

William Hill PLC
14th Annual General Meeting
11 May 2016

Overview – 2015 highlights

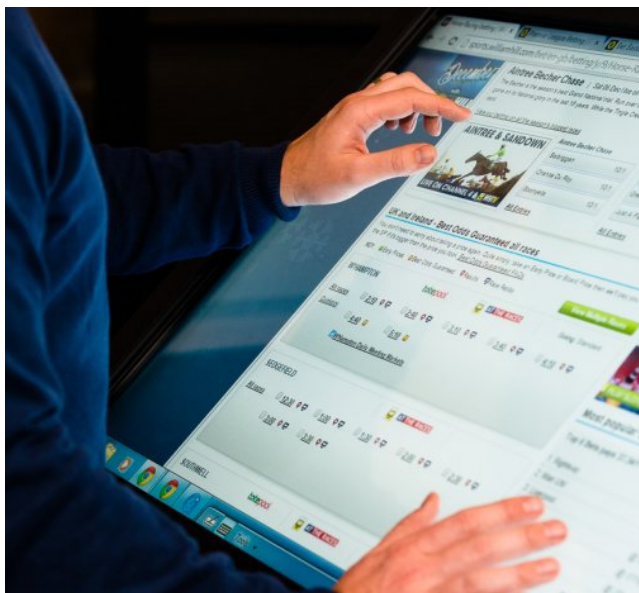
- Operating profit: £291.4m, down 22%
- Profit +2% excluding c£87m of additional UK gambling duties
- Good progress against three strategic pillars
- Continued diversification: 41% digital, 15% international

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

The screenshot displays the William Hill betting website interface. At the top, there is a navigation bar with the William Hill logo, a search bar, and links for 'Help', 'Chat Live', 'Log In', and 'Get Started'. Below this, a secondary navigation bar lists various sports categories: Horse Racing, Greyhounds, Harness, Australian Rules, Rugby League, Basketball - US, and Soccer. The main content area features a large 'PROMOTIONS' banner with the text 'MEMBERS CAN LOG IN TO SEE PROMOTIONS' and a 'LOG IN' button. Below the banner, there are sections for 'Next to Jump' and 'Race Lists'. The 'Next to Jump' section shows three races: 'Globe Derby: 5' (Fixed Win 2.30), 'Warragul: 4' (Fixed Win 2.90), and 'Lismore: 4' (Fixed Win 3.60). The 'Race Lists' section shows a grid of races with their respective odds. On the right side, there is a 'New to William Hill?' section with three bullet points: 'Better Odds - Bet with Fixed Odds or Best Tote on all Aussie gallops', 'Making it Easy - Bet any time, anywhere on your iPhone, iPad or Android device', and 'Bet Safely - We take your security seriously. All transactions are secure'. Below this is a 'Need Help?' section with a 'Call Us @ 1800 007 238 or chat live' link. At the bottom right, there is a 'Trending Bets' section with a table of betting odds for various sports.

Sports	Racing
Choose single bets OR combine all as a multi below	
Philipp Kohlschreiber Philipp Kohlschreiber vs Inigo Cervantes 35m 27s	1.17
Kei Nishikori Viktor Troicki vs Kei Nishikori 1h 35m	1.12
David Ferrer Filippo Volandri vs David Ferrer 1h 5m	1.08

