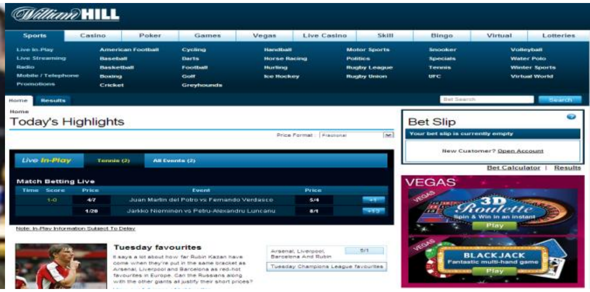
William HILL

Analyst and investor day

25 November 2009

Today’s presentations

1.	**Strategy**	**Ralph Topping, Chief Executive**
2.	Retail	Ian Chuter, Group Director of Operations
3.	Industry update	David Steele, Corporate Services Director
4.	William Hill Online	Henry Birch, Chief Executive, William Hill Online
		Jamie Hart, Sportsbook and Trading Director



A leading betting and gaming business

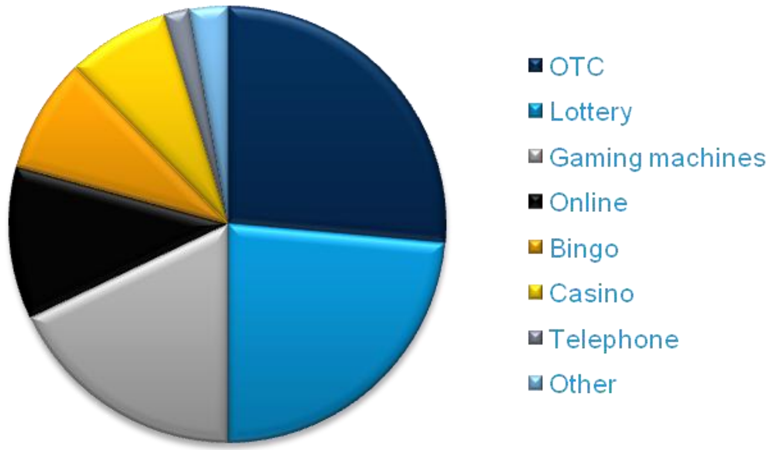
- A leading betting and gaming company
  - 49% of net revenues from gaming

- Operating in three of the top four gambling product areas

- Retail – 80% of net revenue
- Online – 17% of net revenue
- Telephone – 3% of net revenue

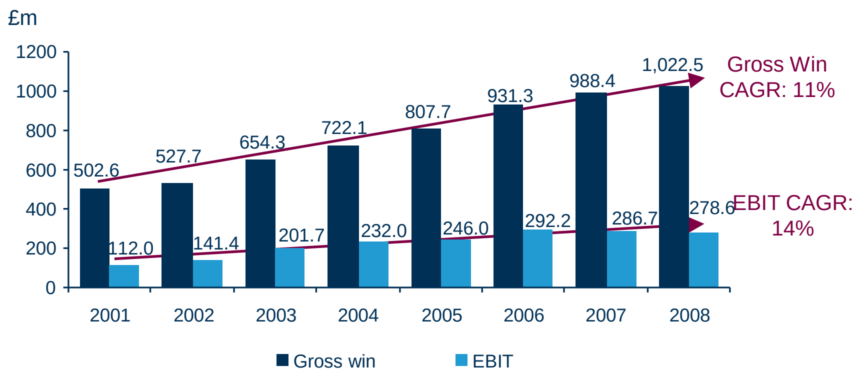
- Betting **and** gaming
  - 51% betting (OTC, Sportsbook, Telephone)
  - 49% gaming (Machines, online poker, online bingo, online casino)

UK gambling market by product (£bn)



Source: Gambling Commission, Industry data 2008/9

Group financial performance 2001-2008



Source: Company reports

Our three channels

The market leader in UK high-street betting and gaming

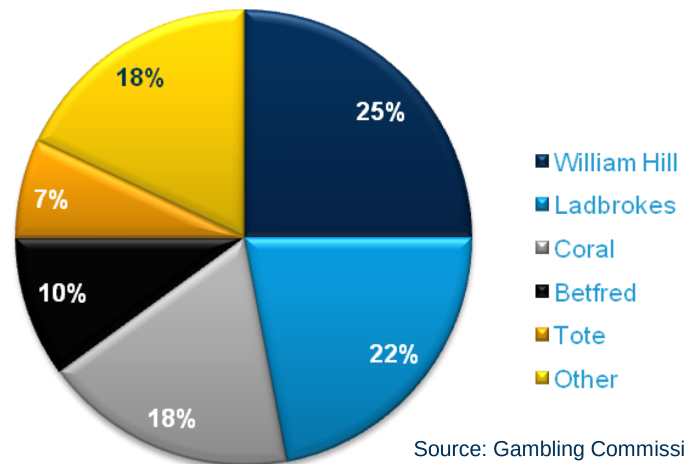
Top 3 European online betting and gaming business

A market leading telephone betting business

The market leader in the UK high-street betting market

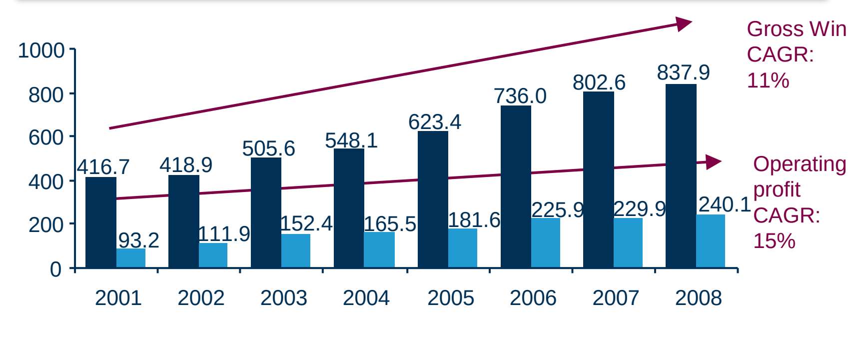
- Market leader in mature, stable market
- Trends
  - Capitalised on progressive liberalisation, step-changes from fiscal and regulatory changes
  - Strong growth in machines, football, virtual
  - Catering to changing customer preference for “entertainment” products – easy to use, constantly available, quick results
- Questions for today
  - “Is Retail’s customer base in terminal decline?”
  - “How can machines grow now you’re at maximum density?”
  - “Why is your OTC gross win margin so high?”
  - “Haven’t you underinvested in your shops?”

Split of total betting shops (c.8,800 in total)



Source: Gambling Commission, Industry data 2008/9

Retail financial performance 2001-2008



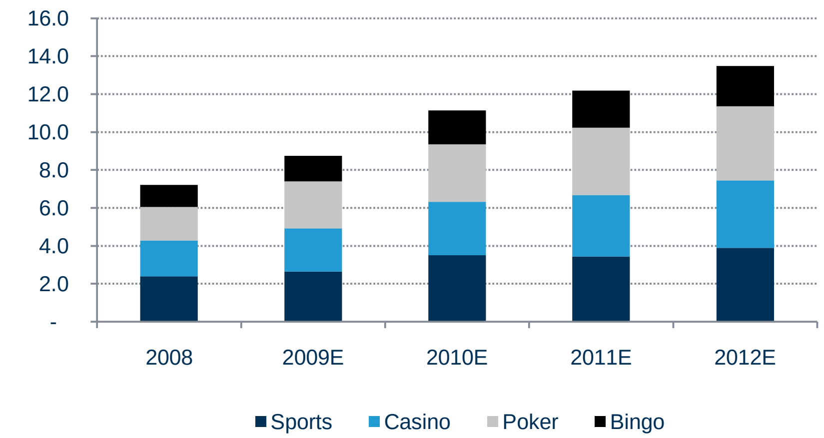
Source: Company reports

Top 3 European online betting and gaming business

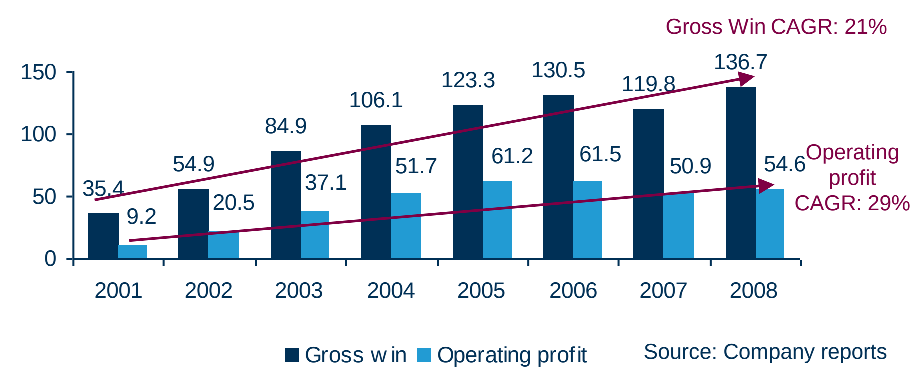
- Massive growth opportunity: 17% CAGR projected between 2008-12E in Europe

- Where we have come from
  - UK market leader from 1998 to 2004
  - Two years of EBIT decline after period of under-investment
  - Losing out to aggressive competitors
  - Sportsbook restricted by technology
  - No gaming expertise
  - Illiquid poker platform
  - UK-centric customer base
  - Small-scale marketing team

H2GC European GGR forecasts, 2008-2012E



Online financial performance 2001-2008



Source: Company reports

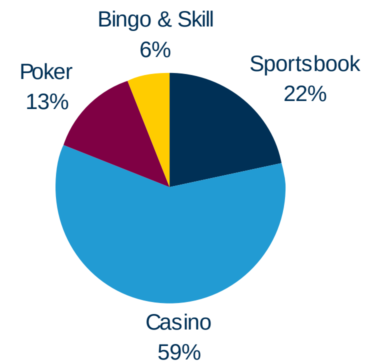
Top 3 European online betting and gaming business

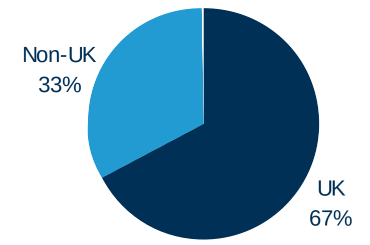
- Where we are going
  - Transformed in 2009 through creation of William Hill Online
  - Now a top 3 European online betting and gaming business
  - Best-in-class products
  - Product breadth and depth
  - Experienced management team
  - Online marketing expertise
  - International reach

Questions for today:

- “What is the online growth opportunity?”
- “How can William Hill Online compete?”
- “How do you balance profits and investment?”
- “Will you participate in consolidation?”

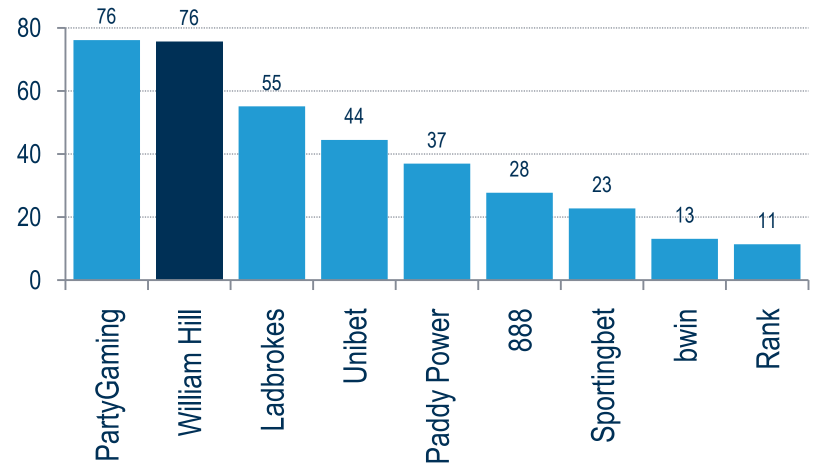
William Hill Online 2008 pro forma net revenues





Source: Company reports

William Hill Online 2008 pro forma EBITA position

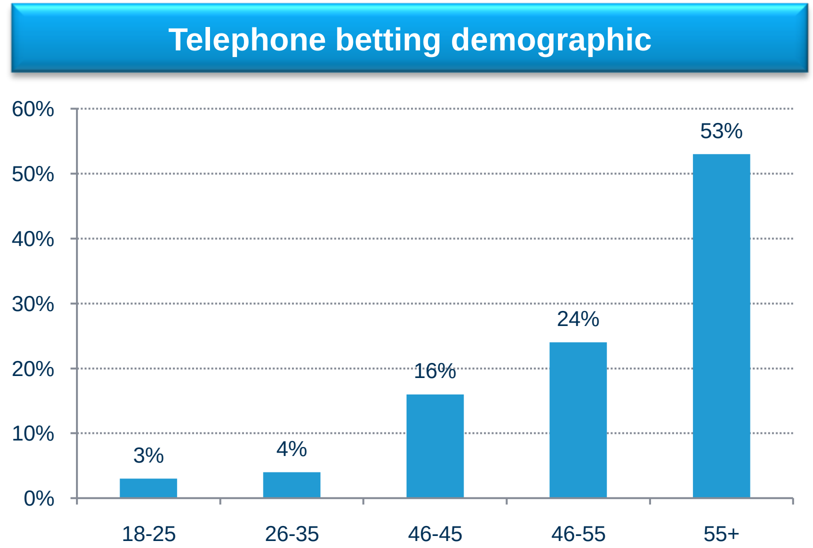


•Forex rates assumptions – $1.60:£1, €1.1:£1

Source: Company reports

A market-leading telephone betting business

- Our most mature channel
  - 225,000 customer accounts
  - 121,000 active customers
- Customers tend to be older and more sophisticated punters
  - Higher average bet: £60
  - Loyal, longstanding customers
- Operating in an unlevel playing field
  - Offshore tax position
  - Betting exchanges
- Under review
  - Size of customer base by value
  - Size of customer services/cost base
  - Location



