

Our business at a glance

UK Retail



Digital



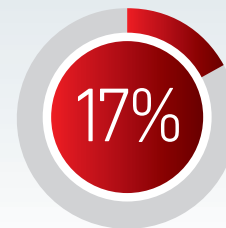
Ladbrokes is a familiar name on British high streets. Revenue is driven by traditional over the counter betting on football, horseracing, greyhounds and other sports and by gaming machines.

We have made significant progress in transforming our Digital business. Better technology, an increasingly competitive customer offer and a new sportsbook for online and mobile to come, places us in a strong position to grow the business.

Percentage of Group net revenue⁽¹⁾



Percentage of Group net revenue⁽¹⁾



Average number of shops

2,151
+2.3%

Net revenue⁽¹⁾

£739.5m
+8.2%

Unique active players

1,010,000
+15.0%

Net revenue⁽¹⁾

£178.1m
+9.0%

Operating profit⁽¹⁾⁽²⁾

£180.7m
+18.6%

Number of customers⁽³⁾

1,443,000
+0.3%

Operating profit⁽¹⁾⁽²⁾

£31.8m
-39.3%

Mobile actives as a percentage of total

33.4%
+11.2 percentage points

Notes:

- ⁽¹⁾ Excluding High Rollers.
- ⁽²⁾ Profit before tax, net finance expense and exceptional items.
- ⁽³⁾ Estimate based on data provided by Odds On.
- ⁽⁴⁾ Includes Belgian newsagent outlets and Spanish corners.

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European Retail



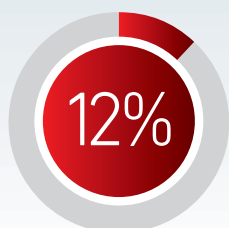
Telephone



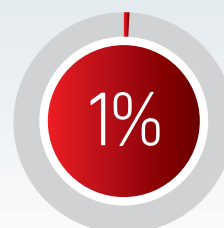
We operate successful retail businesses in Ireland, Belgium and Spain, where our joint venture Sportium enjoys increasing brand recognition and is growing strongly.

Despite a growing customer preference for betting on mobile, traditional telephone betting remains popular with a significant number of customers. We also operate a telephone service for our High Roller customers.

Percentage of Group net revenue⁽¹⁾



Percentage of Group net revenue⁽¹⁾



Number of shops/points of sale⁽⁴⁾

957
+25.8%

Net revenue⁽¹⁾

£126.2m
+1.7%

Number of bets

4,549,267
-21.6%

Net revenue⁽¹⁾

£9.5m
+0.0%

Operating profit⁽¹⁾⁽²⁾

£20.2m
+50.7%

Staff cost per bet

£0.87
+4.4%

Operating loss⁽¹⁾⁽²⁾

£(1.5)m
+62.5%

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