- 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



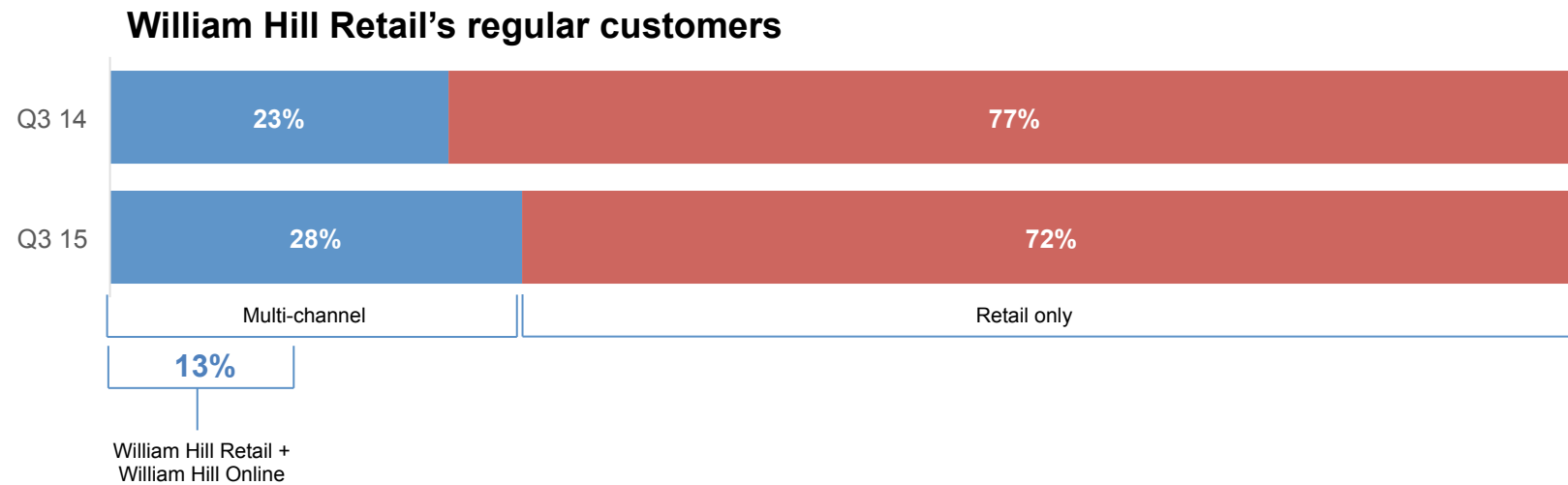
**James Henderson
Chief Executive Officer**

