuneration is not directly linked to the achievement of any climate-related targets. Further details are available in the Remuneration Report within the 2025 Annual Report, which can be found on our website.

Aristocrat's Board skills matrix sets out the mix of skills and experience that it considers essential to the effectiveness of the Board and its Committees and the extent to which they are represented on the Board or relevant Committee. During FY25, targeted education sessions were conducted to enhance the Board's capability to oversee strategies designed to respond to CRROs, and to support their broader understanding of Director obligations for mandatory sustainability reporting. Each year, the Board undertakes a skills assessment, details of which will be in the FY25 Corporate Governance Statement. As part of the FY25 review, the Board skills matrix was reviewed and updated to broaden the previous 'Health, Safety & Environment' skills to include experience and knowledge in identifying and managing risks and opportunities in sustainability more broadly, including climate change. An assessment is made of each Director's skills and experience in this area, and this is reflected in Aristocrat's Board skills matrix that will be in the FY25 Corporate Governance Statement.

Key climate-related agenda items for the Board and its Committees in FY25

Board

- Approved changes to the Board and Committee Charters to account for allocation of responsibilities in relation to CRROs.
- Approved amendments to Risk Appetite Statements with reference to CRROs.
- Approved the annual Sustainability Report, which includes climate disclosures and progress against Aristocrat's climate targets.
- Received twice-yearly sustainability updates, including on CRROs and tracking against our climate targets.

Board Audit Committee

- Received education sessions on CRROs and sustainability reporting in preparation for mandatory climate-related disclosures.

Management's Role

The Board delegates responsibility for the day-to-day management, including of climate-related matters, to the Managing Director & CEO (CEO) and through the CEO to other members of executive management. The Chief Corporate Affairs & Marketing Officer is responsible for the execution of our climate strategy, which includes the identification, assessment, prioritisation and monitoring of CRROs in line with our Enterprise Risk Management (ERM) Framework. Our ERM processes are adopted across the enterprise and involve assigning ownership of risks, controls and additional mitigating actions to the relevant business or functional owner(s).

A cross-functional steering committee, led by the CEO, oversees the delivery of Aristocrat's climate change response. This includes identifying, assessing, prioritising and monitoring CRROs, and driving our emissions reduction strategy. This committee works closely with Group Risk & Audit to effectively monitor and manage the CRROs. Composed of members of Aristocrat's Executive Steering Committee (ESC), the committee meets on a quarterly basis and receives monthly updates from cross-functional working groups who report to the steering committee. Outcomes and decisions are then incorporated into the broader periodic Group Sustainability update and other relevant materials prepared for the Aristocrat Board.

Risk Management

CRROs are managed in line with Aristocrat's Enterprise Risk Management Framework (the Framework). The Framework establishes accountabilities and provides the tools and directions for the timely identification, assessment, management, monitoring and reporting of material risks and opportunities, so that they remain within acceptable thresholds as set by Aristocrat's Board.

Aristocrat's appetite for climate-related risks is defined in our Board approved Risk Appetite Statements, which are reviewed annually. Climate change is classified under the Sustainability Risk Category, noting the multidimensional nature of climate change and potential for it to impact other risk categories.

Types of climate-related risks

- **Physical Risks** (physical impacts of climate change):
  - Acute Risks: Caused by specific weather events, such as flooding, cyclones, and hurricanes.
  - Chronic Risks: Caused by long-term climate shifts, such as rising temperatures, rising sea levels and changing rainfall patterns.
- **Transition Risks** (transitioning to a lower-carbon economy): Policy & Legal, Technology, Markets, and Reputation.

Aristocrat's long-list of CRROs were identified, with reference to the Framework, through an exercise that leveraged subject matter experts from across the business and external research. The long-list covers both Aristocrat's land-based and digital business operations, our customers or players and key direct and sub-tier suppliers.

The assessment of the nature, likelihood and impact of CRROs factoring mitigations that are already in place uses the Framework's 5-point scales to ascertain their residual risk / opportunity ratings. The assessment incorporates qualitative and, whenever accessible, quantitative elements to support comprehensive analysis, which are validated with subject matter experts and risk / opportunity owners across the business. High and medium rated CRROs in the short and medium terms were prioritised for detailed risk assessment and scenario analysis. The rationale for this prioritisation is a higher probability on the likelihood for those CRROs, higher probable materiality of those CRROs to Aristocrat, and an ability to undertake additional mitigations where required.

Risks that are within Aristocrat's direct control and sphere of influence, and have the potential to impact our strategic objectives, are recorded, monitored and managed in our Governance, Risk and Compliance tool. All enterprise risks, including climate-related enterprise risks, are centrally recorded in the tool and assigned a clear risk owner. All climate-related risks are reviewed, managed and updated periodically in accordance with defined cadences.

Strategy

In FY25, Aristocrat conducted its first climate scenario analysis to enhance identification, understanding and assessment of CRROs. This section describes the qualitative assessment approach, identified CRROs and mitigation measures. It also includes a statement on the resilience of the business.

Climate-Related Scenario Analysis

Using significant judgements and assumptions, we developed and considered three diverse climate-related scenarios to test our business model over short, medium and long term horizons. Climate scenario analysis is subject to various constraints which arise from inherent uncertainties in the timing of future events, the availability and accuracy of data and the projections themselves. Therefore, we assessed the physical and transition risks and opportunities subject to those constraints. We will review these scenarios on an annual basis going forward, to decide if further analysis is required.

Scope of Assessment

The scope of our assessment encompassed all material Aristocrat sites, including integration centres, offices, and studios. It also included material elements of our upstream and downstream value chain. The assessment considered a diverse geographic footprint across key markets in North America, Europe, Asia Pacific, and other regions.

Time Horizons Used

- **Short-term (2030):** Aligns with our current five-year Group strategy, allowing us to take more immediate action.
- **Medium-term (2035):** Aligns with our next five-year strategic cycle, allowing us to proactively plan for CRROs.
- **Long-term (2050):** Aligns with our net-zero climate targets. This period falls outside strategic planning cycles, however allows us to account for any emerging CRROs.

Introduction to the Climate-Related Scenarios

Based on internal assessment and advice received from external experts, we have defined the following scenarios:

- **The Ambition (1.5°C):** Aligns to test our 2050 net zero science-based emission reduction target, with exposure to high transition risks.
- **Middle of the Road (+2.0°C):** Aligns to test Business-As-Usual operations having exposure to moderate physical and transition risks.
- **Hot House (+4.0°C):** Aligns to test adverse environmental impacts due to uncontrolled growth with exposure to severe physical risks.

These scenarios reflect a range of plausible pathways for global temperature rise, policy response, and market dynamics for Aristocrat. The selection of these scenarios enables comprehensive stress-testing of our strategic and financial resilience across physical and transition risks. This approach supports informed decision-making and enhances transparency for stakeholders regarding our preparedness for a range of climate-related outcomes.

Assumptions for Climate-Related Scenario Analysis

The table below presents our assumptions for the climate-related scenario analysis conducted in FY25.

