

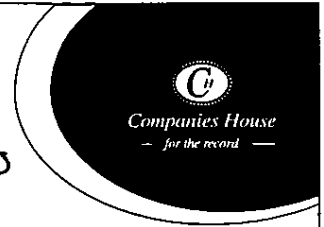
BULK CD-ROM 11 PAGES TO PAPER 5 1/8

In accordance with  
Section 854 of the  
Companies Act 2006

AR01  
Annual Return

BULK N/M

010456/30



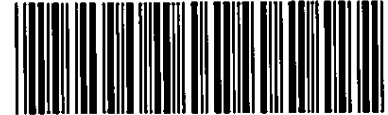
A fee is payable with this form  
Please see 'How to pay' on the  
last page

You can use the WebFiling service  
Please go to [www.companieshouse.gov.uk](http://www.companieshouse.gov.uk)

☒ What this form is for  
You may use this form to confirm  
that the company information is  
correct as at the date of this return  
You must file an Annual Return at  
least once every year

☒ What this form is NOT for  
You cannot use this form to give  
notice of changes to the company  
officers, registered office address  
company type or information  
relating to the company records

THURSDAY



\*AYUK0104\*  
A31 04/03/2010 126  
COMPANIES HOUSE  
A07 18/02/2010 188  
COMPANIES HOUSE

## Part 1 Company details

The section must be completed by all companies

→ Filling in this form  
Please complete in typescript or in  
bold black capitals

All fields are mandatory unless  
specified or indicated by \*

### A1 Company details

Company number 222915

Company name in full RICARDO PLC

\* Company name change  
If your company has recently  
changed its name, please provide  
the company name as at the date of  
this return

### A2 Return date

Please give the annual return made up date. The return date must not be a future  
date. The annual return must be delivered within 28 days of the date given below.

Date of this return 18 11 2009

\* Date of this return  
Your company's return date  
is usually the anniversary of  
incorporation or the anniversary  
of the last annual return filed at  
Companies House. You may choose  
an earlier return date but it must not  
be a later date.

### A3 Principal business activity

Please show the trade classification code number(s) for the principal  
activity or activities \*

Classification code 1 7415

Classification code 2 7420

Classification code 3

Classification code 4

If you cannot determine a code, please give a brief description of your  
business activity below

Principal activity  
description

\* Principal business activity  
You must provide a trade  
classification code (SIC code) or a  
description of your company's main  
business in this section

A full list of the trade classification  
codes are available on our website  
[www.companieshouse.gov.uk](http://www.companieshouse.gov.uk)

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<b>A4</b>	<b>Company type<sup>1</sup></b>	<p>Please confirm your company type by ticking the appropriate box below (only one box must be ticked)</p> <p><input checked="" type="checkbox"/> Public limited company</p> <p><input type="checkbox"/> Private company limited by shares</p> <p><input type="checkbox"/> Private company limited by guarantee</p> <p><input type="checkbox"/> Private company limited by shares exempt under section 60</p> <p><input type="checkbox"/> Private company limited by guarantee exempt under section 60</p> <p><input type="checkbox"/> Private unlimited company with share capital</p> <p><input type="checkbox"/> Private unlimited company without share capital</p>	<p><b>1 Company type</b> If you are unsure of your company type, please check your latest certificate of incorporation or our website <a href="http://www.companieshouse.gov.uk">www.companieshouse.gov.uk</a></p>
<b>A5</b>	<b>Registered office address<sup>2</sup></b>	<p>Building name/number <b>SHOREHAM TECHNICAL CENTRE</b></p> <p>Street</p> <p>Post town <b>SHOREHAM BY SEA</b></p> <p>County/Region <b>WEST SUSSEX</b></p> <p>Postcode <b>B N 4 3 S F G</b></p>	<p><b>2 Change of registered office</b> This must agree with the address that is held on the Companies House record at the date of this return</p> <p>If the registered office address has changed, you should complete form AD01 and submit it together with this annual return</p>
<b>A6</b>	<b>Single alternative inspection location (SAIL) of the company records (if applicable)<sup>3</sup></b>	<p>Building name/number <b>CAPITA REGISTRARS</b></p> <p>Street <b>THE REGISTRY</b> <b>34 BECKENHAM ROAD</b></p> <p>Post town <b>BECKENHAM</b></p> <p>County/Region <b>KENT</b></p> <p>Postcode <b>B R 3 4 T 4</b></p>	<p><b>3 SAIL address</b> This must agree with the address that is held on the Companies House record at the date of this return</p> <p>If the address has changed, you should complete form AD02 and submit it together with this annual return</p>
<b>A7</b>	<b>Location of company records<sup>4</sup></b>	<p>Please tick the appropriate box to indicate which records are kept at the SAIL address in Section A6</p> <p><input checked="" type="checkbox"/> Register of members</p> <p><input type="checkbox"/> Register of directors</p> <p><input type="checkbox"/> Directors' service contracts</p> <p><input type="checkbox"/> Directors' indemnities</p> <p><input type="checkbox"/> Register of secretaries</p> <p><input type="checkbox"/> Records of resolutions etc</p> <p><input type="checkbox"/> Contracts relating to purchase of own shares</p> <p><input type="checkbox"/> Documents relating to redemption or purchase of own share out of capital by private company</p> <p><input type="checkbox"/> Register of debenture holders</p> <p><input type="checkbox"/> Report to members of outcome of investigation by public company into interests in its shares</p> <p><input type="checkbox"/> Register of interests in shares disclosed to public company</p> <p><input type="checkbox"/> Instruments creating charges and register of charges England and Wales or Northern Ireland</p> <p><input type="checkbox"/> Instruments creating charges and register of charges Scotland</p>	<p><b>4 Location of company records</b> If the company records are held at the registered office address, do not tick any of the boxes in this section</p> <p>* Certain records must be kept by every company while other records are only kept by certain company types where appropriate</p> <p>If the records are not kept at the SAIL address, they must be available at the registered office.</p> <p>If any of the company records have moved from the registered office to the address in Section A6 since the last annual return, you must complete form AD03 and submit it together with this annual return</p>

