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LAD.L - Q1 2016 Ladbrokes PLC Trading Statement Call

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PRESENTATION

Jim Mullen - *Ladbrokes Plc - CEO*

Good morning.

Operator

Good day, and welcome to the Ladbrokes Q1 trading update conference call. Today's conference is being recorded. At this time, I would like to turn the conference over to Mr. Jim Mullen, Chief Executive Officer of Ladbrokes. Please go ahead.

Jim Mullen - *Ladbrokes Plc - CEO*

Good morning, everyone, and welcome to Ladbrokes Q1 trading update. I am joined by our CFO, Richard Snow. And after a few words from us, we will be happy to take any questions.

As we said in February, we have moved to a trading update report, and I am pleased to report that the good signs we saw in the second half of last year have continued. That gives us nine months of trading under our plan, and we continue to see signs that it is working and the customer is responding.

However, we have also updated today, following the change to CMA timetable, administration timetable that came through yesterday. I am sure you'll all be interested in it, and I might as well cover that up-front.

You, like us, would have been expecting the provisional findings to be published in mid-April. We are now told to expect them in mid-May. We are not reading anything into this other than a very thorough process is being followed that unsurprisingly contains a lot of data and information. It is worth pointing out that the June end date has not changed. So we will continue to work with them to the timetable they set, and we still remain confident of our case for the merger.

This feels like a good time to turn back to our trading update. So why don't I hand you over to Richard to take you through the key numbers before I wrap up for a final few thoughts? Over to you, Richard.

Richard Snow - *Ladbrokes Plc - CFO*

Thanks, Jim. Let me briefly run through the key numbers for the quarter. And just to note, all the year-on-year comparisons for Group and digital exclude the impact of the significant digital HVC loss we disclosed to you in Q1 2015. In the table at the back of the statement, you'll find data for Ladbrokes.com on both bases.

So at a Group level, despite a very difficult Cheltenham, net revenue increased by 10.6%, with good performances across all our operations and a better year-on-year sporting results elsewhere, particularly in domestic football.

In UK retail, net revenue increased 4.1%, or 5.6% adjusted for shop closures. With strong gross win margins of 17.5% up, 1.8 percentage points on Q1 last year, it was good to see OTC stakes flat on a like-for-like basis and only down 1.3% despite the impact of a higher level of race meeting abandonments in the early part of Q1.

Central to this performance has been football, where the combination of a full complement of SSBTs and of focused call to action promotions resulted in UK OTC football stakes increasing 9% and gross win growing by 87.6%.

In UK retail, machines net revenue increased by 1.1%. On a like-for-like basis gross win per terminal per week at GBP1,074 was up 4%, driven by lower staking slots and B3 games.

Turning next to our digital division, where net revenue overall increased by 36.5%, Ladbrokes.com delivered strong customer metrics, building on Q3 and Q4 last year. We saw sportsbook taking up 35%, actives, 28%, and gaming actives up by 44%.

Within sportsbook, margins improved significantly year on year to 7.9%, and sportsbook net revenue increased by 59%. Gaming net revenue was up 27%, our sixth consecutive quarter of growth, driven in particular by mobile gaming, which Jim will refer to in a minute.

In Australia, our team continued to outpace the market, delivering 38% growth in revenue on a constant currency basis, with strong growth in actives and staking, despite a period of tough racing results. Overall, our marketing spend in Ladbrokes.com and Australia was in line with the plans we set out in February.

Looking next at European retail and all on a constant-currency basis, Belgium net revenue was up 28%, with a 21% increase in staking driven by virtuals and SSBTs. In Belgium, we've noticed some recent press commentary that the government is looking to raise further taxation across the industry, and we'll update you on the impact if and when any arrangements are made clear.

In Ireland, net revenue was down 6.8%, reflecting the impact of the examinership last year. On a like-for-like basis in the Republic of Ireland, staking increased by 13.8% and net revenue by 10%, which I think shows that we are now being more competitive in that market.

Looking at our outlook for the year ahead, overall in Q1, we've delivered a good operational performance across the Group and despite a very tough Cheltenham, benefited from broadly favorable results. I don't need to remind you that this time last year the industry had incurred three large loss weekends on football accumulators, and currently we expect to lose about GBP3m if Leicester win the Premiership.

Accordingly, we remind you that we expect margins will normalize during the course of this year. And on that basis, we remain confident of delivering a result in line with our expectations.