Source: Company data

The right culture for the next 75 years

- Reviewing brand and culture
- More competitive, modernising culture
- Passionate, energetic, knowledgeable, can-do attitude
- New management team
  - Good mix of experience from gambling and other industries
  - Focus on attitude and delivery
  - Entrepreneurial-style culture and remuneration for William Hill Online team

What we've achieved in the last 18 months

2008		2009
Online business stagnant	→	Top 3 European online betting and gaming business
Uncompetitive online products	→	Orbis Sportsbook, expanded in-running, new Playtech-based poker and casino
Spain and Italy operations below critical mass	→	Withdrawal from Spain and Italy JVs, refocused international strategy to online
Balance sheet concerns	→	Debt reduced through well supported rights issue, future refinancing risk reduced through diversification into bond market
Old-fashioned, risk-averse William Hill	→	New management team, new culture

Key drivers of growth in our three channels

The market leader in UK high-street betting and gaming

- Expand market share through estate development
- Broaden product range
- Protect cash flows through strong cost control

Top 3 European online betting and gaming business

- Increase proportion of Group EBIT contribution
- Increase Sportsbook and in-play turnover
- Increase UK and non-UK market share

A market leading telephone betting business

- A niche channel for a specialist customer base
- Increase profits contribution to Group

A compelling investment proposition

A robust, highly cash generative business with good growth potential

- Market-leading Retail business
- Online growth opportunity
- Strong cash generation
- Healthy balance sheet

Underpinned by strong competencies

- Superior Retail operators
- Rigorous cost management
- Experienced online team
- M&A track record

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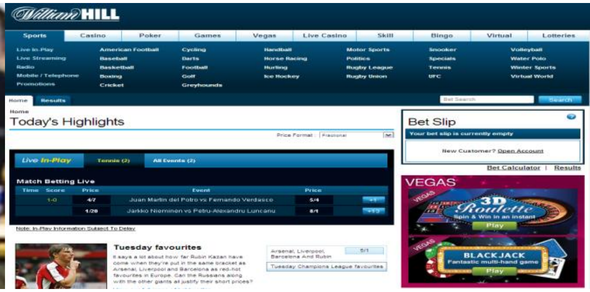


Agenda

1. **“Is Retail’s customer base in terminal decline?”**

2. “Why is your OTC gross win margin so high?”

3. “How can machines grow now you’re at maximum density?”

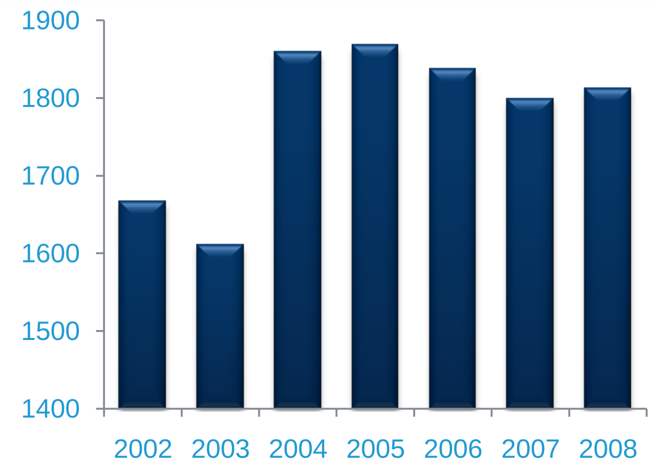
4. “Haven’t you underinvested in your shops?”

5. “How is the economy likely to affect you?”

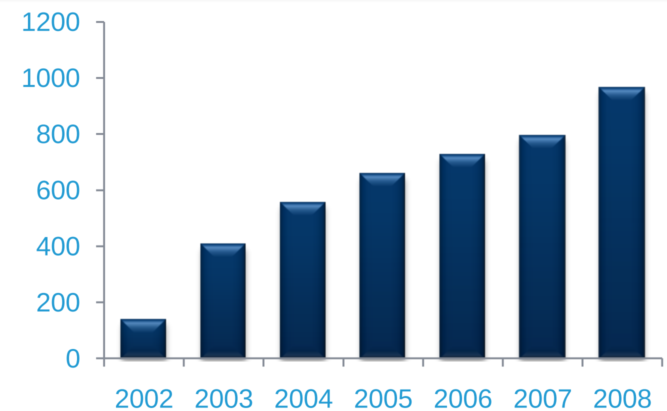
The Retail industry is evolving

- The product mix is changing
  - Growth of machines, football, virtual
  - 60% OTC, 40% gaming machines
- Customer requirements are changing
  - Constant product availability
  - Customer service and location
  - **Not** price sensitive
- There are increasing barriers to entry
  - Capital intensive
  - Regulatory infrastructure
  - Centralised trading infrastructure
- LBO ownership is becoming more concentrated

Off –course betting gross win (£m)



Gaming machines gross win (£m)



Source of data: H2 Gambling Capital

A broad customer base

- Different demographic from online
  - Wider range of age groups
  - Blue collar workers
- 40% of customers under 45 years old
- Younger customers attracted by machines and football

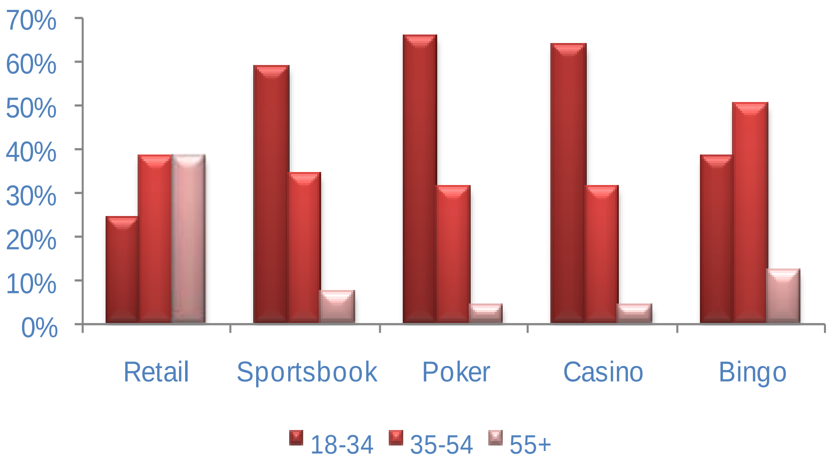
- Older, non-working customer
- Singles bets

- Wider range of bet types,
- Highest spend per week of any sports customer

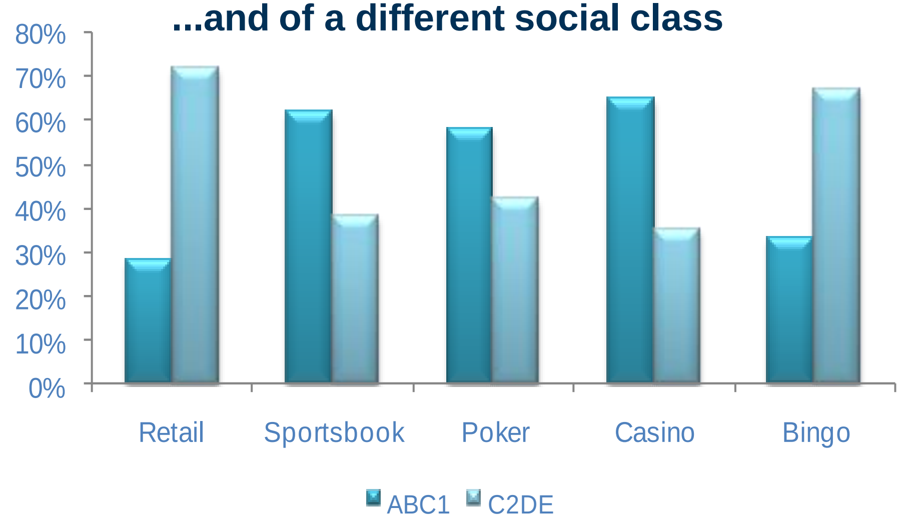
- Younger, working customer
- High proportion of multiples bets

- Younger, working customer
- High frequency of bet, high cross-over with other products

Retail customers are older than online...



...and of a different social class

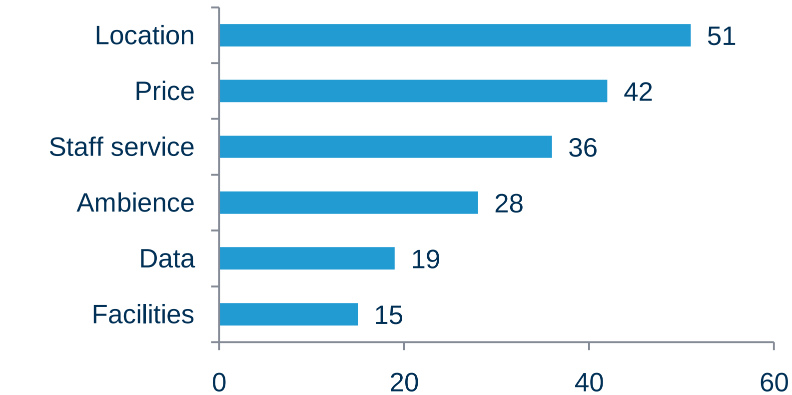


Source: Company data

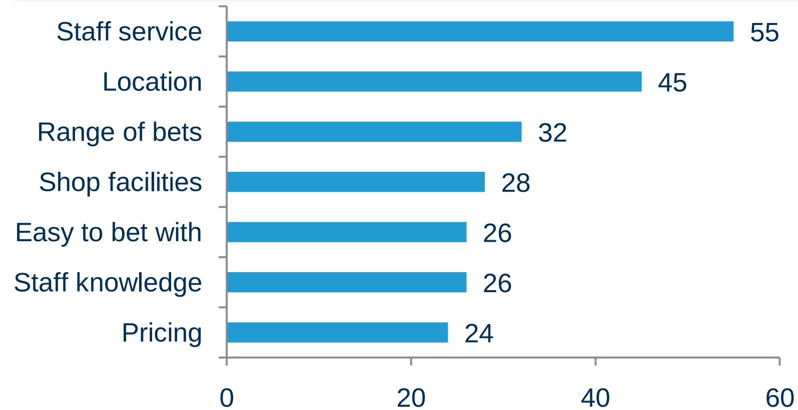
The customer dynamic: what a customer looks for in a shop

- Why customers choose Retail
  - Thrill of immediate cash rewards
  - Social interaction
  - Anonymity
- Key drivers
  - Location has always a primary driver
  - Increasing emphasis on customer service
  - Customers are not price sensitive
- Our strengths
  - Competition Beating Service
  - Broad geographic reach
  - Broad product range
  - Knowledgeable staff
  - Brand reputation
  - Benefits of scale
  - Best prices – FACT

Most important factors in choosing a betting shop, 2006



Most important factors in choosing a betting shop, 2009



Source: Company data

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What drives the OTC margin

- Key drivers of change
  - Product mix
  - Sporting results
  - Concessions/free bets
  - Pricing policy

- Five-year OTC margin average 16.8%

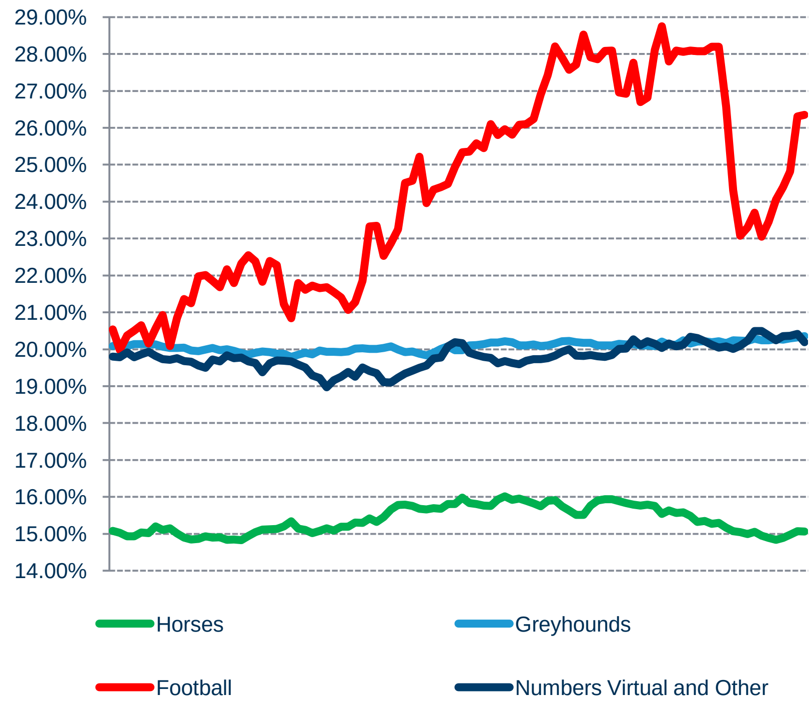
2004	2005	2006	2007	2008
16.2%	15.9%	16.3%	17.2%	18.3%

