

# THE RANK GROUP PLC

## NOTIFICATION OF ONLINE PUBLICATION OF NOTICE OF 2014 ANNUAL GENERAL MEETING AND ANNUAL REPORT AND FINANCIAL STATEMENTS 2014



Ian Burke, Chairman

WE ARE WRITING TO NOTIFY  
YOU THAT OUR NOTICE OF 2014  
ANNUAL GENERAL MEETING AND  
OUR 2014 ANNUAL REPORT AND  
FINANCIAL STATEMENTS ARE  
NOW AVAILABLE ONLINE AT  
**WWW.RANK.COM**

### DEAR SHAREHOLDER

As outlined in our interim statement the Group had a challenging H1 where a weaker performance from our London casinos and the highly competitive market adversely affected our financial performance compared to the prior period. As a direct result we undertook three actions in H2 aimed at delivering improved performance: 1) improving the value for money for our customers; 2) tightening of our cost controls and 3) a more focused capital expenditure programme. We are pleased to report that the 21% increase in H2 operating profit versus H1 highlights the success of these actions.

Last year the following priorities were outlined for the Group. Here we provide an update on our progress made in each area.

#### *1. Integration of acquired casinos*

This year we worked hard to successfully integrate the former Gala casino venues which were acquired back in May 2013. With £17.8m of capital invested in the year we have made significant improvements to the estate while also implementing operational improvements. The 19 venues are on track to deliver the anticipated level of returns and along with our existing estate, before central costs, represent 60% of the Group's operating profit for the year.

#### *2. Growth in digital*

The Group continued its focus on growing the digital channels. [www.grosvenorcasinos.com](http://www.grosvenorcasinos.com) continues to grow strongly and now offers its bespoke live casino product. Our growing live casino is now a major revenue contributor to our digital casino channel.

#### *3. Retail channel improvements*

During the year particular focus was placed on improving the performance of our Mecca venues. Further detail is provided in Mecca's venues performance review.

There still continues to be some underperformance in the Group, which has resulted in the Group having to recognise £12.9m of impairments charges at 30 June 2014 in respect of certain venues in the UK and Spain.

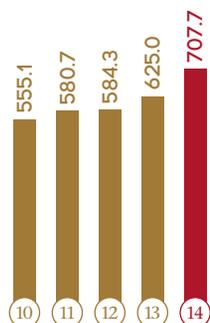
Ian Burke, Chairman

13 August 2014

# 2013/14 PERFORMANCE HIGHLIGHTS

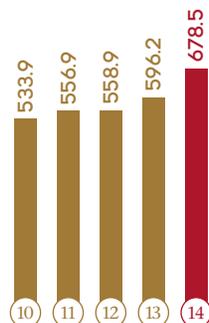
## REVENUE<sup>1</sup>

£707.7M



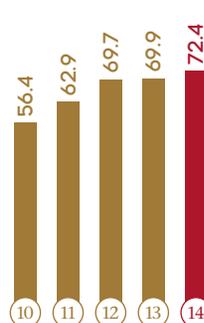
## STATUTORY REVENUE

£678.5M



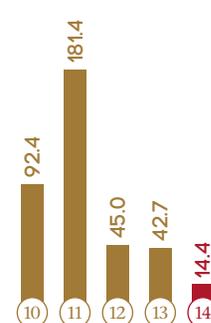
## OPERATING PROFIT<sup>2</sup>

£72.4M



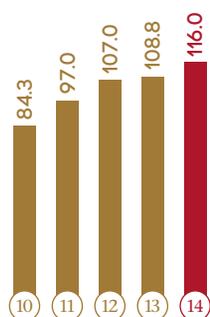
## PROFIT BEFORE TAX AFTER EXCEPTIONALS

£14.4M



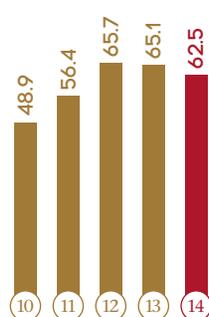
## EBITDA<sup>3</sup>

£116.0M



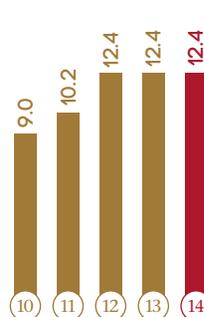
## ADJUSTED PROFIT BEFORE TAX<sup>4</sup>

