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Full Year 2020 Gamesys Group PLC Earnings Call

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PRESENTATION

Operator

Good afternoon, ladies and gentlemen, and thank you for standing by. Welcome to Gamesys Group plc's Full Year 2020 Results Conference Call. (Operator Instructions)

Please note this call is being recorded today at Tuesday, 9th of March 2021 at 1:00 p.m. London time. If you have not received a copy of Gamesys Group plc's full year 2020 earnings release that was issued before market opened today, you can find it on the Gamesys Group plc website at www.gamesysgroup.com or under Gamesys Group plc's profile on the SEDAR website.

Please be aware that we will be discussing some information about the business that is forward-looking and which is based on management assumptions and subject to a number of risks that could cause actual results to differ materially from current expectations. Our annual report and accounts, which you can find on the group's website, discuss many of these assumptions and risks, with the full year '20 annual report and accounts to be published in May 2021. Gamesys Group plc does not intend to publicly update any forward-looking information except as required by applicable securities laws.

Please note that we will also be discussing some non-IFRS measures on today's call. For the definitions and reconciliations of these non-IFRS measures, please refer to the RNS we've issued earlier today.

I will now turn the conference over to Mr. Neil Goulden, Non-executive Chair of Gamesyss Group plc. Please go ahead.

Neil Geoffrey Goulden ***Gamesys Group plc - Non-Executive Chair***

Thank you, and good afternoon, everyone, from London. Welcome to the Gamesys Group call for the full year 2020 results. Joining me today are Lee Fenton, our CEO; Keith Laslop, our CFO; and Jason Holden, our Investment Relations Director. I will outline some of the key highlights on the annual results, and then I'll hand over to Lee and Keith to give further operational and financial detail.

Once again, I can report that the group has delivered a record set of annual results despite the unprecedented challenges set by the COVID-19 pandemic. On a pro forma basis, revenues grew by 29% in 2020, underpinned by strong growth in our major markets and successful new brand launches. Asia and the U.K. both delivered strong double-digit growth, and there was a good performance from North America. Active monthly customers were up 21% across the year. Adjusted EBITDA on a pro forma basis grew by 30% even after ongoing investment for growth and the full year impact of higher U.K. gaming taxes.

However, it is not just the financial performance of which we are proud but also our unwavering commitment to responsible gambling. Investment in both people and resources have supported our responsible gambling strategy. And during 2020, we have seen increases in non-wagering sessions, players setting deposit limits and more proactive engagement with our players.

Against this, we're equally proud of our positive contribution to wider society. Through our ESG committee, we have recently announced that Gamesys has both achieved operational carbon-neutral status and is a signatory to the 10 principles contained in the UN Global Compact. These firsts in the sector have been recognized with ISS Prime status and the group achieving the highest ESG rating in the sector on Bloomberg.

In addition, our newly launched Gamesys Foundation has received well over GBP 2 million from the company to help alleviate mental health issues in society. In particular, the foundation has generated over GBP 700,000 for Women's Aid to assist in their work helping survivors of domestic abuse.

A high conversion rate of adjusted EBITDA to operating cash flow has consistently featured in our financial performance over many years, and 2020 was no exception. At the end of the year, the adjusted leverage ratio has fallen from over 3x at the time of the Gamesys acquisition to 1.5x and is now well within the Board's target range of 1x to 2x.

Against the backdrop of a healthy and robust balance sheet, we've instituted a progressive dividend policy. And I'm delighted to announce today that the Board is recommending a final dividend of 28p, making a full year dividend of 40p. This reflects our strong trading in H2 of 2020 and indeed, our confidence over the outlook for 2021.

Our strong cash generation will also allow us to invest in growth, and we intend to remain agile and flexible in the implementation of our corporate strategy and capital allocation. The balance between leverage, cash conversion, debt paydown, potential acquisitions and returning cash to shareholders is important. The strong trading seen in Q4 of 2020 has continued into the first 9 weeks of 2021.

And on a final note, I'd like to welcome our Chief People Officer, Tina Southall, to the Board. Tina is at the heart of our DNA as a people-focused business, and she will undoubtedly bring new insights and new perspectives to the Board.

That's all for me as an introduction. I'd like to hand over to Lee Fenton.

Lee Daniel Fenton ***Gamesys Group plc - CEO & Director***

Thank you, Neil, and hello, everyone. We began 2020 with 3 months of business integration behind us and a detailed plan of execution for the coming year. As we closed in on the end of a successful Q1, it became clear that 2020 was not going to be the year that we'd all planned for.