## Part 2 Officers of the company

This section should include details of the company at the date to which this annual return is made up

- For a secretary who is an individual, go to Section B1
- For a corporate secretary, go to Section C1
- For a director who is an individual, go to Section D1
- For a corporate director, go to Section E1

**Continuation pages**  
Please use a continuation page if you need to enter more officer details.

### Secretary

#### B1 Secretary's details <sup>①</sup>

Please use this section to list all the secretaries of the company  
For a corporate secretary, complete Section C1-C4

Title*	MISS
Full forename(s)	PATRICIA
Surname	RYAN
Former name(s) <sup>②</sup>	N/A

**① Secretary appointments**  
You may not use this form to appoint a secretary. To do this, please complete form AP03 and submit it together with this annual return.

**Corporate details**  
Please use Section C1-C4 to enter corporate secretary details.

**Secretary details**  
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH03.

**② Former name(s)**  
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

#### B2 Secretary's service address <sup>③</sup>

Building name/number	FLAT 7, ST JOHNS COURT
Street	JOHN STREET
Post town	SHOREHAM BY SEA
County/Region	WEST SUSSEX
Postcode	BN43 5DU
Country	UK

**③ Service address**  
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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**Corporate secretary****C1****Corporate secretary's details ①**

Please use this section to list all the corporate secretaries of the company

Corporate body/firm  
name

Building name/number

Street

Post town

County/Region

Postcode

Country

**① Corporate secretary appointments**

You cannot use this form to appoint a corporate secretary. To do this, please complete form AP04 and submit it together with this annual return.

**Corporate secretary details**

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH04.

This information will appear on the public record.

**C2****Location of the registry of the corporate body or firm**

Is the corporate secretary registered within the European Economic Area (EEA)?

→ Yes Complete **Section C3 only**→ No Complete **Section C4 only****C3****EEA companies ②**

Please give details of the register where the company file is kept (including the relevant state) and the registration number in that register.

Where the company/  
firm is registered ③

Registration number

**② EEA**

A full list of countries of the EEA can be found in our guidance [www.companieshouse.gov.uk](http://www.companieshouse.gov.uk)

③ This is the register mentioned in Article 3 of the First Company Law Directive (68/151/EEC)

**C4****Non-EEA companies**

Please give details of the legal form of the corporate body or firm and the law by which it is governed. If applicable, please also give details of the register in which it is entered (including the state) and its registration number in that register.

Legal form of the  
corporate body  
or firm

Governing law

If applicable, where  
the company/firm is  
registered ④If applicable, the  
registration number**④ Non-EEA**

Where you have provided details of the register (including state) where the company or firm is registered, you must also provide its number in that register.

