



INTERIM RESULTS FY21/22

FEBRUARY 2022

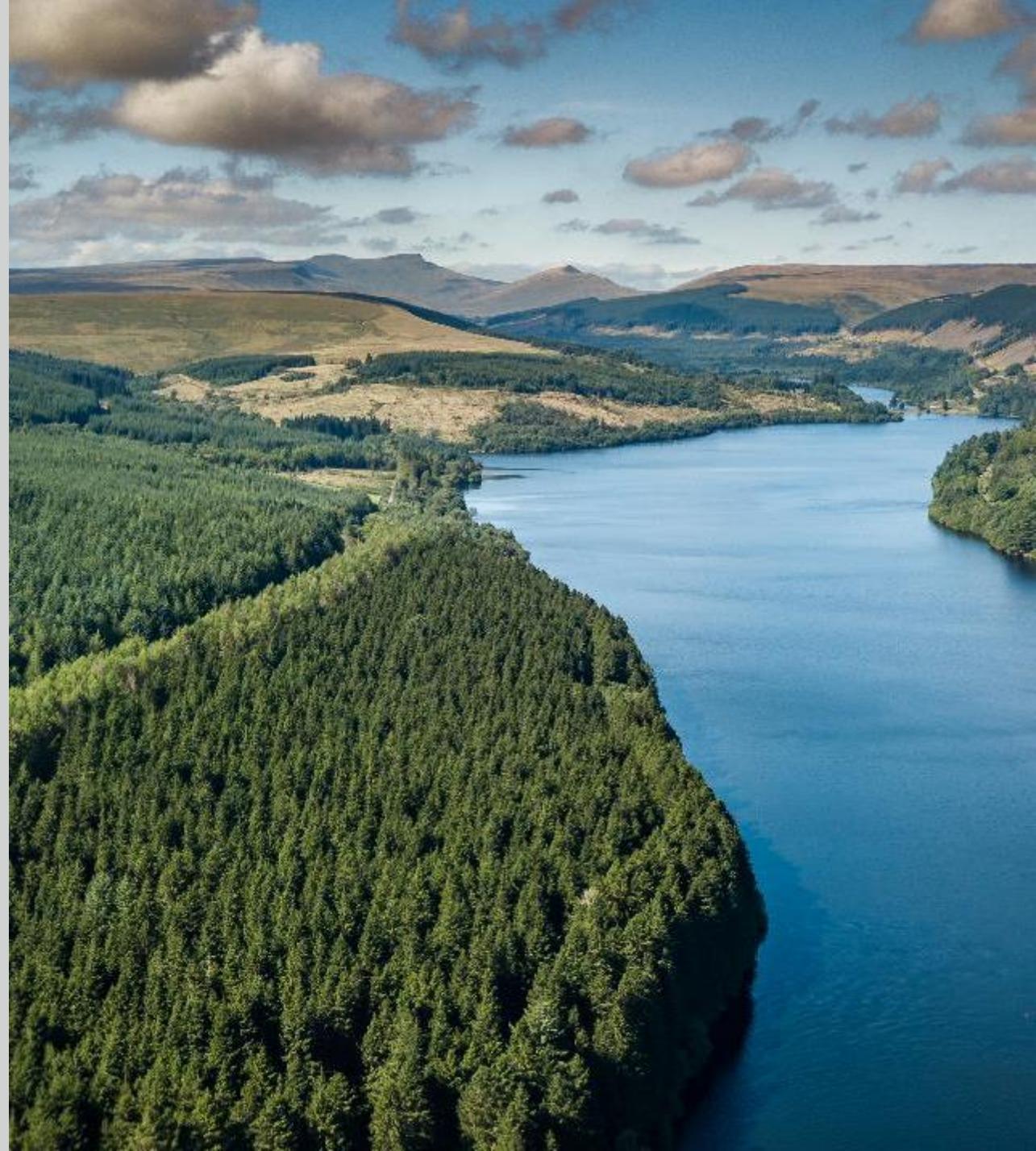


Disclaimer statement

This presentation contains certain statements that are forward-looking statements. They appear in a number of places throughout this presentation and include statements regarding the intentions, beliefs and/or current expectations of Ricardo plc (the “Company”)

By their nature, these statements involve uncertainty since future events and circumstances can cause results and developments to differ materially from those anticipated. The forward-looking statements reflect knowledge and information available at the date of preparation of this presentation and, unless otherwise required by applicable law, the Company undertakes no obligation to update or revise these forward-looking statements. Nothing in this presentation should be construed as a profit forecast.

The Company and its directors accept no liability to third parties.



AN INTRODUCTION



GRAHAM RITCHIE
CHIEF EXECUTIVE

TODAY'S AGENDA

OPENING
REMARKS



FINANCIAL
RESULTS



STRATEGY
UPDATE



SUMMARY &
OUTLOOK

OPENING REMARKS

A good set of results for the first half – trading in line with expectations

Strong growth in order intake – driven by accelerating environmental trends in all segments

Improved performance in all business units – increased revenue at constant currency

Strong cash generation – improved profit and working capital creates opportunity to invest for growth