Okay, back to Jim.

Jim Mullen - *Ladbrokes Plc - CEO*

So before we take questions, just a few more words from me please. As Richard has shown, the customer metrics are encouraging, particularly when you consider that the growth in staking is at a time with very bookies-friendly margins. I spoke in February of the business we run today and compared how we were trading on Saturdays in January 2016 against our 2015 equivalents.

It demonstrated just how different we are as a business and the size of the improvement in customer metrics we are making. So it is pleasing when I look at the key digital recreational customer touch points since then, such as Aintree, Cheltenham and The Masters that I see a similar picture. At Aintree, we saw a 21% growth in actives and 32% in stakes. Cheltenham, 23% in actives and 31% in stakes, and The Masters, 23% and 55%, respectively.

In gaming we delivered a sixth consecutive quarter of growth with mobile where we have focused our plans for growth up 62%. In Australia, we continue to go from strength to strength, with actives and staking up 87% and 52%.

In retail, I see football staking up 9% and SSBTs up 173%, all at a time when margins have been favorable. On SSBTs alone, I have seen two record staking Saturdays and some Sundays creeping towards GBP1m turnover days. I see our people, for me very importantly, continuing to get behind the multichannel offer, signing up a further 43,000 actives in the quarter.

However, I also see reasons why we must not get carried away. Margins have been good, but the bookmaker in me tells me they will turn. We are competing hard and our trading principles are good but, there will be a run of results that damage us.

Cheltenham highlighted how bad it can be, and there will be others. Leicester City show not only what can be done by supposed underdogs but also what liabilities can be built up. And where we may stand to lose GBP3m if they win the Premiership, we should be at least be thankful that cash out has so far saved us at least GBP700,000.

I said previously that the market would get more competitive, and it has, Cheltenham being the prime example of this. The competitive environment was intense, with offers and pricing at levels which in our view abandon bookmaking principles. We will not be afraid to compete, but nor we'll be afraid to walk away when the common and commercial sense has been abandoned.

So to sum up on trading, Ladbrokes cannot and will not stand still, as our new advertising which launched over this weekend demonstrates. We will continue to improve our product and competitiveness, target the recreational customer, focus on operational excellence and keep our 2017 focus in the business.

So with that, over to you for questions. Thanks.

QUESTIONS AND ANSWERS

Operator

(Operator Instructions). Vaughan Lewis, Morgan Stanley.

Vaughan Lewis - *Morgan Stanley - Analyst*

Morning. I've got three digital if that's okay, please. Firstly, could you talk about new customer sign-ups and what trends you're seeing in terms of acquisition costs? And then for last year's and the more recent sign-ups, what you're seeing in terms of lifetime values.

Secondly, I know you're not talking about EBIT and margins today, but is there any reason why we shouldn't think about a normal profit conversion from digital revenue growth in the 40% to 50% type range in the period?



And then thirdly, can you talk about the impact of the new measures for self-exclusions and time-outs, as well as any impact that you've seen from AML regulations and the source of fund regulations? Thanks.

Richard Snow - *Ladbrokes Plc - CFO*

So Jim, do you want to start in terms of the regulation, what we've seen, and I'll cover the CPA and the profitability question?

Jim Mullen - *Ladbrokes Plc - CEO*

Yes. On the regulation, Vaughan, we had this as part of a planning exercise before Plan A, so the tying ups and the impact of self-exclusions, it was imposed across the industry last autumn, so we knew the impact when we released our full year results in February.

I also remember that when -- before we launched Plan A in July -- it was ready for June -- I remember the late nights of taking the impact of the sign-outs and the time-outs. So we've got no reason to update on that specific element of our business today, because it's blended into the full year and the numbers we are giving you on the quarter. Does that suffice?

Vaughan Lewis - *Morgan Stanley - Analyst*

Yes, that's fine. Thank you.

Richard Snow - *Ladbrokes Plc - CFO*

I think just coming in terms of CPA, CPAs have been very much in line with our expectations, Vaughan. We don't give out individual CPAs for this. But the key thing is the marketing spend was bang in line in plan in dot-com and Australia, where we are making our significant increase in investment to grow customers and to grow revenue relationships.

When we published in February we talked about the expectation of EBIT being 40/60 this year, and that reflects the fact that H1 is expected to be a more marketing-intensive period than H2 this year.

