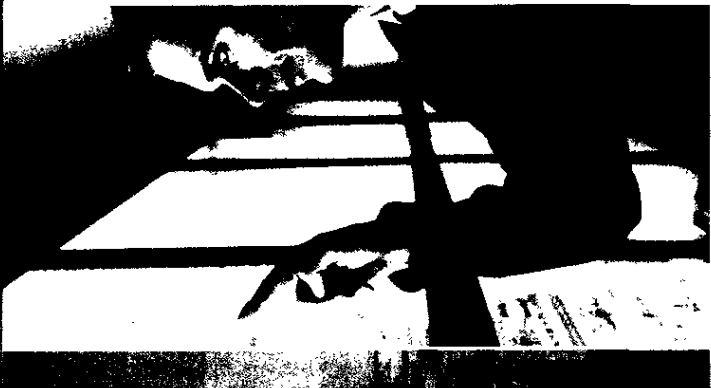




capita



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Our purpose

Capita is a purpose-led organisation which exists to 'create better outcomes' for all its stakeholders.

Read more about our purpose on page 4.



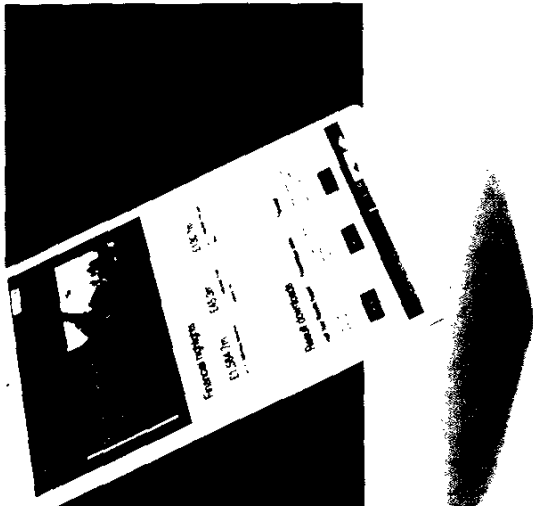
Read more about our business model on pages 6 and 7.

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Capita is a purpose-led organisation

Our performance

During 2021, we completed our transformation, establishing a platform to drive sustainable improving financial performance, while continuing to strengthen the balance sheet. We also continued to focus on maintaining high standards of client service delivery and ensuring that all our stakeholders remain a priority for Capita.



Financial highlights and KPIs

Non-financial highlights and KPIs

Points awarded in employee net promoter score	Points awarded in customer net promoter score	Suppliers paid within 90 days	Total shareholder return (TSR)
-22pts 2020: -22pts	-3pts 2020: -3pts	98% 2020: 98%	(6.9)% 2020: (6.1)%
Employee engagement	Diversity: gender M/F	Reduction in carbon footprint ⁶ (location-based)	CO ₂ emissions Scope 1,2 and 3 ⁷
68% 2020: 68%	51/49% 2020: 51/49%	21% 2020: 21%	43.6m gross tonnes 2020: 43.6m (post period)
Supplier net promoter score	Diversity: ethnicity	Reduction in carbon footprint (market-based)	
30% 2020: 30%	56/19% 2020: 56/19%	41% 2020: 41%	

➔ Read more in the Chief Financial Officer's review on pages 26 to 34.

- 4. Data includes invoices paid through Capita UK companies.
- 5. White/Black, Asian and minority ethnic. 25% of people chose not to respond or not to specify.
- 6. Reduction in carbon footprint based on emissions per headcount from 2018 baseline.
- 7. Scope 3 for business travel only.

About us

Capita is a consulting, transformation and digital services business

We are driven by our purpose: to 'create better outcomes' – for our employees, clients and their customers, suppliers and partners, investors, and society.

Every day we help millions of people by delivering innovative solutions to transform and simplify the connections between businesses and customers, governments and citizens.

We partner with clients and provide them with the insight and cutting-edge technologies that allow them to focus on what they do best and make peoples' lives easier and simpler.

We operate across three divisions – Public Service, Experience and Portfolio – in the UK, Europe, India and South Africa.



What we do as a business

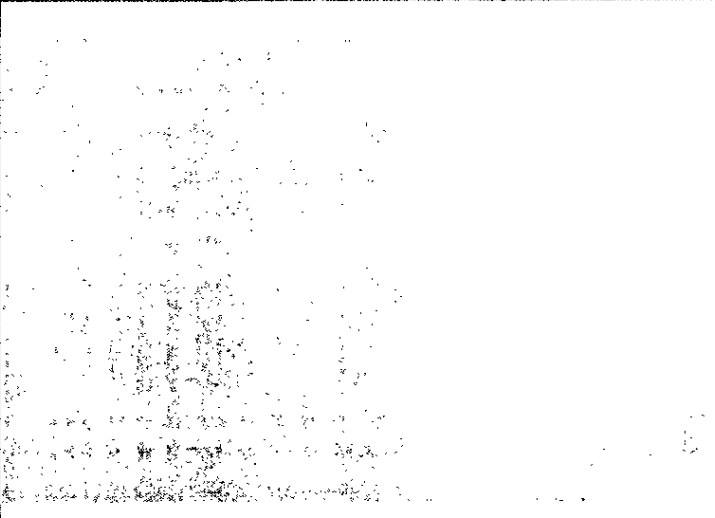
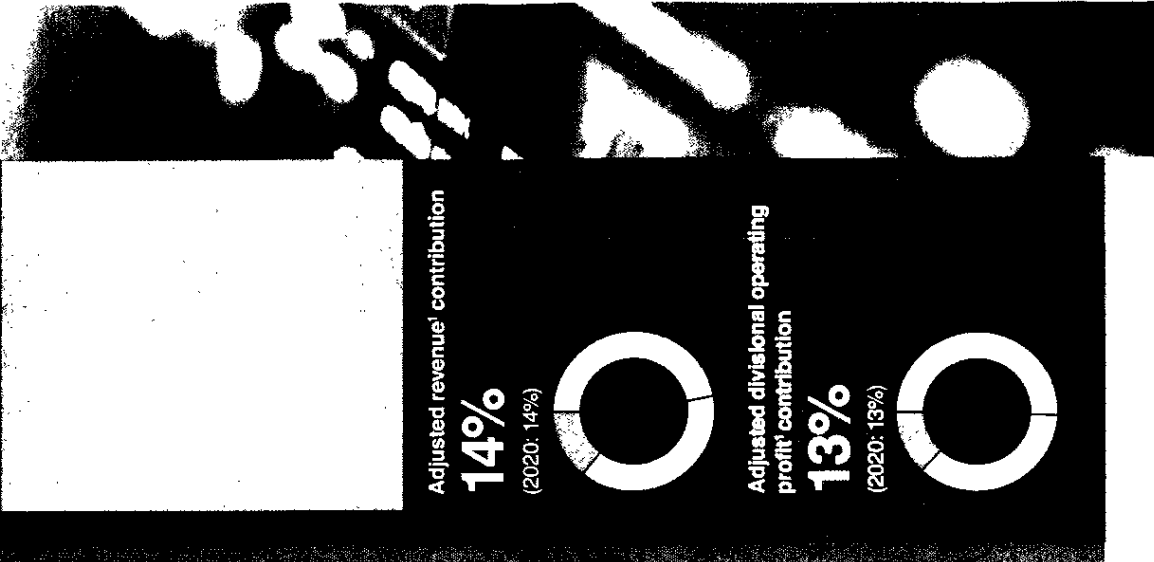
We work collaboratively with clients as partners, drawing on our practical experience and delivering solutions

Capita

Capita is a consulting, transformation and digital services business

We provide software and networks, and digitally enabled services and operations, often under multi-year contracts

We create innovative solutions to transform businesses and services



Public Service
 The number one strategic supplier of business process services (BPS) and technology services to the UK Government.

Main verticals: Education & Learning; Local Public Services; Health & Welfare; Defence, Security & Fire; Justice, Central Government and Transport



¹ **Divisional financial performance:** (see also pages 19, 22 and 25) is presented on an adjusted basis. Reported and included as the Board assesses divisional performance on adjusted basis. For full details of adjusted figures and our key performance indicators (KPIs) are contained in the APMs on pages 19 to 22.

² Divisional details and performance can be found on pages 16 to 25

Our purpose

We are driven by our purpose to create better outcomes – for our employees, clients and customers, suppliers and partners, investors and society.

We are committed to being a responsible business – in how we operate, serve society, respect our people and the environment, and deliver improving returns to our investors.



Capita 'creates better outcomes' for all its stakeholders:

by providing an environment in which they can thrive and develop

by delivering solutions, transforming businesses and services, and by delighting them

by treating them fairly and encouraging them to deliver

by delivering improving returns

by acting as a responsible business for the communities we serve

Everyone at Capita strives to create better outcomes for all our stakeholders by living our values of being:



Open



Ingenious



Collaborative



Effective

Our values are the foundation of our business and the way we work. They are the principles that guide our decisions and actions, and the way we treat each other and the world around us.

Our purpose and strategy
continued

Our strategy

To create a simpler, stronger and more successful business that will drive organic revenue growth and sustainable free cash flow.

Simplify

Strengthen

Succeed

Measured through our KPIs:

Aligning with our performance-based remuneration:

Financial

Revenue (m)

£3,008.5m

2023

2022

£78.1m

2023

2022

1.61p

2023

2022

1.7x

2023

2022

Non-financial

Operating margin (pts)

-22pts

2023

2022

-3pts

2023

2022

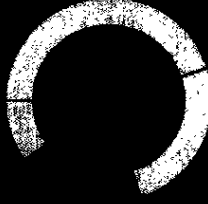
98%

2023

2022

1. Refer to APMs on pages 219 to 222.

Annual bonus for the executive directors determined by:



Free cash flow

Adjusted profit before tax (PBT)

Organic revenue

Strategic objectives

How we create value

At Capita, we provide consulting, transformation and digital services.

Our expertise and resource

Market expertise

Our markets:

Public: BPS spending growing at c.5% (Source: TechMarketView)

Government spending in the UK with private organisations is around £110bn and spending on BPS is growing at around 5%. The forecast market growth is driven by government increasingly looking to leverage technology, new digital products and emerging capabilities such as artificial intelligence.

Technological resources

Client relationships

Our people

International infrastructure

Our consultants:

- Work collaboratively with clients as trusted, long-term strategic partners.
- Proactively identify opportunities within client businesses.

Generate forward-looking insights by analysing, researching and debating trends and data.

- Support the design and implementation of better solutions for clients.

Maximise opportunities across Capita, driving pipeline and creating pull-through revenue.

Our transformation services:

- Improve process quality, reliability and efficiency.
- Help reduce risk and cost.
- Create new opportunities for clients.

Allow clients to focus on what they do best.

Our digital services:

- Help simplify clients' services.
- Assist better decision making.
- Contribute to process acceleration.
- Improve end-customer experiences.

Generating financial value

Efficient operations

Our operations are designed to be efficient and effective. We focus on reducing costs, improving productivity, and optimizing our resources. This allows us to deliver high-quality services at a competitive price, ensuring our customers get the most value from their investment.

Transformational services

We offer a range of transformational services that help our clients achieve their business goals. From strategic consulting to digital transformation, we provide the expertise and resources needed to drive significant growth and innovation.

Generating cash flow

Our business model is designed to generate strong, consistent cash flow. We focus on delivering high-margin services and maintaining a healthy balance sheet. This ensures we have the financial strength to invest in our future and provide a solid return to our investors.

Transactional services

We provide a variety of transactional services that support our clients' day-to-day operations. From legal and accounting to HR and IT, we offer comprehensive support to ensure our clients can focus on their core business activities.

Better outcomes for stakeholders

by providing an environment in which they can thrive and develop.



by delivering solutions, transforming businesses and services, and by delighting them.



by treating them fairly and encouraging them to deliver.



by delivering improving returns.



by acting as a responsible business for the communities we serve.



Chairman's introduction

Establishing the platform for growth



Strategy and performance

Our strategy is to build a leading global platform for growth, with a focus on the Asia-Pacific region. We are committed to delivering sustainable long-term value to our shareholders, while also creating a positive impact on society and the environment.

Our performance over the past year has been strong, with revenue growth of 15% and a 10% increase in operating profit. This is a testament to the hard work and dedication of our employees and the support of our shareholders.

We are confident that our strategy and performance will continue to drive growth and value creation for our shareholders in the years ahead. We are committed to transparency and accountability, and we will continue to engage with our stakeholders to ensure we are meeting their needs and expectations.

Thank you for your support and investment in our company. We look forward to continuing our journey of growth and innovation together.

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The Board and governance

Values and culture

Our values and culture are the foundation of our business. They guide our decisions and actions, and are the basis of our reputation. We are committed to the highest standards of integrity, honesty, and transparency. We believe in the power of teamwork and collaboration, and we strive to create a positive and inclusive work environment for all our employees.

Our values and culture are also reflected in our business practices. We are committed to sustainable and responsible business practices, and we strive to minimize our environmental impact. We also support a wide range of social and community initiatives, and we are committed to the long-term success of the communities in which we operate.

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Looking forward

As we look forward to the future, we are confident that our strong values and culture will continue to be the foundation of our success. We are committed to ongoing innovation and improvement, and we believe that our focus on sustainable and responsible business practices will ensure our long-term success. We are also committed to the continued growth and development of our employees, and we believe that this will be the key to our future success.

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Sir Ian Powell
Chairman

Chief Executive
Dragonair

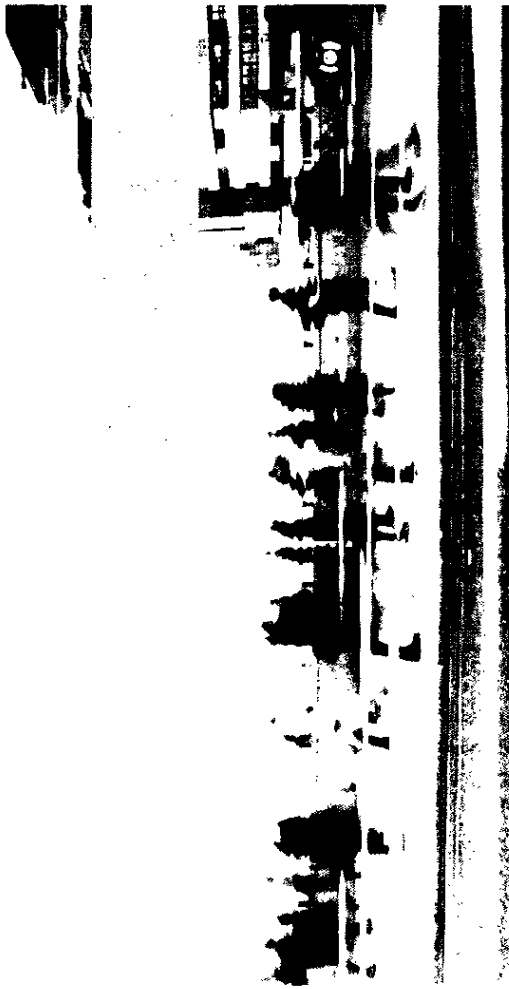
A year of significant change



Summary

Dragonair has achieved a number of significant milestones in 2011, including the successful completion of our 50th anniversary celebrations, the launch of our new fleet of Airbus A350-900 aircraft, and the introduction of our new Dragonair Express service. These achievements have been made possible through the hard work and dedication of our staff and the support of our customers. We are proud to have reached this milestone and look forward to continuing our growth and success in the years ahead.

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In 2021, we set out an ambitious and far-reaching roadmap to take us to net zero by 2035.

Underpinned by science-based targets, our three-phased approach aims to see us reach operational net zero by 2025 and operational and business travel net zero by 2030. This will involve reducing business travel emissions by 75% from 2019's baseline and transitioning our fleet to EV by 2032.

We have committed to achieving full net zero, including across our supply chain, by 2050, ahead of the UK Government's target of 2050. This requires working closely with our supplier base of around 21,000 to guide and support them in setting their own targets.

 For additional information on our net zero plan see page 47

Our net zero timeline

Timeline

Operational net zero by 2025

Neutralise operational Scope 1 and 2 emissions



Timeline 20

Operational and travel net zero by 2030

Neutralise operational Scope 1 and 2, and business travel emissions



Timeline 30

Full net zero completion by 2035

Neutralise operational Scope 1 and 2, business travel and supply chain emissions

By 2035, we will have achieved full net zero across our entire value chain.

Financial results

As part of our commitment to transparency, we have published our financial results for the year ended 31 March 2022. Our financial results are available on our website at <https://www.bbc.com/news/business-58111111>. We have also published our financial results in our annual report and accounts for the year ended 31 March 2022, which are available on our website at <https://www.bbc.com/news/business-58111111>. We have also published our financial results in our annual report and accounts for the year ended 31 March 2022, which are available on our website at <https://www.bbc.com/news/business-58111111>.