Well positioned for long-term growth – underpinned by environmental mega trends



FINANCE REVIEW

IAN GIBSON

Chief Financial Officer

KEY INDICATORS

REVENUE

£186m

+13%

HY 2020/21: £165m

UNDERLYING OPERATING
PROFIT MARGIN ⁽¹⁾

5.7%

+1.2pp

HY 2020/21: 4.5%

UNDERLYING PBT ⁽¹⁾

£8.7m

+74%

HY 2020/21: £5.0m

UNDERLYING BASIC
EARNINGS PER SHARE ⁽¹⁾

10.6p

+56%

HY 2020/21: 6.8p

UNDERLYING CASH
CONVERSION ⁽²⁾

162%

+62pp

HY 2020/21: 100%

NET DEBT

£(39)m

£8m reduction

June 2021: £(47)m

DIVIDEND

2.91p

+66%

HY 2020/21: 1.75p

HEADCOUNT

2,869

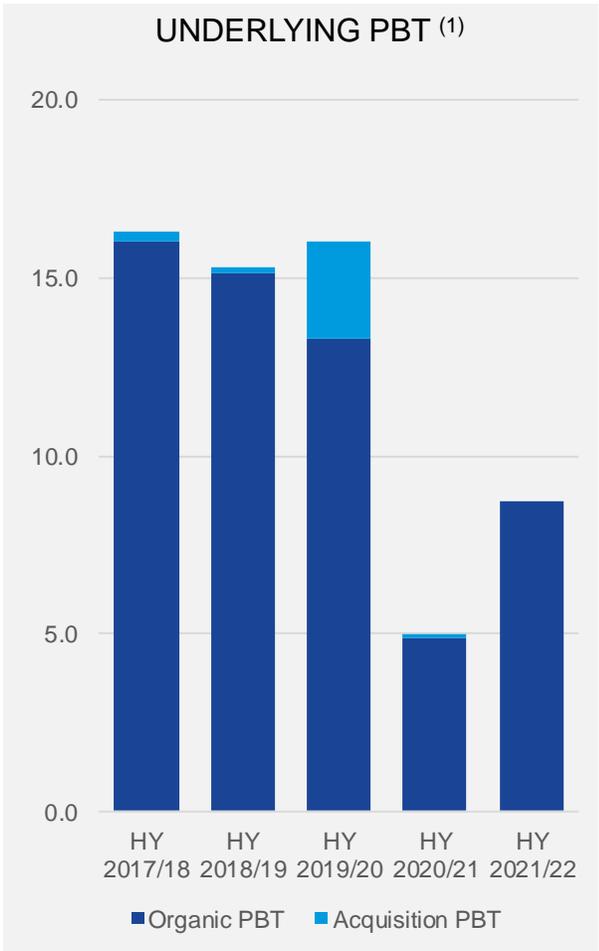
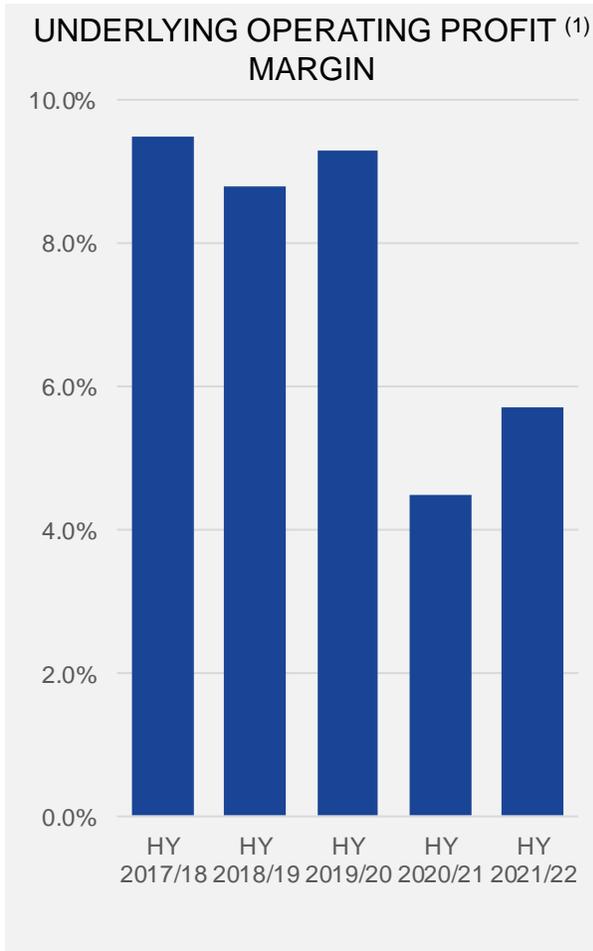
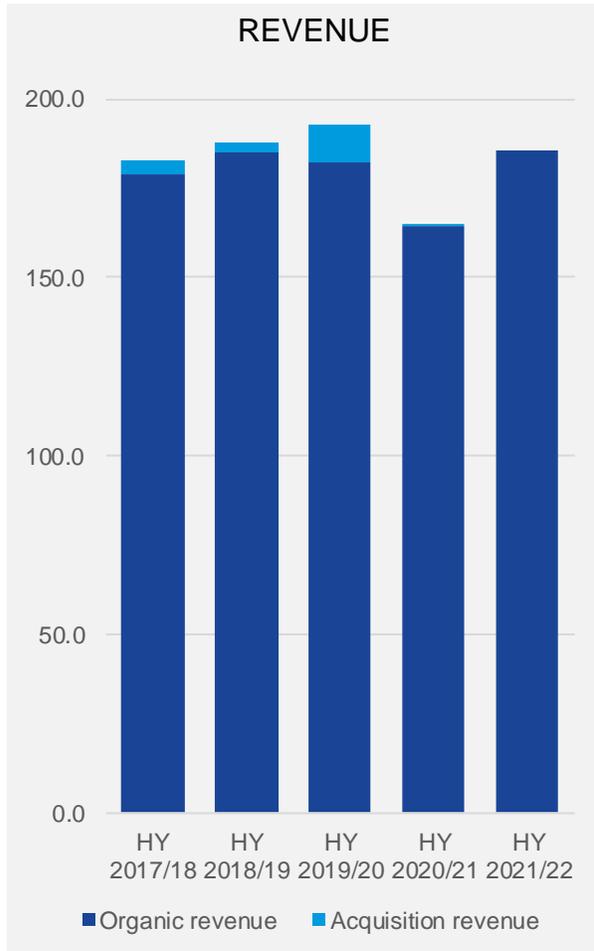
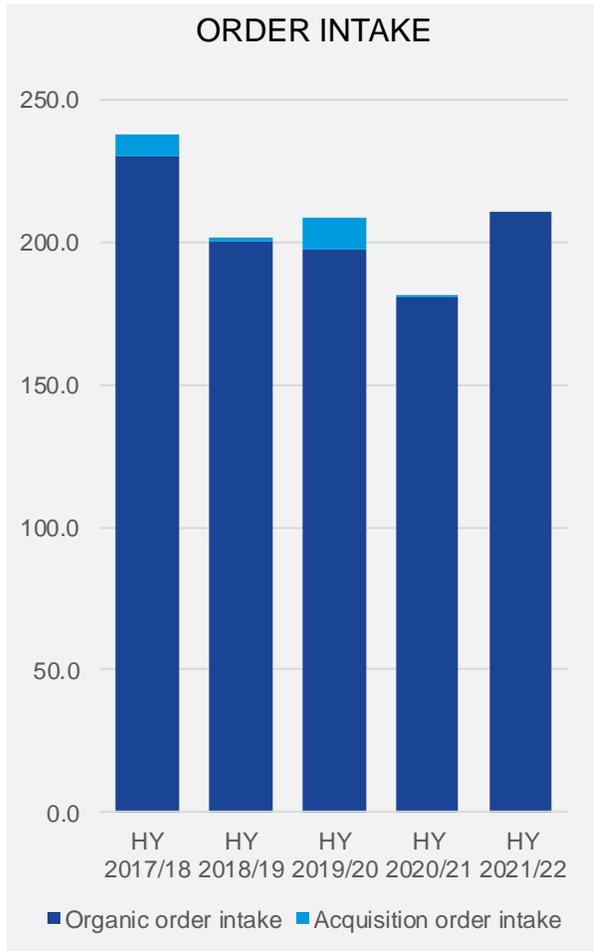
Flat

HY 2020/21: 2,878

(1) Excluding specific adjusting items, which comprise amortisation of acquired intangible assets, acquisition-related expenditure, ERP system implementation costs, reorganisation costs and non-recurring items.

(2) Cash from operations, adjusted for the cash impact of specific adjusting items, divided by EBITDA.

FIVE YEAR TREND – POINT OF INFLECTION



(1) Excluding specific adjusting items, which comprise amortisation of acquired intangible assets, acquisition-related expenditure, ERP system implementation costs, reorganisation costs and non-recurring items.

INCOME STATEMENT

Revenue growth driving increasing profit

£m	Six months ended 31 December		Period-on-period Movement	
	2021 Underlying ⁽¹⁾	2020 Underlying ⁽¹⁾	% change	% change constant currency ⁽²⁾
Revenue	185.5	164.7	13%	14%
Gross profit	60.2	54.5	10%	12%
Administration costs	(49.7)	(47.1)	6%	7%
Operating profit	10.5	7.4	42%	44%
Net finance costs	(1.8)	(2.4)	(25)%	(25)%
Profit before tax	8.7	5.0	74%	78%
Taxation charge	(2.1)	(1.2)	75%	75%
Profit for the period	6.6	3.8	74%	78%

(1) Excluding specific adjusting items, which comprise amortisation of acquired intangible assets, acquisition-related expenditure, ERP system implementation costs, reorganisation costs and non-recurring items. A full income statement, including specific adjusting items, is included in the Appendix.

(2) The prior period results have been restated at current period FX rates.

FINANCIAL RESULTS BY OPERATING SEGMENT

Accelerating momentum in orders and revenue

Six months ended 31 December

£m	Order intake			Revenue		
	2021	2020 at constant currency ⁽¹⁾	% change constant currency	2021	2020 at constant currency ⁽¹⁾	% change constant currency
Energy & Environment	38.5	28.2	37%	30.9	26.6	16%
Automotive & Industrial	76.9	58.4	32%	54.2	49.6	9%
Rail	41.5	42.5	(2)%	37.4	37.2	1%
Defense	15.8	21.0	(25)%	21.5	13.3	62%
Performance Products	38.0	27.7	37%	41.5	35.5	17%
Total	210.7	177.8	19%	185.5	162.2	14%

(1) The prior period results have been restated at current period FX rates.