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Director

<b>D1</b>	<b>Director's details <sup>①</sup></b>		<p><b>① Director appointments</b> You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.</p> <p><b>Corporate details</b> Please use Section E1-E4 to enter corporate director details.</p> <p><b>Director details</b> All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.</p> <p><b>② Former name(s)</b> Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.</p>
Please use this section to list all the directors of the company. For a corporate director, complete Section E1-E4.			
Title*			
Full forename(s)	DAVID JOHN		
Surname	HALL		
Former name(s) <sup>②</sup>	✓		
Country/State of residence	UK		
Nationality	BRITISH		
Date of birth	21 05 1947		
Business occupation (if any)	DIRECTOR		

<b>D2</b>	<b>Director's service address <sup>③</sup></b>		<p><b>③ Service address</b> If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.</p> <p>This information will appear on the public record.</p>
Building name/number	4 PORTOBELLO STUDIOS		
Street	5 HAYDON'S PLACE		
Post town	LONDON		
County/Region			
Postcode	W11 1LLY		
Country	UK		

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Director

D1 Director's details <sup>①</sup>	
Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	
Full forename(s)	PAULA
Surname	BELL
Former name(s) <sup>②</sup>	
Country/State of residence	UK
Nationality	BRITISH
Date of birth	09 01 1967
Business occupation (if any)	FINANCE DIRECTOR

**① Director appointments**  
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

**Corporate details**  
Please use Section E1-E4 to enter corporate director details.

**Director details**  
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

**② Former name(s)**  
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2 Director's service address <sup>①</sup>	
Building name/number	LAUREL HOUSE
Street	77A HIGH STREET
Post town	HURSTPIERPOINT
County/Region	WEST SUSSEX
Postcode	B N 6 9 R E
Country	UK

**① Service address**  
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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## Annual Return

### Director

D1 Director's details <sup>①</sup>	
Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	
Full forename(s)	WILLIAM
Surname	JESSUP
Former name(s) <sup>②</sup>	
Country/State of residence	UK
Nationality	BRITISH
Date of birth	<div> <div>d</div> <div>2</div> <div>d</div> <div>4</div> <div>m</div> <div>1</div> <div>m</div> <div>1</div> <div>y</div> <div>1</div> <div>y</div> <div>9</div> <div>y</div> <div>5</div> <div>y</div> <div>1</div> </div>
Business occupation (if any)	DIRECTOR

**① Director appointments**  
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

**Corporate details**  
Please use Section E1-E4 to enter corporate director details.

**Director details**  
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

**② Former name(s)**  
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2 Director's service address <sup>③</sup>	
Building name/number	THE COMPANY'S REGISTERED OFFICE
Street	
Post town	
County/Region	
Postcode	
Country	

**③ Service address**  
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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## Annual Return

### Director

D1 Director's details <sup>①</sup>	
Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	PROFESSOR
Full forename(s)	HANS - JOACHIM
Surname	SCHÖPF
Former name(s) <sup>②</sup>	
Country/State of residence	GERMANY
Nationality	GERMAN
Date of birth	<sup>d</sup> 2 <sup>d</sup> 3 <sup>m</sup> 10 <sup>y</sup> 19 <sup>y</sup> 42
Business occupation (if any)	DIRECTOR

**① Director appointments**  
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

**Corporate details**  
Please use Section E1-E4 to enter corporate director details.

**Director details**  
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

**② Former name(s)**  
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2 Director's service address <sup>③</sup>	
Building name/number	58
Street	WALKENSTRASSE
Post town	
County/Region	STUTTGART
Postcode	D70599
Country	GERMANY

**③ Service address**  
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.



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## Annual Return

### Director

D1 Director's details <sup>①</sup>	
Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	
Full forename(s)	DAVID JOHN
Surname	SNGHMANIS
Former name(s) <sup>②</sup>	
Country/State of residence	UK
Nationality	BRITISH
Date of birth	<sup>d</sup> 1 <sup>m</sup> 6 <sup>y</sup> 19 <sup>y</sup> 66
Business occupation (if any)	CHIEF EXECUTIVE OFFICER