We had to adjust our plan in real time to respond to the challenges presented by the developing pandemic and focus our entire group on business continuity, including the shift to remote working and changes to working practices to ensure both staff and player well-being. Over a 3-week period in March, we took our entire employee base, circa 5 -- 1,500 staff at that time, to remote working. We ensured that we have the equipment, the connectivity, the processes and the support for everyone to continue their roles, and we had 100% business continuity through the period of adjustment. The response we have from all teams around the world is truly inspiring and shows the resilience we have within the business.

I said at our half year results that the pandemic has served as an accelerator to our integration of the businesses we brought together in Q3 '19, and we ended 2020 with that integration complete. In the first half of 2020, we fully integrated our executive team and corporate functions. In the second half of 2020, we evolved our regional structure for marketing operations, integrated our product teams, integrated our data team and aligned our technology organization, processes and metrics.

Even though our integration is complete, I still believe there are further gains to be made now that we are one team. We now have much greater depth of talent in the business. Our enhanced scale gives us margin benefits from the supply side. Our player knowledge continues to grow. And through high staff engagement, we have a hunger for continuous improvement in every single area of the business. Our people are proud to work at Gamesys, and we are proud to have them.

The Gamesys purpose of crafting entertainment with care has never been more relevant than in 2020. We have to balance record acquisition of new players, record levels of activity with the responsibility of ensuring that our sites continue to see a welcoming and entertaining experience during restrictions. We took a precautionary approach to players being in lockdown with fewer alternative leisure pursuits. We restricted advertising. We stepped up our player interactions.

In 2020, we have 77% more customer interactions than in 2019, resulting in at least one form of RG interaction with more than 0.5 million players during the year, ensuring that players were continuously educated on and engaging with our responsible gaming tool set, and they responded. In the U.K., 32% of our active monthly player base have a deposit limit in place. And through constant surveys of the base through the year, more than 80% regularly told us that they felt we were managing the situation just right.

As Neil mentioned, pro forma NGR grew by 29%. First-time depositors grew by 33% while we kept the cost of acquisition per player flat across the group. Average monthly actives were up 21%. In the U.K., NGR increased by 19% and new players by 34% whilst reducing our cost per acquisition by 14%.

Average monthly actives grew by 24%, all driven by strong performances across the brand stable with the exception of our least performing brand Starspins. On the 22nd of February this year, we refreshed that site and relaunched it as MEGAWAYS Casino, having secured a long-term brand licensing deal with Big Time Gaming. We now have a strong belief that the one site underperforming expectations in the U.K. will be back in growth mode and allow us to continue to grow market share. Worth noting that our U.K. growth has been fired by increasing player volumes rather than increasing spend per player, with monthly ARPUs in the U.K. falling by 4% in 2020.

In Asia, we continued our strong growth with NGR up 82% year-on-year and new players up by 65%. Average monthly actives were up 80%. We continue to enhance our offering in Asia, most notably with the introduction of daily free games to increase reach and frequency, with more exclusive content to enhance retention and extending our customer service hours to 24/7, 7 days a week. Our offering will continue to evolve in 2021, maintaining the focus on high-quality customer service, providing the best collection of curated games and introducing another brand into the market.

In our European segment, NGR and new players both contracted 1%. Here, we were impacted by the Nordics, in particular Sweden; and emergency pandemic measures hitting performance in Spain. Spain NGR did move up 7% year-on-year largely driven by the launch of Monopoly Casino in June, which led to double-digit growth in the second half. This brand will be a focus for us in 2021 as growth in the Spanish market is more possible to find in casino led.

In our rest of the world segment, we saw year-on-year growth of 6%, with comps impacted by our exit from some peripheral markets during 2019. Our U.S. business in New Jersey now represents about 70% of our rest of world segment, and that grew 25%.

In the first half of this year, we will deploy the very latest version of our Excite platform into the U.S., which will give us the tooling required to better acquire and retain players as we move up through the gears in H2. This technology investment, along with the doubling of our dedicated roles for North America, will see us well positioned to expand our footprint beyond New Jersey during 2021. We know this is a big focus for our investors as it is for me and for my management team. We're in advanced discussions with potential partners to secure further access into further states, and we will have more to say on that in the very near future.

Worth noting that our assets in North America also extend to Canada. And in H2 2020, we also invested into our proposition there, and we expect that to bear fruit for us this year.

