

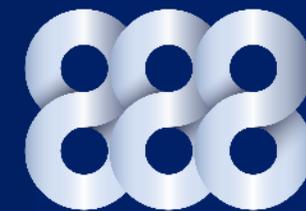
888

FY2022

RESULTS

PRESENTATION

14 APRIL 2023



HOLDINGS

AGENDA



Purpose of today

- Update on key changes since our capital markets day
- Outline the financial results for FY2022
- Update on progress against our strategic plans
- Provide a trading update and guidance for FY23 performance

Topic	Presenter
Financial review	Yariv Dafna (CFO)
Strategic review	Vaughan Lewis (Chief Strategy Officer)
Q&A	

FINANCIAL REVIEW

YARIV DAFNA, CFO

BOARD PRIORITIES

We have clear priorities and plans to strengthen the business and enable it to deliver on its potential



TEAM

Appointment of strong executive directors while supporting wider management team in delivering plans in place



ESG

Our ambition is to be one of the most trusted operators in the industry – sustainability and safer gambling are critical to this



EXECUTION

Delivery of the plan requires strong execution, with the immediate focus on delivering synergies and deleveraging

COMPLIANCE UPDATE

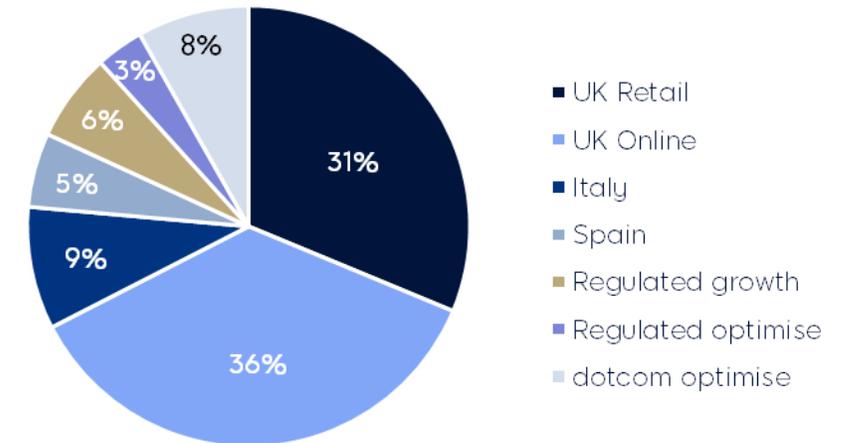
Investigation complete into Middle East VIP suspensions; remedied failings, with robust policies and procedures in place; no further impacts expected

Enhancing sustainability through compliance action

- Compliance and safer gambling is a critical Board priority
- Significant investments in compliance team led by new Chief Risk Officer Harinder Gill
- Compliance team identified instances where safer gambling policies were not being effectively applied to an isolated cohort of players in the Middle East
- The Board took swift, decisive and prudent actions to suspend accounts
- We have now begun successfully reactivating and reopening accounts in accordance with our safer gambling policies and processes and as a result revenues in the region are beginning to recover
- Middle East impact included in full year guidance, currently expect to recover around 40-50% of suspended revenue, meaning a c.£25-30m revenue headwind for FY23