£62.5M



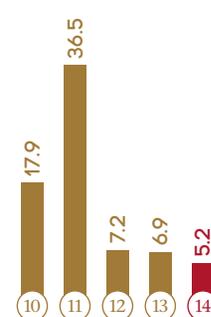
## ADJUSTED EARNINGS PER SHARE<sup>5</sup>

12.4P



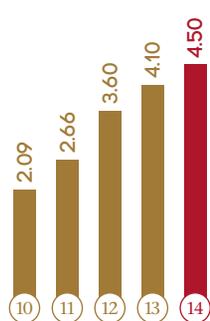
## BASIC EARNINGS PER SHARE

5.2P



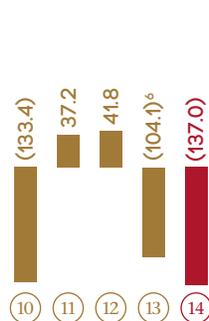
## DIVIDEND PER SHARE

4.50P



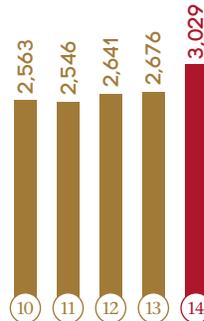
## NET (DEBT)/CASH

£(137.0)M



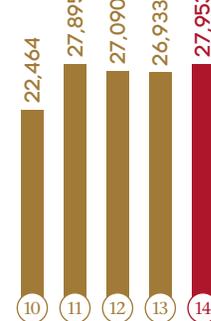
## CUSTOMERS<sup>7</sup>

3,029K



## CUSTOMER VISITS<sup>7</sup>

27,953K



1 Before adjustment for free bets, promotions and customer bonuses.

2 Before exceptionals.

3 Group EBITDA is Group operating profit before exceptional items, depreciation and amortisation.

4 Adjusted profit before taxation is calculated by adjusting profit from continuing operations before taxation to exclude exceptional items, the unwinding of discount in disposal provisions and other financial gains or losses.

5 Adjusted earnings per share is calculated by adjusting profit attributable to equity shareholders to exclude discontinued operations, exclude discounted operations, exceptional items, other financial gains or losses, unwinding of the discount in disposal provisions and the related tax effects.

6 Restated to include the completion adjustments relating to acquisition accounting.

7 Unaudited.

## OUR BRANDS

### GROSVENOR CASINOS

UK's largest multi-channel casino operator. Serves more than a million customers a year through a national portfolio of branded venues as well as via its online and mobile casinos. The brand offers a range of popular casino table games, including roulette, blackjack, baccarat and poker as well as electric casino and slot machine games. The brand's digital channel continues to gain scale and offers many popular games including the newly launched live casino.

**Venues** Largest operator (by venue) in Great Britain; 56 licensed casinos in Great Britain and two in Belgium

**Digital** Fledgling business, gaining scale

### MECCA

UK's second largest multi-channel bingo operator and is Rank's community-gaming brand for the British market. With over a million customers a year and a national portfolio of branded venues, as well as one of Great Britain's most popular community gaming websites. The digital channel offers a selection of games from bingo and poker to a wide range of slot games, and the venues also have great value food and drinks, and live entertainment.

**Venues** Second largest operator (by venue) in Great Britain; 96 licensed bingo venues

**Digital** One of the leading online bingo operators in the UK

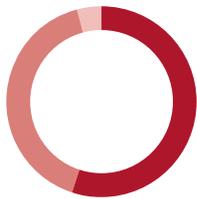
### ENRACHA

Rank's community-gaming based business for the Spanish market. Ten venues serve approximately 260,000 customers a year through venues in Catalonia, Madrid, Andalucía and Galicia, offering a range of popular community games like bingo and poker as well as electronic casino and slot machine games, great value food and drink and live entertainment.