We continue to analyze any pandemic impacts particularly as it relates to government restrictions. The time of most benefit came to us in -- from mid-March 2020 to mid-June, with initial lockdown and the cancellation of sporting fixtures and the closure of retail. The benefit came mostly in the form of increased activity driven by new players. Pleasingly, with the return of sporting fixtures and the intermittent return of retail, we've managed to retain a significant number of those players.

Last month, we responded to the U.K. GC call for evidence on customer interaction, and later this month, we'll respond to the U.K. government's call for evidence in its review of the 2005 Gambling Act. As the government points out from its own data, rates of problem gambling in the U.K. have either been stable or falling for many years, but that does not mean there is not more that we can do.

In 2020 alone, we moved to the next generation of our player risk algorithm for identifying harmful play. We removed the ability to use credit cards. We removed the ability to reverse withdrawals. We implemented new pop-up reminders on session length, and we adopted a new code for the treatment of high-value customers. Along with our industry colleagues, some fellow members of the Betting and Gaming Council, we will continue to invest in making effective steps to tackle problem gambling and to continue to raise standards bar across the industry.

We started this year with positive momentum, and our strong revenue trend continued in the first 9 weeks of 2021. Our unrelenting focus will be on continuous improvement in all areas of the business, the repeatability of our model, building out geographic diversity of revenues and keeping the player at the heart of what we do. Doing that will maintain our momentum and allow us to create further value for shareholders.

I'll now pass the call over to Keith, who will walk you through some more of our financial highlights.

Keith Laslop ***Gamesys Group plc - CFO & Director***

Thanks, Lee, and hello, again, everyone. As usual, I'll dive into some further detail on the performance highlights. And today, I'll focus on pro forma numbers.

And we've actually done an analysis of our pro forma results over the past 3 years to that of our peer group as well as the wider FTSE 250. We went as far back as we have publicly available pro forma data and where we can try and pro forma data of our peers. We did this so as to compare where our longer-term performance metrics sit amongst our peers and wider investable universe. I urge you to look at our investor presentation for more information, which can be located on www.gamesys.com.

But some highlights are, from 2018 to 2020, we experienced an average revenue growth rate of 21.5% per year. We also experienced an average of 30% EBITDA margin over the past 3 years, which I believe may be the highest out of our peer group. We also began expensing all share-based compensation in 2020, and you'll see this reflected in the 2019 comps as well. We had significantly lower capital intensity than our peer or the FTSE 250 averages over the past 3 years. We've obtained these results as we've also been laser-focused on player well-being, as Lee discussed in detail; as well as being focused on other local and global well-being metrics under ESG criteria that Neil has detailed.

Now to have the highest EBITDA margin as well as the lowest capital intensity, we're, in fact, expensing more on our P&L versus capitalizing while maintaining the highest margins. The result of this is superior cash flow generation, and we experienced an average of 92% cash conversion over the past 3 years, 20% higher cash conversion than either our peer or the FTSE 250 averages. We had 16% free cash flow per share growth per year on average from 2018 to 2020. We've generated GBP 195 million of unlevered free cash flow this year or GBP 1.78 per share.

We delevered greater than 0.1 turn a month for the 12 months of 2020 and as of the end of 2020, sit at 1.5x net leverage. We paid down debt of GBP 40 million in 2020. We paid GBP 30 million in an interim dividend and still added greater than GBP 100 million of cash to our balance sheet from our operations.

So what this cash flow ultimately brings to us is flexibility on how best to deliver value to shareholders. Although our current leverage is currently in line with our peers as well as FTSE 250, we could continue to pay down debt and could be debt-free well within a couple of years. We could further increase dividends, and we did increase our final 2020 dividend by 4p per share to 28p. The 40p per share that we'll pay for the 2020 year is only a 28% payout ratio, leaving us plenty of room for upward movements.

Although we haven't bought back stocks since we've been listed on the LSE, that doesn't mean that it is not discussed at the Board level. Share buybacks remain in our arsenal of potential future shareholder distributions. And of course, we have plenty of cash for both organic growth as well as for M&A. Now our superior cash flow gives us not only the flexibility to do any one of these things, it gives us the flexibility to do all of these things.

I've delivered every set of financial results starting in 2014 to where we are today, and I've never been more proud of the current financial health of our company. There are, of course, still things for us to accomplish and we're far from done, but the company is in a very strong financial position.

I will now pass the call back to Neil.

