

S1 2020 Earnings Call

Company Participants

- Louise Turner-Smith, Director Investor Relations
- Matthew Ashley, Chief Financial Officer
- Ulrik Bengtsson, Chief Executive Officer
- Unidentified Speaker

Other Participants

- Bridie Barrett, Analyst
- Christine Zhou, Analyst
- Ed Young, Analyst
- James Rowland-Clark, Analyst
- Joe Thomas, Analyst
- Kiranjot Grewal, Analyst
- Michael Mitchell, Analyst
- Monique Pollard, Analyst
- Richard Stuber, Analyst
- Simon Davies, Analyst
- Unidentified Participant

Presentation

Operator

Ladies and gentlemen, welcome to the William Hill Interim Results Call. My name is [ph]Tharase and I am the operator for today's call. During this call, you'll have an opportunity to ask questions. (Operator Instructions) Every individual have a limit of two questions only in this call. Saying that, I will now hand you over to your host to begin with. Louise, you may begin.

Louise Turner-Smith {BIO 21207451 <GO>}

Thank you very much and good morning everybody. Thank you for joining us today. We're using a new format to deliver our half year results, and you will have now seen our video where we discussed the highlight for the first half of 2020. So this morning, we're going to focus on Q&A. Ulrik, over to you.

Ulrik Bengtsson {BIO 16169125 <GO>}

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Bloomberg Transcript

Thank you, Luis, and good morning everyone. It's very clear that being digitally led and international diverse is key to resilience. Companies with strong digital capabilities like us have recovered faster and emerged stronger from the COVID crisis. Before we open the lines for questions, I just want to reiterate how pleased we are with how we traded during the first half. We performed very well before the pandemic, we controlled costs during the lockdown and we recovered quickly after the lockdown. We generated profit before and after exceptionals. We're generating cash and we have strengthened our balance sheet.

As a reflection of how well we have managed the business and how quickly it has recovered, we decided to repay the furlough and we think that is the right thing to do. But it's also important to recognize that it's not just what we have delivered, it's very much also how we have delivered it. We've been focusing on our customers. We've been keeping developing our product and put more product into the market and we increased our player safety measures to make sure customers keep control and are safe in these very difficult times. We put out more than 1.2 million player safety messages in the period.

We carried on developing our platform and we use this time to accelerate our technology delivery and product development across our businesses. Also, we're delighted with the excellent progress we have made in the U.S., we are now moving out from the building foundation stage and well into execution. We've gone live just in the last few weeks in three new states, Illinois, DC and Colorado. We deployed a new retail platform in West Virginia and I-gaming as we've talked about on these calls, a number of times. We'll go live imminently in New Jersey. Also, and you might have seen this, CBS partnership is being used as we speak by our U.S. colleagues to acquire customers more efficiently. We're using the broadcasting assets, the digital traffic and assets and the fantasy database, which is one of the largest in the U.S. like I said to acquire customers as efficiently as possible.

Finally, I want to recognize the work of our teams. I'm immensely proud of how they have responded and reacted in these difficult times and by no other comparison, these are obviously for all of us, the most difficult circumstances we have experienced in our professional lives.

So with that, I'm happy to hand over to questions. Thank you.

Questions And Answers

Operator

(Operator Instructions) Currently, we have one question from James Rowland-Clark from Barclays. Please go ahead.

Q - James Rowland-Clark

Hi, good morning. So, two questions on the U.S. please. After the Eldorado-Caesars deal completion, how long do you think it will take for you to incorporate the Caesars sports books and the second part of that would be, how does that look financially in terms of

measuring the value of those sports assets you're bringing under the operations of your U.S. subsidiary? And then a second question on iGaming, you're going to launch in New Jersey any moment. Do you have a good expectation of the kind of market share you think you could take by the end of the year within New Jersey in iGaming. Thank you.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

So if I start with the Caesars-Eldorado, I mean I mentioned this many times on these calls that we are in preparation and we have been in preparatory mode for this and I think as of yesterday we went live with Paris. We tried to get link over the line today and hopefully to Caesars Palace itself later on this week. So the three first properties are basically already up and running and then we will continue according to a quiet structure rollout schedule for that.