Diversified and highly regulated revenue mix

Q1 2023 revenue by market



- 92% locally regulated revenues in Q1 2023
- No individual dotcom market >2%

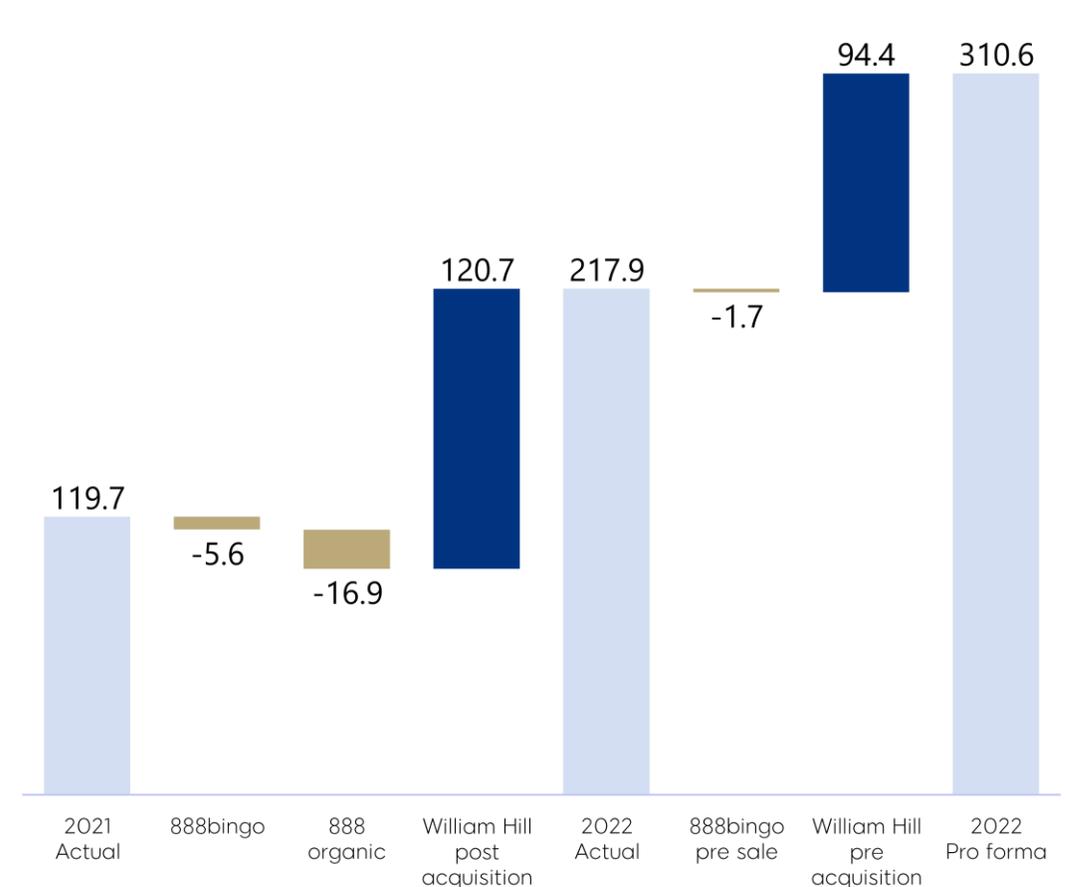
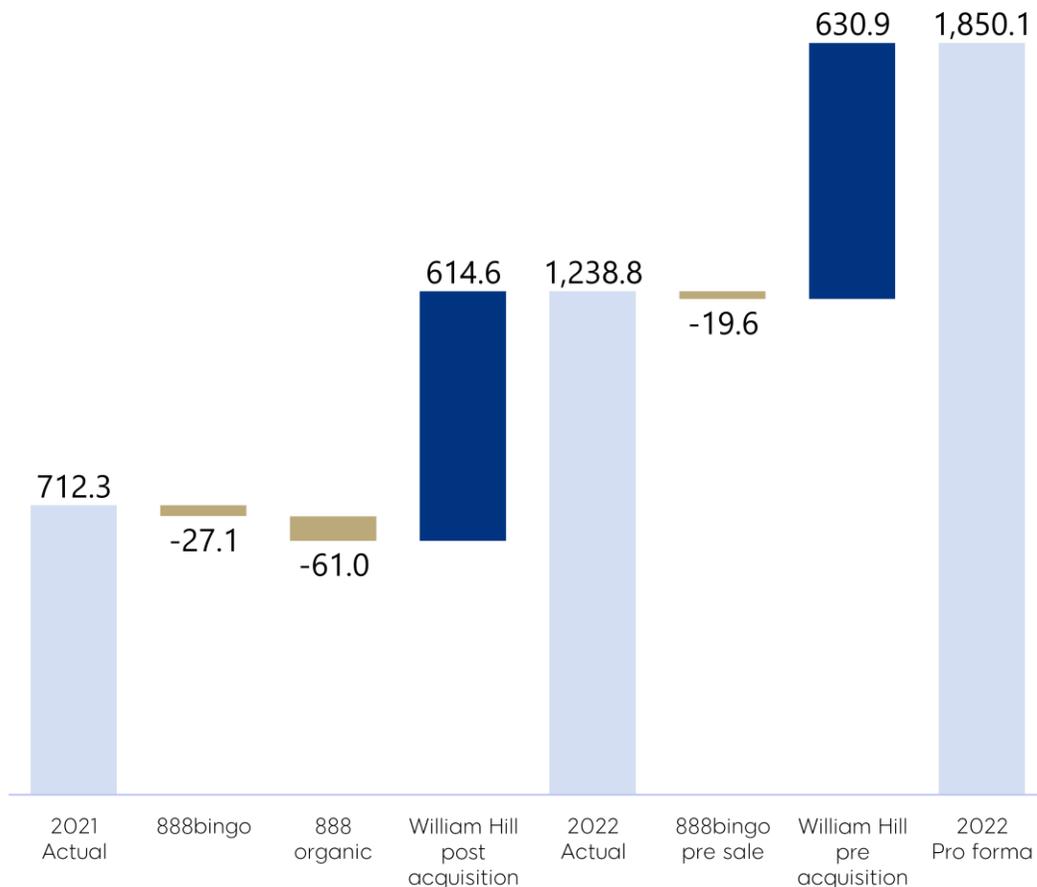
REPORTED TO PRO FORMA RESULTS BRIDGE



To improve clarity around the underlying trends, pro forma numbers include the results of William Hill pre acquisition, and exclude bingo

Reported to pro forma¹ Revenue bridge (£m)

Reported to pro forma¹ Adjusted EBITDA bridge (£m)



¹ Pro forma information, which is unaudited, presented here and throughout the rest of this presentation reflects the results as if the Group had owned William Hill for all periods, and excludes the Bingo business in all periods.