- Margins broadly stable over time for greyhounds, numbers and horses

- Football normally in 20-25% range due to multiple bets and additional markets

New normal trading range: 17% - 18%

52-week rolling gross win percentage

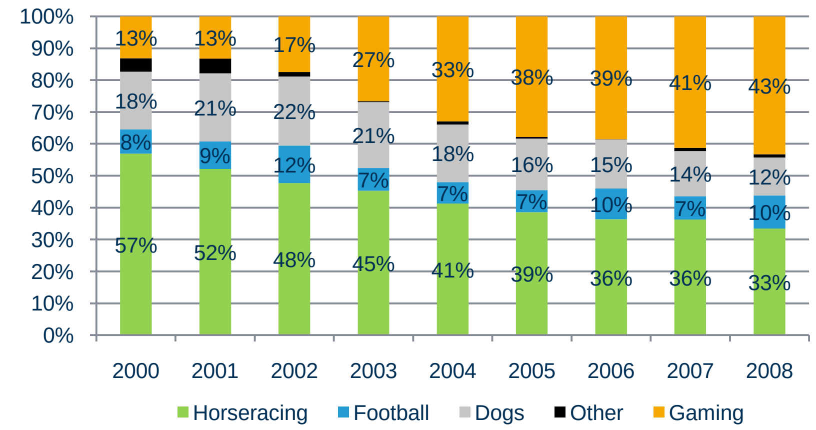


Source: Company data

The changing product mix

- Moved away from historical reliance on horseracing
- Football: rapid growth supported by media profile/TV advertising
- Virtual: exclusive product, predictable margin, ideal "filler" product
- Machines: constantly available, easy to use, popular with younger customers

Retail gross win mix by product, 2000-08



Source: Company data

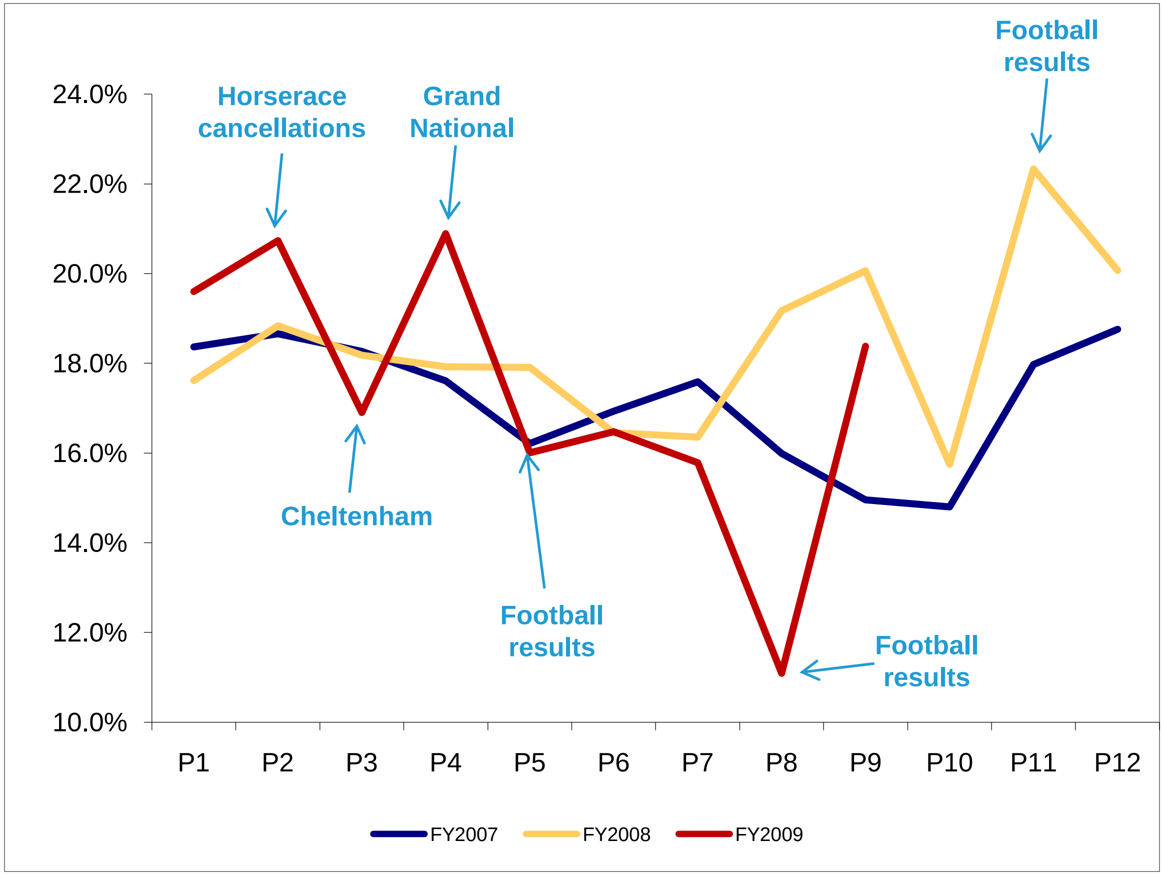
Retail gross win by product, 2000-08

£m	**2000**	**2006**	**2008**	**'00-08 CAGR**	**'06-08 CAGR**
Horseracing	219	267	281	**3%**	**2%**
Football	29	71	86	**14%**	**10%**
Dogs	69	113	100	**5%**	**-6%**
Other	16	1	9	**-7%**	**210%**
Gaming	51	284	362	**28%**	**13%**
Total	**384**	**737**	**838**	**10%**	**7%**

Source: Company data

How sporting results affect OTC margins

OTC gross win margin (2007 – 2009)



Source: Company data

Horseracing

- Race cancellations led to higher mix of higher margin products
- Poor results at Cheltenham
- Outstanding Grand National result

Football

- Strong results in Q4 2008
- Consistent Big 4 results in May
- Lack of draws in August/September

Concessions

- The ways you can give money away
  - Free bets
  - Bonus vouchers
  - Branded merchandise
  - Days out at sporting venues
  - Non-gaming related gifts
  - Experiences via partnership deals
- The customer perspective
  - Short-term rewards over longer term savings
  - Better odds outweigh loyalty rewards
  - Convenience is the over-riding factor
- Our concessions strategy
  - Local focus
  - National for festivals and tournaments

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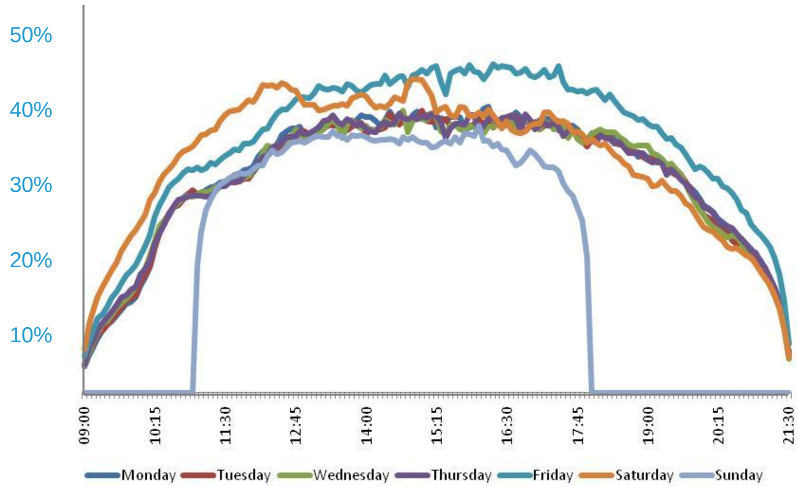
Continuing the machines growth story

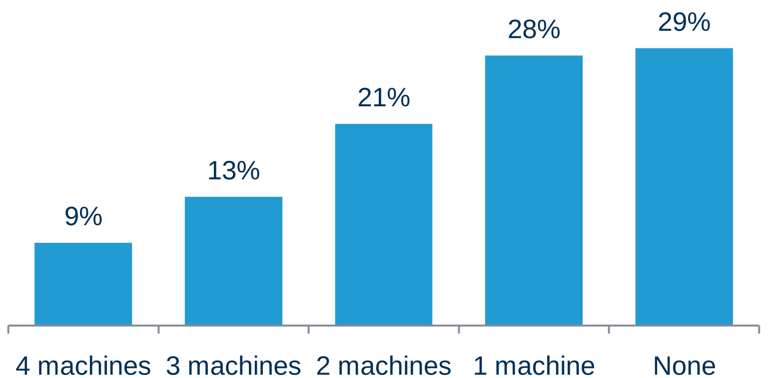
- 8,725 machines as at 30 June 2009
  - 3.8 density since 2007
  - 1-2% more machines p.a. with new shops
  - Sufficient capacity with existing machines
- Revenue-share structure
- Capital expenditure by suppliers
- Driving innovation

Proportion of gaming machines in play



Source: Company data

Machines average utilisation



Source: Company data

How we drive growth

Product
People
Promotions
Partners
PASSION
Availability
Innovation

Our innovations

Exclusive B3 content Live in shop broadcast Demo mode **Storm** Staff training Customer education Press advertising Cat C content Remote fix Patents Auto play on B3 Helpdesk automation Power save Exclusive B2 content games First line fix £50 note acceptor Picture in Picture Monthly promotions Live racing on top screen Load credit at the counter **Innovation** Automated diagnostics Staff incentives Floor walkers Dual-screen cabinets 22” HD screens Video wall software Happy Hours Internal RNG Recycled tickets Rainmaker Integrated with EPOS Dual supply Casino note readers Supplier incentives Roulette with pots Quickbet In shop Trademarks **Supplier tension** Promotions team Slottolette **Business Intelligence**

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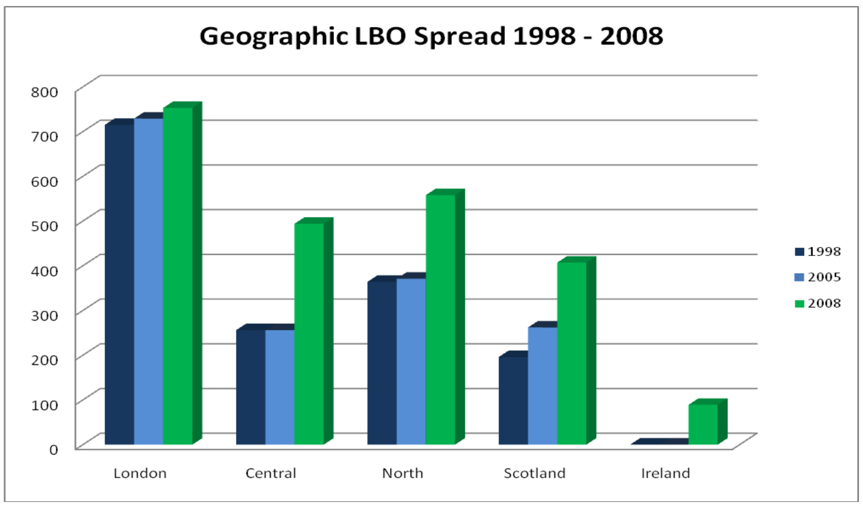
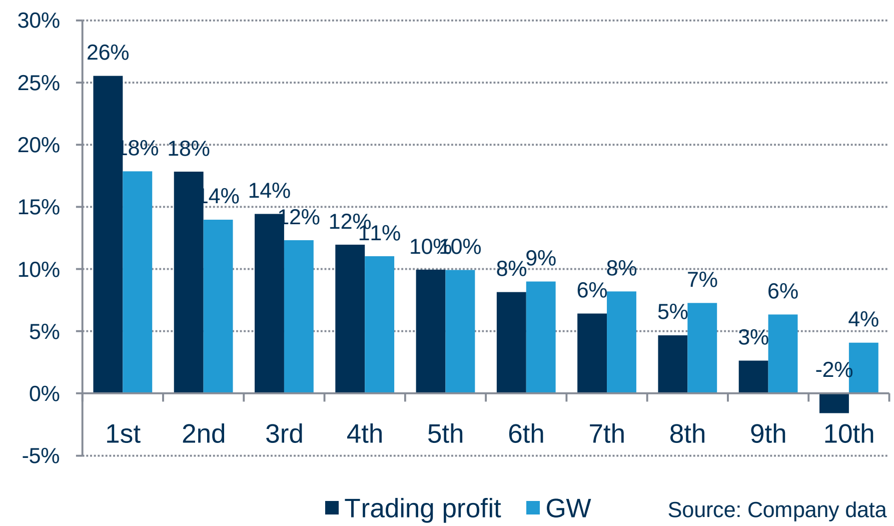
Today’s estate is geographically diverse and has a broad contribution spread

Geographic LBO spread 1998-2008



Source: Company data

Contribution of William Hill Retail estate by deciles



Source: Company data

- We have a well-sited, well-invested estate
- A high percentage of shops are making a good contribution
- The tail is well-managed on a case-by-case basis

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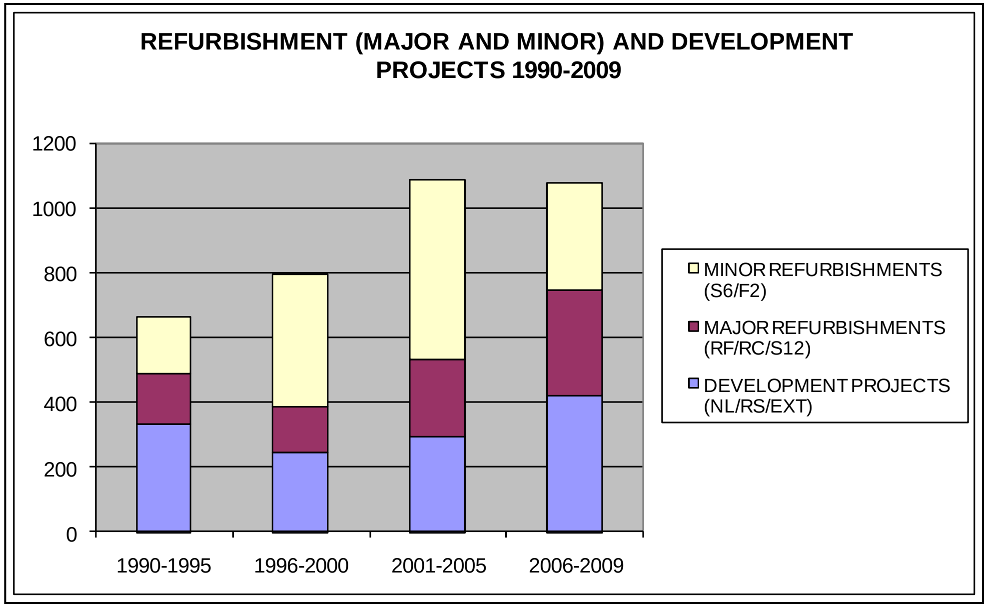
Our approach to estate management