**Venues** Fourth largest bingo operator in Spain; 10 licensed bingo venues

### CONTRIBUTION TO GROUP REVENUE

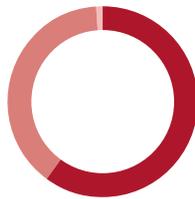
£707.7M



- Grosvenor 391.2
- Mecca 288.2
- Enracha 28.3

### OPERATING PROFIT

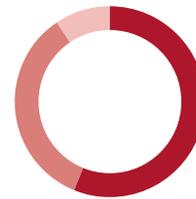
£72.4M



- Grosvenor 56.8
- Mecca 37.0
- Enracha 0.8

### CUSTOMERS

3.0M



- Grosvenor 1.8
- Mecca 1.1
- Enracha 0.3

## OUR FUTURE PRIORITIES



# VISIT US ONLINE

THE RANK GROUP WEBSITE PROVIDES NEWS AND DETAILS OF THE GROUP'S ACTIVITIES, AS WELL AS USEFUL LINKS. THE INVESTOR SECTION CONTAINS A VARIETY OF INFORMATION INCLUDING THE GROUP'S LATEST RESULTS AND CURRENT AND HISTORIC SHARE PRICES.



We have a shareholder 'frequently asked questions' section on our website which provides answers to many questions that shareholders have:  
[www.rank.com/investors/shareholder\\_faqs.jsp](http://www.rank.com/investors/shareholder_faqs.jsp)



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Web [www.rank.com](http://www.rank.com)

Company registration number 03140769

## PAPER COPIES

If you would like the notice of 2014 annual general meeting and/or the 2014 annual report and financial statements sent to you in hard copy form, please write to us at our registered office address (quoting 'hard copy shareholder information request'): Company Secretary, The Rank Group Plc, Statesman House, Stafferton Way, Maidenhead SL6 1AY and specify which document you require a hard copy of.

## PAYMENT OF DIVIDENDS

The Company is no longer operating a dividend re-investment plan. Shareholders may find it more convenient to make arrangements to have dividends paid directly to their bank account. The advantages of this are that the dividend is credited to a shareholder's bank account on the payment date, there is no need to present cheques for payment and there is no risk of cheques being lost in the post.

To set up a dividend mandate or to change an existing mandate please contact Equiniti Limited, our registrar, whose contact details are below. Alternatively, shareholders who use Equiniti's Shareview can log on to [www.shareview.co.uk](http://www.shareview.co.uk) and follow the online instructions.

## SHAREHOLDER SECURITY

We are aware that some of our shareholders have received unsolicited telephone calls concerning their Rank shares. These communications tend to be from overseas-based 'brokers' who offer a premium price for your Rank shares but ask you to make an upfront payment, typically in the form of an insurance bond. We recommend that before paying any money you:

- obtain the name of the person and firm contacting you;
- check the FCA Register at [www.fca.org.uk/register](http://www.fca.org.uk/register);
- use the details on the FCA Register to contact the firm;
- call the FCA Consumer Helpline on 0800 111 6768 if there are no contact details on the FCA Register or you are told they are out of date; and
- search the FCA's list of unauthorised firms and individuals to avoid doing business with [www.fca.org.uk/consumers/protect-yourself/unauthorised-firms/unauthorised-firms-to-avoid](http://www.fca.org.uk/consumers/protect-yourself/unauthorised-firms/unauthorised-firms-to-avoid)

If you use an unauthorised firm to buy or sell shares or other investments, you will not have access to the Financial Ombudsman Service or Financial Services Compensation Scheme (FSCS) if things go wrong.

Below, please find the link to the FCA's website which gives information on scams and swindles which shareholders may find helpful:  
[www.fca.org.uk/consumers/scams](http://www.fca.org.uk/consumers/scams)

## REGISTRAR

All administrative enquiries relating to shares should, in the first instance, be directed to the Company's registrar (quoting reference number 1235), Equiniti, Aspect House, Spencer Road, Lancing BN99 6DA Tel: from the UK 0871 384 2098 (calls cost 8p per minute plus network extras) and from outside the UK +44 121 415 7047. There is a text phone available on 0871 384 2255 for shareholders with hearing difficulties.

For any other information please contact: Frances Bingham, company secretary or Sarah Powell, director of treasury and investor relations at The Rank Group Plc.