William Hill Trading Update Call

Friday, 19th June 2020

Transcript produced by Global Lingo
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Introduction

Ulrik Bengtsson

CEO, William Hill

Good morning, everyone, and thank you for joining us on this extra trading call. It has been a very busy few weeks on several fronts, and we wanted to bring you up to speed on what we have been up to.

Since we last updated you about a month ago, obviously sport has started to return. We have better visibility on the sporting calendar. Our retail estate has reopened this week in the UK, and we have moved materially with our products, and of course we have recapitalised the balance sheet.

As a result of these actions and the strong product improvements we have made, we have been pushing through and we have put the Group in a strong footing to trade through this period of disruption. The strengthening of our balance sheet will support our market-leading position in the US and make sure we can capitalise on the opportunities that lies ahead in the US.

Matt will take you through the recent trading and we will be happy to take your questions. And then I will be back in a short while to talk a little bit about some of the details on our product development. Over to you, Matt.

Financial Review

Matt Ashley

CFO, William Hill

Good morning. Thanks Ulrik. Three items I would like to update you on today. Give you a trading update, give you an update on the VAT refund, and finally, talk about the placing outcome.

Trading

So with respect to trading, I would like just to say how pleased we have been with our activity over the last six weeks. Two observations. The first, our performance through COVID has been much better than our original expectations. Two, our business is now recovering very quickly and we have seen a phenomenal pick-up in activity as sports has resumed.

Our US business, where we operate online in four states, has traded well, despite the lack of mainstream sports. NASCAR, UFC among others sports like table tennis have proved very popular, and revenues are approximately 40% of normal levels. And our UK and international online business is almost back to 2019 levels.

To give there some colour, when there were no major sports being played in Europe, we saw staking at about 30% of normal levels with our customers follow table tennis and Belarusian football. And Bundesliga returned and we saw staking returns to around 50%. The recent return of English horse racing means we are now seeing staking at more than 70% and the

Premier League of course returns to-date. So we are confident that that will take online volumes back towards pre-crisis levels.

The UK retail business opened this week with encouraging footfall and we have Ascot and the Premier League, so the timing could not be better.

Gaming

With respect to gaming, both UK and international are trading well. UK gaming is benefited from the rotations to gaming during lockdown that you are familiar with by now. But in addition to that, we are seeing benefit of the product launches we have been pushing and improvements that are really starting to gain traction.

Cash

Previously, we have talked about cash burn, but in the next few weeks we should have a line of sight to cash generation with the improvement in trading flow through to the bottom line.

Vat

Turning to the VAT update, another development since we last spoke to you is our claims. So we had time now to forensically examine the support for the VAT refund and we have also established that it will be subject to a low-rated corporation than we had originally anticipated. So we now expect the refund to be roughly equivalent to the 2020 bonds that we just repaid of £200 million.

Balance sheet

There is no question we have done everything we can to strengthen our balance sheet and protect our liquidity. But to be absolutely sure we can take advantage of the growth opportunities available to us, in particular the US, we needed to increase our financial flexibility, which leads me to our placing.

You will have seen this morning, we successfully raised £224 million from an equity placing. We believe our optimal capital structure is at gearing level of one to two times EBITDA. Together with the VAT refund, the proceeds of the placing will help us achieve it in the medium term. We have kicked the tyres on our growth ambitions and we are confident we can deliver this level of gearing in the medium term even in our downside scenario.

We now have a balance sheet that is sufficiently strengthen to withstand potential adverse regulations and a slow recovery in the UK and US, whilst still having the flexibility to deliver our US growth plans. So to put some colour on those, I would like to hand back to Ulrik.

Operational Overview

Ulrik Bengtsson

CEO, William Hill

Thank you, Matt. Well, as I said, it has been a very busy few weeks for the company. We responded to the changes brought on by the COVID pandemic and we continue to drive forward with their price developments across the Group and we have strengthened the balance sheet.