Our financial results for the year ended 31 March 2022 are as follows: Revenue: £1.2 billion; Profit before tax: £0.1 billion; Profit after tax: £0.05 billion; Dividends: £0.02 billion. Our financial results for the year ended 31 March 2022 are as follows: Revenue: £1.2 billion; Profit before tax: £0.1 billion; Profit after tax: £0.05 billion; Dividends: £0.02 billion. Our financial results for the year ended 31 March 2022 are as follows: Revenue: £1.2 billion; Profit before tax: £0.1 billion; Profit after tax: £0.05 billion; Dividends: £0.02 billion.

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Purpose

The purpose of this document is to provide a clear and concise overview of the project's objectives, scope, and deliverables. It serves as a reference point for all stakeholders involved in the project, ensuring that everyone is aligned on the same goals and expectations.

This document is intended for use by all project team members, including project managers, team leads, and team members. It is also a valuable tool for communicating the project's purpose and goals to stakeholders outside the project team.

The project team has identified the following key objectives for this project:

- 1. To develop a comprehensive business plan for the new product line.
- 2. To conduct a thorough market analysis to identify potential customers and competitors.
- 3. To design and develop a prototype of the new product.
- 4. To test the prototype and gather feedback from potential customers.
- 5. To launch the new product line and monitor its performance.

The project team has also identified the following key deliverables for this project:

- 1. A comprehensive business plan for the new product line.
- 2. A thorough market analysis report.
- 3. A prototype of the new product.
- 4. A test plan and results for the prototype.
- 5. A launch plan and performance report for the new product line.

The project team has identified the following key risks for this project:

- 1. Limited resources and budget.
- 2. Uncertainty in the market.
- 3. Competition from established companies.
- 4. Changes in customer preferences.
- 5. Delays in product development.

The project team has identified the following key stakeholders for this project:

- 1. Project Manager
- 2. Team Lead
- 3. Team Members
- 4. Stakeholders

The project team has identified the following key milestones for this project:

- 1. Project Kick-off
- 2. Business Plan Development
- 3. Market Analysis
- 4. Prototype Development
- 5. Prototype Testing
- 6. Product Launch

The project team has identified the following key deliverables for this project:

- 1. Business Plan
- 2. Market Analysis Report
- 3. Prototype
- 4. Test Plan and Results
- 5. Launch Plan and Performance Report

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- 5. Delays in product development



We operate the Ultra Low Emission Zone (ULEZ) on behalf of TfL. In 2021, we delivered the successful expansion of the zone from a small part of Central London through to the boundaries of the North and South Circular roads. This was a key milestone for Mayor of London, Sadiq Khan's, work to reduce air pollution in the city and make London's streets safer for all road users. Teams from across Capita worked in partnership with TfL and our supply chain to deliver the very significant cloud migration, scale the existing platforms and bring new team members on board to ensure the service was ready to launch.



We signed a learning services contract renewal worth up to £124m with a major UK financial services client. Under the contract, our Capita Learning Services Business provides a broad range of learning services, as well as market insight and thought leadership. These services include learning consultancy, virtual and face-to-face learning programmes, and digital and simulated learning. We are also responsible for procurement and management of any third-party learning suppliers to the client, including administering training and the sourcing of learning professionals to deliver on client projects.

Winning business and growing revenue

Our markets

Our business is divided into three main markets: **Financial Services**, **Healthcare** and **Public Sector**. Each market is served by a dedicated team of business development and account management professionals, who work closely with our client base to understand their needs and deliver tailored solutions. Our Financial Services market is the largest, followed by Healthcare and Public Sector. We have a strong presence in all three markets, with a focus on delivering high-quality, tailored solutions that meet the specific needs of our clients.

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Operational delivery supporting contract retention and new business

Our operational delivery is a key focus area, with a strong presence in the NHS and private sector. We have a strong presence in the Public Sector, with a focus on delivering high-quality, tailored solutions that meet the specific needs of our clients. Our Financial Services market is the largest, followed by Healthcare and Public Sector. We have a strong presence in all three markets, with a focus on delivering high-quality, tailored solutions that meet the specific needs of our clients.

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Winning revenue

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Building a pipeline for future revenue growth

One of the most important aspects of a company's strategy is building a pipeline for future revenue growth. This involves identifying and developing new products, services, or markets that can generate additional revenue in the future. A well-defined pipeline can help a company anticipate and respond to changes in the market, ensuring long-term growth and profitability.

There are several key factors to consider when building a pipeline for future revenue growth. First, it's important to conduct thorough market research to identify potential opportunities and understand customer needs. This can involve analyzing industry trends, competitor strategies, and customer feedback. Second, it's crucial to develop a clear and actionable plan for developing and launching new products or services. This plan should outline the timeline, resources, and milestones for each stage of the pipeline.

Finally, it's essential to establish a strong system for monitoring and evaluating the progress of the pipeline. This can involve setting up key performance indicators (KPIs) to track the success of each initiative and regularly reviewing the pipeline to make adjustments as needed. By following these steps, a company can build a robust pipeline for future revenue growth, ensuring sustained success in a competitive market.

Operational excellence, efficiency and scale to drive margins

Reducing cost

Reducing costs is a critical component of operational excellence and efficiency. By identifying and eliminating unnecessary expenses, a company can improve its profit margins and enhance its competitive advantage. This can be achieved through various methods, such as streamlining processes, negotiating better terms with suppliers, and investing in cost-effective technologies. Additionally, implementing a robust cost management system can help a company track and control its expenses, ensuring that costs remain within budget.

Another key strategy for reducing costs is to optimize the supply chain. This involves working closely with suppliers to improve the efficiency of the procurement process, reduce lead times, and minimize inventory costs. By optimizing the supply chain, a company can ensure that it is always getting the best value for its money. Furthermore, investing in employee training and development can help improve productivity and reduce the risk of errors, which can also contribute to cost reduction.

Finally, it's important to regularly review and analyze the company's operational performance. This can involve conducting regular audits, benchmarking against industry best practices, and using data analytics to identify areas for improvement. By continuously monitoring and optimizing operations, a company can achieve operational excellence and efficiency, driving margins and ensuring long-term success.

Operational excellence is a key driver of long-term success for any company. It involves a commitment to continuous improvement, efficiency, and quality. By focusing on these areas, a company can reduce costs, improve customer satisfaction, and enhance its competitive advantage. This can be achieved through a combination of strategic planning, process optimization, and employee engagement. Ultimately, operational excellence is a mindset that drives a company to always seek the best way to do things, ensuring sustained growth and profitability.

Managing inflation

Managing inflation is a critical challenge for companies in today's economic environment. Inflation can erode profit margins by increasing the cost of raw materials, labor, and other inputs. To manage inflation effectively, a company must implement a comprehensive strategy that includes monitoring market trends, negotiating with suppliers, and adjusting prices to maintain profitability.

One effective way to manage inflation is to diversify the supply chain. By sourcing materials from multiple suppliers in different regions, a company can reduce its reliance on any single source and mitigate the risk of price increases. Additionally, investing in research and development can help a company develop new products or services that are less susceptible to inflationary pressures.

Another key strategy is to implement a robust cost management system. This system should track all expenses and provide real-time data on the company's financial performance. By having this information at hand, management can quickly identify areas where costs are rising and take action to address them.

Finally, it's important to maintain open communication with customers. In times of inflation, it's crucial to be transparent about price increases and the reasons behind them. This can help build trust and loyalty, as customers are more likely to understand and accept price changes if they are properly explained. By combining these strategies, a company can effectively manage inflation and maintain its competitive edge.

Strengthening our balance sheet and delivering positive free cash flow

Reducing debt

[illegible]

1. *Pharmaceuticals*: The pharmaceutical industry is a major contributor to the economic growth of the United States. It is a highly competitive industry with a high barrier to entry. The industry is characterized by a high level of research and development (R&D) spending, which is necessary to develop new drugs. The industry is also characterized by a high level of marketing spending, which is necessary to promote new drugs. The industry is a major source of employment in the United States.

[illegible][illegible]

1. $\mathcal{L}(\mathbf{y}|\mathbf{X}) = \prod_{i=1}^n \mathcal{L}(y_i|\mathbf{X}_i)$
 2. $\mathcal{L}(\mathbf{y}|\mathbf{X}) = \prod_{i=1}^n \mathcal{L}(y_i|\mathbf{X}_i)$
 3. $\mathcal{L}(\mathbf{y}|\mathbf{X}) = \prod_{i=1}^n \mathcal{L}(y_i|\mathbf{X}_i)$
 4. $\mathcal{L}(\mathbf{y}|\mathbf{X}) = \prod_{i=1}^n \mathcal{L}(y_i|\mathbf{X}_i)$
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 6. $\mathcal{L}(\mathbf{y}|\mathbf{X}) = \prod_{i=1}^n \mathcal{L}(y_i|\mathbf{X}_i)$
 7. $\mathcal{L}(\mathbf{y}|\mathbf{X}) = \prod_{i=1}^n \mathcal{L}(y_i|\mathbf{X}_i)$
 8. $\mathcal{L}(\mathbf{y}|\mathbf{X}) = \prod_{i=1}^n \mathcal{L}(y_i|\mathbf{X}_i)$
 9. $\mathcal{L}(\mathbf{y}|\mathbf{X}) = \prod_{i=1}^n \mathcal{L}(y_i|\mathbf{X}_i)$
 10. $\mathcal{L}(\mathbf{y}|\mathbf{X}) = \prod_{i=1}^n \mathcal{L}(y_i|\mathbf{X}_i)$

Targeting sustainable free cash flow?

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$$\begin{aligned} & \left\{ \begin{array}{l} \text{1. } \text{The } \text{first } \text{two} \text{ terms} \text{ of } \text{the} \text{ series} \text{ are} \text{ } \frac{1}{2} \text{ and } \frac{1}{4} \\ \text{2. } \text{The } \text{third} \text{ term} \text{ of } \text{the} \text{ series} \text{ is} \text{ } \frac{1}{8} \\ \text{3. } \text{The } \text{fourth} \text{ term} \text{ of } \text{the} \text{ series} \text{ is} \text{ } \frac{1}{16} \\ \text{4. } \text{The } \text{fifth} \text{ term} \text{ of } \text{the} \text{ series} \text{ is} \text{ } \frac{1}{32} \end{array} \right. \end{aligned}$$

1. *Pharmaceutical Innovation and the Role of Government*
 2. *The Impact of Patent Law on Drug Development*
 3. *The Role of Government in Regulating Pharmaceuticals*
 4. *The Impact of Health Insurance on Drug Access*
 5. *The Role of Government in Funding Pharmaceutical Research*
 6. *The Impact of Drug Pricing Policies on Innovation*
 7. *The Role of Government in Ensuring Drug Safety*
 8. *The Impact of Drug Quality on Patient Outcomes*
 9. *The Role of Government in Promoting Drug Innovation*
 10. *The Impact of Drug Innovation on Public Health*

Year	Number of cases		Rate per 100,000	95% CI
	Number of cases	Rate per 100,000		
1990	10	1.0	0.5-1.5	
1991	12	1.2	0.7-1.7	
1992	15	1.5	1.0-2.0	
1993	18	1.8	1.3-2.3	
1994	20	2.0	1.5-2.5	
1995	22	2.2	1.7-2.7	
1996	25	2.5	2.0-3.0	
1997	28	2.8	2.3-3.3	
1998	30	3.0	2.5-3.5	
1999	32	3.2	2.7-3.7	
2000	35	3.5	3.0-4.0	
2001	38	3.8	3.3-4.3	
2002	40	4.0	3.5-4.5	
2003	42	4.2	3.7-4.7	
2004	45	4.5	4.0-5.0	
2005	48	4.8	4.3-5.3	
2006	50	5.0	4.5-5.5	
2007	52	5.2	4.7-5.7	
2008	55	5.5	5.0-6.0	
2009	58	5.8	5.3-6.3	
2010	60	6.0	5.5-6.5	
2011	62	6.2	5.7-6.7	
2012	65	6.5	6.0-7.0	
2013	68	6.8	6.3-7.3	
2014	70	7.0	6.5-7.5	
2015	72	7.2	6.7-7.7	
2016	75	7.5	7.0-8.0	
2017	78	7.8	7.3-8.3	
2018	80	8.0	7.5-8.5	
2019	82	8.2	7.7-8.7	
2020	85	8.5	8.0-9.0	

[illegible]

Outlook

Year ending 31 December 2022

[illegible]

Figure 1. The effect of the concentration of the *Ag* ions on the $\log K_{\text{sp}}$ of the Ag_2S precipitate. The $\log K_{\text{sp}}$ of the Ag_2S precipitate decreases as the concentration of the *Ag* ions increases. The $\log K_{\text{sp}}$ of the Ag_2S precipitate is 17.7 at the concentration of the *Ag* ions of 10^{-10} mol/L.

Figure 1. The effect of the number of iterations (n) on the accuracy of the proposed algorithm. The figure shows two plots side-by-side. The left plot shows the error norm $\|e\|_2$ versus n , and the right plot shows the relative error $\frac{\|e\|_2}{\|x\|_2}$ versus n . Both plots show a decreasing trend as n increases from 0 to 1000. The left plot has a logarithmic y-axis ranging from 10^{-16} to 10^0 . The right plot has a linear y-axis ranging from 0 to 0.0008. Both plots have an x-axis ranging from 0 to 1000.

[illegible]

1. *Phragmites australis* (Cav.) Trin. ex Steud.
 2. *Scirpus americanus* (L.) Link.
 3. *Scirpus setaceus* (L.) Link.
 4. *Scirpus robustus* (L.) Link.
 5. *Scirpus tabernaemontani* (Cav.) Trin. ex Steud.
 6. *Scirpus torreyana* (L.) Link.
 7. *Scirpus yagara* (L.) Link.
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Medium term

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 3. *Results*
 4. *Discussion*
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Jon Lewis
Chief Executive Officer



Public Service

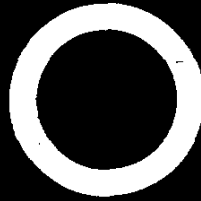
Public Service is the number one strategic supplier of business process services (BPS) and technology services to the UK Government.

Adjusted revenue¹
£1,410.4m
(2020: £1,273.0m) 10.8%

Adjusted operating profit¹
£98.3m
(2020: £12.9m) 662.0%

Public Service is the number one strategic supplier of business process services (BPS) and technology services to the UK Government. The company provides a wide range of services to the UK Government, including business process services, technology services, and consulting services. The company is a leading provider of business process services to the UK Government, with a strong track record of delivering high-quality services. The company is also a leading provider of technology services to the UK Government, with a strong track record of delivering high-quality services. The company is a leading provider of consulting services to the UK Government, with a strong track record of delivering high-quality services.

Adjusted revenue by type (%)



- 1 87% Long-term contractual
- 2 9% Short-term contractual
- 3 4% Transactional

Revenue by market (%)



- 1 18% Education & Learning
- 2 19% Local Public Services
- 3 15% Health & Welfare
- 4 18% Defence, Fire & Security
- 5 30% Justice, Central Government & Transport

Financial performance

Divisional financial summary	2021	2020	Change %
Adjusted revenue ¹ (£m)	1,410.4	1,273.0	10.8
Adjusted operating profit ¹ (£m)	98.3	12.9	662.0
Adjusted operating margin ¹ (%)	7.0	1.0	
Adjusted EBITDA ¹ (£m)	148.3	87.7	69.1
Adjusted cash generated from operations ¹ (£m)	120.0	95.6	25.5
Order book (£m)	3,286.3	2,736.6	20.1

Business units

- Education & Learning
- Local Public Services
- Health & Welfare
- Defence, Fire & Security
- Justice, Central Government & Transport

Employees

- 12,000

Client distribution

- UK

Major contract wins and renewals

- A new contract with the Royal Navy worth £925m over 12 years
- Scope expansion on the DFRP and Smart DCC contracts worth £127m
- A new contract for the JETS programme in Scotland worth £29m across two years
- A new 23-month contract worth £31m by the Department for Education to support students participating in the Turing Scheme

Competitors

- Alos
- Sopra Steria
- CGI
- TCS
- Cognizant
- Accenture
- DXC Technology
- BUSS
- Cap Gemini
- Kairos
- Serco
- Maximus

Our markets and growth drivers

Our markets are the public sector, education and health. We are a leading provider of services to the public sector, education and health. Our growth drivers are the increasing demand for services in these sectors, the growing need for digital services, and the increasing need for services that can help organisations to improve their efficiency and reduce costs.

