



27 February 2017

Company Announcements Platform
Australian Securities Exchange Limited
20 Bridge Street
Sydney NSW 2000

Dear Sir/Madam

Aristocrat Leisure Limited – 2017 Annual General Meeting

In accordance with Listing Rule 3.13.3, please find attached the addresses by the Chairman, the Chief Executive Officer and Managing Director, and the CEO (Elect).

Yours sincerely

A handwritten signature in black ink, appearing to read "A Korsanos".

A Korsanos
Company Secretary
Aristocrat Leisure Limited

ARISTOCRAT LEISURE LIMITED
2017 ANNUAL GENERAL MEETING

Chairman's address – Dr Ian Blackburne

Throughout the financial year to September 30, 2016, Aristocrat maintained focus on executing our content and technology-led strategy to fully leverage our core business, while also positioning ourselves for sustained, future growth.

As shareholders will be aware, Aristocrat's financial performance over the year was outstanding, and further extended the business' trajectory of consistent and high quality growth. Net Profit after Tax and before Amortisation of Acquired Intangibles (or NPATA) increased 62% in constant currency and 69% in reported terms, compared with results for the prior corresponding period. This represented Aristocrat's 11th consecutive period of NPATA growth.

Group revenue grew more than 34% in reported terms and 30% in constant currency, to a record for our business of over 2 billion Australian dollars.

Significant strategic milestones were also achieved during the year. By 30 September 2016, 50% of total Group revenues derived from recurring sources, up from 24% only two years ago. In doing so, Aristocrat took a material step forward to both grow and diversify our revenue base in order to help reduce performance volatility and generate superior returns and cashflow over the long term.

Another important highlight of the 2016 result was the swift progress we continued to make in reducing gearing levels. Our leverage ratio improved to 1.2 times at period end, from 2.6 times as at September 2015. A robust balance sheet ensures Aristocrat can continue to promote shareholders' short and longer-term interests by investing for growth both organically in our core business and key adjacencies, and in compelling M&A that meets our rigorous criteria wherever such opportunities are identified.

Aristocrat's sustained momentum, strong cash flows and swift progress in reducing gearing levels supported a further lift in total shareholder returns, with earnings per share for the 2016 fiscal year 75% higher (to 54.9 cents) compared to the prior corresponding year. Total dividends per share of 25 cents was 47% higher than the prior year. This demonstrated the Board's confidence in our momentum and also our commitment to lift returns over time, appropriately rewarding shareholders for your support.

We are delighted that, over the year in review, Aristocrat was once again a top performing stock for many shareholders.

The Board is pleased to have been able to reward key executives and team members consistent with our rigorous remuneration policies for another period of outstanding delivery for shareholders. My colleague, HR & Remuneration Committee Chair Kathleen Conlon, will say more on the Board's approach and the remuneration resolutions upon which we seek your support later today.

A concerted focus on recruiting, retaining and developing exceptional people, and promoting a high performance culture, continued to underpin Aristocrat's success. Highlights in 2016 included a further increase in staff engagement, placing Aristocrat within the **top quartile of companies globally**. The business also rolled out significant new leadership and organisational development initiatives to support Aristocrat's growth ambitions.

Over the course of the 2016 year the Board made excellent progress delivering on its plan to renew

in an orderly way, and expand its overall skill set. In particular, we welcomed Arlene Tansey, Sylvia Summers Couder and Pat Ramsey to the Board, who collectively contribute valuable expertise in strategy, corporate and investment banking, high tech industry, digital technology and gaming, specifically in the Group's largest market of North America. This will further strengthen the Board's ability to effectively monitor and support Aristocrat's business strategy. Renewal and succession planning will continue over the coming years, as we prepare for the retirement of longer serving directors. In this context, I want to particularly acknowledge Roger Davis, as he retires from the Board today after a long period of service. Roger joined the Aristocrat Board in 2005, and has made an important contribution to the business over many years, including through its recent turnaround. On behalf of the Board, and shareholders, I extend my sincere thanks to Roger for his service.

As shareholders are aware, Aristocrat is also on the cusp of another important transition, with the CEO leadership change from Jamie Odell to Trevor Croker due to take effect this week.

As I have previously noted, the appointment of a highly regarded internal leader to succeed Jamie underlines both the quality of Aristocrat's executive ranks and the importance the Board places on ensuring appropriate continuity in terms of successful strategy, positive momentum and culture. To further enhance this continuity, we are pleased that Jamie has made himself available to support Trevor, in an advisory capacity, over the coming twelve months. In recognition of Trevor's imminent elevation to the CEO role on the 1st of March, I have invited him to update the meeting on progress in Aristocrat's strategy and the outlook for the balance of the 2017 financial year. Trevor will speak immediately after Jamie's address.