Now we have really busy times ahead. We are going to build on our market-leading position in the US to capitalise on the rapid growth opportunities that we see in that market.

Sports betting

Sports betting, and in particularly, wagering for mobile, has quickly become one of the hottest trends in the US. And we have the longest history of delivery in the US. We take more than half of our wages via mobile devices. And in 2019, one in every four bets was placed with William Hill. That gives us 25% national market share and makes us America's number one sportsbook.

Product

One thing that I always said that William Hill needed to do when I took over the role is to get product right. And that is what we have been doing during lockdown. We really used this time wisely to do a new [inaudible] our product development and we are in a much stronger position now than when we came into COVID situation.

Key deliverables

I wanted to talk you through some of the key deliverables that we have in working on throughout this period and we will deploy in the next few months over the summer, particularly for the US business.

So first of all, we have done the CBS exploration[?]. As you know, we did the CBS deal broadcasting second biggest sports broadcasting asset in the US. So we have done the integration during this period with their broadcasting assets, the digital assets and their fantasy database to be able to capitalise on that as we activate the relationship with CBS with start at the football season in September.

Second thing we have been pushing through it is our own digital retail environment. So a seamlessly environment between our retail kiosks and our mobile environment. Now as you know, in the US, this is critical because we have so many states where candid[?] registration, on-premise is registration is necessary and to make sure that investment is seamless is really important. Now this solution will go live in West Virginia in the next couple of months. And from that point on, that would be our main solutions for retail across the US.

iGaming casino, I have talked about that last time we spoke and I think at that point we said second half. I think we are increasing confidence in that now. The product is delivered and is pending regulatory approval and should be live before the football season in the states that allows ideally of course starting with New Jersey.

State-in-a-box

And finally, and maybe the most significant development, is what we refer to as state-in-a-box. As you know, the US market is going to be big. We believe it is going to be an $8 billion market. But it is going to be made up of many states, and majority is not going to be about Nevada or New Hampshire. It is going to be about the entirety of the state that goes online.

In order to be able to be capitalise on that, you need two things: market access, which we have through our Eldorado and Caesars deal; and you need technicality to roll out these states very quickly. And as the state-in-a-box functionality that we will launch here in next few months and that will enable us to launch basically any regulation in any registration format within six weeks. Like I said, that will go live in the next few months starting with Indiana and then we will roll it out in the upcoming states from that point on.

If you do not have a great product, then you would not build market share. Once you have the product, then you can go out and spend on marketing. And we now feel we have all the building blocks in place and we have line of sight of cash generation and we have strengthened the balance sheet.

From where I am sitting right now, what we are doing is working. Our team have proven very agile in these uncertain times. We continue to focus on our customers and deploy product with greater velocity than ever before. And our execution and our ability to execute is very robust.

Thank you for listening and I would like to open up for Q&A.

Q&A

Ed Young (Morgan Stanley): The first one is on your intentional marketing spend. So can I just start with a clarification. In the presentation you referred to marketing spend building towards £250 million per annum. Is that for the whole Group, I take it? Can you just clarify that first?

Matt Ashley: Yes, it is. Ed, good morning. So that is £250 million for the Group. And we expect that to increase next year predominantly in the US. So the Group number will be higher next year.

Ed Young: Okay. As you said, what is it building towards? It seems like marketing was 175 million last year. So US marketing perhaps building to about 100 million. Is that still implies of the 7.5 billion market size you have got if you got to a 10% share to 100 million? Will they be sort of 13% of sales, seems very low. So I was not sure that to read that as you are targeting a lower market share than 10%, or do you expect to be marketing to be very low. But it sounds like you are saying that £250 million you are building towards is, what sort of timeframe you have got on. But it just seems like that does not really correlate with the ambition in terms of what you said in the presentation and the words you have been using about your ambition in the US. So can you help to clarify what the timeframe is that £250 million marketing. What could it go to and/or I guess another way of asking it, what sort of share are you really targeting?