Our strategy



To give us diversified revenues
and profits that mitigate regulatory risk

Omni-channel: a clear opportunity



Omni-channel: our self-service betting terminal

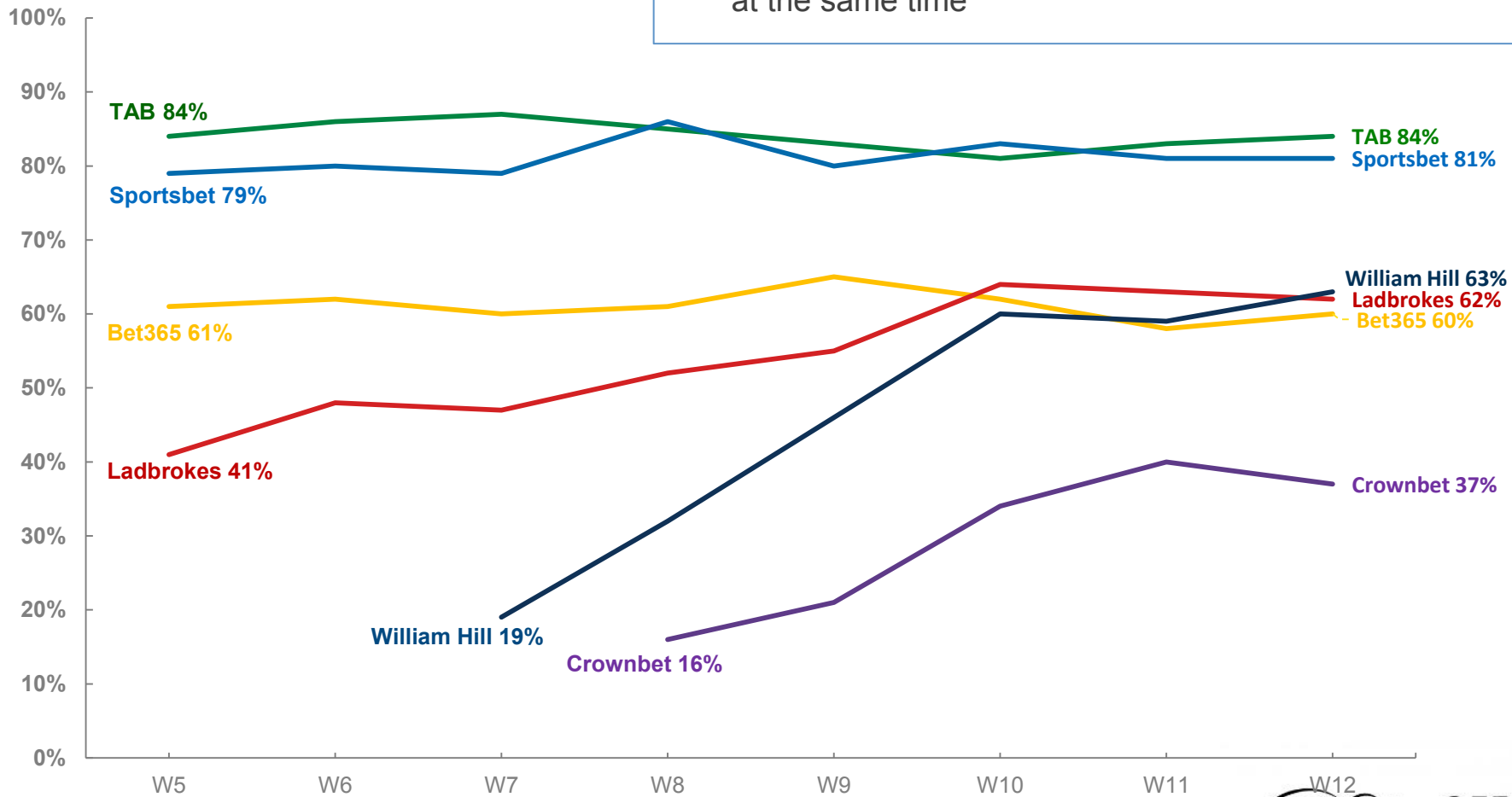


- No revenue share
- Positive customer feedback
- Broader product range
- Popular Online functionality
- 500 SSBTs by the EUROs
- >2,000 by the year-end

International: strong brand established in Australia

Prompted awareness (Feb 2016)

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



Successful Australian Open campaign



200%

Increase in tennis turnover in January

680%

Increase in tennis in-play turnover in January

c1,000

customers a day acquired during the tournament

PRODUCT

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

MARKETING

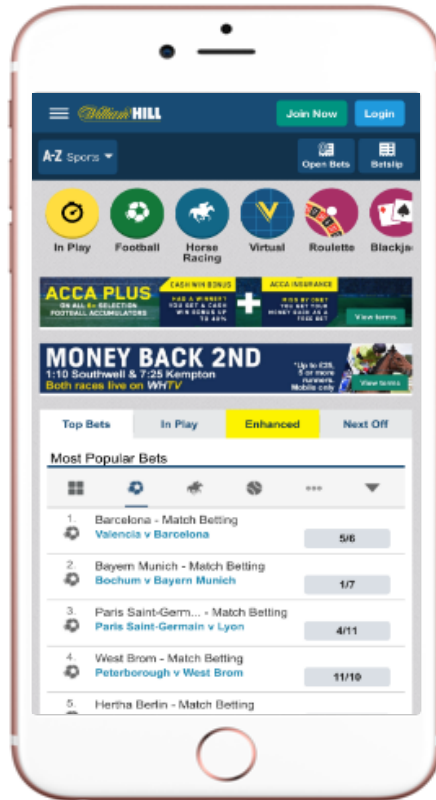
- Peak levels of brand search
- Record customer acquisition rates in January
- Good quality customers – consistent turnover and good level of cross-sell from new customers