	"The Ambition" (1.5°C)	"Middle of the Road" (+2.0°C)	"Hot House" (+4.0°C)
Description of the scenario	• A globally collaborative and aggressive transition to a low-carbon economy, aligned with the Paris Agreement. • Greenhouse Gas (GHG) emissions are aligned to the 1.5°C trajectory due to concerted efforts. • Low physical and high transition risks.	• A continuation of current trends, with no major disruptions or aggressive policy changes. • GHG emissions peak around mid-century before slowly declining due to gradual climate action. • Moderate physical and transition risks.	• Haphazard and uncontrolled growth that lacks international cooperation or leadership. • GHG emissions continue to rise due to heavy dependence on fossil fuels and minimal focus on decarbonisation. • High physical and low transition risks.
Policy, regulations and taxes	• Immediate and rigorous global policy implementation that aims to achieve net-zero emissions by 2050. • High importance and dependence on carbon pricing mechanisms.	• Fragmented implementation and strengthening of climate policies, often with inconsistent approaches across different jurisdictions. • Increased focus on carbon pricing and energy efficiency measures.	• Practically non-existent or highly inconsistent regulation. • Carbon pricing is virtually non-existent and has no incentives to decarbonise.
Macro-economic trends	• A shift toward a service-oriented, green economy, with significant investment in sustainable infrastructure. • Gross Domestic Product (GDP) experiences a slight decline in growth rates due to the restrictive policies implemented.	• Global economy continues to grow at a slower pace due to gradual decarbonisation, with a slow transition from industrial to service-based economies. • GDP remains fairly stable.	• The global economy remains heavily reliant on fossil fuels with limited investment in clean energy and sustainable infrastructure, as traditional sectors dominate. • GDP increases, however with negative environmental impacts.
National- or regional-level variables	• Strong international cooperation and a coordinated global effort.	• Disjointed global and national institutions work towards sustainable development goals but make slow progress.	• Complete lack of international cooperation and a focus on national security and competitiveness, with little to no concern for climate issues.
Energy usage and mix	• Rapid conversion to renewables, with a sharp decline in fossil fuels.	• The energy mix shifts gradually towards low-carbon sources, with increasing electrification in various sectors.	• Energy demand is high, driven by continued economic growth and a predominant reliance on fossil fuels, with a low share of renewables in the energy mix.
Developments in technology	• Rapid advancements in clean energy and widespread electrification make efficient technologies more affordable and accessible.	• Technological development is steady, not revolutionary. • Clean energy technologies mature, but widespread adoption is hindered by a lack of aggressive policy support.	• Investment in clean energy technology is limited and fragmented. Innovation focuses on performance and user experience over sustainability. • Environmental impact is rarely considered in product design.
End user preferences	• Customers prioritise sustainability and energy efficiency, influencing purchasing decisions across all sectors.	• Consumers show only a moderate interest in sustainability. • Purchasing decisions are primarily driven by cost and convenience, and environmental concerns are secondary. There is no significant change in consumer behaviour in response to climate events.	• Consumer behaviour is reactive to extreme weather events. • Consumers may seek refuge in climate-controlled indoor spaces or shift towards digital services during periods of disruption.
Sources used (Publicly available)	• IPCC RCP2.6 • NGFS (Phase 4) Net Zero 2050 • SSP1 (Sustainable development)	• IPCC RCP4.5 • NGFS (Phase 4) Delayed Transition • SSP2 (Middle of the Road)	• IPCC RCP8.5 • NGFS (Phase 4) Current Policies • SSP5 (Fossil-fuelled development)

CRROs Identified through Climate Scenario Analysis

The tables below present the CRROs from our long-list, identified to have the greatest impact on our operations through the scenario analysis conducted in FY25. Items are disclosed based on their strategic relevance, either as risks actively being mitigated or opportunities actively pursued. While financial impacts have not yet been quantified, assessment is underway. Time horizons reflect when the effects could start to occur and scenario sensitivity indicates the residual risk from high medium and low for the selected time horizon.

Risks	Time Horizons	Description	Mitigation Activities	Scenario Sensitivity
Gaming integration centre disruptions Physical (Acute)	Long-term	Increased severity and frequency of extreme weather events could hinder our ability to produce, repair or refurbish products or cause damage to products or materials and components in storage. This would impact our ability to fulfil orders in a timely manner, require physical asset repairs, and likely lead to revenue loss and higher insurance premiums.	• Business continuity plans, including use of Aristocrat's network of integration centres to fulfil orders. • Physical protection measures. • Appropriate insurance coverage.	(1.5°C) (+2.0°C) (+4.0°C)
Gaming hardware supplier disruptions and disruptions to global transportation routes Physical (Acute)	Short-term	Increased severity and frequency of extreme weather events could damage or impair the operations of key gaming hardware suppliers and/or disrupt traditional transportation routes. This would impact our ability to access materials and components, resulting in delays to customer delivery and/or repairs, thereby potentially reducing sales or gaming ops revenue and/or increasing freight costs.	• Geographical diversification of suppliers. • Safety stock. • Alternate suppliers. • Early warning systems. • Building supplier resilience. • Alternate transportation modes and/ or routes.	(1.5°C) (+2.0°C) (+4.0°C)
Customer business interruptions Physical (Acute)	Long-term	Increased severity and frequency of extreme weather events could limit or prevent customers from operating. This downtime in operations would consequently impact recurring revenue and reduce fee-per-day revenue collection.	• Geographic diversification of customer base. • Diversified business model with digital businesses. • Appropriate insurance coverage.	(1.5°C) (+2.0°C) (+4.0°C)
Increasing compliance obligations and reporting requirements Transition (Regulation)	Short-term	Failure to adequately increase investment in capability building, reporting systems and governance processes in the advent of new reporting requirements across multiple jurisdictions could drive even higher operating costs. In addition, non-compliance may result in regulatory penalties, reputational damage, and diminished investor confidence.	• Upskill workforce. • Optimise internal processes, procedures and controls. • Enhance data management, traceability and auditability. • Early assurance readiness.	(1.5°C) (+2.0°C) (+4.0°C)
Shift in customer preferences Transition (Market)	Short-term	A sustained shift in customer preferences toward more sustainable products could outpace product development. This failure to meet market demand would reduce overall gaming sales and leases.	• Understand and align product strategy with dominant market trends across geographies where we operate. • Invest in design and development on sustainable products.	(1.5°C) (+2.0°C) (+4.0°C)
Rising cost of data Transition (Market)	Short-term	Sheer data volume growth, coupled with rising temperatures are driving up the energy and infrastructure costs associated with data storage and processing, both on premise and in the cloud. Poor oversight and management of data could place significant unforeseen strain on IT resources, capital investment needs and operational expenditure.	• Contract optimisation, including reviewing co-location power usage effectiveness. • Data lifecycle management.	(1.5°C) (+2.0°C) (+4.0°C)

Opportunities	Time Horizons	Description	Scenario Sensitivity
Sustainable Product Design Products & Services	Short-term	Providing our customers with energy efficient products that will help to reduce their environmental impact and would allow us to maintain or improve our competitive product offering in the market.	(1.5°C) (+2.0°C) (+4.0°C)
Renewable Energy Energy Source	Short-term	Transitioning to renewable energy sources offers opportunities to reduce our operational GHG emissions footprint, meet our climate targets and stakeholder expectations and reduce operating costs.	(1.5°C) (+2.0°C) (+4.0°C)

Climate Resilience of Aristocrat's Operations

Aristocrat's strategy and business model demonstrate strong adaptability to evolving conditions associated with climate change and related risks. Our Scope 1 and 2 emissions remain relatively low, falling below the National Greenhouse and Energy Reporting (NGER) threshold in Australia. This low emissions profile limits our exposure to climate change risks typically faced by high-emitting sectors and provides a degree of resilience against decarbonisation pressures.

We understand that acute weather events and chronic shifts in climate patterns are indiscriminate in nature, with the potential to impact business performance and continuity across our value chain. As identified through our assessment, there are aspects within our own operations and across our value chain that are vulnerable to climate-related disruption over the short, medium, and longer term. However, our business has shown a high level of responsiveness and adaptability to dynamic environments, reducing the potential impact of disruptions to our own operations and our ability to deliver to our customers and players. This was evident during the Covid pandemic and recent periods of armed conflict in Ukraine and Israel.

Our capacity to withstand disruption is underpinned by strategic measures, such as leasing sites, enabling flexible work arrangements, maintaining a diverse and distributed supply chain, leveraging our global network of studios and integration centres, and investing in cloud-based technology infrastructure. This resilience was further validated through climate scenario analysis conducted across the three divergent scenarios, which assessed both transition and physical risks against the mitigation measure in place. The results indicate that Aristocrat's business model is well-positioned to withstand a range of plausible climate futures, supporting long-term enterprise value and continuity.

We are currently focussing on addressing climate-related risks that may arise under the most likely or plausible scenario in our assessment – "Middle of the Road". In addition to existing strategic measures, we are also considering technological shifts and investment in low-carbon technologies. In FY26, we will undertake a quantitative scenario analysis to support allocation of resources for mitigating the identified risks and capitalising on the opportunities. We will also identify areas of risk to be considered in future climate transition plans, that will outline the multifaceted approach to leveraging our agile and adaptable business model to grow the business and allocate capital to decarbonise our operations and supply chain further.

Aristocrat's Climate Transition Plan

We are working to develop a formal climate transition plan that considers our CRROs and formalises steps to reduce emissions in line with our approved science-based emission reduction targets. Current activities include transition to renewable energy, replacing owned fleet fossil fuel vehicles with hybrid/ electric vehicles, and supplier and customer engagement on decarbonisation of operations.

Metrics & Targets

We are committed to a 1.5ºC climate future, in alignment with the Paris Agreement, and aim to reach net-zero greenhouse gas (GHG) emissions across the value chain by FY50. We have set near- and long-term emission reduction targets, which were validated by the Science Based Targets initiative (SBTi) in FY24. We are progressing towards these targets and supporting our value chain partners to do the same.

Aristocrat's Science-Based Targets

Near-Term Targets

- Reduce absolute Scope 1 and 2 GHG emissions by 54.6% by FY33 from a FY22 base year.
- Reduce absolute Scope 3 GHG emissions by 32.5% by FY33 from a FY22 base year.

