



# Rank Report

FOR EMPLOYEES OF THE RANK ORGANISATION

February 1981



*Cathode ray tube for computerised phototypesetting produced by Rank Electronic Tubes.*

## Profits 15% lower in tough trading conditions

In the toughest conditions business has faced for many years, the Organisation's trading profits slipped back by 15% in 1980. This was reported by the Chairman, Harry Smith, in his annual statement.

The Group's overall profit before tax, including share of profits from associated companies also dropped by 15%. Principal problems were the high level of sterling, the UK rate of inflation and the UK and world recession.

Good results were achieved by Butlin's, Rank City Wall, Rank Industries Australia, Rank Leisure's catering and Club operations, Rank Film Laboratories, Rank Industries Asia, Rank Taylor Hobson and Rank Advertising Films. The set-back in profits was primarily caused by losses in Rank Toshiba and Rank Radio International and in film production.

### Rank Toshiba

The reasons for the closure of the Rank Toshiba television manufacturing operation were described in detail by the Chairman.

"The decision reached in collaboration with Toshiba to discontinue our joint venture in Rank Toshiba was extremely disappointing as it followed intensive efforts over a number of years to establish a viable operation in Plymouth. Considerable progress had been made since 1975 when a trading loss of £11.7 million was incurred. By 1978, the annual rate of loss had been reduced to less than £1 million by our own efforts but it was then apparent that we had insufficient sales volume to carry the costs of the necessary development expenditure.

"After a very thorough study with Toshiba management we both came to the view that the TV operations in Plymouth could be made viable by adoption of new designs and methods contributed by Toshiba together with a substantial in-

crease in volume through exports to meet some of Toshiba's European market requirements.

"Good progress had been achieved in those aspects of the plan which were under our joint control and there was every indication that our productivity targets would be met. Unfortunately, the rate of inflation in the United Kingdom was higher than predicted and was combined with an appreciable strengthening of the sterling exchange rate against European currencies. This, coupled with the impact of the world recession, produced a sharp drop in sales to Europe causing serious trading losses to develop in Rank Toshiba. . . . A further joint study was then undertaken and with great regret we came to the conclusion that we could not achieve a viable operation within a reasonable time scale."

### Strategy

Referring to the future and the Group's overall strategy, the Chairman explains that two primary objectives have been consistently pursued since 1976. They were to reduce Group borrowings and to improve the profitability of the businesses we directly control.

Very substantial progress has been made towards achieving these objectives.

For the future it was the intention to find opportunities for successful expansion. In doing so, a balance would be maintained between the development of our leisure and technology interests as we believe both have excellent prospects.

A new management structure had been introduced to undertake the Group's further development (see page 8).

### Difficult year

"This has been a difficult year," stated Mr Smith, "exerting great demands on management and all employees and I would

like to record the Board's appreciation for the response to these problems, together with loyalty and co-operation by employees throughout the Organisation.

"We have to accept the depressed level of economic activity, coupled with strong competitive pressures. Our response must be to seek every opportunity to improve our market share, to reduce costs and improve operating efficiency. These matters are receiving constant attention throughout the Organisation and notable progress has been achieved."

## New Business, New Products in 1980

Many companies in the Group reported important new product and business developments during the year. Here are just a few of them. . . .

★ **Rank Leisure** opened Britain's first drive-in take-away restaurant just off the A1(M) Motorway at Scotch Corner.

★ **Rank Strand** introduced a major new range of theatre and TV studio lighting controls called "Galaxy". Orders have come in quickly, from the BBC among others. . . .

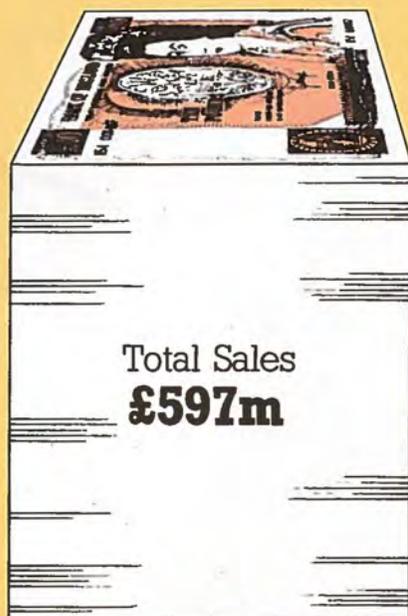
★ **Rank Electronic Tubes** have successfully entered a substantial new market by supplying cathode ray tubes for computerised typesetting equipment (see picture above).

★ **The Leisure Caravan Parks** division of Butlin's has acquired a major new site at Felixstowe, Suffolk.

