

# THE RANK GROUP PLC



WE ARE WRITING TO NOTIFY  
YOU THAT OUR NOTICE OF 2013  
ANNUAL GENERAL MEETING  
AND OUR 2013 ANNUAL REPORT  
AND FINANCIAL STATEMENTS  
ARE NOW AVAILABLE ONLINE AT  
[WWW.RANK.COM](http://WWW.RANK.COM)

The Group's performance is driven by its established approach of understanding our customer needs, developing well-known and much loved brands, taking responsibility for our actions and playing our part in building vibrant communities. As always our employees are vital to how we achieve this. I would like to take the opportunity on behalf of the Board to thank them all for their efforts.

It has been a busy 12 months for Rank culminating in the successful completion in May of the acquisition of 19 casinos and 3 non-trading licences from Gala Coral Group Limited ("Gala Coral") and the disposal of the loss making Blue Square Bet business.

Despite a tough economic environment and the competitive market in which we operate the Group has delivered a solid set of results. The Board has recommended a final dividend of 2.85 pence per share making total dividends for the 12 months to 30 June 2013 of 4.10 pence per share, an increase of 14% on the previous 12-month period.

Having moved to a brand-based structure at the beginning of the year, the Group has witnessed strong growth from digital media (online and mobile) and our fastest growing channel of distribution was mobile media, which increased revenue by 168% to £13.2m. 30% of our digital customers are now playing with our brands on mobile devices, up 23% from the prior period. This remains a strong area of focus for our team going forward.

I am very proud of the positive contribution the Group makes to life in Britain in a number of areas. Firstly we entertain people, we thrill them, and we make them laugh. In our venues we bring communities together, connecting people and creating shared experiences.

Secondly, we offer exciting careers for people across a range of disciplines, employing more than 11,000 individuals in full-time and part-time roles across Great Britain, Spain and Belgium.

Thirdly, we generate significant economic benefit both at a national level and a local level through the payment of duties, business taxes, rents and rates; the provision of employment; and supporting other British businesses through investment in construction, purchasing through our supply chain and providing 'halo' benefits to neighbouring retailers.

Lastly, our teams play a valuable role in their communities, through volunteering and charitable fund-raising.

As we look forward the Group is committed to three key priorities:

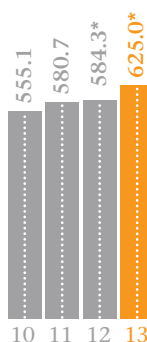
1. Successful integration of the former Gala venues – we will work hard on ensuring the expected benefits from the acquired casinos are achieved. To date we are pleased with the early stages of the integration and we remain confident that we will achieve the planned synergy benefits;
2. Growth in digital – through improved cross-channel working and capital investment we will continue our focus on growing our digital channels; and
3. Retail channel improvements – broadening the appeal of our venues. This is especially vital for our Mecca brand which is facing some tough challenges and there are actions underway to address this.

**Ian Burke**  
Chairman and chief executive

14 August 2013

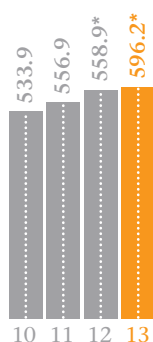
# PERFORMANCE HIGHLIGHTS

Revenue<sup>1</sup> (£m)



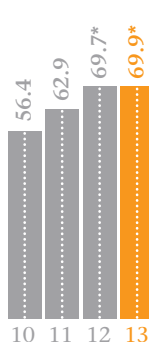
£625.0M

Statutory revenue (£m)



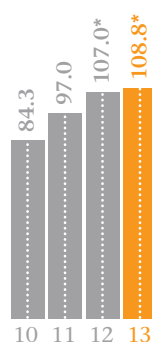
£596.2M

Operating profit<sup>2</sup> (£m)



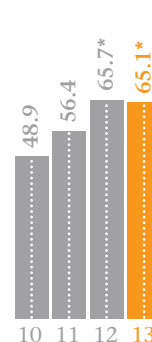
£69.9M

EBITDA<sup>3</sup> (£m)



£108.8M

Adjusted profit before tax<sup>4</sup> (£m)



£65.1M

\* Excludes Blue Square Bet.

\*\* 2012/13 excludes customers from the acquired casinos and Blue Square Bet.

<sup>1</sup> Before adjustment for free bets, promotions and customer bonuses.

<sup>2</sup> Before exceptional items.

