



# **Aristocrat Leisure Limited**

## **Results for the Six Months Ended 30 June 2004**

CEO & Managing Director  
**Paul Oneile**

Chief Financial Officer  
**Simon Kelly**



# **Agenda**

**Introduction**

**Review of Financials**

**Review of Operations**

- **Australia**
- **North America**
- **Japan**
- **Other Markets**

**Outlook**

**Priorities**

# Summary of Results

- Revenue \$525 million
- Profit After Tax of \$63.3 million
- Strong International growth
- Revenue declines in Australia and NZ markets
- Strong financial position
- On-market share buyback \$100 million
- Interim dividend – 4 cents per share



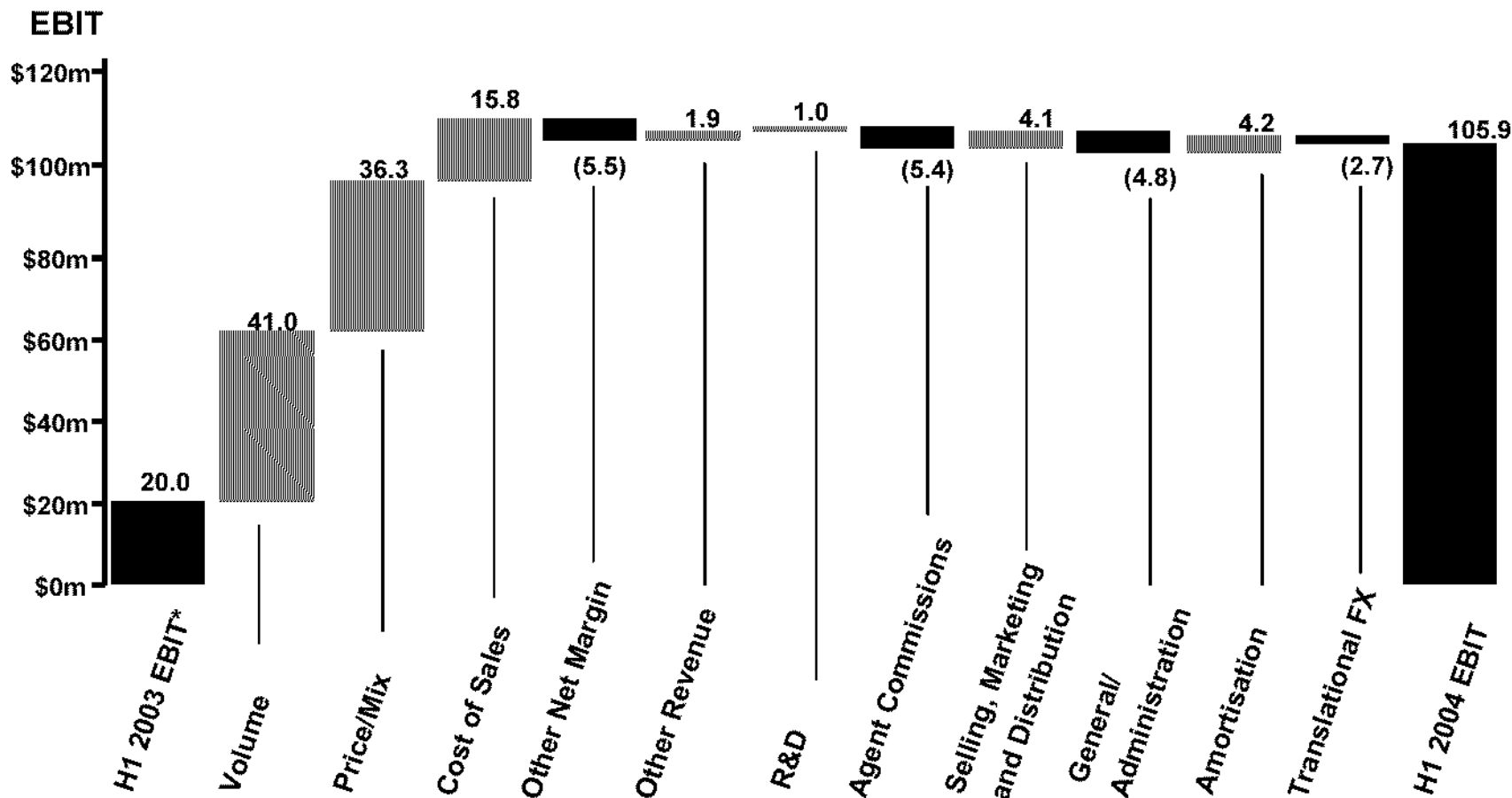
# Review of Financials

# Profit & Loss

|                           | H1 2004<br>\$m | H1 2003*<br>\$m | Variance<br>%     |
|---------------------------|----------------|-----------------|-------------------|
| <b>Total Revenue</b>      | <b>525.6</b>   | <b>404.8</b>    | <b>29.8%</b>      |
| <b>Gross Profit</b>       | <b>239.3</b>   | <b>165.7</b>    | <b>44.4%</b>      |
| <i>GP%</i>                | <i>45.5%</i>   | <i>40.9%</i>    | <i>4.6 Points</i> |
| <b>Expenses</b>           | <b>138.2</b>   | <b>148.5</b>    | <b>-6.9%</b>      |
| <b>EBIT</b>               | <b>105.9</b>   | <b>20.0</b>     | <b>430%</b>       |
| <b>Profit Before Tax</b>  | <b>102.1</b>   | <b>11.8</b>     | <b>765%</b>       |
| <b>Income Tax Expense</b> | <b>38.8</b>    | <b>7.5</b>      | <b>417%</b>       |
| <b>Profit After Tax</b>   | <b>63.3</b>    | <b>4.3</b>      | <b>1372%</b>      |