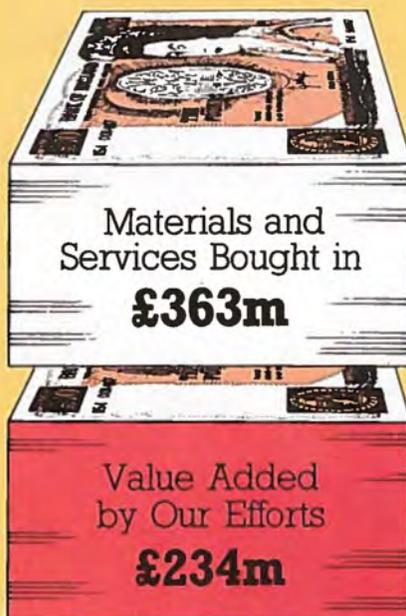
★ **Zynar** launched a new concept in local microcomputer systems known as Cluster One 'Model A'.

★ **Rank Cintel** has won an order worth £1.8 millions from the Nigerian Television Authority, believed to be the biggest-ever for telecine equipment.

# Where our money comes from...



In 1980 Rank received £597 million for the goods and services we sold to customers. In order to provide these products and services...

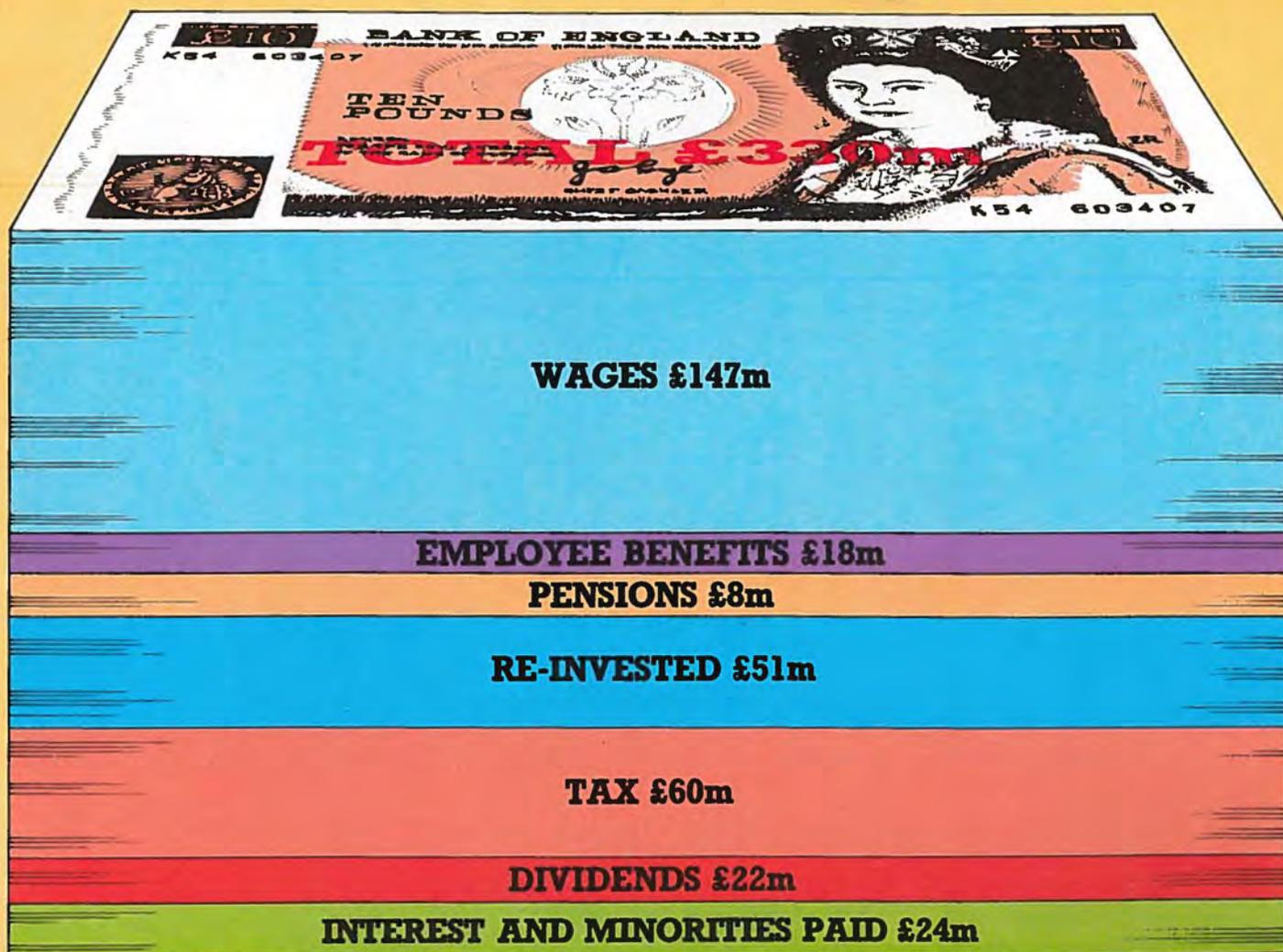


... Rank had to pay out £363 million for materials and services. The difference between what we bought and what we sold was £234 million - and this was the value we added through our joint skills and efforts.