**① Director appointments**  
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

**Corporate details**  
Please use Section E1-E4 to enter corporate director details.

**Director details**  
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

**② Former name(s)**  
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2 Director's service address <sup>③</sup>	
Building name/number	MOUNT HOUSE
Street	MOUNT PARK BOSTAL ROAD
Post town	STEYNING
County/Region	WEST SUSSEX
Postcode	B N 4 4 3 P D
Country	UK

**③ Service address**  
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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## Annual Return

### Director

D1 Director's details <sup>①</sup>	
Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	
Full forename(s)	MARK
Surname	GARRETT
Former name(s) <sup>②</sup>	
Country/State of residence	UK
Nationality	BRITISH
Date of birth	d 27 m 09 y 1962
Business occupation (if any)	DIRECTOR

**① Director appointments**  
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

**Corporate details**  
Please use Section E1-E4 to enter corporate director details.

**Director details**  
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

**② Former name(s)**  
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2 Director's service address <sup>①</sup>	
Building name/number	25
Street	PARSONAGE ROAD
Post town	HENFIELD
County/Region	WEST SUSSEX
Postcode	B N 5 9 J G
Country	BRITAIN

**① Service address**  
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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## Annual Return

### Director

D1 Director's details <sup>①</sup>	
Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	
Full forename(s)	JOHN MICHAEL
Surname	MARRER
Former name(s) <sup>②</sup>	✓
Country/State of residence	UK
Nationality	BRITISH
Date of birth	d 0 2 m 0 1 y 1 9 4 5
Business occupation (if any)	ENGINEER

**① Director appointments**  
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

**Corporate details**  
Please use Section E1-E4 to enter corporate director details.

**Director details**  
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

**② Former name(s)**  
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2 Director's service address <sup>③</sup>	
Building name/number	BARLEY END
Street	STOCKS ROAD
Post town	TRING
County/Region	HERTFORDSHIRE
Postcode	W P 2 3 S R 2
Country	UK

**③ Service address**  
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

# AR01 - continuation page

## Annual Return

### Director

D1 Director's details <sup>①</sup>	
Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	
Full forename(s)	IAN MACPHERSON
Surname	LEE
Former name(s) <sup>②</sup>	
Country/State of residence	SCOTLAND
Nationality	BRITISH
Date of birth	01 06 1947
Business occupation (if any)	DIRECTOR

**① Director appointments**  
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

**Corporate details**  
Please use Section E1-E4 to enter corporate director details.

**Director details**  
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

**② Former name(s)**  
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2 Director's service address <sup>③</sup>	
Building name/number	27
Street	WHITTENGEHAME DRIVE
Post town	GLASGOW
County/Region	SCOTLAND
Postcode	G12 0XT
Country	SCOTLAND

**③ Service address**  
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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### Corporate director

<b>E1</b>	<b>Corporate director's details <sup>①</sup></b>	<b>① Corporate director appointments</b> You cannot use this form to appoint a corporate director. To do this, please complete form AP02 and submit it together with this annual return.  <b>Corporate director details</b> All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH02.  This information will appear on the public record.
	Please use this section to list all the corporate director's of the company	
Corporate body/firm name		
Building name/number		
Street		
Post town		
County/Region		
Postcode		
Country		
<b>E2</b>	<b>Location of the registry of the corporate body or firm</b>	
	Is the corporate director registered within the European Economic Area (EEA)? → Yes Complete <b>Section E3 only</b> → No Complete <b>Section E4 only</b>	
<b>E3</b>	<b>EEA companies <sup>②</sup></b>	<b>② EEA</b> A full list of countries of the EEA can be found in our guidance <a href="http://www.companieshouse.gov.uk">www.companieshouse.gov.uk</a>  <b>③</b> This is the register mentioned in Article 3 of the First Company Law Directive (68/151/EEC)
	Please give details of the register where the company file is kept (including the relevant state) and the registration number in that register	
Where the company/firm is registered <sup>③</sup>		
Registration number		
<b>E4</b>	<b>Non-EEA companies</b>	<b>④ Non-EEA</b> Where you have provided details of the register (including state) where the company or firm is registered, you must also provide its number in that register.
	Please give details of the legal form of the corporate body or firm and the law by which it is governed. If applicable, please also give details of the register in which it is entered (including the state) and its registration number in that register	
Legal form of the corporate body or firm		
Governing law		
If applicable, where the company/firm is registered <sup>④</sup>		
If applicable, the registration number		

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## Part 3 Statement of capital <sup>1</sup>

Does your company have share capital?

