

Welcome to William Hill Online!

September 2019



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William Hill PLC

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BUILD A DIGITALLY LED, INTERNATIONALLY DIVERSE BUSINESS OF SCALE

Our strategy is focused on three key business areas, underpinned by our new approach to sustainability.



Driving digital growth in the UK and internationally



Growing a business of scale in the US



Remodelling Retail



Delivering on our ambition that nobody is harmed by gambling

BUILD THE WORLD'S MOST TRUSTED DIGITAL GAMBLING BRAND

STRATEGIC OBJECTIVES

Ambition to grow revenue sustainably to reach **£1 billion** by 2023

Our products should **excite** and **engage** our customers in a **safe, easy to use** way

Increase operational efficiency and **double profit** by 2023

BUILD THE WORLD'S MOST TRUSTED DIGITAL GAMBLING BRAND

STRATEGIC OBJECTIVES

DRIVE REVENUE THROUGH...

DRIVE CUSTOMER ENGAGEMENT THROUGH...

DRIVE OPERATIONAL EFFICIENCY THROUGH...

- A market leading mobile Sportsbook
- Clear William Hill brand position and strong value proposition
- Advanced Customer Lifetime Management capabilities and focus on incremental gains
- International expansion

- Creating a personalised customer relationship with William Hill
- Fair and robust compliance and customer protection
- Significantly improved customer experience across all touch points
- Investment in talent and organisational capabilities

- Improved marketing effectiveness
- Evolving operating models, simplified ways of working & focus on automation
- Right-sized cost base
- Focus on core business and utilise best in class external tools

MRG is accelerating our international expansion



Provided **ready-to-go hub** for international online growth – accelerating plans for William Hill international online



Brand: complementary brands for a multi-brand strategy in appropriate territories



Improvement in revenue mix: digital went from 42% to 45% in H1'19, international pre-acquisition went from 14% to 35% in H1'19



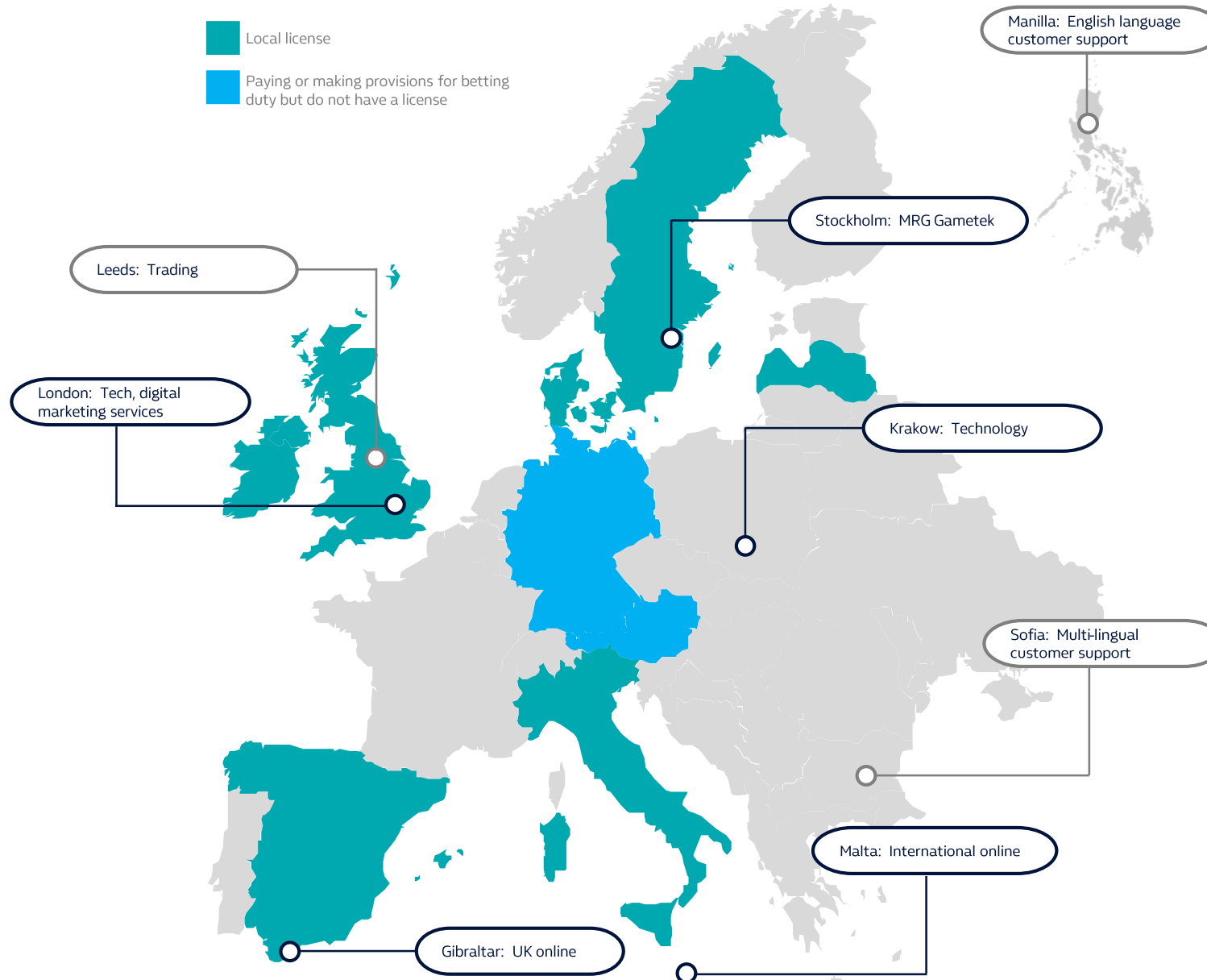
High growth potential: revenue +40% in 2018