FINANCIAL RESULTS BY OPERATING SEGMENT

Profit improvement across the segments

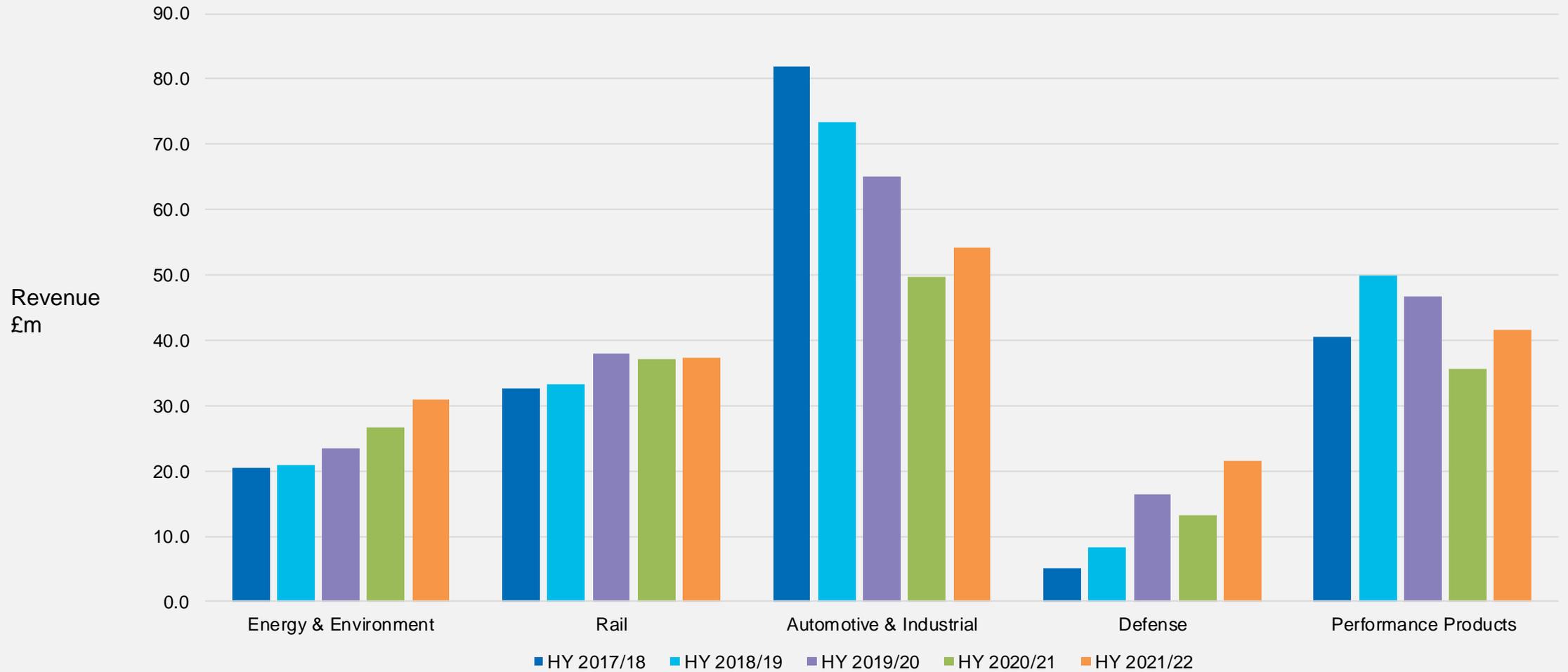
Six months ended 31 December

£m	Underlying operating profit ⁽¹⁾			Underlying operating profit ⁽¹⁾ margin		
	2021	2020 at constant currency ⁽²⁾	% change constant currency ⁽²⁾	2021	2020 at constant currency ⁽²⁾	% change constant currency ⁽²⁾
Energy & Environment	4.3	3.9	10%	13.9%	14.7%	(0.8)pp
Automotive & Industrial	(1.7)	(3.4)	50%	(3.1)%	(6.9)%	3.8pp
Rail	3.8	3.4	12%	10.2%	9.1%	1.1pp
Defense	2.8	1.6	75%	13.0%	12.0%	1.0pp
Performance Products	3.9	3.9	0%	9.4%	11.0%	(1.6)pp
Plc Costs	(2.6)	(2.1)	24%			
Total	10.5	7.3	44%	5.7%	4.5%	1.2pp

(1) Excluding specific adjusting items, which comprise amortisation of acquired intangible assets, acquisition-related expenditure, reorganisation costs and non-recurring items.

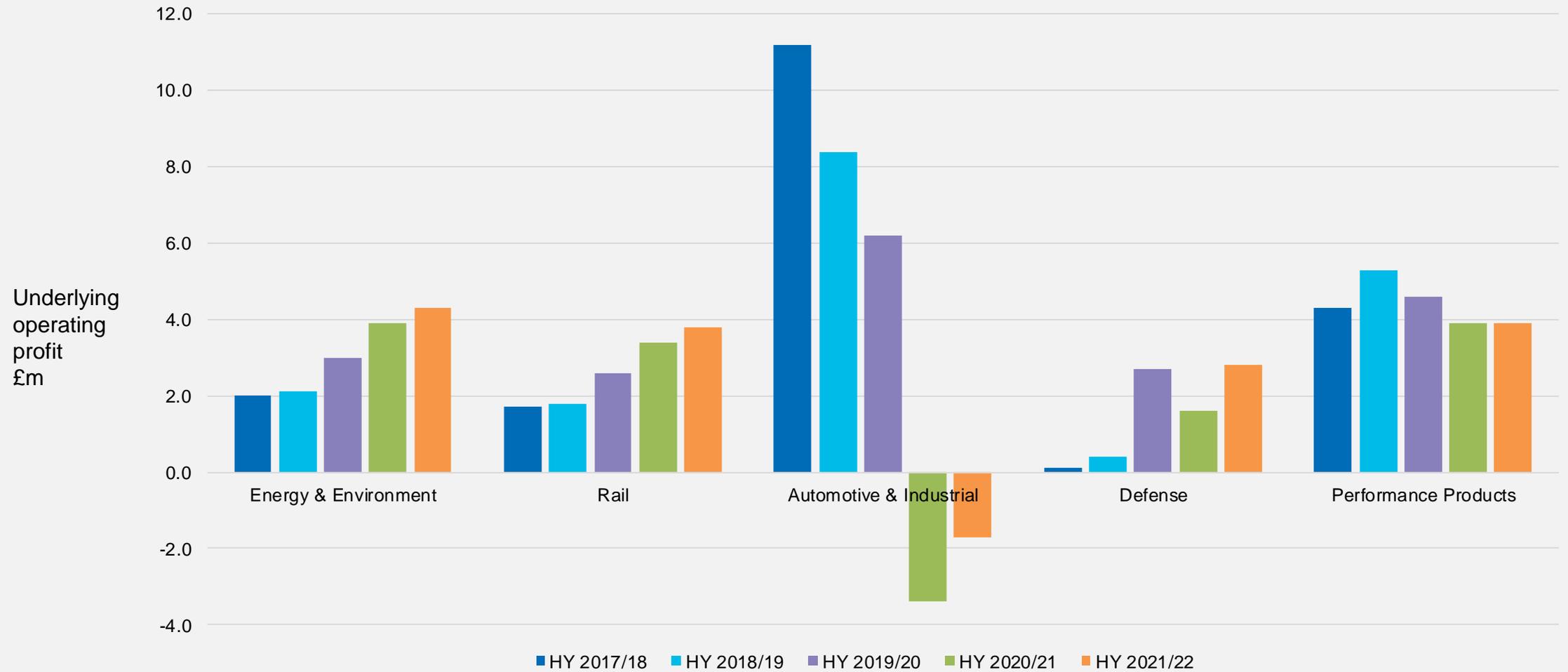
(2) The prior period results have been restated at current period FX rates.

REVENUE BY SEGMENT



Historical results have been restated at current period FX rates.

OPERATING PROFIT BY SEGMENT

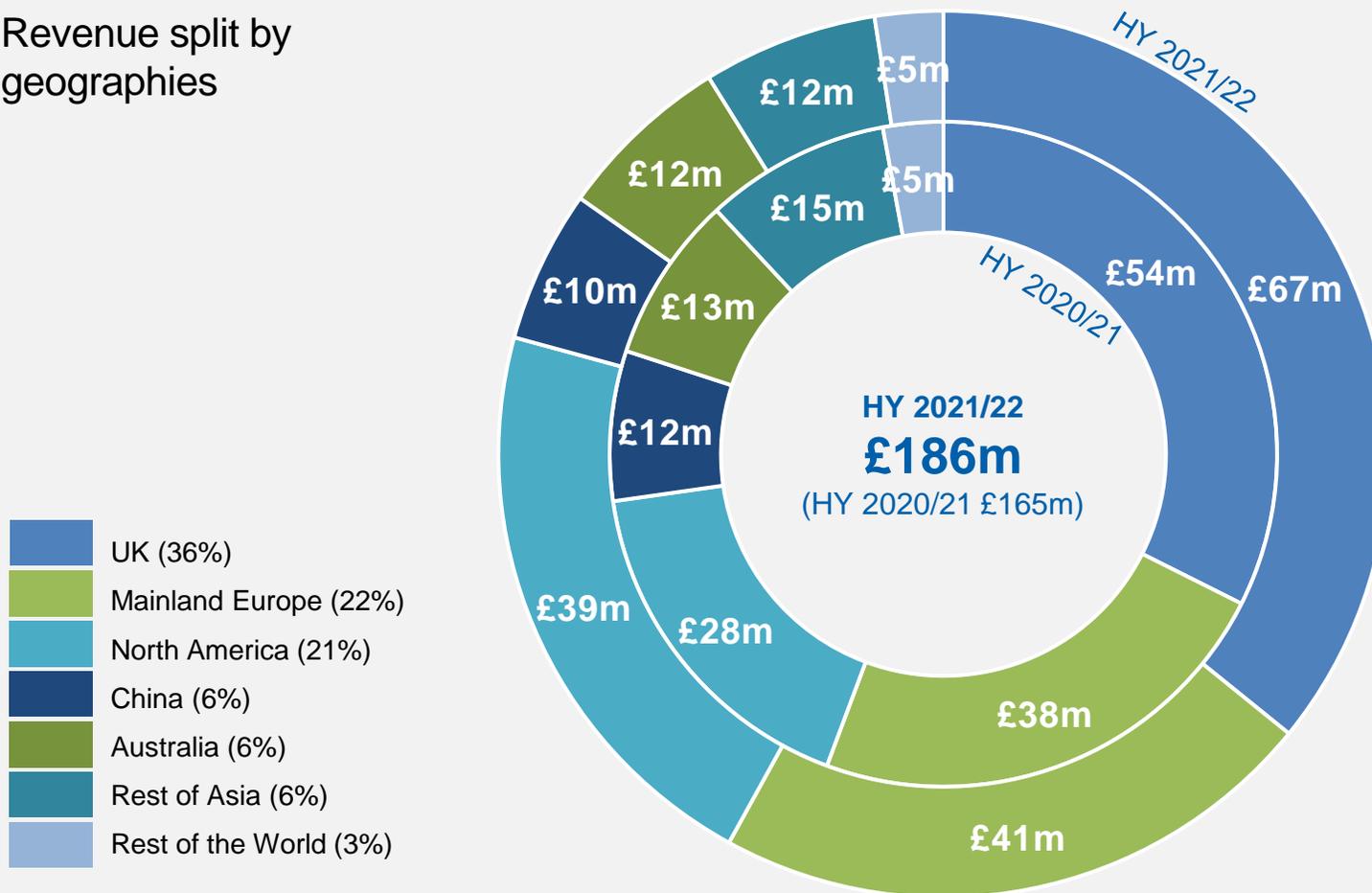


Historical results have been restated at current period FX rates.