Long-Term Target

- Reduce absolute Scope 1, Scope 2, and Scope 3 GHG emissions by 90.0% by FY50 from a FY22 base year.

Net-Zero Target

- Achieve net-zero GHG emissions across the value chain by FY50.

Scope 1 and 2 Emissions

Aristocrat applies the operational control approach to report Scope 1 and 2 emissions. This year, we have significantly enhanced our emissions calculation methodology and introduced automation to aspects of our reporting processes. Scope 1 and 2 emissions data, along with the climate governance disclosures, have been subject to limited assurance procedures. Emissions sources include stationary fuels, transport fuels, refrigerants, and electricity.

Emissions (tCO_2e)	FY22	FY23	FY24
Scope 1 *Fuel, Refrigerants*	6,579	4,594	5,197
Scope 2 (Location-Based) *Electricity*	10,679	16,569	11,094
Total Scope 1 and Scope 2 (Location-Based)	**17,258**	**21,163**	**16,291**

Our Scope 1 and 2 emissions profile has changed due to the acquisition of NeoGames, the divestment of Plarium, and updates to our emissions calculation methodology. These changes also reflect improvements made in response to assurance findings, including closer alignment of emissions data with financial reporting. In line with SBTi requirements and our internal GHG Emissions Inventory Policy, we will re-baseline and revalidate our science-based targets using FY25 as the new baseline year. From FY26 onwards, we will report progress against our updated Scope 1 and 2 targets. While our FY25 emissions data now includes NeoGames, the FY22 baseline remains unchanged, as NeoGames data for that period is not available. On account of the combined impact of acquisition, divestment, and methodology changes, FY25 emissions data is not directly comparable to previous years including the original FY22 baseline.

Emissions (tCO_2e)	FY25
Scope 1 *Fuel, Refrigerants*	5,889
Scope 2 (Location-Based) *Electricity*	10,934
Total Scope 1 and Scope 2 (Location-Based)	**16,823**

100% Renewable Electricity Use in Australia

Aristocrat reached a significant decarbonisation milestone on 1 July 2025, with our head office and integration centre in Australia transitioning to 100% renewable electricity.

This transition is underpinned by a three-year renewable electricity purchase agreement. Under this agreement, our electricity retailer will surrender* Large-scale Generation Certificates (LGCs) on Aristocrat's behalf, ensuring that all electricity consumed at these sites is procured from accredited renewable electricity sources.

This initiative is expected to reduce over 1,500 tonnes of GHG emissions annually, and support our broader decarbonisation strategy.

* In accordance with the contract, the retailer will surrender LGCs for the 2025 calendar year by March 2026, and similarly for subsequent years.

Low-Emissions Fleet Conversion in Australia

Aristocrat's Australian business has transitioned a significant portion of its fleet from internal combustion engine (ICE) vehicles to hybrid models.

In early 2020, only 2% of our Australian fleet comprised hybrid vehicles. The challenge was to scale up the adoption of fuel-efficient vehicles across the business, reducing GHG emissions without compromising operational efficiency.

Our team implemented a phased approach to fleet replacement, prioritising hybrid vehicles for all new acquisitions. At the end of FY25, hybrid vehicle contracts accounted for over 81% of the Australian fleet. The number of fully operational vehicles increased from 57 in FY24 to 151 in FY25. As a result, the GHG emissions avoided rose from over 96 tCO_2e in FY24 to over 254 tCO_2e in FY25.

The shift to hybrid vehicles in Australia will support the business' broader fleet electrification efforts.

Scope 3 Emissions

Our Scope 3 emissions encompass all relevant upstream and downstream activities across our value chain. The majority of these emissions fall within Categories 1 (Purchased Goods and Services), 4 (Upstream Transportation and Distribution), 11 (Use of Sold Products), and 13 (Downstream Leased Assets).

Our Scope 3 emissions profile has changed due to the acquisition of NeoGames and divestment of Plarium. We are currently in the process of refining our internal systems and methodologies to better align our Scope 3 emissions calculation methodologies with global reporting frameworks and stakeholder expectations. This includes enhancing internal and external engagement, improving data traceability, and evaluating category-specific estimation and calculation approaches. On account of these challenges we have not reported our Scope 3 emissions for FY25.

Emissions (tCO_2e)	FY22	FY23	FY24
Category 1 *Purchased Goods and Services*	153,918	153,632	115,693
Category 4 *Upstream Transportation and Distribution*	46,859	75,104	52,523
Category 11 *Use of Sold Products*	449,977	304,562	309,418
Category 13 *Downstream Leased Assets*	52,553	66,447	69,223
All Other Categories *Categories 2, 3, 5, 6, 7, 8, 9, 10, 12*	84,391	36,471	44,890
Total Scope 3	**787,698**	**636,216**	**591,747**

In line with SBTi requirements and our internal GHG Emissions Inventory Policy, we will re-baseline and revalidate our science-based targets using FY25 as the new baseline year. From FY26 onwards, we will report progress against our updated Scope 3 targets. NeoGames data has been excluded from FY24 emissions inventory as well as the previous years including the baseline, due to the unavailability of relevant data for that period.

Fuller Loads, Fewer Miles: Our Chicago X-Dock Operations

To reduce fuel consumption, emissions, and costs while maintaining service levels, we are optimising our logistics network by maximising load efficiency on long-haul routes in the US.

Our Chicago X-dock strategy enables high-utilisation, full truckload shipments of Electronic Gaming Machines (EGMs) from Nevada to Illinois. From there, we consolidate multi-customer orders for shorter, final-mile deliveries across the Midwest and Eastern United States, using appropriately sized vehicles to match the load. This hub-and-spoke model replaces numerous lightly loaded long-haul trips with fewer, fuller ones that reduce total miles per unit, diesel use, and associated GHG emissions. It also enhances scheduling flexibility and reduces handling risks.

This initiative aims to reduce Scope 3 emissions from transportation and distribution, lowering the "delivered-to-customer" carbon footprint of our EGMs.

In the next phase of this effort, we will apply the same consolidation principles to return logistics. Return flows will be routed through the Chicago hub to enable fuller westbound shipments back to Nevada for remanufacturing. Where possible, we will leverage backhaul opportunities to further reduce emissions per unit and eliminate unnecessary trips.

Responsible Sourcing

Responsible sourcing is a foundational pillar of Aristocrat's commitment to sustainable and ethical business practices. Our sourcing framework embeds social, ethical, and environmental considerations into every stage of supplier engagement - from selection and onboarding to ongoing performance management. We focus on preventing modern slavery, driving climate action and supporting small and minority-owned businesses. We also expect our suppliers and contractors to comply with applicable laws and regulations, while proactively managing risks and mitigating impacts. These priorities reflect our values and our dedication towards building a resilient, inclusive, and transparent supply chain.

Our Responsible Sourcing Model

Our dedicated Sourcing & Supplier Excellence (S&SE) team leads our Responsible Sourcing program. The team strives to ensure that supplier behaviour and performance reflect our sustainability goals. Anchored on the value of "Good Business, Good Citizen", our responsible sourcing model is based on three pillars: Anti-Modern Slavery, Supplier Sustainability and Supplier Diversity. These pillars are supported by a robust risk management framework, structured governance processes, and regular audits to ensure accountability and transparency. The model reflects our ambition to build a resilient supply chain that contributes positively to our global operations and stakeholder communities.

The model is supported by our Supplier Code of Conduct and the S&SE Supplier Management Policy. These documents articulate our expectations around ethical business conduct, environmental stewardship, and social responsibility. The S&SE team maintains active, two-way communication with our suppliers such as Supplier Business Reviews, annual sustainability surveys, and collaborative meetings. These touchpoints aim to drive continuous improvement and enable us to share strategic priorities, assess performance, and co-develop improvement plans that drive meaningful change.

Anti-Modern Slavery

Aristocrat is firmly opposed to all forms of modern slavery. We work to identify and address associated risks across our global operations and supply chain in line with our values, obligations and stakeholder expectations. We recognise the complexity of these global issues and embrace our responsibility to drive continuous improvement. Our Anti-Modern Slavery program is designed to identify and address the many forms of modern slavery that exist and facilitate appropriate action through a detailed due diligence process and risk management framework. It supports our ambition to maintain sustainable business operations, conducted ethically and in line with applicable laws, in which all workers throughout our operations and supply chains are treated with respect and dignity. An Aristocrat Modern Slavery Working Group is responsible for the development and implementation of this program. The Group is sponsored by the VP of the S&SE team and is comprised of members from the S&SE and Legal teams.