To this we must add our share of profits from associated companies (mainly Rank Xerox) of £96 million.

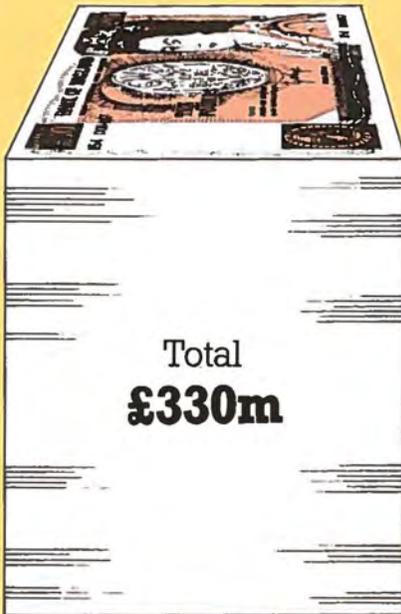
## ...And where it goes



# What we sold and where

How Rank's various activities contributed to the total sales figure of £597 million is shown at left below.

The right-hand column shows how our operations around the world contributed to total sales. The figure for the UK includes direct exports to customers throughout the world other than our own subsidiaries. For other countries the figures represent sales originating there.



This gives a total of £330 million with which to run all the businesses in which we participate.

How this total sum of £330m is actually used in the operation of Rank's businesses is shown below left.

To pay wages to 35,933 employees – including part-time and overseas.

To provide other employee costs – mainly payments to Governments for health and social security benefits.

To provide for retirement benefits and life assurance.

Re-invested to expand our businesses and to maintain and replace our assets such as the leisure facilities, Butlin's centres, factories and machinery.

To pay tax to Governments and rates to local authorities.

For dividends to shareholders who have invested money in us.

To pay interest and dividends to those who have lent us cash to run our various businesses.



# How our business

## Rank Advertising Films

A very successful year. The rise in television advertising costs helped our business as advertisers sought alternative media. Towards the end of the year however it appeared that some advertisers were starting to cut appropriations.

## Rank Audio Visual

Overall the company was adversely affected by the downturn in consumer spending and the impact of sterling's strength on RAV's considerable export turnover.

### Hi Fi

Wharfedale strengthened their market position in the U.K. and sales improved at the year-end. Overall, however, results were dominated by the recession in consumer spending. R E Ingham & Co, manufacturers of loudspeakers and cabinets, was acquired during the year. Their manufacturing skills and position in special areas of the market are complementary to the Wharfedale activities. In Germany, Heco has successfully introduced a re-styled range of speakers.

### Film & Photographic

Good results from the Film Library and operations in Eire helped to offset the fall in sales of consumer products. The Rank Video Library was successfully launched. The latest training film "The Pursuit of Efficiency" starring Penelope Keith won a Silver Screen Award at the US Industrial Film Festival in Chicago.

### Strand

The new Galaxy range of theatre and television lighting control systems has achieved substantial orders and is widely accepted as the leader in its field. A new theatre/auditorium seating range has also been launched, and new sound control desks. Production of specialised machinery and stage equipment is being expanded at Bury St Edmunds.

## Butlin's

The company improved its results in spite of the recession. Total bookings for Butlin's (excluding Leisure Caravan Parks) were virtually unchanged as between 1979 and 1980. The programme of conversion to self-catering at major holiday centres completed another major stage.

*The Rank Video Library was launched in 1980.*



## Rank City Wall

Sales of UK properties totalled £5.1 million and the rent roll was further increased from new or reversionary lettings. In France a residential development site was sold for FF5 million.

## Rank City Wall (Canada)

At 2 Bloor West, a major office and shopping centre development in Toronto, leasing of the shops is going well. Rent reviews on other Canadian properties will provide useful income for 1981 and 1982.

## English Numbering Machines

The company made a small trading loss in 1980 and substantial costs were incurred in the move to modern, purpose-built premises at Southgate, which has now been completed. However, the company's new electro-sensitive printer was successfully introduced and a substantial order has been received from the Post Office.

## Rank Film Distributors

Business increased during the year, mainly due to the income from 20th Century-Fox films including 'The Empire Strikes Back'. The company has successfully begun licensing films for distribution on video cassettes and discs.

The despatch depot was moved to new premises at Perivale which give improved working conditions for staff.