Neil Geoffrey Goulden ***Gamesys Group plc - Non-Executive Chair***

Thank you, Keith, and thank you, Lee. Josh, the operator, we are now open for questions, please.

QUESTIONS AND ANSWERS

Operator

(Operator Instructions) Our first question comes from the line of Jack O'Halloran from Davy.

Jack O'Halloran ***Davy, Research Division - Analyst***

Two, if I may. Firstly, on cash conversion, it was very high in the period, and you've spoken about your low capital intensity model. And can you maintain cash conversion at these high current levels in the medium term? Or does the level of growth mean that the required investment will drive this down slightly?

And then secondly, on the U.S., you spoke about finding the right partner with the right economics. I'm just wondering if could you give us more detail what an ideal partner would look like for you there.

Neil Geoffrey Goulden ***Gamesys Group plc - Non-Executive Chair***

Keith, can you take the first one? And then Lee, on the U.S.

Keith Laslop ***Gamesys Group plc - CFO & Director***

Sure. Jack, while the cash conversion metrics are the average of the previous 3 years pro forma, I don't see that number changing much.

Lee Daniel Fenton ***Gamesys Group plc - CEO & Director***

Keith, that was too quick. Jack, on the U.S., the right -- well, our ambition in the U.S. is to be there for very long term. We've already been there 7 years. We've had a very successful partnership with Tropicana -- it was Tropicana, now Eldorado and now Caesars, and that's gone extremely well for us. It's allowed us to power their brand but also power our own brand in -- or our owned brand in Virgin Casino.

So I think that kind of flexibility is important to us in a partner. Clearly, long-term agreements for a long-term play is also important and sensible economics knowing what we can bring to the table and the fact that we can command good market share. I think that's how I'd summarize the right partner with the right economics.

Operator

Our next question comes from the line of Simon Davies from Deutsche Bank.

Simon John Davies ***Deutsche Bank AG, Research Division - Head of UK Midcap & Online Gaming Research***

Can I ask 3 questions, please? Firstly, in the U.K., can you just flesh out your comments in terms of growth profile by brand and give a sense of how the various key brands performed during the year?

Secondly, in terms of your U.S./Canadian ambitions, how much tolerance do you have in terms of start-up losses for the push into North America? I mean historically, you've taken a relatively low-risk but high-return strategy.

And lastly, 2 basic questions. But can you give any guidance in terms of CapEx expectations for 2021 and also underlying tax?

Neil Geoffrey Goulden ***Gamesys Group plc - Non-Executive Chair***

Thanks, Simon. It's nice to speak to you again. I'll take the first question. Then perhaps Lee can do U.S.A. and then on to Keith for CapEx and tax.

The simple answer on the brand is we don't disclose trends on individual brands, only on geographies. So sorry about that, but we are not going to disclose individual brand performance except to say that all of our brands in the U.K. are in strong growth. Lee?

Lee Daniel Fenton ***Gamesys Group plc - CEO & Director***

Other than the one that I said we were changing -- so clearly, Starspins we felt was underperforming in terms of the U.K. brand stable, so we shifted that and refreshed and relaunched under the MEGAWAYS brand. We think that we're super excited about that. We think that's a great opportunity. MEGAWAYS has been one of the most successful slot mechanics across the U.K. and internationally for a number of years now. So in the same way that we've had great success with Rainbow Riches, we're hopeful that we can have great success with MEGAWAYS. So we look forward to that.

In terms of the push into the U.S. and into Canada, well, we don't have a shortage of cash, right? So are we expecting it to be fantastically expensive? No, we're not expecting it to be fantastically expensive. Remember that we're going to be competing in prize gaming. And with the relationships that we believe we can create, we don't expect it to be hugely capital intensive.

We will have to get out there. We will have to go in state by state, of course, and that will cost money. But we have plenty capital available to us to invest, and we're not expecting it to be huge.

Keith Laslop ***Gamesys Group plc - CFO & Director***

On the CapEx and tax question, I think going forward, to assume 3% to 4% total CapEx, so including intangibles, as a proportion of revenue is reasonable. And tax, we did get some benefit this year of some previous tax losses. Going forward, I would think that around 10% makes sense.

Operator

Our next question comes from the line of James Wheatcroft from Jefferies.

James Christopher Corkey Wheatcroft ***Jefferies LLC, Research Division - Equity Analyst***

I've got 3, if possible, please. Firstly, obviously, very strong cash generation. You are in comfortable position, I think, in terms of leverage. You're talking about M&A. Perhaps you could give us a little bit of a feel for, I mean, geographies or products or areas that might be of interest to you.