Aristocrat's Refreshed Supplier Code of Conduct

In FY25, we comprehensively refreshed our Supplier Code of Conduct (SCoC), a milestone in our continuous improvement journey toward more ethical and responsible sourcing. Available on our website, the SCoC sets out clear expectations for suppliers across six key domains:

- **Labour Standards:** Upholding fair wages, safe working conditions, and freedom of association.
- **Health Standards:** Ensuring workplace safety and wellbeing.
- **Environmental Standards:** Promoting sustainable practices and pollution prevention.
- **Emissions Measurement and Reporting:** Encouraging transparency and climate accountability.
- **Ethical Standards:** Preventing corruption, bribery, and unethical conduct.
- **Management Systems:** Requiring governance structures to support compliance and continuous improvement.

Supplier adherence to the SCoC is a critical factor in our sourcing decisions, including selection, retention, and termination. We view the SCoC as a shared commitment to excellence, ethics, and impact across our global supply chain.

The SCoC aligns with modern slavery legislation in Australia, Canada, and the UK; The Responsible Business Alliance Code of Conduct; International Labour Organisation (ILO) core labour standards and United Nations Guiding Principles on Business and Human Rights (UNGPs).

Supplier Sustainability

Aristocrat aims to foster long-term supplier relationships that promote innovation, ethical sourcing, and measurable environmental impact. Through our global Supplier Sustainability program, we continue to advance responsible sourcing practices in collaboration with our supply base, helping them to implement sustainability measures in alignment with our values. Our program is structured around five key phases designed to embed sustainability into every stage of supplier engagement:

- **Communication & Awareness:** We enhance supplier understanding of sustainability expectations through targeted communications and awareness initiatives.
- **Policy Alignment**: We work with suppliers to align on sustainability goals, performance tracking, and reporting standards.
- **Supplier Sustainability Assessment:** We use a structured assessment framework to evaluate suppliers and assign a sustainability maturity rating.
- **Continuous Improvement:** We engage suppliers in collaborative discussions to review assessment outcomes and support the implementation of improvement measures.
- **Reporting:** We publish annual summaries of assessment results, progress, and key insights.

FY25: Supplier Sustainability Maturity Profile

We leverage the results of our supplier sustainability assessment to guide and support suppliers in strengthening their sustainability practices in line with their business capabilities. Our expectations are clearly communicated through our Supplier Code of Conduct and reinforced via ongoing engagement. We also maintain regular dialogue to help suppliers understand and align with these expectations, fostering continuous improvement and shared progress across our supply chain.

From Compliance to Collaboration: Our Commitment to Supplier Sustainability

As part of our efforts to strengthen responsible sourcing, we issued a formal Supplier Commitment Letter to our global supply base this year. This letter reaffirmed our dedication to building strategic, mutually beneficial partnerships and outlined clear expectations for compliance with our supplier programs. Key areas of focus included:

- **Environmental Responsibility:** Adoption of sustainable practices such as waste reduction, resource conservation, use of eco-friendly materials, and continuous improvement in environmental performance.
- **Transparency and Reporting:** Regular updates on sustainability initiatives and progress toward environmental targets.
- **Hazardous Substance Compliance:** Adherence to all applicable regulations, including proper documentation, safety protocols, employee training, and incident reporting.
- **Collaboration and Communication:** Proactive engagement to address challenges, share updates, and improve supply chain processes.

The response from suppliers was positive. Many have proactively aligned their business practices with our expectations, demonstrating a shared commitment to sustainability and ethical operations. This marks a milestone in our journey from compliance to collaboration, reinforcing our corporate responsibility goals and ultimately strengthening the resilience of our supply chain.

81% of direct suppliers understand our supplier sustainability program and the expectation on emissions reporting.

Supplier Diversity

Our Supplier Diversity program is designed to create meaningful opportunities for minority-owned, women-owned and small businesses, while reinforcing a culture of inclusion across our operations. Key focus areas include: deepening relationships with existing diverse suppliers to expand their role in our supply chain; identifying and onboarding new diverse suppliers; participating in outreach and advocacy events to build awareness and foster collaboration; and increasing the proportion of diverse supplier spend in our business relative to total procurement spend.

In FY25, diverse suppliers, including minority-owned, women-owned, and small businesses represented 6.8% of our total direct spend, compared to 10.0% in FY24. This change reflects broader market dynamics and category shifts, not a change in our commitment. Throughout the year, we focussed on cultivating strong relationships and creating growth pathways through engagement, streamlined onboarding, and targeted outreach. Looking ahead, we remain dedicated to build an inclusive supply chain that fosters innovation and delivers shared success.

FY25: Spend on Diverse Suppliers

Progress through Partnership: Aristocrat and the Western Regional Minority Supplier Development Council

Aristocrat is a Bronze Member of the Western Regional Minority Supplier Development Council (WRMSDC), an organisation committed to expanding opportunities for certified minority-owned enterprises across Northern California, Nevada, and Hawaii.

This year, we deepened our engagement by sponsoring WRMSDC's Business Opportunity Day in Nevada. As part of the event, Amy Clark, Senior Manager of Sourcing & Supplier Excellence Compliance, represented Aristocrat on a professional panel and was later elected to the WRMSDC Board of Directors. This appointment reflects Aristocrat's commitment to supplier inclusion, strengthening our networks and ability to support the growth of the supplier diversity community.

Risk Management, Process Governance and Audits

In FY25, we developed a Supplier Resiliency Framework, comprising five key steps: Collection and Review of Data; Identification of Critical Components; Software Integration; Supplier Engagement; and Data Validation. Through this framework, we tracked 200 disruption alerts in FY25, enabling timely interventions and strengthening our business continuity planning. Our governance model supports proactive risk management and reinforces supplier accountability. We have implemented a structured governance framework and auditable controls across all sourcing and compliance functions. Key activities include:

- Maintaining and enhancing controls to monitor compliance across sourcing activities;
- Driving process standardisation aligned with internal policies and contractual obligations;
- Executing supplier agreements and maintaining responsible sourcing protocols;
- Conducting compliance audits using ISO standards and third-party best practices; and
- Taking steps to comply with applicable laws, legislation, and internal data requests.

Driving Supply Chain Resilience: Aristocrat 16th in Resilinc's Top 30

In FY25, Aristocrat reached a major milestone in supply chain resilience by earning a place in Resilinc's Top 30 Most Resilient Suppliers in the High-Tech Industry for the first time. This achievement underscores our commitment to responsible sourcing and operational continuity, a key component of our proactive risk management approach.

The recognition is based on Resilinc's R Score®, which evaluates suppliers across critical dimensions such as network visibility, business continuity readiness, and rapid response to disruptions. By enhancing visibility, fostering collaboration, and strengthening risk management throughout our supply chain, we are mitigating disruption risks and advancing our long-term objectives to build a more resilient business.

People & Community

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

Employee Health, Safety and Wellbeing

Aristocrat is committed to maintaining high standards of health and safety across our global operations. We place strong emphasis on adoption of best-in-class work practices and the active participation of employees, contractors and suppliers to create safer and healthier workplaces.

Our approach to Health, Safety and Environment (HSE) is anchored in our Global Health, Safety, and Environment Management System (GHSEMS). Designed on the principles of continuous improvement, and adopting the methodology of Plan, Do, Check and Act, the GHSEMS helps us achieve a balance between the systems and behavioural aspects of health and safety management. It promotes HSE excellence by incorporating strategies, policies, and procedures that embed HSE stewardship throughout our business activities. It guides us with a shared and easy-to-understand approach that supports our efforts to create and sustain a secure, injury-free, healthy environment for all people that enter our workplaces. The GHSEMS is applicable to all business operations, employees, contractors, business partners including new acquisitions. The Chief People and Culture Officer is responsible for execution of the HSE program, while the HSE Steering Committee oversees the implementation of the strategy and relevant initiatives.

The past year has seen significant advancements across multiple areas that strengthen our organisational resilience, protect employee wellbeing, and contribute directly to our sustainability commitments. These efforts, ranging from the expansion of Artificial Intelligence (AI) in safety monitoring, to the enhancement of governance systems through Intelex, to Physical Abilities Testing (PAT), structured HSE training, and strategic Workers' Compensation (WC) management, also demonstrate the power of our integrated, cross-functional approach.

0.53
Total Recordable Incident Rate (TRIR) in FY25

0.36
Days Away, Restricted, or Transferred (DART) in FY25

98%
Closure rate for identified near misses, hazards and observations

A PAT on the Back: Achieving Workforce Resilience through Proactive Programs

This year, we created a Physical Abilities Testing (PAT) program to help prevent injuries and promote long-term workforce sustainability. The program assesses employees' physical capabilities against the actual demands of their roles in order to reduce the risk of musculoskeletal injuries – which are our most common and costly workplace hazards. The program operates on two levels: pre-employment screening to ensure candidates are physically suited to their prospective role, and fit-for-duty testing to validate readiness for employees returning from injury.