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



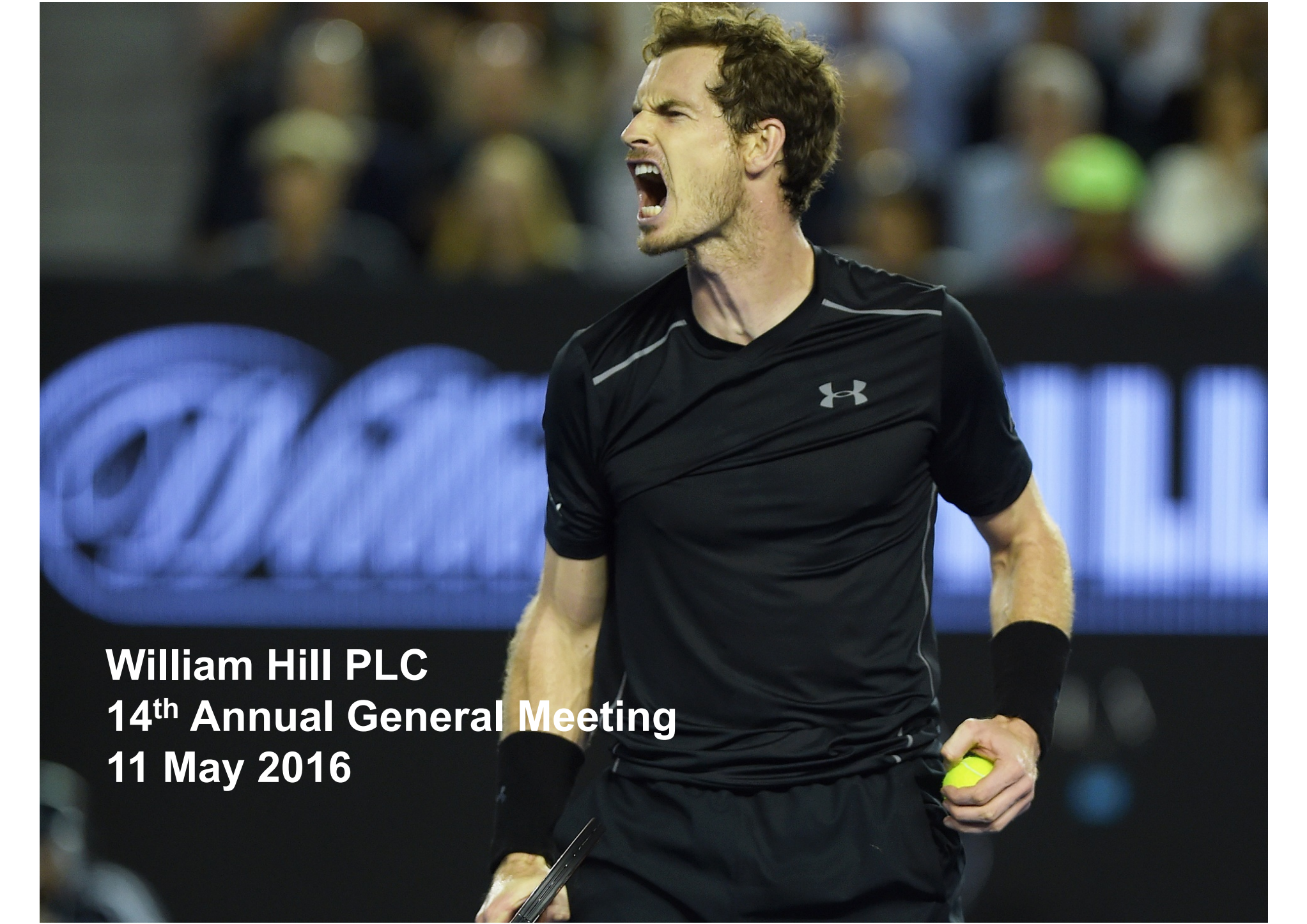
- Ten-year commercial agreement to build a bespoke back-end platform over next three years
- £80m investment in preference shares
- £10m investment in NYX equity



OpenBet

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



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