Geographic diversification: 13 markets, 6 licences (Denmark, Italy, Latvia, Malta, UK, Ireland) at acquisition, now 8 (including Sweden & Spain)

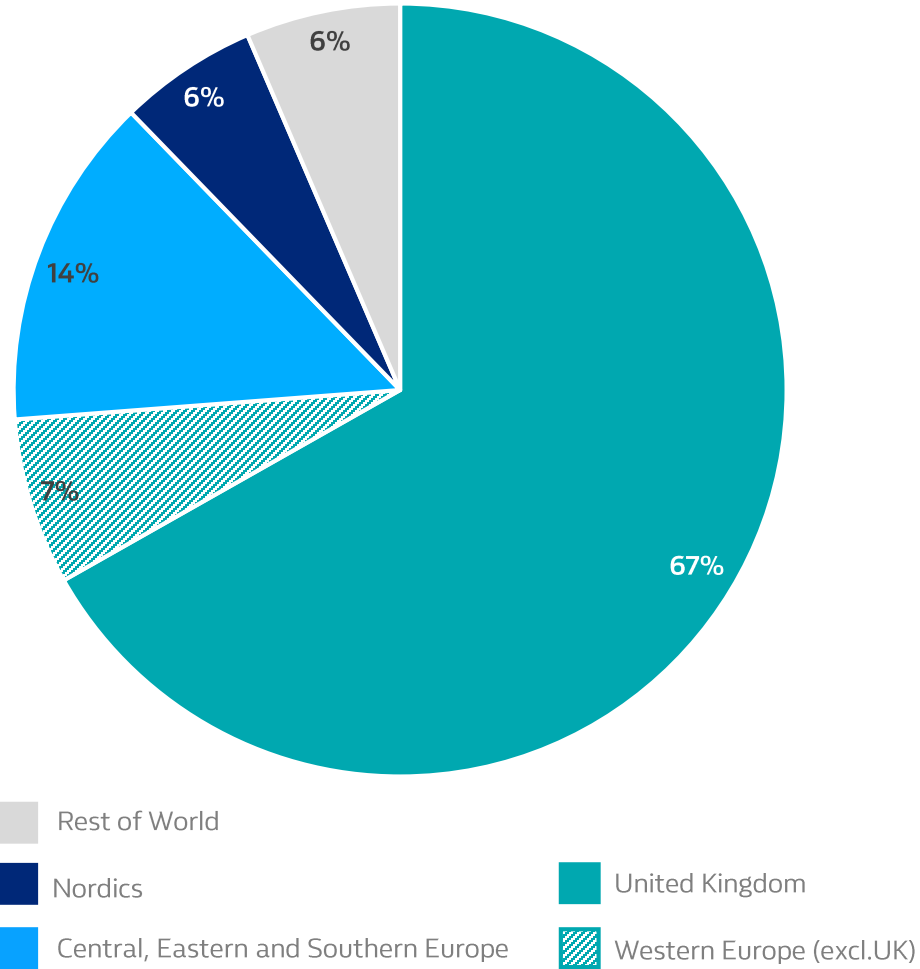


Cost synergy potential: synergy benefits of at least £6m p.a., full delivery by third year



- **8** remote gambling licenses
- **~2000** employees worldwide
- **>30** different nationalities
- **8** office locations

Online geographic revenue mix
H1'19



- UK is bulk of Western Europe (~90%)
- Besides the UK, no market contributes **>5%** in Online

William Hill International

A business unit in the William Hill Online Division

- **Two leading brands** in Sports and Gaming



- A world leading **Sports** brand with +85 years betting experience. Focused on elevating the social aspects of the betting experience; Professionalism, social gambling, brotherhood.

