The Rank Group Plc

We are writing to notify you that our notice of 2012 annual general meeting and our 2012 annual report and financial statements are now available online at www.rank.com

Not this year, we celebrate Rank’s 75th birthday. We are proud of our heritage in providing entertainment and thrills for three-quarters of a century to many millions of people in Great Britain and around the world.

Today, as in the past, our approach is built on understanding customer tastes, developing well-known and much-loved brands, taking responsibility for our actions and playing our part in building vibrant communities. An important part in how we achieve this is by employing highly motivated teams of talented, enthusiastic and loyal people. I feel privileged to work as part of this team and I thank them for the dedication, passion, integrity and ingenuity they have shown to help us achieve our goals. I am also enormously proud that, over the past 18 months, our team members and customers raised more than £525,000 for Marie Curie Cancer Care to fund respite care for cancer patients in our communities.

I am pleased to report that over the past 12 months we have made good progress in developing the business and this has enabled us to produce a strong financial performance. We have grown earnings per share by 13.7% against a challenging economic backdrop. As a result of this performance, the board has recommended a final dividend of 2.50 pence per share making total dividends for the 12 months ended 30 June 2012 of 3.60 pence per share, an increase of 35.3% on the previous 12-month period.

In addition to the Group’s strong financial performance, the period has been marked by a number of other important achievements and contributions.

First and most importantly, we have made continued progress in satisfying our customers. The Group’s net promoter score (which measures how likely a customer is to recommend our brands) increased by 3.8 percentage points over the period.

We dedicated significant resource to tackling problem gambling (which affects a very small number of our customers) through active engagement with gaming regulators and charitable organisations like GamCare, the Gordon Moodie Association and Gamblers Anonymous. We reviewed and enhanced our responsible gaming training package and we have donated £305,000 to the Responsible Gambling Trust during the last 12 months.

We continued to engage with governments in a responsible, fair and transparent manner. In Great Britain, we volunteered to give evidence to the Culture, Media and Sport Select Committee; and we support the majority of the recommendations set out within the Committee’s report published in July 2012.

We provided employment for more than 9,200 people directly and many thousands more on an indirect basis through our suppliers and related businesses. In addition, our activities generated more than £265 million for the UK government at national and local levels through taxes, duties and business rates. The outlook for consumers in each of our markets remains challenging, yet Rank is well placed to develop further and enjoys a strong financial position. We will continue to focus on sustainable long term growth by thrilling and entertaining our customers and playing our part in the communities we serve.

Ian Burke
Chairman and chief executive
16 August 2012

We have produced this document to provide an overview of the business. It is not intended to be a summary of our 2012 annual report and financial statements.

For more information view our full report online www.rank.com
On 21 October 2011, Rank announced a change to its accounting reference date from 31 December to 30 June

The tables below illustrate Rank's performance for the last four 12-month periods ended 30 June (these results have not been audited). Throughout this summary the 12-month period ended 30 June 2012 will be referred to as 2011/12. 2010/11 refers to the 12 months ended 30 June 2011.

<table>
<thead>
<tr>
<th>Revenue¹ (£m)</th>
<th>Statutory revenue (£m)</th>
<th>Operating profit² (£m)</th>
<th>EBITDA³ (£m)</th>
<th>Adjusted profit before tax⁴ (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>£600.5m</td>
<td>£572.9m</td>
<td>£65.5m</td>
<td>£104.4m</td>
<td>£61.5m</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjusted earnings per share⁵ (p)</th>
<th>Dividend per share (p)</th>
<th>Net cash/(debt) (£m)</th>
<th>Customers⁶ (000s)</th>
<th>Customer visits (000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.6p</td>
<td>3.60p</td>
<td>£41.8m</td>
<td>2,671,000</td>
<td>28,836</td>
</tr>
</tbody>
</table>

1. Before adjustment for free bets, promotions and customer bonuses.
2. Before exceptional items.
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, other financial gains or losses and the amortisation of the equity component of the convertible bond.
5. Adjusted profit per share after tax.
6. Excludes Rank Interactive.