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Our strategy

Our strategy is to become a leading provider of services to the public sector, education and health. We will achieve this by focusing on three key areas: digital services, efficiency, and cost reduction.

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Investing in growth

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[illegible]

→ Read more on how it applies to our case

[illegible]

Cost and operational excellence

[illegible]

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The company's financial performance has been strong, with a steady increase in revenue and a decrease in expenses. This has resulted in a significant improvement in the company's overall financial position. The company's management has implemented a number of cost-cutting measures, which have helped to reduce the company's operating costs. Additionally, the company has been able to secure a number of new contracts, which has helped to increase its revenue. As a result, the company's financial performance has been excellent, and it is well-positioned to continue its growth in the future.

Financial performance

The company's financial performance has been strong, with a steady increase in revenue and a decrease in expenses. This has resulted in a significant improvement in the company's overall financial position. The company's management has implemented a number of cost-cutting measures, which have helped to reduce the company's operating costs. Additionally, the company has been able to secure a number of new contracts, which has helped to increase its revenue. As a result, the company's financial performance has been excellent, and it is well-positioned to continue its growth in the future.

Outlook

The company's financial performance has been strong, with a steady increase in revenue and a decrease in expenses. This has resulted in a significant improvement in the company's overall financial position. The company's management has implemented a number of cost-cutting measures, which have helped to reduce the company's operating costs. Additionally, the company has been able to secure a number of new contracts, which has helped to increase its revenue. As a result, the company's financial performance has been excellent, and it is well-positioned to continue its growth in the future.





Experience

Experience is one of Western Europe's leading customer experience businesses. It is the market leader in the UK and ranks third in EMEA.

Adjusted revenue¹

£1,184.7m

(2020: £1,307.7m) -9.4%

Adjusted operating profit¹

£69.1m

(2020: £80.9m) -14.6%

Adjusted revenue¹ is the total revenue of the company, excluding the revenue of the company's subsidiaries. Adjusted operating profit¹ is the profit of the company, excluding the profit of the company's subsidiaries. The company's revenue is primarily derived from the sale of software licenses and services. The company's profit is primarily derived from the sale of software licenses and services. The company's revenue is primarily derived from the sale of software licenses and services. The company's profit is primarily derived from the sale of software licenses and services.

Adjusted revenue¹ (£m)

Year	Adjusted revenue ¹ (£m)
2021	1,184.7
2020	1,307.7

Adjusted operating profit¹ (£m)

Year	Adjusted operating profit ¹ (£m)
2021	69.1
2020	80.9

Our markets and growth drivers

Our markets and growth drivers

Our markets and growth drivers

Our markets and growth drivers

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Our strategy

Investing in growth

Cost and operational excellence

Financial performance



Outlook





Portfolio

Portfolio comprises all our non-core businesses that are intended for disposal. This includes assets from our historical Specialist Service division, as well as businesses transferred from other divisions in our previous divisional structure.

Adjusted revenue¹
£413.4m
(2020: £414.8m) -0.3%

Adjusted operating profit¹
£23.8m
(2020: £14.2m) 67.6%

Our markets and growth drivers

Our markets and growth drivers are defined by the nature of the businesses in our portfolio, which are primarily focused on the following areas:

Our strategy

Our strategy is to identify and acquire businesses that are undervalued and have strong growth potential. We aim to create value through operational improvements, financial engineering, and strategic repositioning.

...the company's financial performance...

...the company's financial performance...

...the company's financial performance...

...the company's financial performance...

Cost and operational excellence

...the company's financial performance...

...the company's financial performance...

...the company's financial performance...

Financial performance

...the company's financial performance...

...the company's financial performance...

...the company's financial performance...

Outlook

...the company's financial performance...

...the company's financial performance...

Strengthening the balance sheet

“We have already exceeded the target we set of £700m in total disposal proceeds to be delivered by June 2022.”



Summary of financial performance

Overview

	2021	2020
Revenue	£1,234.5m	£1,123.4m
Operating profit	£234.5m	£123.4m
Profit before tax	£234.5m	£123.4m
Profit after tax	£123.4m	£67.8m
Dividends	£45.6m	£34.5m
Operating cash flow	£345.6m	£234.5m
Free cash flow	£234.5m	£123.4m
Capital expenditure	£123.4m	£98.7m
Net debt	£567.8m	£456.7m
Net debt to capital employed	1.2x	1.5x

	2021	2020
Revenue	£1,234.5m	£1,123.4m
Operating profit	£234.5m	£123.4m
Profit before tax	£234.5m	£123.4m
Profit after tax	£123.4m	£67.8m
Dividends	£45.6m	£34.5m
Operating cash flow	£345.6m	£234.5m
Free cash flow	£234.5m	£123.4m
Capital expenditure	£123.4m	£98.7m
Net debt	£567.8m	£456.7m
Net debt to capital employed	1.2x	1.5x

Adjusted revenue¹ bridge by key driver

Year ended 31 December 2020		€m
Revenue		3,008.5
Adjusted revenue		3,008.5
Year ended 31 December 2020 released		3,008.5
Revenue		3,008.5
Adjusted revenue		3,008.5
Year ended 31 December 2021		3,008.5

The adjusted revenue bridge by key driver shows the impact of the key drivers on the revenue. The key drivers are the volume, price, and mix of the products. The volume is the number of units sold, the price is the average price per unit, and the mix is the proportion of different products in the total sales. The adjusted revenue bridge by key driver is calculated as follows:

Adjusted revenue = Revenue - Volume effect - Price effect - Mix effect

The volume effect is calculated as the change in the number of units sold. The price effect is calculated as the change in the average price per unit. The mix effect is calculated as the change in the proportion of different products in the total sales. The adjusted revenue bridge by key driver is calculated as follows:

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Adjusted results

The adjusted results show the impact of the key drivers on the results. The key drivers are the volume, price, and mix of the products. The volume is the number of units sold, the price is the average price per unit, and the mix is the proportion of different products in the total sales. The adjusted results are calculated as follows:

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Year ended 31 December 2020	2020
Year ended 31 December 2020	5.4
Year ended 31 December 2020	29.3
Year ended 31 December 2021	93.5

	2021	2020
	€m	€m
Adjusted operating profit	139.1	131.1
Adjusted operating profit, excluding the impact of the acquisition of the 50% shareholding in the subsidiary	139.0	131.1
Adjusted EBITDA	295.1	311.1
Adjusted EBITDA, excluding the impact of the acquisition of the 50% shareholding in the subsidiary	293.54	311.1
Adjusted cash generated from operations	13.8	14.4
Adjusted cash generated from operations, excluding the impact of the acquisition of the 50% shareholding in the subsidiary	15.31	14.4
Adjusted free cash flow	(56.0)	(66.0)
Adjusted free cash flow, excluding the impact of the acquisition of the 50% shareholding in the subsidiary	78.1	17.33

Order book

Business exits

Business exits are a common feature of the corporate landscape. They can be defined as the process of a company leaving a market, industry, or geographical area. This can be achieved through various means, including mergers and acquisitions, divestitures, liquidations, and strategic restructurings. The decision to exit a business is often driven by a variety of factors, such as changes in market conditions, shifts in corporate strategy, or the need to raise capital. The process of exiting a business can be complex and costly, but it is often necessary for companies to remain competitive and profitable in a rapidly changing environment.

Significant restructuring

Significant restructuring refers to a major change in the organizational structure of a company. This can involve the elimination of departments, the creation of new ones, or the reorganization of existing ones. The goal of significant restructuring is to improve the company's efficiency, reduce costs, and enhance its ability to compete in the market. This process is often driven by changes in the company's strategy, market conditions, or the need to raise capital.

Significant restructuring can be a challenging process, but it is often necessary for companies to remain competitive and profitable in a rapidly changing environment. The process of restructuring can be complex and costly, but it is often necessary for companies to remain competitive and profitable in a rapidly changing environment. The decision to restructure a company is often driven by a variety of factors, such as changes in market conditions, shifts in corporate strategy, or the need to raise capital. The process of restructuring a company can be complex and costly, but it is often necessary for companies to remain competitive and profitable in a rapidly changing environment.

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Cash flow headwinds

Impact on net debt

Headline net debt (pre-IFRS 16) decreased by £1.7bn from £1.7bn to £1.5bn, reflecting the impact of the IFRS 16 transition, which resulted in a £1.7bn increase in net debt.

Headline net debt (post-IFRS 16) decreased by £1.7bn from £1.7bn to £1.5bn, reflecting the impact of the IFRS 16 transition, which resulted in a £1.7bn increase in net debt.

Headline net debt (pre-IFRS 16) decreased by £1.7bn from £1.7bn to £1.5bn, reflecting the impact of the IFRS 16 transition, which resulted in a £1.7bn increase in net debt.

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Headline net debt (post-IFRS 16) decreased by £1.7bn from £1.7bn to £1.5bn, reflecting the impact of the IFRS 16 transition, which resulted in a £1.7bn increase in net debt.

Cash flow headwinds

	Actual 2021 £m	Pre-Covid 2019 £m
Operating cash flow	104.1	104.1
Capital expenditure	(155.5)	(155.5)
Dividends paid	(68.6)	(68.6)
Total	328.2	450.0

Net debt

	2021 £m	2020 £m
Opening net debt	1,677.1	1,677.1
Operating cash flow	208.5	208.5
Capital expenditure	(11.2)	(11.2)
Closing net debt	(879.6)	(1,479.8)
Headline net debt (pre-IFRS 16)	448.4	448.4
Headline net debt (post-IFRS 16)	(431.4)	(431.4)
Headline net debt (pre-IFRS 16) adjusted EBITDA	101.5	101.5
Headline net debt (post-IFRS 16) adjusted EBITDA	(532.9)	(532.9)
Headline net debt (pre-IFRS 16) adjusted EBITDA	1.7x	1.7x
Headline net debt (post-IFRS 16) adjusted EBITDA	2.7x	2.7x

Liquidity

	2021 £m	2020 £m
Operating cash flow	385.7	385.7
Capital expenditure	(10.0)	(10.0)
Undrawn committed facilities	345.7	345.7
Headline net debt (pre-IFRS 16) adjusted EBITDA	101.5	101.5
Headline net debt (post-IFRS 16) adjusted EBITDA	(54.8)	(54.8)
Liquidity	392.4	392.4

Capital and financial risk management

Our financial risk management strategy is to ensure that we have sufficient liquidity to meet our obligations and to fund our growth plans.

We have a strong track record of managing our financial risks and have a robust framework in place to ensure that we continue to do so.

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Going concern assumption

The directors have considered the going concern assumption and are satisfied that the company has sufficient resources to continue in operation for the foreseeable future. The directors have also considered the impact of the current economic environment on the company's operations and have concluded that the going concern assumption remains valid.

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Viability assessment

As part of the viability assessment, the company has been required to provide a statement of its ability to continue to operate for the foreseeable future. The company has provided a statement of its ability to continue to operate for the foreseeable future, which is set out in the table below.

Pensions

The company has provided a statement of its ability to continue to operate for the foreseeable future, which is set out in the table below. The company has provided a statement of its ability to continue to operate for the foreseeable future, which is set out in the table below. The company has provided a statement of its ability to continue to operate for the foreseeable future, which is set out in the table below.

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Consolidated balance sheet

The consolidated balance sheet of the company as at 31 December 2020 is set out in the table below. The consolidated balance sheet of the company as at 31 December 2020 is set out in the table below. The consolidated balance sheet of the company as at 31 December 2020 is set out in the table below.

Parent Company balance sheet

The parent company balance sheet of the company as at 31 December 2020 is set out in the table below. The parent company balance sheet of the company as at 31 December 2020 is set out in the table below. The parent company balance sheet of the company as at 31 December 2020 is set out in the table below.

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Putting our people first

Like so many other businesses, we have continued to be challenged by the effects of Covid-19, while making sure that the health, safety and wellbeing of our colleagues is our number one priority.

Our people are our strength and our success is built on the foundation of their wellbeing.

We have a duty of care to our colleagues and we are committed to ensuring their health, safety and wellbeing is our top priority.

We have implemented a range of measures to ensure the health, safety and wellbeing of our colleagues, including social distancing, wearing face masks, and regular hand washing.

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HR operations

We have also implemented a range of measures to ensure the health, safety and wellbeing of our colleagues, including social distancing, wearing face masks, and regular hand washing.





Continuing to focus on the health, safety and wellbeing of all colleagues

Date	Time	Location	Weather	Wind	Temp	Humidity	Pressure	Visibility	Clouds	Sea	Current	Tide	Remarks
1900	0800	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	0900	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1000	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1100	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1200	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1300	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1400	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1500	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1600	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1700	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1800	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	1900	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2000	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2100	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2200	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2300	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2400	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2500	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2600	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2700	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2800	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	2900	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	3000	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	3100	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	3200	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	3300	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	3400	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	3500	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	3600	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	3700	Off Cape Cod	B, C	SE 10	65	75	30.1	10	CU, CB	3	1/2	High	Under way
1900	3800	Off Cape Cod	B, C	SE 10	65	75	30.1	10					

[illegible]

The first two steps are the most important. The first step is to identify the problem. The second step is to define the problem. The third step is to identify the causes of the problem. The fourth step is to identify the effects of the problem. The fifth step is to identify the stakeholders involved in the problem. The sixth step is to identify the resources available to solve the problem. The seventh step is to identify the constraints on the problem. The eighth step is to identify the risks associated with the problem. The ninth step is to identify the opportunities associated with the problem. The tenth step is to identify the solutions to the problem. The eleventh step is to implement the solutions. The twelfth step is to evaluate the results of the solutions. The thirteenth step is to monitor the results of the solutions. The fourteenth step is to report the results of the solutions. The fifteenth step is to conclude the problem-solving process.

the $\mathcal{H}_2$ norm of the error signal $\|e\|_2$ is bounded by the $\mathcal{H}_2$ norm of the disturbance $\|d\|_2$ multiplied by the $\mathcal{H}_2$ norm of the sensitivity function $\|S\|_2$. The $\mathcal{H}_2$ norm of the sensitivity function is a measure of the system's robustness to disturbances. The $\mathcal{H}_2$ norm of the sensitivity function is a measure of the system's robustness to disturbances. The $\mathcal{H}_2$ norm of the sensitivity function is a measure of the system's robustness to disturbances.

to be satisfied that the information is reliable, the basic character of the facts established, and the soundness of the deductions drawn therefrom. In the latter connection, the following observations may be made:

[illegible]

Performance and development

the 1990s, the number of immigrants arriving in the United States has increased steadily. In 1990, there were 1.2 million immigrants in the United States, and by 2000, this number had increased to 2.2 million. This increase in the immigrant population has led to a growing interest in understanding the experiences of immigrants in the United States, and in particular, the experiences of women immigrants. This paper will explore the experiences of women immigrants in the United States, focusing on the challenges they face in the workplace, in the home, and in the community.

Youth employment

Youth employment is a complex issue that involves many different stakeholders and requires a multi-sectoral approach.

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Capita Academy

Capita Academy is a leading provider of vocational training and skills development programs for young people. The academy offers a wide range of courses, including apprenticeships, vocational qualifications, and short-term training courses. The academy is committed to providing high-quality training and support to its students, and to helping them to achieve their career goals.

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Professional development

Professional development is a key component of career advancement and is essential for staying up-to-date in a rapidly changing world. It involves a range of activities, including attending conferences, taking courses, and gaining new skills. Professional development can help individuals to improve their performance, increase their earning potential, and advance their careers.

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Youth employability

Youth employability refers to the skills, knowledge, and attitudes that young people need to succeed in the workplace. It is a complex issue that involves many different stakeholders and requires a multi-sectoral approach. Youth employability is essential for young people to find and secure employment, and to advance their careers.

Youth employability is a complex issue that involves many different stakeholders and requires a multi-sectoral approach. It is essential for young people to find and secure employment, and to advance their careers.

Developing colleagues' potential

Reward

[illegible]

Resourcing

$$\begin{aligned} \frac{d\mathbf{I}}{dt} &= \mathbf{I}(\mathbf{A} + \mathbf{B} + \mathbf{C}) \\ \mathbf{I} &= \mathbf{I}_0 e^{(\mathbf{A} + \mathbf{B} + \mathbf{C})t} \\ \mathbf{I} &= \mathbf{I}_0 e^{\mathbf{A}t} e^{\mathbf{B}t} e^{\mathbf{C}t} \end{aligned}$$
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1999年12月，胡锦涛总书记在中央经济工作会议上指出，要“千方百计扩大内需，特别是增加居民消费”。2000年，中央经济工作会议进一步强调，要“扩大内需，特别是增加居民消费”。2001年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2002年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2003年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2004年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2005年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2006年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2007年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2008年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2009年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2010年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2011年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2012年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2013年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2014年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2015年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2016年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2017年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2018年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2019年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2020年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2021年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2022年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2023年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2024年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。2025年，中央经济工作会议提出，要“扩大内需，特别是增加居民消费”。

ed in the review, is "comparatively the highest" in the world, "the result of the more abundant use of the electric fan." As noted by the reviewer, "the average temperature of the body is 37°C. (98.6°F.)." The reviewer also notes that "the average temperature of the body is 37°C. (98.6°F.)."