So, it's moving quickly at pace. On the New Jersey iGaming, we're not going to make any predictions or guidance on gaming for the rest of this year. There is a lot of -- still a lot of uncertainty, clearly in the U.S., but over time what we have said is that gaming clearly has the potential to double our market share in New Jersey because we are not planning in the gaming segment and it's about the same size the Sportsbook, so that's clearly the ambition. And for the second question I think I hand over to--

A - Matthew Ashley {BIO 18911789 <GO>}

So in terms of the financial, how that's going to look? I think previously we talked about contribution of 30 million, and that's looking good. I think the issue is probably hard for us to judge, not just in this case, but generally is U.S. retail football and just generally how that's behaving. So I think we're comfortable with the altitude that we promised previously, but it's just the amount of time it's going to take to get there.

I think as Ulrik says, we will be operational in those locations pretty quickly. It's sort of weeks and months, it's not particularly long period, particularly as the guys have done so much prep, but in terms of that recovery, we just have to see how the U.S. shapes up.

Q - James Rowland-Clark

Great, thank you.

Operator

We have another question from Ed Young from Morgan Stanley. Please go ahead.

Q - Ed Young {BIO 19792496 <GO>}

Hi, good morning. Two from me as well please also, both on the U.S. So the first one is, the CBS agreement clearly very exciting. Wanted to see what you have to give a bit more detail around early signs of what you're seeing and perhaps put some numbers around all the customers you think you are able to access in various forms through the media integration, the database, et cetera. So some sort of color on that would be useful.

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And the second one was on brands. I'm hoping now that Eldorado Caesars is closed. If you could expand on sort of your thinking there a little bit. So, are you going to continue with Caesars on the sports side, it looks from the over rounds like you've already from a risk and trading point of view, brought those pretty closely aligned, but how do you view sort of the relative marketing efficiency of effectively running with multiple brands and will receive as media deals with the likes of ESPN, et cetera. Will they be turned towards promoting -- would you handle they stay on Caesars.

So sort of -- how you see the path ahead for the brand -- to handle brands in U.S. could be very useful.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Yeah. So let's start with the CBS deal. Clearly CBS is one of the big, well second biggest sports asset in the U.S., following ESPN and the footprint reach that CBS have across the country is enormous, and I'm sure you can find all kinds of figures on viewing et cetera quite easily. The agreements allow us to be the exclusive gambling provider to CBS and partner to CBS, both when it comes to broadcasting all of their online assets as well as use of the fantasy database, which is one of the oldest and first fantasy data bases that was present in the U.S. and also one of the largest. So clearly it's about us mixing these assets in the best possible way and if you check CBS Sports Center or highlight reels online now, you will see that William Hill order feeds are tightly integrated both in the broadcasting feeds and in the online feeds. The voice hovering commentary refers to our friends at William Hill and the orders we offer on various markets. And there is a tie from the fantasy follow up that they do into the real money gaming. So it's very deep and tight and comprehensive integration across all channels.

Clearly, this will enable us to acquire customers more efficiently, but also leads you --

Operator

(Technical Difficulty)

Hello and welcome to today's conference. Very sorry to pull you out of today's call, just running to take a couple of details. Could I take your name please?

(Technical Difficulty)

Hello, caller can you hear me?

(Technical Difficulty)

A - Ulrik Bengtsson {BIO 16169125 <GO>}

-- the agreement, the operating -- the physical book, but we also sort of run the Caesars sports brand and we see, it's quite beneficial to run multi-brand, we used to run multi-brand in Europe and it works very well in the territories we run, Mr. Green and William

Hill. Sometimes Mr. Green is the lead brand, and other places William Hill is the lead brand and vice versa. And will be the same thing here. Many territories where Caesars sports will be our lead brand for a number of reasons. And in other territories, William Hill will be the lead brand and we will dual play that and that's going to work very, very well.

Q - Ed Young {BIO 19792496 <GO>}

Okay, thank you.

Operator

We have another question from Monique Pollard from Citi. Please go ahead, your line is now open.

Q - Monique Pollard {BIO 18784505 <GO>}

Hi, morning, everyone. Two questions from me please. The first one also on the U.S., Ulrik I was hoping you could comment a bit on how U.S. trading has been over the past couple of weeks, since we've seen more sports return to that market? And have we seen a meaningful improvement in the last two weeks of June and then the second question is just around the online performance. So very strong online performance in the last two weeks of June. Just wanted to understand your thoughts, for us to weather the plus 16 with something that was sustainable going forward, or how much that had benefited from strong gaming that now won't recur as sports normalized.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Yeah. Let's start with the U.S. The key driver, I mean, as you all know, and we've talked about that many times, our U.S. business is primarily mobile business and we have a very strong mobile offering in the U.S. and clearly, the COVID effects primarily relates to retail. Having U.S. sports returning, have made miracles for our mobile business and we have seen a very strong return of trading in the last week since the basketball returned and since then of course -- since the baseball return and since then of course we have the basketball and ice hockey coming in.