\* Pre one-off adjustments

# H1 2003/H1 2004 EBIT



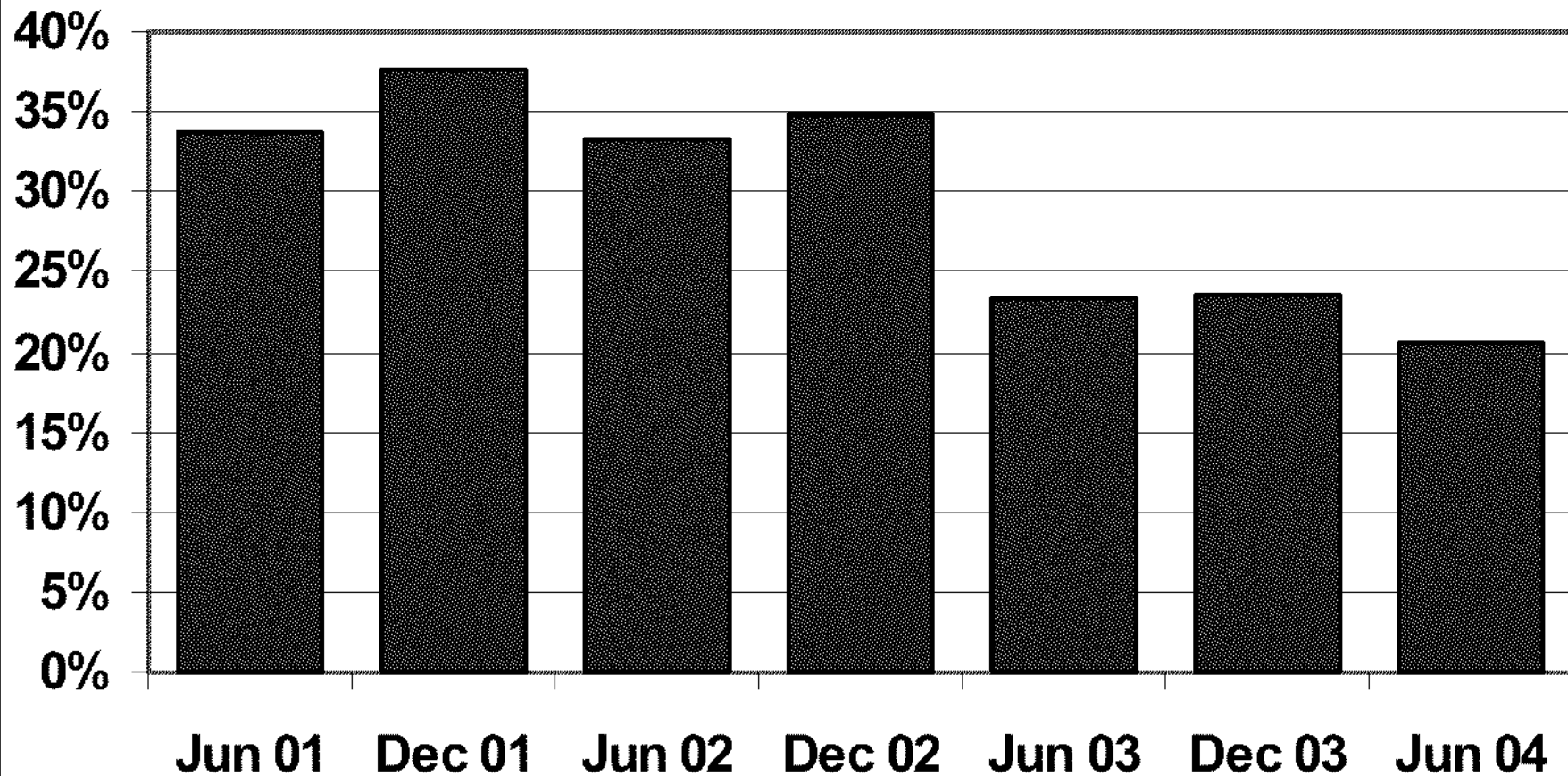
\* Pre one-off adjustments

# Management Cash Flow

|                                                       | H1 2004<br>\$m | H1 2003<br>\$m |
|-------------------------------------------------------|----------------|----------------|
| <b>Net Debt - Opening Balance</b>                     | <b>(70.2)</b>  | <b>(292.1)</b> |
| EBIT pre one-off adjustments                          | 105.9          | 20.0           |
| Depreciation and amortisation pre one-off adjustments | 18.0           | 19.5           |
| <b>EBITDA pre one-off adjustments</b>                 | <b>123.9</b>   | <b>39.5</b>    |
| Net loss on sale of non-current assets                | -              | 0.3            |
| Net foreign exchange differences                      | (2.2)          | 13.6           |
| Interest paid                                         | (3.8)          | (8.3)          |
| Net tax paid                                          | (45.4)         | (2.4)          |
| Cash impact of one-off adjustments                    | -              | (4.7)          |
| Change in operating assets and liabilities            | 17.7           | (5.0)          |
| <b>Net cash inflow from Operating Activities</b>      | <b>90.2</b>    | <b>33.0</b>    |
| Net cash outflow from investing activities            | (25.8)         | (13.5)         |
| Share issues                                          | 12.3           | -              |
| Dividends paid                                        | (10.5)         | (24.5)         |
| <b>Movement in Net Debt</b>                           | <b>66.2</b>    | <b>(5.0)</b>   |
| Effects of exchange rate changes on net debt          | (6.9)          | 39.9           |
| <b>Net Debt - Closing Balance</b>                     | <b>(10.9)</b>  | <b>(257.2)</b> |