In FY25, we applied the PAT program to 100% of safety-sensitive roles, with a 93% candidate pass rate. The program is already delivering meaningful results without adding time to the pre-hiring process. PAT helps us to promote employee wellbeing, minimise injury-related absences, support workforce continuity and reduce compensation costs.

From Paper to Platform: Digital Compliance Management

In FY25, our Intelex Safety Management System was upgraded to include the Inspections and Audits modules with an aim to significantly advance HSE governance and compliance processes. These modules have enabled us to digitise inspections, introduce customisable checklists, and track real-time data via mobile tools. We have also rolled out training for top users across integration centres and initiated recurring inspection schedules. These actions helped us to enhance compliance with regulatory standards and enable early risk identification.

Overall, the new modules are delivering faster issue resolution, stronger governance practices and improved readiness for internal and external audits. Added benefits include reduced paper waste, improved operational efficiency, and lower travel-related emissions due to the remote audit capability.

Looking ahead, Aristocrat will aim to elevate health, safety and wellbeing across our operations. The planned adoption of predictive analytics will further enhance our ability to identify risks and prevent incidents before they occur; shifting our approach from reactive to preventative. We will also scale AI-driven monitoring across additional facilities and fleets, standardise the PAT and workers compensation programs, and embed training across all onboarding processes to enable consistency and effectiveness. We also plan to introduce integrated dashboards covering key metrics to further strengthen performance reporting, provide real-time insights and support data-driven decision-making.

SMARTER, SAFER: Aristocrat's AI Driven Safety Initiatives

AI driven initiatives are contributing to improvements in workplace safety and operational efficiency at Aristocrat. In FY25, initiatives included:

- The adoption of Voxel AI in our Tulsa Integration Center (TIC) and Joliet warehouse, following its successful implementation at our Las Vegas Integration Center (LVIC) in the last year. Voxel AI delivered favourable results within 90 days of implementation, with a 20% reduction in safety events and a 45% decrease in proximity-related risks. The rollout started with logging events, identifying high-risk areas, and tool familiarisation. This was followed by an intensive employee coaching period targeting incident reduction. Benefits realised include fewer injuries, reduced health-related costs, and enhanced employee morale. The system also supports proactive coaching, which we will leverage to reinforce a culture of continuous improvement.
- The implementation of Nauto AI across our US vehicle fleet has resulted in a 91% reduction in speeding violations and 81% decrease in total time speeding, in FY25. Other benefits include extended vehicle lifespan, lower fuel consumption, reduced emissions, and enhanced road safety. To further reinforce positive behaviour, we introduced a Safe Driver Award for employees during the year.

Training Today For A Safer & Healthier Tomorrow

We view education as a strategic lever to drive sustainability, resilience, and continuous improvement across our business, not merely a compliance checkbox. In FY25, we launched a structured HSE training program tailored to meet geographic, regulatory, and role-specific requirements. Delivered primarily through digital platforms, the program achieved an annual enterprise-wide completion rate of 83%. The training content emphasises regulatory compliance, risk awareness and environmental responsibility, while topics range from workplace safety and spill prevention to driver safety. Strategic partnerships with HSE training vendors and the internal Learning Centre of Excellence have helped to enhance the content quality, tracking, and audit readiness. In FY26, we aim to achieve a completion rate of 95%, improve integration of HSE training into onboarding and introduce adaptive modules for higher-risk roles. The digital-first approach to training is delivering additional benefits including ensuring equitable access across regions, lower paper use and a reduction of travel-related emissions.

Stronger Returns, Safer Outcomes: Purpose-Driven Workers' Compensation

In FY25 we revisited our approach to workers' compensation. The goal was to reposition it as a foundation for employee wellbeing, recovery, and long-term safety. Supporting injured team members to return to work safely and confidently helps create a more caring and stable workplace, while reducing disruptions and reliance on temporary staff. By strengthening injury prevention and improving case management we further reduce the stress employees may experience during recovery. This also helps to lower premiums and reduce administrative burdens. We conducted a comprehensive gap analysis against leading practices and global standards, including ISO 45001. Learning from these insights, we established a secure reporting framework via Intelex, implemented monthly reconciliation processes, enhanced return-to-work programs, and developed new training materials to support employee awareness. Collectively, these actions have enabled faster case resolution, better recovery outcomes, and stronger team alignment.

Employee Engagement and Development

At Aristocrat, we believe that empowering our people is fundamental to sustainable long-term performance. We focus on attracting the right talent, providing the tools and opportunities for growth, and fostering a culture of meaningful engagement. We continue to invest in initiatives that promote career development, strengthen connections, and align individual and enterprise goals. This helps our workforce remains agile, connected, and focused on delivering value.

Our Global Talent Centre of Excellence (CoE) plays a central role in aligning our enterprise-wide people philosophy and strategy. The CoE encompasses key functions to deliver relevant and scalable support across our workforce. These functions include:

- Employee Engagement & Culture;
- Talent Practices & Enablement;
- Enterprise Learning;
- Diversity, Equity & Inclusion; and
- Talent Acquisition.

Operationally, the CoE reports to the Chief People and Culture Officer, with oversight over strategic priorities provided by the People and Culture Committee of the Aristocrat Board.

In FY25, we restructured Talent and Learning roles across regions to better support local needs. This has enhanced alignment with regional talent practices, improved responsiveness to learning requests, and deepened integration of enterprise priorities. While regional capabilities have been strengthened, learning continues to be managed at the enterprise level; promoting consistency, scalability, and strategic alignment across the organisation.

Global Talent Centre of Excellence

Employee Engagement & Culture

Empower voice to strengthen connections, inspire growth and build a culture of belonging.

Talent Practices & Enablement

Unlock potential with tools and resources to foster meaningful conversations and career growth.

Enterprise Learning

Ignite passion, empower skills and transform the journey.

Diversity, Equity & Inclusion*

Shape a culture of belonging that celebrate and elevate diversity, equity and inclusion.

Talent Acquisition

Deliver a hiring experience that represents our brand and strengthens our organisation.

*Details presented in the section titled 'Diversity, Equity & Inclusion.

Employee Engagement & Culture

Traditional engagement frameworks often rely on one-size-fits-all approaches that limit their effectiveness. Inconsistent follow-through and limited capability to interpret and act on feedback can erode trust and reduce participation; ultimately hindering the ability to convert employee insights into meaningful outcomes. Instead, Aristocrat has implemented a unified action planning framework that strengthens responsiveness to employee feedback. This includes quarterly action planning cycles complemented by monthly micro-actions, fostering structured accountability and agility. Leaders are supported through a comprehensive enablement ecosystem comprising manager toolkits, workshops, e-learning refreshers and a centralised Sharepoint hub. Together, these tools embed meaningful engagement into daily operations and drive consistent follow-through.

The Employee Net Promoter Score (eNPS) is measured monthly through our Pulse surveys, providing a continuous view of employee sentiment. We calculate an annual average to benchmark performance internally and against technology sector standards. In FY25, Aristocrat's eNPS remained steady at 53 points, 14 points above the technology benchmark. Progress is reviewed quarterly against strategic plans, with monthly tracking of quick-wins to sustain momentum and engagement. Governance and accountability are embedded throughout, with action plan outcomes linked to business objectives, and performance reviews.

In FY25, we launched the People Manager Playbook, anchored to a Listen, Learn, Lead framework. It offers practical tools to help leaders confidently respond to feedback, prioritise high-impact actions, and follow-through consistently.

Looking ahead, we will continue to evolve our approach to reflect the dynamic nature of employee needs and shifting economic, social, and organisational contexts. In FY26, we will introduce rotating employee survey questions to broaden our focus and deepen insights. We will also add new themes related to Change & Transformation, Environmental, Social, Governance, and Health & Safety, and expand questions on Health & Wellbeing and Diversity & Inclusion. These enhancements will help us identify emerging opportunities, address pain points, and maintain a future-focused engagement strategy aligned with enterprise performance.

Talent Practices & Enablement

Across many key markets, shifting demand for critical skills and intensified competition for talent continues to challenge workforce retention and long-term planning. A constrained skills framework can lead to capability gaps, limit internal mobility, and reduce enterprise agility, ultimately impacting business performance.

Aristocrat is building enterprise-wide talent practices designed to deliver long-term impact and future proof our workforce. These practices are embedded into daily operations, with a strong focus on leadership enablement.