Vaughan Lewis - *Morgan Stanley - Analyst*

Got it. Thank you.

Jim Mullen - *Ladbrokes Plc - CEO*

Thanks Vaughan.

Richard Snow - *Ladbrokes Plc - CFO*

Thanks, Vaughan.

Operator

Ed Birkin, Credit Suisse.



Ed Birkin - *Credit Suisse - Analyst*

Hi, morning. Just a few questions on retail for me, please. Do you have any update on what you're seeing with cannibalization with the SSBTs given they've now got to a much higher proportion of OTC staking?

Can you update us on what proportion of machine revenues is from B3? And then on the machine like-for-like net revenue growth of 2.9%, but the gross win per shop per week of 4.1%, is that just a function of the weaker shop closures and therefore the overall average increasing, or is that a kind of move with increase in free bets or anything to do with the shift towards more B3 content and free bets associated with those?

Richard Snow - *Ladbrokes Plc - CFO*

Yes, so Ed, I'll answer your last question. You're absolutely right. It's to do with the nature of the shop closures. So it's because we are closing the weaker shops is you get the difference. That's exactly the reason.

Jim, do you want to talk about the SSBT performance?

Jim Mullen - *Ladbrokes Plc - CEO*

Yes, it's a good question. Look, Ed, the strategy has been clear from the outset. The SSBTs, they have a major role to play and I think this illustrates it. I know it's a big number, 173% year-on-year stakes. These numbers reflect a full quarter within larger stakes.

The actual cannibalization, I think we gave guidance at the end of the full year that it would be between 30% and 40% of incremental growth. We remain encouraged by the role that they're playing. We believe that it's a good proportion of the staking is incremental, and we are still sticking to that circa 30% incrementality on SSBTs.

Richard Snow - *Ladbrokes Plc - CFO*

In terms of the contribution gross win from slots, it's 41%, which is up about 4 percentage points on Q1 last year and very much in line with what we told you in Q4.

Ed Birkin - *Credit Suisse - Analyst*

Okay, great. And just a final one, is it -- just by doing back of the envelope maths, is it fair to assume that what you're seeing in football turnover increase -- is it fair to say therefore that horse racing turnover declines is still mid to high-single digit?

Richard Snow - *Ladbrokes Plc - CFO*

Yes, the answer there, Ed, is yes, mid-single digit would be probably the experience we've seen.

Ed Birkin - *Credit Suisse - Analyst*

Okay. Great, thanks very much.



Richard Snow - *Ladbrokes Plc - CFO*

Remember, the margins have been up for horse racing year on year, despite Cheltenham.

Ed Birkin - *Credit Suisse - Analyst*

Okay, thank you.

Richard Snow - *Ladbrokes Plc - CFO*

Thanks, Ed.

Operator

Jarrold Castle, UBS.

Jarrold Castle - *UBS - Analyst*

Good morning, gentlemen. Maybe three if I may. One, can you maybe just give any comments on general competition both in terms of online and UK retail, what you're seeing?

Secondly, kind of coming back to Vaughan's question, but any kind of color on regulatory front going forward, both maybe in terms of Scotland anti-money laundering, etc. And then any comments on Spain in terms of the European network? Thanks.

Jim Mullen - *Ladbrokes Plc - CEO*

Yes, Jarrod, I'll take competition and regulatory constraints. I think -- look, on competition, we spoke about -- let's take Cheltenham as a good example. Cheltenham, for me, I had never seen such an aggressive and competitive Cheltenham, to the point where I said in the statement that I think that we stuck to our bookmaking principles.

That was you had a festival, which was going to be highly competitive, where over 60% of the first and the second favorites won. And I think I said to this group and some of our investors that in my view, we would lose money at Cheltenham, which we did.

And then, if you then look at Aintree and you see an environment where I think a lot of operators got hurt, and you've seen a less aggressive approach at Aintree, all I would say Jarrod is that we had a consistent approach to Cheltenham and Aintree. The race to the bottom is not something we're going to get involved in. We will only acquire customers that we can afford, and only customers we can deliver a yield. And I think that for some operators -- I think some of those CPAs are unsustainable.