- Yes Complete the sections below and the following Part 4  
→ No Go to Part 5 (Signature)

<sup>1</sup> This should reflect the company's capital status at the made up date of this annual return

### F1 Share capital in pound sterling (£)

Please complete the table below to show each class of shares held in pound sterling  
If all your issued capital is in sterling, only complete Section F1 and then go to Section F4

Class of shares (E g Ordinary/Preference etc )	Amount paid up on each share <sup>2</sup>	Amount (if any) unpaid on each share <sup>2</sup>	Number of shares <sup>3</sup>	Aggregate nominal value <sup>4</sup>
ORDINARY	0.25	0	51307089	£12826772
				£
				£
				£
Totals			51307089	£12826772

### F2 Share capital in other currencies

Please complete the table below to show any class of shares held in other currencies  
Please complete a separate table for each currency

Currency	Class of shares (E g Ordinary/Preference etc )	Amount paid up on each share <sup>2</sup>	Amount (if any) unpaid on each share <sup>2</sup>	Number of shares <sup>3</sup>	Aggregate nominal value <sup>4</sup>
	Totals				

Currency	Class of shares (E g Ordinary/Preference etc )	Amount paid up on each share <sup>2</sup>	Amount (if any) unpaid on each share <sup>2</sup>	Number of shares <sup>3</sup>	Aggregate nominal value <sup>4</sup>
	Totals				

### F3 Totals

Please give the total number of shares and total aggregate nominal value of issued share capital

Total number of shares

Total aggregate  
nominal value <sup>5</sup>

<sup>5</sup> Total aggregate nominal value  
Please list total aggregate values in  
different currencies separately For  
example £100 + €100 + \$10 etc

<sup>2</sup> Including both the nominal value and any  
share premium

<sup>4</sup> Number of shares issued multiplied by  
nominal value of each share

<sup>3</sup> Total number of issued shares in this class

Continuation Pages  
Please use a Statement of Capital continuation  
page if necessary

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F4

Statement of capital (Voting rights)

Please give the prescribed particulars of rights attached to shares for each class of share shown in the statement of capital share tables in Sections F1 and F2

Class of share

ORDINARY

Voting rights

ONE VOTE PER SHARE

Class of share

Voting rights

Class of share

Voting rights

Class of share

Voting rights



## Part 4

## Shareholders

Does your company have share capital?  
→ Yes Complete the sections below  
→ No Go to Part 5 (Signature)

① This should reflect the shareholder details at the made up date of this annual return

G1

### Traded public companies ②

☒ Please tick the box if your company was a traded public company at any time during the period of this return

② Traded company definition  
A traded company means a company any of whose shares are admitted to trading on a regulated market

G2

### List of past and present shareholders

Private and non-traded public companies are required to provide a 'full list' if one was not included with either of the last two returns

Traded public companies are required to provide a list of shareholders who held at least 5% of the issued shares of any share class if a list was not provided with either of the last two returns

Please tick the appropriate box below

- ☐ A full list of shareholders for a private or non-traded public company is enclosed Please complete **Section G3**, or
- ☒ A list of shareholders holding at least 5% of the issued shares of any share class for a traded public company is enclosed Please complete **Section G4**
- ☐ A list of shareholder changes is enclosed
  - For private or non-traded public companies, please complete **Section G3**
  - For traded public companies, please complete **Section G4**
- ☐ There were no shareholder changes in this period
  - Go to **Part 5 (Signature)**

Please tick the appropriate box below to indicate the format of your shareholder details

- ☐ The list of shareholders is enclosed on paper
- ☒ The list of shareholders is enclosed in another format

AR01  
Annual Return

G3

**Private or non-traded public companies – list of past and present shareholders**

This section should only be completed by companies that have not traded on a regulated market at any time during the period of this return

Changes during this period to shareholders' particulars or details of the amount of stock or shares transferred must be completed each year

You must provide a 'full list' of all company shareholders on

- The company's first annual return following incorporation,
- Every third annual return after a full list has been provided

Please list the company shareholders in alphabetical order

Joint shareholders should be listed consecutively

**Further shareholders**

Please use a 'Private or non-traded public companies – list of past and present shareholders' continuation page if necessary

Shareholder's Name (Address not required)	Class of share	Shares or stock currently held	Shares or stock transferred (if appropriate)	
		Number of shares or amount of stock	Number of shares or amount of stock	Date of registration of transfer
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /

AR01  
Annual Return

G4

**Traded public companies – list of past and present shareholders**

This section should show the shareholders that hold at least 5% of any class of share(s) of the company at the date of this return. It should only be completed by public companies that have traded on a regulated market at any time during the period of this return.