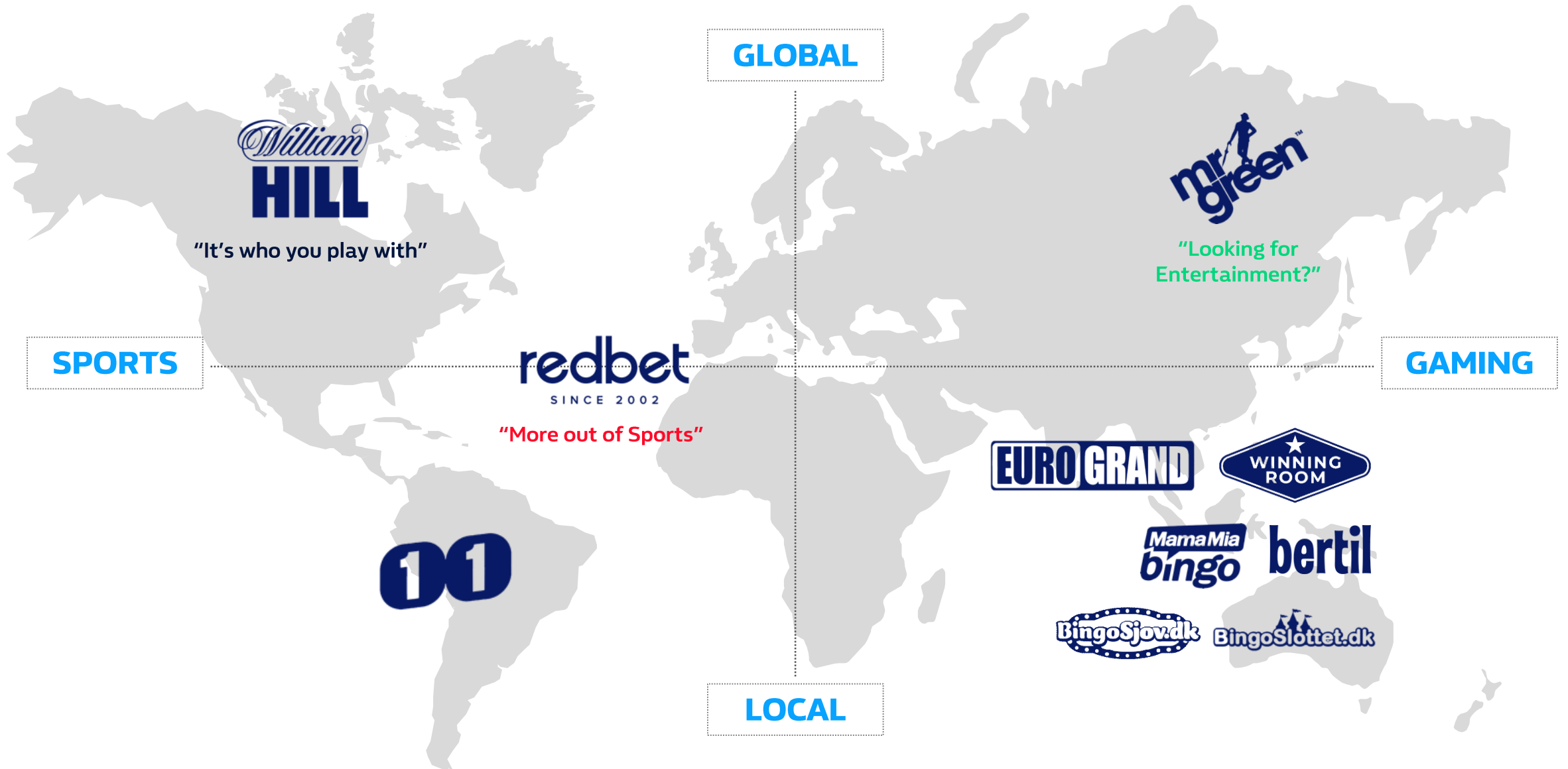
- *"It's who you play with"*



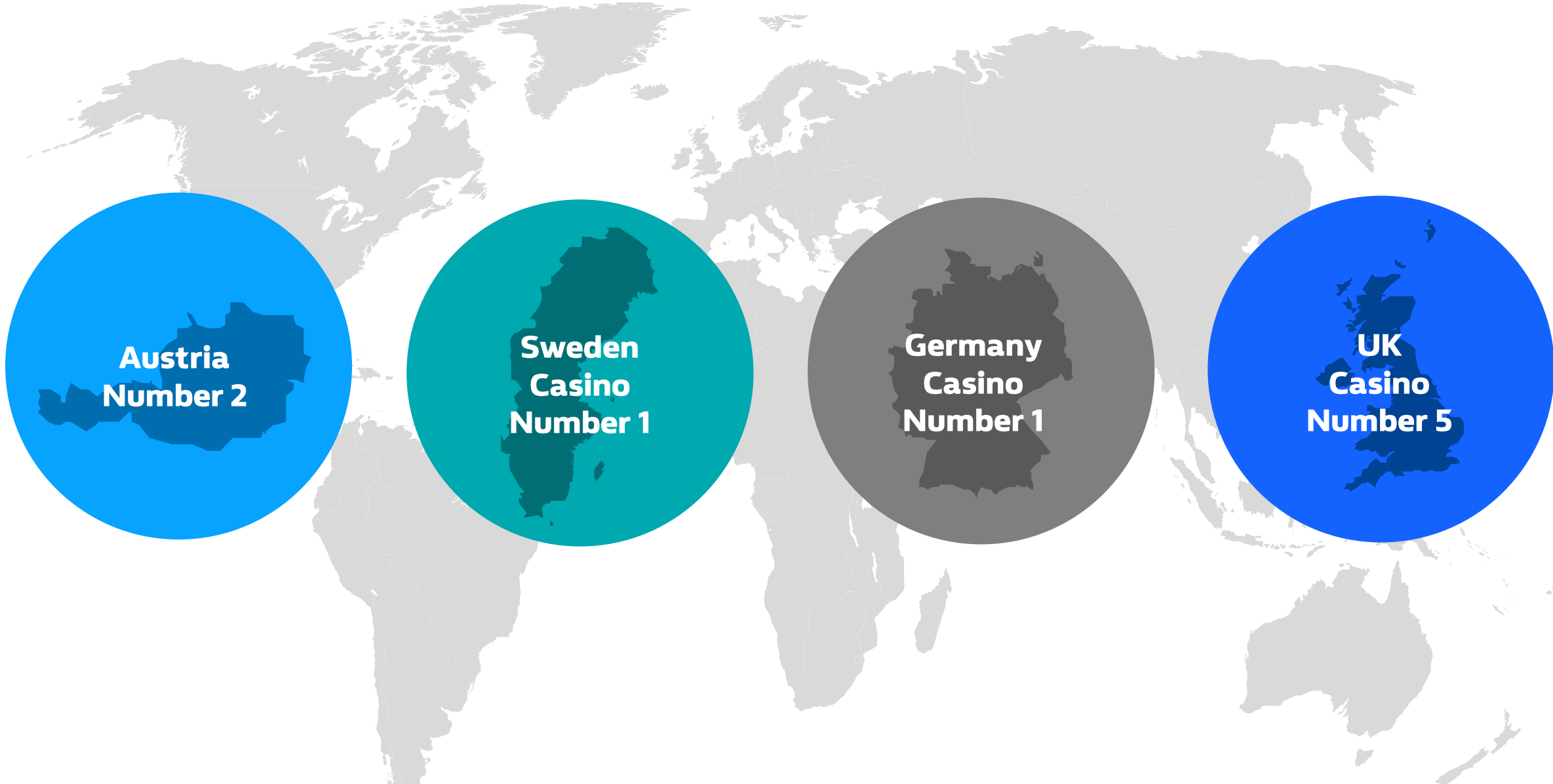
- A world leading **Casino** brand with strong position within player responsibility, innovation and iGaming entertainment; Personalized entertainment, trust, a superior gaming experience