Four targets for capital investment

- New licences
- Re-sites / extensions
- Refurbishments

- Target 15% average Return on Investment
  – 20% on new LBOs
  – 15% on resites
  – 10% on refurbishments

Overall estate management programme

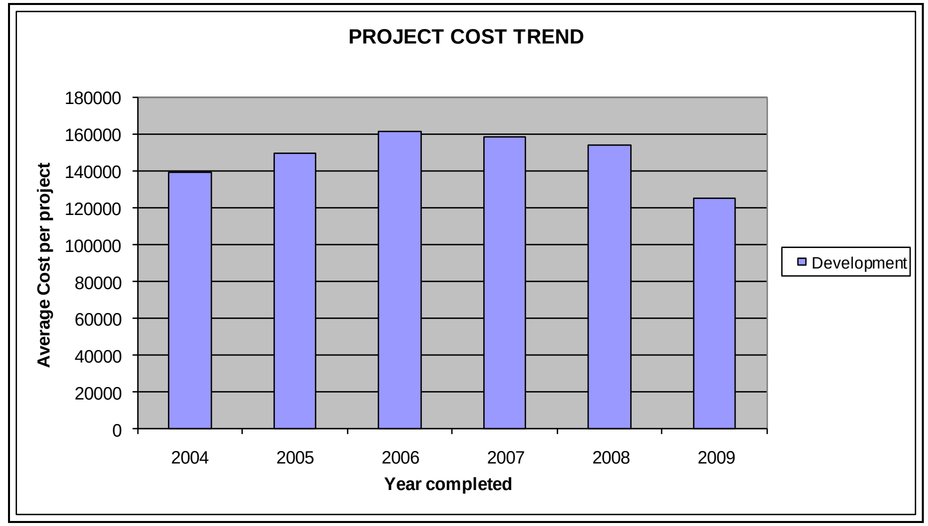


Source: Company data

Capital expenditure programme: development

- 2005-2008: 164 new LBOs opened
- Currently ahead of 2009 target for 40-45 new LBOs
- £130-160k typical spend on new shops
- On average, 5-10 shops closed a year

Average cost per project



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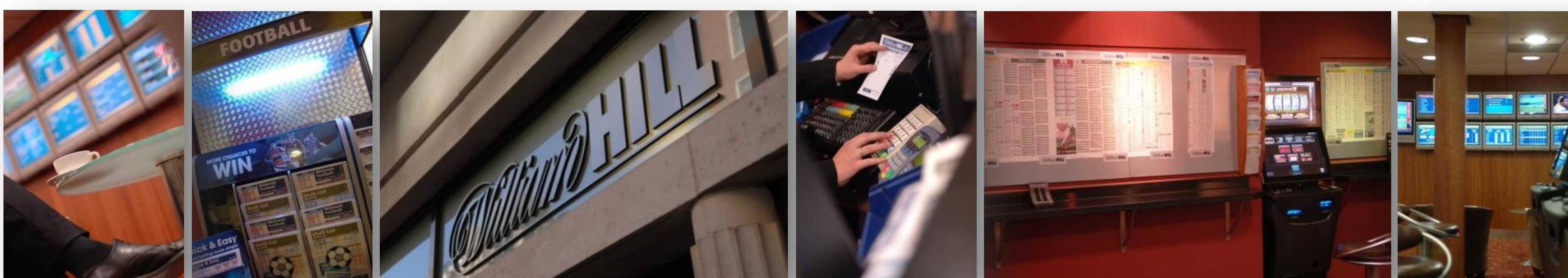
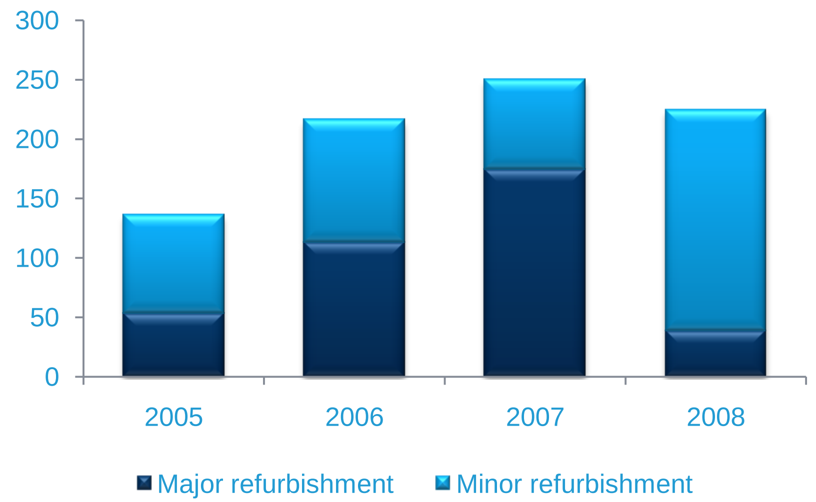


Capital expenditure programme: refurbishments

The 18-year refurbishment cycle

- Year 6 refurbishment: <£7,500
  - Redecoration and minor repairs
- Year 12 refurbishment: c.£55,000
  - Mini refurbishment
- Year 18 full refurbishment: c.£125,000
  - Ceilings, floors, toilets, counter, shop front

Estate refurbishments by investment type



Source: Company data

c.35% of the estate has had significant capital expenditure between 2005 and 2008

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5. **“How is the economy likely to affect you?”**

The economic impact

- Trends in 2009
  - Pence per slip down 5-6% in H1
  - Slips down 3-4% in H1 2009
- Horseracing margin weaker
  - On-course pricing competition
  - Lower average number of runners per race
- Supporting resilience
  - Low ticket, high volume business
  - Average bet £8, median bet £2-3
  - Broader product mix than in previous recessions
  - Broad geographical reach
  - Broad customer base

Answering today's questions

Your questions	Our view
Is Retail's customer base in terminal decline?	Strong core customer base different from online, continuing appeal of betting in shops
Why is your OTC gross win margin so high?	Changing mix of products reflects customers' interests; diversified portfolio manages sporting results risk; offer management
How can you grow your machines business?	Highly competitive machines business, continued growth from product innovation
Have you under-invested in your shops?	Only major bookmaker increasing shop estate, careful investment with good returns
How is the economy likely to affect you?	Some top-line and horseracing margin weakness, better positioned than historically

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Agenda

- Context for the high-street betting sector
- Key regulatory and tax risks
- Landscape for current gaming machine consultation
- Key messages to government

Regulation and tax are not new to this industry

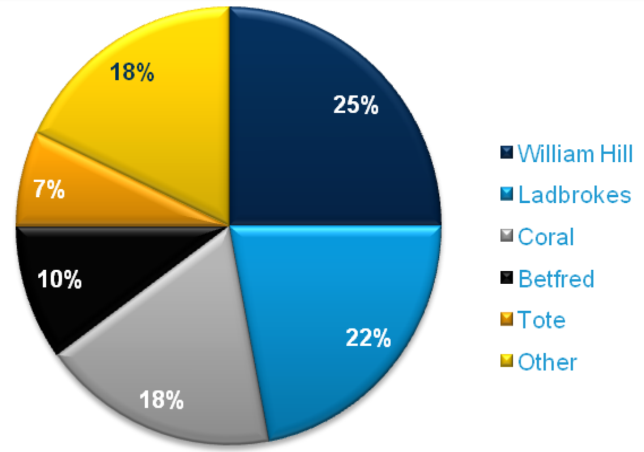
The UK high-street betting industry today

- Around 8,800 LBOs of varying size
  - Five major operators with c. 80% market share
- 57,600 employees (43,000 FTEs)
- A high turnover/low margin retail industry with total EBIT of £760m

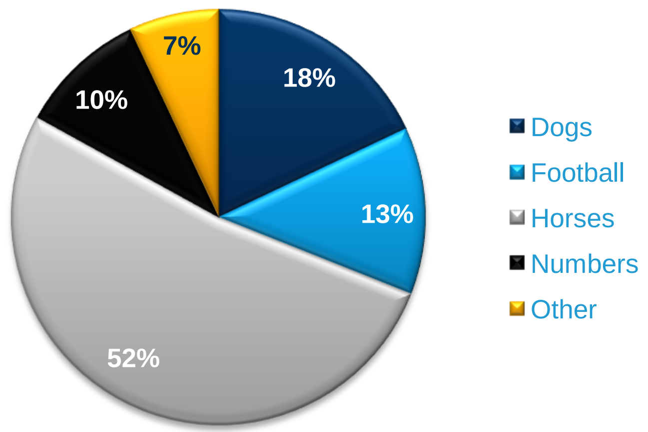
The industry's contribution:

- £970m a year in tax (including c. £250m GPT)
- £60m in horseracing levy
- £13m voluntary contribution to greyhound industry

Split of total betting shops (c.8,800 in total)



Gross profit split of off-course returns



Source of chart data: Gambling Commission, Industry statistics 2008/9

The UK high-street betting industry today

- We are a major contributor to UK plc paying £400m more in tax a year than an equivalent-sized non-gambling sector
- Changing customer preferences have driven machine growth (c.40% of Retail gross win)
- Operators have faced increased costs
- Horseracing racing relies on the continued health of the industry
- Small shops within the sector are a significant employer

Gaming machines review (high stakes, high prizes)

1999	2002	2006	2007	2010
Prevalence study	Growth of gaming machines starts	c.30,000 gaming machines	Prevalence study	Prevalence study

- No change in problem gambling despite emergence of B2 gaming machines
- Product of choice for today's betting shop users
- Gambling Commission review, June 2009
  - No consensus on whether gaming machines cause problem gambling
  - More research is needed
  - A priority for the Responsible Gambling Strategy Board
- Positive outcome: data-driven review of problem gambling

Prevalence Study: percentage of UK adults with a propensity for problem gambling

1999	2007
0.5%	0.6%

Source: Gambling Commission

Gaming machines (high stakes, high prizes)

- DCMS and the Treasury aware of importance of gaming machine revenue
- No evidence to support a lowering of B2 stakes and prizes
- We don't expect – and aren't looking for – regulatory relaxation around B2 machine numbers
- Potential for regulatory relaxation around content and delivery

Gaming machines: Treasury review of tax

- Gaming machines currently taxed through VAT (normally 17.5%) and Amusement Machine Licence Duty (£2,215 for B2/B3 machines)
- Proposal to simplify gaming duties by going over to GPT (currently 15% OTC)
- The industry contributed to pre-consultation on the scope of review - output is due shortly
- Treasury wishes to achieve tax neutral position for gambling industry as a whole
- 18% tax neutral position for bookmaking industry
- Consultation closed 23 October 2009 but implementation unlikely until 2010

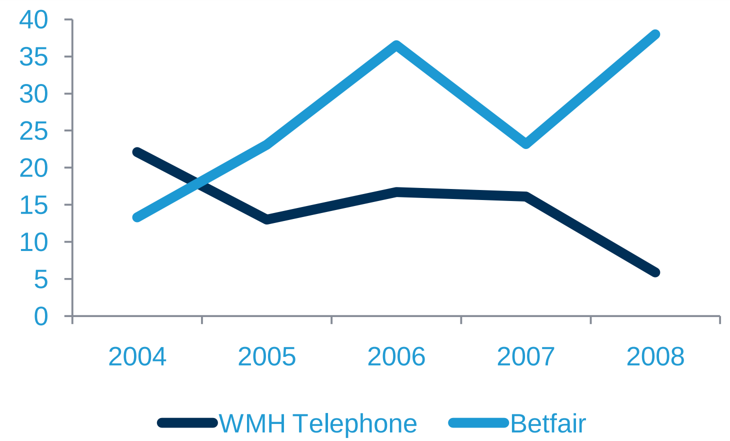
Horseracing, Telephone, the Levy and the exchanges

- William Hill is **not** opposed to the betting exchange model
- Exchanges attract significant transaction volumes
- Commercial layers (bookmakers) are unregulated on the exchanges
- Lost Levy and GPT – is the horse racing product going backwards?
- The Gambling Commission and HMRC need to focus on unregulated layers
- An unfair landscape is impacting significantly on Telephone business

Levy 2008/2009	£6.2m
Exchange winnings	£62m
Layer/backer winnings	£2-3bn

Source: HBLB Annual Report 2008/9, company estimates

Telephone vs Betfair operating profit 2004-2008 (£m)



Source: Company accounts

Key messages to Government

- Industry is heavily taxed – further taxation will lead to job losses
- Horse racing and greyhound racing are highly dependent upon the health of our industry. Cost increases are not sustainable and the Levy needs to be replaced by a commercial agreement
- Create a tax and regulatory environment that supports growth
- Greater regulatory scrutiny is needed of unregulated layers (bookmakers) on exchanges
- We need evidence-based decision making

Before the break...

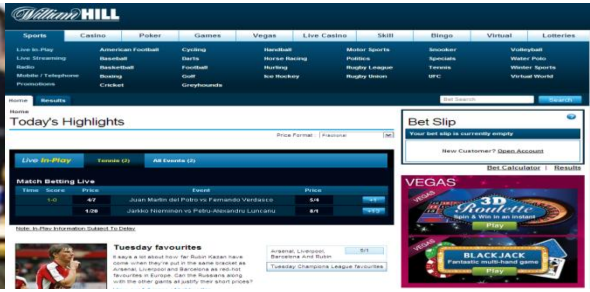
Questions?

