

## Notification of online publication of notice of 2018 Annual General Meeting and Annual Report and Financial Statements 2018

“The Board has full confidence in the strategic direction of the Group and the new leadership team, who are focused on operational improvements to drive sustained profit growth.”



### DEAR SHAREHOLDER

I am writing to let you know that The Rank Group Plc's annual report and financial statements 2018 and the notice of annual general meeting 2018 are now available on the Rank website at <http://www.rank.com/en/investors/shareholder-centre/shareholder-meetings.html>.

Rank's aim is to be the UK's leading multi-channel operator. The Group looks to meet this goal through delivering against its five strategic pillars:

1. create a compelling multi-channel offer;
2. build digital capability;
3. develop our venues;
4. invest in our brands and marketing; and
5. use technology to drive efficiency and improve our customer experience.

Further detail of the Group's progress against these pillars in 2017/18 can be found on pages 24 to 27 of the 2018 annual report and financial statements.

### FINANCIAL PERFORMANCE

2017/18 has been a challenging year for the Group driven principally by a disappointing performance from Grosvenor's casinos.

Revenue<sup>1</sup> for Grosvenor Casinos declined by 6.1% in the year. Performance was materially impacted by further enhanced customer due diligence following the published advice of the UK Gambling Commission in September 2017. Consequently, customer visits declined resulting in revenue<sup>1</sup>

falling 9.9% in H2 compared to a 2.4% fall in H1. Grosvenor's performance was further hindered by a lower gaming margin from its major players and adverse weather in Q3. Operating profit<sup>2</sup> fell by 6.7% due to lower revenues.

Mecca's revenue<sup>1</sup> fell 2.6% in the year driven by a 7.9% decline in customer visits. Operating profit<sup>2</sup> fell by 4.3%, a lower decline than expected by management as a result of improved cost control across both employment and marketing activities.

The Group's UK digital business grew with revenue<sup>1</sup> up 9.9%. Operating profit<sup>2</sup> fell by £1.8m in the year to £20.9m following the introduction of remote gaming duty ('RGD') on customer bonuses. This resulted in £2.5m of incremental RGD in the year.

Our Spanish operations, Enracha, delivered a strong performance with euro revenue<sup>1</sup> up 11.0% and euro operating profit<sup>2</sup> up 2.8%.

Adjusted earnings per share was down 6.3% in the year to 15.0 pence.

#### IAN BURKE

Chairman  
15 August 2018

1. Before adjustments for customer incentives.
2. Before exceptional items, as per note 2 to the financial statements.

#### FOR MORE INFORMATION VISIT

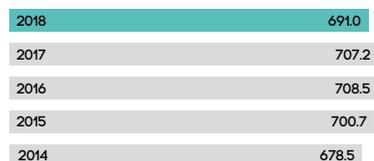
[rank.com](http://rank.com)

# GROUP KPIs

The following charts illustrate the Group's performance for the 12-month periods to 30 June over the last five years.

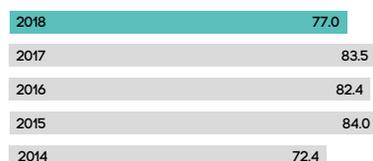
## STATUTORY REVENUE

### £691.0M



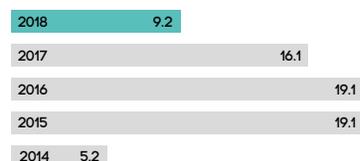
## OPERATING PROFIT<sup>1,2</sup>

### £77.0M



## EARNINGS PER SHARE

### 9.2P



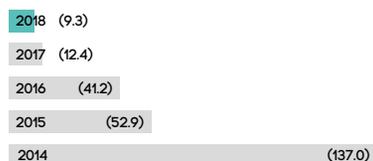
## DIVIDEND PER SHARE

### 7.45P



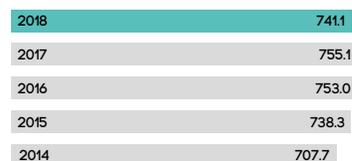
## NET DEBT<sup>1</sup>

### £9.3M



## REVENUE<sup>1,3</sup>

### £741.1M



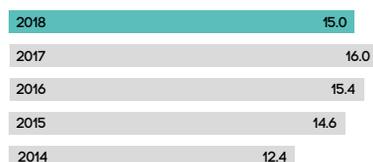
## ADJUSTED OPERATING PROFIT BEFORE TAX<sup>1,4</sup>

### £74.3M



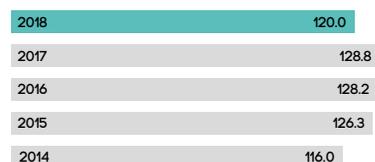
## ADJUSTED EARNINGS PER SHARE<sup>1,5</sup>

### 15.0P



## EBITDA<sup>1,6</sup>

### £120.0M



### 1. Alternative performance measure.

The performance of the Group is assessed using a number of alternative performance measures (APMs).