- *"Looking for Entertainment?"*

- A portfolio of strong local **complimentary brands and local expertise**
- Investment in marketing stack to better understand customer and **optimise spend**
- Investment in product to support **experience and increase share of wallet**



N.B. Map is purely illustrative and does not represent what markets our brands are present in





Centralized international operations

- Scalable organization, processes and products
- Increased marketing efficiency across brands (Green Media)
- Compliance and player responsibility best practices aligned across brands
- Customer support aligned between Malta, Manila, Sofia
- International operations consolidated in Malta

Increased cost control

- Aligning tech talent pool between Stockholm and Krakow offices
- 70% of recruitment done in house
- Supplier contract alignment

On track to deliver c£4m annualized cost synergies in 2019

Employee satisfaction and development

- Malta hub enables **growth focused culture**
- Employee engagement and eNPS at **all time high** based on weekly pulse surveys
- 360 Wellbeing program

Employees
+460

Nationalities
31

Average Age
29

Gender ratio
45% F
55% M

- Competitive advantage aligning William Hill's 'Nobody harmed by gambling' with Mr Green's Green Gaming
- Prerequisite for future licenses
- Use data to build and enhance player prediction tools
- Marketing activities based on individual player risk level
- Adds to the trust and credibility of our brands
- Player safety – sustainable business





William Hill International

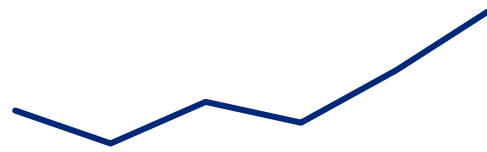
Online roadmap and case studies



NPS based on Italy, Spain tracking started in Q2

+3% in Customer Satisfaction YTD'19

CSAT
(WH International)



Stats are for WH Online International

-44% customer service contacts per active customer YTD'19

Contacts vs Actives
(WH International)

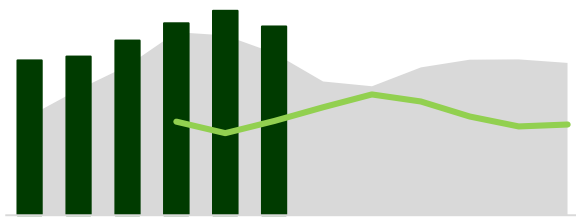


Stats are for WH Online International



Consistent improvement in Customer Satisfaction YTD'19

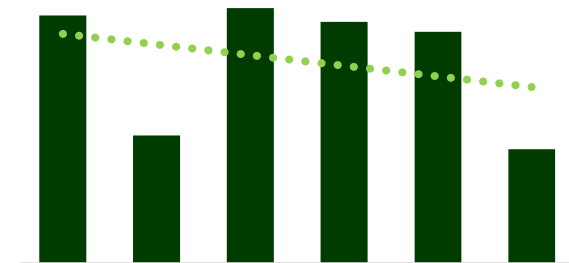
CSAT
(Mr Green, rolling 3 months average)



2018 2019 2017

-11% customer service contacts per active customer YTD'19

Contacts vs Actives
(Mr Green)



William Hill
launched in
Sweden

Launch Spitfire

Launch
Monedero

Launch Mr
Green in Spain

- Customer facing development
- Non-customer facing development
- International expansion