I'd like to assure shareholders that Aristocrat will continue to strive hard to deliver 'the world's greatest gaming experience, every day' across an even broader range of strategic channels, markets and segments in the year ahead. Our focus is very much on continuity and growth – protecting and enhancing the things that have made us successful, while positioning for the future. I would like to thank my fellow Directors, the senior management team and all Aristocrat people for their contribution to another positive full year result.

Before Jamie addresses shareholders for the final time in his tenure, I would like to say a few words of thanks and recognition for his extraordinary contribution to the business

Put simply, Aristocrat's results are a glowing tribute to Jamie Odell's energy, vision, courage and leadership as CEO. He leaves an enduring legacy of:

- a strong global business footprint across the USA and the Americas, Asia, Australia and EMEA
- market-leading product created by the best people the industry has to offer
- innovative technology and ground-breaking solutions
- willingness to invest seriously in our products, in the business, in our people, in the future
- a culture of collaboration and recognition that offers fulfilment at work
- a focus on the customer that is second to none.

I thank you Jamie for all that you have done for Aristocrat, for our wonderful partnership over the past 7 years, and I wish you and your family a very fulfilling retirement.

It's now my very great pleasure to invite Jamie Odell, CEO and Managing Director of Aristocrat, to provide further comment on the 2016 financial year.

Thank you Chairman, and welcome everybody – thank you for joining us today.

As Ian mentioned, Aristocrat delivered record results for the 2016 fiscal year, and a significant acceleration in our performance. This was achieved despite another period of generally flat markets and intense competitive pressure. A relentless focus on industry leading talent, game content, hardware and technology, coupled with further improvements in in-market execution drove exceptional operational performance across our core markets and segments.

Compared to the prior corresponding period (or PCP), Group revenue improved over 34% in reported terms and 30% in constant currency, reflecting growth across all key segments during the year. Earnings before interest, tax, depreciation and amortisation (EBITDA) increased 48% in reported terms and 54% in constant currency, compared to the PCP.

Normalised operating cash flow of over \$680 million was 51.5% up compared to the result for the 12 months to 30 September 2015. This reflected the impact of strong operational performance across the business, with higher receipts on higher revenues, improved revenue mix and a sustained focus on effective cash management during the reporting period.

I will now touch on some of the operational features of the result in more detail, beginning with our largest segments in North America...

Aristocrat achieved growth of almost 40% in our Class III premium gaming operations footprint, to over 13,800 units, while also growing our Class II footprint, and realising a 13% improvement in overall fee per day. This high quality result was propelled by leading-edge hardware configurations, including the *Behemoth*[™] and other cabinets, coupled with the top performing *Helix*[™] upright cabinet, and strengthening game performance. Titles such as *Lightning Link*[™], *Buffalo Grand*[™], *Britney*[™], *Game of Thrones*[™] were standout performers over the year, supported by the sustained success of games such as *Cash Express Gold Class*[™] and *Buffalo Stampede*[™].

In outright sales, unit sales increased 19% and shipshare also increased compared to the PCP. Average Selling Price (ASP) grew off the back of an improved product portfolio and further penetration of the *Helix*[™] and other cabinets.

We were very gratified to have received outstanding feedback from US customers during the year, with Aristocrat voted 'supplier of the year' at the G2E tradeshow for the third consecutive year. US customers also named Aristocrat games as the top 1 and 2 best performing games of the year in both the outright sale and premium leased categories, with *Lightning Link*[™] the top performing game in the market and *Buffalo Grand*[™] a close second.

The Australia and New Zealand segment delivered a strong ship share performance over the 2016 fiscal year, with a 30% growth in platforms compared to the PCP, despite a small market decline. ASP also grew 10%, with the continued strengthening of Aristocrat's ANZ game and cabinet portfolio and improved marketing and sales execution. *Helix*[™] maintained its position as the top performing cabinet in the market, supported by leading game families and titles including *Lightning Link*[™], *Lightning Cash*[™] and *Players Choice*[™].

Across the Rest of World segment, performance was strong. Aristocrat maintained its market-leading share position in Asia Pacific, with performance driven by two major openings and market

churn in Macau. Europe also delivered strong growth, with improved margins reflecting a more competitive product mix.

By period end, Aristocrat's digital social business was the industry's 5th largest by gross revenues, up from 10th just two years ago. However, based on the most recent industry reports, Aristocrat has moved up an additional place and is now in 4th position globally. As at 30 November 2016, *Heart of Vegas*[™] was the third top grossing social casino application, posting the highest annual growth rate amongst the top ten publishers globally. Revenues and profitability grew 82% and over 127% respectively, in constant currency, driven by sustained growth in the *Heart of Vegas*[™] application, and in particular the successful Android platform launch in August 2015. Portfolio-wide ARPDau grew US4c to 42c for the period, while at the same time DAUs reached a new record for the business of over 1.26m – 16% higher than the PCP.