With regard to regulation, I think that there is -- obviously, we are obviously well aware of the pop-ups in online from May, which will have an impact. And as I said to Vaughan's question earlier, we have actually blended all of this into our full-year plan and our Plan A. So the numbers that you're seeing today and some of the underlying movements have that regulation and the risks that are associated to them blended in. Unless anything of course comes as a surprise that we haven't heard of, that's all blended in the planning.

Richard Snow - *Ladbrokes Plc - CFO*

In terms of Spain, obviously it's a joint venture so we don't report the revenue trends. But I can say the performance in Q1 has been slightly ahead of our internal plan.

Jarrold Castle - UBS - Analyst

Thanks very much.

Richard Snow - Ladbrokes Plc - CFO

Thanks, Jarrod.

Operator

James Letten, Jefferies.

James Letten - Jefferies - Analyst

All right. Morning, gents. Just two questions from me, if I may. Just in Australia, it's looking to be quite an intensive year for marketing there. Could you give us some color on how you'll aim to keep momentum going as the brand matures? And do you think you'll need to increase marketing spend there?

And then secondly, any commentary on the potential bet in play in Australia and how you see the broader regulatory environment developing after the general election? Thanks.

Jim Mullen - Ladbrokes Plc - CEO

Yes. Good question, actually. In Australia, absolutely delighted with the management team in Australia are doing. It's why I call it jewel in the crown. Net revenue up 38%, stakes and actives up 51% and 86%, respectively. A lot of that comes down to how we are actually investing in the business from a marketing perspective.

The one thing I would like to add is that the marketing planning and investment plans for Australia have not changed since we launched Plan A. And you're seeing from the Q1 results that the expectations that were due to come through have delivered, actually slightly over-delivered.

What are we doing differently? Basically, sponsorship. We are getting to the position where we are taking sponsorship of the main race courses out there, so we've got Ladbrokes Park. We've been extremely aggressive with regard to above the line advertising, which we are delighted to say is having an impact on our CPAs.

That's the reason, one of the reasons why the management team can deliver the stake and the revenue and the appropriate yields. And we have a new advertising campaign that's been launched, which really highlights the fact that we are challenger in Australia. So I think that the marketing team there are doing a thorough job.

With regard to the bet in play, it's roughly -- it was 7%. I think it's 6%, 6% or 7% of our overall business. We are engaging with the regulator on a weekly basis. The CEO out there in Australia has a very, very close relationship. We are running it responsibly. And there is nothing there that should be of any concern both from a revenue share and how that will progress.

James Letten - Jefferies - Analyst

Okay, thanks, Jim.

Operator

Joe Thomas, HSBC.

Joe Thomas - HSBC - Analyst

Morning. Just a few questions, please, one on multichannel. Are there any more metrics you can give us, please, on the number of sign-ups you've got or number of customers that you've got and how they've moved and indeed how much revenue they're generating versus your existing customer base?

Second thing that I was just hoping you could quantify or give some detail on was gaming. There's some very strong gaming, online gaming numbers. Is this all cross-sell from sportsbook? Or perhaps you can just quantify how much of that is a cross-sell from sportsbook and how many of those gaming customers are standalone.

And then final thing I wanted to ask you about was -- and just to cover this off, hopefully once and for all, this anti-money laundering issue. Did you say that that is fully baked into your forecast and you don't expect any further tightening of the safeguards that you have to have in place?

Jim Mullen - Ladbrokes Plc - CEO

Good questions, Joe. Joe, I'll take the AML and the multichannel and Richard will deal with the gaming question, if that's okay. Yes, the AML element has been blended into our plans, so we've been fairly aggressive earlier at the start of Plan A. And actually before that, Joe, to be honest, we incorporated in there, so there should be no surprises. We are running out of cadence that we expect is picking up everything under our Gambling Commission obligations.

On multichannel, I'll take that one because I'm obsessed about it. A further 43,000 actives in Q1, and happy to say that on average the yield is still around 1.6, 1.7 times. And then the thing I kept going on about it, I oversimplified it, Joe, about having a front door. That's a fantastic qualifying tool.

The retention rates in multichannel of those customers who have signed up in the shop are better than the normal dot-com. So overall, we are comfortable, in fact more than comfortable, with our multichannel performance.

Richard, do you want to take the gaming question?

Richard Snow - Ladbrokes Plc - CFO

Yes. Just in terms of gaming, Joe, I don't have the specific cross-sell percentage, but the guys told me the diligence we did for the call that it's maintained broadly the same. And we are seeing good cross-sell from multichannel, which is predominantly a sports betting acquisition channel.