Systems and transformation

[illegible]

The first two terms on the right-hand side of (1) are the kinetic energy of the fluid and the kinetic energy of the solid, respectively. The third term is the potential energy of the fluid, and the fourth term is the potential energy of the solid. The fifth term is the work done by the external forces on the fluid, and the sixth term is the work done by the external forces on the solid. The seventh term is the work done by the internal forces on the fluid, and the eighth term is the work done by the internal forces on the solid. The ninth term is the work done by the surface forces on the fluid, and the tenth term is the work done by the surface forces on the solid. The eleventh term is the work done by the volume forces on the fluid, and the twelfth term is the work done by the volume forces on the solid. The thirteenth term is the work done by the boundary forces on the fluid, and the fourteenth term is the work done by the boundary forces on the solid. The fifteenth term is the work done by the initial conditions on the fluid, and the sixteenth term is the work done by the initial conditions on the solid. The seventeenth term is the work done by the final conditions on the fluid, and the eighteenth term is the work done by the final conditions on the solid. The nineteenth term is the work done by the source terms on the fluid, and the twentieth term is the work done by the source terms on the solid. The twenty-first term is the work done by the sink terms on the fluid, and the twenty-second term is the work done by the sink terms on the solid. The twenty-third term is the work done by the reaction terms on the fluid, and the twenty-fourth term is the work done by the reaction terms on the solid. The twenty-fifth term is the work done by the production terms on the fluid, and the twenty-sixth term is the work done by the production terms on the solid. 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The ninety-ninth term is the work done by the interference terms on the fluid, and the one hundredth term is the work done by the interference terms on the solid.

the $\mathcal{H}_2$ norm of the error signal $\|e\|_2$ is bounded by the $\mathcal{H}_2$ norm of the disturbance $\|d\|_2$ multiplied by the $\mathcal{H}_2$ norm of the transfer function $\|G\|_2$ from d to e . The $\mathcal{H}_2$ norm of the transfer function G is the square root of the trace of the product of the controllability and observability Gramians of the system (A, B, C) [1].

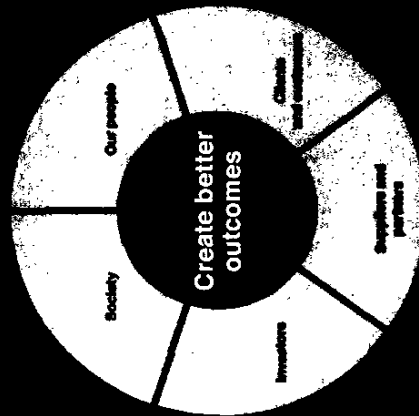
Property portfolio

[illegible][illegible]

Figure 1. The effect of the concentration of the *Agrobacterium* suspension on the transformation efficiency of *Agrobacterium* strains. The concentration of the *Agrobacterium* suspension was 10⁶ cells/ml (○), 10⁷ cells/ml (□), 10⁸ cells/ml (△), and 10⁹ cells/ml (◇). The error bars represent the standard deviation of three independent experiments.

[illegible]

Engaging with our stakeholders



Why they are important

What matters to them

How we engaged

Topics of engagement

Outcomes and actions

Risks to stakeholder relationship

Key metrics

Further details

Why they are important

What matters to them

How we engaged

Topics of engagement

Outcomes and actions

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What matters to them

How we engaged

Topics of engagement

Outcomes and actions

Risks to stakeholder relationship

Key metrics

Further details

Focusing on what matters

Our five-year responsible business strategy ensures we remain focused on addressing the issues where we can have the biggest impact through our own operations and through the products and services we provide to our clients.

Our responsible business strategy is based on the following principles:

- We will focus on the issues where we can have the biggest impact through our own operations and through the products and services we provide to our clients.

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Engaging with our colleagues

Delivering our strategy themes	Engaging with our colleagues			
	Building a more inclusive organisation	Driving greater social mobility Enabling better digital access	Reducing our environmental impact	Operating responsibly for our stakeholders
Goals	Ensuring our workforce reflects the diversity of the communities we serve and is inclusive.	- Empowering 100,000 young people in the communities we serve to progress into the world of work by 2023. - Equipping 10,000 people in our communities with the digital skills required for today's world by 2023.	Seeking to reduce our carbon footprint and supporting our clients to do the same.	Seeking to integrate environmental, social, ethical and governance considerations across our business operations.
Areas of focus	- Prioritising our colleagues' wellbeing - Engaging with our colleagues - Reimagining our workplaces - Building an inclusive organisation	- Tackling youth unemployment - Promoting digital skills for all	- Tackling environmental challenges with clients - Improving our environmental performance - Adapting to climate change	- Client relations - Supplier engagement - Ethical business
Supporting the United Nations' Sustainable Development Goals	    	  	 	 

Building an inclusive workplace

Employee gender diversity at 31 December 2021

Figure 1: Gender diversity

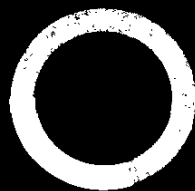


Figure 2: Gender diversity



Figure 3: Gender diversity



Figure 4: Gender diversity



Figure 5: Gender diversity

Figure 6: Gender diversity

Figure 7: Gender diversity

Figure 8: Gender diversity

Figure 9: Gender diversity

Figure 10: Gender diversity

Figure 11: Gender diversity

Figure 12: Gender diversity

Figure 13: Gender diversity

Figure 14: Gender diversity

Figure 15: Gender diversity

Our focus on racial diversity

Figure 16: Racial diversity

Figure 17: Racial diversity

Figure 18: Racial diversity

Figure 19: Racial diversity

Supporting our colleagues with a disability

Turning the dial on gender

Gender inequality is a global issue, with women and girls facing discrimination and violence in many parts of the world. The World Economic Forum's Gender Equality Index (GEI) measures the progress of countries in achieving gender equality across three dimensions: economic participation, educational attainment, and political empowerment. The GEI shows that while progress has been made in some areas, such as educational attainment, there is still a long way to go in terms of economic participation and political empowerment. The GEI also highlights the importance of addressing gender inequality as a key driver of sustainable economic growth.

Supporting our colleagues with a disability

Disability is a global issue, with people with disabilities facing discrimination and violence in many parts of the world. The World Economic Forum's Disability Inclusion Index (DII) measures the progress of countries in achieving disability inclusion across three dimensions: economic participation, educational attainment, and political empowerment. The DII shows that while progress has been made in some areas, such as educational attainment, there is still a long way to go in terms of economic participation and political empowerment. The DII also highlights the importance of addressing disability inclusion as a key driver of sustainable economic growth.

The World Economic Forum's Disability Inclusion Index (DII) is a global benchmark for measuring the progress of countries in achieving disability inclusion. The DII is based on three dimensions: economic participation, educational attainment, and political empowerment. The DII shows that while progress has been made in some areas, such as educational attainment, there is still a long way to go in terms of economic participation and political empowerment. The DII also highlights the importance of addressing disability inclusion as a key driver of sustainable economic growth.

The World Economic Forum's Gender Equality Index (GEI) is a global benchmark for measuring the progress of countries in achieving gender equality. The GEI is based on three dimensions: economic participation, educational attainment, and political empowerment. The GEI shows that while progress has been made in some areas, such as educational attainment, there is still a long way to go in terms of economic participation and political empowerment. The GEI also highlights the importance of addressing gender inequality as a key driver of sustainable economic growth.

Tackling economic inequalities

Economic inequality is a global issue, with people in many parts of the world facing poverty and lack of access to basic services. The World Economic Forum's Economic Inequality Index (EII) measures the progress of countries in achieving economic inequality across three dimensions: economic participation, educational attainment, and political empowerment. The EII shows that while progress has been made in some areas, such as educational attainment, there is still a long way to go in terms of economic participation and political empowerment. The EII also highlights the importance of addressing economic inequality as a key driver of sustainable economic growth.

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[illegible]

the 1990s, the number of people in the world who are under 15 years of age is expected to increase from 1.1 billion to 1.5 billion. The number of people aged 65 and over is expected to increase from 250 million to 450 million. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion.

Digital inclusion

[illegible][illegible][illegible]

Fighting climate change and improving biodiversity

Figure 1 shows the results of the regression analysis. The dependent variable is the number of days of absence from work due to illness. The independent variables are the age, sex, and education of the respondent, and the number of children in the household. The results show that the number of days of absence from work due to illness increases with age, and is higher for females than for males. The number of days of absence from work due to illness also increases with the number of children in the household. The results also show that the number of days of absence from work due to illness is higher for respondents with a high school education than for respondents with a college education. The results also show that the number of days of absence from work due to illness is higher for respondents who are married than for respondents who are single.

1. The first step is to identify the key components of the system. This includes understanding the hardware, software, and data involved.

[illegible][illegible]

As a result, the group is made of children who are not in the "normal" range of mental age. The children are all retarded in some degree. The majority of them are in the 10-15 range, and some of them are in the 5-10 range. The children are all retarded in some degree. The majority of them are in the 10-15 range, and some of them are in the 5-10 range.

The first two steps are the most important. The first step is to identify the problem. The second step is to define the problem. The third step is to identify the causes of the problem. The fourth step is to identify the effects of the problem. The fifth step is to identify the stakeholders involved in the problem. The sixth step is to identify the resources available to solve the problem. The seventh step is to identify the constraints on the problem. The eighth step is to identify the risks associated with the problem. The ninth step is to identify the opportunities associated with the problem. The tenth step is to identify the solutions to the problem. The eleventh step is to implement the solutions. The twelfth step is to evaluate the results of the solutions. The thirteenth step is to monitor the results of the solutions. The fourteenth step is to report the results of the solutions. The fifteenth step is to conclude the problem.

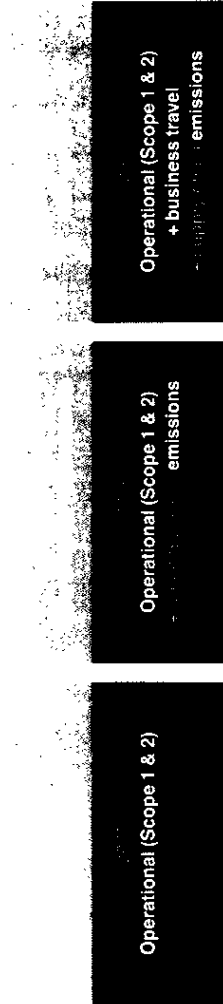
Net zero plan

Net zero plan

Net zero plan

Annual GHG emissions

Annual GHG emissions



Annual GHG emissions

	2021	2022	2023
1	15,023	75	101
2	24,083		21
3	10,568		
4	4,506		2
5	43,609	2	40
Total gross tonnes of CO ₂ e Market Based	29,848	50,380	1,149
Total gross tonnes of CO ₂ e Intensive (location-based)	10.79	10.60	24.92
Total gross tonnes of CO ₂ e Absolute (location-based)	0.73	0.85	1.00

Table of progress against targets

Progress against SBTi verified 1.5 C science-based GHG reduction targets	2021 target	% of target	2022 target
1	1,358	100%	1,358
2	25,326	100%	25,326
3	28,461	100%	28,461
4	29	100%	29
5	80%	100%	80%
6	62%	100%	62%
7	32%	100%	32%
8	5	100%	5
9	50,400	100%	50,400

Net zero
Scope 1
Scope 2
Scope 3

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

Operating responsibility

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

Client relations

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

Supplier engagement

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

Methodology

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

1. *Operating responsibility*
 2. *Client relations*
 3. *Supplier engagement*

Employees on the Board

Upholding human rights

Our commitment to human rights is embedded in our business operations and is a key part of our corporate governance. We are committed to respecting the human rights of all our employees, contractors, and the communities in which we operate. We have a robust human rights policy in place, which sets out our expectations for all our stakeholders. We also have a dedicated human rights team, which is responsible for monitoring and reporting on our human rights performance. We regularly conduct human rights impact assessments to identify and mitigate any potential risks to our human rights performance. We also provide regular training to all our employees on human rights issues. We are committed to ensuring that our business operations do not contribute to or exacerbate any human rights abuses. We will continue to work towards improving our human rights performance and ensuring that we are a force for positive change in the communities in which we operate.

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Protecting privacy

Our commitment to privacy is a key part of our corporate governance. We are committed to protecting the privacy of all our employees, contractors, and the communities in which we operate. We have a robust privacy policy in place, which sets out our expectations for all our stakeholders. We also have a dedicated privacy team, which is responsible for monitoring and reporting on our privacy performance. We regularly conduct privacy impact assessments to identify and mitigate any potential risks to our privacy performance. We also provide regular training to all our employees on privacy issues. We are committed to ensuring that our business operations do not contribute to or exacerbate any privacy abuses. We will continue to work towards improving our privacy performance and ensuring that we are a force for positive change in the communities in which we operate.

Targeting bribery and corruption

Our commitment to targeting bribery and corruption is a key part of our corporate governance. We are committed to ensuring that our business operations do not contribute to or exacerbate any bribery and corruption. We have a robust bribery and corruption policy in place, which sets out our expectations for all our stakeholders. We also have a dedicated bribery and corruption team, which is responsible for monitoring and reporting on our bribery and corruption performance. We regularly conduct bribery and corruption risk assessments to identify and mitigate any potential risks to our bribery and corruption performance. We also provide regular training to all our employees on bribery and corruption issues. We are committed to ensuring that our business operations do not contribute to or exacerbate any bribery and corruption. We will continue to work towards improving our bribery and corruption performance and ensuring that we are a force for positive change in the communities in which we operate.

Non-financial information statement

This section of the report constitutes Capita's non-financial information statement, produced to comply with sections 414CA and 414CB of the Companies Act 2006. The table below, and information it refers to, is intended to help stakeholders understand our position on key non-financial matters. This builds on reporting that we do under the following frameworks: CDP, Dow Jones Sustainability Index and the EcoVadis CSR Assessment.

Reporting requirement	Policies and standards which govern our approach	Where is this referenced in this report?
Environmental matters	Health, safety and environmental policy (E)	Responsible business: fighting climate change and improving biodiversity pages 46 to 47
Employees	- Code of conduct (E) - Health, safety and environmental policy (E) - Diversity and inclusion policy (E) - Employee handbook (I)	- Our people section pages 35 to 39 - Responsible business: building an inclusive workplace pages 43 to 45 - Diversity data page 44
Human rights	- Human rights policy (E) - Supplier charter (E) - Modern slavery statement (E) - Information and cyber security policy (E) - Privacy policy (E) - Employment screening policy (I) - Procurement policy (E)	- Responsible business: operating responsibly – supplier engagement page 48 - Responsible business: operating responsibly – upholding human rights page 49
Social matters	- Community and charity policy (E) - Community and charity standard (I) - Volunteering FAQ (I) - Matched funding FAQ (I) - Fundraising FAQ (I)	- Responsible business: digital inclusion page 46 - Responsible business: youth employability page 37
Anti-corruption and anti-bribery	- Code of Conduct: Anti-bribery and corruption policy (E) - Financial crime policy (E)	Responsible business: targeting bribery and corruption page 49
Due diligence and outcome	- Risk management framework - Annual internal audit plan - Risk register - Audit and Risk Committee report	- Risk management: framework pages 53 to 55 - Audit and Risk Committee report pages 86 to 95
Business model		Business model pages 6 and 7
Non-financial KPIs		- Non-financial KPIs page 1 - Responsible business

2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 2680, 2681, 2682, 2683, 2684, 2685, 2686, 26

Governance

Journal of Management Education 36(7) 809-824

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Strategy

Planned actions
in 2022

TCFD Disclosure

Strategy continued

Technology... Energy sector...

Energy sector...

Climate related opportunities...

Climate related risks...

Planned actions
in 2022

TCFD Disclosure

Strategy continued

Energy sector...

Energy sector...

Climate related opportunities...

Climate related risks...

TCFD Disclosure	Planned actions in 2022	Planned actions in 2022	Planned actions in 2022
Risk management	Metrics and targets		
Climate-related risks Physical risks Transition risks Policy risks Market risks Reputational risks Other risks	Climate-related risks Physical risks Transition risks Policy risks Market risks Reputational risks Other risks		

Risk management and internal control

Managing risks and opportunities

We recognise that effective internal control and risk management are essential to our long-term success and are fundamental in helping us achieve our strategic objectives and protecting shareholder value. Risk management is a core component of our business processes, which have been enhanced through our newly established organisational structures.