Analyst and investor day

25 November 2009

Today's presentations

1.	Strategy	Ralph Topping, Chief Executive
2.	Retail	Ian Chuter, Group Director of Operations
3.	Industry update	David Steele, Corporate Services Director
4.	**William Hill Online**	**Henry Birch, Chief Executive, William Hill Online**
		Jamie Hart, Sportsbook and Trading Director



William Hill Online: agenda

- The transformation of William Hill's online business
- Analysis of the market and opportunity
- How we will exploit this opportunity
  - Products
  - Marketing
  - International growth
  - Trends
- Goals

The transformation of William Hill's online business

A year ago	Today
Management lacking industry experience	→ New management team established, strong industry expertise
Weak products and platforms	→ New Sportsbook launched, localised, in-play
	→ New integrated and standalone casino sites
	→ New poker site on highly liquid i-Poker network
UK-centric customer base	→ 40% of revenues from outside the UK
Small-scale marketing team	→ Team of >100 marketing experts with established European marketing channels and 70,000 affiliates
Unlevel playing field with offshore operators	→ Sportsbook moved offshore
Two years of EBIT decline	→ Good performance in year of substantial change

Integration is now complete

William Hill Online: where are we now?

Gibraltar/UK

- c.175 employees
- Senior mgt, head office functions, Sportsbook, gaming, English language customer support, website design, IT product managers

Bulgaria

- c. 150 employees
- Non-English language, multi-lingual customer services

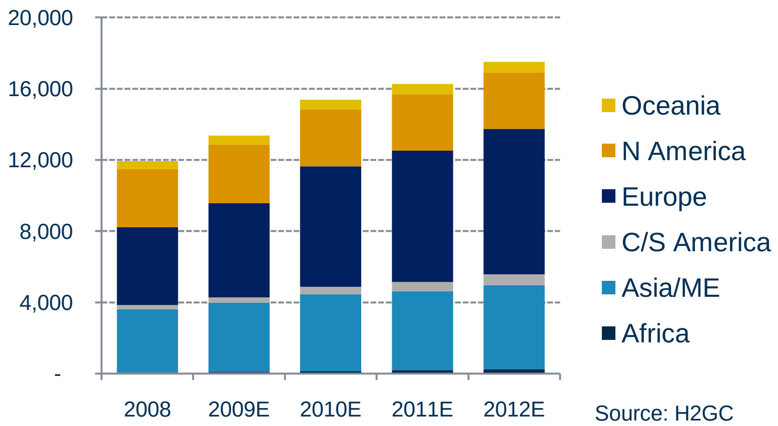
Israel

- c. 140 employees
- Marketing, affiliate management, gaming, VIP gaming, CRM management

Key themes of the external environment

- Markets are following the UK in liberalising
  - Europe
  - RoW
- Gambling is becoming more socially acceptable
- Long-term structural trends are positive
  - Growth of computer usage
  - Broadband penetration
  - Internet penetration
  - Mobile usage
  - Live sports broadcasting
- Low barriers to entry, higher barriers to success

Gross gaming yield by region ($m)



Source: H2GC

Gross gaming yield in Europe

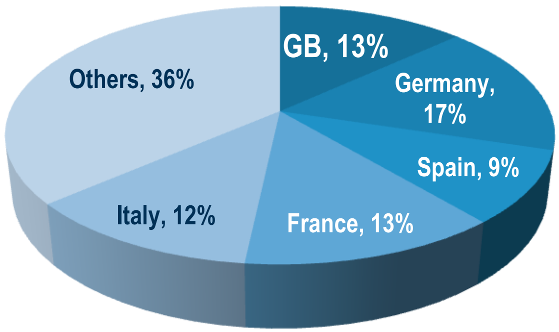
2008	2012E
£7.2bn	£13.5bn

Source: H2GC

The benefit of liberalisation

- Liberalisation and subsequent mass-market advertising can lead to a step-change
- If the EU market reflected the UK's liberalisation experience, its value today would increase from £3.4bn to £10.4bn
- Liberalisation is expected to drive fastest growth

Population split, EU Member States



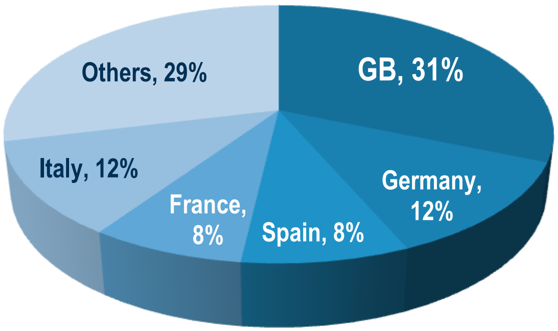
Source: WorldBank

Key EU territories ranked by market size and growth rates

	2009E size, £m	2010E growth, %	2009-12E CAGR, %
UK	1,382	13%	7%
Germany	595	10%	3%
Sweden	576	12%	6%
Italy	**570**	**70%**	**31%**
Spain	404	16%	20%
France	**373**	**80%**	**33%**
Greece	151	20%	9%
Ireland	150	34%	17%
Denmark	**128**	**40%**	**34%**
Netherlands	128	10%	7%
Austria	121	14%	8%

Source: H2GC, US$:£ = 1.65 (Nov 09)

EU online gambling market by territory, 2009E



Source: H2GC, Sportsbetting, casino, poker and bingo only

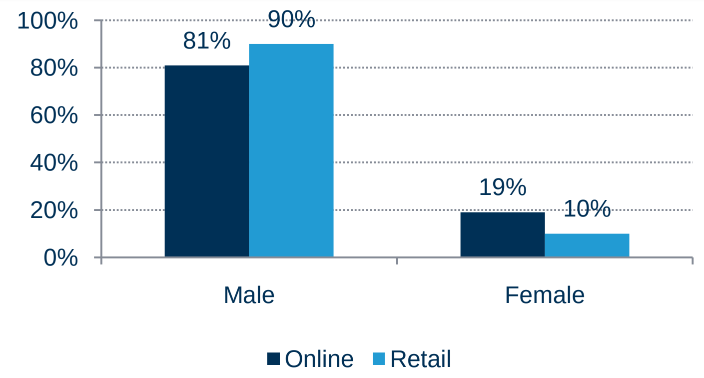
Market challenges

- Economic environment
  - Impact of the global economic slowdown likely to continue to be felt in 2010
- Extent of liberalisation
  - Likely short term impact of higher taxation and product restrictions
  - BUT open advertising market
- Competition
  - New entrants from different geographic markets
  - Non-core gambling companies – e.g., media, retail

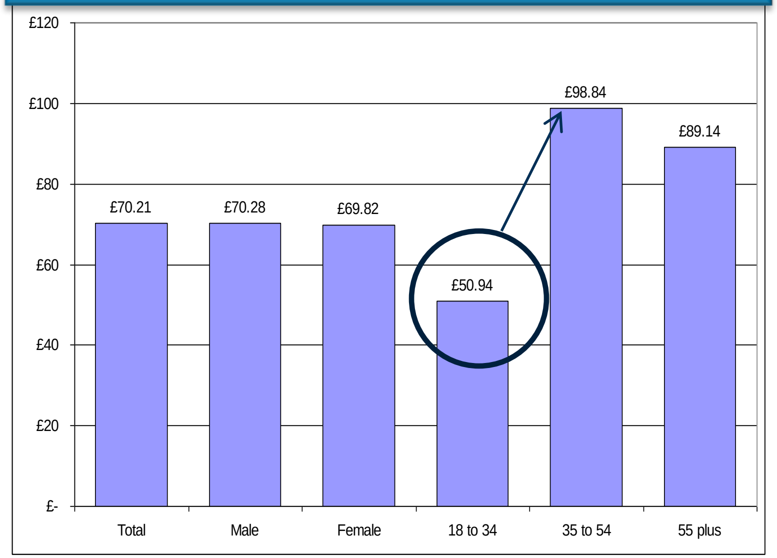
About our customers

- Extends William Hill into broader customer base
- 54% of online under 34 yrs old
- Male dominated but with a relatively larger female customer base than retail
- Similar spend regardless of gender
- Current generation of 18-34 year olds should increase spend over time

Customer base by gender



Customer base by average spend



Source: ResearchCraft, TNS

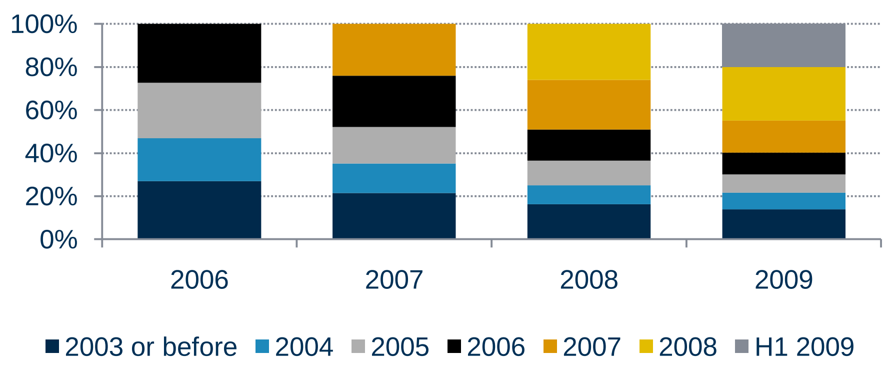
Our strategy for growth

- Sportsbook
- Casino
- International
- Exploiting our marketing capability

The importance of Sportsbook

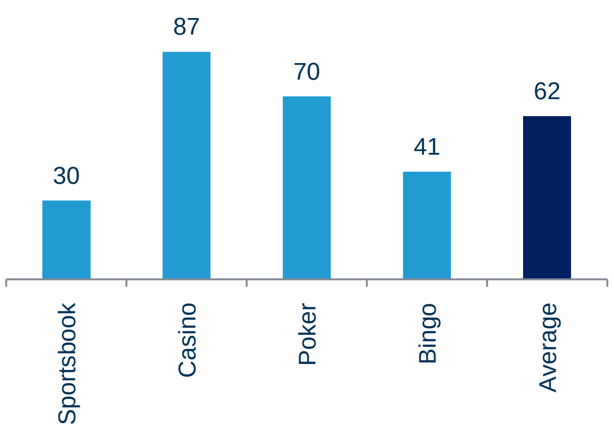
- Sportsbook is the best customer recruitment product
  - Longest average lifetime span
  - Cheaper customer acquisition
  - Best cross-selling potential
- Product differentiation
- Supports brand building
- Ride on the back of popularity of sport and its media profile
- Core William Hill expertise

Ongoing contribution of Sportsbook customers



Source: Company data

CPA by product



Source: Company data

Sportsbook

The opportunity

- UK industry-wide pool of dedicated sports punters with multiple accounts
- We have higher share of accounts than share of revenue = huge opportunity

Two-pronged strategy

- Drive spend of existing/lapsed customers
- Drive acquisition of new and recreational punters and non-UK punters

2010 activity

- Product improvement (in-play betting)
- Product development (leapfrog rather than catch-up)
- Mass market awareness of William Hill Online offering (TV advertising, World Cup)
- Increased CRM and VIP management
- International sites / localisation

Gaming – Casino, Games and Vegas

Opportunity

- Sportsbook drives traffic (80% of traffic); gaming drives revenue (80% of revenue)

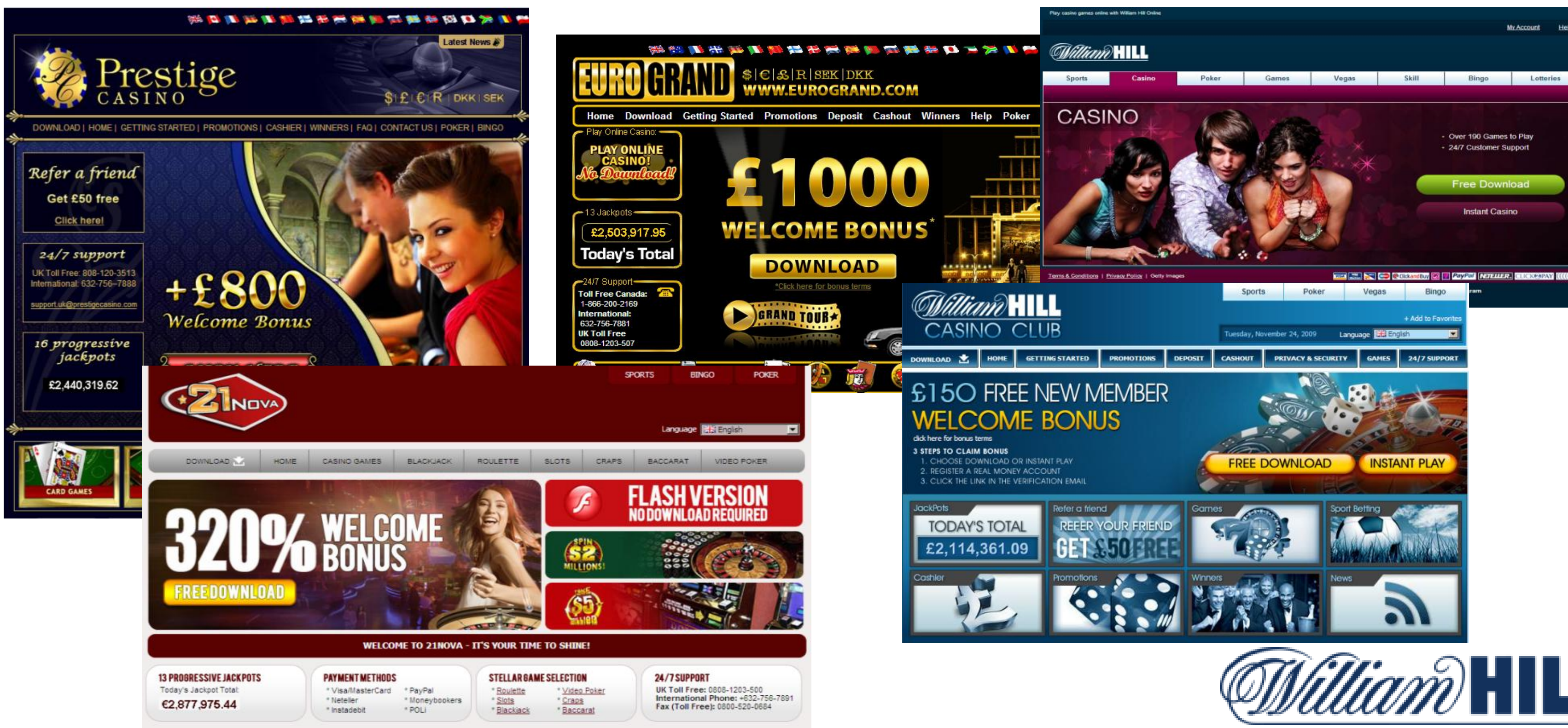
Multi-brand strategy

- Casino
  - Playtech download casino
  - Short but high-value lifetime
  - Bonus driven customers
  - Cross-sell into other brands
  - Branded games drive volumes and acquisition
- Games and Vegas
  - Easiest way to monetise Sportsbook customers unfamiliar with gaming
  - In-house developed product
  - Cross sell from other products (especially Sportsbook)
  - Branded games drive volumes and acquisition