So very reassuring and robust recovery of the mobile business in the U.S. As for online UK, yes, you're right. Strong numbers, we are very pleased with the development of our UK online business. I don't think we've posted numbers of this strength in a long, long, long time, but we have more work to do. We are in no illusion that we are finished. There is plenty more product to be launched, plenty of more improvements to be launched and we believe that the merger of UK -- online UK retail will also be beneficial to the overall business.

Clearly in that number, the plus 16%, it's very much driven also by our international business that has performed incredibly strong throughout COVID and it's also driven by very beneficial margins in the UK which of course, over time normalized, but it is hard to make predictions right now because sporting schedule is not resembling anything we used to.

So, it's early to make predictions on how the numbers will play out in the second half yet, but we are encouraged by the trading, it looks strong. We are happy with what we have deployed and we look forward to the second half.

Q - Monique Pollard {BIO 18784505 <GO>}

And could I just follow up on the U.S., then also you said really strong returns in sports came back, in basketball and hockey. Are you now seeing growth back then in the U.S. business?

A - Matthew Ashley {BIO 18911789 <GO>}

Let us -- (inaudible)

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Yeah, so there's two things going on this, the mobile piece and there is, the retail piece. We're not seeing growth in the Retail piece, obviously, in -- for COVID and the footfall is lower, that's well documented and understood. In terms of mobile, we are. But we have to, if we look at year-on-year, but of course, we've got a slightly different sports in Canada, but it's very early. I mean to the end-of-week 30, we only have four days of baseball, but so extrapolating that at your peril. But it was incredibly strong and strong enough. So overall, we saw a net growth. But whether it's just a release of attention or whether we are going to see that sustainable is too early to say but at the moment it couldn't be going better. So let's see how that plays out and if it stays like that we will certainly be letting you know.

Q - Monique Pollard {BIO 18784505 <GO>}

Wonderful. Thank you.

Operator

We have another question from Michael Mitchell from Davy. Please go ahead, your line is now open.

Q - Michael Mitchell {BIO 18976319 <GO>}

Yes, good morning gentlemen. Thanks for taking my call. One of my question I have two if I could. Firstly, and I hope you could talk a little bit more about the potential revenue synergies of bringing your UK online and retail businesses together and as part of that perhaps you could remind us at the extent to which UK retail is already an important customer acquisition funnel for your UK online business and then secondly again for online and could you help us with the roadmap for further international market launches from Mr. Green following on from Spain? Thank you.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Yeah, so on the, I think you're spot on in the fact that we primarily see this as the revenue potential. We think our stores can do more than they do today and on your second half of

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that first question, how much it contributes today. I think it's fair to say that we haven't done everything we could have done to drive retail customers online, this facilitates that is part of a broader strategy to sort of use our retail estate in a more comprehensive way, which I think is very exciting. And in terms of the international road map like as you point out, we launched. Mr. Green in Spain that team have many plans on how to expand our international business further. But I think I stay away from giving you specific countries at this point in time as it's still moving and we're very much also hands of regulators around the world, but we will keep you posted on that.

Q - Michael Mitchell {BIO 18976319 <GO>}

Thank you.

Operator

We have another question from Kiranjot Grewal from Bank of America. Please go ahead.

Q - Kiranjot Grewal {BIO 19179281 <GO>}

Hi, just firstly, could you maybe update us on your positioning in the U.S. in terms of your technology. And then secondly, could you maybe give us a little bit more color on the retail exposure in the U.S. and from what we're hearing is that Nevada is obviously suffering from really weak footfall given the reliance on large groups and conferences. Have you got in mind how this business could recover or are there any more ways we could see cost management. If this continues in H2? Thank you.