Note: All references in this report to 'like-for-like' exclude club openings and closures as well as changes to gaming taxation.
### STRATEGIC UPDATE

#### STRATEGIC PRIORITY

1. systematic use of data and customer feedback to inspire service and product improvement

2. capital investment to extend the reach and broaden the appeal of our brands

3. multi-channel distribution of our brands

#### PROGRESS 2011/12

- Extension of upgraded dining service in Mecca venues
- Roll out of 8,055 Mecca Max mobile gaming terminals across all clubs
- Upgrading Mecca amusements in line with regulatory reform
- G Casino format extended to 19 venues
- Three new casinos built
- Mecca Wood Green upgraded to Full House format
- Meccabingo.com revenue up 24.9%
- Offline:online crossover up 0.3 percentage points
- Launch of Spanish site enracha.es
- Developed strategy for Belgian licences

#### KPIs

- **49.7%** Net promoter score (2010/11: 45.9%)
- **£224.82** Average revenue per customer (2010/11: £228.08)
- **£20.82** Spend per visit (2010/11: £20.82)
- **2.7m** Customers (2010/11: 2.5m)
- **28.8m** Customer visits (2010/11: 27.9m)
- **3.4%** of our customers played online and offline (2010/11: 3.1%)

#### PRIORITIES 2012/13

- Develop programme of engagement with our target customers to increase visitation
- Grosvenor brand standards to be applied across the estate
- Open two new Grosvenor Casinos in G Casino format
- Convert four more Mecca venues to Full House format
- Develop enracha brand through venue based promotion and launch of online bingo
- Review social gaming opportunity

### OUR BUSINESS

#### GROSVENOR CASINOS

Grosvenor Casinos is Great Britain’s leading casino entertainment brand. The brand serves more than 1 million customers a year across 35 venues, offering a range of popular games – roulette, blackjack, poker and baccarat – as well as jackpot slot machines and licensed bars and restaurants.

#### MECCA BINGO

Mecca is a community gaming-based entertainment brand with venues in most major towns and cities across Great Britain. Venues offer low stake, high prize games of bingo as well as a wide range of slot machines and licensed bars and restaurants.

#### RANK INTERACTIVE

Rank Interactive distributes the Grosvenor and Mecca brands via digital media, providing gaming-based entertainment online, on mobile and on social networks. It also includes Blue Square, Rank’s digital sports betting and gaming brand.

#### TOP RANK ESPAÑA

Top Rank España is Rank’s Spanish operation, offering community gaming-based entertainment. Activities include bingo, video bingo, slot machines, electronic casino games and sports betting (subject to regional regulations).

### Contribution to Group revenue

- **£255.8m**
- **£237.8m**
- **£77.7m**
- **£29.2m**

### Operating profit

- **£42.8m** 2011/12
- **£28.3m** 2011/12
- **£10.5m** 2011/12
- **£1.4m** 2011/12

---

* Before adjustment for free bets, promotions and customer bonuses in 2011/12.

** Before exceptional items.
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.

Visit us at www.rank.com

The Rank Group Plc annual report and financial statements 2012

Paper copies
If you would like the notice of 2012 annual general meeting and/or the 2012 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 and follow the online instructions.

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 and from outside the UK +44 121 415 7047).

For any other information please contact:
Frances Bingham, company secretary or Sarah Powell, head of treasury and 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
Company registration number: 03140769

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 FSA register at http://www.fsa.gov.uk/fsaregister to ensure they are authorised;
– use the details on the FSA Register to contact the firm;
– call the FSA Consumer Helpline on 0845 606 1234 if there are no contact details on the FSA Register or you are told they are out of date; and
– search the FSA’s list of unauthorised firms and individuals to avoid doing business with: http://www.fsa.gov.uk/Pages/Doing/Regulated/Law/Alerts/.

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 FSA’s website which gives information on scams and swindles which shareholders may find helpful:
http://www.fsa.gov.uk/Pages/consumerinformation/scamsandswindles/.