By upskilling leaders, we are fostering a culture where talent practices are understood, championed and used to drive agility and resilience. We also leverage Individual Development Plans, Talent Cards, and Career Profiles to generate meaningful career insights and inform targeted interventions. Education remains a key lever in closing capability gaps and supporting career progression.

To assess effectiveness of our efforts, we monitor key indicators including performance review completion, engagement through 'Connect' check-ins, coverage of critical roles, and succession planning. Our CoE team works closely with the broader People & Culture team to uphold accountability, ensure compliance, and track milestone delivery.

In FY25, we undertook a comprehensive evaluation of our talent practices to simplify workflows and introduce automation. This led to the adoption of a unified enterprise approach to talent management; enabling consistent identification of talent, streamlined practices, and targeted education. We also launched dashboards to support leadership decision-making, enhance onboarding, and facilitate Talent Card creation. These dashboards have significantly improved user experience and provided deeper insights to inform strategies.

Looking ahead, we will prioritise skills development, succession bench strength, and manager enablement. We will introduce a robust skills framework to assess enterprise-wide needs, conduct skills inventories, and identify gaps, which will serve as a cornerstone for future workforce planning and capability building. We will leverage AI appropriately to optimise performance reviews, career development, and core talent practices. Operationally, we will enhance Workday modules so our systems remain aligned with strategic priorities and scalable for future growth.

7,424 Employees as at 30 September 2025

CATALYST: Shaping the New Leaders of Aristocrat

Surveys and leadership feedback identified a clear need to better support new leaders at Aristocrat, and strengthen our leadership pipeline. In FY25, we launched Catalyst, our first enterprise-wide program designed specifically for new leaders. Catalyst equips leaders with the values, skills, and mindset needed to successfully transition from individual contributor to being a people leader. It is a six month, cohort based program delivered regionally that blends live facilitated sessions, on-demand resources, reinforcement activities, and peer learning. The program focuses on embedding Aristocrat's values, building time management and leadership capabilities, shifting mindsets from "doing the work" to "leading the work", and creating cross-functional and cross-regional networks.

In its first year of operation, Catalyst achieved an eNPS of 53, with highly positive feedback in areas such as understanding the leadership transition, confidence in applying new skills, inclusive leadership, engagement and relevance, and creation of a safe learning environment. Looking ahead, we plan to leverage AI tools to personalise and scale program content, and build alumni cohorts who will ultimately serve as program mentors to future generations of new leaders.

Participant Quote: *"I think this was an incredible first session and I am very excited for the future ahead for this program! In fact, I had been putting off some critical conversations with my employee because I didn't know how to tackle it and by the end of the day I felt empowered to have the conversation and be able to ask the critical questions and find solutions so I am very happy about that. Thank you for putting this together as this is critical information I feel like I have needed but didn't know where to even begin."*

Enterprise Learning

Aristocrat's enterprise learning approach aims to balance local requirements with company-wide alignment, consistent leadership, and long-term performance. To this end, our strategy is built around a common set of Enterprise Leadership Attributes (ELAs), and a digital-first focus that provides equitable access to training across our diverse global workforce. Anchored in continuous needs analysis, the strategy strives to help employees at all levels to grow, contribute, and drive sustainable success. Centralised technology platforms and governance structures also aim to ensure optimal resource utilisation and maximise return on investment. At the same time, digital learning contributes to sustainability by reducing travel-related environmental impact. We track performance and identify improvement opportunities through engagement survey results, eNPS and confidence scores, along with other participant feedback.

In FY25, we embedded ELAs into leadership development programs, reinforcing consistent expectations across the enterprise. We also launched a centralised resource hub featuring senior leader videos and practical tools to bring ELAs to life. A transition to Workday Learning was accelerated to enhance governance, consistency, and access. Our learning ecosystem now includes several tailored high-impact programs such as an On-Demand Learning Hub, the Ignite Training Catalogue, the Catalyst New Leader program, a Radical Ownership program, and a Critical Thinking Series.

Looking ahead, our priority is to expand leadership pathways that strengthen cross-functional influence, cultural awareness, and enterprise-critical capabilities. We will refine our assessment approach to capture both development and impact, and we will explore emerging technologies such as AI-enabled coaching, role-play, and dedicated agents to provide leaders with immersive, personalised guidance. Ultimately, we will aim to embed a consistent, enterprise-wide framework that nurtures world-class leadership and empowers growth across regions and functions.

15,567 Total employee training hours in FY25

EMERGE: Impactful Internships

Our Emerge Internship program offers interns hands-on industry exposure and meaningful development opportunities over a 10-week summer period. Through the program, interns engage in skill-building and professional development, networking and career exploration, leadership engagement, cultural immersion and values alignment. They gain a deep understanding of our business and contribute to projects that create real impact.The program is a collaborative effort between hiring managers, Talent COE and People & Culture teams.

In FY25, 16 interns participated across Nevada, New Hampshire and Tulsa (in the US) and Gurgaon (in India), contributing to real company projects in engineering, marketing, insights, and business intelligence.

Strong applicant demand indicates potential to expand the program, with 100% of participants in FY25 saying that they would recommend Aristocrat to a friend. In future we will explore ensuring global consistency in program delivery, extending the program to 12 weeks, and offering optional extensions along with other opportunities to increase the impact of this successful program.

Talent Acquisition

Attracting and retaining talent with the right skills and cultural alignment remains a critical enabler of Aristocrat's long-term growth and innovation. In an increasingly competitive talent landscape, effective talent acquisition is essential to maintaining organisational agility, time-to-hire, and ensuring our workforce is equipped to meet evolving business needs.

Our global talent acquisition strategy is designed to align closely with business priorities and workforce planning. We focus on attracting, engaging, and hiring exceptional individuals who lead with integrity, drive innovation and embody our values. We anticipate emerging skill requirements, analyse competitive talent landscapes, and identify optimal sourcing strategies.

Our decisions are guided by a data-driven methodology, with Talent Acquisition Partners serving as trusted advisors; leveraging insights, analytics, and industry expertise to inform hiring decisions. By combining technology, automation, and a human-centric approach, we aim to deliver a consistent, efficient, and high-touch experience for both candidates and hiring leaders.

In FY25, we integrated multiple teams into a unified, global Talent Acquisition model. This transformation supports the development of globally consistent yet locally adaptable hiring practices. Key initiatives included:

- **Automation and Workflow Optimisation:** Continued investment in automation and system integration to support scalable growth. We also enhanced workflows and streamlined partnerships to improve efficiency and collaboration across regions.
- **Inclusive Job Descriptions:** Implementation of Textio to enhance the inclusivity and effectiveness of job postings, helping us attract a broader and more diverse candidate pool.
- **Digital Hiring Ecosystem:** Development of a unified, digital hiring infrastructure to accelerate time-to-hire and support global collaboration.
- **Enhancing Brand Awareness Across EMEA:** Localised hiring strategies through a network of partnerships with job boards and resume databases.

Looking ahead, Aristocrat will continue to evolve its global hiring capabilities with the launch of a refreshed career website and employer brand. Supported by talent intelligence, market research, and continued automation, we will remain focused on inclusive, data-driven, and strategic hiring practices designed to attract the best talent to meet the needs of the business and drive future success.

16.2% New Hire Rate in FY25

13.5% Turnover Rate in FY25

Hiring Globally, Optimising Locally

In FY25, Aristocrat increased our global hiring capabilities and reach. Job postings were automated across more than 100 job boards worldwide, increasing efficiency, consistency, and visibility in all key markets.

This automation saved an estimated 5,600 hours for the Talent Acquisition team, which was reinvested to pursue strategic engagement and deliver exceptional candidate experiences. We also introduced multi-language job posting capabilities in Spanish, French-Canadian, and Polish, with additional languages planned for FY26. These enhancements significantly boosted Aristocrat's global candidate engagement and reinforced our commitment to inclusive hiring practices.

Aristocrat received over 317,000 applications globally in FY25, marking a ~150% increase from FY24, despite maintaining comparable hiring volumes. This reflects our expanded reach and growing employer brand awareness.

Diversity, Equity & Inclusion

Aristocrat's workforce is made up of individuals with diverse skills, values, backgrounds and experiences, with over 7,400 people globally, including Australia, the United States, the United Kingdom, Israel, India, North Macedonia, Bulgaria, Canada, Spain, Ukraine, and more.