Within the individual products, we've seen a particularly strong performance in casino this quarter, and that's been the real driver of the improvement. Games has been the core business driver. That was also very good this quarter, so really a good percentage, combination of good casino and good games performance within the segment.

Jim Mullen - Ladbrokes Plc - CEO

Yes, and I think, Joe, another important point to note just on that casino performance, our IMS platform, which Ladbrokes continually promised would be ready is now fully embedded, and it's good to see that those numbers are coming through.

Joe Thomas - HSBC - Analyst

Can I just clarify just on the multichannel answer that you gave, please, 1.6 to 1.7 times greater revenue than the average. That is of a typical online average revenue number?

Jim Mullen - Ladbrokes Plc - CEO

Yes. The base rate comparison is compared to online, Joe.

Joe Thomas - HSBC - Analyst

Yes sure. And the 43,000 more actives compares to -- what would the absolute number be?

Jim Mullen - Ladbrokes Plc - CEO

Do we give absolute numbers?

Richard Snow - Ladbrokes Plc - CFO

Well, the answer I think totally, we've got over 90,000 actives over the time, and we're targeting circa 100,000 for this year.

Jim Mullen - Ladbrokes Plc - CEO

Yes I think 100,000 to investors and we've got 43,000 in Q1. And just to head you off at the pass, Joe, obviously we are going in through the Euros then we've got the core season, so run rates and upgrades, etc., just manage with caution, but we encouraged by our Q1 numbers.

Joe Thomas - HSBC - Analyst

Thanks.

Operator

Gavin Kelleher, Goodbody.

Gavin Kelleher - Goodbody - Analyst

Morning guys. Two from me. Just firstly on the margin, you say that you've been more disciplined. Is there anything you've done around trading in terms of specific better models or tools you've brought in that would have helped as well in the period to see a kind of a step-change improvement?

And secondly, I just have a question on Australia. Given recent press speculation that credit betting may be at risk from the regulatory report that is due out at the end of this week, can you give any color on what percentage of your revenues in Australia come from credit betting?



Jim Mullen - *Ladbrokes Plc - CEO*

I'll take them. Just on margin, it's not actually about better models or better platforms. It's more about making sure that trading is absolutely core to the business. You'll have -- you'll have noticed that there is a bigger executive team at Ladbrokes now, so trading sits within the business, sits within the marketing team.

So our promotions and our business planning take into account the actual trading models and the trading offers, which goes back to my original point I think I made six or seven months ago. If it's the right thing and if it's the right value customers that we can acquire, we will use that margin investment.

I simplify it -- margin is marketing, and we've now brought that into the core at Ladbrokes. That is why I think we are seeing an improvement. But then again, we've had good results, so we're not hiding away from that, so the results have helped.

Regarding Australia, I don't have any numbers for that and about the credit bet. I think it would be fairly miniscule if it hasn't appeared on our notes here, but we're happy to respond.

Richard Snow - *Ladbrokes Plc - CFO*

Yes, I'll come back to you.

Jim Mullen - *Ladbrokes Plc - CEO*

After that one, yes.

Gavin Kelleher - *Goodbody - Analyst*

Thanks a million, guys.

Jim Mullen - *Ladbrokes Plc - CEO*

Hey, Gavin.

Operator

(Operator Instructions). Simon Davies, Canaccord.

Simon Davies - *Canaccord Genuity - Analyst*

Morning, chaps. Just a couple from me. Firstly on gaming, can you talk about mobile penetration in gaming? And have you set any internal targets in terms of where you think that can get to?

Jim Mullen - *Ladbrokes Plc - CEO*

I think that it's around 62% on that one, where it can get to. Yes, we have set internal targets, but I'm not sharing them on the call, but it's around that, yes.



Simon Davies - *Canaccord Genuity - Analyst*

But you still think there's plenty more to go for?

Jim Mullen - *Ladbrokes Plc - CEO*

Yes, absolutely. Yes, absolutely. I just don't want to share what the targets are, Simon.

Simon Davies - *Canaccord Genuity - Analyst*

That's fair enough. And secondly, on Belgium, is there any more color you can give to us in terms of the potential impact of tax changes and when you think those might be introduced?