REVENUE BY GEOGRAPHIES

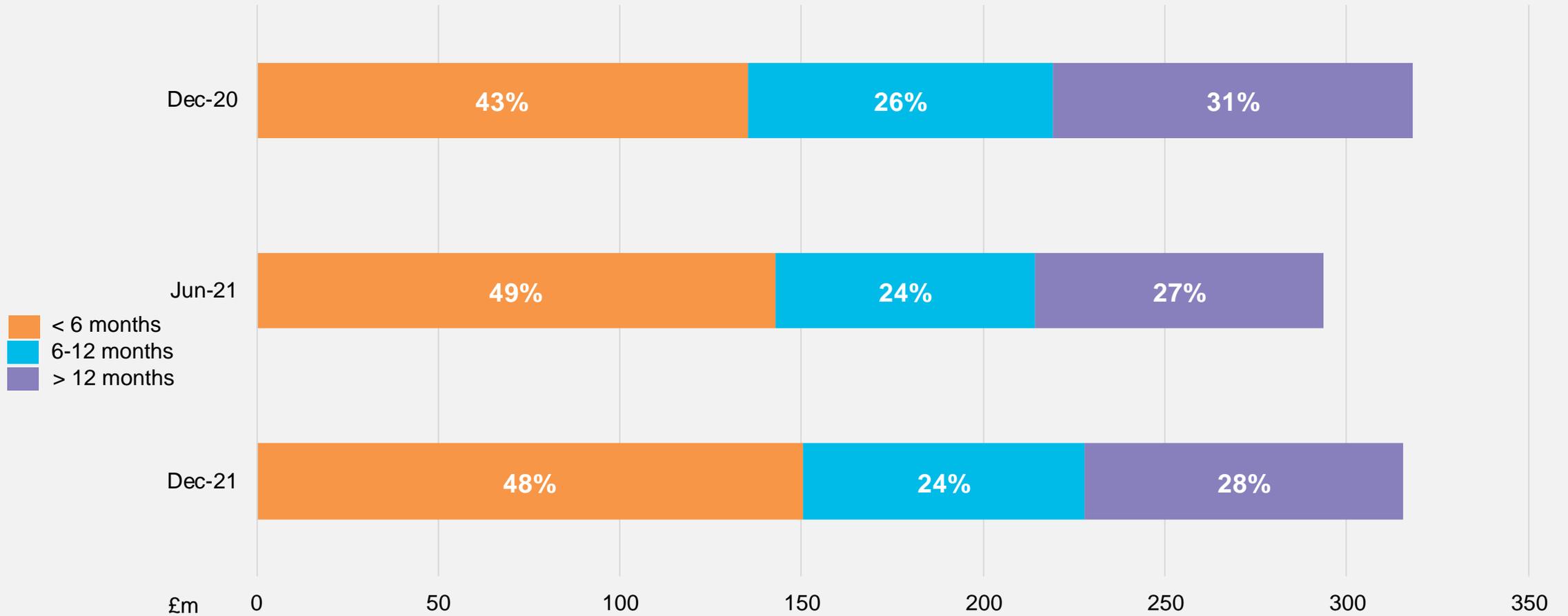
Good growth in larger scale markets of UK, Europe and US with potential to expand elsewhere

Revenue split by geographies



ORDER BOOK PROFILE

Improving visibility of future revenue



CASH FLOW

Strong cash conversion creates opportunity to invest for growth

£m	Six months ended 31 December		
	2021	2020	% change
EBITDA	19.7	16.9	17%
Share based payments, Fair value gains & losses on derivatives, Profit on disposal	1.3	0.5	160%
Working capital decrease	13.0	1.8	622%
Pension charge and funding	(2.1)	(2.3)	(9)%
Underlying cash from operations	31.9	16.9	89%
Underlying cash conversion %	162%	100%	62pp
Net finance costs	(1.8)	(1.8)	-
Tax paid	(2.4)	(1.5)	60%
Net capital expenditure	(6.2)	(6.4)	(3)%
Principal element of lease (payments)/receipts	(2.6)	(3.1)	(16)%
Dividends and return of capital	(3.2)	(0.4)	700%
Purchase of own shares, Cash flow hedges, FX	(0.1)	(1.0)	(90)%
Movement in net debt before acquisition & restructuring related costs	15.6	2.7	478%
Proceeds from equity fundraise	-	28.2	-
Acquisition and restructuring related costs	(7.2)	(7.9)	(9)%
Movement in net debt ⁽¹⁾	8.4	23.0	(63)%
Opening net debt	(46.9)	(73.4)	
Closing net debt	(38.5)	(50.4)	

(1) Cash outflow net of movement in borrowings.

FY OUTLOOK

Continued good momentum in order intake

Seasonal uplift in H2 largely in line with prior years

Overall revenue and underlying PBT in line with our expectations

A further small improvement from December 21 net debt, excluding any acquisitions

We remain cautiously optimistic for the full year



STRATEGY UPDATE

GRAHAM RITCHIE

Chief Executive Officer

INITIAL OBSERVATIONS

High potential for sustainable revenue and profit growth

**WE ARE
STARTING
FROM A
STRONG BASE**

- A deep heritage motivated by purpose and delivering value
- Experts solving complex problems rooted in science and innovation
- Good business unit service capability and customer diversification
- Good geographic access, operating in 22 countries
- Long term growth drivers closely linked to global mega trends for energy transition and decarbonisation across key industries

But

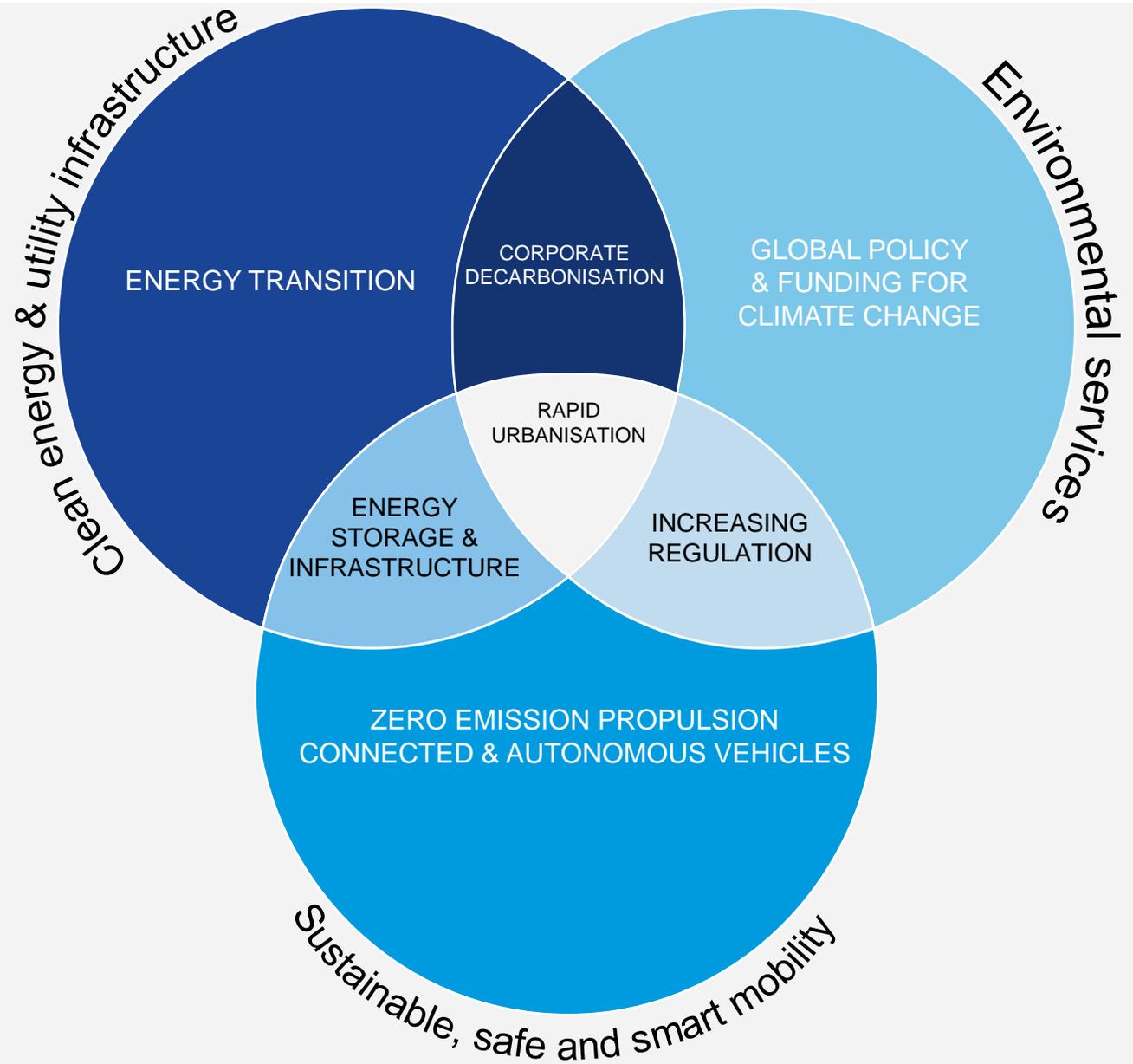
- Widespan of revenue and margin performance by service
- Lack of alignment and efficiency across BUs

