

The Rank Group Plc Section 430(2B) Companies Act 2006 Statement

Departure terms for John O'Reilly

Following the announcement on 6 January 2026, John O'Reilly stepped down from the Board and retired as Chief Executive Officer from 29 January 2026. He will leave employment from Rank Group on 5 July 2026.

All remuneration arrangements relating to John's departure are consistent with the Company's shareholder approved Directors' Remuneration Policy and the Company's incentive plan rules.

John has a 6-month notice period. He will continue to receive his salary and contractual benefits until this period ends on 5 July 2026. The Company will contribute towards John's legal costs related to his departure, up to a cap of £3,500 (plus VAT), and paid directly to the relevant advisors.

John will remain eligible for an annual bonus for 2025/26, which will be pro-rated for the period of active service up to 30 January 2026 and subject to performance and deferral requirements in the normal manner. He will not be eligible for an annual bonus in respect of 2026/27.

The Committee has deemed that John will be a good leaver for the purposes of his outstanding Long-Term Incentive Plan (LTIP) and Deferred Bonus Plan (DBP) awards. Unvested LTIP awards will be pro-rated for time served and remain subject to their performance conditions, assessed at the end of the original performance periods. All LTIP awards will remain subject to a two-year post-vesting holding period. Unvested DBP awards will vest in line with their original timeframe. All awards will remain subject to malus and clawback provisions.

John will comply with the Company's post-employment shareholding guideline for two years following cessation of employment.

Full details of John's remuneration will be disclosed in the Directors' Remuneration Report within the Company's 2025/26 Annual Report and Accounts.