## Rank Film Laboratories

Turnover and profits increased during 1980 and the company had an excellent year. However the strength of sterling is becoming an increasing problem. The price advantage formerly held over American and European competitors has ceased to exist. In addition, the recession is causing a reduction in expenditure on feature films, commercials and broadcast programmes. The Video Centre also suffered from lack of demand and negotiations are taking place with a view to a merger involving the video operations.

## Rank Hotels

The difficult economic climate adversely affected tourism generally and this was felt by our hotels, particularly in London. However, room occupancy was maintained or increased in Brussels, Paris and Aosta while the Unicorn Hotel, Bristol achieved substantially improved results. The refurbishing and upgrading programme continued and the extended facilities at the Great Danes Hotel, Maidstone have been well received.



*High speed printer at Film Laboratories.*

## Rank Industries America Rank Industries Canada

Results showed a downturn in the face of the US recession, and high rates of inflation, as well as the strength of sterling. The major contribution to results came from sales of metrology equipment. Strand Century achieved higher sales both in traditional theatre, TV and motion picture markets and in the hotel/casino market. In Canada, Strand Century completed important projects for the Canadian Broadcasting Corporation and the Canadian House of Commons.

Demand for Rank Scherr-Tumico's small tools aimed at consumer markets fell back, though sales of optical comparators, marketed through RPI Inc. were at record levels.

## Rank Industries Asia

Improved results were achieved despite adverse effects of the Kampuchean conflict and Indonesia's embargo on UK goods. Additional marketing agencies were taken on including Creda washing machines, Rotary watches and Apple computers.



*Laser light display at the Clouds Disco in Derby.*

## Rank Industries Australia

Trading results showed a substantial improvement in 1980. Australia's sound economy and strong consumer demand provided good markets for the company. The acquisitions and re-organisation begun in 1979 are now showing the anticipated benefits. Production of colour television, audio and domestic appliances was



# es traded in 1980

increased and further development of manufacturing facilities and higher levels of production are planned for 1981. The consolidation of the Kerby furniture operation was completed, and more satisfactory results for this business are forecast for 1981. The growing electronic security and industrial electronics business was combined with audio visual, broadcast and television equipment activities to form a new company called Rank Electronics Pty Ltd.

## Rank Leisure

### Film Exhibition

By mid-summer admission levels showed an improvement over 1979, but then fell back due to a shortage of good films and the current recession. Ten unprofitable theatres were closed with a loss of 11 screens but 12 screens were added in multi-auditoria locations. Profit levels were also maintained by the Portuguese and Irish companies.

### Clubs

Another record year for Top Rank Clubs. Major improvement schemes are under way at 16 clubs and a new type of electronic cash bingo introduced to 11 clubs has improved turnover considerably compared with previous equipment. Social activities at clubs are being widened to include cabaret performances by well-known artistes and major promotional efforts are continuing.

### Entertainment & Banqueting

Trading conditions were difficult and bar sales in particular were depressed. Disco dancing declined but roller disco facilities have been successfully introduced in four venues. Another new development was the introduction of 'ice' skating on a synthetic plastic surface in two locations with encouraging results. Southampton ice rink again had an extremely good year with record profits.

### Catering

A significant improvement in results was achieved mainly from the Wimpy bar operations and motorway service areas. The company has purchased from the Ministry of Transport new leases for its motorway service areas, giving flexibility and further scope for operating improvements. A new service area at Scotch Corner off the A1 (M) was opened. The fast-food activities were further expanded and five Great American Disaster restaurants have been opened.

## Rank Marine International

The company ceased its boatyard, brokerage and chandlery operations during the year and leased out the facilities. The company continues to operate the marinas and the subsidiary activities of marine fuel supplies and a small caravan park.

## Pinewood Studios

The number of films made at Pinewood fell mainly as a result of the strength of sterling against the dollar. Superman II completed its final stages and five other films were in production.



*Outland, starring Sean Connery, was a major production at Pinewood in 1980.*

## Rank Precision Industries

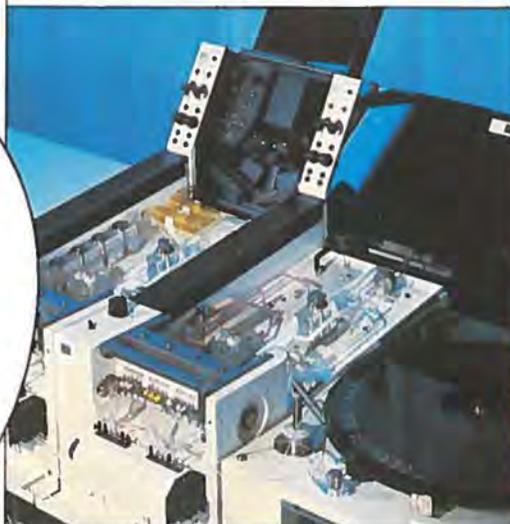
Because of difficult economic conditions, the company's overall performance was below its 1979 level.