Gaming – Casino, Games and Vegas

2010 activity

- Branded games
- Improved player management via Playtech back-end
- New bonus engine for Casino and for Games and Vegas



Gaming – Poker and Bingo

- Poker: difficult market but good cross-sell product
- Bingo: good growth product with different target market

- Poker
  - The "acceptable side of gaming" BUT structural issues, unlevel playing field of liquidity
  - Introduction of £ and € tables have stemmed decline
- Bingo
  - Significant progress in performance in 2009
  - Different core demographic (women 40+)
  - Virtue Fusion (williamhill.com) and Playtech software (standalone sites)

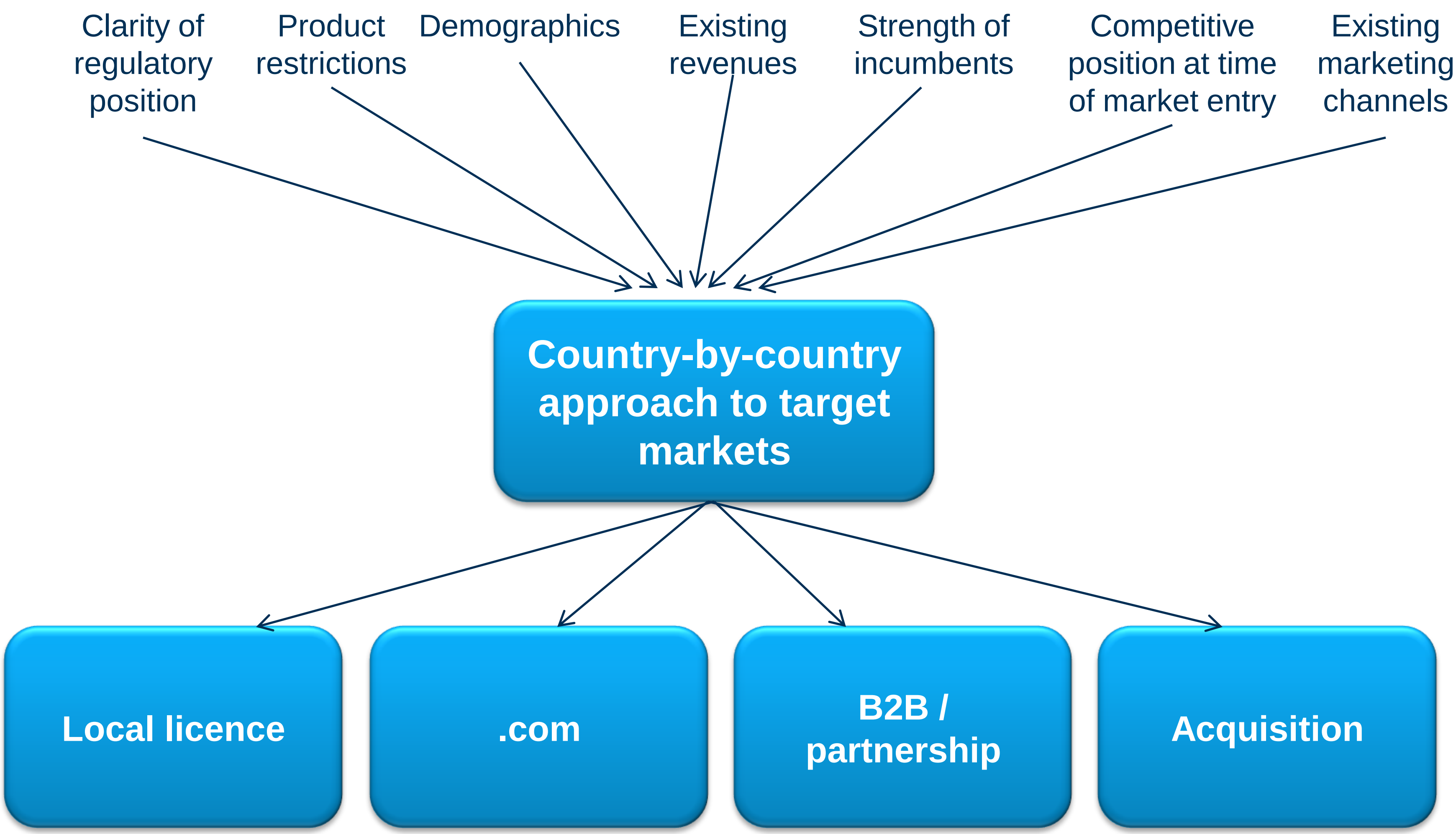
2010 activity

- Focus on poker VIP management
- Introduction of branded bingo games
- Bingo bonus engine
- International sites

Our international framework

- Risk/reward-based portfolio approach
  - Less conservative than historically
  - Preference for regulated markets – greater certainty, better long-term potential
- Country-by-country review process
- In-depth approach for key licensed territories
  - Brand building approach: requires up-front investment
  - Partnership approach: leverages existing partner profile and marketing spend
- Broad-brush approach for nascent markets
  - .com territories, affiliate-driven
  - Build pipeline of new territories where can convert to in-depth approach

Our international approach: key factors



International assets and outlook

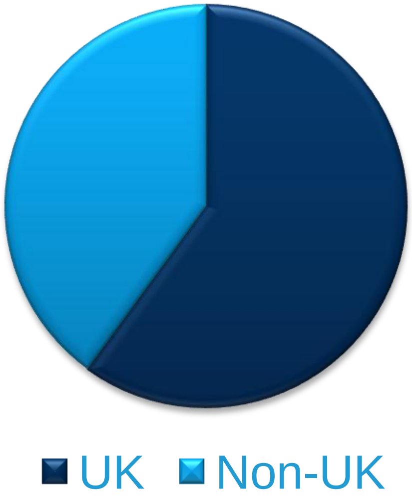
Drivers of our success

- Casino and poker product in 15 languages
- Sportsbook in seven languages
- Existing international marketing channels
- Multi-lingual product and marketing teams
- Dedicated non-English language customer service facility
- Global affiliate network
- Existing marketing capability reduces investment risk
- Assembly of team with experience of international gaming roll-outs

Outlook

- Translation of Sportsbook into a further nine languages
- Further localisation of Sportsbook into new languages backed by dedicated marketing
- Offline marketing, brand-building and partnerships in selected territories

Geographic split of revenues



Leveraging our brand and marketing expertise

- Substantial increase in scale
  - Marketing specialists in Israel
  - Multi-national team
- Increased investment and return from online marketing activity
  - Market-leading affiliate network of 70,000 with massive internet reach
  - PPC (pence per click) for prominent search engine positions
  - SEO/“natural” search
  - Performance-based media buys
- Mixed risk/reward approach
  - Affiliate revenue share - low risk, shared reward
  - Returns-driven advertising campaigns
- Leveraging UK brand and 2,300 shop retail network

Some examples of marketing benefits so far

Pence per click

- Presence on 98% of all gambling-related search terms on Google
- Estimated 30% share of clicks from all casino- and Sportsbook-related searches - the highest of any operator
- Estimated exposure to 10 million impressions a month of people who search for gambling terms on Google (2008: 500,000 a month)

Affiliates

- Network of 70,000 affiliates vs previous 7,000 affiliates
- Additional £20m of revenue driven by affiliates

Industry trends

B2B

- Sustainable B2B requires continued investment in technology and, for operators, a change in infrastructure and focus
- Few operators are able to provide this effectively or to any scale
- Opportunity for selective partnerships to enter territories
  - Media/telco's with customer databases or consumer distribution
  - Locally recognised brands
  - Navigation of local complexity

Consolidation

- Rationale for economies of scale and scope exist
- Industry issues persist around legacy and current regulatory issues
- WHO acquisition rationale focused on geographical coverage

Outlook: why we are well placed

- Strong UK brand yet to be fully exploited
- Strong sports betting expertise and product development pipeline
- Acquired gaming expertise and Playtech platform
- Established marketing expertise
- Untapped European potential

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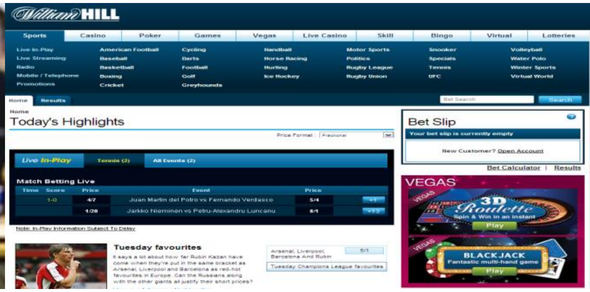


Sportsbook transformation

- In-play: follower to leader
- Internal IP and dedicated R&D
- Unparalleled breadth and depth of product – in all territories
- Rich content
- Mobile development

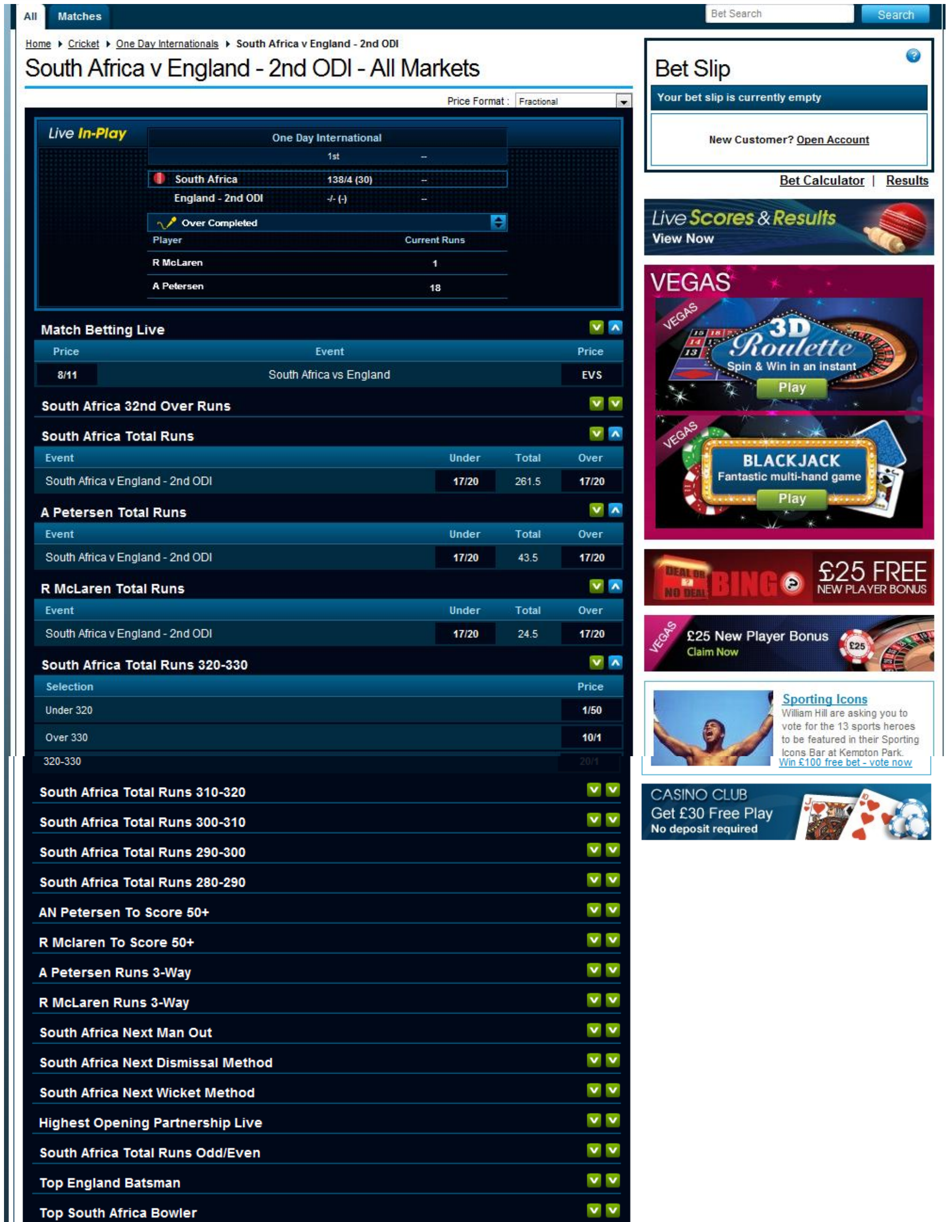
In-play: follower to leader

- 2008: manual trading of three or four markets
- 2008-09: external SPIN feed – increased markets but arb issues
- 2009: William Hill trading tool integrated with Openbet
- William Hill creates own algorithms and can bet on any match in the world with or without TV coverage
- Four people per match → eight matches per person.
- Tennis: first stage delivered July 2009
- Football: first stage delivered November 2009