FOCUS ON PERFORMANCE TO DELIVER SUSTAINABLE GROWTH

ENVIRONMENTAL MEGA TRENDS UNDERPIN RICARDO'S PURPOSE LED SUSTAINABLE GROWTH

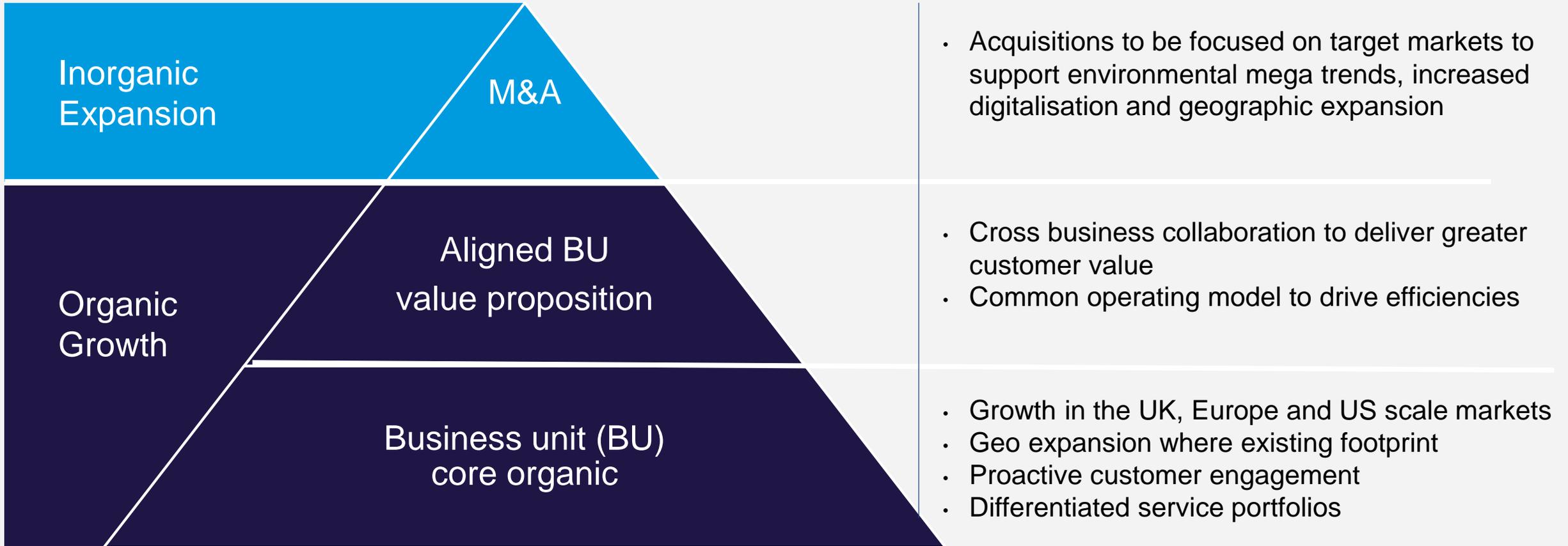
Today, we deliver measurement, strategy planning, systems engineering consultancy and manufacturing services, to global and regional governments, to corporations in all industries, but particularly Transport, Energy and Utilities.

Ricardo is in a unique position where we can harness our expertise across the business to support the global shift towards climate change and achieve sustainability.



STRUCTURED APPROACH TO GROWTH

Organic growth focus complemented by targeted M&A



OUR STRATEGIC OBJECTIVES

Rigorous performance management of integrated objectives create cash to invest for growth, deliver progressive dividends and purpose led sustainable growth.



A RIGOROUS APPROACH TO ENSURE EFFICIENT EXECUTION

Strategic objectives
Aligned to our purpose



Group workstreams
Transforming our operating model to drive efficiency

Develop people

Clear communications

Zero defect quality

Digital capability

Proactive sales

Margin management

Capital allocation

Cash optimisation



Business unit implementation
Enhancing business performance

AUTOMOTIVE & INDUSTRIAL – MARKET IN TRANSITION

Key market trends indicate continued demand from the CORE whilst EMERGING technologies accelerate

AUTOMOTIVE & INDUSTRIAL	Key segments	Description
	<p>CORE</p> <p>ICE expected to continue for many years</p>	<ul style="list-style-type: none"> • Long cycle transport assets (marine, rail, aerospace), Heavy Duty (HGV) and off-road (construction and farm) • OEM and tiered suppliers outsource of ICE system engineering, design & validation • Hydrogen combustion • Alternative and de-fossilized fuels combustion
<p>EMERGING</p> <p>Electrification and software accelerating segment transformation</p>	<ul style="list-style-type: none"> • Regulation push and consumer pull accelerating electrification with Hydrogen Fuel Cell and Battery electric vehicles • Increasing complexity of integrated software sub-systems • Demand for data-led transformation across the product lifecycle • Connectivity and automated systems leading to new value streams 	

AUTOMOTIVE & INDUSTRIAL – SEGMENT SPECIFIC ACTIONS

Strategy aligned to market trends with clear focused actions in key segments

CORE

Optimise performance

Leveraging scale and expertise to maximise returns

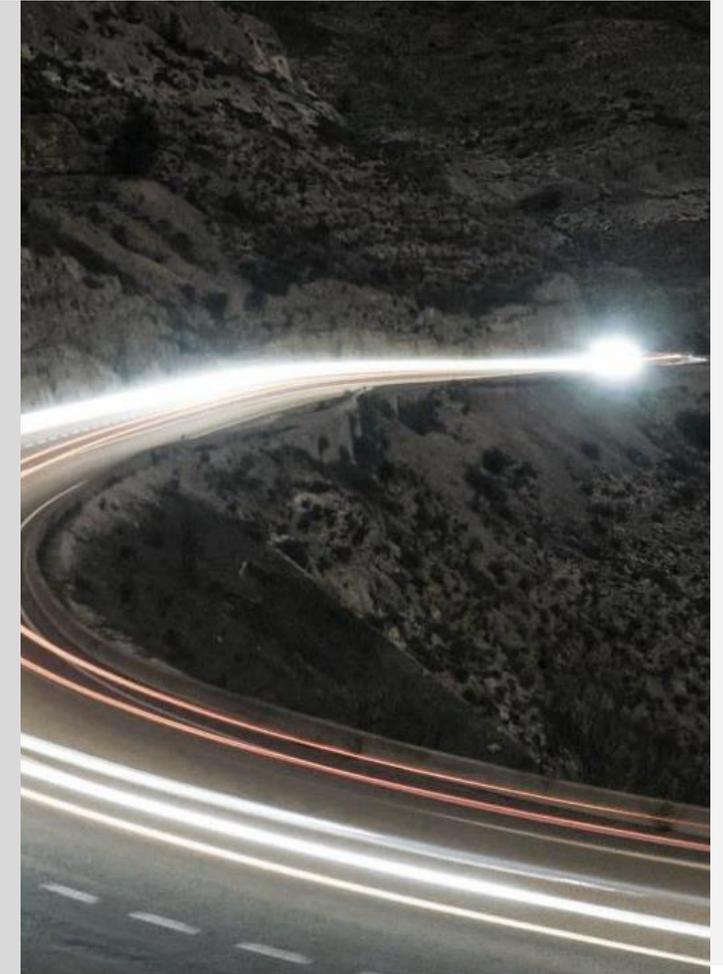
- Retain, attract and develop core billable expertise
- Review scale service efficiency and geographic footprint to deliver profitability
- Lean, focused capital allocation to maximise cash and ROCE

EMERGING

Scaling our mobility solutions

Accelerating segment growth

- Retain, attract and develop talent to support high growth
- Focused, agile capital allocation to deliver revenue growth and ROCE
- Develop leadership in newer technologies – Hydrogen Fuel Cell and EV
- Develop niche services in complex SW systems – automation, virtualization, digital development etc.





