Overview – 2015 highlights

• Operating profit: £291.4m, down 22%
• Profit +2% excluding c£87m of additional UK gambling duties
• Good progress against three strategic pillars
• Continued diversification: 41% digital, 15% international
Resilient Retail performance

- A resilient business
- 72% of customers are only using betting shops
- £50 journey impacted gaming net revenue
- £19m in additional Machine Games Duty
- Operating profit: £171.4m, down 11%
- First 17 weeks of 2016:
  - Amounts wagered -3%
  - Net revenue +2%
Online impacted by tax and regulatory changes

- Core markets (UK, Italy and Spain) net revenue +4%
- Other markets net revenue -27%
- Operating profit: £126.5m, down 29%
- £66m in additional Point of Consumption Tax
- New mobile website and apps launched
- Crispin Nieboer appointed MD of Online
- 2016 performance impacted by regulatory changes and poor gross win margin
- Focus areas: product, marketing, international expansion
Positive signs of growth in Australia

- Restructured client base
- Rebranded as William Hill
- Good signs of growth in 2016
  - Wagering +10% in local currency
  - William Hill brand wagering +22%, actives +1%, new accounts +46%
Continued strong US performance

- Nevada market share up from 12% to 21%
- Moved from $2m loss in 2012 to $15m profit in 2015
- Continued focus on potential for regulatory change
Group summary

- Net revenue -1%
- Basic, adjusted earnings per share -17%
- 2016 to week 17% -3%
- 2015 dividend of 12.5p per share, +2.5%
- Up to £200m capital return via share buyback
James Henderson
Chief Executive Officer
Our strategy

Omni-channel
leverage our leading UK position

International
leveraging our expertise in other markets

Technology
to support differentiation

To give us diversified revenues and profits that mitigate regulatory risk
Omni-channel: a clear opportunity

Source: Kantar Betscope Study
Omni-channel: our self-service betting terminal

- No revenue share
- Positive customer feedback
- Broader product range
- Popular Online functionality
- 500 SSBTs by the EUROs
- >2,000 by the year-end
International: strong brand established in Australia

- Faster than expected growth in brand awareness
- Stronger than competitor brands launched/relaunched at the same time

**Prompted awareness (Feb 2016)**

<table>
<thead>
<tr>
<th>Brand</th>
<th>W5</th>
<th>W6</th>
<th>W7</th>
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Source: Research Now consumer panel, Wave 5 in May 2014 to Wave 12 in February 2016
Successful Australian Open campaign

PRODUCT

- Global Trading Platform live for start of tournament
- 36% of tennis turnover from in-play markets during January

MARKETING

- Peak levels of brand search
- Record customer acquisition rates in January
- Good quality customers – consistent turnover and good level of cross-sell from new customers

200%
Increase in tennis turnover in January

680%
Increase in tennis in-play turnover in January

$1,000
customers a day acquired during the tournament
NeoGames investment

- Acquired 29.4% stake in NeoGames for $25m
- Challenger business in online lotteries market
- Additional contract won in Virginia
- Draw-based games solution launched
Technology: control of our front-end

- Differentiating our customer offering
- Market-leading tools, e.g., touch login
- Continuously improving the experience
  - Load times
  - Bet acceptance times
  - Mobile registration
  - Cross-sell
- Accelerated release schedules
Technology: addressing the back-end systems

- Ten-year commercial agreement to build a bespoke back-end platform over next three years
- £80m investment in preference shares
- £10m investment in NYX equity
Responsible gambling

• Cross operator self exclusion scheme in retail
• £50 journey on gaming machines
• Extended Set Your Limit features
• Algorithms to identify at-risk play
• Responsible gambling hub for Online customers
• Senet campaigns