### Rank Cintel

The company continued to trade successfully as the leader in its field. Two new products for television broadcasting and one in the field of process control were introduced. A major order for cathode ray tubes for computerised phototypesetting marked a breakthrough into this important market by Rank Electronic Tubes. A new research and development building was completed at Sidcup.

### Rank Hilger

Substantially increased orders for Polyvac spectrometers were received from Eastern Europe in spite of strong foreign competition. The new Chemispek chemical analysers were introduced in the UK and overseas though sales have not yet reached budgeted levels.



*Rank Hilger's Chemispek analyser.*

## Rank Pullin Controls

At Brentford, the improved trading of 1979 continued in 1980 and the order book level is reasonable in view of current constraints on defence spending. Major contracts were obtained for marine equipment and hard copy recorders. R & D activities have been strengthened by the integration of Rank Research Laboratories with Rank Pullin Controls. At Debden business was poor, but development continued on night vision equipment and thermal imaging devices with long term potential.

### Rank Taylor Hobson

The division had a successful year, and won a Queen's Award to Industry for Export Achievement. Business with China and with Comecon countries increased. A service centre was opening in Peking. A full development contract was awarded by the Ministry of Defence for thermal imaging common modules. A number of important new products were introduced including Talydata computer systems and new zoom cine lenses. A major expansion of manufacturing capacity is in progress.

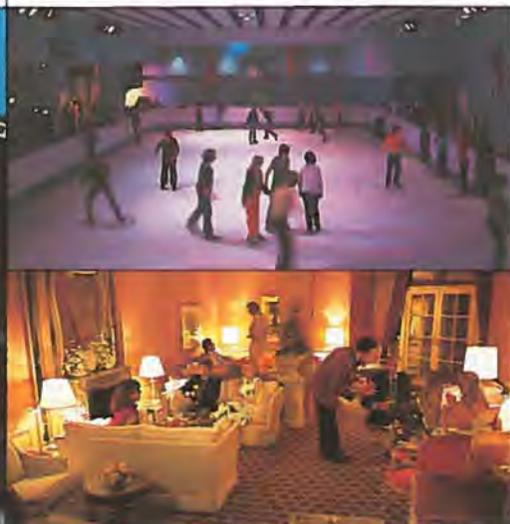
## Rank Radio International

The company suffered severely in its export business due to the strength of sterling and the decision to terminate Rank Toshiba meant that RRI had no future useful role within the Organisation.

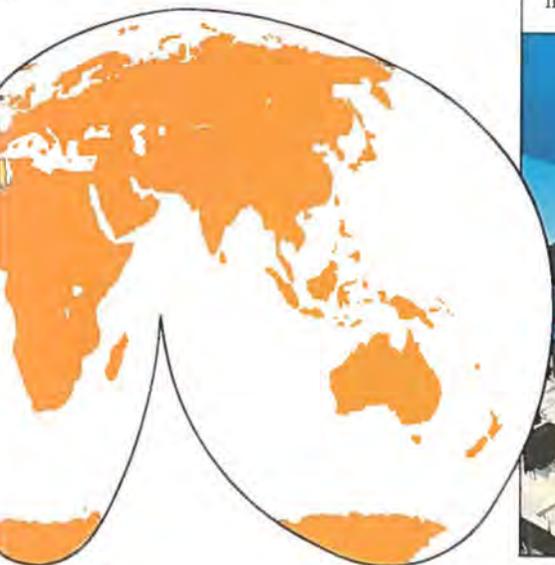
## Zynar

This new company has been formed to exploit the opportunities of silicon chip technology. Headquarters have been established in Uxbridge and a highly qualified staff is being recruited.

*New plastic-surfaced 'ice' rinks in Brighton and Plymouth were introduced by Rank Leisure.*



*Restaurant bar at the White House hotel.*



# QUEEN'S AWARD FOR RTH

Another Queen's Award for Export Achievement to precision engineers Rank Taylor Hobson crowns a period of outstanding success for the company. The new service centre in China, a new Japanese subsidiary established and operating profitably and a major expansion of production facilities at Leicester marked 1980 as one of the most important in the Leicester firm's 94 years of history.

Rank Taylor Hobson are industry leaders in two major fields - optics and precision measurement. The company was formed in 1886 to produce lenses and other optical equipment. It was the first to make large aperture lenses for film studios and then went on to solve the optical problems associated with colour film making. This led to involvement with Cinemascope and VistaVision, two important stages in the big-screen, high quality developments that led to the extraordinary standards of realism we now take for granted.

Today Cooke zoom lenses produced by Rank Taylor Hobson are used by major film studios throughout the world and made possible the special effects used in the spectacular *Apocalypse Now* and the forthcoming *Superman II*.