A - Matthew Ashley {BIO 18911789 <GO>}

So if I deal specifically with the Nevada point you're right about the footfall -- a lot of our debt. A lot of our retail locations are off the strip, so they're actually doing okay. So now that sport is back, the reductions are how -- give some context are relatively modest and now that we've got the sport that back. And at the moment. What we're saying the very earliest trends. And again, we've got to be careful extrapolating it that the growth in mobile is more than offsetting the shortage in the retail, so I don't think we need to overplay that but certainly what we're not going to see is the kind of the growth that we've had in Nevada, retail, I mean just talking to the guys yesterday, we're just not seeing the big conventions being booked, we're not seeing the air traffic being booked but -- actually that isn't our core market in the Nevada. It tends to be of the strip and it's more that the ecosystem that exists around it.

So I mean the more interesting thing I suppose is the fact that we've got the retail opening in new states and that's giving us growth. We just opened in Washington DC, we were at the stadium we've got great revenue take-up on the first day I think we were talking like \$100,000 over the first weekend in a new location. Terrific stuff. So I think I'll let Ulrik develop with the tech. But in terms of the retail it's in pockets. We're seeing the advantage of diversification each day is different, as you guys will know it's not a country in the way that we think about it, look at it, market it and so when we do, we have a local approach which we think is really benefiting us. And then when you overlay that the growth that we're seeing coming through in mobile as we are getting. The country is becoming more and more educated as to, because of the broadcasting interest and the

online presence of it, the links and CBS et cetera. We're beginning to see that deliver as well, which is pretty exciting.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Yeah. And on the tech. I mean you have seen some of the plans we had for tech for the second half, which was deploying our integrated retail technology and we've done that in West Virginia, we went live in West Virginia, a couple of wrinkles to iron out but that works really, really well. We also talked about the CBS integration and I spoke to that that's broadly completed and it's a very deep and comprehensive integration. We talked about iGaming to launch that in New Jersey, like I said also that's imminent. And then we have the state rollouts and our ability to do that in a quick way and just in the last two weeks. We launched, Colorado, Illinois in DC. So we were very, very pleased with how our tech team and technology team in New Jersey are performing and how quickly they are deploying product and how good their velocity is. There is, again, I mean it's going to be very, very clear on, there is a lot of work to be done, but it's still early days in this market. And I think we're performing as well as we could ever have hoped and this at this point in time.

Q - Kiranjot Grewal {BIO 19179281 <GO>}

Thank you. That's really helpful.

Operator

We have another question from Simon Davies from Deutsche Bank. Please go ahead, your line is now open.

Q - Simon Davies {BIO 2558269 <GO>}

Yes, good morning. Just three from me please, firstly, just quickly, what are you seeing in terms of full run rate in UK retail since you have reopened. And secondly just on the states. Can you map out likely your expectations in terms of your launch into new states over the next six to 12 months and has there been any change in your view in terms of the addressable market in the US. And finally just on the Caesars relationship. Is there any scope for you to get access to the Caesars marketing database and work with that?

A - Matthew Ashley {BIO 18911789 <GO>}

Yeah. So I think football clearly football is down UK high street and you'll be naive not to recognize that we had a base case that assumed and 80% when we did the placing. I think we're pacing closer to 90% right now, which is again better than we would have thought, but ultimately we think that football on the high street which will take a hit on back of covid and we only a very good place with our retail estate having a large number of stores already last year we're pruning it a little bit further with 119 shops, but it's more business as usual. I think it's an incredible evidence of strength that we don't have to go after more shops at this point in time.

Given the environment we're operating and in terms of the Caesars database and Caesars of assets we were taking over 55 sports books in 16 states and we are starting to activate

those have to speak, as I mentioned before, we operate in the Caesars sports brand. And clearly Caesars have other assets, but there is nothing of that we are fully accessing at this point, but we of course have a very close relation with our partner there. And there's always talks about how we can strengthen our US business for sure.

Q - Simon Davies {BIO 2558269 <GO>}

And terms of new state launches?

A - Matthew Ashley {BIO 18911789 <GO>}

We had a few more states that we think will go live towards the back end of this year and then looking into next year. I think I'll pass on that for now. It depends a little bit on the regulatory roll up. But there will be an 10 second half as well and there is some excitement exciting opportunities in the next here also in terms of addressable market. I think we said GBP8 billion in the placing, no reason to revise that I know, others are saying how those numbers. It's. I don't think anyone really knows, but it's going to be a big number.

Q - Simon Davies {BIO 2558269 <GO>}

Okay, thanks.