Managing risks through transformation

Our business strategy is shaped by the need to deliver sustainable growth and value for our shareholders. This requires us to manage our risks effectively and to ensure that our internal control systems are robust and reliable. We have a number of key risks that we monitor closely, including financial, operational, and reputational risks. We have a number of key risks that we monitor closely, including financial, operational, and reputational risks.

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Internal control and risk management journey

Our internal control and risk management journey has been a continuous one, with a focus on improving our processes and systems. We have a number of key risks that we monitor closely, including financial, operational, and reputational risks. We have a number of key risks that we monitor closely, including financial, operational, and reputational risks. We have a number of key risks that we monitor closely, including financial, operational, and reputational risks.

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Key control questionnaire

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Minimum control standards

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Risk oversight and governance

We have a number of key risks that we monitor closely, including financial, operational, and reputational risks. We have a number of key risks that we monitor closely, including financial, operational, and reputational risks. We have a number of key risks that we monitor closely, including financial, operational, and reputational risks. We have a number of key risks that we monitor closely, including financial, operational, and reputational risks. We have a number of key risks that we monitor closely, including financial, operational, and reputational risks.

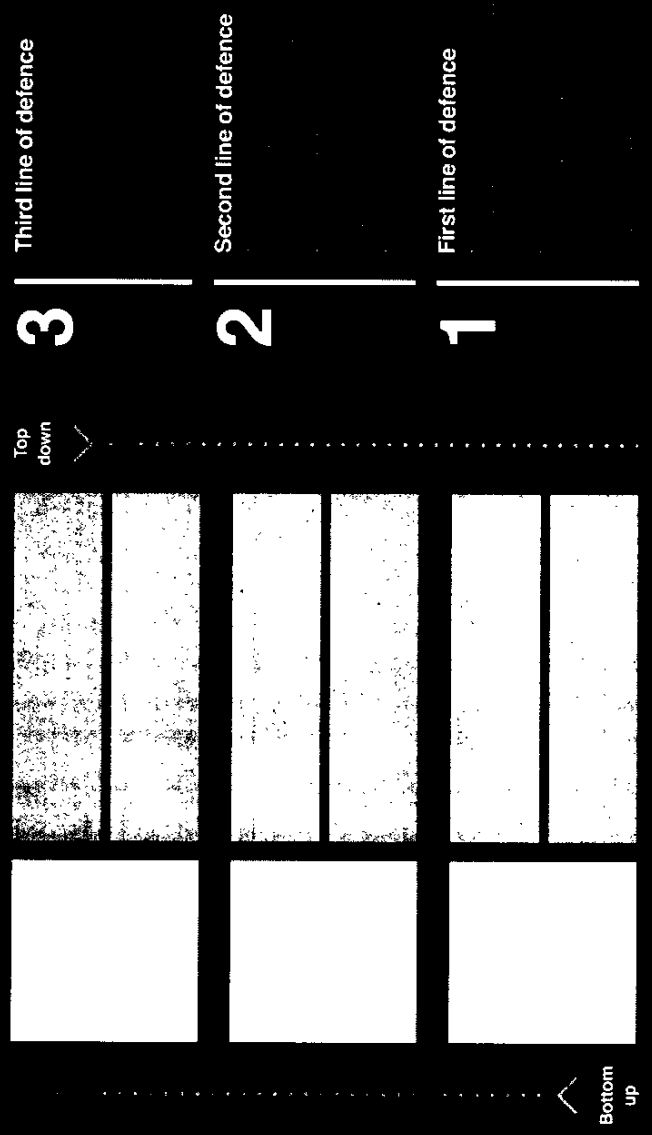
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The Board of Directors is responsible for the overall governance of the company, including the approval of the company's strategy, the appointment and removal of the company's management, and the oversight of the company's financial performance. The Board of Directors is also responsible for the approval of the company's annual budget and the company's annual report.

The Board of Directors is composed of seven members, including the Chairman of the Board, the President, and five independent non-executive directors. The Board of Directors meets regularly to discuss the company's affairs and to make decisions on behalf of the shareholders.

The Board of Directors is also responsible for the oversight of the company's risk management and internal control systems. The Board of Directors has established a Risk Management Committee and an Internal Control Committee to assist it in its oversight responsibilities.

Risk governance structure and assurance lines



Risk management process

The risk management process is a continuous cycle of identifying, assessing, and managing risks. It involves the following steps:

1. **Identify risks:** Recognize potential risks that could impact the organization's objectives.
2. **Assess risks:** Evaluate the likelihood and potential impact of identified risks.
3. **Manage risks:** Develop and implement strategies to mitigate, transfer, or avoid risks.
4. **Monitor and review:** Continuously monitor risks and the effectiveness of risk management strategies.

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4. **Monitor and review:** Continuously monitor risks and the effectiveness of risk management strategies.

Risk appetite

Risk appetite refers to the level of risk an organization is willing to accept in pursuit of its strategic objectives. It is a key component of the risk management framework.

The risk management process is a continuous cycle of identifying, assessing, and managing risks. It involves the following steps:

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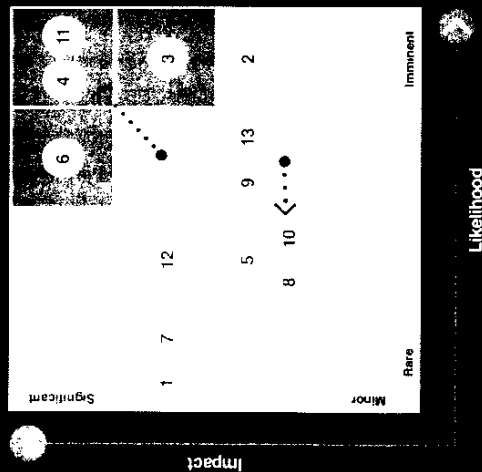
Emerging risks

Emerging risks are risks that are currently unknown or not fully understood. They are typically associated with new technologies, changing market conditions, or global events.

Principal risks

Principal risks are risks that have the potential to significantly impact the organization's ability to achieve its strategic objectives. They are typically associated with the organization's core business activities.

The Capita principal risk profile as at 31 December 2021, is illustrated below



1	Living our purpose	Failure to live our purpose and failure to change stakeholder perception so we are seen to live our purpose
2	Strategy	Failure to define and resource the right medium-term strategy
	Innovation	Failure to innovate and develop new value propositions for clients and customers
	People attraction & retention	Failure to attract, develop, engage and retain the right people for current and future client propositions
5	Culture	Failure to change the culture and practices of Capita in line with our responsible business agenda
	Data protection	Failure to protect data, information and IT systems
7	Contracts	Failure to secure new contracts and/or extend existing contracts
8	Delighting clients	Failure to delight clients and customers and deliver contractual obligations
	Internal control	Failure to develop and maintain a risk-based system of internal control
10	Political climate	Failure to plan for, influence and respond to potential changes in the political climate
	Financial stability	Failure to maintain financial stability, viability and achieve financial targets/results
12	Wellbeing, health & safety	Failure of Capita to protect the wellbeing, health and safety of all Capita's employees, service users, and others
13	Climate change	Failure to adapt Capita and its services to the impacts of climate change

Critical

The maximum level of risk Capital can bear and remain effective at delivering its strategy. Of immediate critical concern.

Uncomfortable Risk level will cause problems that would put uncomfortable pressure on delivery.

Vulnerable Risk level likely to cause problems that would put uncomfortable pressure on delivery.

Acceptable  A business-as-usual risk, manageable with the right people and processes in place to respond to the threat. A tolerable level of risk.

Risk movement since 2020 year end

Business Unit 1		Business Unit 2	
1 Failure to live our purpose and failure to change stakeholder perception so that we are seen to live our purpose	Mitigation actions in 2021	3 Failure to innovate and develop new value propositions for clients and customers	Mitigation actions in 2021
	Future actions		Future actions
2 Failure to define, resource and execute the right medium-term strategy	Mitigation actions in 2021	4 Failure to attract, develop, engage and retain the right people for current and future client propositions	Mitigation actions in 2021
	Future actions		Future actions

No.	Description of the risk	How we manage the risk
5	Failure to change the culture and practices of Capital in line with our responsible business agenda	Mitigation actions in 2021 Future actions
6	Failure to protect data, information and IT systems	Mitigation actions in 2021 Future actions

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7 Failure to secure new contracts and/or extend existing contracts	Mitigation actions in 2021	Failure to delight clients and customers and deliver contractual obligations	Mitigation actions in 2021
	Future actions		Future actions

9 Failure to develop and maintain a risk-based system of internal control

Mitigation actions in 2021

Future actions

11 Failure to maintain financial stability and achieve financial targets

Mitigation actions in 2021

Future actions

10 Failure to plan for, influence and respond to potential changes in the political climate

Mitigation actions in 2021

Future actions

12 Failure of Capita to protect the wellbeing, safety, and health of all Capita's employees, the people we work with and our service-users

Mitigation actions in 2021

Future actions

13 Failure to adapt Capita and its services to the impacts of climate change

Mitigation actions in 2021

Future actions

Viability statement

the 1990s, the number of people in the world who are under 15 years of age is expected to increase from 1.1 billion to 1.5 billion. The number of people aged 65 and over is expected to increase from 200 million to 400 million. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion.

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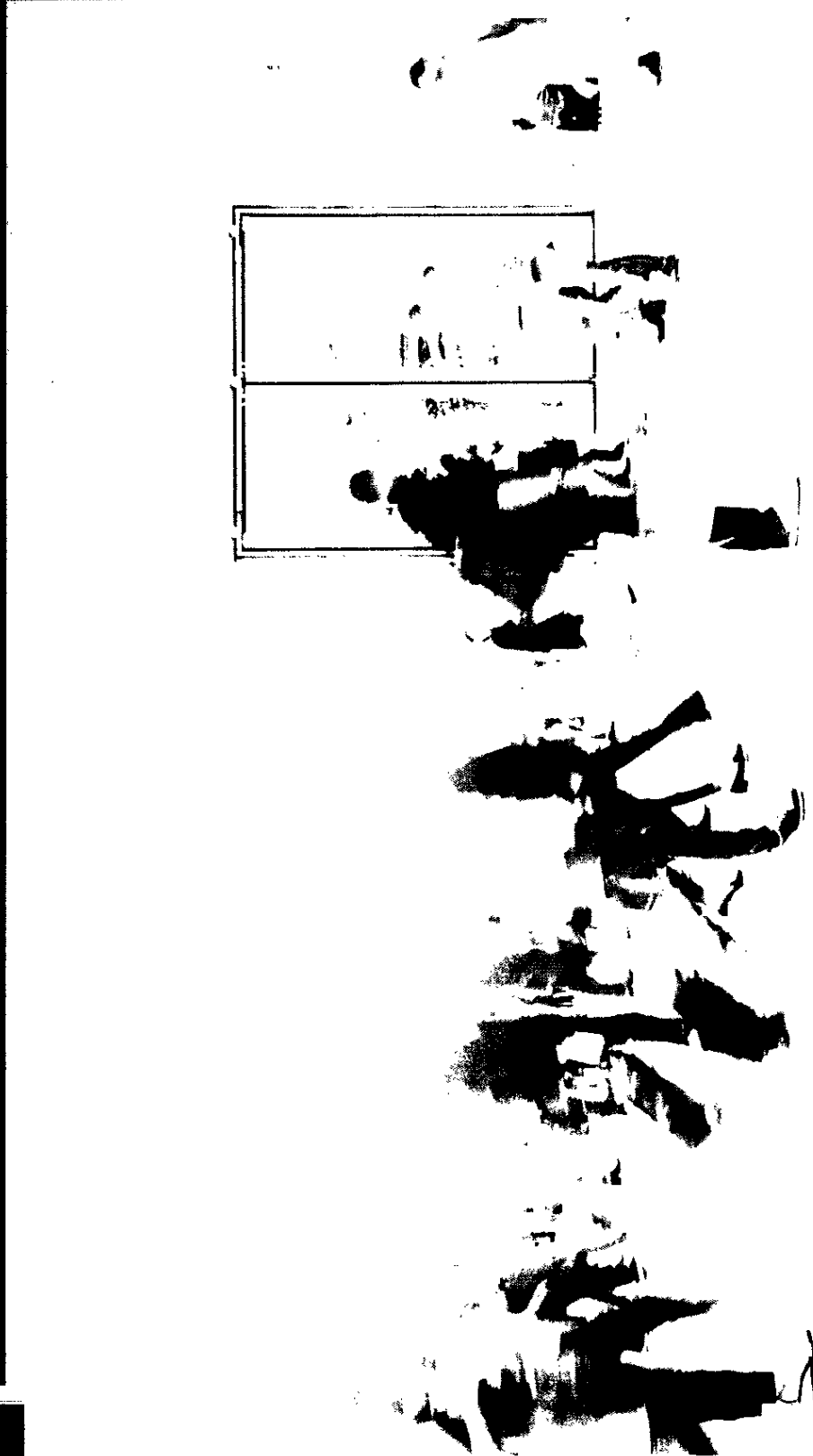
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There are two main reasons why the above results are not surprising. First, the model is based on the assumption that the system is in a steady state. This is only true if the system has been running for a long time, and the results may not be valid for a short time. Second, the model is based on the assumption that the system is linear. This is only true if the system is not too far from equilibrium, and the results may not be valid for a large deviation from equilibrium.

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Claire Denton
Group Company Secretary

Corporate governance



Chairman's report

Board strength and resilience is essential to operate successfully during a period of sustained disruption. I am therefore pleased to introduce the corporate governance section of this Annual Report and present my introductory statement on Board governance during 2021.



Board leadership

The Board is responsible for the overall strategic direction of the company and for ensuring that the company has adequate resources to achieve its strategic objectives.

Board diversity

The Board is committed to ensuring that it has the right mix of skills, experience and knowledge to effectively discharge its duties. The Board's composition is regularly reviewed to ensure that it remains diverse and effective.

31 December 2021 1 February 2022

Reappointment of directors

The Board is pleased to announce the reappointment of the following directors for the period from 1 February 2022 to 31 December 2022.

Meeting schedule

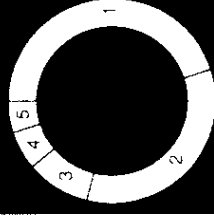
The Board will meet on the following dates during the period from 1 February 2022 to 31 December 2022:

Senior management

Board effectiveness

Corporate governance principles

Board time allocation (%)



- 1 45% Executive reports
- 2 34% Strategy, transformation and growth
- 3 10% Governance (incl. Board evaluation)
- 4 6% IR / brand / reputation
- 5 5% Full and half-year results

Sir Ián Powell (Chairman)
 Jon Lewis (CEO)
 Tim Weller (CFO)
 David Lowden
 Matthew Lester
 Georgina Harvey
 John Cresswell
 Neelam Dhawan²
 Nneka Abulokwe³
 Lyndsay Browne
 Joseph Murphy

2015 2018 2021

- 1. Joined the Board on 12 May 2021
- 2. Joined the Board on 1 March 2021
- 3. Joined the Board on 1 February 2022

Culture

The Board has received the findings of the 2021 Culture Survey, which was completed by all employees. The survey results show that the Board has a strong understanding of the importance of culture and has taken steps to ensure that it is embedded in the organisation's values and behaviours. The Board has also taken steps to ensure that the organisation's culture is consistent with its strategic objectives and is aligned with the needs of its stakeholders.

Metric	2021		2020	
	Score	Target	Score	Target
Employee engagement	85	80	80	80
Customer satisfaction	90	85	85	85
Employee retention	95	90	90	90
Customer retention	98	95	95	95

Board evaluation

The Board has completed a self-evaluation of its performance over the past year. The evaluation was conducted by an independent external firm and the results were shared with the Board. The Board has identified several areas for improvement and has taken steps to address them. The Board has also identified several strengths and has taken steps to build on them.

Finding from 2021 evaluation	Action in 2021		Status	
	What	When	By whom	How
Improving the Board's understanding of the organisation's strategic objectives	Board training	Q1 2021	Chairman	Completed
Improving the Board's understanding of the organisation's financial performance	Financial reporting	Q2 2021	Chairman	Completed
Improving the Board's understanding of the organisation's environmental, social and governance (ESG) performance	ESG reporting	Q3 2021	Chairman	Completed

The Board has also identified several areas for improvement and has taken steps to address them. The Board has also identified several strengths and has taken steps to build on them. The Board has also identified several areas for improvement and has taken steps to address them. The Board has also identified several strengths and has taken steps to build on them.



The Board has received the findings of the 2021 Culture Survey, which was completed by all employees. The survey results show that the Board has a strong understanding of the importance of culture and has taken steps to ensure that it is embedded in the organisation's values and behaviours. The Board has also taken steps to ensure that the organisation's culture is consistent with its strategic objectives and is aligned with the needs of its stakeholders.