What's more, the company's expertise in specialised lens manufacture has now led to its involvement in the design and manufacture of thermal imaging equipment for defence purposes.

## Accuracy

Its work in the optical field led the company, through its own needs, to develop precision measuring devices to gauge the "smoothness" of lenses. Today the company is at the forefront of this other major market with equipment capable of simple surface assessment through to ultra-high precision measurement of roundness with magnifications up to 200,000 times.

*Dick Bigley, General Marketing Manager of Rank Taylor Hobson, receives the Queen's Award to Industry 1980 for Export Achievement from the Lord Lieutenant of Leicestershire, Col. R.A. St.G. Martin.*



Accuracy can be better than half a millionth of an inch.

The company's Talycenta, introduced in 1974, has become accepted as the most comprehensive and advanced form of measuring system available.

Increased sophistication of precision measurement has evolved to meet manufacturing industry's demands. Microcomputers are used in all the latest of RTH's range of measurement systems.

Few manufacturing industries in the world are not using RTH precision products. And the new fields of satellite communication, complex television optics and robot production lines are providing growing markets for the company.

## New Factory

Another step forward, announced in December 1980, was the signing of a marketing and development agreement with the American company Boice, a division of Mechanical Technology Inc. Rank Taylor Hobson now has exclusive rights to sell Boice co-ordinate measuring machines internationally outside North America. The Boice range is complementary to the Talycheck series, marketed by RTH and produced by Renault of Paris.

Rank Taylor Hobson's manufacturing capabilities were increased in 1980 with the opening of a 78,000 sq ft site in Leicester, with work under way to add a further 44,000 sq ft. In addition, some £2 million is being spent on new machinery to support growth of the metrology sector of the company's business.

A constant development programme keeps the company in the forefront of modern technology. The majority of Rank Taylor Hobson products today, as in the past, are the result of original research. It is this constant process of dynamic innovation which keeps Rank Taylor Hobson at the head of the field.

# Galaxy lights the stars

Rank Strand has introduced Galaxy, a new computer-based lighting control system for theatres and television studios. Galaxy can remember the most complex lighting sequences, "play them back" for performances but at the same time allow last minute changes on the night. The system is simple and straightforward to operate, but enables lighting designers to achieve the most subtle effects.

Based on the latest microcomputer technology, Galaxy can claim to be the most sophisticated lighting control system available in the world.

The system has already been ordered for the BBC's Television Centre and for their Glasgow studio. 16 other orders have been received, including systems for Australia and Germany.

The Galaxy system forms a major element in Rank Strand's overall plan to offer complete theatre and TV studio 'packages' - including lighting, sound systems, stage/studio engineering, seating and drapes - to markets throughout the world.



*TV star Penelope Keith in the latest Rank Aldis training film.*

## Training Films

More good news for Rank Audio Visual was that the Rank Aldis training film "The Pursuit of Efficiency", starring Penelope Keith, acclaimed earlier this year in the USA, won the Industrial & Commercial Training category at the 21st International Industrial Film Festival in Copenhagen, when it competed with 125 films from 15 countries.

Two more Rank Aldis films are currently in production, and an ambitious programme of new titles is scheduled for 1981.

# HONOURS

Two more Rank employees were honoured by the Queen in the New Year Honours List. They were E. R. C. Brown, Director of Financial Services of Rank Precision Industries and Dr F. P. Gloyns, former Technical Director of Rank Film Laboratories, both of whom received the MBE.

# Such a good time

"Such a good time gotta do it again" say the lyrics of Butlin's TV jingle. And so many people have a good time at Butlin's and on FreshFields holidays that they come back again and again and again. With the result that Butlin's is today the biggest holiday company in Europe, if not the world.

In 1980 over 1½ million people visited Butlin's 9 major centres and 28 small centres.

## Founded in 1936

It all makes one wonder what is the secret of Butlin's appeal to so many millions of satisfied customers.

Butlin's has of course changed out of recognition since it was first founded in 1936 by the famous Sir "Billy" Butlin. His earliest camp was at Skegness, Lincs where 1000 pioneering holidaymakers experienced the first completely organised "one payment covers everything" holiday. For the first time it was possible for British people to take a holiday in which there were always plenty of amusements and things to do, *no matter what the weather.*

## Value for money

Butlin's has seen enormous improvements in facilities since those days. But the keynote of "one payment covers everything" is still the same. Here's a brief quote from Butlin's 1981 Main Centres brochure:

*"Butlin's is the best value seaside holiday in Britain because all the entertainment you can handle is included in the price of your holiday.*

*You yourself know how much it costs to take the kids for a day at the fair. At Butlin's, the kids can ride on our fabulous funfair until they're tired out, and you won't have to dip your hand into your pocket even once.*

*You know how much it costs for a good night out at a decent club these days. At Butlin's you get top class variety acts, showgirls, singers and comedians, in fact, a right royal variety show every night of the week - and it's all included in the price of your holiday."*

Butlin's emphasis on entertainment, competitions and fun, is reflected in its sponsorship of a wide variety of national competitions including ballroom dancing, darts, brass bands and a championship at the Horse of the Year Show.