FY2022 FINANCIAL RESULTS – PRO FORMA



We saw strong growth in the retail business as it lapped prior year closures, offset by online headwinds, notably UK safer gambling measures

£ millions ¹		2022	2021	YoY
Revenue	UK&I	1,236.3	1,235.6	0%
	- Online	717.4	898.9	-20%
	- Retail	519.0	336.8	54%
	International	613.7	671.4	-9%
	Total	1,850.1	1,907.0	-3%
Adjusted EBITDA	UK&I	202.6	165.4	22%
	- Online	111.9	165.2	-32%
	- Retail	90.7	0.3	nmf
	International	136.0	147.5	-8%
	Central costs	(28.1)	(43.0)	-35%
	Total	310.6	269.9	15%

- Lapping tough comparators with lockdown driven online migration across major markets
- Significant proactive safer gambling measures in the UK
- Refined market focus alongside market closures e.g. Netherlands (international revenue -4% excluding Netherlands)
- Retail bouncing back strongly to higher than pre-covid levels on a like for like basis and driving overall group EBITDA growth
- Central costs benefitting from early synergies as well as timing impact of certain costs in the prior year

FINANCIAL FOCUS AREAS

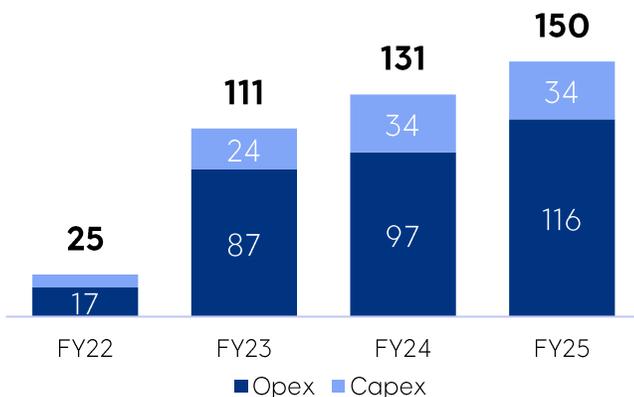
We have clear plans to improve financial performance through realising synergies, improving EBITDA margin and prioritising deleveraging



SYNERGIES

- Accelerated synergy delivery and upgraded target of £150m by 2025, with £111m expected in 2023
- Synergies of £25m delivered in H2-2022, with quick wins across all areas of the cost base

Cumulative synergies (£m)



EBITDA MARGIN

- Improved margin, and expect >20% in FY23 with a focus on profitability through:

Cost of sales

- Synergies from third party content providers and payment providers
- Optimising content mix including in-house content sharing

Marketing

- Brand optimisation by market
- Focus on better ROI

Other operating costs

- Synergies from optimising global shared functions



DELEVERAGING

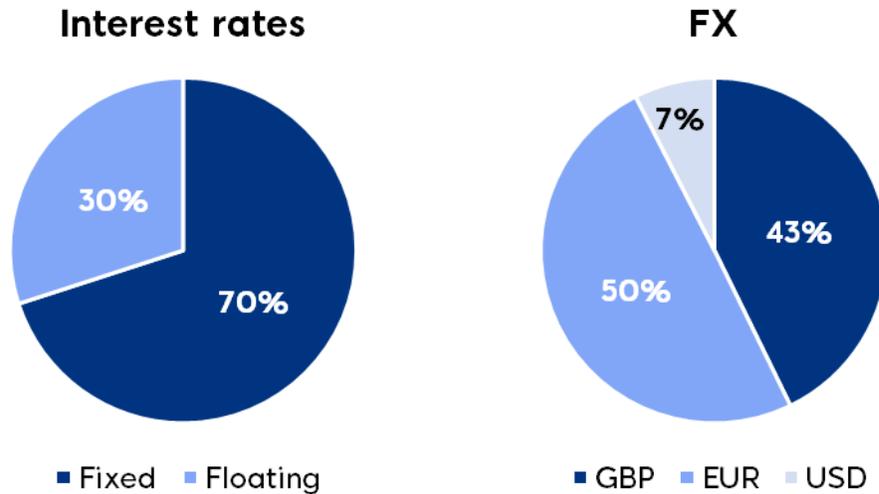
£m	Dec-22
Gross debt at par value	1,815
IFRS16 liabilities	89
Cash (excl. customer balances)	(176)
Net Debt	1,728
Pro forma Adjusted EBITDA	311
Leverage	5.6x

- FY23 deleveraging principally through synergy delivery and EBITDA growth
- Future years should benefit from both EBITDA growth and cash generative business with focus on debt paydown