Operator

We have another question from Christine Zhou from RBC. Please go ahead, your line is now open.

Q - Christine Zhou {BIO 19697356 <GO>}

Hi, good morning. A couple of questions please, firstly on Caesars where do you use the Caesars brand go into iGaming as well. And what's your thinking around there. And secondly on the dividend policy. How are you thinking about that going ahead and how much do you think this will be impacted by the extent of the growth opportunity in the U.S.? Thanks.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Yeah, so on the iGaming, that's not part of our current agreement. So we run Caesars sports, but not there iGaming assets at this point in time and the dividend. I think I'll pass over to Matt.

A - Matthew Ashley {BIO 18911789 <GO>}

Yeah, so on the dividend. Obviously, just on the placing so we didn't do that to and it's right back again. I mean in terms of how we're thinking about it. I mean let the balance sheet is down to 2.1 times gearing from 2.4 at the year-end. We, as we put out when we did our placing documentation. We expect to bring that down further and certainly at the moment, subject to various sporting events and margins. We are generating cash on a weekly basis. So we see that coming down, but you're absolutely right. When we generate that cash, our priority has got to be pursuing growth in the U.S. and when the

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guys tell us the new state opening up and they want to spend more on marketing. We've got the firepower to do it and that's absolutely our priority to make sure they've got the money they need to drop the tech stack in and also the money they need to market and launch the product successfully.

So that's absolutely our priority and in terms of dividend. We recognize this important to investors. But I think certainly they've all been pretty clear with us that the most important thing is now to catch the wave.

Q - Christine Zhou {BIO 19697356 <GO>}

Great, thank you.

Operator

We have another question from Richard (inaudible) he is a private investor. Please go ahead, your line is open.

Q - Unidentified Participant

Yes, hello. Thank you for -- my question relates to America with the relationship with CBS. You mentioned that they've got a very big database on the fantasy sports, are you planning to roll out any kind of product offering in relation to the fantasy tournaments something similar along the lines of DraftKings and FanDuel in the future? That's one question. Second question in terms of the apps that you have active, how easy is it just to activate across new states as soon as they become -- do they need time to tweaking or is it the case of just as soon as the regulatory approval is there you can switch the app on and you can access that market?

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Thank you. We have no intention to venture into the fantasy and social gaming space. We are in real money sports betting, and we intend to stick with that. In terms of the activation of the app, you're right, every state has a slightly different regulatory environment and there are always some adjustment that needs to be done on the app. We built the technology that we refer to as states in the books that enables us to quickly launch new states as they come live regardless of how the regulation look and that is what we're leaning on for further state rollout as we go forward.

Q - Unidentified Participant

Okay, thank you.

Operator

We have another question for Richard Stuber from Numis. Please go ahead, your line is now open.

Q - Richard Stuber {BIO 15216122 <GO>}

Hi, good morning everyone. Two questions from me. First of all, on the international growth in the first half is anymore color or anymore split, you can give in terms of which markets in particular outperformed? And second question, just some housekeeping, could you say what the marketing as a percentage of revenue was go online in the first half and what you expect it will be for the full year? Thank you.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

I'll take the international market and give you some comments on the marketing piece, so for international, it's been a breakthrough half for our international business really growing all the way through COVID, little bit of a dip in the middle of it back of zero sports available in both have before and after, really, really strong and really is coming from all markets. I mean we always doubled our size in Denmark, you would have seen the publications around market share in Sweden and how quickly we are growing in Sweden. We've done well in Italy and we do well in plenty other countries. So it's been a tremendous performance across the board to be honest.

A - Matthew Ashley {BIO 18911789 <GO>}

Yeah. And then in terms of marketing as a percentage of revenue for the entire online business is 23%.

A - Unidentified Speaker

Operator, next question please.

Operator

You have a question from Birdie Barrett from Stifel. Please go ahead, your line is now open.

Q - Bridie Barrett {BIO 21024714 <GO>}

Thank you. Actually you've covered off most of my questions, but I wondered whether you and would just give us an update on your thoughts surrounding regulation and regulation change in the UK. Following the and the launch of you recently. Thank you.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Yes. We, of course, we have seen the launch document. And we think it's a very sensible document it recognizes the huge contribution to the UK economy that our industry is making and of course in these very difficult times. That's important. We also recognize the importance of the review to be fact based and evidence based which we welcome and we've said it before and we stick to that we truly welcome and review of the Gambling Act, a fact based and evidence based review of the Gambling Act. And we can't wait for that to get started, to be honest. That is the way for us to get the clarity on our environment in the UK going forward and we're quite hopeful, given how balanced the launch report were when it came out. We think that's going to be important input to review.