Changes during this period to shareholders' particulars or details of the amount of stock or shares transferred must be completed each year.

You must provide a 'full list' of all company shareholders on

- The company's first annual return following incorporation,
- Every third annual return after a full list has been provided

Please list the company shareholders in alphabetical order.

Joint shareholders should be listed consecutively.

**Further shareholders**

Please use a 'Traded public companies – list of past and present shareholders' continuation page if necessary.

Shareholder's details	Class of share	Shares or stock currently held	Shares or stock transferred (if appropriate)	
		Number of shares or amount of stock	Number of shares or amount of stock	Date of registration of transfer
Name				/ /
Address				/ /
				/ /
Name				/ /
Address				/ /
				/ /
Name				/ /
Address				/ /
				/ /
Name				/ /
Address				/ /
				/ /

## Part 5 Signature

This must be completed by all companies

I am signing this form on behalf of the company

Signature

Signature

x P.M. Ryan x

This form may be signed by  
Director<sup>1</sup>, Secretary, Person authorised<sup>2</sup>, Charity commission receiver and  
manager, CIC manager, Judicial factor

**1 Societas Europaea**

If the form is being filed on behalf of a Societas Europaea (SE) please delete 'director' and insert details of which organ of the SE the person signing has membership

**2 Person authorised**

Under either section 270 or 274 of the Companies Act 2006

# AR01

## Annual Return



### Presenter information

You do not have to give any contact information, but if you do it will help Companies House if there is a query on the form. The contact information you give will be visible to searchers of the public record.

Contact name  
**THE COMPANY SECRETARY**

Company name  
**RICARDO PLC**

Address  
**SHORHAM TECHNICAL CENTRE**

Post town  
**SHORHAM BY SEA**

County/Region  
**WEST SUSSEX**

Postcode  
**B N 4 3 S F 9**

Country  
**UK**

DX

Telephone  
**01273 794776**



### Checklist

We may return forms completed incorrectly or with information missing

Please make sure you have remembered the following

- ☐ The company name and number match the information held on the public Register
- ☐ You have completed your principal business activity
- ☐ You have not used this form to make changes to the registered office address
- ☐ You have not used this form to make changes to secretary and director details
- ☐ You have fully completed the Statement of capital (if applicable)
- ☐ You have signed the form
- ☐ You have enclosed the correct fee



### Important information

Please note that all information on this form will appear on the public record



### How to pay

A fee of £30 is payable to Companies House in respect of an Annual Return

Make cheques or postal orders payable to 'Companies House'



### Where to send

You may return this form to any Companies House address, however for expediency we advise you to return it to the appropriate address below

For companies registered in England and Wales  
The Registrar of Companies, Companies House,  
Crown Way, Cardiff, Wales, CF14 3UZ  
DX 33050 Cardiff

For companies registered in Scotland  
The Registrar of Companies, Companies House,  
Fourth floor, Edinburgh Quay 2,  
139 Fountainbridge, Edinburgh, Scotland, EH3 9FF  
DX ED235 Edinburgh 1  
or LP - 4 Edinburgh 2 (Legal Post)

For companies registered in Northern Ireland  
The Registrar of Companies, Companies House,  
First Floor, Waterfront Plaza, 8 Laganbank Road,  
Belfast, Northern Ireland, BT1 3BS  
DX 481 N R Belfast 1



### Further information

For further information, please see the guidance notes on the website at [www.companieshouse.gov.uk](http://www.companieshouse.gov.uk) or email [enquiries@companieshouse.gov.uk](mailto:enquiries@companieshouse.gov.uk)

This form is available in an alternative format. Please visit the forms page on the website at [www.companieshouse.gov.uk](http://www.companieshouse.gov.uk)