DEBT STRUCTURE

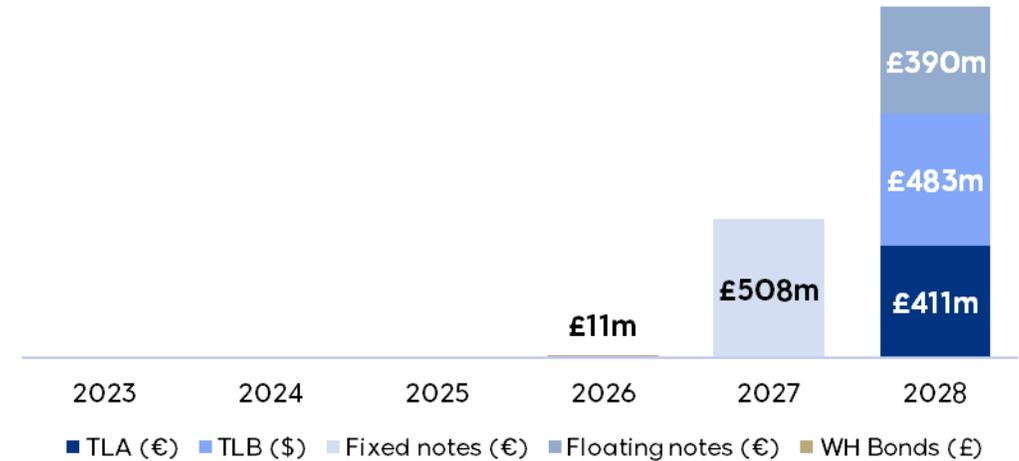
Long-term debt structure that is hedged against FX and interest rate risk

Effective exposure



- Effective currency profile more closely aligned to underlying cash generation of the business
- 100bps change in interest rate would impact annualised cash interest costs by £5-6m
- Cash interest costs of ~£165-170m expected in FY23

Maturity profile¹



- Long-term maturity with ongoing principal amortisation only applicable to the \$TLB at 1% p.a. / ~£5m p.a.
- Strong liquidity of over £320m, with £176m net cash at 31 Dec 2022 (approximately £170m at 31 Mar 2023) and £150m undrawn RCF that matures in 2028

¹ For floating instruments the £ equivalent is based on FX rates as at 31 March 2023, being 1.237 USD and 1.137 EUR. TLB maturity in 2025 would be reduced slightly by annual amortisation, which isn't reflected on the chart

Q1 2023 TRADING UPDATE

Q1 revenue of £446m with good underlying volumes offset by UK safer gambling impacts and suspension of Middle East VIPs

Q1 2023 Trading Update

£ millions	Q1-23	Q1-22 ¹	YoY	Q4-22 ¹	QoQ
UK&I	306	312	-2%	304	1%
- Online	167	183	-9%	172	-3%
- Retail	140	129	8%	131	6%
International	140	157	-11%	154	-9%
Total revenue	446	469	-5%	457	-2%

- UK&I Online -9% with strong growth in active players and recreational cohorts, offset by safer gambling restrictions
- International revenue down -11% due to refined market focus and impact of compliance changes, partially offset by solid underlying performance elsewhere
- Retail performing very strongly, with revenue up +8% with both sports and gaming growing
- Customer activity remains strong with actives +6% YoY in Q1
- Strong Cheltenham engagement with online actives +15% YoY, record bets per minute and stakes & revenue ahead of plans
- Cash (excluding customer balances) at 31 March 2022 of approximately £170m

FY23 Guidance

- Low to mid single digit decline in revenue YoY, driven by focus on core and growth markets, expansion of recreational base in the UK and selected compliance and market events
- £25-30m full year revenue headwind from Middle East following conclusion of internal investigation
- Adjusted EBITDA Margin of >20%



¹ Based on unaudited pro forma results

FY2025 FINANCIAL TARGETS



Reaffirmed FY2025 financial targets, delivering strong shareholder returns while building the platform for future growth