The Group's results are presented both before and after exceptional and non-underlying items. Adjusted profitability measures are presented excluding exceptional and non-underlying items as we believe this provides both management and investors with useful additional information about the Group's performance and aids a more effective comparison of the Group's trading performance between one period and the next. Adjusted profitability measures are reconciled to unadjusted IFRS results on the face of the income statement with details of exceptional and non-underlying items provided in note 4.

In addition, the Group's results are described using certain other measures that are not defined under IFRS and are therefore considered to be APMs. These measures are used by management to monitor ongoing business performance against both shorter-term budgets and forecasts and the Group's longer-term strategic plans.

### 2. Before exceptionals.

### 3. Before adjustments for customer incentives.

### 4. Adjusted profit before taxation is calculated by adjusting profit from continuing operations before taxation to exclude exceptional items, the unwinding of the discount on disposal provisions and other financial gains and losses resulting from foreign exchange gains and losses on loans and borrowings. See financial review for reconciliation.

### 5. Adjusted earnings per share is calculated by adjusting profit attributable to equity shareholders to exclude discontinued operations, exceptional items, other financial gains or losses, the unwinding of the discount on disposal provisions and the related tax effects, as per note 9.

### 6. EBITDA is reconciled in note 19.

# DELIVERING THROUGH OUR BRANDS

## RETAIL AND DIGITAL



### VENUES

2ND

LARGEST OPERATOR (BY VENUES) IN GREAT BRITAIN

84

LICENSED BINGO VENUES IN GREAT BRITAIN

### DIGITAL

MECCABINGO.COM: ESTABLISHED UK DIGITAL BINGO BRAND

## RETAIL



### VENUES

3

LICENSED HIGH STREET BINGO VENUES IN GREAT BRITAIN

## DIGITAL



### DIGITAL

NEW

BELLACASINO.COM: NEWLY LAUNCHED DIGITAL SLOTS-LED BRAND



### VENUES

BIG!

LARGEST (BY VENUES) IN GREAT BRITAIN

52

LICENSED CASINOS IN GREAT BRITAIN AND ONE IN BELGIUM

### DIGITAL

GROSVENORCASINOS.COM: UK DIGITAL CASINO BRAND



### VENUES

4TH

LARGEST OPERATOR IN SPAIN; NINE LICENSED BINGO VENUES IN SPAIN

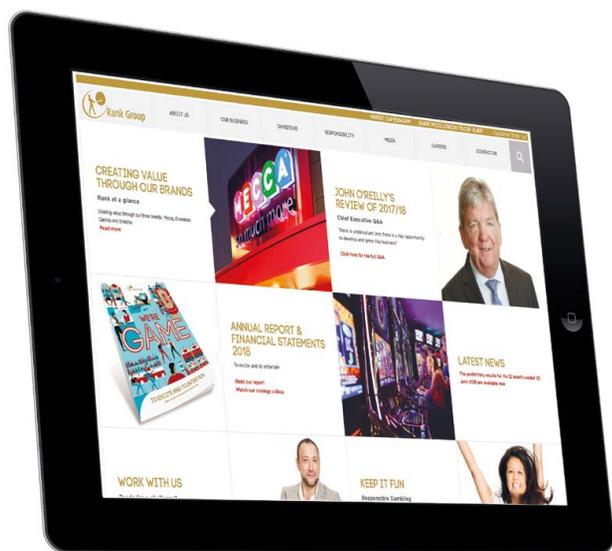


### DIGITAL

2ND

YOBINGO.ES: SECOND LARGEST DIGITAL BINGO BRAND IN SPAIN

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.



## PAPER COPIES

If you would like the notice of 2018 annual general meeting and/or the 2018 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, TOR, Saint-Cloud Way, Maidenhead SL6 8BN and specify the document that you require in hard copy.

## 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 detailed further on this page. Alternatively, shareholders who use Equiniti's Shareview can log on and follow the online instructions at [www.shareview.co.uk](http://www.shareview.co.uk).

## 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/unauthorised-firms-individuals](http://www.fca.org.uk/consumers/unauthorised-firms-individuals).

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 0371 384 2098 and from outside the UK +44 121 415 7047. There is a text phone available on 0371 384 2255 for shareholders with hearing difficulties.

For any other information please contact: Luisa Wright, company secretary, or Sarah Powell, director of treasury and corporate communications at The Rank Group Plc.

**The Rank Group Plc** TOR, Saint-Cloud Way, Maidenhead SL6 8BN

Tel: **01628 504 000**  
[www.rank.com](http://www.rank.com)

Company registration number: **03140769**