At Aristocrat, diversity, equity and inclusion (DEI) is grounded in practical action and aligned with our broader business strategy. We believe that fostering an inclusive, equitable workplace where individual differences are valued and everyone has the opportunity to realise their potential and contribute to Aristocrat's success, strengthens our culture, enhances innovation and improves business outcomes. Our DEI strategy is designed to benefit all employees, regardless of gender, background or identity. Since launching our-five-year strategy in 2020, we have been guided by three core objectives:

- **Driving an inclusive culture** across all regions and business units.
- **Increasing the representation of women**, particularly in leadership roles.
- **Extending our diversity focus** beyond gender to embrace broader dimensions of identity and background.

These priorities have guided enterprise-wide programs, business unit initiatives, and localised actions, evolving each year to reflect both progress made and lessons learned.

In FY25, we shifted from broad awareness efforts to more targeted, data-driven analysis to better evaluate our aspirational goals. This was enabled by the creation of a Global Talent Centre of Excellence (CoE) under a single leadership structure. This allowed us to embed DEI principles into every stage of the talent lifecycle, ensuring it is part of how we hire, develop, engage, and retain talent across our entire business. Importantly, while our DEI initiatives help us to advance our talent-related efforts, Aristocrat does not tolerate, and has strong policies against, unlawful discrimination in any aspect of the employment relationship including without limitation, recruiting, hiring, retention, and development.

Driving an Inclusive Culture

We encourage an inclusive culture where every individual feels valued, respected, and able to contribute their unique perspectives. Through targeted initiatives, open dialogue, and continuous learning, we foster an environment that celebrates diversity and promotes equity. We strive to strengthen team collaboration and innovation while reflecting our core values and enhancing our ability to deliver stakeholder value.

Inclusion through Accountability

Historically, DEI reporting at Aristocrat was aggregated at the Executive Steering Committee (ESC) level; providing visibility of overall trends, but lacking more nuanced insights needed to drive change within large operational teams. In FY25, we introduced a team-based reporting model that identifies priority leaders based on team size and potential scale of impact. ESC members now receive tailored DEI dashboards that include representation and turnover data by gender, diverse candidate slate metrics, and hiring and promotion trends; providing enhanced visibility to the effectiveness of the company's DEI efforts. Through structured engagement plans, leaders are supported to set goals, review quarterly progress, and address barriers to inclusion.

Transforming DEI through Data

In earlier years of our strategy, we focused on building awareness through large-scale initiatives such as the annual Aristocrat Together Diversity & Inclusion Summit, broad-based employee learning, and the expansion of our Employee Impact Groups (EIGs). While these efforts successfully built awareness, progress toward our representation targets had begun to plateau. A strategic review identified three key challenges: female turnover was outpacing female hiring in most areas; progress was uneven across teams and geographies; and leadership-level diversity remained limited, especially in technical and US-based senior roles.

In response, FY25 marked a shift toward data-driven prioritisation. We redirected resources to leaders and teams with the greatest operational impact, refined reporting to deliver more granular insights, and engaged directly with managers who held the most influence over talent outcomes. This targeted approach was designed to accelerate progress, improve transparency, and more quickly measure efforts.

Creating Impacts from Insights

Our monthly engagement surveys continue to provide valuable insights into employee experience across the organisation. One notable trend is that overall engagement among women lags that of men, highlighting the importance of inclusion efforts that extend beyond recruitment. To help address this, we are equipping leaders with practical, targeted strategies to foster more inclusive team environments. These include hosting listening sessions with female employees and their allies to gather feedback, reviewing engagement results and taking ownership of identified gaps, and integrating inclusive leadership behaviours into performance discussions and coaching.

Attracting and Retaining Talent through Effective Policies

We recognise that attracting and retaining top talent is critical to sustaining our long-term growth and innovation. One of our most significant challenges in meeting representation goals, particularly among women, is improving retention. Based on market research, we have identified three priority areas to address this: flexible work arrangements, enhanced parental leave and return-to-work support, and clear career development pathways.

In FY25, we undertook a comprehensive review of our global benefits policies to support these key drivers of retention for women, and reinforce Aristocrat's value proposition. A number of enhancements were made to relevant policies, which will be launched in FY26. These changes are expected to contribute meaningfully to the achievement of our DEI goals over the medium term, while also supporting sustainable workforce growth.

Reinventing Talent Acquisition to Expand Reach and Equity

In FY25, Aristocrat developed partnerships with diverse career communities to broaden our reach into underrepresented talent pools. We also implemented intelligent software that optimises job descriptions by flagging gender-coded and exclusionary language, recommending inclusive alternatives, and standardising templates. Over time, this initiative is designed to improve both reach and conversion rates of applicants from underrepresented groups, including women.

This year, we also launched a DEI Recruitment Dashboard within Workday. The dashboard enables real-time visibility into diverse hiring slates and applicant flows, improving transparency at every stage of the process. While retention remains a key focus, driving improvement in inclusive hiring is also critical. In FY25:

- Aristocrat attracted almost 50,000 more applications from women candidates over the year compared to FY24, despite a similar number of vacancies. This increased the female share of the overall applicant pool from 28.1% in FY24 to 30.5% FY25.
- Globally, 480 women were hired in FY25, with India achieving a record 42% female hires in the six months to 30 September 2025. However, overall, our female hire rate declined from 28.3% in FY24 to 18.6% in FY25.
- The turnover rate among female employees decreased from 16.9% in FY24 to 15.7% in FY25.
- Internal mobility also improved, with female promotions rising to 34.2% in FY25, compared to 33.4% in the previous year.

Advancing Representation of Women

Advancing the representation of women across all levels remains a strategic priority. While we have progressed on some metrics, there is still work to do - particularly below senior leader levels - that underscores the need for sustained inclusion efforts. We are equipping leaders with practical strategies to foster more inclusive team environments. These include listening sessions, amplifying female voices, reviewing team-level engagement data to identify and address disparities, and embedding inclusive leadership behaviours into performance conversations and coaching. These actions reflect our commitment to creating a workplace where women can thrive, lead, and shape the future of our organisation.

Vision 40:40

Aristocrat has been a signatory to HESTA's 40:40 Vision since FY22, reaffirming our commitment to gender diversity and providing a clear framework to achieve gender balance at the executive leadership level: 40% women, 40% men, and 20% of any gender.

While we currently meet our Board and ESC goals, enterprise-wide female representation has not advanced at the same pace and we have seen declines over FY25 vs FY24 (see table). This reflects the combined impact of recent acquisitions and divestments, along with the lower external hire rate as previously noted.

% Representation of Women at Aristocrat

	Goals	FY24	FY25
Board	40% every year	37.5	44.4
Executive Steering Committee (ESC)	40% every year	50.0	50.0
ESC(-1) and ESC(-2)	40% by end of 2025	38.1	36.8
Enterprise	35% by end of 2025	33.0	31.9

Ready to Rise

Launched in 2022, *Ready to Rise* is an Aristocrat program that has engaged over 1,000 women and allies in a structured 12-month development journey, helping participants build professional confidence and expand leadership capability. In FY25, we evaluated its impact on retention and found that female turnover consistently exceeded representation, especially at the management levels the program aimed to support.

Our analysis suggested that the program's broad scope limited its effectiveness in driving promotion and retention outcomes. To address this, we will launch a new program for top female talent with a clear focus on preparing participants for their next career step. It will target a smaller cohort, link development activities directly to internal mobility opportunities, and include measurable outcomes tied to promotions and leadership pipeline growth.

ARISTOCRAT READY TO Rise.

GLOBAL WOMEN & ALLIES CAREER DEVELOPMENT PROGRAM

Beyond Gender Diversity

Aristocrat remains committed to fostering a globally inclusive workforce that reflects the diversity of the communities in which we operate. While gender equity remains a central focus, we are also making meaningful progress in advancing race and ethnicity representation across our leadership pipeline. In FY25, we achieved the following milestones:

- **United Kingdom:** Leadership diversity increased to 21.3%, progressing towards our 22% goal, up from 20.3% in FY24.
- **United States:** Representation rose to 25.3%, marking strong progress toward our 30% goal, compared to 22.7% in FY24.
- **Australia:** Representation remained steady at 19.4%, against a goal of 25%.

Globally, the representation of racially and ethnically diverse leaders continues to rise, supported by inclusive hiring practices and strengthened promotion pathways.

In Australia, we deepened our commitment to Indigenous engagement through the work of our Indigenous Recognition Working Group. In FY25, we celebrated NAIDOC Week with cultural awareness initiatives and immersive experiences designed to foster greater understanding and respect. We also hosted two leadership sessions focused on reconciliation, reinforcing our dedication to inclusive leadership at all levels.