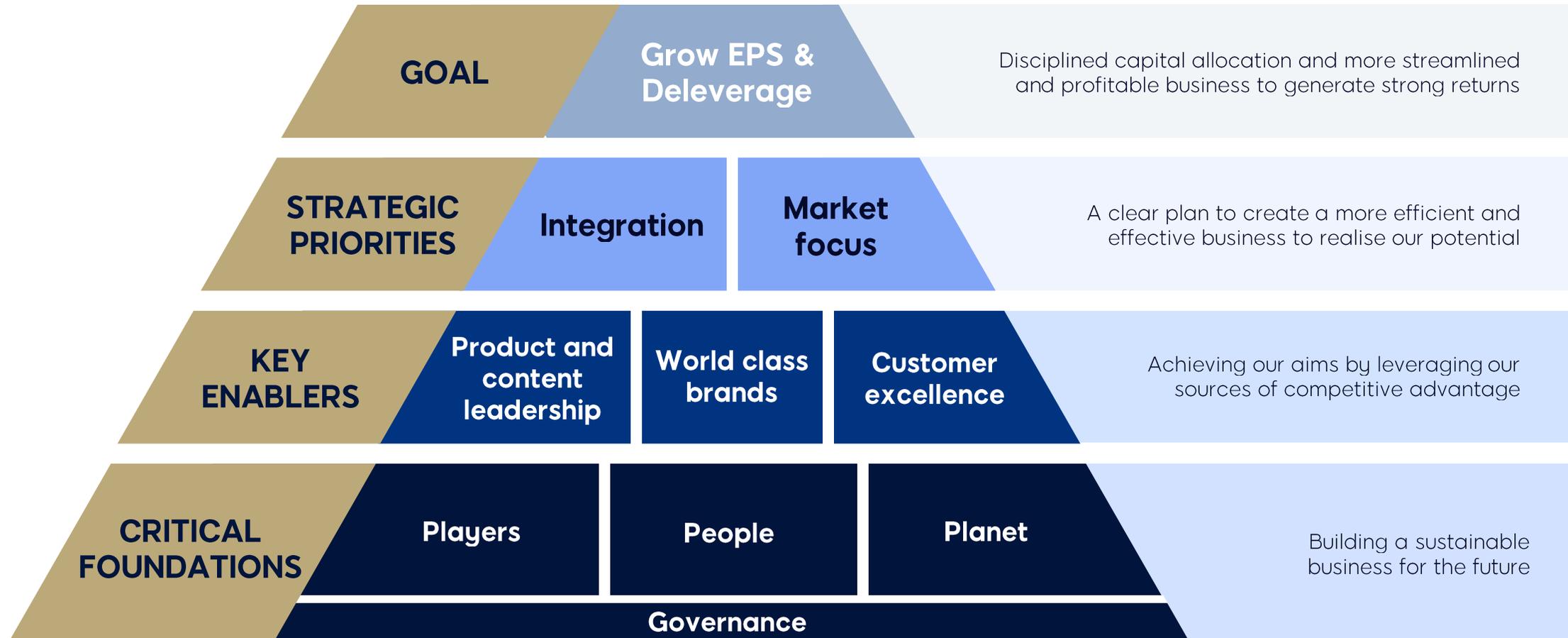
Revenue	>£2bn	Refined strategic focus on a smaller number of key markets, with clear targets to drive greater market share and build sustainable long-term market leadership positions
Adjusted EBITDA Margin	>23%	Focus on building scalability into the enlarged Group's operating model, using the benefits of unified proprietary technology and operations to drive higher profit margins
Leverage	<3.5x	Extremely disciplined approach to capital allocation, with a clear focus on deleveraging
Adjusted EPS	>35p	Strong focus on core equity growth drivers to deliver the benefits of the enlarged Group

STRATEGIC REVIEW

VAUGHAN LEWIS, CHIEF STRATEGY OFFICER

STRATEGIC FRAMEWORK

Clear strategic focus areas as we build the platform for future success



MARKET FOCUS – CORE



Strong performance in Italy and Spain offset by challenges in the UK, primarily related to significant impact of player safety measures

UK ONLINE

- Maintained strong player activity and growing market share based on actives, particularly in gaming¹
- Revenue trend impacted by covid unwind in H1, albeit the significant majority of the FY decline was due to safer gambling changes across all periods

ITALY

- Initial covid unwind impact on revenue and market share as retail reopened and omni-channel operators benefitted
- Strong momentum through 2022 with 888casino increasing its market share by 1ppt from H2-21 and being the only online-only brand taking share²

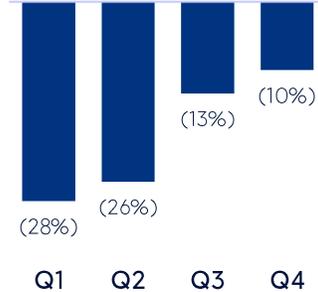
SPAIN

- H1 2022 impacted by covid unwind, with strong momentum through H2 2022
- First full year of the advertising restrictions with strong brand awareness and product driving performance

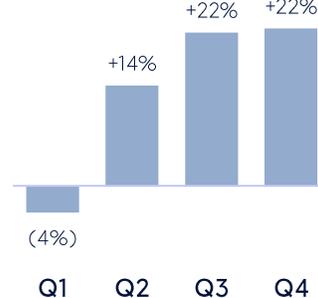
YoY Actives³



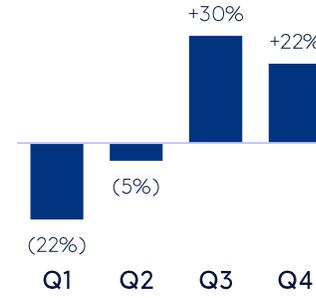
YoY Revenue



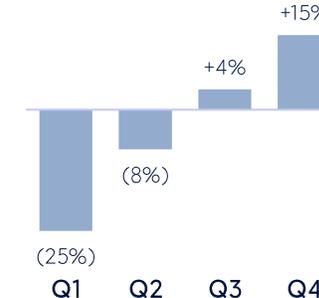
YoY Actives³



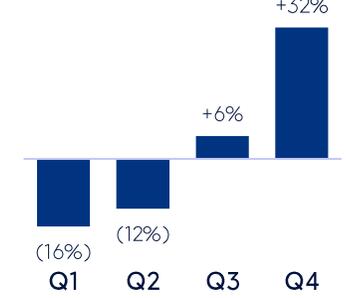
YoY Revenue



YoY Actives³



YoY Revenue



Note: all charts for actives and revenue and based on unaudited pro forma numbers

¹ Based on Betscope market research Q1 to Q4 2022

² Based on regulator reports. 1ppt increase in share from H2-21 to Q3-22 as detailed data for Q4-22 has not yet been released