In-play: follower to leader

William HILL

In-play: follower to leader

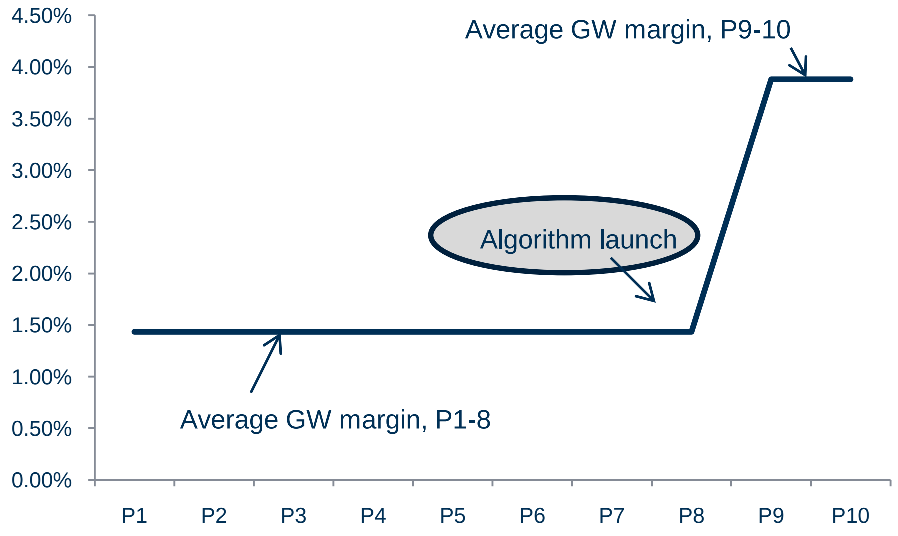


Cricket – over 20 in-play markets
Tennis – over 30 in-play markets

Internal IP and dedicated Trading R&D

- Algorithms based on statistics and times – supremacy ratings and event expectations
- Pre-match and in-play
- Quicker prices, more events, more markets and bet types, and better margins
- Tennis was launched July 2009, football November 2009
  - Next phase of tennis and football will be launched in Q1 2010
- Eight further sports to be launched during 2010

In-play Tennis GW margin, P1-10 2009



Unparalleled breadth and depth of product

English Premier League

Date	Match	Home	Draw	Away	
21 Nov 09 - 12:45	Liverpool v Man City	4/5	5/2	7/2	+ 178
21 Nov 09 - 15:00	Birmingham v Fulham	6/4	21/10	19/10	+ 178
21 Nov 09 - 15:00	Burnley v Aston Villa	23/10	11/5	5/4	+ 178
21 Nov 09 - 15:00	Chelsea v Wolves	1/6	11/2	20/1	+ 178
21 Nov 09 - 15:00	Hull v West Ham	15/8	9/4	7/5	+ 178
21 Nov 09 - 15:00	Sunderland v Arsenal	9/2	5/2	4/6	+ 178
21 Nov 09 - 17:30	Man Utd v Everton	2/5	16/5	8/1	+ 178
22 Nov 09 - 13:30	Bolton v Blackburn	13/10	11/5	11/5	+ 178
22 Nov 09 - 15:00	Tottenham v Wigan	1/2	3/1	6/1	+ 178
22 Nov 09 - 16:00	Stoke v Portsmouth	21/20	23/10	13/5	+ 178

English Championship

Date	Match	Home	Draw	Away	
21 Nov 09 - 15:00	Barnsley v Cardiff	11/5	23/10	5/4	+ 62
21 Nov 09 - 15:00	Coventry v Crystal Palace	9/5	23/10	6/4	+ 62
21 Nov 09 - 15:00	Doncaster v QPR	15/8	12/5	7/5	+ 62
21 Nov 09 - 15:00	Leicester v Plymouth	7/10	12/5	9/2	+ 62
21 Nov 09 - 15:00	Middlesbrough v Nottingham Forest	10/11	9/4	10/3	+ 62

Unparalleled breadth and depth of product

21 Nov 09 - 15:00	Notts County v Aldershot	4/7	13/5	11/2	+ 51
21 Nov 09 - 15:00	Shrewsbury v Bury	6/4	23/10	9/5	+ 51
21 Nov 09 - 15:00	Torquay v Rotherham	19/10	23/10	7/5	+ 51

English Blue Square Premier

Date	Match	Home	Draw	Away	
21 Nov 09 - 15:00	AFC Wimbledon v York	13/10	11/5	13/8	+ 45
21 Nov 09 - 15:00	Chester v Altrincham	7/5	21/10	8/5	+ 45
21 Nov 09 - 15:00	Ebbsfleet United v Tamworth	9/5	11/5	6/5	+ 45
21 Nov 09 - 15:00	Forest Green v Stevenage	3/1	12/5	8/11	+ 45
21 Nov 09 - 15:00	Gateshead v Grays	8/11	12/5	3/1	+ 45
21 Nov 09 - 15:00	Hayes And Yeading v Crawley	13/10	11/5	13/8	+ 45
21 Nov 09 - 15:00	Histon v Wrexham	23/20	11/5	19/10	+ 45
21 Nov 09 - 15:00	Kettering v Kidderminster	5/6	23/10	13/5	+ 45
21 Nov 09 - 15:00	Luton v Cambridge Utd	8/11	23/10	16/5	+ 45
21 Nov 09 - 15:00	Mansfield v Eastbourne	4/11	3/1	6/1	+ 45
21 Nov 09 - 15:00	Oxford v Barrow	3/10	10/3	7/1	+ 45
21 Nov 09 - 15:00	Salisbury v Rushden	7/4	9/4	6/5	+ 45

Scottish Premier League

In all leagues

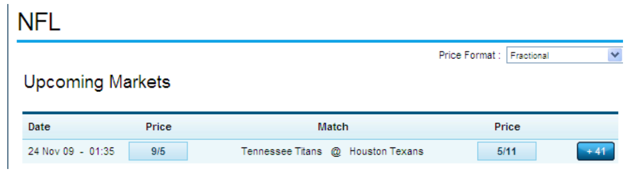
Unparalleled breadth and depth of product

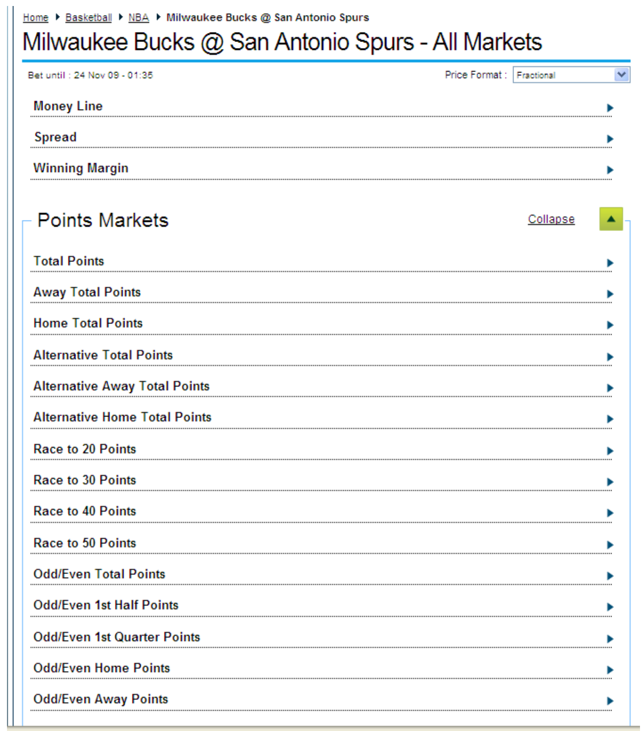
Thursday, 19 November 2009 offering for weekend fixtures – pre-match markets

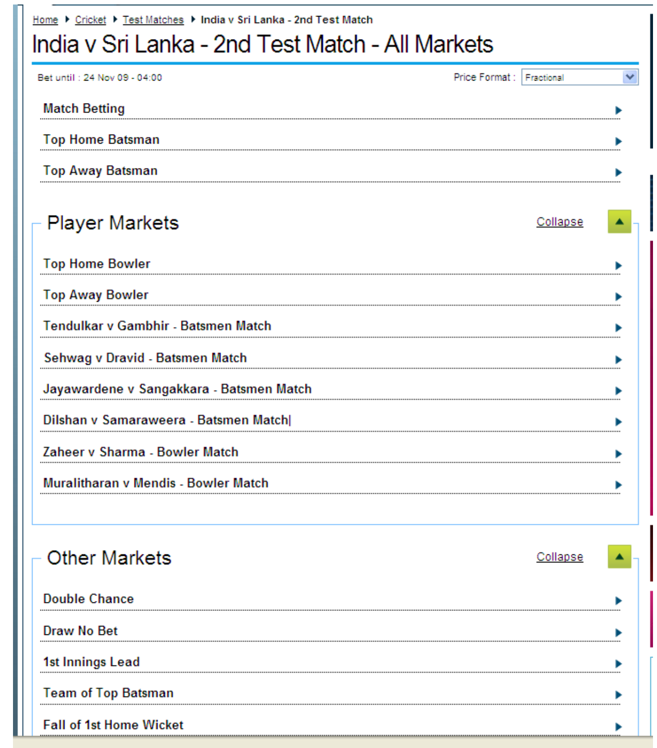
League	William Hill	Ladbrokes	Bet365	SkyBet	PaddyPower	Stan James	Bwin	SportingBet
Premiership	179	22	29	46	67	22	20	47
Championship	179	11	29	41	59	21	9	42
League 1	52	8	29	37	43	11	9	33
League 2	52	8	29	37	43	11	9	33
BlueSquare	46	6	23	25	43	8	5	16
SPL	179	12	24	36	59	24	9	41
Scottish Div 1	43	5	7	2	4	8	4	16
Scottish Div 2	43	5	7	2	4	9	4	16
Scottish Div 3	43	5	7	2		9	4	16
La Liga	104	16	25	39	43	20	16	46
Segunda	43	7	18	1	4	4	9	35
Bundesliga	104	8	25	30	43	15	20	41
Bundesliga 2	51	6	19	1	12		17	35
Serie A	183	14	25	37	43	24	47	45
Serie B	43	5	22	1			9	34
Ligue 1	62	7	22	30	43	19	44	45
Eredivisie	46		19	1	12	17	14	43
Austrian	12	7	19	1	4	15	10	36
Belgian Jupiler	12		19	1	4	19	9	35
Turkish	46	7	18	1	4	13	14	39
Danish	12		23	1		11	14	37
Greek	51	6	19	1	2	11	19	40
Greek 2	12		9			10	1	29
A League	11	6	21			15	12	37
MLS	56	7	21	1	4	9	9	42

Unparalleled breadth and depth of product

all sports...