# Working Capital

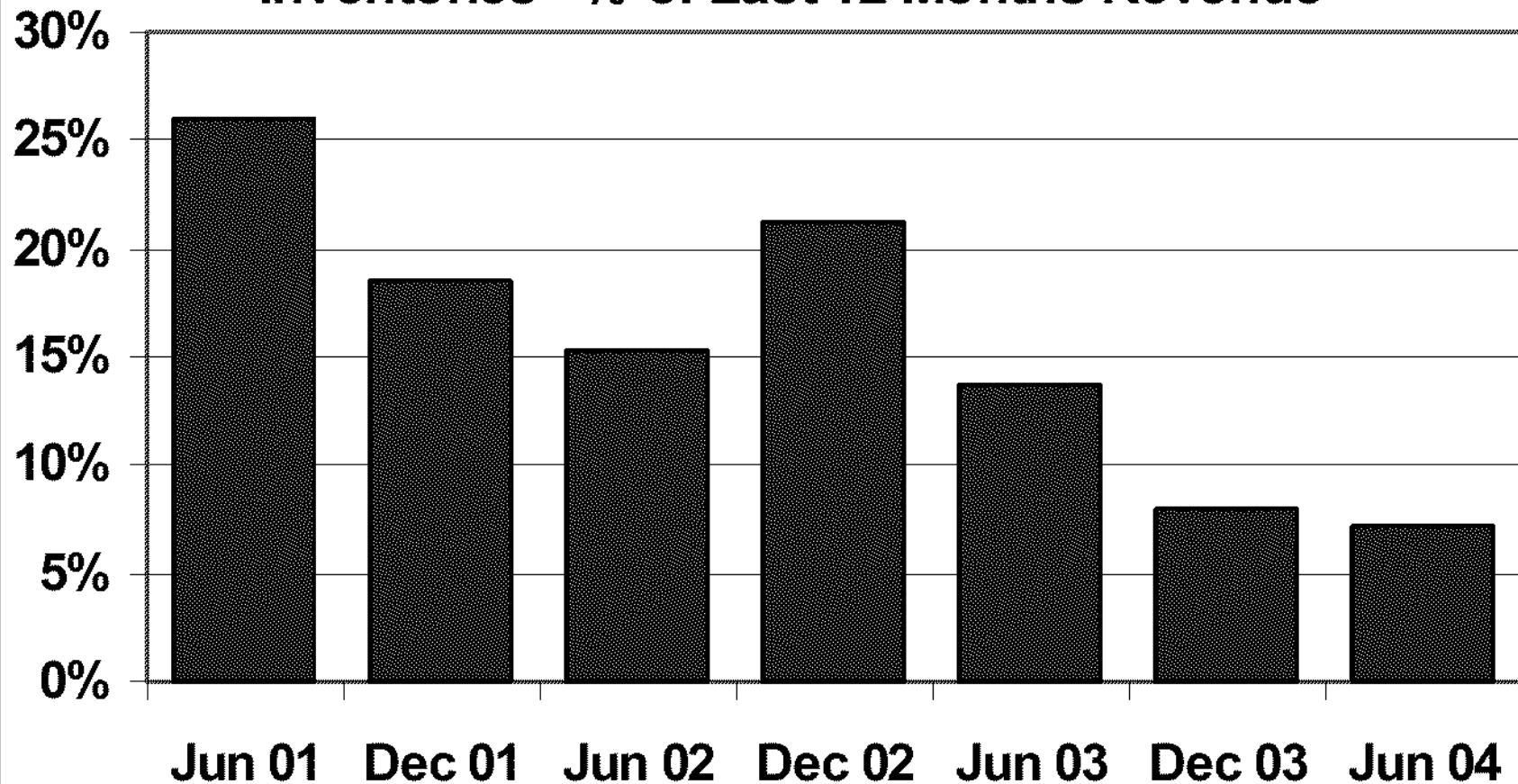
## Receivables - % of Last 12 Months Revenue