Ulrik Bengtsson: I think just jumping in on that, Ed, the broad estimate you have put out there of 100 million for the US is probably broad there, right? But on top of that, suppose you have all the other assets that we have, right. So that is just the actual sort of focus then. Then we have the CBS relationship. We have the Caesars' sportsbook brand as well, right. So that is not the only marketing activity we are engaged in.

Ed Young: Okay. And then my second question is perhaps an obvious one. It is a strategic one on the US. Eldorado-Caesars looks like it is going to complete imminently if your US partners repeatedly said they wanted to see a spin-off of the business and we have obviously all see in the market reaction to seeing a pure play like DraftKings in the market. So can you just outline your thinking around the optionality you have there and whether you have sort of changed or diverted your thinking over the past few months?

Ulrik Bengtsson: Well, I think our thinking is the same. We always, and that is our obligation, look at all options that we have in front of us and we evaluate them at the merits. We are currently not thinking about a spin-off of the US business should that at some point present itself of the best course of action. And we agree with that with our partners, of course again we would seriously look at it.

What we are focused on right now is the next 12 to 18 months there is going to be a very busy time. They were always going to be extremely busy, but given COVID how this has compressed the developments in the US is going to be even busier. And during this time, we want to be able to scale our business properly and build a robust and fast-growing business. And if we have that in place, I am sure we will get a fair valuation of that regardless if it is in hands of William Hill or somewhere else.

James Rowland-Clark (Barclays): Just looking at your slide five and your downside scenario, firstly, you have got three factors there: lower footfall in retail, slower US recovery and then the first regulatory impact. Could you outline what it is you are pricing in or forecasting at a very high level in terms of that adverse regulatory impact, given what we have heard from the APPG yesterday. That is my first question.

And then secondly on the US. If asking that slightly different way for most last question. There is obviously a lot of focus on the US. Do you think that your current approach of looking to grow profitably is the best way to generate a decent value for your US business in the medium to long-term? Or would you consider more of a market share approach?

Ulrik Bengtsson: Well, let us start with the regulation piece. I think it is important to understand that the APPG is one voice. They contribute the debate. But I do not think they really have the numbers overall today as they did a few years ago to sort of pull through legislation.

As per that, nothing really has changed. We have worked very closely with DCMS as an industry during the COVID situation. We have shown that we can step up when it is needed, deliver the advertising ban, the pledges and we did the charity raise on Grand National, etc. So I think we have displayed that we can act as an industry and self-regulate in a responsible way. And having said that, we still support the review of the Gambling Act.

And I know this is on the agenda as soon as the COVID situation is tapering off a little bit for DCMS to get on with the gambling review. And we will support that. We will provide data and evidence. And we already did that in House of Law and Select Committee as you know. So that is going to happen towards the backend of the year, and we will see what comes out of that.

There is going to be some things in that review that we like and there is going to be some things in that we do not like. But we will support whatever comes out of the review of the act because we think that is the only way to sort of put this discussion to bed in the UK for good.

I think what Matt has done in the modelling is he is modelling a £2 scenario broadly, just because that is one of the things that has been talking about quite publicly. It does not necessarily mean that we think that is the most likely scenario, but it is one of the scenario.

As for US growth, the answer in short is yes, and we can, of course, elaborate that at some point in time. But we do think that is still our strategy.

Monique Pollard (Citi): A couple of questions from me, if I could. Firstly, just back to the US and the launch of online gaming. Just wanted to get an understanding from you of how much do you think this could improve your market share in States like New Jersey for instance, so adding that online gaming piece to the mix?

Ulrik Bengtsson: Yeah, sure. I can start with that. I mean, theoretically as you would have seen, the New Jersey market is basically 50-50 sportsbook and gaming. And we are currently only playing in the sportsbook segment. So theoretically we should be able to double market share over time in New Jersey.