## Three divisions

Today the business of Butlin's is divided into three divisions - Main Centres which operates the nine major holiday centres in the UK and Ireland; Small Centres which runs the smaller FreshFields centres in the UK and France, as well as Butlin's hotels and boating holidays on the Thames, the Norfolk Broads and the Canal du Midi in France; and the Leisure Caravan Parks division which runs the chalet and caravan holidays at fourteen sites in Britain and one in the USA, as well as two marinas and three caravan sales centres in the UK.



FreshFields tent and caravan site at St Giron in South-West France.

The most important recent change at the Main Centres has been the programme of conversions to self-catering. Previously Butlin's faced the task of serving 10,000 meals three times a day at main centres, and this of course meant two sittings. Now with some 40% of guests on a self-catering basis, Butlin's can serve all full-board guests at a single sitting, which is far more practical and satisfactory.

The massive programme of conversions and improvement continues for the 1981 season with the addition of 100 self-catering flatlets at Bognor and a further 250 at Minehead. Over £5 million was invested in the Main Centres in 1979/80.

## FreshFields and LCP

The FreshFields holiday centres in the West Country, on the South coast and in France are a newer development for the company. Started in the 1970's, they appeal to holidaymakers who prefer a quieter and perhaps rather more exclusive location. The caravan and tent activities in France were expanded during 1980.

The company's boating holidays have also expanded and are now being marketed under the FreshFields name.



Caravan holidays are increasing their appeal.

The most recent acquisition, Bert Bushnell's of Maidenhead, joins Richardson's on the Norfolk Broads, and the Beaver Fleet on the Canal du Midi to form a comprehensive operation.

Leisure Caravan Parks joined the company in January 1979 with its main emphasis on caravan sales and holidays at locations beside the sea. The company has grown rapidly in 1980 by acquiring the freehold of a leasehold site it has been operating at Winchelsea, and a new leasehold site at Felixstowe, with room for 365 caravan pitches.

In 1980, under the leadership of Robert ("Bobbie") Butlin, who took over management from his father in 1968, and whose election to the parent board of The Rank Organisation is announced on page 8, results improved on 1979. That's in spite of the recession, which makes it quite an achievement.

And the future? We could well see Butlin's becoming more and more international and appealing to wider and wider groups of holidaymakers. Things are looking good for Butlin's, as well as for its customers.

## MICROSYSTEMS OF THE FUTURE

Rank's newest subsidiary Zynar Limited launched its first microcomputer system in October 1980.

Zynar was set up during the year to exploit business opportunities in the rapidly developing field of microcomputers.

There is no doubt that the 1980's will see an ever-increasing need for local computer networks. Zynar and its associate Nestar Systems of Palo Alto, California, in which Zynar has taken a 40% interest, aim to meet this need by using silicon chip technology so as to provide mainframe computer capability at personal computer prices.

Nestar's new system, for which Zynar has distribution rights outside North America, is called Cluster One 'Model A'. The company believes that networks of this type will have a profound effect on commerce and industry world-wide.

Zynar has established offices in Uxbridge and will co-operate with Nestar in the development of future microsystems and related software.

## Checkweighing

Another of Rank's technology companies, Rank Pullin Controls has also formed an agreement with a US company.

RPC has been appointed sole distributor in the UK of the "Dynachek" range of checkweighers, manufactured by Geosource Inc. Dynachek is claimed to be the fastest checkweighing system in the world.

The joint enterprise will enable RPC to offer customers a complete in-line checkweighing and metal detection system, using Dynachek products in combination with Rank Cintel Microsearch metal detectors. RPC will market the Dynachek range to the packaging, canning and bottling industries throughout the UK.



Russell Evans, Group Managing Director, now becomes in addition Deputy Chairman.



Brian Smith has been appointed Deputy Managing Director.

## MAJOR MANAGEMENT CHANGES

Major changes in the senior management and structure of The Rank Organisation have been announced.

**Russell Evans** has been appointed Deputy Chairman in addition to his position as Group Managing Director. Harry Smith, Chairman of the Group, will retire on reaching the age of 65 in April 1982 and it is intended that Russell Evans will then be appointed Executive Chairman and will relinquish the post of Group Managing Director. Harry Smith has agreed to remain on the Board at that time as Deputy Chairman.