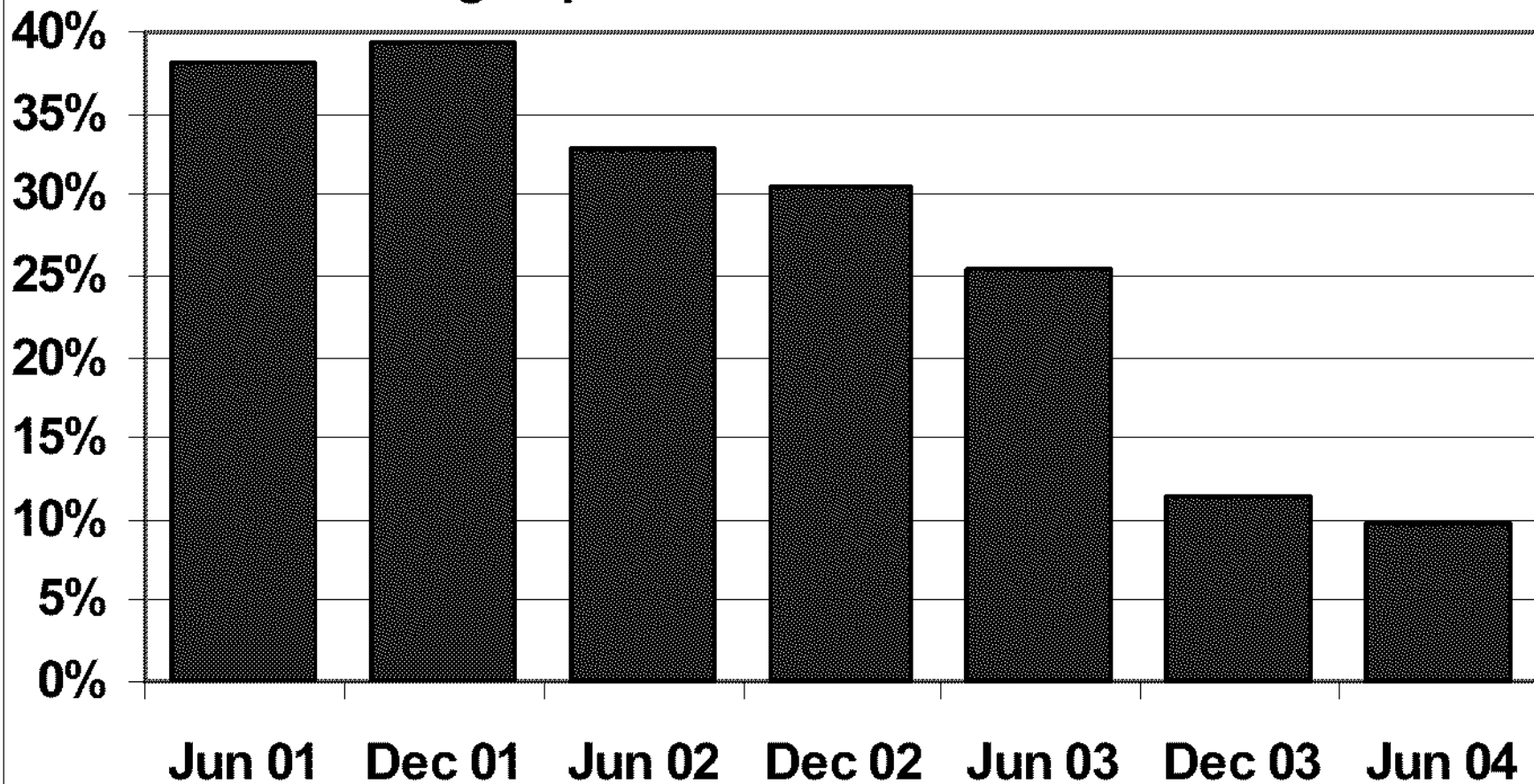
# Working Capital

**Inventories - % of Last 12 Months Revenue**



# Working Capital

Net Working Capital - % of Last 12 Months Revenue



# Balance Sheet Summary

|                                              | Jun-04<br>\$m | Dec-03<br>\$m |
|----------------------------------------------|---------------|---------------|
| <b>Working Capital</b>                       | 108.6         | 110.8         |
| <b>Other Current/Non-Current Assets</b>      | 57.1          | 61.6          |
| <b>Property, Plant and Equipment</b>         | 122.3         | 109.5         |
| <b>Intangibles</b>                           | 68.5          | 70.6          |
| <b>Other Current/Non-Current Liabilities</b> | (108.2)       | (99.5)        |
| <b>Net Tax Balances</b>                      | 45.2          | 35.9          |
| <b>Funds Employed</b>                        | <b>293.5</b>  | <b>288.9</b>  |
| <b>Net Debt</b>                              | (10.9)        | (70.2)        |
| <b>Shareholders' Funds</b>                   | <b>282.6</b>  | <b>218.7</b>  |