Aristocrat's Employee Impact Groups (EIGs)

In FY25, Aristocrat supported 32 employee-initiated EIGs, each dedicated to fostering inclusion around specific communities, interests, causes, and their allies. These groups are created around demographic characteristics that are typically underrepresented in the organisation and are designed to empower employees to lead initiatives that reflect their lived experiences and passions. EIGs are embedded within Aristocrat's broader diversity and inclusion governance framework, which includes a Global Diversity & Inclusion Steering Committee and regional Diversity & Inclusion Councils; creating alignment across the business.

Through education, celebration and advocacy, EIGs enable members and allies to build community, share perspectives, and drive engagement across a wide range of topics including gender equality, race and ethnicity, LGBTQ+ inclusion, and other dimensions of diversity.

Employee Impact Groups at Aristocrat

Gender Equality

- AWATA - Aristocrat Women & Their Allies
- empowHER
- Inspirando Latinas
- MysTIC
- SHAKTI
- WEwomen
- Women in Cyber
- Women in Games - Big Fish
- Women in Manufacturing
- Women in Quality
- Women in Tech (AU)
- Women in Tech (USA)

Race & Ethnicity

- HOLA! Latin Leadership
- Kia Kaha
- LVIC - CULTURE CLUB
- Native American
- Soul
- Team Dragon
- United Cultures of Asia

LGBTQIA+

- EPIC Las Vegas
- FLY - Yes to Freedom & Love
- PRISM - LGBTQIA+ and Their Allies (AU)
- True Colours (Tulsa)

Allyship

- Aristocrat Health & Wellness
- Aristocrat Military and Veterans
- Aristocrat Military and Allies
- BRIDGE
- LoveIL
- Mitra - The Friend
- NeuroDrive
- Preparing for Life After Aristocrat
- Safe Space

Benchmarking for Excellence in DEI

Aristocrat seeks to achieve best-in-class outcomes across all dimensions of DEI. To drive continuous improvement, we benchmark our DEI performance against leading industry standards and frameworks as presented below. This affirms our strengths in key areas and identifies opportunities to further elevate our impact. Following are our DEI leadership strengths highlighted by these benchmarks:

- **Culture and Inclusion:** Robust policies and training programs that exceed benchmark thresholds.
- **Career Pathways and Talent Growth:** Strong succession planning, leadership development and promotion tracking.
- **Employee Voice:** Highly engaged EIGs with strong participation and visible support from senior leadership.
- **Strategic Commitments:** Strong public facing DEI commitments with leadership and Board level goals and industry-influencing initiatives.

Work180 DEI Assessment: This assessment helps companies evaluate and improve their DEI practices by benchmarking against industry standards. In FY25, Aristocrat scored in the top 6%, 21% and 36% of participants in Australia, the US and UK respectively.

Australian Workplace Equality Index (AWEI): This is a national benchmark on LGBTQ+ workplace inclusion. In our first year of participation, we achieved Bronze Tier Status, a recognition that demonstrates our commitment to LGBTQ+ inclusion and workplace best practices.

Corporate Equality Index (CEI): The Human Rights Campaign Foundation's US-based tool benchmarks corporate policies, practices, and benefits pertinent to LGBTQ+ employees. Our score of 70/100 in 2024, was up from 65/100 in 2023, reflecting progress in LGBTQ+ inclusion.

All-Index (All-In Diversity Project): All-Index is an annual survey that benchmarks DE&I across the gaming industry. In 2024, Aristocrat scored 77/100, ranking fourth globally down from first place in 2023.

Looking Ahead

Our DEI journey is grounded in continuous improvement, strategic reflection, and recalibration. FY25 marked a shift from broad-based awareness building initiatives to more targeted interventions designed to encourage change where it matters most to our business' success.

We made steady progress in expanding diverse hiring pipelines, achieving record female hires in India, and embedding DEI principles into core talent processes. At the same time, we remain focused on the work ahead. Challenges such as retention, regional disparities, and leadership representation require sustained focus, innovation, and accountability. The actions taken in FY25 will facilitate further progress in the years ahead.

Community Impact

Aristocrat strives to make a positive contribution to the communities in which our people live and work. We believe that business success and community wellbeing go hand in hand, and that harnessing the passion and creativity of our people in this effort is essential.

Our people operate in diverse communities around the globe, each with unique cultural, social, and economic contexts. We embrace this diversity, and encourage our employees to actively participate in community initiatives that reflect our shared company values, and local priorities.

Our approach is decentralised yet unified, empowering teams to lead with purpose while aligning with our global strategy.We provide our people with tools, resources, and autonomy to deliver impactful programs and support causes that are close to their hearts. Whether it is volunteering time, donating funds, or building long-term partnerships, Aristocrat's approach is both practical and flexible.

US$3.9m+
donated globally towards community initiatives in FY25

150+
not-for-profit organisations supported in FY25

5,500+
volunteer hours contributed by employees in FY25

Aristocrat Cares

Aristocrat Cares is our strategic framework for giving. In the United States (US), it serves as our flagship community engagement program. It is designed to deepen relationships with community partners, expand our reach, and measure the impact of our philanthropic efforts. Through a structured grant scheme, we also provide financial support to not-for-profit organisations that align with our values and strategic priorities. These grants are awarded based on strategic focus areas and demonstrated potential for positive community impact. The Aristocrat Cares framework is built on the following foundational pillars:

Education & Career

Supporting access to education and career pathways for under represented communities, helping to break cycles of disadvantage and unlock potential.

Native American Relations

Strengthening partnerships with Tribal communities in the US by supporting initiatives that reflect their unique cultural and community needs.

Diversity, Equity & Inclusion

Promoting fair treatment and full inclusion across all dimensions of identity, ensuring everyone has the opportunity to thrive.

Good Business, Good Citizen

Addressing key societal challenges such as economic development, environmental sustainability, and basic human needs in the regions where we operate.

Campus for Hope (US)

As a founding member, Aristocrat has committed US$5 million over a period of three years to Campus for Hope, a pioneering initiative in Las Vegas designed to provide holistic support to individuals experiencing homelessness. The program aims to empower individuals individuals to overcome barriers, achieve housing stability, and unlock their full potential, creating lasting benefits for the Southern Nevada region.

Supporting Tribal Communities (US)

We continue to invest in the future of Tribal communities through higher education scholarships and targeted support for over 30 Tribal partners. In FY25, our contributions totalled approximately US$1.3 million, reflecting our long term commitment to our partners and their communities.

AISES RISE Program (US)

In partnership with Advancing Indigenous People in STEM (AISES), Aristocrat Gaming powers the RISE program, an initiative designed to increase Indigenous representation in gaming and STEM careers in the US. The program offers scholarships, mentorship, educational sessions, and travel support to key tribal gaming events, creating pathways for future leaders.

Cerebral Palsy Alliance (AU)

Our long-standing partnership with the Cerebral Palsy Alliance (CPA) continued in FY25, with a renewed three-year agreement. Through annual sponsorships, and with the enthusiastic involvement of Aristocrat employees, we also support major CPA initiatives such as the Family Christmas Party, Grace Gala, Krazy Koszi Climb, and STEPtember.

HOPE Program (Macau)

In FY25, Aristocrat supported 15 children with disabilities in Macau through tailored programs focused on healthcare, education, and social integration, providing the children with an opportunity to thrive.

Partnering with Literacy India (IN)

Our India operations partnered with Literacy India to support education for underprivileged children. In FY25, we backed the Gyantantra Digital Education program, an innovative initiative that leverages technology to make learning engaging and accessible. Through animated characters and gamified lessons, the program offers personalised, self-paced learning in core subjects. Aristocrat's support contributed to the development of over 210 children this year.

Special Children's Christmas Party (NZ)

In New Zealand, Aristocrat supported The Special Children's Christmas Party, one of the country's largest community events for children facing serious health and life challenges. The event brought together hundreds of families for a day of joy, connection, and celebration that included interactive games, live entertainment and a toy cave.

Looking Ahead

As we move forward, we will expand the Aristocrat Cares program globally to deliver consistent outcomes, improve accountability, and streamline reporting. Our priorities will also include:

- Enhancing vetting processes for partner organisations to support strategic alignment;
- Refreshing our volunteering policy; and
- Introducing more accurate and transparent reporting mechanisms.

By embedding community engagement into our global strategy, we aim to amplify our impact and ensure that our efforts are sustainable, inclusive, and aligned with the needs of the communities in which we operate.

Disclaimer

Aristocrat's sustainability disclosures provide a general overview of Aristocrat's performance with respect to environmental, social and governance matters for the financial year ending 30 September 2025 (referred to as 'FY25' in the Report and the Databook). Information presented in this document is, unless stated otherwise, current as at 30 September 2025.

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Bringing joy to life through the power of play