Enhanced gaming
experience

Affiliate
programme
consolidation



Launch
Smart Data
Platform
(SDP)

Aligned next
gen
marketing
tool stack



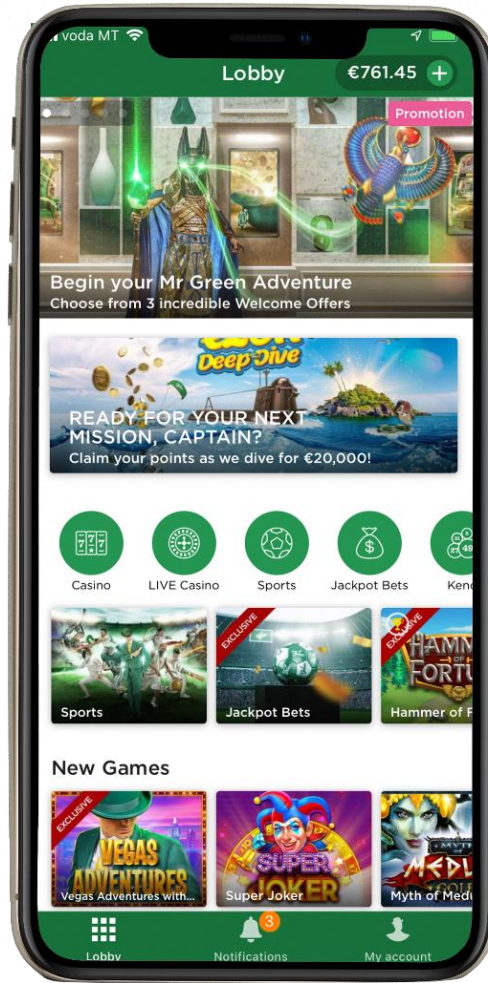
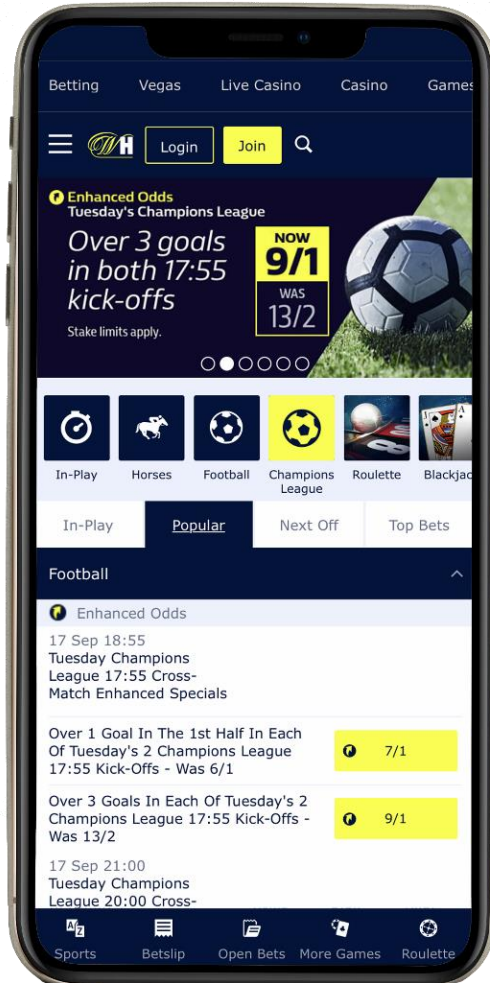
Modular
Transverse
Toolkit (MTT)