# Capital Management

## **Dividend**

- Interim dividend of 4 cents per share, unfranked
- DRP does not operate for interim dividend
- Expect return to some level of franking in 2005

## **On-market Share Buyback**

- \$100 million

## **Strong Ongoing Financial Capacity/Flexibility**

- Substantial Cash on Hand
- Strong Cash Flows
- \$122 million facilities

# Key Financials and Ratios

|                                            | H1 2004 | H1 2003 <sup>(1)</sup> | FY 2003 <sup>(1)</sup> |
|--------------------------------------------|---------|------------------------|------------------------|
|                                            | \$m     | \$m                    | \$m                    |
| EBITDA                                     | 123.9   | 39.5                   | 143.4                  |
| EBIT                                       | 105.9   | 20.0                   | 103.5                  |
| Working Capital/Revenue (%) <sup>(2)</sup> | 9.6%    | 23.8%                  | 11.0%                  |
| Operating Cash Flow                        | 90.2    | 33.0                   | 204.4                  |
| Operating Cash Flow/Revenue (%)            | 17.2%   | 8.2%                   | 20.0%                  |
| Net Debt                                   | 10.9    | 257.2                  | 70.2                   |
| Net Debt/Equity (%)                        | 3.9%    | 69.9%                  | 32.1%                  |
| Debt/EBITDA <sup>(2)</sup>                 | 0.8X    | 2.7X                   | 1.2X                   |
| EBITDA/Interest Expense <sup>(2)</sup>     | 13.2X   | 6.1X                   | 6.8X                   |
| Net Tangible Assets                        | 214.1   | 123.2                  | 148.0                  |
| Return on Equity <sup>(2)</sup>            | 40.0%   | 11.6%                  | 24.7%                  |

<sup>(1)</sup> HY and FY 2003 are pre one-off adjustments

<sup>(2)</sup> Profit and Loss ratios on a preceding 12 month basis, pre one-off adjustments



# Segment Review

# Australia

|                                                            | H1 2004<br>\$m | H1 2003<br>\$m |
|------------------------------------------------------------|----------------|----------------|
| <b>Segment Revenue</b>                                     | <b>129.1</b>   | <b>143.7</b>   |
| <b>Segment Contribution Profit</b>                         | <b>39.2</b>    | <b>36.9</b>    |
| <b>Segment Contribution Profit pre one-off adjustments</b> | <b>39.2</b>    | <b>37.7</b>    |

- Revenue down 10.2%
- Market share maintained
- Success of new products – Zorro, Golden Goals, Players' Choice
- Recurring revenue rollout
- Hyperlink continues to outperform floor averages
- Continuing difficult market environment

# Initiatives and Outlook - Australia

## INITIATIVES

- Premium products – Zorro, Players' Choice, Pick a Box
- Recurring revenue
- Business and cost efficiencies

## OUTLOOK

- Mature market, caps, smoking restrictions, tax increases
- Implications of IPART Report
- Initiatives to enhance market share
- Cost reduction strategy



# North America

|                                                     | H1 2004<br>\$m | H1 2003<br>\$m |
|-----------------------------------------------------|----------------|----------------|
| Segment Revenue                                     | 149.9          | 120.3          |
| Segment Contribution Loss                           | 35.5           | (12.0)         |
| Segment Contribution Profit pre one-off adjustments | 35.5           | 6.8            |

- Revenue up 24.6%
- Recurring revenue increased by over 300%
- 58.5% improvement in game and platform sales
- Expansion into Canada
- Decline in systems sales



# Initiatives and Outlook – North America

## INITIATIVES

- Participation revenue focus
- Product range/approvals
- New stepper
- Systems business - PersonalBanker™
- Content licencing
- Key account focus

