

THE BUSINESS OF GAMING



Peter Johnson
Chairman

Key events

- Revenue stabilised after business disruption in 2007
- Significant cost savings achieved
- Substantial reduction in net debt
- Senior management team strengthened

2008 was a year of stabilisation for Rank, following the significant disruption in the gaming market during 2007.

We finished the year in significantly better shape than we had started. We steadied average weekly revenue, realised significant operating cost savings across the Group, exited our final salary pension plan and achieved a substantial reduction in net debt.

We strengthened the Group's senior management team, both at an executive level and within our operating businesses; and we focused on delivering enhanced experiences and better value for our 2 million customers by investing in systems that allow us to gain a better understanding of their behaviours and preferences. We will use the information gleaned to improve our products and services.

Board changes

In June 2008, we appointed Paddy Gallagher to the board as finance director. Paddy, who has held a number of senior finance positions in the technology sector, replaced Peter Gill, who left Rank after nearly three years' service. Peter Gill was instrumental in the phase of restructuring that was characterised by the disposals of Hard Rock and Deluxe Film.

In September 2008, we appointed Owen O'Donnell to the board as a non-executive director. Owen has a strong track record in both the gaming and technology sectors, most notably as finance director at Betfair Limited, the betting exchange company.

Dividend

In December 2007, the board took the decision to suspend dividend payments in the light of the difficult trading conditions that Rank had encountered during the second half of that year. Whilst Rank's financial position and trading performance

have improved since that point, the wider economic environments in the UK and in Spain have continued to deteriorate. The board has determined not to recommend payment of a dividend in respect of 2008. It remains the board's intention to resume dividend payments in the future, once trading conditions and the market outlook improve.

Outlook

The board is encouraged by the progress that the Group has made in 2008 and remains committed to Rank's long-term growth strategy. Nevertheless, we remain cautious on the outlook for 2009 as economic uncertainties continue to affect consumer confidence. In this environment, Rank remains well positioned to balance near term pressures and longer term opportunities through a measured and controlled approach to the management and development of our businesses.

Peter Johnson
Chairman
25 February 2009

As you have not requested to receive hard copies of shareholder communications from The Rank Group Plc, we are now writing to notify you that you can read the notice of annual general meeting and annual report and financial statements 2008 online at www.rank.com.

We have produced this document to provide an overview of the business. It is not intended to be a summary of our 2008 annual report and financial statements.



Group at a glance

Financial highlights

£522.2m

REVENUE
2007: £534.4M

£60.3m

GROUP OPERATING
PROFIT BEFORE
EXCEPTIONAL ITEMS
2007: £68.3M

£40.5m

ADJUSTED PROFIT
BEFORE TAX
2007: £46.2M

£226.5m

NET DEBT
2007: £316.9M

6.5p

BASIC EARNINGS
PER SHARE (BEFORE
EXCEPTIONAL ITEMS)[#]
2007: 7.3p

7.3p

ADJUSTED EARNINGS
PER SHARE[#]
2007: 7.4p

Our businesses

Mecca Bingo

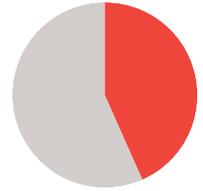


Mecca Bingo is a leading operator of bingo clubs. The business is headquartered in Maidenhead, England and operates clubs under the Mecca Bingo brand in Great Britain.

Revenue

£227.6m

2007 : £240.5m



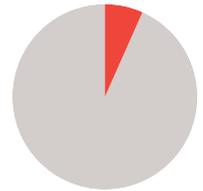
Top Rank España



Top Rank España operates 11 premium bingo clubs in Spain. The business is headquartered in Barcelona and operates clubs in the provinces of Madrid, Catalonia, Andalucia and Galicia.

£35.8m

2007 : £32.3m



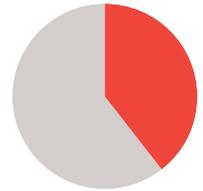
Grosvenor Casinos



Grosvenor Casinos is a leading operator of casinos. The business is headquartered in Maidenhead, England and operates casinos in Great Britain under the Grosvenor and G Casinos brands. It also operates two casinos in Belgium.

£206.2m

2007 : £209.5m



Rank Interactive**



Rank Interactive is a remote gaming and betting business, principally comprising Bluesq.com (sports betting, casino, poker and games) and meccabingo.com (bingo). Rank Interactive's primary market is Great Britain, although it also provides betting and gaming websites in Spanish, German, Danish and Swedish.