Q - Bridie Barrett {BIO 21024714 <GO>}

Thank you.

Operator

We have a question from Joe Thomas from HSBC. Please go ahead, your line is now open.

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Q - Joe Thomas {BIO 16744156 <GO>}

Good morning Ulrik and Matt, just on following up on this merger of integration of retail and online. Are there any numbers you get of course on the scale of the cost savings and revenue opportunities and how long they will take to come out. Secondly, on the furlough money that's going to be repaid, can you just clarify how that's going to be accounted for in the second half, we simply not an exception, but this is a double underlying running costs. And then thirdly just on the European technology situation, can you just clarify or what still needs to be done there. How have you all with all the legacy issues of Trafalgar are now dealt with? Thanks.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Okay. I'll just take that technology question and I'll leave the retail -- online of furlough to Matt. Like I said we're performing very well and we have switched out all of that, old Trafalgar front and to our new proprietary front ends. I talked about projects, Quiksilver and Spitfire and Monedero which has replaced our old gaming front end Sportsbook front end and then I'll bet clips in Spain and Italy and also in the UK. So from a front end prospective we are very happy with that of course the speed performance of a site has improved dramatically after those changes. But again, there's always more work to do and we have other things to untangle but we are increasingly moving to very modular and modular technology stack where we are using global components and we have built a lot of good components in the U.S. that we are bringing back to Europe and migrate over to and vice versa. So the technology ecosystem is very strong out William Hill and we have all the components, we need. There is a little bit of a few pieces and it still needs to be shuffled around and moved around, but we have a very clear path to get there on the UK Retail online numbers, we're not going to give you any guidance on that. What we'll do, we'll come back to you on how we see that evolve, on the furlough Matt will answer.

A - Matthew Ashley {BIO 18911789 <GO>}

Yeah, sure. So on furlough Joe is GBP24.5 million. They expand will be booked this month and we will, the cash will go out shortly, we're just in discussions with HMRC how best to do that and it's not an exceptional item. It will go in the left hand column and as you've seen with the exception of this the two things, it's probably just worth drawing out in the call to avoid any confusion we've recognized GBP201.6 million of VAT after-tax. So it appears in three lines in the P&L. You've got a bit in the corporation tax, a bit in the interest received and a bit in the cost of sales, but net-net that comes down to GBP201.6 million. And so that was recognized in the first half will get the cash in the second half. And on the furlough will recognize the cash expense and the P&L expense in H2.

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Q - Joe Thomas {BIO 16744156 <GO>}

Thanks for that. Could I just clarify on -- that's helpful. Just to come back on this retail online merger. I'm just trying to grasp exactly what is going to look like. Is it going to be, is if you think the omnichannel solution we had in the past, didn't really work properly. So we should expect more of that or I mean is there any color on sort of detail you can give us as to what to expect from William Hill over the coming months?

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Well, I think the simple answer is we think our shops can do much more than they do today, when it comes to assisting, helping and driving our online business and we look at the customers, one UK customer and in order for that to work in reality and work properly and efficiently the organizational structure need to be aligned to that and that's what we're doing now to unlock that potential.

Q - Joe Thomas {BIO 16744156 <GO>}

Thanks a lot.

Operator

(Operator Instructions) It appears we have no questions at the moment.

A - Ulrik Bengtsson {BIO 16169125 <GO>}

Okay. Just closing remarks from me. Thank you very much for joining us. I've been in the role as CEO for nearly a year now. And as I reflect on that to you. I'm really pleased with the progress we are making and the momentum we are building. We set out a very simple and straight forward strategy of customer team and execution. We feel increasingly we are winning with our customers, delivering great products, our teams have been incredible and really collaborative and gelled in this difficult times, and we are building good momentum when it comes to execution. An incredible year, we are very much also a lot of work ahead of us, which we're very excited about telling you next time we speak. Thank you.

A - Louise Turner-Smith {BIO 21207451 <GO>}

Ladies and gentlemen, this concludes today's call. Thank you for joining. You may now disconnect your lines.

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