

we will have launched a new Digital sportsbook, with a new mobile platform to follow in Q2.

The focus for the business can now turn to growing net revenue per customer. The ongoing development of our new Active Data Warehouse, which is beginning to enable more effective insight into customer behaviour is the foundation for this. In parallel, we have begun to improve our Customer Relationship Management capabilities, refining the way in which customers are segmented, developed and rewarded as well as working closer with key suppliers and product experts. This has started to show some positive

outcomes and we will continue to explore opportunities which will help us accelerate this process going forward. We expect this to lead to improving metrics as the year progresses, with growth in net revenue and Digital profits, particularly during the second half of 2013.

**Aiming to lead in mobile**

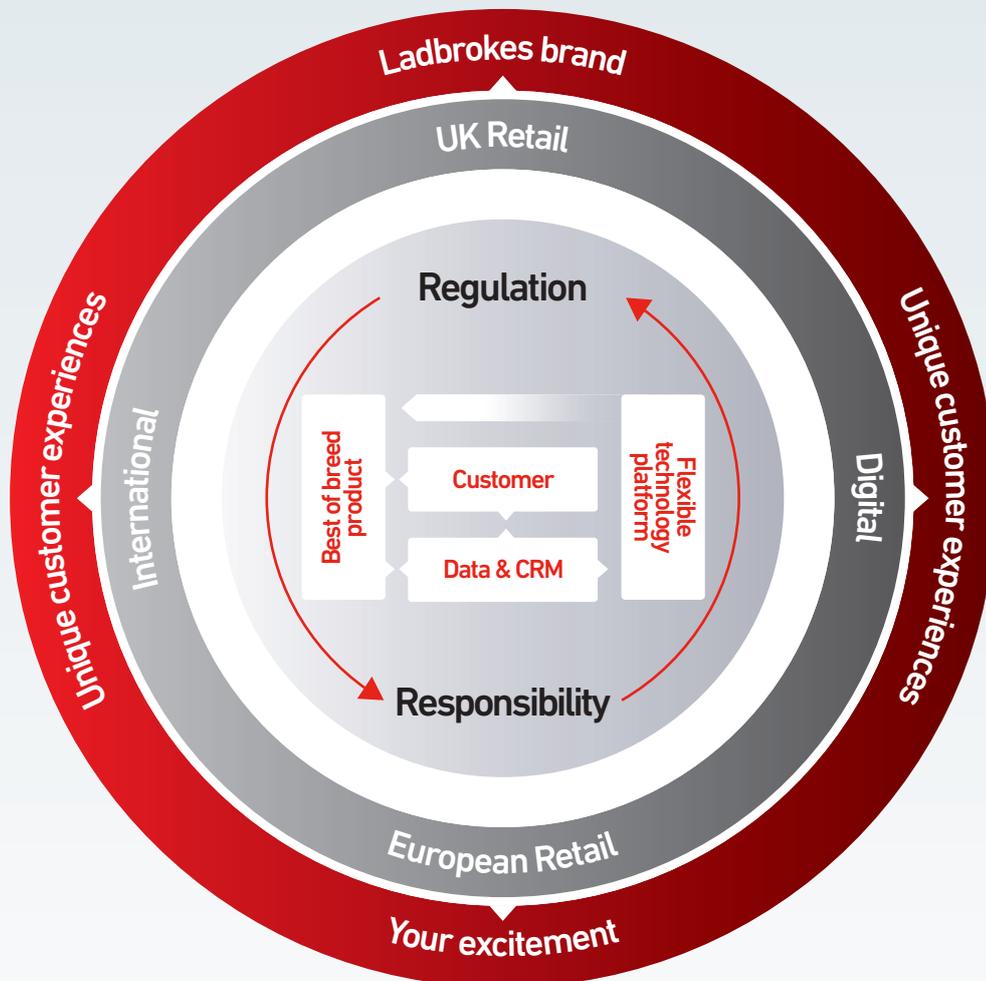
Mobile is the key driver of growth in the digital market. Mobile devices are portable, convenient and increasingly popular. They are driving a trend towards more spontaneous consumption of betting and gaming opportunities. Over 33% of our Digital customers bet via a mobile device,

with the number of mobile customers growing up to five times quicker than those using traditional digital means.

During the year we have continued to develop the Ladbrokes Sports Betting app, improving functionality and usability as well as adding more innovative features. We have also delivered more gaming product, particularly on tablet with a new live dealer casino and several exclusive slots games.

Our new mobile platform will be live during the first half of 2013. It has been developed in parallel with new Application Programming Interface (API) technology, which enables us to

# Our business model



Ladbrokes is in the business of providing excitement to customers. We deliver the excitement of sports betting and gaming in retail, online, via tablet, mobile and on the telephone. We are building on our brand leadership and heritage in the UK, Ireland and Belgium by expanding into new markets like Spain, and by establishing a presence in markets with significant future potential like China and the USA. In developing our product offer in each market we are governed not only by regulatory frameworks, but by a commitment to corporate and social responsibility. Our approach is to put the customer at the heart of what we do, develop best of breed products utilising a newly invested flexible technology platform to deliver unique customer experiences.