£52.6m

2007 : £52.1m



[#] From continuing operations.

* Before exceptional items, shared services and central costs.

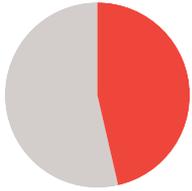
** Previously reported as Blue Square.

Our markets

Operating profit*

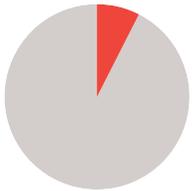
£41.8m

2007 : £43.6m



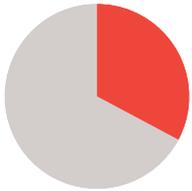
£6.9m

2007 : £9.3m



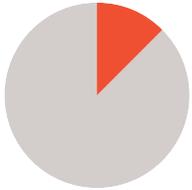
£29.5m

2007 : £29.9m



£11.4m

2007 : £10.9m



“Rank is a leading European gaming and betting company, headquartered in Great Britain. The Group operates businesses in Great Britain, Spain and Belgium and provides business services to gaming operators in a number of additional markets.”

● Direct operations
● 'White label' services only

1. Great Britain

Mecca Bingo: 102 clubs
Grosvenor Casinos: 32 casinos

Rank Interactive:
– Bluesq.com
– meccabingo.com
– grosvenorcasinos.com
– 888sport.com

Employees: 7,094

2. Spain

Top Rank España: 11 clubs

Rank Interactive:
– bingouniversal.com
– apuestauniversal.com
– 888sport.com

Employees: 613

3. Belgium

Grosvenor Casinos: 2 casinos
Employees: 182

4. Germany

Rank Interactive:
– 888sport.com

5. Denmark

Rank Interactive:
– 888sport.com

6. Sweden

Rank Interactive:
– 888sport.com

Note:
888sport.com is a sports betting website owned and operated by 888 Holdings plc. In return for a share of revenue, Rank Interactive supplies a 'white label' online sports betting service to customers of 888.com through 888sport.com.

Visit us at www.rank.com

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.

Frequently asked questions

We have a shareholder 'frequently asked questions' section on our website which provides answers to many questions that shareholders have:
www.rank.com/investor/shareholders/faqs.

Registrar

Enquiries relating to shareholdings, dividends and changes of address should be addressed to the Company's registrar (quoting reference number 1235), Equiniti, Aspect House, Spencer Road, Lancing BN99 6DA (Tel: from the UK 0871 384 2098 or 0871 384 2255 (text phone) and from outside the UK +44 121 415 7161).

For any other information please contact: Frances Bingham, company secretary or Dan Waugh, director of investor relations
The Rank Group Plc, Statesman House, Stafferton Way, Maidenhead, SL6 1AY
Tel: 01628 504 000 Fax: 01628 504 042
Web: www.rank.com



Further to our letter to shareholders of 21 November 2008, we are now making shareholder information (by which we mean documents and information such as circulars and annual reports which we are required to send to you) available on our website as our default method of publication. As you have not requested to receive hard copies of shareholder information from us, we are now writing to notify you that you can read our notice of 2009 annual general meeting and 2008 annual report and financial statements online at www.rank.com.

If you would like the notice of 2009 annual general meeting and/or the 2008 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.

Electronic communications

Many of our shareholders have already elected to receive shareholder information in electronic form. In addition to the environmental benefit, greater use of electronic communications by email and via our website will enable us to deliver relevant information to you in a timely, convenient and more cost effective form.

If you would like to receive shareholder information by looking at our website, and would like to receive notification of its publication to your email address, visit www.shareview.co.uk and register using your shareholder reference number and select the 'electronic' delivery preference button. You will receive notification automatically each

time a shareholder document is placed on the website, giving you full details of how to access it. If our email communication fails, we will send you a letter to your registered address notifying you of this.

You may change your option at any time by writing to the Company's registrar at its address stated above. If you have any questions, please telephone the registrar on one of the telephone numbers stated above.

You may also request website-published shareholder information in hard copy form at any time and this will be sent to you free of charge within 21 days of receipt of your request. Details of how to request shareholder information in hard copy form will accompany each notification of its publication.

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The Forest Stewardship Council (FSC) is an international network which promotes responsible management of the world's forests. Forest certification is combined with a system of product labelling that allows consumers readily to identify timber-based products from certified forests.

