Welcome to William Hill Online!

September 2019
Disclaimer

William Hill PLC

Cautionary note regarding forward-looking statements

This presentation has been prepared by William Hill PLC ("William Hill"). It includes statements that are, or may be deemed to be, "forward-looking statements". These forward-looking statements can be identified by the use of forward-looking terminology, including the terms "believes", "estimates", "anticipates", "expects", "intends", "plans", "goal", "target", "aim", "may", "will", "would", "could" or "should" or, in each case, their negative or other variations or comparable terminology. They appear in a number of places throughout this presentation and the information incorporated by reference into this presentation and may include statements regarding the intentions, beliefs or current expectations of the Directors, William Hill or the Group concerning, amongst other things: (i) future capital expenditures, expenses, revenues, earnings, synergies, economic performance, indebtedness, financial condition, dividend policy, losses and future prospects; (ii) business and management strategies, the expansion and growth of the Group's business operations; and (iii) the effects of government regulation and industry changes on the business of William Hill, the Group. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future and may be beyond William Hill's ability to control or predict. Forward-looking statements are not guarantees of future performance. The Group's actual results of operations, financial condition, liquidity, and the development of the industry in which it operates may differ materially from the impression created by the forward-looking statements contained in this presentation and/or the information incorporated by reference into this presentation.

Any forward-looking statements made by or on behalf of the William Hill Group speak only as of the date they are made and are based upon the knowledge and information available to the Directors on the date of this presentation, and are subject to risks relating to future events, other risks, uncertainties and assumptions relating to William Hill's operations and growth strategy, and a number of factors that could cause actual results and developments to differ materially from those expressed or implied by the forward-looking statements. Undue reliance should not be placed on any forward-looking statements. Before making any investment decision in relation to William Hill you should specifically consider the factors identified in this document, in addition to the risk factors that may affect William Hill's operations which are described under “Managing our risks” in the Company's 2018 Annual Report.

Subject to the requirements of the FCA, the London Stock Exchange, the Market Abuse Regulation (596/2014), the Listing Rules and the Disclosure and Transparency Rules (and/or any regulatory requirements) or applicable law, William Hill explicitly disclaims any obligation or undertaking publicly to release the result of any revisions to any forward-looking statements in this presentation. No statement in this document is intended as a profit forecast or profit estimate and no statement in this document should be interpreted to mean that the earnings per share of William Hill as altered by the presentation will necessarily match or exceed the historical or published earnings per share of William Hill.
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
- Remodelling Retail
- Growing a business of scale in the US
- 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
William Hill digital strategy

BUILD THE WORLD’S MOST TRUSTED DIGITAL GAMBLING BRAND

STRAategic OBJECTIVES

DRIVE REVENUE 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

DRIVE CUSTOMER ENGAGEMENT THROUGH...
- 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

DRIVE OPERATIONAL EFFICIENCY THROUGH...
- 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
The online business snapshot

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

Locally licensed in: UK, Sweden, Malta, Italy, Latvia, Denmark, Ireland, Spain | Paying betting provision or VAT but do not have a license: Germany, Austria
Online revenue mix

- 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
Model for sustainable growth

• **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**
Well defined brand positions and value propositions

N.B. Map is purely illustrative and does not represent what markets our brands are present in
Mr Green in top positions for brand awareness

Austria
Number 2

Sweden
Casino
Number 1

Germany
Casino
Number 1

UK
Casino
Number 5

Source: GFK Global H1'19 – Brand awareness
Integration synergies and benefits

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 £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
Player safety focused

- 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
Our journey is about our customer

**William Hill**

+28% NPS

+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

**Mr Green**

+5% NPS

Consistent improvement in Customer Satisfaction YTD’19

CSAT (Mr Green, rolling 3 months average)

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

Contacts vs Actives (Mr Green)

All stats on lower part of the page are for Mr Green only
Online roadmap

- Launch Spitfire
- Launch Monedero
- Launch Mr Green in Spain
- Enhanced gaming experience
- Affiliate programme consolidation
- Launch Smart Data Platform (SDP)
- Modular Transverse Toolkit (MTT)
- Single payment platform
- Move to AWS cloud
- Aligned next gen marketing tool stack
Case study 1: Personalisation

PRESENT

FUTURE

OPTIMISED USER EXPERIENCE
DATA DRIVEN CUSTOMER INSIGHT
PERSONALISED, REAL-TIME EXPERIENCES
BEHAVIOURAL PREDICTION
AT RISK PLAYER PREDICTION
Case study 2: Speed to market

- 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
Case study 3: Growth opportunity

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