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Annual Return

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RICARDO PLC

R U N P A R A M E T E R S

Totals Report Filename

[ ] H6502801\_TOT.REP

R e p o r t F o r m a t S e l e c

t i o n

Format:

accounts

1 - Name, Address & Holdings, all

with 5% and over

2 - Name, Address & Holdings, accounts

3 - Name & Holdings, all accounts

Option 2

D a t a S e l e c t i o n

Sortkey Start

End

List individual transactions Y

Earliest Transaction Date 17-NOV-2008

Latest Transaction Date 16-NOV-2009

Class

Class

01 ORD 25P

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Annual Return

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RICARDO PLC

Registered Number 222915  
NOV-2009

Annual return for Period 17-NOV-2008 TO 16-

Class	Name and Address of Shareholder	Holding	Movement	Date	
CHASE NOMINEES LIMITED			P O BOX 18171		ORD
25P		2,235,888	-261	19-NOV-08	
			125 LONDON WALL		
-30,000				24-NOV-08	
			LONDON EC2Y 5AJ		
-277				24-NOV-08	
16,564				24-NOV-08	
-5,697				28-NOV-08	
-3,585				04-DEC-08	
-2,862				08-DEC-08	
28,200				08-DEC-08	
-4,420				10-DEC-08	
11,400				17-DEC-08	
15,009				22-DEC-08	
-15,009				09-JAN-09	
500				09-JAN-09	
453				12-JAN-09	
152				13-JAN-09	
845				14-JAN-09	
14,342				19-JAN-09	
14,127				19-JAN-09	
9,500				27-JAN-09	
18,389				11-FEB-09	
2,901				23-FEB-09	
3,710				23-FEB-09	
11,259				04-MAR-09	
550				04-MAR-09	

6 05-MAR-09  
100 05-MAR-09  
10,466 06-MAR-09  
1,019 06-MAR-09  
230 06-MAR-09  
1,370 10-MAR-09  
1,657 23-MAR-09  
9,320 01-APR-09  
28,180 03-APR-09  
-4,878 07-APR-09  
-22,758 15-MAY-09  
-69,720 18-MAY-09  
-65,942 18-MAY-09  
-23,049 18-MAY-09  
-11,620 18-MAY-09  
-46,480 20-MAY-09  
225,000 20-MAY-09  
40,998 21-MAY-09  
-626 21-MAY-09  
-46,480 22-MAY-09  
-23,240 22-MAY-09  
50,000 22-MAY-09  
100,000 22-MAY-09  
-250,000 26-MAY-09  
-23,240 26-MAY-09  
37,500 26-MAY-09  
-1,859 27-MAY-09  
9,000 29-MAY-09



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RICARDO PLC

Registered Number 222915  
NOV-2009

Annual return for Period 17-NOV-2008 TO 16-

Class	Name and Address of Shareholder Holding	Movement Date
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Continued .

-255 01-JUN-09

279 03-JUN-09

4,721 03-JUN-09

13,000 04-JUN-09

-3,142 08-JUN-09

-4,283 10-JUN-09

-46,480 11-JUN-09

-11,620 17-JUN-09

-9,290 17-JUN-09

6,695 17-JUN-09

2,500 06-JUL-09

3,000 07-JUL-09

4,796 21-JUL-09

2,511 22-JUL-09

2,381 03-AUG-09

5,316 04-AUG-09

1,684 05-AUG-09

55,500 06-AUG-09

50,000 25-AUG-09

1,449 21-SEP-09

-468 22-SEP-09

5,032 23-SEP-09

-160,000 01-OCT-09

-40,000 01-OCT-09

-530,000 02-OCT-09

-403,600 02-OCT-09

-115,000 02-OCT-09

-113,600 02-OCT-09

-108,051 29-OCT-09

-159,191 30-OCT-09

943 09-NOV-09

2,741 10-NOV-09

-3,684 13-NOV-09

HSBC GLOBAL CUSTODY NOMINEE (UK) 8 CANADA SQUARE  
25P 3,789,589 927,200 02-OCT-09  
LIMITED 981697 ACCT LONDON E14 5HQ

ORD

147,183 05-OCT-09

400 06-OCT-09

200 06-OCT-09

540,017 06-OCT-09

350,000 07-OCT-09

400,000 07-OCT-09

241,432 12-OCT-09

407,923 12-OCT-09

350,645 13-OCT-09

25,381 14-OCT-09

4,500 20-OCT-09

1,814 26-OCT-09

36,704 26-OCT-09

13,296 26-OCT-09

2,514 27-OCT-09

90,311 04-NOV-09

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RICARDO PLC

Registered Number 222915  
NOV-2009

Annual return for Period 17-NOV-2008 TO 16-

Class	Name and Address of Shareholder	Holding	Movement	Date
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Continued. ..