Single payment
platform

Move to AWS
cloud

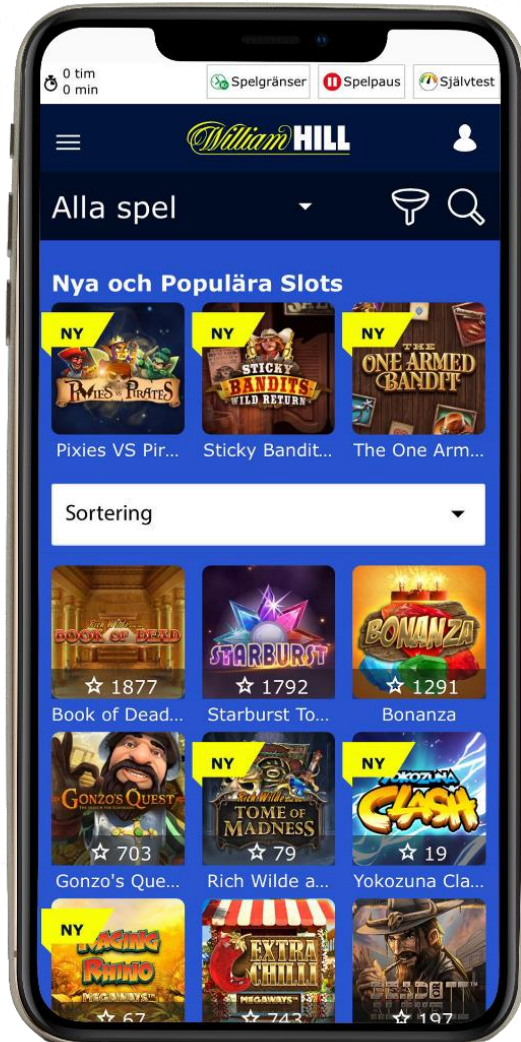


PRESENT



FUTURE

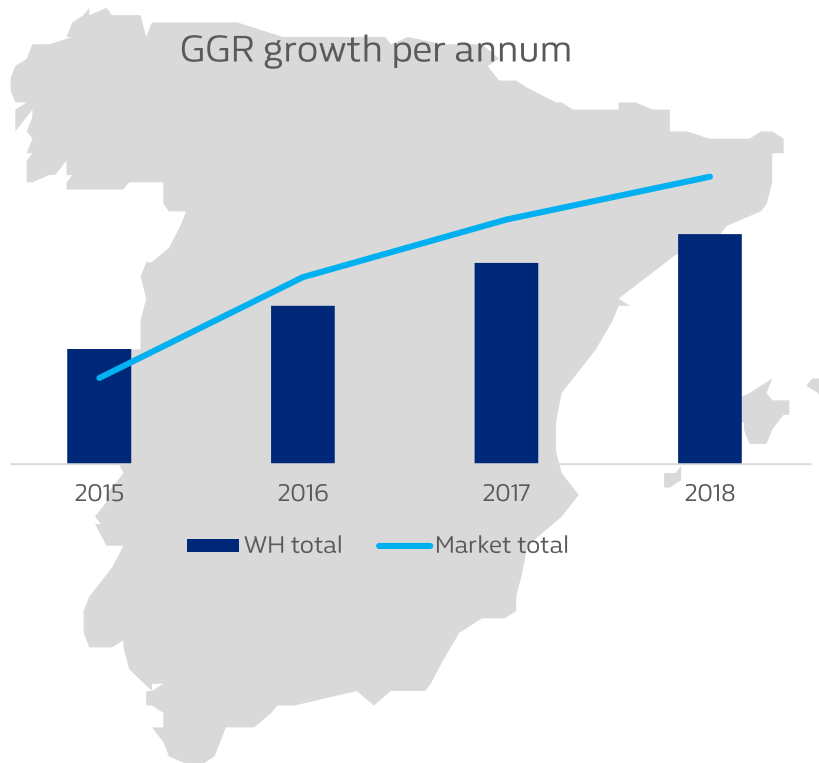




- Mr Green tech stack enabled agile market entry
- Roll out William Hill in 3 months in Sweden
- Improved gaming content and payment portfolio
- Unique pay & play user journey
- Continued focus on product and user experience in the market
- Strong position for marketing investment



SPAIN HAS BEEN A STRONG GROWTH MARKET FOR WILLIAM HILL



- Spain is one of the fastest growing regulated markets in Europe
- Market presence since 2010
- Strong foothold in sportsbook
- An opportunity with casino
- Roadmap:
 - Spitfire launch: Improved sportsbook frontend for William Hill
 - Monedero launch: William Hill Spanish single wallet and full casino portfolio
 - Mr Green will launch in Spain to capitalise on casino growth
 - Minimal marketing investment needed, as we will use existing database to cross-sell players from one brand to another

Q&A