## OUTLOOK

- Continuing growth in participation revenue
- Growth in MKVI platform sales



# Japan

|                                    | H1 2004      | H1 2003     |
|------------------------------------|--------------|-------------|
|                                    | \$m          | \$m         |
| <b>Segment Revenue</b>             | <b>173.4</b> | <b>95.7</b> |
| <b>Segment Contribution Profit</b> | <b>37.5</b>  | <b>16.6</b> |

- Revenue increased by 81.2%
- 43,000 games sold
- Daruma-Neko game success
- Renewal of Manufacturing Entrustment Agreement with Sammy
- Regulation 5

# Initiatives and Outlook - Japan

## INITIATIVES

- Kyojin-no-hoshi 2 to be released 26 August
- Focus on game design
- Alternative revenue sources being explored

## OUTLOOK

- Regulation 5 impact still uncertain
- Six Regulation 4 products in pipeline for launch
- Casino trial

# Other Markets

- **New Zealand**  
Revenue down 46.4% due to new legislation and regulations
- **Europe**  
Russian growth
- **South Africa**  
Increase in revenue but slow market growth
- **Asia Pacific**  
Strong growth – particularly sales into Philippines
- **South America**  
Revenue up to \$12.2 million – includes legacy contract revenue

# Initiatives and Outlook – Other Markets

## INITIATIVES

- Focus on emerging opportunities:
  - Macau
  - Singapore, Thailand
  - UK
- Game sales to emerging VLT jurisdictions
- Tailored content
- Business development resourcing in key regions

## OUTLOOK

- Well positioned to exploit new markets



# Full Year Outlook

- Full year 2004 Profit after tax of \$115 - \$135 million
- Conditional on a number of operational variables including:
  - Volatility of the Japanese market and the uptake of new products to be released into that market
  - Product approvals in a number of jurisdictions
  - Maintenance of current product performance and improving systems sales in the North American market

# Current Business Objectives

- Enhance market leadership position in Australia and NZ
- Capitalise on product performance/momentum in North America
- Build on success in Japan
- Financial control, risk management and corporate governance
- Business and cost efficiencies
- Continue to focus on new markets – UK, Asia
- Focus on R&D and product development
- Cultural change



# Summary

- Revenue up 33.9% to \$525 million
- Profit after tax of \$63.3 million
- Strong operating cash flow – 17.2% of revenue
- Healthy balance sheet – virtually debt free
- Interim dividend of 4 cents per share
- On-market buyback of up to \$100 million
- Full year profit after tax outlook of \$115 - \$135 million
- Risk management / governance focus
- Well positioned to exploit global opportunities
- Shareholder value emphasis

**Aristocrat Leisure Limited**

**Thank You.**  
**Questions?**



# Appendix - Segment Summary

|                                                          | H1 2004<br>\$m | H1 2003*<br>\$m |
|----------------------------------------------------------|----------------|-----------------|
| <b>SEGMENT CONTRIBUTION PROFIT</b>                       |                |                 |
| Australia                                                | 39.2           | 37.7            |
| North America                                            | 35.5           | 6.8             |
| South America                                            | 8.6            | (3.9)           |
| Japan                                                    | 37.5           | 16.6            |
| New Zealand                                              | 5.4            | 9.5             |
| Other                                                    | 11.2           | 2.2             |
| <b>Total Trading Segment Profit</b>                      | <b>137.4</b>   | <b>68.9</b>     |
| Group R&D expense                                        | (28.7)         | (29.6)          |
| Amortisation - intangibles                               | (2.1)          | (6.4)           |
| Foreign exchange                                         | 3.2            | (4.7)           |
| Corporate (including manufacturing recoveries and Other) | (3.9)          | (8.2)           |
| <b>Unallocated Costs</b>                                 | <b>(31.5)</b>  | <b>(48.9)</b>   |
| <b>GROUP SEGMENT CONTRIBUTION PROFIT</b>                 | <b>105.9</b>   | <b>20.0</b>     |

\* Pre one-off adjustments