Russell Evans joined the company in 1967 and was Company Secretary and Director of Administration before becoming Group Managing Director in 1975.

**Brian Smith**, formerly Executive Director, Industrial and Consumer Product Companies has been appointed Deputy Managing Director, and will succeed Russell Evans as Group Managing Director in April 1982.

Mr Smith, who is 52, was a marketing executive with Proctor and Gamble and spent six years with AEI Hotpoint Ltd., becoming General Marketing Manager before joining The Rank Organisation in 1963. He was Marketing Director of Rank Audio Visual from 1963-65 when he left.

He rejoined the company in 1971 as General Manager and he became Managing Director of Rank Audio Visual in 1973, until his appointment as Executive Director, Industrial and Consumer Product Companies in 1976.

### New Structure

At the same time, a new organisational structure for the Group was announced.

Subsidiary companies operating in similar fields are to be grouped together into a smaller number of larger Divisions headed by a Divisional Managing Director reporting directly to the Group Managing Director or his Deputy, Brian Smith.

The first three of these Divisions have already been formed.

**Robert Butlin**, Managing Director of Butlin's, becomes Managing Director of a new Division named Hotels and Holidays

Division, which includes Rank Hotels, Rank Manne International and the Butlin's Group of Companies.

A second new Division is named Film and Television Services Division and includes the activities of Rank Film Laboratories, Pinewood Studios, Rank Film Distributors and Rank Advertising Films. The Managing Director is **Jim Daly**.

A third Division is Rank Leisure Division with **Law Small** as Managing Director. Due to retire shortly, he will be succeeded by **Angus Crichton-Miller** on May 1, 1981.

The formation and structure of further Divisions, which will include our present activities in technology, audio visual, property, America, Canada, Asia and Australia will be announced during 1981.

### Advantages

The new structure will bring a number of important advantages. These include:

1. A more integrated strategy and closer working relationships between activities in similar fields.
2. More efficiency, as the new larger Divisions will have greater responsibility and authority than subsidiary companies.
3. A reduction in the number of formal Board meetings of subsidiary companies.

### Main Board Changes

Two additional Directors were appointed to the Board in December. The first was **Robert Butlin** who has been Managing Director of Butlin's since 1968. Under his management the company has expanded and extended its activities to cover a wide range of holiday facilities and now includes the recent addition of Leisure Caravan Parks.

The second appointment was of **Keith Russett** who has been responsible for Rank Industries Australia since its establishment in 1973. The company last year achieved a turnover of £103m and its successful expansion provides an important base for further growth both in Australia and neighbouring territories.

Following the management changes described above, **Edmond Chilton** has resigned from the Board and relinquished his management appointments in the Group.

## NUMBER ONE IN AUSTRALIA

One area in the world where recession is a word rarely heard is Australia, whose economy is steadily strengthening.

Rank has had business in Australia since 1946 through its interest in the Greater Union Organisation, and in 1973 Rank Industries Australia was formed. At the end of the first year of operation, RIA had a turnover of £10m. Last year, it exceeded £100m - a quite outstanding growth record.

Today, Rank Industries Australia operates in the fields of colour television, audio, household appliances, refrigerators, furniture and electronic security and industrial electronics. One in every four Australian homes has a Rank television set, and one in every two households purchases a Rank-General Electric appliance each year. With good reason, Rank products are advertised as 'Number One in Australia'.

The Chairman, Harry Smith, said recently in Australia, on the occasion of a visit of non-executive Directors: "There is no doubt we have the resources and skills on which to build in technology, manufacturing and marketing. The future of our companies lies in the hands of those who are running our businesses, linked with the outstanding prospects for the Australian economy, which are recognised worldwide."

## FROM GAS LAMPS TO COMPUTERS

"I started work in a gas lit factory, and now we are in the computer age. Yes, they have been eventful years."

So wrote Tim Squires, a quality control inspector with Rank Pullin Controls, Debden, in a letter to the Chairman, Harry Smith, following congratulations on his 50 years of service first with Hilger & Watts, and then, after its acquisition, with Rank Pullin Controls.

Mr Squires, one of two Rank employees who has been with the company for more than 50 years, is a member of Rank's 25 Year Club, formed in 1955.

The 25 Year Club currently has over 2,450 members, of which 958 are employee members and the remainder are retired. Eligibility to the club is on completion of 25 years' continuous service with The Rank Organisation, one of the subsidiary companies, or with a company that has subsequently been acquired by the Group.

Annual functions for 25 Year Club members are organised within subsidiary companies, when presentations are customarily made to new members and also to those with 35, 45 and 50 years continuous service. At present, there are 180 Rank employees with over 35 years service with the company and 28 who have been with us for more than 45 years.

Copies of the 1980 Annual Report and Accounts are available on request from your Personnel Manager.

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