<sup>3</sup> Group EBITDA is Group operating profit before exceptional items, depreciation and amortisation.

<sup>4</sup> 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.

## OUR BUSINESSES



### GROSVENOR CASINOS

Grosvenor Casinos serves more than 1 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 electronic casino and slots games.

Contribution to Group revenue\*

£300.3M

Operating profit\*\*

£47.4M



### MECCA

Mecca is Rank's community-gaming brand for the British market. With over 1 million customers a year and a national portfolio of venues, as well as one of Great Britain's most popular community gaming websites and app. The digital channel offers a range of popular games like bingo and poker as well as a wide range of slot games, and the venues also offer great value food and drink, and live entertainment.

Contribution to Group revenue\*

£296.2M

Operating profit\*\*

£44.1M



enracha

### ENRACHA

Enracha is Rank's community-gaming business for the Spanish market. 11 venues serve more than 276,000 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 games, great value food and drink, and live entertainment.

Contribution to Group revenue\*

£28.5M

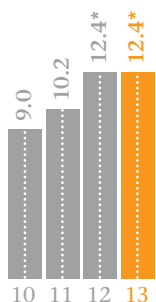
Operating profit\*\*

£0.7M

\* Before adjustment for free bets, promotions and customer bonuses.

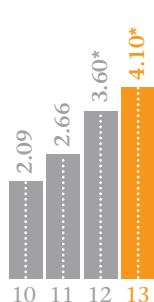
\*\* Before exceptional items.

### Adjusted earnings per share<sup>5</sup> (p)



12.4P

### Dividend per share (p)



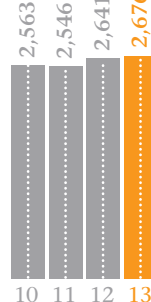
4.10P

### Net (debt)/cash (£m)



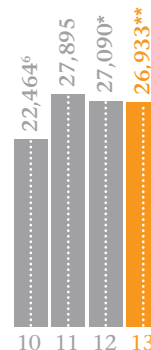
£(103.8)M

### Customers (000s)



2,676

### Customer visits (000s)



26,933

<sup>5</sup> 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.

<sup>6</sup> Excludes digital channels.

## STRATEGIC UPDATE

# 1

The systematic use of data and customer feedback to drive service and product improvements

#### Progress 2012/13

- Group customer visits were marginally down
- Grosvenor brand standard applied across the estate

#### Priorities 2013/14

- Continue to develop our programme of engagement with our target customers to increase visitation
- Roll out customer satisfaction surveys across the newly acquired casinos

# 2

Capital investment to extend the reach and broaden the appeal of the leisure experience we deliver

#### Progress 2012/13

- Opened one new G Casino in Reading (March 2013) and extended our Portsmouth G Casino (December 2012). The Group has also committed to opening a new G Casino in Southend-on-Sea; the casino is expected to open in the first half of 2013/14
- Converted two Mecca venues to Full House format; no further conversions currently committed
- Commenced refurbishment at flagship Victoria casino

#### Priorities 2013/14

- Open a new G Casino at Southend-on-Sea
- Invest into the newly acquired casino estate from Gala Coral and convert 5 into the G Casino format

# 3

Multi-channel distribution of our brands

#### Progress 2012/13

- One club has been converted to the Enracha brand
- Launch of online bingo for Enracha deferred until 2013/14
- Limited review of social gaming carried out; further development currently on hold

#### Priorities 2013/14

- Develop live digital casino to reflect the Grosvenor Casinos venues, table gaming experience
- Deliver a cross-channel rewards programme
- Develop mobile strategy to grow mobile further
- Convert third Enracha club

# VISIT US AT WWW.RANK.COM

## *The Rank Group Plc annual report and financial statements 2013*



*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)*



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.

Communications and consultancy by Black Sun plc  
– [www.blacksunplc.com](http://www.blacksunplc.com)

Printed by CPI Colour

### Paper copies

If you would like the notice of 2013 annual general meeting and/or the 2013 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.

### 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, 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](http://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 Financial Services Register at [www.fca.org.uk/firms/systems-reporting/register](http://www.fca.org.uk/firms/systems-reporting/register);
- use the details on The Financial Services Register to contact the firm;
- call the FCA Consumer Helpline on 0800 111 6768 (or +44 20 7066 1000 from outside the UK) if there are no contact details on The Financial Services 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)