Finding from 2021 evaluation	Proposed actions in 2022		Status	
	What	When	By whom	How
Improving the Board's understanding of the organisation's strategic objectives	Board training	Q1 2022	Chairman	Completed
Improving the Board's understanding of the organisation's financial performance	Financial reporting	Q2 2022	Chairman	Completed
Improving the Board's understanding of the organisation's environmental, social and governance (ESG) performance	ESG reporting	Q3 2022	Chairman	Completed

Remuneration

The Board has received the findings of the 2021 Remuneration Survey, which was completed by all employees. The survey results show that the Board has a strong understanding of the importance of remuneration and has taken steps to ensure that it is fair and equitable. The Board has also taken steps to ensure that the organisation's remuneration policy is consistent with its strategic objectives and is aligned with the needs of its stakeholders.

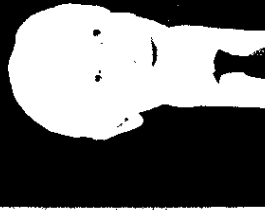
Corporate governance and committee reports

The Board has received the findings of the 2021 Corporate Governance Survey, which was completed by all employees. The survey results show that the Board has a strong understanding of the importance of corporate governance and has taken steps to ensure that it is fair and equitable. The Board has also taken steps to ensure that the organisation's corporate governance policy is consistent with its strategic objectives and is aligned with the needs of its stakeholders.

Sir Ian Powell
Chairman

Board members

Chairman



Sir Ian Powell

Executive Directors



Jon Lewis



Tim Weller



David Lowden



Matthew Lester



Georgina Harvey

[Chairman's statement](#)
[Chairman's letter to shareholders](#)
[Chairman's letter to employees](#)
[Chairman's letter to the community](#)

Independent Non-Executive Directors

Sir Ian Powell, Chairman, has been a member of the Board since 2005. He was previously Chairman of the Board of Directors of the Royal Bank of Scotland Group plc. He is also a member of the Board of Directors of the Royal Bank of Scotland Group plc.

Other current appointments
 None

David Lowden, Executive Director, has been a member of the Board since 2005. He was previously Chairman of the Board of Directors of the Royal Bank of Scotland Group plc. He is also a member of the Board of Directors of the Royal Bank of Scotland Group plc.

Other current appointments
 None

Matthew Lester, Executive Director, has been a member of the Board since 2005. He was previously Chairman of the Board of Directors of the Royal Bank of Scotland Group plc. He is also a member of the Board of Directors of the Royal Bank of Scotland Group plc.

Other current appointments
 None

Georgina Harvey, Executive Director, has been a member of the Board since 2005. She was previously Chairman of the Board of Directors of the Royal Bank of Scotland Group plc. She is also a member of the Board of Directors of the Royal Bank of Scotland Group plc.

Other current appointments
 None

Independent Non-Executive Directors



John Cresswell



Neelam Dhawan



Nneka Abulokwe OBE



Lyndsay Browne



Joseph Murphy

Employee Non-Executive Directors

John Cresswell, Neelam Dhawan, Nneka Abulokwe OBE, Lyndsay Browne, Joseph Murphy

John Cresswell, Neelam Dhawan, Nneka Abulokwe OBE, Lyndsay Browne, Joseph Murphy

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John Cresswell, Neelam Dhawan, Nneka Abulokwe OBE, Lyndsay Browne, Joseph Murphy

Committed to high standards of governance

Corporate Governance Code

The Board is committed to high standards of corporate governance and to the principles of the Corporate Governance Code. The Board has adopted a set of principles and practices which are consistent with the Code and which are designed to ensure that the Company is governed in a transparent, accountable and ethical manner. The Board has also established a number of committees, including the Audit Committee, the Remuneration Committee and the Nominations Committee, to assist it in its oversight of the Company's affairs.

Board changes during the year

During the year, the Board has welcomed two new members, Mr. [Name] and Ms. [Name], who were appointed to the Board in [Month/Year]. Mr. [Name] has been a member of the Board since [Month/Year] and has been a member of the Audit Committee since [Month/Year]. Ms. [Name] has been a member of the Board since [Month/Year] and has been a member of the Remuneration Committee since [Month/Year].

Board changes after year end

Board composition

The Board is composed of nine members, including the Chairman and the Chief Executive Officer. The Board is diverse in terms of gender, age, nationality and professional background. The Board has a mix of executive and non-executive directors, with a majority of non-executive directors. The Board is committed to ensuring that its composition is balanced and that it has the necessary skills and experience to oversee the Company's affairs.

Executive directors	Independent non-executive directors	Non-executive employee directors
Mr. [Name] Chairman	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director
Mr. [Name] Chief Executive Officer	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director
	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director
	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director
	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director

Executive directors	Independent non-executive directors	Non-executive employee directors
Mr. [Name] Chairman	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director
Mr. [Name] Chief Executive Officer	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director
	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director
	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director
	Mr. [Name] Independent non-executive director	Mr. [Name] Non-executive employee director

Role of the Board

Chairman

The Chairman is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role. This includes setting the Board's agenda and ensuring that adequate time is available for discussion of all agenda items, in particular strategic issues. The Chairman should also promote a culture of openness and debate, by facilitating the effective contribution of non-executive directors in particular and ensuring constructive relations between executive and non-executive directors. The Chairman is responsible for ensuring that the directors receive accurate, timely and clear information, and should ensure there is effective communication with shareholders.

Matters reserved for the Board

Non-executive directors

The non-executive directors constructively challenge and help develop proposals on strategy. They scrutinise the performance of management in meeting agreed goals and objectives, and monitor the reporting of performance. They satisfy themselves on the integrity of financial information and that financial controls and systems of risk management are robust and defensible. They are responsible for determining appropriate levels of remuneration of executive directors and have a prime role in appointing and, where necessary, removing executive directors, and in succession planning.

Executive directors

The executive directors are responsible for the day-to-day running of all aspects of the Group's business. This responsibility is different from the Chairman's role in running the Board. The role of CEO is separate from that of Chairman to ensure that no one individual has unfettered powers of decision making.

Non-executive employee directors

The non-executive employee directors are appointed from the workforce to contribute an employee perspective to Board discussions. This is a key element of the Board's approach to employee engagement.

Senior independent director

The SID acts as a sounding board for the Chairman on Board-related matters, chairs meetings in the absence of the Chairman, acts as an intermediary for other directors when necessary, leads the evaluation of the Chairman's performance, leads the search for a new Chair, when necessary, and is available to shareholders who wish to discuss matters which cannot be resolved otherwise.

The Board of Directors is responsible for the overall management of the company and for the implementation of the company's strategy. The Board of Directors is also responsible for the appointment and removal of the company's senior management and for the approval of the company's financial statements.

Board meetings and attendance

The Board of Directors meets regularly to discuss and decide on the company's affairs. The Board of Directors is also responsible for the appointment and removal of the company's senior management and for the approval of the company's financial statements.

	Audit and Risk Committee				Nomination Committee
	Board	Risk Committee	Remuneration Committee		
1. Name of the committee member	Mr. John Smith	Mr. John Smith	Mr. John Smith	Mr. John Smith	Mr. John Smith
2. Date of appointment	1.1.2020	1.1.2020	1.1.2020	1.1.2020	1.1.2020
3. Date of resignation					
4. Date of re-election					
5. Date of termination of office					
6. Date of resignation					
7. Date of re-election					
8. Date of termination of office					
9. Date of resignation					
10. Date of re-election					
11. Date of termination of office					
12. Date of resignation					
13. Date of re-election					
14. Date of termination of office					
15. Date of resignation					
16. Date of re-election					
17. Date of termination of office					
18. Date of resignation					
19. Date of re-election					
20. Date of termination of office					

The Board of Directors is responsible for the overall management of the company and for the implementation of the company's strategy.

The Board of Directors is also responsible for the appointment and removal of the company's senior management and for the approval of the company's financial statements.

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Board leadership

The Board of Directors is responsible for the overall management of the company and for the implementation of the company's strategy. The Board of Directors is also responsible for the appointment and removal of the company's senior management and for the approval of the company's financial statements.

Governance and strategy

The Board of Directors is responsible for the overall management of the company and for the implementation of the company's strategy. The Board of Directors is also responsible for the appointment and removal of the company's senior management and for the approval of the company's financial statements.

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The Board of Directors is responsible for the overall management of the company and for the implementation of the company's strategy.

Board independence

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Matters reserved for the Board

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• Board membership and other appointments. In 1999, 100% of the 100 largest U.S. corporations had a woman on their board of directors, up from 60% in 1990. The number of women on corporate boards has increased steadily over the years, but the pace has slowed in recent years.

1. *Introduction*

2. *Method*

3. *Results*

4. *Discussion*

5. *Conclusion*

6. *References*

7. *Appendix*

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268. *Supplementary Materials*

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Board of directors' induction and training

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Group Company Secretary

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Year	Age	Sex	Occupation	Education	Marital Status	Religion	Ethnicity	Income	Health	Mental Health	Substance Use	Social Support	Life Satisfaction	Overall Well-being	Healthcare Access		Healthcare Utilization		Healthcare Costs	
															Insurance	Access	Frequency	Cost	Frequency	Cost
2010	18-24	Male	Student	High School	Single	Protestant	White	\$15,000	Good	Low	Low	Low	Low	Low	Low	Medicaid	Low	Low	Low	Low
2010	25-34	Female	Teacher	College	Married	Catholic	Black	\$25,000	Fair	Medium	Medium	Medium	Medium	Medium	Medicaid	Medium	Medium	Medium	Medium	
2010	35-44	Male	Engineer	College	Married	Protestant	White	\$45,000	Good	Low	Low	Low	Low	Low	Private	High	High	High	High	
2010	45-54	Female	Nurse	College	Married	Catholic	Black	\$35,000	Fair	Medium	Medium	Medium	Medium	Medium	Private	High	High	High	High	
2010	55-64	Male	Retired	High School	Married	Protestant	White	\$20,000	Fair	Low	Low	Low	Low	Low	Medicaid	Low	Low	Low	Low	
2010	65-74	Female	Retired	College	Married	Catholic	Black	\$15,000	Poor	High	High	High	High	High	Medicaid	Low	Low	Low	Low	
2010	75+	Male	Retired	High School	Married	Protestant	White	\$10,000	Poor	High	High	High	High	High	Medicaid	Low	Low	Low	Low	
2015	18-24	Male	Student	High School	Single	Protestant	White	\$18,000	Good	Low	Low	Low	Low	Low	Medicaid	Low	Low	Low	Low	
2015	25-34	Female	Teacher	College	Married	Catholic	Black	\$28,000	Fair	Medium	Medium	Medium	Medium	Medium	Medicaid	Medium	Medium	Medium	Medium	
2015	35-44	Male	Engineer	College	Married	Protestant	White	\$50,000	Good	Low	Low	Low	Low	Low	Private	High	High	High	High	
2015	45-54	Female	Nurse	College	Married	Catholic	Black	\$38,000	Fair	Medium	Medium	Medium	Medium	Medium	Private	High	High	High	High	
2015	55-64	Male	Retired	High School	Married	Protestant	White	\$22,000	Fair	Low	Low	Low	Low	Low	Medicaid	Low	Low	Low	Low	
2015	65-74	Female	Retired	College	Married	Catholic	Black	\$18,000	Poor	High	High	High	High	High	Medicaid	Low	Low	Low	Low	
2015	75+	Male	Retired	High School	Married	Protestant	White	\$12,000	Poor	High	High	High	High	High	Medicaid	Low	Low	Low	Low	
2020	18-24	Male	Student	High School	Single	Protestant	White	\$20,000	Good	Low	Low	Low	Low	Low	Medicaid	Low	Low	Low	Low	
2020	25-34	Female	Teacher	College	Married	Catholic	Black	\$30,000	Fair	Medium	Medium	Medium	Medium	Medium	Medicaid	Medium	Medium	Medium	Medium	
2020	35-44	Male	Engineer	College	Married	Protestant	White	\$55,000	Good	Low	Low	Low	Low	Low	Private	High	High	High	High	
2020	45-54	Female	Nurse	College	Married	Catholic	Black	\$40,000	Fair	Medium	Medium	Medium	Medium	Medium	Private	High	High	High	High	
2020	55-64	Male	Retired	High School	Married	Protestant	White	\$25,000	Fair	Low	Low	Low	Low	Low	Medicaid	Low	Low	Low	Low	
2020	65-74	Female	Retired	College	Married	Catholic	Black	\$20,000	Poor	High	High	High	High	High	Medicaid	Low	Low	Low	Low	
2020	75+	Male	Retired	High School	Married	Protestant	White	\$15,000	Poor	High	High	High	High	High	Medicaid	Low	Low	Low	Low	

The Board of Directors has approved the following resolutions:

Shareholder engagement

The Board of Directors has approved the following resolutions:

The Board of Directors has approved the following resolutions:

The Board of Directors has approved the following resolutions:

The Board of Directors has approved the following resolutions:

The Board of Directors has approved the following resolutions:

Shareholder meetings

The Board of Directors has approved the following resolutions:

The Board of Directors has approved the following resolutions:

The Board of Directors has approved the following resolutions:

The Board of Directors has approved the following resolutions:

The Board of Directors has approved the following resolutions:

Principal decisions

Principal decision	Strategic objective	Financial impact	Key risks	Responsible party
Restructuring of operating model	Growth	€100m	Operational disruption	Chief Executive Officer
Investment in new markets	Growth	€200m	Market volatility	Chief Executive Officer
Investment in new products	Growth	€150m	Product failure	Chief Executive Officer
Investment in new technology	Growth	€100m	Technology obsolescence	Chief Executive Officer
Investment in new talent	Growth	€50m	Talent shortage	Chief Executive Officer
Investment in new infrastructure	Growth	€100m	Infrastructure failure	Chief Executive Officer
Investment in new sustainability initiatives	Growth	€50m	Sustainability risk	Chief Executive Officer
Investment in new cybersecurity measures	Growth	€50m	Cybersecurity risk	Chief Executive Officer
Investment in new legal and compliance measures	Growth	€50m	Legal and compliance risk	Chief Executive Officer
Investment in new risk management measures	Growth	€50m	Risk management risk	Chief Executive Officer
Investment in new communication measures	Growth	€50m	Communication risk	Chief Executive Officer
Investment in new governance measures	Growth	€50m	Governance risk	Chief Executive Officer

Principal decision	Strategic objective	Financial impact	Key risks	Responsible party
Investment in new markets	Growth	€200m	Market volatility	Chief Executive Officer
Investment in new products	Growth	€150m	Product failure	Chief Executive Officer
Investment in new technology	Growth	€100m	Technology obsolescence	Chief Executive Officer
Investment in new talent	Growth	€50m	Talent shortage	Chief Executive Officer
Investment in new infrastructure	Growth	€100m	Infrastructure failure	Chief Executive Officer
Investment in new sustainability initiatives	Growth	€50m	Sustainability risk	Chief Executive Officer
Investment in new cybersecurity measures	Growth	€50m	Cybersecurity risk	Chief Executive Officer
Investment in new legal and compliance measures	Growth	€50m	Legal and compliance risk	Chief Executive Officer
Investment in new risk management measures	Growth	€50m	Risk management risk	Chief Executive Officer
Investment in new communication measures	Growth	€50m	Communication risk	Chief Executive Officer
Investment in new governance measures	Growth	€50m	Governance risk	Chief Executive Officer

Shareholder communications

The Board of Directors is committed to providing shareholders with timely and accurate information about the company's performance and financial position. The Board will hold a meeting with shareholders to discuss the company's performance and financial position. The Board will also provide shareholders with the opportunity to ask questions and provide feedback. The Board will also provide shareholders with the opportunity to vote on the company's financial statements and other matters. The Board will also provide shareholders with the opportunity to provide feedback on the company's performance and financial position.

Business relationships

The Board of Directors is committed to maintaining strong and positive relationships with the company's business partners and customers. The Board will ensure that the company's business relationships are managed in a transparent and ethical manner. The Board will also ensure that the company's business relationships are managed in a way that is consistent with the company's values and mission. The Board will also ensure that the company's business relationships are managed in a way that is consistent with the company's financial goals and objectives.

The Board of Directors is committed to ensuring that the company's business relationships are managed in a way that is consistent with the company's values and mission. The Board will also ensure that the company's business relationships are managed in a way that is consistent with the company's financial goals and objectives. The Board will also ensure that the company's business relationships are managed in a way that is consistent with the company's legal and regulatory requirements. The Board will also ensure that the company's business relationships are managed in a way that is consistent with the company's ethical standards.