Jim Mullen - *Ladbrokes Plc - CEO*

No, there isn't. We know what you know. I will say though I was over in Brussels on -- it's a long week -- Monday now, when we heard the same news that you did, working with the team. All I can do is to assure our analysts and investors that we are ready for whatever the publication may be, and we have our lawyers and internal teams working on solutions and how we can address that. And as you would expect or demand, if we are required to do the appeal, the appeals process we are on the front doing that, as well.

Simon Davies - *Canaccord Genuity - Analyst*

And lastly just on the Euros, any thoughts in terms of how material we should think this is going to be? Historically, there's been talk of treating them as an extra month's football trading. Any guidance you can give?

Jim Mullen - *Ladbrokes Plc - CEO*

I'll tell you where I -- look, the Euros is going to be expanded to 24 teams, a huge gap between some of the smaller nations and the bigger clubs. So I would think that -- as I said at Cheltenham where I was basically bullish -- well, bearish enough to say we will lose money, I think in the Euros, I don't think it will be much money that we are going to win in the first half, and hopefully in the second half is where we'll see a return. We are not going to give out numbers, but we're getting the business ready.

The mismatches are so much, Simon, that do expect it to be quite a difficult start to the Euros so it will fluctuate, and then we'll expect to return those winnings that we've paid out in the second half, quarter finals onwards.

Simon Davies - *Canaccord Genuity - Analyst*

Great, thank you very much.

Operator

(Operator Instructions).



Richard Snow - *Ladbrokes Plc - CFO*

Okay, operator, if that's it.

Operator

Anand Date, Deutsche Bank.

Richard Snow - *Ladbrokes Plc - CFO*

Thank you.

Anand Date - *Deutsche Bank - Analyst*

Yes. Hi, guys. It's just a quick one. Could you -- you were saying earlier that you think some of the other bookies have been really aggressive on price. Do you have any sense of why the industry is going after that? And along with that, is there anything you can say on the market share in retail and digital and how well you think you're doing versus the others? Thank you.

Richard Snow - *Ladbrokes Plc - CFO*

Shall I answer the market share point, and then, Jim, you talk about the pricing environment?

Jim Mullen - *Ladbrokes Plc - CEO*

Sure. Sure.

Richard Snow - *Ladbrokes Plc - CFO*

So look, I think from a market share perspective, we suspect in this quarter we've gained a bit of share of UK retail and we must have gained a bit of share in the UK digital market, because of the percentages we've put forward today. I wouldn't want to say how much, but that seems to be directionally where it's gone this quarter.

Jim Mullen - *Ladbrokes Plc - CEO*

Yes, and I think on the competitive environment, I keep saying this to the team internally. Look, we own a gambling business. We don't gamble. We shouldn't be chasing stakes if we do not understand the customer returns.

And I think some of the offers during -- not just at this Cheltenham. It started at last Cheltenham actually, and again, I've been on record, I've said this is unsustainable.

Over a longer term, we will balance the book over a full fiscal year, and even though we took a significant hit on Cheltenham, we've been lucky with favorable football results, which if you look at our overall book position in the firm, has managed to deliver these full-year and quarter results.

So I think that -- I think it will normalize, if you're asking me my personal opinion. I just think we went through a period where there have been extremely customer-friendly offers, which again, Ladbrokes don't think are sustainable.



Anand Date - Deutsche Bank - Analyst

And just can you give any sense of why people might be pricing that aggressively? Is there anything they're trying to position themselves in advance of anything or is it just we go through these phases where people are going after customers and then they'll pull back and make money?

Jim Mullen - Ladbrokes Plc - CEO

I don't know. I can only speak for Ladbrokes, and I can only say that we are -- we will trade responsibly, we'll trade with regard to our [overrun] and our book position. We know that the results will turn against us, and we will not try and buy stakes and good results for when that happens. We'll trade a balanced book. And I can only comment on what we do.

Anand Date - Deutsche Bank - Analyst

Okay, thanks. Thanks, guys.

Operator

It appears we have no further questions.

Jim Mullen - Ladbrokes Plc - CEO

Thank you very much for your questions, and hopefully, that was insightful and got the information you needed.

Richard Snow - Ladbrokes Plc - CFO

Yes, we look forward to speaking to you in August.

Jim Mullen - Ladbrokes Plc - CEO

Thank you.

Operator

That will conclude today's conference. Thank you for your participation and have a good day.



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