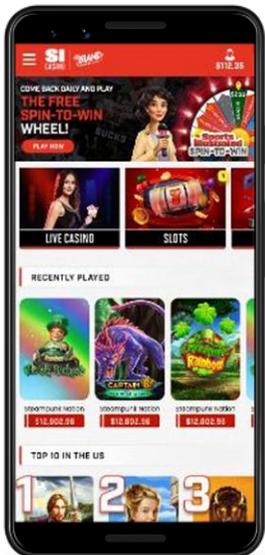
³ Actives represent average monthly players who wagered a stake in each period

MARKET FOCUS – OTHER

Regulated market launches support our growth market strategy, with profitability focus supported by optimise markets

GROWTH

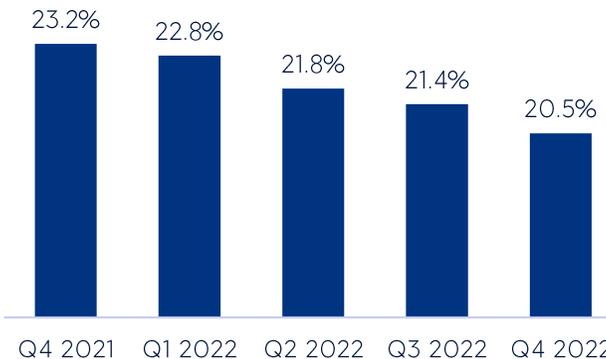
- Launched 888 on a locally regulated basis in Ontario in Apr-22
- SI Sportsbook launched in Virginia and Michigan, with SI Casino launched in Michigan in Feb 2023
- Mr Green now ranked #1 for brand awareness in Denmark¹, ahead of the former monopoly brand



OPTIMISE

- Optimised brand strategy by market rolled out through H2 following completion
- 888sport successfully migrated onto in-house platform in Denmark and Romania, supporting scale benefits
- 3ppts increase in contribution margin from H1 to H2 2022

Optimise markets as % total revenue

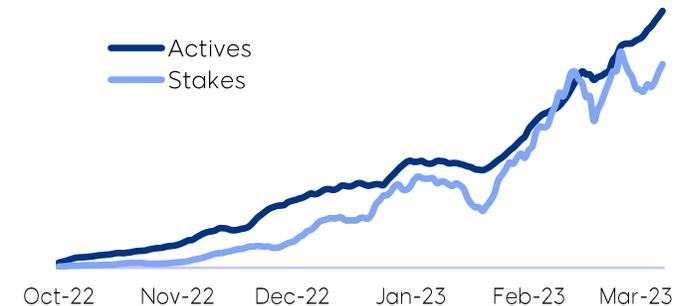


Note: based on unaudited pro forma numbers

PIPELINE

- 888AFRICA JV signed in March, first 4 markets launched in October, and already over 500,000 customers

L7D Average daily actives and stakes since launch



¹ Mindshare brand tracking

KEY ENABLERS – PRODUCT AND CONTENT

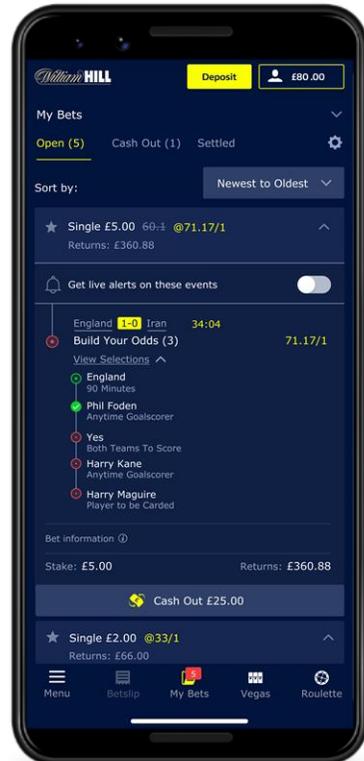
The combination of 888 and William Hill will enable us to offer best-of-breed betting and gaming products across all our brands

Consistent product delivery alongside integration work

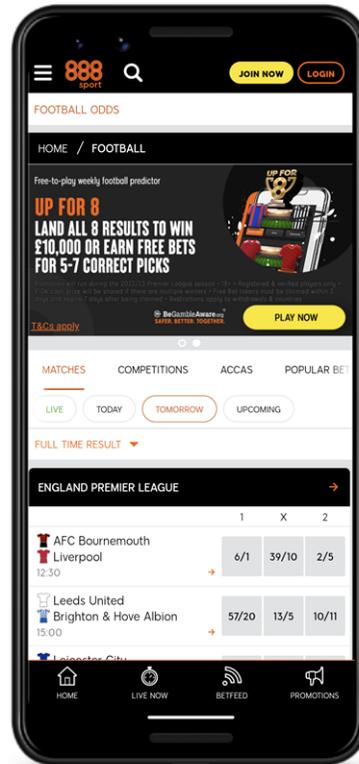
Revenue upside potential from combination



Improved #BuildYourOdds bet builder with leg tracking, real time bet status and cash out



New daily wish free to play game on casino supporting engagement and retention



Customisable look and feel with light or dark mode
Also launched improved football page layout