Risk management and internal control

The Board of Directors is committed to ensuring that the company's risk management and internal control systems are effective and efficient. The Board will ensure that the company's risk management and internal control systems are designed to identify, assess, and manage the company's risks. The Board will also ensure that the company's risk management and internal control systems are designed to ensure the company's financial and operational performance.

Remuneration Committee

The Board of Directors is committed to ensuring that the company's remuneration system is fair and equitable. The Board will ensure that the company's remuneration system is designed to attract and retain the company's key executives and employees. The Board will also ensure that the company's remuneration system is designed to ensure that the company's executives and employees are compensated in a way that is consistent with the company's values and mission.

Other statutory and regulatory information

The Board of Directors is committed to ensuring that the company's financial statements and other statutory and regulatory information are accurate and reliable. The Board will ensure that the company's financial statements and other statutory and regulatory information are prepared in accordance with the applicable laws and regulations. The Board will also ensure that the company's financial statements and other statutory and regulatory information are prepared in a way that is consistent with the company's values and mission.

Strategic report

The Board of Directors is committed to ensuring that the company's strategic report is accurate and reliable. The Board will ensure that the company's strategic report is prepared in accordance with the applicable laws and regulations. The Board will also ensure that the company's strategic report is prepared in a way that is consistent with the company's values and mission. The Board will also ensure that the company's strategic report is prepared in a way that is consistent with the company's financial goals and objectives.

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Election to apply FRS 101 – reduced disclosure framework

The company has elected to apply the reduced disclosure framework of FRS 101, which is permitted for companies that are not listed on a stock exchange.

Appointment, reappointment and removal of directors

The directors are appointed or reappointed by the shareholders in general meeting. The directors may be removed by the shareholders in general meeting at any time.

The directors are elected for a term of three years. The directors may be re-elected for further terms. The directors may be removed by the shareholders in general meeting at any time.

Group activities

The group activities are the activities of the company and its subsidiaries. The group activities are the activities of the company and its subsidiaries.

Results and dividends

The results and dividends are the results and dividends of the company and its subsidiaries. The results and dividends are the results and dividends of the company and its subsidiaries.

Conflicts of interest

The company has no conflicts of interest. The company has no conflicts of interest. The company has no conflicts of interest. The company has no conflicts of interest. The company has no conflicts of interest.

The company has no conflicts of interest. The company has no conflicts of interest. The company has no conflicts of interest. The company has no conflicts of interest. The company has no conflicts of interest.

Major shareholders

The major shareholders are the shareholders who own 10% or more of the company's shares. The major shareholders are the shareholders who own 10% or more of the company's shares.

Shareholder	Number of shares	% of voting rights at 31 December 2021	
		Number of shares direct	Number of shares indirect
Shareholder 1	100,000,000	100,000,000	100,000,000
Shareholder 2	100,000,000	100,000,000	100,000,000
Shareholder 3	100,000,000	100,000,000	100,000,000
Shareholder 4	100,000,000	100,000,000	100,000,000
Shareholder 5	100,000,000	100,000,000	100,000,000
Shareholder 6	100,000,000	100,000,000	100,000,000
Shareholder 7	100,000,000	100,000,000	100,000,000
Shareholder 8	100,000,000	100,000,000	100,000,000
Shareholder 9	100,000,000	100,000,000	100,000,000
Shareholder 10	100,000,000	100,000,000	100,000,000
Shareholder 11	100,000,000	100,000,000	100,000,000
Shareholder 12	100,000,000	100,000,000	100,000,000
Shareholder 13	100,000,000	100,000,000	100,000,000
Shareholder 14	100,000,000	100,000,000	100,000,000
Shareholder 15	100,000,000	100,000,000	100,000,000
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Shareholder 26	100,000,000	100,000,000	100,000,000
Shareholder 27	100,000,000	100,000,000	100,000,000
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Shareholder 41	100,000,000	100,000,000	100,000,000
Shareholder 42	100,000,000	100,000,000	100,000,000
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Shareholder 66	100,000,000	100,000,000	100,000,000
Shareholder 67	100,000,000	100,000,000	100,000,000
Shareholder 68	100,000,000	100,000,000	100,000,000
Shareholder 69	100,000,000	100,000,000	100,000,000
Shareholder 70	100,000,000	100,000,000	100,000,000
Shareholder 71	100,000,000	100,000,000	100,000,000
Shareholder 72	100,000,000	100,000,000	100,000,000
Shareholder 73	100,000,000	100,000,000	100,000,000
Shareholder 74	100,000,000	100,000,000	100,000,000
Shareholder 75	100,000,000	100,000,000	100,000,000
Shareholder 76	100,000,000	100,000,000	100,000,000
Shareholder 77	100,000,000	100,000,000	100,000,000
Shareholder 78	100,000,000	100,000,000	100,000,000
Shareholder 79	100,000,000	100,000,000	100,000,000
Shareholder 80	100,000,000	100,000,000	100,000,000
Shareholder 81	100,000,000	100,000,000	100,000,000
Shareholder 82	100,000,000	100,000,000	100,000,000
Shareholder 83	100,000,000	100,000,000	100,000,000
Shareholder 84	100,000,000	100,000,000	100,000,000
Shareholder 85	100,000,000	100,000,000	100,000,000
Shareholder 86	100,000,000	100,000,000	100,000,000
Shareholder 87	100,000,000	100,000,000	100,000,000
Shareholder 88	100,000,000	100,000,000	100,000,000
Shareholder 89	100,000,000	100,000,000	100,000,000
Shareholder 90	100,000,000	100,000,000	100,000,000
Shareholder 91	100,000,000	100,000,000	100,000,000
Shareholder 92	100,000,000	100,000,000	100,000,000
Shareholder 93	100,000,000	100,000,000	100,000,000
Shareholder 94	100,000,000	100,000,000	100,000,000
Shareholder 95	100,000,000	100,000,000	100,000,000
Shareholder 96	100,000,000	100,000,000	100,000,000
Shareholder 97	100,000,000	100,000,000	100,000,000
Shareholder 98	100,000,000	100,000,000	100,000,000
Shareholder 99	100,000,000	100,000,000	100,000,000
Shareholder 100	100,000,000	100,000,000	100,000,000

Directors' interests

Share capital

[illegible][illegible][illegible]

Viability statement

[illegible]

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

Going concern

[illegible][illegible]

The first of these is the fact that the *Journal of the American Medical Association* (JAMA) has been the most influential of the medical journals in the United States. It has been the most widely read and the most influential of the medical journals in the United States. It has been the most widely read and the most influential of the medical journals in the United States.

the $\mathcal{O}(n^2)$ complexity of the algorithm and, therefore, the time and space complexity of the algorithm are $\mathcal{O}(n^2)$. The time complexity of the algorithm is $\mathcal{O}(n^2)$ because the algorithm has to compute the $\mathcal{O}(n^2)$ elements of the matrix A and the $\mathcal{O}(n^2)$ elements of the matrix B . The space complexity of the algorithm is $\mathcal{O}(n^2)$ because the algorithm has to store the $\mathcal{O}(n^2)$ elements of the matrix A and the $\mathcal{O}(n^2)$ elements of the matrix B .

1. The company has a strong commitment to environmental protection and sustainability. It has implemented various measures to reduce its carbon footprint and promote green practices.

Auditor review

The auditor has reviewed the company's financial statements and found them to be accurate and reliable. The company's financial performance is strong, and it has a good track record of meeting its obligations.

Environmental impact

The company has a strong commitment to environmental protection and sustainability. It has implemented various measures to reduce its carbon footprint and promote green practices.

Disabled persons

The company has a strong commitment to social responsibility and diversity. It has implemented various measures to ensure that all employees, including disabled persons, are treated fairly and have equal opportunities. The company has also implemented measures to ensure that its products and services are accessible to all customers, including disabled persons.

Employee development and engagement

The company has a strong commitment to employee development and engagement. It has implemented various measures to ensure that all employees are given the opportunity to develop their skills and knowledge, and to engage in their work. The company has also implemented measures to ensure that all employees are treated fairly and have equal opportunities.

Political donations

The company has a strong commitment to transparency and accountability. It has implemented various measures to ensure that all political donations are disclosed and reported to the public.

Greenhouse gas emissions

The company has a strong commitment to reducing its greenhouse gas emissions. It has implemented various measures to reduce its carbon footprint and promote green practices.

Period	Region	Current reporting year 2021			Comparison reporting year 2020		
		UK and offshore	Global (excluding UK and offshore)	Total	UK and offshore	Global (excluding UK and offshore)	Total
2021	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2020	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2019	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2018	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2017	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2016	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2015	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2014	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2013	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2012	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2011	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2010	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2009	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2008	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2007	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2006	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2005	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2004	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2003	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2002	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2001	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
2000	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
1999	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
1998	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
1997	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
1996	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
1995	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
1994	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
1993	UK	100%		100%	100%		100%
	Offshore	100%		100%	100%		100%
1992	UK	100%		100%	100%		100%

Energy efficiency action 2021

[illegible][illegible][illegible][illegible]

Financial instruments

[illegible]

The authors are grateful to the referees for their valuable comments and suggestions.

[illegible]

The authors thank the referees for their constructive comments.

The authors would like to thank the referees for their constructive comments and suggestions. The authors would also like to thank the National Natural Science Foundation of China (Grant No. 11271271) for its financial support.

Directors' indemnities

Powers of directors

RECEIVED: 1997-05-05, REVISED: 1997-07-22, ACCEPTED: 1997-08-05

$\frac{1}{2} \log \frac{1}{2}$

Change of control

$\mathcal{H}^1(\mathbb{R}^n) \subset \mathcal{H}^1(\mathbb{R}^n)$ and $\mathcal{H}^1(\mathbb{R}^n) \subset \mathcal{H}^1(\mathbb{R}^n)$.

[illegible][illegible]

Rights and restrictions attaching to shares

[illegible]
$$\Delta_{\mathcal{A}}^{\mathcal{B}} = \left\{ \left(\frac{1}{\sqrt{2}} \begin{bmatrix} 1 & 0 \\ 0 & 1 \end{bmatrix}, \frac{1}{\sqrt{2}} \begin{bmatrix} 1 & 0 \\ 0 & 1 \end{bmatrix} \right), \left(\frac{1}{\sqrt{2}} \begin{bmatrix} 1 & 0 \\ 0 & 1 \end{bmatrix}, \frac{1}{\sqrt{2}} \begin{bmatrix} 1 & 0 \\ 0 & 1 \end{bmatrix} \right), \left(\frac{1}{\sqrt{2}} \begin{bmatrix} 1 & 0 \\ 0 & 1 \end{bmatrix}, \frac{1}{\sqrt{2}} \begin{bmatrix} 1 & 0 \\ 0 & 1 \end{bmatrix} \right), \right.$$
[illegible]

Restrictions on transfer of shares

[illegible]

Directors' responsibility statement

The Directors of the Company confirm that, in the preparation of the financial statements for the year ended 31 March 2024, they have:

- complied with the provisions of the Companies Act 2006;
- approved the financial statements;
- taken reasonable steps to ensure that the financial statements are prepared in accordance with the provisions of the Companies Act 2006;
- taken reasonable steps to ensure that the financial statements are prepared in accordance with the provisions of the Companies Act 2006;

Claire Denton
Chief General Counsel and Group Company Secretary

The terms of reference for the Nomination, Remuneration, Audit and Risk, and Disclosure committees are reviewed annually and updated, where required, to reflect updates in good governance practices. They are summarised below and the Nomination, Remuneration and Audit and Risk committee terms of reference are displayed in full in the investor centre at www.capita.com/investors/corporate-governance, together with a summary of matters reserved for the Board.

Nomination Committee	• Reviews composition of the Board. • Recommends appointment of new directors. • Considers succession plans for Board and senior management positions. • Oversees development of diverse pipeline for succession.
Audit and Risk Committee	• Reviews accounting policies and contents of financial reports. • Monitors internal control environment. • Considers adequacy, effectiveness and scope of external and internal audit programme. • Oversees relationship with external auditor. • Monitors risk profile and obtains assurance that principal risks have been properly identified and appropriately managed.
Remuneration Committee	• Sets policy for Board and senior management remuneration. • Approves individual remuneration awards. • Agrees changes to senior executive incentive plans.
Disclosure Committee	• Responsible for the appropriate identification and management of inside information, including any decision to delay public disclosure.

Membership of the Company's standing committees at 31 December 2021 is shown below:

[illegible]

frequency of meetings and attendance

During 2021, the Nomination Committee met three times, the Remuneration Committee five times and the Audit and Risk Committee seven times. Some directors were unable to attend certain committee meetings due to prior commitments. Attendance of directors at committee meetings is shown in the table on page 71.

Nomination Committee report

The committee has focused on achieving an appropriate balance and continuity of skills on the Board.



The committee met three times in 2021 and the members' attendance record is shown on page 71. The Chief General Counsel and Group Company Secretary acts as Secretary to the committee and is available to assist committee members as required, also ensuring the distribution of timely and accurate information. The committee reports and makes recommendations to the Board in relation to its activities. It is authorised under its terms of reference to obtain the advice of independent search consultants. The committee's terms of reference were reviewed and updated during the year and can be found on Capita's website at www.capita.com/resources/corporate-governance.

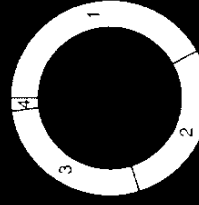
Key responsibilities

- Identify and nominate appropriate candidates for appointment to the Board, having due regard to the provisions of the Companies Act and to the balance of skills, knowledge and experience on the Board and the diversity of the composition.
- Monitor the structure and size of the Board against the needs of the company and ensure that plans are in place for orderly succession and appointment to the Board.
- Review the time commitment and participation of non-executive directors.
- Oversee the recruitment of a diverse pipeline of non-executive directors.
- Oversee the recruitment and retention of executive directors.

Activity in 2021

- Succession planning for the Board generally and for other senior positions below Board level.
- Recruitment and appointment of a permanent CFO and a new non-executive director, and continued progress to recruit an additional non-executive director.
- Review of diversity and inclusion activities and measures.
- Approval of John Cresswell's term of appointment as non-executive director for a further three years.

Nomination Committee time allocation (%)



- 1 42% Board appointments
- 2 28% Succession planning
- 3 28% Diversity
- 4 2% Governance

Diversity and inclusion

Organisations should ensure that their recruitment and selection processes are free from bias and that they are able to attract and retain a diverse workforce. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Organisations should also ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Gender and ethnicity balance

Organisations should ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Organisations should also ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Appointment process

Organisations should ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Organisations should also ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Skills and experience

Organisations should ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Succession planning and Board composition

Organisations should ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Organisations should also ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

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Organisations should ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Board evaluation

Organisations should ensure that they are able to provide a safe and supportive environment for all employees. This includes ensuring that the organisation's policies and procedures are inclusive and that the organisation is able to provide a safe and supportive environment for all employees.

Continued oversight in a pivotal year

The committee continues to fulfil its role of supporting the Board in its review of the integrity of the Group's financial reporting, monitoring the effectiveness of the Group's systems of risk management and internal controls, and overseeing the activities of the Group's internal audit function and its external auditor.



The Audit and Risk Committee is responsible for the full range of reference and oversight functions. The committee and its members can be found on the Company's website at www.comcast.com/investors/corporategovernance. The terms of reference are published annually and can be found at www.comcast.com/investors/corporategovernance.

The committee is responsible for carrying out the audit functions as required by DTR 7.1.3F and assists the Board in fulfilling its oversight responsibilities in respect of the Company and the Group. The committee's key responsibilities are:

Financial reporting

To ensure the reporting of financial and non-financial information to the Company's shareholders and to ensure the results of financial management, including the preparation of key management information reported to the Board, are fair, balanced and understandable.

Risk management, internal control and compliance

To review and assess the adequacy of systems of internal control and risk management, and monitor the risk profile of the business.

Internal audit

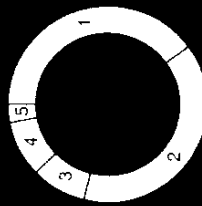
To approve the annual internal audit plan, review the effectiveness of the internal audit function and review all significant recommendations, and ensure they are addressed in a timely manner.

External audit

To review the effectiveness and objectivity of the external audit process, assess the independence of the external auditor and ensure appropriate policies and procedures are in place to protect such independence effectiveness.

To report to the Board on how it has discharged its responsibilities.

Audit and Risk Committee
time allocation (%)



- 1 40% Risk management
- 2 39% Financial reporting (incl. external audit)
- 3 9% Internal audit
- 4 9% Private meetings with auditors
- 5 3% Governance

Risk and control framework

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...the risk and control framework...

Transformation journey

...the transformation journey...
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...the transformation journey...
...the transformation journey...