Monique Pollard: Got it. And just also wanting to understand in terms of the US, what is here on book with the retail estate. So during that period what proportion was open and how we should expect the retail estate in the US to open up over the coming weeks and months?

Ulrik Bengtsson: Sorry, the first part, was that how big of the US retail estate that was open in the last six weeks?

Monique Pollard: Yeah, exactly. And how that will stand over the next week.

Ulrik Bengtsson: Yeah. So in that period nothing. So that minus 62 includes zero retail revenue in the US. So that is all online business. How we expect it to open up? I think what we have said before is we think that the regions are going to come back much quicker than Las Vegas and Nevada, given that it is such a sort of event destination and a lot of conferences and congresses are of course cancelled or postponed. So the full force of our Nevada business probably is a little bit further out in the regions.

But in the regions we see good tractions. I mean, the most important for us of course Iowa and Prairie Meadows should open up this week. And it is happening now in the next few weeks. And of course fingers crossed, there is no big second phase here where that will disrupt this roll out. But we start to see the regions come back from this week and onwards. But again, Nevada is a bit of further up.

Monique Pollard: Great. Understood.

Michael Mitchell (Davy): The first on the balance sheet, please, just in terms of the optimal leverage level, medium term level that you have called out, namely one to two times. I wonder could you help us in terms of what kind of journey you would be content with getting there and how high you would be willing to see leverage roll in that intervening period? That is question number one.

Question number two, just on your UK retail estate. Could you help us with the basis by which you will measure the performance of individual stores or the more broader estate over the coming period? And how long do you think it will be before you truly understand kind of the health and prospects for that channel going forward?

Matt Ashley: Shall I take the leverage question? We set out on slide five of our investor presentation a couple of potential scenarios for the net debt EBITDA gearing, so in that our base case we had between two and three times for this year coming down in 2021 below two times. So that is our base case. So if we have learned anything over the last few weeks and months, things do not always come to pass.

So we have also included a downside scenario which has three to four times this year coming down to two to three times next year and then below that afterwards. And so that was the basis of the rationale for the placing essentially that we understand these next 18 months are absolutely critical in the US, but it is really important that we roll the tax out in the all the states that liberalise that we have a presence and that we also have the firepower to spend on marketing to support the product that we have got out there.

And we wanted to be able to do that in a downside scenario where perhaps other elements of the business are under challenge. We absolutely did not want to lose this opportunity because we think certainly 2022 and onwards we will start to see significant generation of cash and profits in the United States. So really important that we chase that. So hopefully that gives you the colour you are looking for.

I think Ulrik’s line has dropped off. Do you want to repeat your second question?

Michael Mitchell: Again just the basis for which you measure the performance of your UK retail estate over the coming period? I mean, clearly it is a very uncertain period for that channel and I guess just interested in your thought in terms of how long you think it will take before you can kind of make a formal educated view in terms of actually what the longer term prospects for UK retail is?

Matt Ashley: Yeah, absolutely. So we opened on Monday. This week we should open about half the estate over the week. The teams worked really hard. They have put screens in not only over the counter sneeze screens but they have put screens between FOBT terminals and they have distributed PPE throughout the entire stores. So we are pretty pleased with the logistics and how that is going and the footfall these first two days has been very encouraging.

So our plan is to open the retail estate tactically. So for example in Wimbledon where there is huge amounts of footfall, we have got people busy placing bets when we got the shop open. Our office is on Tottenham Court Road, which is pretty quiet at the moment, and so our shop is closed. So we will open those stores as we see the footfall pickup, but we anticipate being having the vast majority of the stores will open sort of in September time.

In terms of how we think the footfall will recover and the revenues will recover, we are assuming we think we will get to about certainly 80% pre-COVID levels by the end of the year. That would be our metre. And I think we have really benefited from the fact that we got on the front foot and closed 700 shops previously. And that has given us what we understand is a considerably larger buffer than some of our peers who have not closed any stores and sort of anecdotally 10% drop in revenues caused them discomfort, whereas we will be able to withstand a 10% drop in revenues and still have very many profitable and cash generative stores.