And maybe could you give us a feel for how you see Asia developing into the forthcoming year, obviously, after a very strong year? And then lastly, just in terms of -- can you give us a feel or any sort of sense on the direction of travel for the U.K. gambling review and any sort of feedback you maybe received?

Neil Geoffrey Goulden ***Gamesys Group plc - Non-Executive Chair***

Thanks, James. I'm going to hand over to Lee. I think all of those are for Lee.

Lee Daniel Fenton ***Gamesys Group plc - CEO & Director***

Thanks. James, I mean, M&A, we're always being asked to be precise on M&A. Of course, it's not easy for us to be precise. The focus we've been quite clear about, right, is enhancing our geographic diversification. We've been very successful over the last 18 months of bringing the business together in a very effective manner.

Clearly, the management team and the Board are extremely keen to get our revenues more geographically diversified. We would hope that in 3 years' time, we're getting revenues at scale out of 4 to 5 markets. So our focus on M&A will be anything that helps us to realize that goal.

And outlook for Asia this year, I think that we keep saying we come at the high scale of growth that we're getting but we are getting it, and we've had a successful second half of last year as well with lots of new players coming through. So we think the outlook is strong. I would never be guiding people to triple-digit outlooks on the market, but we still think there's plenty of room in the Japanese market.

We estimate that online casino market is $1 billion to $1.5 billion. Set that against just the shinko market at $31 billion. We think there's headroom in the market even though competitive pressures have come in. And so I think the outlook strong, but I wouldn't be guiding to triple digit.

And the direction of travel for the gambling review, we -- obviously, this has been an intense period of focus for us as we gathered evidence and talked to various different stakeholders. I do think that the mood music is changing. I think that people are understanding through the evidence that the incidence of problem gaming are going down. I think people are very understanding of the fact that we are just -- not just Gamesys but as an industry, there's a huge amount of [notice] in the last 24 months alone, many of which are yet even to be assessed or to be measured.

So I think the mood music of a balanced middle course is starting to emerge. And I think that's important so that we can target and pool all of our resources around targeting those who are having problems because that is a very, very small minority. And then we can focus on them rather than blowing up the enjoyment of the many. And if we have kind of very onerous affordability constraints come in across the documents, I think that would be damaging and damaging to every one else. I think it would move people more quickly to a black market. But I think we're getting to a sensible place, but clearly, the evidence is still yet to go in, still to be a set by government, but there's sensible dialogue going on.

Operator

Our next question comes from the line of Richard Stuber from Numis.

Richard Paul Stuber ***Numis Securities Limited, Research Division - Analyst***

Just a couple of follow-up questions from James, please. The first is on the M&A. You sort of described how you want to have geographical diversification. But could you give a bit more detail in terms of product, whether you're happy being a largely sort of casino operator or whether you're going to move -- you think a sports book would be complementary to that?

And the second question on Asia. Talking about Asia becoming more competitive. Is that -- is there now more choice now for the Japanese customer? Is pricing more competitive there? Any more sort of color around the competitiveness? And a follow-up on that is, is that impacting your sort of costs of payment processes in that market? Yes, obviously, it did earlier this year.

Neil Geoffrey Goulden ***Gamesys Group plc - Non-Executive Chair***

Over to you, Lee, I think.

Lee Daniel Fenton ***Gamesys Group plc - CEO & Director***

Yes. Richard, thanks for those. On the M&A side, I think that yes -- well, both to the extent that it can help us and we see it as strategically critical to our geographic diversity, if needed to get there, yes, it will be considered.

On the Japan question, yes, listen, most of our competitive set that you see in the U.K. and elsewhere are in Japan now. I think partly buoyed by our success out there. So it's definitely increasing competition.

I think it's very difficult to replicate the journey we've been on there. Remember, we've been in that market for 7 years now and managed to make sure that our approach there is very defendable. Yes, I think we are having to spend a little bit more to defend that position. I think that's definitely true.

And yes, it is rising costs both on the marketing side and the payments side. So you will see that pick up a bit. But -- it's a competitive market, but we've got a fantastic head start.

Keith Laslop ***Gamesys Group plc - CFO & Director***

I actually see, Richard, our Japanese margins seem pretty stable going forward from here. We have entered into some exclusive relationships which have increased costs, but I see it being pretty stable going forward.

Operator

Our next question comes from the line of Jack Cummings from Berenberg.