1,221 06-NOV-09

147,709 11-NOV-09

101,139 11-NOV-09

KAS NOMINEES LIMITED 28983223 ACCT	SPUISTRAAT 172			
25P	4,675,105	43,369	17-NOV-08	
			1012 VT AMSTERDAM	

ORD

17,631 17-NOV-08

THE NETHERLANDS

57,994 19-NOV-08

964 19-NOV-08

42 25-NOV-08

147,971 02-DEC-08

2,029 02-DEC-08

100,000 03-DEC-08

1,000 12-DEC-08

100,000 15-DEC-08

20,000 24-DEC-08

25,323 06-JAN-09

4,877 08-JAN-09

19,800 13-JAN-09

5,000 16-APR-09

9,554 20-APR-09

446 21-APR-09

417 11-SEP-09

927 14-SEP-09

31 14-SEP-09

2,605 16-SEP-09  
1,166 16-SEP-09  
4,693 16-SEP-09  
341 16-SEP-09  
558 17-SEP-09  
1,696 18-SEP-09  
42,770 23-SEP-09  
396,947 28-SEP-09  
738 28-SEP-09  
47,111 28-SEP-09  
2,200 01-OCT-09  
2,250 01-OCT-09  
3,000 06-OCT-09  
3,464 06-OCT-09  
3,000 06-OCT-09  
4,036 07-OCT-09  
2,050 23-OCT-09  
602 23-OCT-09  
1,100 23-OCT-09  
935 03-NOV-09  
1,704 06-NOV-09  
5,111 06-NOV-09  
3,191 10-NOV-09  
660 11-NOV-09  
25,000 12-NOV-09  
6,643 12-NOV-09  
573 13-NOV-09

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RICARDO PLC

Registered Number 222915  
NOV-2009

Annual return for Period . 17-NOV-2008 TO 16-

Class	Name and Address of Shareholder	Holding	Movement	Date
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Continued .

1,200 13-NOV-09

2,908 13-NOV-09

573 16-NOV-09

1,350 16-NOV-09

NORTRUST NOMINEES LIMITED  
25P 2,813,758

50 BANK STREET  
-2,774 02-DEC-08  
CANARY WHARF

ORD

3,275 10-DEC-08

LONDON E14 5NT

143,816 10-DEC-08

374 10-DEC-08

139,645 13-JAN-09

1,452 13-JAN-09

26 13-JAN-09

522 15-JAN-09

51 20-JAN-09

495 21-JAN-09

409 21-JAN-09

32,871 04-FEB-09

2,362 06-FEB-09

760 09-FEB-09

3,391 11-FEB-09

20,675 11-FEB-09

13,331 18-FEB-09

8,860 25-FEB-09

78,003 03-MAR-09

3,260 03-MAR-09  
50,000 01-APR-09  
9,320 01-APR-09  
28,180 03-APR-09  
867 07-APR-09  
5,237 08-APR-09  
4,376 08-APR-09  
-1,750 15-APR-09  
-452 16-APR-09  
10,726 16-APR-09  
1,500 17-APR-09  
20,387 17-APR-09  
10,465 20-APR-09  
3,253 20-APR-09  
-13,548 20-APR-09  
97,649 20-APR-09  
-12,859 24-APR-09  
-10,642 18-MAY-09  
1,583 18-MAY-09  
76,142 18-MAY-09  
-762 21-JUL-09  
8,204 21-JUL-09  
44,500 22-JUL-09  
4,296 22-JUL-09  
-11,664 24-JUL-09  
41,900 29-JUL-09  
19,000 30-JUL-09

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RICARDO PLC

Registered Number 222915  
NOV-2009

Annual return for Period : 17-NOV-2008 TO 16-

Class	Name and Address of Shareholder Holding	Movement Date
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Continued .

-2,798 31-JUL-09

-3,248 03-AUG-09

-9,320 04-AUG-09

77,380 05-AUG-09

2,620 05-AUG-09

214,461 23-OCT-09

-214,461 05-NOV-09

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RICARDO PLC

Registered Number 222915  
NOV-2009

Annual Return for Period . 17-NOV-2008 to 16-

Total Number of Shareholder Accounts printed: 4

Summary By Class

Class	Name	Holding
01	ORD 25P	13,514,340

Holders

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