SUMMARY AND OUTLOOK

GRAHAM RITCHIE

Chief Executive Officer

SUMMARY AND OUTLOOK

H1 HIGHLIGHTS

- Overall trading in line with the Board's expectations
- Strong order intake driven by accelerating environmental trends
- Improved revenue performance in all segments at constant currency
- A&I reached inflection point towards sustainable profitability
- Underlying operating profit up 42%
- Net debt reduction to £39m creating opportunities to invest for growth
- Interim dividend of 2.91p per share declared

REVENUE

£186m

+13%

HY 2020/21: £165m

UNDERLYING PBT

£8.7m

+74%

HY 2020/21: £5.0m

FULL YEAR OUTLOOK

- Seasonal uplift similar to H2 in line with prior years so cautiously optimistic
- Overall revenue and underlying PBT in line with our expectations
- Further small improvement in net debt

ORDER INTAKE

£211m

+16%

HY 2020/21: £181m

NET DEBT

£(39)m

£8m reduction

June 2021: £(47)m

STRATEGY UPDATE

- Environmental mega trends underpin our long-term growth strategy
- A&I focus to optimise core whilst scaling the emerging segment
- Rigorous performance management to support efficient execution

APPENDIX

ENERGY & ENVIRONMENT - FINANCIAL SUMMARY

Trusted advisor, helping customers around the world to solve complex environmental challenges

Revenue

£30.9m

HY 2020/21: £26.6m ⁽¹⁾

Underlying operating profit

£4.3m

HY 2020/21: £3.9m ⁽¹⁾

Underlying operating profit margin

13.9%

HY 2020/21: 14.7% ⁽¹⁾

Headcount

721

BUSINESS UNIT HIGHLIGHTS

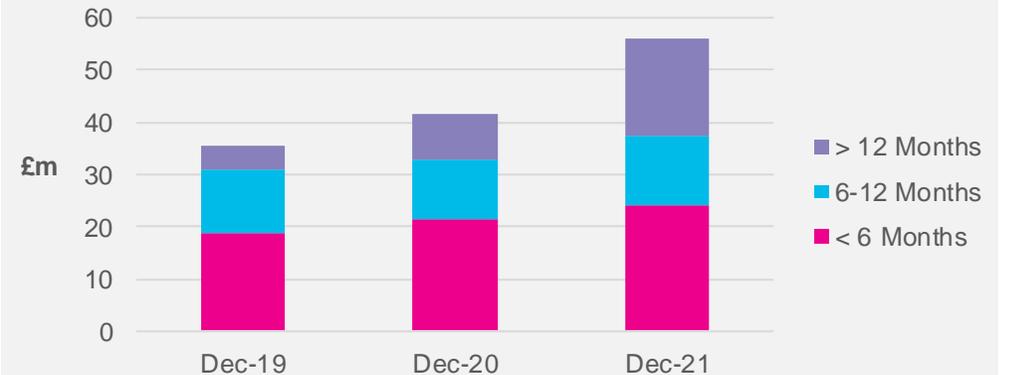
- Strong underlying revenue (16%) and operating profit growth (10%) as we see demand for our services expand and develop across the world
- Sustainability has seen a surge in demand as both Governments and the private sector increase climate action in response to COP26
- The Water sector in the UK continues to require further support on environmental and water resource-management services
- Secured UK Government’s Climate Services for a Net Zero Resilient World programme to help shape the evidence base for UK climate policy
- Renewed the EU’s Urban Mobility Observatory ‘ELTIS’ contract and won a major air quality network contract with the Royal Commission for Riyadh City

(1) The prior period results have been restated at current period FX rates.

GROWTH DRIVERS

- Energy transition
- Corporate decarbonisation
- Global policy and funding for climate change
- Energy storage and infrastructure
- Increasing regulation

ORDER BOOK PROFILE



ENERGY & ENVIRONMENT - CASE STUDY

Supporting Ferrexpo with their decarbonisation roadmap to achieve Net Zero targets

The Challenge

Steel is integral to our economy and society, with the majority of construction projects, and many key manufactured products relying heavily on it. To support the transition to a low carbon economy the world needs more green steel produced using less energy.

Ricardo is supporting Ferrexpo develop an ambitious and implementable decarbonisation roadmap to support their aim to be Net Zero by 2050.

Our Solution

Ricardo is providing technical and strategy support to develop science-based pathways to achieving Net Zero carbon emissions, in a highly energy intensive sector. We are delivering market and policy assessments, climate scenario analysis and life cycle assessment to inform the Net Zero pathway. This includes reviewing mitigation options based on existing and future technologies relevant to Ferrexpo's business model.

Client Benefits

Utilising Ricardo's technical expertise, Ferrexpo benefits from our comprehensive technical skills and evidence-based approach to decarbonisation, which is realistic and achievable.



RAIL - FINANCIAL SUMMARY

Experts in critical and complex railway systems

Revenue
£37.4m
 HY 2020/21: £37.2m ⁽¹⁾

Underlying operating profit
£3.8m
 HY 2020/21: £3.4m ⁽¹⁾

Underlying operating profit margin
10.2%
 HY 2020/21: 9.1% ⁽¹⁾

Headcount
569

BUSINESS UNIT HIGHLIGHTS

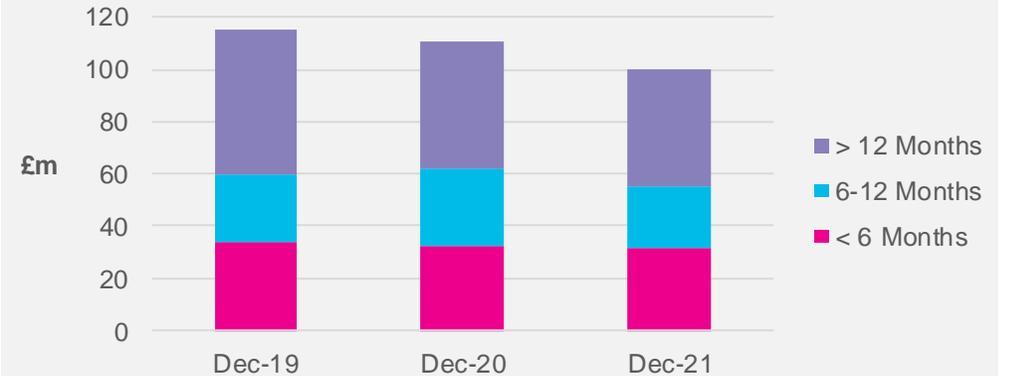
- Strong order intake, above expectation in the first half of the year, with particularly strong contribution from Asia and North America
- Strong margin performance across the portfolio, with improved utilisation and project margins
- Continued focus on market entry into the USA and Canada with a strong pipeline and further work awarded by Metrolinx
- Project highlights included the award of independent verification and validation for Taipei City Government, a technical advisor role with Latvian Railways and significant follow-on contracts in the Middle East

(1) The prior period results have been restated at current period FX rates.

GROWTH DRIVERS

- Increasing regulation
- Zero emission propulsion
- Rapid urbanisation

ORDER BOOK PROFILE



RAIL - CASE STUDY

Enterprise risk management for Saudi Arabia railways

The challenge

Ricardo was appointed to design an Enterprise Risk Management Framework for Saudi Arabia Railways (SAR). The client was looking to move from a typical 'silo' approach to risk - where individual departments run their own assessment exercises in isolation - to a model that highlights cross-organisational interdependencies.

Our approach

In a process aligned with ISO 31000, we hosted over 190 consultation workshops with 57 different functional departments - from maintenance to human resources, property and revenue collection – compiling over 50 separate risk registers.

Customer benefits

By cross-analysing the registers from the various departments we could map the connections and develop a prioritised list of risks as determined by SAR's own teams, laying the foundations for coordinated mitigation measures across operational, engineering and administrative functions.



AUTOMOTIVE & INDUSTRIAL - FINANCIAL SUMMARY

Specialist consultants in applying technologies to help our customers address the world's energy and mobility challenges

Revenue

£54.2m

HY 2020/21: £49.6m ⁽¹⁾

Underlying operating loss

£(1.7)m

HY 2020/21: £(3.4)m ⁽¹⁾

Underlying operating loss margin

(3.1)%

HY 2020/21: (6.9)% ⁽¹⁾

Headcount

966

BUSINESS UNIT HIGHLIGHTS

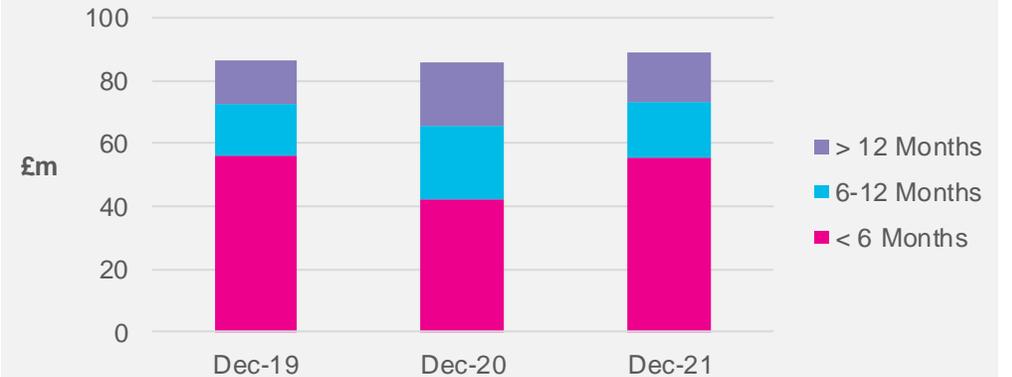
- Whilst operating at a loss for half year, the A&I business has shown improved period on period performance across all key performance indicators
- Demand showing strong signs of recovery in all major markets as the industry moves to recover from the impacts of COVID-19
- In Asia, market outlook is improving as key players see the growth in EV as a path to expansion in the west, but competition remains a key factor
- Highly competitive employment markets and lingering supply chain issues continue to drive market volatility that manifests in both risk and opportunity for the business
- Outlook continues to be cautiously optimistic

(1) The prior period results have been restated at current period FX rates.