Section8 in-house studio continues to develop top quality games that we plan to rollout to William Hill, including simultaneous launch of SIX games as part of Captain8 themed franchise



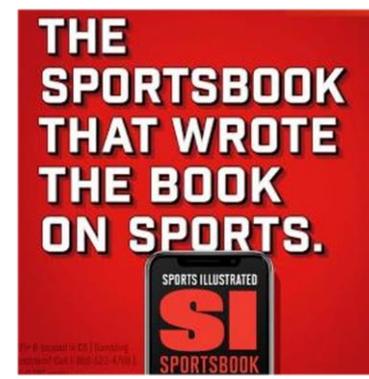
888casino - # of games on platform



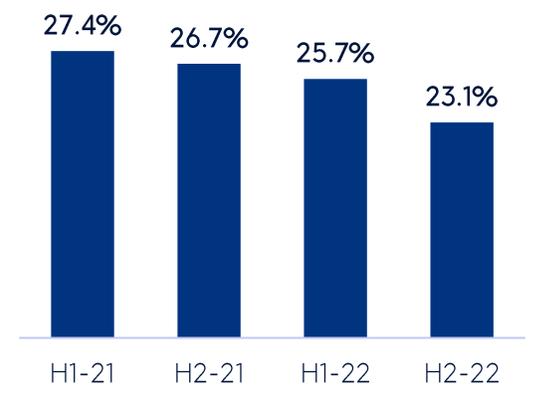
Extensive range of almost 3,000 top quality games on the 888 platform, with >600 new games launched this year and one of the largest live casino offerings in the world

KEY ENABLERS – WORLD CLASS BRANDS

Brand strength and marketing expertise driving more efficient spend



Pro forma online marketing ratio



KEY ENABLERS – CUSTOMER EXCELLENCE

Customer focus driving efficiency, as well as continuous improvement in player activity and satisfaction

Delivering top quality customer experience...

Focus on brilliant basics and improving customer journeys is driving improved NPS

Rolling 12m Customer NPS



Average player days per month

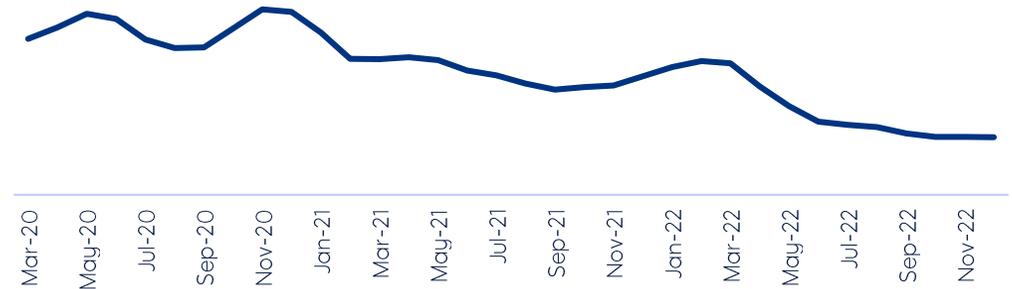


Focus on customer is driving improved engagement and player activity

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
20	20	20	20	21	21	21	21	22	22	22	22	23

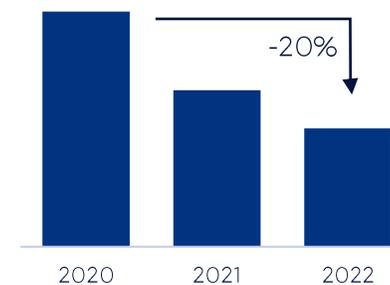
...with efficient and effective customer service

Rolling quarterly average contacts per active

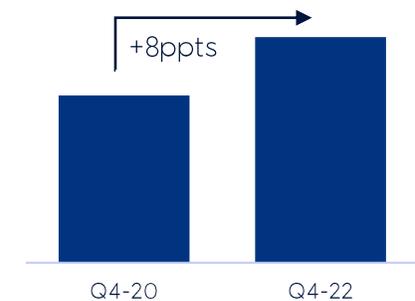


Increased automation and centres of excellence reducing costs to serve by over 20% in parallel with improved customer satisfaction and reduced contacts per active

Cost to serve



CSAT

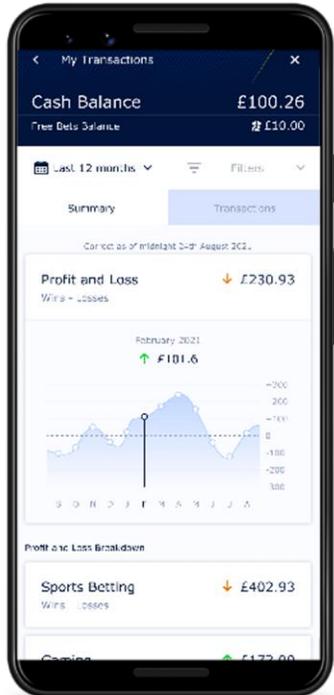


SUSTAINABILITY

Our approach to ESG and sustainability is fundamental to our long-term growth ambitions, as we continue to build the business into a global leader

