

## KPIs

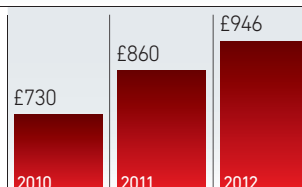
The Board and the executive team use a number of key performance indicators ('KPIs') to monitor Group and divisional performance against budgets and forecasts as well as to measure progress against our strategic objectives. Here we provide the main KPIs for our two largest divisions.

# Measuring our performance

### UK Retail

#### Gross win per machine week

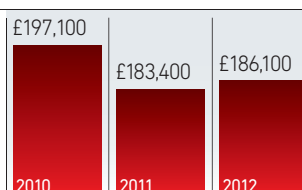
Measure used by management to assess the performance of our machine offering in UK Retail shops.



**£946 +10.0%**

#### Over the counter (OTC)<sup>(1)</sup> gross win per shop

Measure used by management to assess the performance of our OTC product offering (non-machine) in UK Retail shops.



**£186,100 +1.5%**

#### OTC gross win margin

Measure used to monitor the profitability of the OTC offering expressed as a proportion of amounts staked.



**16.7%**

#### Operating costs<sup>(2)(4)</sup>

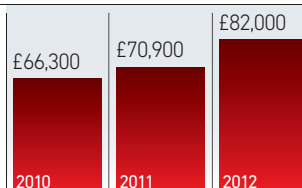
Analysis of costs is key to monitoring performance and enables areas for further cost efficiencies to be identified.



**£502.5m +5.6%**

#### Operating profit<sup>(4)(5)</sup> per shop

Enables management to analyse divisional performance on a per shop basis across the retail estate. Used to gauge performance versus market.

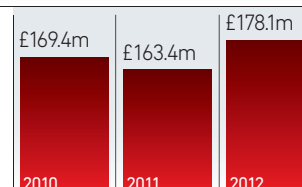


**£82,000 +15.7%**

### Digital

#### Net revenue<sup>(1)</sup>

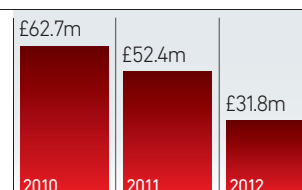
Measure used by management to assess the performance of our Digital offering.



**£178.1m +9.0%**

#### Operating profit<sup>(3)</sup>

Measure of divisional profitability which is equal to Net Revenue less all relevant operating costs and gaming taxes.



**£31.8m -39.3%**

#### Unique active players<sup>(1)</sup>

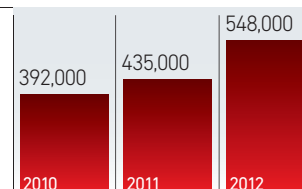
Defined as any player who has contributed to rake and/or placed a wager in the period. It is a measure of our success at recruiting and retaining customers.



**1,010,000 +15.0%**

#### Real money sign-ups<sup>(1)</sup>

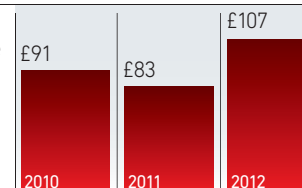
A new player who has registered and deposited funds into an online account. It is a measure of our success at attracting new customers.



**548,000 +26.0%**

#### Adjusted cost per acquisition<sup>(1)</sup>

Measuring how much on average it cost us (marketing spend and affiliate expenses) to recruit each new customer.



**£107 +28.9%**

Notes:

<sup>(1)</sup> A full list of terms is set out in the Glossary on page 120.

<sup>(2)</sup> Operating costs is a total of cost of sales after depreciation, amortisation and amounts written off non-current assets and before gross profits tax, plus administrative expenses.

<sup>(3)</sup> Profit before tax, net finance expense and exceptional items from continuing operations.

<sup>(4)</sup> Before exceptional items.

<sup>(5)</sup> 2010 excludes the impact of the £6.7 million VAT credit.