GROWTH DRIVERS

- Increasing regulation
- Rapid urbanisation
- Zero emission propulsion
- Connected and autonomous vehicles

ORDER BOOK PROFILE



AUTOMOTIVE & INDUSTRIAL - CASE STUDY

Scalable electric skateboard for zero-emissions commercial delivery vehicles

The challenge

VIA Motors (VIA) is developing a scalable, modular platform on which multiple classes of vehicles can be built and configured for specific end-user needs. They require engineering solutions that meet commonality and reliability for large payload ranges.

Our approach

Partnering with VIA, Ricardo will engineer for production design and development of the Chassis Subsystems for Class 2 – 5 variants, including the partitions of frame, suspension, steering, foundation brakes, wheels and tires to enable delivery of goods in cities with zero tailpipe emissions.

Client benefits

VIA will offer multi-sized electric delivery vehicles to commercial customers with zero emissions by 2023.



DEFENSE - FINANCIAL SUMMARY

Trusted expertise in delivering wide ranging engineering programmes to drive efficiencies and performance

Revenue
£21.5m
 HY 2020/21: £13.3m ⁽¹⁾

Underlying operating profit
£2.8m
 HY 2020/21: £1.6m ⁽¹⁾

Underlying operating profit margin
13.0%
 HY 2020/21: 12.0% ⁽¹⁾

Headcount
184

BUSINESS UNIT HIGHLIGHTS

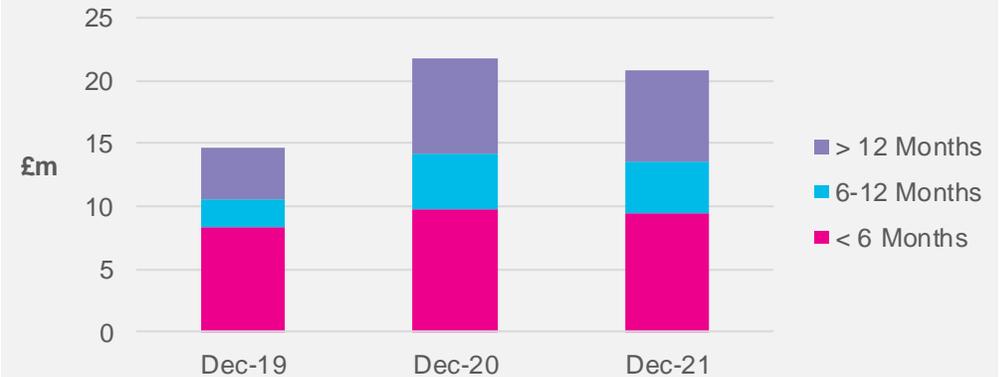
- Expanded Field Service Support for two significant vehicle programs, ABS/ESC retrofit and the US Army’s new Infantry Squad Vehicle, establishing a firm foundation for the recently formed Field Service Support Directorate
- Awarded a contract to convert an application of the US Army’s Electronic Manuals to improve the cyber secure operating environment
- Received the second delivery order for the US Army ABS/ESC retrofit programme, which demonstrates the US Army’s commitment and lays the groundwork for a potential surge in orders pending US Government budget actions
- Selected to establish and support a new US Government procurement group focused on overcoming challenges in transitioning emerging technology
- Awarded a contract to perform the integration of hybrid electric drive technology on a US Army Recovery Vehicle

(1) The prior period results have been restated at current period FX rates.

GROWTH DRIVERS

- Increasing regulation
- Rapid urbanisation
- Zero emission propulsion
- Connected and autonomous vehicles

ORDER BOOK PROFILE



DEFENSE – ABS/ESC SUMMARY

UPDATE ON ABS/ESC RETROFIT PROGRAMME

FLEET RETROFIT SUMMARY

- On 16th March 2021, Ricardo Defense received a 3-year sole-source contract to supply ABS/ESC kits
- Approx. 48,000 vehicles in the HMMWV fleet are not fitted with ABS/ESC
- Year 1 (March 2021- February 2022)
 - 2,718 retrofit kits ordered: £17m
 - 2,150 retrofit kits delivered
 - £1.9m in field retrofit kit installation support
- Years 2 and 3 (March 2022- February 2024)
 - Discussions on phasing underway - volumes can flex up/down depending on US Army requirements each year

ABS/ESC NEW VEHICLE PRODUCTION PROGRAMME

- > 7,000 ABS/ESC kits (over £41m) shipped to date
- > 1,500 spare parts shipped over the last 2 years
- Continuing to support new vehicle production in CY2021
- Establishing business around wear item replacement (brake pads and rotors) through 2048



DEFENSE - CASE STUDY

Platform electrification

Background

This initiative will design and integrate a scalable high voltage modular open-system architecture (MOSA) into a hybrid system to assess how the technology can improve reliability, availability, and maintainability across a range of vehicle types.

Our approach

Using two vehicle types as surrogates, this effort will leverage modeling and simulation and commercial engineering best practices to determine the benefits of the heavy-duty parallel hybrid architecture design. This project will also evaluate how the interface with an auxiliary power unit and integrated starter generator can reduce weight, improve mobility, and increase on-board exportable power.

The benefit

This project will help inform and develop future MOSAs that are more reliable, able to accept new electrical power and storage technologies, and are easier to maintain.



The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.

PERFORMANCE PRODUCTS - FINANCIAL SUMMARY

Engineering specialists in niche-volume manufacturing and software development to optimise complex systems

Revenue
£41.5m
 HY 2020/21: £35.5m ⁽¹⁾

Underlying operating profit
£3.9m
 HY 2020/21: £3.9m ⁽¹⁾

Underlying operating profit margin
£9.4%
 HY 2020/21: 11.0% ⁽¹⁾

Headcount
416

BUSINESS UNIT HIGHLIGHTS

- Transmission deliveries to Porsche, Bugatti and Aston Martin were delivered in line with expectations. This is the first full year of Aston Martin deliveries
- McLaren engine production deliveries were lower than expected driven predominately by the publicised delays to the new Artura V6 platform
- Sales in both our Defence and our Industrial Engineering sectors exceeded expectations in the first half
- Further motorsport transmission programmes secured in R5 Rally, Formula 1, Formula E and GT racing
- Good order intake driven by strong demand from our ongoing transmission programmes

(1) The prior period results have been restated at current period FX rates.

GROWTH DRIVERS

- Rapid urbanisation
- Zero emission propulsion

ORDER BOOK PROFILE



PERFORMANCE PRODUCTS - CASE STUDY

ATF battery facility

The challenge

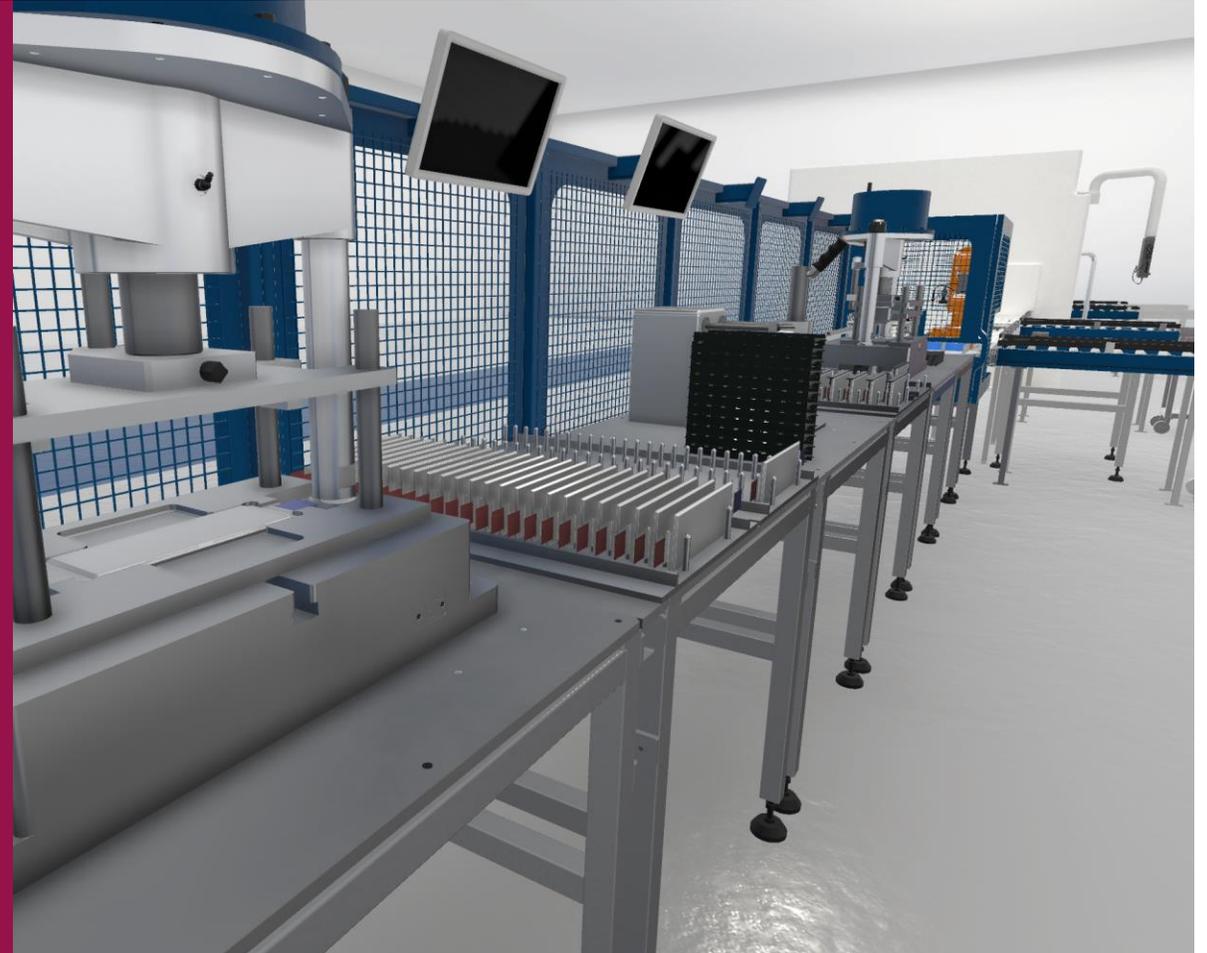
Battery requirements of sector-leading manufacturers in the UK producing fewer than 10,000 electrified vehicles per year are not met by the high-volume outputs expected from emerging gigafactories aimed at mass-market volume production.