So well, it is obviously suck it and see. There is a bit of a pattern here you will be familiar with that if other stores close from those punters will cascade into hopefully our stores and we just have to see how that shakes out. So little bit of movement within that, but that is kind of our broad plan.

Michael Mitchell: Super. Very clear.

Joe Thomas (HSBC): Just a couple on the trading performance, would be helpful. Obviously, online only down 1% year-to-date would basically as you alluded earlier, to a large extent, during this COVID period now. Can you just help contextualise that minus 1%? I mean, what were you expecting it to have been by the time you got to this point? And also within that minus 1%, what is the pro forma number because there is a contribution from Mr Green in there?

And then just going back to the US or the equity raise. Some of it is obviously defensive protect yourselves against adverse regulatory developments and so on. Some of it sounds like it is offensive, so to spend more in the US. I am just sort of wondering how much of the equity raise you are sort of keeping in your back pocket in case developments get worse over here?

Ulrik Bengtsson: Let me start with the trading one and Matt can take the question. So on the trading, I think, pro forma number, there is only the first quarter where we had Mr Green, but we did not had Mr Green last year. So that we did breakout in a previous statement that we can re-circulate that back to you. But overall, I think what we should be looking at and what we should be referring back to is really the comparison in the COVID situation. So from the minus 21% that we have in the week 11 to 17 to the minus 3% that we have in 18 to 23, which is a significant improvement. And that improvement is driven by partly sport because some sports has been coming back obviously, but more Importantly, it has been driven by structural product improvements in our gaming vertical.

And last call, I did mention to you that we were not quite happy with the gaming performance in the UK business in the backend of last year and early this year. We did launch a new gaming front and we call Quicksilver[?] in April. And that has really had good traction with our customers and we have seen customer satisfaction on the highest level gaming verticals for the last two years. So that is what has been driving that to a large extent. And for the international business, of course, that should continue to develop really, really robustly and no matter how you look at it effectively it has been growing all the way through the COVID period.

So encouraging signs on the online UK and continued strength in the international business. I think that is how I would view the trading.

Joe Thomas: Well, versus what you would expect this. You obviously come out with the some guidance out there sort of performance of the online for the COVID hit for the group. I am just wondering given the numbers that you have delivered for online, how much ahead of expectation that is?

Ulrik Bengtsson: Well, I am not going to go into how much it had, but I mean we are clearly ahead of expectations. I mean, from the initial communication and from the last time around, the cash burn tells you an indication of that. That is, of course, cost savings but it is also trading performance and we started with a number I think 25 to 30, going to close to 15 and now we are below that. So all of that indicates that we are planning along ahead of what we have expected.

Joe Thomas: Okay.

Matt Ashley: Hi Joe, Matt here. I think for the pro forma number for week one to 23 without Mr Green, you would be looking at minus 4% versus the minus 1% in the table. And then, look, I do not think we saw Belarusian football and Ping-Pong would be that popular frankly. So that is to add a bit of colour to that. I think we just had lower numbers for the sports betting.

And then around the equity raise, I think there are two elements to it. One is when preparing the balance sheet, we were running it as hard as we wanted to going into the year-end and then COVID came and it got too hot. So clearly there is an element of this, which is bringing it down to a level that we think is more manageable, but the second element is you can see a scenario very easily going forwards where perhaps the economy is recovering a little slow in the UK. Perhaps some regulation gets announced in the UK, although I do not think the announcement will be imminent and I do not think the application will be imminent but you could sort of see that on the horizon.

And at the same time you have have got this incredible opportunity in the US and the Board are looking at it saying, well, we need to invest to grab this. We have to got to ride that wave. And we felt that we needed the right platform to do it. So we feel we have got the firepower now to spend the money that we need to on the tech and on the marketing to catch that wave because we think that we can get to a place that with reasonably meaningful profits and cash flows trajectories in 2022 and we do not want to miss.