PLAYERS

- >500,000 third-party financial vulnerability checks carried out in the UK
- >2.7 million customer interactions undertaken, +19% on 2021
- 45% of global customers have deposit limits, up from 37% in 2021
- 72% of 888 players have access to the *Control Centre*



Over 88,000 safer gambling interactions carried out in retail



Launched and promoted engaging player safety campaigns and messaging

PEOPLE

+8

Employee net promoter score across the Group

32%

% of women in senior management positions



Partnership with Girls Who Code



Employee volunteering opportunities supported via Neighbourly

PLANET

-44%

Reduction in 888 global emissions vs 2019 baseline



B-
CDP rating



FTSE4Good
98th percentile in travel and leisure



William Hill achieved carbon neutral status despite an extensive retail footprint

SUMMARY

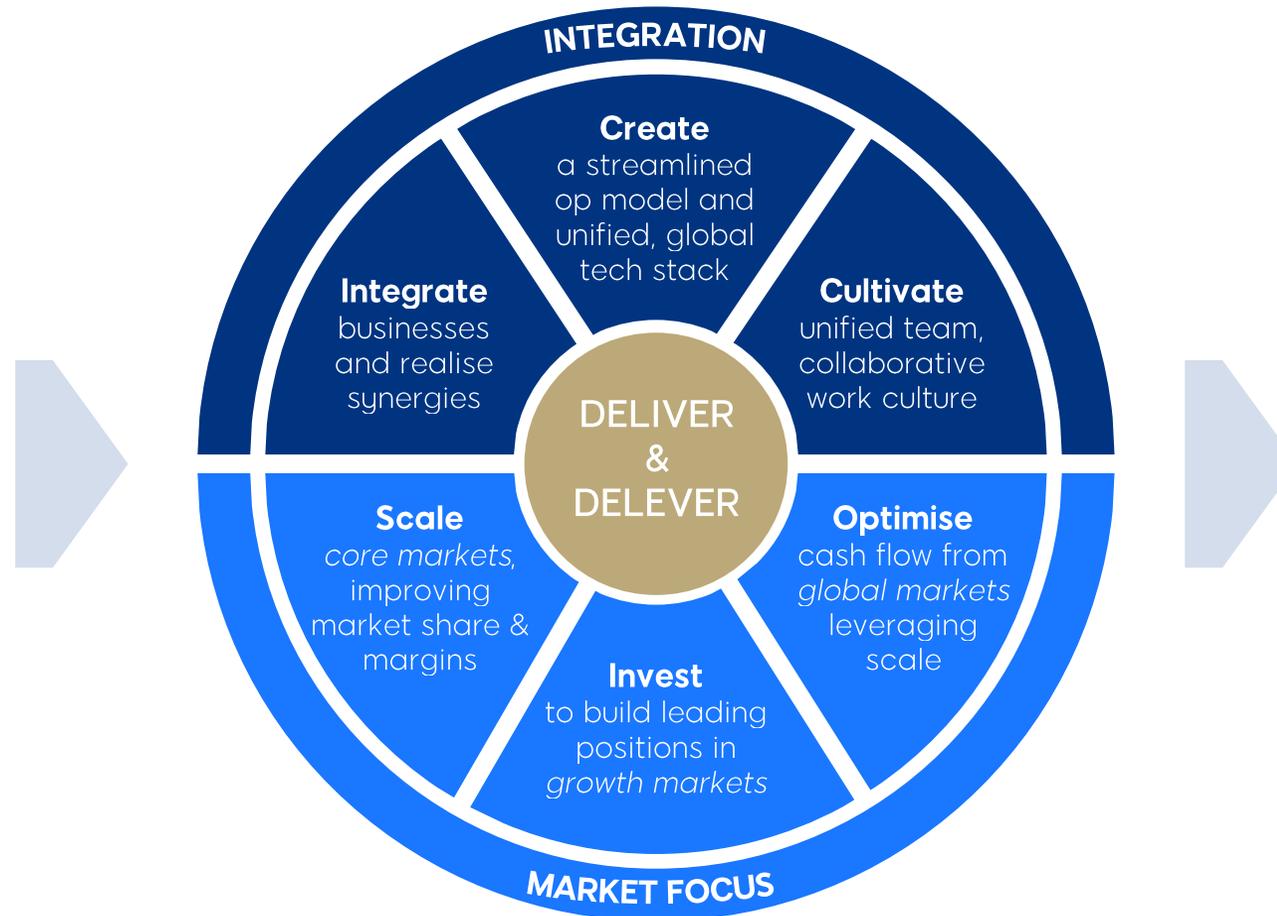
Executing on clear plans to realise our potential

H2 2022 delivering on our **PLAN**

H1 2022 **POSITION**

Transformation of business to create a large scale business, with leading positions in key regulated markets

Strong potential constrained by high leverage and below average EBITDA margins



In order to realise our **POTENTIAL**

a world-class customer-led organisation, with high growth potential enabled by proprietary technology, world-class brands and a strong growth culture



HOLDINGS

Q&A

PRESENTERS