News Release

5 March 2004

The Rank Group Plc

Hard Rock CEO

The Rank Group Plc ("Rank") is pleased to announce the appointment of Hamish Dodds as President and CEO of its Hard Rock division, based in Orlando, Florida. He joins Hard Rock on 8 March 2004.

Hamish joins from CABCORP where he had been Chief Executive Officer since 2002. CABCORP is the main PepsiCo bottler in Central America, with over $400m of annual revenues, 5,000 staff and operations across Central America.

Having graduated in 1979 and qualified as an accountant in 1981, Hamish worked in a variety of industries before joining PepsiCo in 1989 as Director of Planning. In the 13 years he was with PepsiCo, he gained extensive experience including franchising, joint ventures, and brand management from a number of roles including Finance, General Management and Business Development in Europe, the Middle East and the US.

Commenting on the appointment, Mike Smith, Chief Executive of Rank, said

"I am delighted that Hamish has agreed to join the Group and am confident that his considerable expertise in brand and franchise management will prove invaluable as Hard Rock enters its next phase of development."

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