Our approach

Ricardo undertook a study to assess the feasibility of establishing a UK production facility to assemble high voltage battery packs, at niche volumes and utilising a UK based supply chain. The study included full production facility schematics, VR models, detailed assembly processes and supply chain analysis.

Client benefits

A facility delivering circa 7,000 units per year in 2025 will guarantee sovereign supply chain for critical components, and establish a clear road map for Ricardo to become a key supplier to the growing global electric vehicle market.



INCOME STATEMENT

Underlying and total Group

Six months ended 31 December

£m	2021	2021	2021	2020	2020	2020	Period on period growth	
	Underlying	Specific adjusting items ⁽¹⁾	Total	Underlying	Specific adjusting items ⁽¹⁾	Total	Underlying	Total
Revenue	185.5	-	185.5	164.7	-	164.7	13%	13%
Gross profit	60.2	-	60.2	54.5	-	54.5	10%	10%
Administration costs	(49.7)	(4.0)	(53.7)	(47.1)	(7.1)	(54.2)	6%	(1)%
Operating profit/(loss)	10.5	(4.0)	6.5	7.4	(7.1)	0.3	42%	2067%
Net finance costs	(1.8)	-	(1.8)	(2.4)	-	(2.4)	(25)%	(25)%
Profit/(loss) before tax	8.7	(4.0)	4.7	5.0	(7.1)	(2.1)	74%	n/a ⁽²⁾
Taxation charge	(2.1)	0.9	(1.2)	(1.2)	1.8	0.6	75%	n/a ⁽²⁾
Profit/(loss) for the period	6.6	(3.1)	3.5	3.8	(5.3)	(1.5)	74%	n/a ⁽²⁾

(1) Specific adjusting items comprise amortisation of acquired intangible assets, acquisition-related expenditure, ERP system implementation costs, reorganisation costs and non-recurring items.

(2) Period on period growth percentage not possible as prior year results were a loss for the period.

SPECIFIC ADJUSTING ITEMS

Six months ended 31 December

£m	Income statement		Cash flow	
	2021	2020	2021	2020
Amortisation of acquisition-related intangible assets	(2.2)	(2.8)	-	-
Acquisition-related expenditure	(1.1)	(1.1)	(5.4)	(5.1)
ERP implementation costs	(0.5)	-	-	-
Reorganisation costs – Purchases and disposals	(0.3)	(1.6)	(0.5)	0.1
Other reorganisation costs	0.1	(1.5)	(0.8)	(2.9)
CEO exit costs	-	-	(0.5)	-
Guaranteed minimum pensions ('GMPs') equalisation	-	(0.1)	-	-
Total before tax	(4.0)	(7.1)	(7.2)	(7.9)
Tax credit on specific adjusting items	0.9	1.8		
Total after tax	(3.1)	(5.3)		

BALANCE SHEET SUMMARY

£m	31 December		30 June
	2021	2020	2021
Tangible non-current assets	44.9	44.7	46.9
Intangible non-current assets	115.2	123.3	118.6
Right of use assets	16.9	22.2	19.5
Inventories, trade and other receivables	143.2	138.9	146.1
Assets held for sale	-	3.3	-
Net debt	(38.5)	(50.4)	(46.9)
Trade and other payables	(79.2)	(75.6)	(76.6)
Lease liability	(20.9)	(27.3)	(24.3)
Pension surplus/(deficit)	9.6	(2.7)	6.8
Other ⁽¹⁾	(7.0)	0.1	(7.3)
Net assets	184.2	176.5	182.8

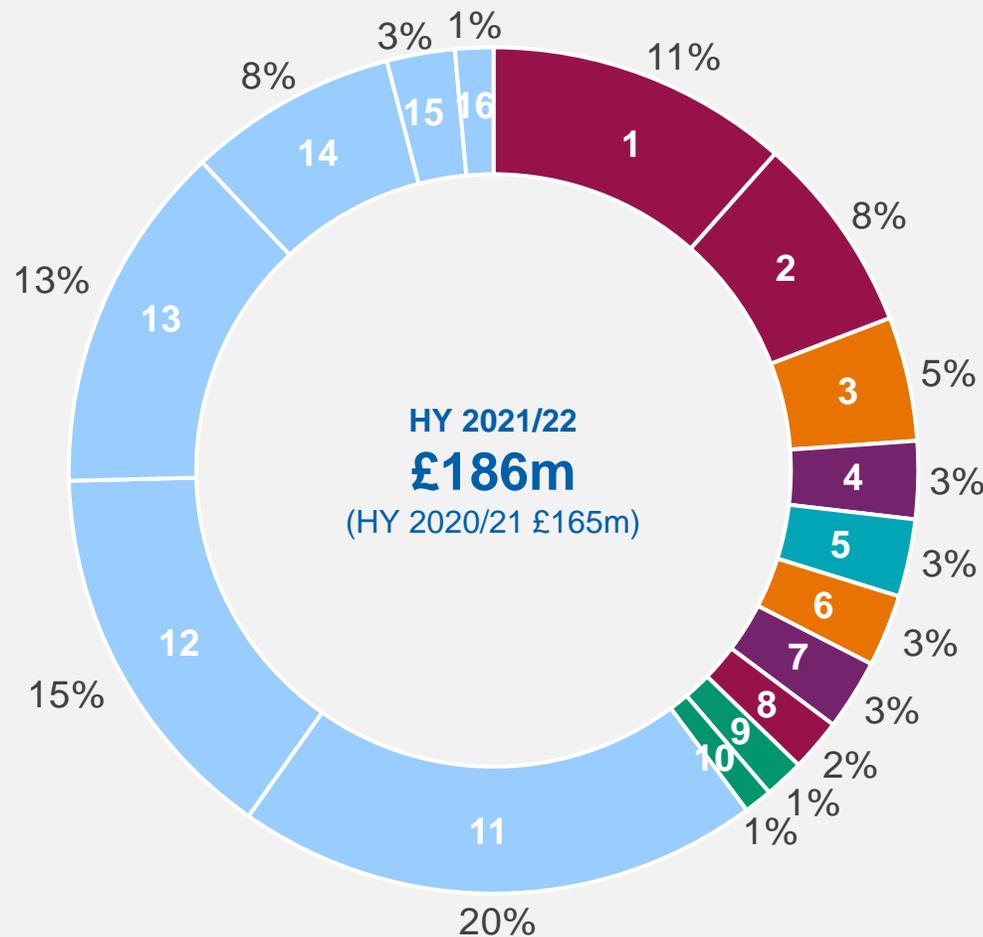
(1) Other includes provisions, deferred and current tax and derivative financial assets and liabilities.

REVENUE BY CUSTOMER

A diverse customer mix, with a good level of multi-year business

Top customer profiles

1. Key client 1
2. Key client 2
3. Key client 3
4. Key client 4
5. Key client 5
6. Key client 6
7. Key client 7
8. Key client 8
9. Key client 9
10. Key client 10
11. Other UK clients
12. Other North America clients
13. Other Asia clients
14. Other Europe clients
15. Rest of the World clients
16. Other Australia clients



SUSTAINABILITY: FOCUS & TRANSPARENCY

Like our customers, our main challenge is Scope 3 GHG emissions

OUR COMMITMENT TO DATE:

Net Zero targets by 2030

And strengthened this commitment through our Science Based Targets



WE HAVE HAD
OUR SCIENCE
BASED TARGETS
APPROVED



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Aligned our scope 1 & scope 2

GHG emissions target to “1.5C average global temperature rise” by 2030

Aligned our scope 3

Target “to well below 2C temperature rise” by 2030

OUR STRATEGY:

Measure our footprint
Adapt our operations
Plan for the long term
Communicate transparently

OUR FOCUS:

Increased focus on our purchasing and supply chain from an environmental, climate change and social perspective