In short, fiscal year 2016 was another highly successful and rewarding year for Aristocrat, further extending our trajectory of consistent and high quality NPAT-A growth and cash generation.

As I mentioned, this is my last AGM as CEO & Managing Director of Aristocrat, as Trevor Croker steps into the role in two days' time. Trevor is an outstanding leader who has already made a significant impact as part of the team that has delivered Aristocrat's turnaround and strong performance over the last seven years. He is much respected by our staff, customers and all our stakeholders at Aristocrat. Trevor is the ideal person to build on our momentum and take this business forward over new growth horizons. I am delighted to be handing the reins to such a capable and committed leader and it's my pleasure to invite Trevor to provide an update on progress in Aristocrat's strategy and the outlook for the balance of the current financial year.

Thank you.

CEO Elect's address – Mr Trevor Croker

Good morning everyone. Allow me to add my welcome to you all today, and also to thank Jamie and the Chairman for their generous comments.

It is an extraordinary privilege to be asked to lead this great business. I'd like to take the opportunity to thank the Board and shareholders for your confidence in me and in our business.

I'll begin today with an update on our growth strategy, which we referenced at our full year results presentation in November last year. Over the course of 2016, we took the opportunity to refresh our strategic aspirations with the aim of ensuring Aristocrat is well positioned to sustain growth and unlock new opportunities to benefit shareholders over the longer term.

In particular, we said that our focus would be on growing and fully leveraging our core business, while investing wisely to capture opportunities in adjacent segments and markets, including Class III stepper, VLT and Class II video. Aristocrat has no presence in each of these adjacent segments, and our increased capabilities and momentum gives us confidence to attack these with focus and vigour over the coming years.

Early progress was demonstrated at the industry's largest trade show, G2E, last September, with Aristocrat showcasing new Class III stepper, VLT and Class II video products to positive customer feedback. In Class III stepper, an initial portfolio of games has been approved and launched in the market in a small number of properties, with encouraging early performance in line with our expectations. In VLT, we are progressing well through the development process, in consultation with key VLT customers. In Class II video, our deployment schedule and early performance is on track and in line with our expectations, with a strong pipeline of games in development. In addition,

in our digital business, we launched a major new application – Cashman Casino – worldwide at the end of December. Cashman Casino is designed to complement our flagship Heart of Vegas app, and fuel further growth over time.

As we made clear in November, these new products and initiatives are incremental to our investments in our existing business and we are absolutely focused on ensuring we protect and fully leverage our core operations while pursuing new growth opportunities.

Clearly, organic opportunities may be accelerated and augmented by well-executed M&A. As the Chairman referenced, we have the balance sheet strength and also a robust, growing recurring revenue base, which continues to give us full optionality in this regard. We are proactive in uncovering and assessing potential opportunities in line with our rigorous acquisition criteria and will continue to be led by the interests of shareholders.

Turning now to outlook for the balance of the 2017 financial year...

The business has delivered strong performance over the first four months of the year. As a result, we expect growth in normalised Net Profit After Tax and before Amortisation of Acquired Intangibles over the 2017 full year in the range of 20% to 30%, compared to the corresponding 2016 result.

Before I hand back to the Chairman, I do want to take the opportunity to say a few words about my vision for this business. As you know, I've been privileged to be part of the leadership team at Aristocrat for many years, so it will be no surprise that I will be focused on continuity and building on our foundations rather than introducing change for change's sake.

Our challenge eight years ago – as Jamie correctly framed it at the time - was to ensure the business had control of its future, by putting in place the critical foundations of culture, people, processes, products and execution to drive growth. In recent years, we have responded to this challenge and progressively moved from a stabilisation phase into a strong phase of growth. But we know that at a point in time our growth will naturally slow if we sit still.

I believe Aristocrat must evolve our focus to fully **leveraging** our momentum, and **transforming** our business over time. It's a non-negotiable that we must protect our core business throughout. We must also aggressively pursue value-adding opportunities, including in adjacent segments and markets, through a structured approach to growth that encompasses organic opportunities and M&A. Equally important is preserving a hungry and humble culture that takes nothing for granted. In this sense, Aristocrat must continue to 'think big but act small', and people & culture will be a major part of my focus going forward.

As CEO, I will own and accelerate this 'leverage and transform' agenda through a refreshed corporate strategy. I look forward to sharing more on this with shareholders in the coming months.

You can be assured that I will be working very hard every day, along with the leadership team and all my colleagues at Aristocrat, to make sure we continue to deliver high quality growth and performance, building on the outstanding momentum achieved under Jamie's leadership. We have real belief and energy, great people, a strong culture and a future that is ours to create. I am energised and excited to embark on the next chapter in our story.

I will now hand back to the Chairman, and I look forward to meeting as many of you as possible today and in the years to come.

Thank you.