Jack Cummings ***Joh. Berenberg, Gossler & Co. KG, Research Division - Analyst***

A couple from me. The first, I just wanted to ask on MEGAWAYS. Lee, you mentioned that you're shifting the brand and you think it's a great opportunity. I was just wondering whether there are any views to potentially thinking about launching this brand into any of your other core markets.

And the second, there's, I mean, even some news flow with regards to German taxation, and you've seen some of your peers guide to impacts to earnings or results. Could you just clarify whether there are any impacts on your business from a potential increase in German taxation?

And the third is just -- it seems as though you're evidently scoring incredibly strong on all of the key ESG metrics. Could you just give a little bit more color on what you're doing and how you intend to kind of stay at the forefront of ESG in the industry?

Neil Geoffrey Goulden ***Gamesys Group plc - Non-Executive Chair***

I'll take the first one and then hand over to Lee to talk about MEGAWAYS and Keith to pick up on the German tax issue there for you, Richard. Yes, we are very committed to both our players -- to people. We're a people-centric business that happens to have a technology base, so we're very committed to our people, both our staff and our customers.

So with our staff, it starts with are we looking after them well. Over 90% of our customers say that we're helping them a lot during the COVID pandemic. 97% of our staff say that we're looking after their well-being during the COVID pandemic. So those 2 metrics are really important to us.

Last year in the industry Oscars, we won operator of the year and we also won employer of the year. We're highly commended in responsible gambling of the year. So all of those areas are really important to us. Responsible gambling that -- Lee talked about our approaches in the gambling act review. We are listened to by government. We are seen as a very reasonable and responsible operator. Beyond that, we -- Lee and I jointly met some time ago to appoint a head of sustainability, which is a first for the company, and he's done a really good job developing some of these areas.

We formed an ESG committee, which has 3 non-execs and a number of executive directors on, including Lee. And they are working through all the various areas that we've talked about, where we're talking about our carbon footprint, which we're hoping to reduce further; talking about the UN Global Compact; talking about the foundation because the 3 members of the ESG committee are also the trustees on the foundation as well as some independent trustees. So we think that, that combination of staff, of players and of ESG responsibilities to wider society is right at the center and at the heart of what Gamesys is.

We are ahead and we want to stay ahead in that area. That's why we're focusing a lot of our reporting on it because we see it as an important area. Hopefully, that's enough for you on there. And I'll hand over to Lee to talk about MEGAWAYS a bit more.

Lee Daniel Fenton ***Gamesys Group plc - CEO & Director***

Yes. Thanks, Neil. Jack, MEGAWAYS is a super easy one. Yes, we do want to exploit it elsewhere outside the U.K. The deal is a global deal with the exception of Canada because BTG have a bunch of agreements with the lotteries out in Canada.

So Canada is not on the table, but we would love to be able to exploit it elsewhere. And clearly, we've only just got it live in the U.K., so a bit of fine-tuning to do, lessons to learn and then look to exploit it internationally.

Keith Laslop ***Gamesys Group plc - CFO & Director***

And on German tax, yes, of course, any tax will have an impact. To put Germany into perspective though, it is less than 1% of our group revenues today. We are following all the interim regulations, and it definitely has had an impact. However, we do not think that whatever happens in Germany will have an impact on our group in terms of overall results for 2021, so it doesn't change our expectations for 2021.

Operator

We have no further questions in the queue at the moment. (Operator Instructions) Okay. We don't seem to have any questions coming through, so I'll hand you back over to the hosts.

Neil Geoffrey Goulden ***Gamesys Group plc - Non-Executive Chair***

Thank you very much indeed. Can I thank everyone for joining today's call? One last one for me is that it looks like, obviously, we've had a very good year with the sales growth, but it has been a difficult year moving seamlessly to everyone working from home. And I would just like to have a call-out to -- as Chairman to Lee and the team and Tina who looks after our people, the way that they did that, the way they have looked after our staff and our customers. And hopefully, that message has come across today.

We would like to leave you with 3 key messages: that we're posting results at a significant outperformance. We've exceeded consensus, and they are at the top of the market. We have a very good cash flow, and that gives us firepower to develop the business further. And we are working very hard to be and to remain a responsible citizen in these different times in the world.

So thank you all very much for joining us today. And we're seeing a lot of you over the next few days, but if you have any questions or follow-ups, please don't hesitate to contact Jason Holden. Thank you very much indeed.

Operator

Thank you very much for joining today's call. You may now disconnect your handsets. Hosts, please stay on the line. Thank you.