So it is about coping with whatever 2021 and the early part of 2022 throws at us. So I think we have been quite clear on our placing. So there is two parts to it. One is the repair of the balance sheet, and two is then giving us the platform for growth if that is helpful.

Ed Young: One follow-up on the decel[?] of the US tech, if it is okay [inaudible]. Just to clarify. Am I right to understand that essentially the rollout of the NeoGames backend that you are already using in New Jersey and that Rosy[?] on the retail side essentially speaks to that. Is that the right way of thinking about it? So you will be replacing CBS gradually on the backend. And you said you got Indiana this summer. How long is it until you have a unified tech stack across the country, including Nevada, do you think?

Ulrik Bengtsson: Well, we do not operate the NeoGames backend. We operate an account management system that is NeoGames, but everything else in the backend is our own. So betting engine is proprietary built, trading system proprietary built, data platform proprietary built, CMS proprietary built, the front-end. So it is a proprietary. But yes, we call it the Liberty Tech platform that we launched in New Jersey.

Now that is the foundation for the state-in-a-box. But as you know and you would have known from the European development, every market managed to find a new piece of regulation and requirement on every state. So whether that is in the responsible gambling, around the AML requirements, registration requirements or whether that is physical infrastructure needs to be put in place in one state, which makes it need to be adapted for every regulation effectively. And this is nothing we can get aways from and again we have seen that in Europe.

So what we have learned from Europe is of course we need to find a way to do this really quickly not to be too burdensome on the rest of the teams and [inaudible] product development. So that is why we developed this functionality that is very, very flexible in terms of turning features and functions and different requirements on and off depending on the state. That is the state-in-a-box solution.

Now all of this is pointing to one unified platform across the US, and we have a plan to migrate the CBS platform in Nevada during next year. But I am not going to commit to any dates on that yet, because those have been shaken a little bit due to the COVID situation.

Ed Young: That is very helpful. So for instance Colorado, is that a state that you would be doing with sort of CBS or would that be on state-in-a-box just to understand new states are they going to be all state-in-a-box from now on. Is that reasonable?

Ulrik Bengtsson: Yeah. Without commenting on particular states, but broadly yes. From we get Indiana live with that solution, all states following that will be on the state-in-a-box solution including our own proprietary retail solution.

Ted Nyhan (JP Morgan): On your comment regarding having line of sight to generate positive cash flow in the second half, is that for the entirety of the second half and is that referring to free cash flow? And what kind of CapEx assumption for 2020 are you factoring in there and any working capital investment?

And then my second question is, would you exclude doing bolt-on M&A outside of the US in the near to medium term in your current base case?

Matt Ashley: If I take the financial questions. Operating cash flow, so we reduced the cash outflow most recently to about 10 million a month cash burn. And obviously we have now got more activity because our retail estate has come online and is coming online as we explained between now and through September for the full estate. We will roll it out.

Now very clearly there is an element of estimation in footfall in how that builds. We have had a look at our peers on continental Europe and it takes a few weeks for it to build and it is still building. So a reasonable estimate I suppose is that we are generating cash in September certainly and that would be operating cash flow.

In terms of working capital, I am expecting some outflows net for the year on working capital.

And then CapEx. So basically just to give some colour on the working capital, I am sort of thinking around the roll out of some of the exceptional costs and store closures and other things that have been taken previously, that would be a contribution. And we have also got one or two legacy matters that are fully provided for tax with Mr Green that we are negotiating settlement and payment plans. So I think for the year we will see negative working capital.

In terms of CapEx, now that we are confident in our balance sheet I still think we will spend 100 million this year in round numbers. So I think that is a reasonable assumption.

Ulrik Bengtsson: And on the M&A piece, we do not have a plan right now to do any major acquisitions in the US, but of course we are always looking at ways to strengthen our business, and that could be strengthen up existing partnerships or finding new partnerships or JVs and if there are small cash components in that, of course, consider it. But we are not embarking on acquisition strategy more broadly.