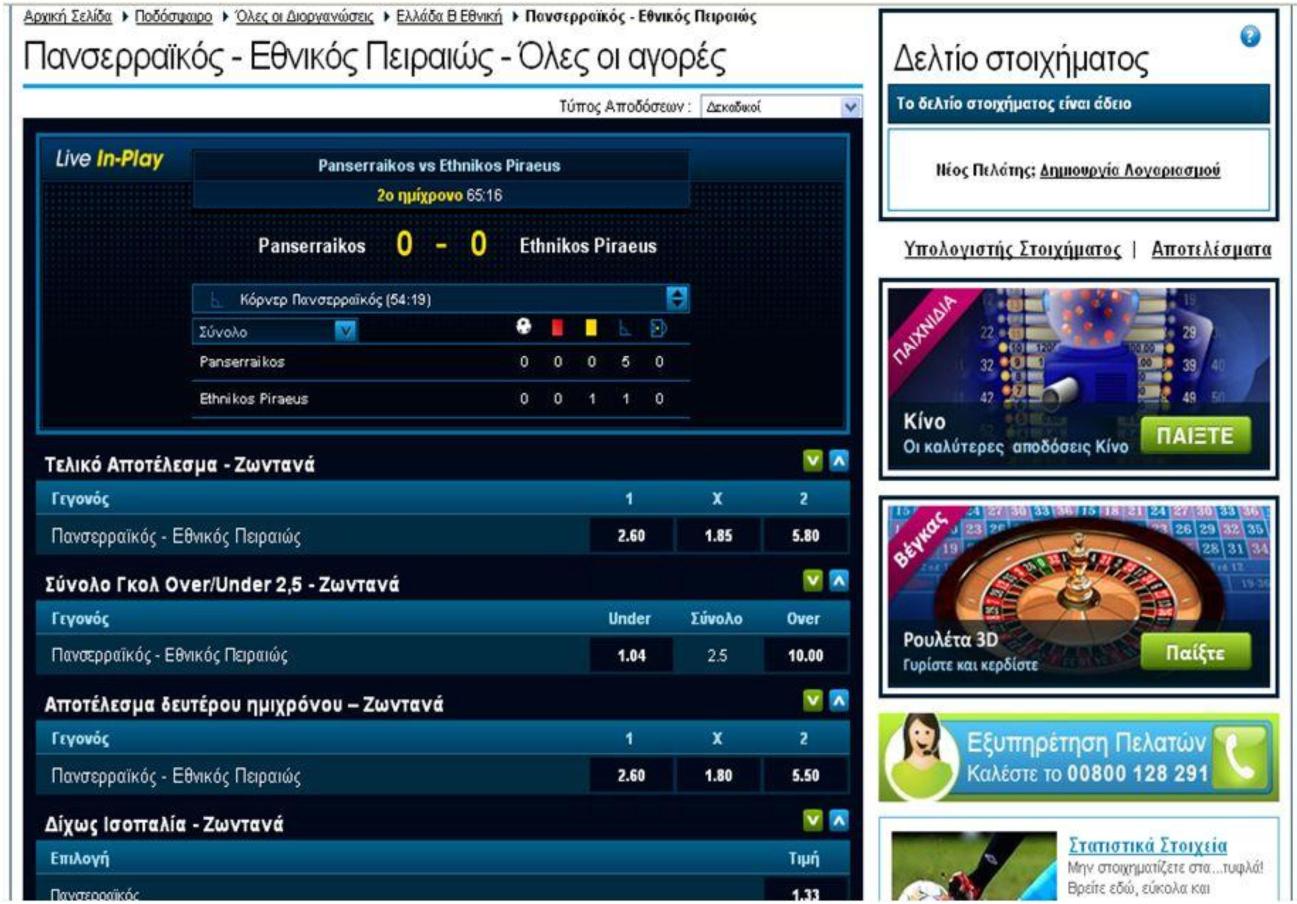






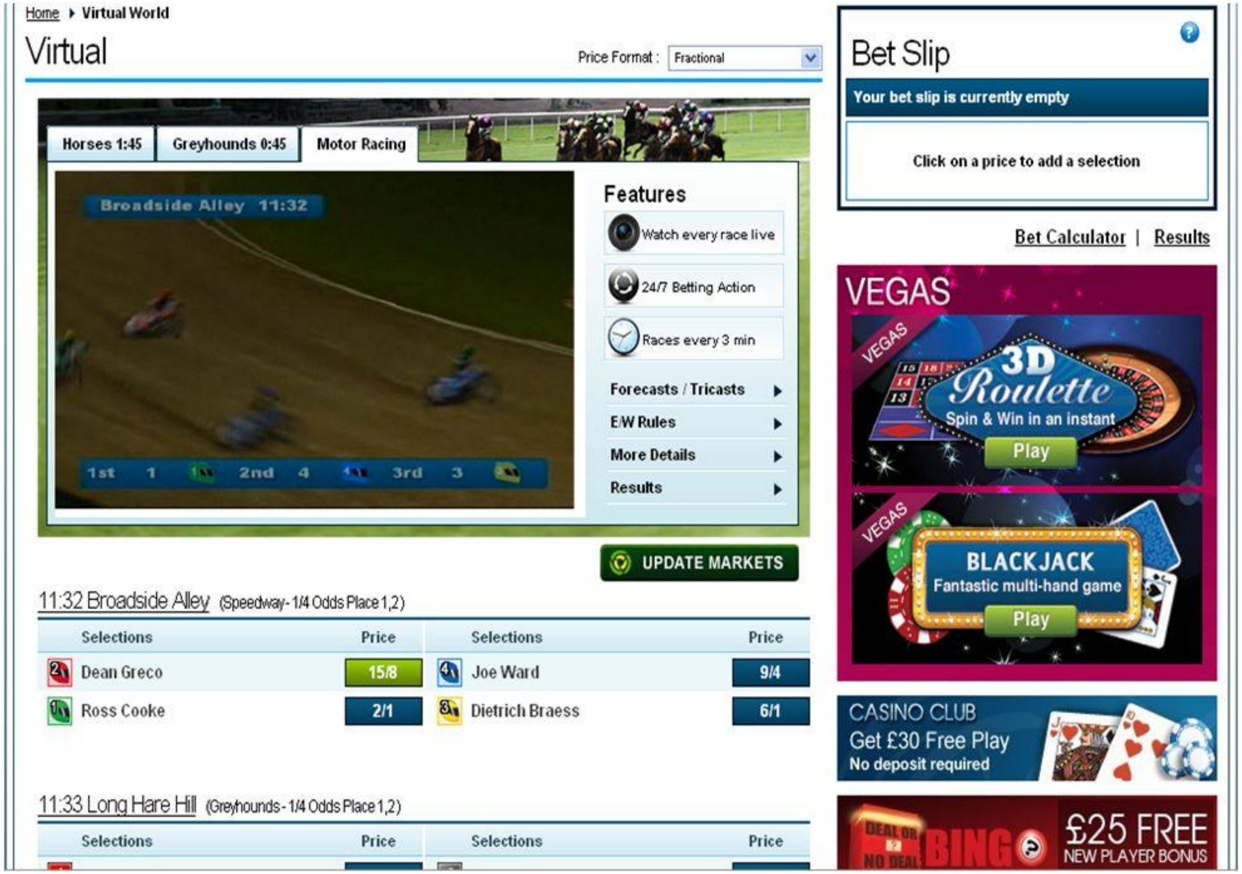
Margin on our additional pre-match markets has been over 10% since launch

Unparalleled breadth and depth of product



...and all territories

Available 24/7



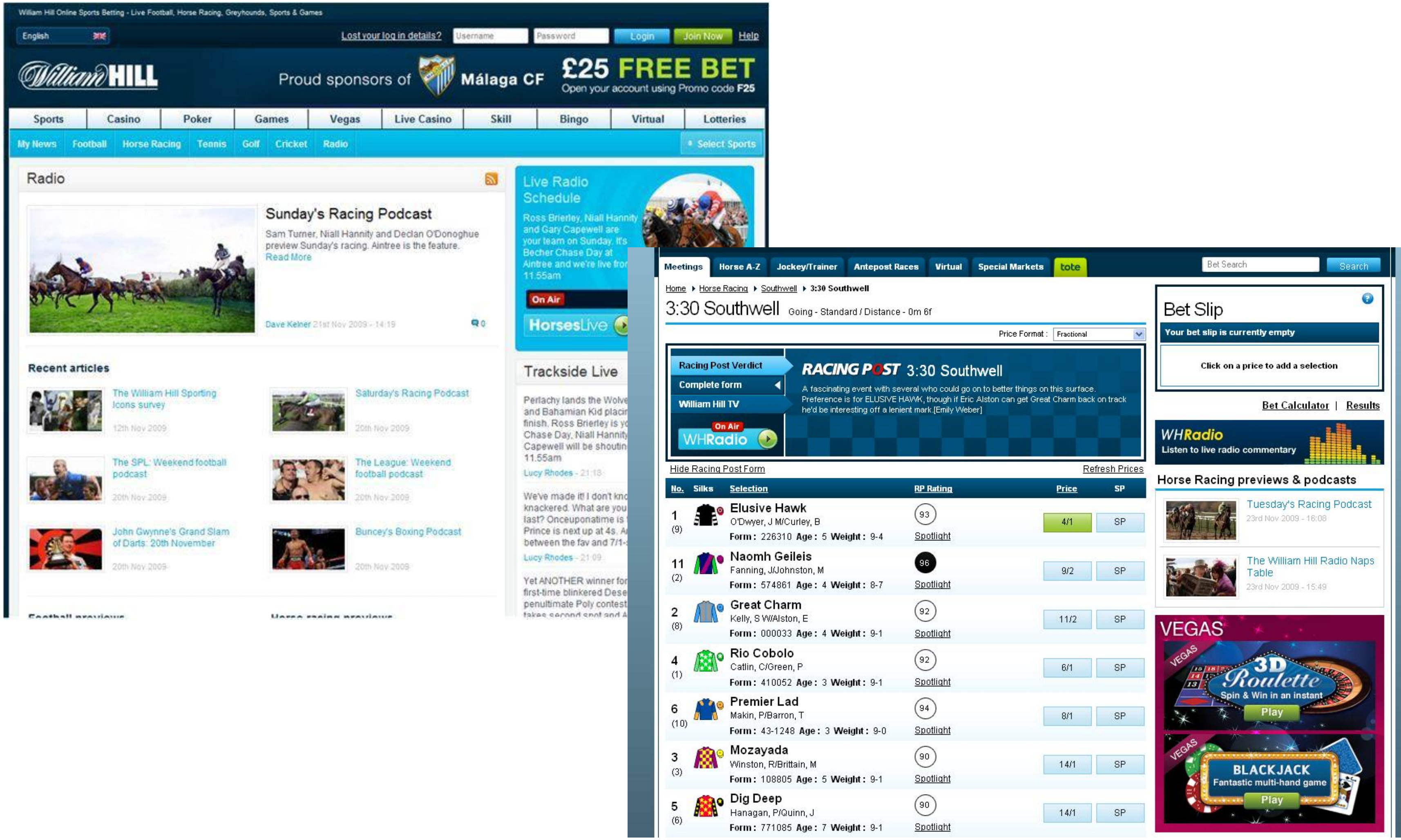
- Races every minute
- Instant settlement
- Consistent and competitive margin
- Over £3.5m gross win p.a.

Rich content

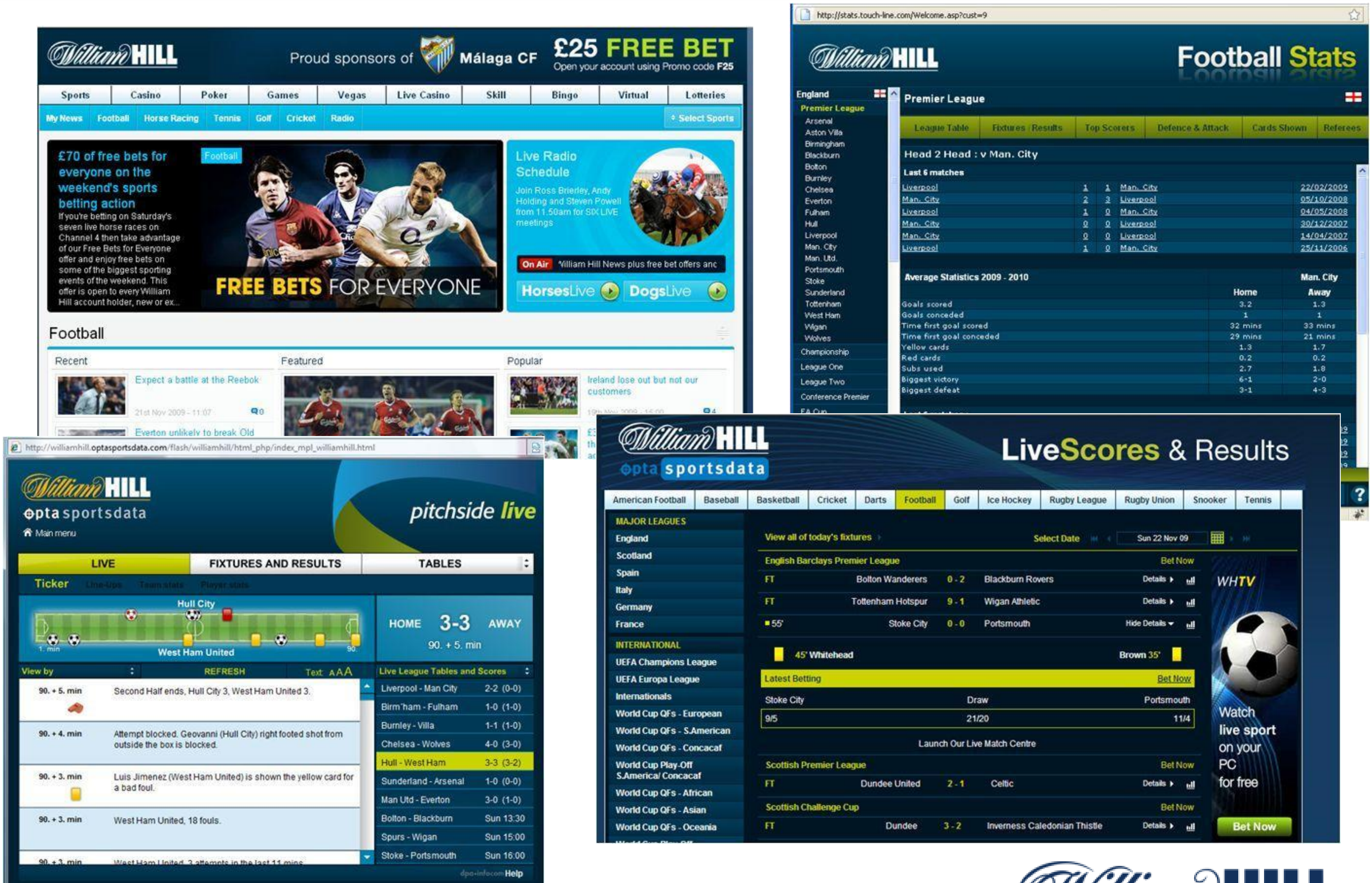
Higher LTV for users of additional content and cross-sport and cross product players

- Dedicated news site for SEO and customer comms
- Established online radio service
- Trackside racing live updates – online and by i-phone
- Racing, football and other sport podcasts with big name contributors
- Racing Post form – subscription free
- Livescore service with integrated betting
- Opta football data

Rich content - racing



Rich content - football



Mobile development

Mobile development

“In 2014, the volume of mobile data sent and received every month by users around the world will exceed by a significant amount the total data traffic for all of 2008”
ABI research

Mobile demands close focus at this point in its development as the emerging dominant e-commerce channel

- Dedicated team
- Mfuse improvements
- Smartphone website
- Smartphone apps
- Text betting

The shift from office and home to mobile computing is underway.

Sportsbook 2010

- In-play: follower to leader
- Unparalleled breadth and depth of product – in all territories
- Enhanced content – on and off site
- Mobile development
- Personalisation
- Unique functionality

Q&A

Questions?