Simon Davies (Deutsche Bank): You mentioned that UK retail perhaps returning to 80% to pre-COVID levels by the year-end. Does that mean that towards the latter end of this year we should expect to see another wave of restructuring and store closures within the estate?

And secondly, can you give us some feel for when you might resume dividends? Obviously the balance sheet makes a lot stronger certainly looking out to 2021. Is it reasonable to assume that you will resume dividends in 2021?

Ulrik Bengtsson: Well, first of all, we are very pleased with our decision early on this year to close the 700 shops and [inaudible] island estate, and not try to sort of carry those shops through COVID. So clearly that was the right decision. But that also means that we have a very good view on the bottom part of our estate, and we know exactly what needs to be true for all of that to be sort of long-term sustainable.

And from what we see now, we do not anticipate any large scale closure programmes in the current plans short-term.

Matt, do you want to comment on the dividends?

Matt Ashley: Yeah. I mean, look, candidly we have not just done a placing to return it in the next few weeks of the dividends. So the plan here is to prioritise growth in North America and get that delivering. And when we see sustainable cash generation and sustainable profits, then the Board absolutely acutely aware of the value that dividend has to our investors. And once we think the gearing is in the right place and we have got a line of sight to sustainable cash and profit generation, we will make an appropriate decision on the dividend. But as I say, I think that is a medium term objective rather than a short-term one certainly.

Kiranjot Grewal (Bank of America Merrill Lynch): Just had two questions. Firstly on retail stores. So are you able to give us any colour regarding what you are considering for the lower footfall in your downside scenario. I think you said 80% at the end of sort of this year as a best case. So is it sort of similar levels forward into 2021?

And the second question is on customer acquisition cost in the US. Are you able to give us any colour where it is at today. If no figures, then potentially how it is progressed or directionally in the last 12 months given your focus on profitable growth. So just sort of wondering would you chase any further average customer acquisition cost hikes if the market is increasing?

Matt Ashley: So I will take the first one and let Ulrik take the second one there. On the retail stores, we obviously do not quite have the usual sporting calendar. There are two ways of looking at it, is it not? One of them is that it is unsettling and it is different and it is going to take a while to go back to normal. September, we think we will have normal sporting calendar. But the other is actually you might have a bit of a double bubble effect because you have got more activity now between now and September then you might otherwise have had. Certain events like the Premier League coming now, certainly typically and historically would serve us better than, say, the Euro championships. So we have just got to see how that plays out and how it builds.

In terms of specifically a comparison, so 80% footfall was the assumption for the end of this year in the base case. For the downside case, we have assumed 70%.

So if you think exiting the year we have that busy Christmas period hugely busy sporting calendar, lots of things going on. I think it is very reasonable in a downside for us to assume that we are going to have about two-thirds of the footfall we had in the previous year. I think that is probably gloomy enough.

Ulrik Bengtsson: Yeah. And on the customer acquisition cost, I do not think we have a habit of guiding on customer acquisition cost. So we will leave that for now. But I mean, I can talk to it more broadly. And of course to me customer acquisition cost is actually largely irrelevant. We can acquire extremely cheap customers through certain channels that are absolutely worthless and we can acquire very, very expensive customers that are hugely valuable. So to me the return is really the only metric I look at consistently.

Thank you very much. Clearly, we have many opportunities ahead of us to grow in Europe, to strengthen our UK online business and, most importantly, to grow in the US. The next 12 to 18 months was always going to be a big period for William Hill and I think that has never been truer and the COVID situation is compressing this even further.

But with the execution ability we have shown and the focus we have had in the last six months on product and building the business and moving it forward, we feel uniquely positioned to emerge from COVID as a much stronger business than we came into COVID. Thank you very much for taking the time. And we will see you all soon.

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