Committee membership and attendance

...committee membership and attendance...
...committee membership and attendance...
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...committee membership and attendance...
...committee membership and attendance...
...committee membership and attendance...

How the committee operates

...how the committee operates...
...how the committee operates...
...how the committee operates...

How the committee discharged its roles and responsibilities in 2021

Financial reporting

Accounting judgements and significant accounting matters

The committee has reviewed the accounting judgements and significant accounting matters disclosed in the financial statements for 2021 and is satisfied that the disclosures are appropriate and consistent with the applicable accounting standards.

Fair, balanced and understandable

The committee has reviewed the financial statements for 2021 and is satisfied that the financial statements are fair, balanced and understandable. The committee has also reviewed the disclosures in the financial statements and is satisfied that the disclosures are appropriate and consistent with the applicable accounting standards.

Communications with the Financial Reporting Council

The committee has reviewed the communications with the Financial Reporting Council (FRC) in 2021 and is satisfied that the communications are appropriate and consistent with the applicable accounting standards. The committee has also reviewed the disclosures in the financial statements and is satisfied that the disclosures are appropriate and consistent with the applicable accounting standards.

The committee has reviewed the communications with the FRC in 2021 and is satisfied that the communications are appropriate and consistent with the applicable accounting standards. The committee has also reviewed the disclosures in the financial statements and is satisfied that the disclosures are appropriate and consistent with the applicable accounting standards.

The committee has reviewed the communications with the FRC in 2021 and is satisfied that the communications are appropriate and consistent with the applicable accounting standards. The committee has also reviewed the disclosures in the financial statements and is satisfied that the disclosures are appropriate and consistent with the applicable accounting standards.

Significant issues in relation to the financial statements considered by the Audit and Risk Committee

Going concern and viability assessment

Matter considered

The directors have considered the going concern and viability of the Group for the period from 1 January 2024 to 31 March 2025, and for a period of at least 12 months from the end of the reporting period. The directors have also considered the Group's ability to continue in business over the long term.

Action

The directors have considered the going concern and viability of the Group for the period from 1 January 2024 to 31 March 2025, and for a period of at least 12 months from the end of the reporting period. The directors have also considered the Group's ability to continue in business over the long term.

Outcome

The directors have concluded that the Group is a going concern and is viable for the period from 1 January 2024 to 31 March 2025, and for a period of at least 12 months from the end of the reporting period. The directors have also concluded that the Group is able to continue in business over the long term.

Revenue and profit recognition

Matter considered

The directors have considered the revenue and profit recognition of the Group for the period from 1 January 2024 to 31 March 2025, and for a period of at least 12 months from the end of the reporting period.

Outcome

The directors have concluded that the revenue and profit recognition of the Group is in accordance with the applicable accounting standards and that the Group's revenue and profit are fairly presented in the financial statements.

Action

The directors have concluded that the revenue and profit recognition of the Group is in accordance with the applicable accounting standards and that the Group's revenue and profit are fairly presented in the financial statements.

Contract fulfilment assets

Matter considered

Outcome

The Company's contract fulfilment assets are primarily comprised of receivables from customers. The Company's receivables are primarily comprised of receivables from customers. The Company's receivables are primarily comprised of receivables from customers. The Company's receivables are primarily comprised of receivables from customers.

Action

Impairment of intangible assets, goodwill and Parent Company's investment in subsidiaries, and recoverability of receivables from subsidiary undertakings in the Parent Company

Matter considered

Outcome

The Company's intangible assets, goodwill and Parent Company's investment in subsidiaries, and recoverability of receivables from subsidiary undertakings in the Parent Company are primarily comprised of receivables from customers. The Company's intangible assets, goodwill and Parent Company's investment in subsidiaries, and recoverability of receivables from subsidiary undertakings in the Parent Company are primarily comprised of receivables from customers. The Company's intangible assets, goodwill and Parent Company's investment in subsidiaries, and recoverability of receivables from subsidiary undertakings in the Parent Company are primarily comprised of receivables from customers.

Action

Items excluded from adjusted results

[illegible]

Outcome

Provisions and contingent liabilities

[illegible][illegible]

Outcome

Pensions

Matter considered

Action	
The Board has approved the proposed pension scheme and the proposed contribution rates for the 2015/16 financial year.	
Outcome	
The Board has approved the proposed pension scheme and the proposed contribution rates for the 2015/16 financial year.	

Other issues considered in relation to the financial statements

Materiality

Statutory auditor	
The statutory auditor has considered the financial statements and has concluded that they are true and fair.	
Auditor independence	
The statutory auditor has confirmed that they are independent of the Council and have no conflict of interest.	

Disclosure of information to the auditor

Statutory auditor	
The statutory auditor has confirmed that they are independent of the Council and have no conflict of interest.	
Auditor independence	
The statutory auditor has confirmed that they are independent of the Council and have no conflict of interest.	

Audit partner rotation

Audit-related services and fees

The audit partner is responsible for the audit and for the audit report.

The audit partner is responsible for the audit and for the audit report.

The audit partner is responsible for the audit and for the audit report.

The audit partner is responsible for the audit and for the audit report.

External auditor performance

The audit partner is responsible for the audit and for the audit report.

The audit partner is responsible for the audit and for the audit report.

The audit partner is responsible for the audit and for the audit report.

Audit partner rotation

The audit partner is responsible for the audit and for the audit report.

External auditor reappointment

The audit partner is responsible for the audit and for the audit report.

The audit partner is responsible for the audit and for the audit report.

The audit partner is responsible for the audit and for the audit report.

Review of risk management and internal control

Internal control is the system of controls put in place to ensure that the business achieves its objectives.

Internal control is a system of controls put in place to ensure that the business achieves its objectives.

Internal control is a system of controls put in place to ensure that the business achieves its objectives.

Internal control is a system of controls put in place to ensure that the business achieves its objectives.

Internal control is a system of controls put in place to ensure that the business achieves its objectives.

Internal audit

Internal audit is a function of the business that provides an independent and objective assessment of the effectiveness of the internal control system. It is a key component of the internal control system and is responsible for identifying and reporting on weaknesses in the system.

The internal audit function is a key component of the internal control system. It is responsible for identifying and reporting on weaknesses in the system. The internal audit function is a key component of the internal control system. It is responsible for identifying and reporting on weaknesses in the system.

The internal audit function is a key component of the internal control system. It is responsible for identifying and reporting on weaknesses in the system. The internal audit function is a key component of the internal control system. It is responsible for identifying and reporting on weaknesses in the system.

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The internal audit function is a key component of the internal control system. It is responsible for identifying and reporting on weaknesses in the system.

Anti-bribery and corruption

For more information, visit www.anti-bribery.com

Speak Up

Speak Up is a confidential reporting system that allows you to report any concerns or allegations of wrongdoing. You can report anonymously or provide your contact details if you wish to be involved in the investigation. All reports are taken seriously and will be handled in a fair and timely manner.

Privacy

Our Privacy Policy sets out how we collect, use and share your personal data. You can find this policy on our website at www.anti-bribery.com/privacy-policy.

For more information, visit www.anti-bribery.com/privacy-policy

Our Code of Conduct sets out the standards of behaviour expected of all employees. You can find this code on our website at www.anti-bribery.com/code-of-conduct.

Matthew Lester
Chair

Directors' remuneration report



Annual statement

How the committee operates

Remuneration Committee time allocation (%)

Item	Percentage
1	22% Governance
2	17% Executive Directors' and Executive Committee members' remuneration
3	12% MBP
4	15% LTIP/RSA
5	18% Wider workforce
6	6% Shareholder consultation/feedback
7	10% Committee time only

Committee activities

[illegible][illegible]

Clarity

Supply

Simplify

Risk

Use of discretion

Our remuneration policy is designed to ensure that the remuneration of our executives is aligned with the long-term interests of our shareholders and the company. The policy is subject to the discretion of the Remuneration Committee, which is responsible for determining the specific remuneration packages for our executives.

2021

The Remuneration Committee has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company.

Board changes in 2021

The Board of Directors has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company. The Board has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company.

Remuneration policy for 2022

The Remuneration Committee has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company. The Committee has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company.

Implementing the policy for 2022

The Remuneration Committee has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company. The Committee has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company.

2022 annual bonus

The Remuneration Committee has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company. The Committee has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company.

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The Remuneration Committee has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company. The Committee has discretion to determine the specific remuneration packages for our executives, taking into account the company's performance and the individual's contribution to the company.

Shareholder views

Employee engagement

We have a strong commitment to employee engagement, which is a key driver of our success. We have implemented a range of initiatives to ensure that our employees are engaged, motivated and committed to the company's goals. These initiatives include regular communication, training and development opportunities, and a focus on creating a positive work environment. We believe that these efforts have led to improved employee engagement and productivity, which has contributed to our overall success.

We have also implemented a range of initiatives to ensure that our employees are engaged, motivated and committed to the company's goals. These initiatives include regular communication, training and development opportunities, and a focus on creating a positive work environment. We believe that these efforts have led to improved employee engagement and productivity, which has contributed to our overall success.

Concluding thoughts

We are proud of the progress we have made in the past year, and we are confident that we will continue to achieve success in the future. We thank our shareholders for their support and commitment to the company, and we look forward to continuing to work together to achieve our common goals.

We are proud of the progress we have made in the past year, and we are confident that we will continue to achieve success in the future. We thank our shareholders for their support and commitment to the company, and we look forward to continuing to work together to achieve our common goals.

Georgina Harvey
Chair
Remuneration Committee

Directors' remuneration policy

The Board's remuneration policy is designed to attract, retain and motivate the right people to lead the company to achieve its strategic objectives and to ensure that the remuneration of the Directors is fair and reasonable in relation to the remuneration of other senior executives of comparable companies.

Responsibilities and activities of the Remuneration Committee

The Remuneration Committee is responsible for developing and recommending to the Board a remuneration policy for the Directors, which will be subject to shareholder approval. The Committee will also be responsible for monitoring and reviewing the performance of the Directors and for recommending to the Board the remuneration of the Directors.

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The Committee will also be responsible for monitoring and reviewing the performance of the Directors and for recommending to the Board the remuneration of the Directors.

Consideration of shareholder views

The Board will consider the views of shareholders on the remuneration of the Directors and will take account of those views in determining the remuneration of the Directors. The Board will also consider the views of shareholders on the remuneration of the Directors and will take account of those views in determining the remuneration of the Directors.

Consideration of our people

The Board will consider the views of our people on the remuneration of the Directors and will take account of those views in determining the remuneration of the Directors. The Board will also consider the views of our people on the remuneration of the Directors and will take account of those views in determining the remuneration of the Directors.

Remuneration policy table

Base salary

	Minimum (€)	Maximum (€)	Percentage (€)
Executive Director	120,000	180,000	150,000
Senior Executive Director	90,000	135,000	112,500
Executive Director	70,000	105,000	87,500
Senior Executive Director	50,000	75,000	62,500
Executive Director	40,000	60,000	50,000
Senior Executive Director	30,000	45,000	37,500
Executive Director	20,000	30,000	25,000
Senior Executive Director	15,000	22,500	18,750
Executive Director	10,000	15,000	12,500
Senior Executive Director	7,500	11,250	9,375
Executive Director	5,000	7,500	6,250
Senior Executive Director	3,750	5,625	4,687
Executive Director	2,500	3,750	3,125
Senior Executive Director	1,875	2,812	2,343
Executive Director	1,250	1,875	1,562
Senior Executive Director	937	1,406	1,171
Executive Director	625	937	781
Senior Executive Director	468	703	585
Executive Director	312	468	390
Senior Executive Director	234	351	292
Executive Director	156	234	195
Senior Executive Director	117	175	146
Executive Director	78	117	97
Senior Executive Director	58	87	73
Executive Director	39	58	48
Senior Executive Director	29	43	35
Executive Director	19	29	24
Senior Executive Director	14	21	17
Executive Director	9	14	11
Senior Executive Director	7	10	8
Executive Director	4	7	5
Senior Executive Director	3	4	3
Executive Director	2	3	2
Senior Executive Director	1	2	1

Benefits

	Minimum (€)	Maximum (€)	Percentage (€)
Executive Director	120,000	180,000	150,000
Senior Executive Director	90,000	135,000	112,500
Executive Director	70,000	105,000	87,500
Senior Executive Director	50,000	75,000	62,500
Executive Director	40,000	60,000	50,000
Senior Executive Director	30,000	45,000	37,500
Executive Director	20,000	30,000	25,000
Senior Executive Director	15,000	22,500	18,750
Executive Director	10,000	15,000	12,500
Senior Executive Director	7,500	11,250	9,375
Executive Director	5,000	7,500	6,250
Senior Executive Director	3,750	5,625	4,687
Executive Director	2,500	3,750	3,125
Senior Executive Director	1,875	2,812	2,343
Executive Director	1,250	1,875	1,562
Senior Executive Director	937	1,406	1,171
Executive Director	625	937	781
Senior Executive Director	468	703	585
Executive Director	312	468	390
Senior Executive Director	234	351	292
Executive Director	156	234	195
Senior Executive Director	117	175	146
Executive Director	78	117	97
Senior Executive Director	58	87	73
Executive Director	39	58	48
Senior Executive Director	29	43	35
Executive Director	19	29	24
Senior Executive Director	14	21	17
Executive Director	9	14	11
Senior Executive Director	7	10	8
Executive Director	4	7	5
Senior Executive Director	3	4	3
Executive Director	2	3	2
Senior Executive Director	1	2	1

Pension

	Minimum (€)	Maximum (€)	Percentage (€)
Executive Director	120,000	180,000	150,000
Senior Executive Director	90,000	135,000	112,500
Executive Director	70,000	105,000	87,500
Senior Executive Director	50,000	75,000	62,500
Executive Director	40,000	60,000	50,000
Senior Executive Director	30,000	45,000	37,500
Executive Director	20,000	30,000	25,000
Senior Executive Director	15,000	22,500	18,750
Executive Director	10,000	15,000	12,500
Senior Executive Director	7,500	11,250	9,375
Executive Director	5,000	7,500	6,250
Senior Executive Director	3,750	5,625	4,687
Executive Director	2,500	3,750	3,125
Senior Executive Director	1,875	2,812	2,343
Executive Director	1,250	1,875	1,562
Senior Executive Director	937	1,406	1,171
Executive Director	625	937	781
Senior Executive Director	468	703	585
Executive Director	312	468	390
Senior Executive Director	234	351	292
Executive Director	156	234	195
Senior Executive Director	117	175	146
Executive Director	78	117	97
Senior Executive Director	58	87	73
Executive Director	39	58	48
Senior Executive Director	29	43	35
Executive Director	19	29	24
Senior Executive Director	14	21	17
Executive Director	9	14	11
Senior Executive Director	7	10	8
Executive Director	4	7	5
Senior Executive Director	3	4	3
Executive Director	2	3	2
Senior Executive Director	1	2	1

[illegible]

Non-executive director (NED) fees

Director	Fees	Fees	Fees	Fees
Mr. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mrs. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mr. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mrs. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mr. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mrs. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mr. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mrs. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mr. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mrs. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mr. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mrs. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mr. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mrs. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mr. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mrs. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mr. [Name]	[Fees]	[Fees]	[Fees]	[Fees]
Mrs. [Name]	[Fees]	[Fees]	[Fees]	[Fees]

Malus and clawback

Our remuneration policy includes provisions for malus and clawback. Malus is the reduction of bonus payments and clawback is the recovery of bonus payments. Both are applied to the bonus payments of the financial year in which the malus or clawback is triggered.

The malus and clawback provisions are applied to the bonus payments of the financial year in which the malus or clawback is triggered. The malus and clawback provisions are applied to the bonus payments of the financial year in which the malus or clawback is triggered.

Application of our remuneration policy

The remuneration policy is applied to the bonus payments of the financial year in which the malus or clawback is triggered. The malus and clawback provisions are applied to the bonus payments of the financial year in which the malus or clawback is triggered.

Directors' recruitment and promotions

The remuneration policy is applied to the bonus payments of the financial year in which the malus or clawback is triggered. The malus and clawback provisions are applied to the bonus payments of the financial year in which the malus or clawback is triggered.

The remuneration policy is applied to the bonus payments of the financial year in which the malus or clawback is triggered. The malus and clawback provisions are applied to the bonus payments of the financial year in which the malus or clawback is triggered.

The remuneration policy is applied to the bonus payments of the financial year in which the malus or clawback is triggered. The malus and clawback provisions are applied to the bonus payments of the financial year in which the malus or clawback is triggered.

The remuneration policy is applied to the bonus payments of the financial year in which the malus or clawback is triggered. The malus and clawback provisions are applied to the bonus payments of the financial year in which the malus or clawback is triggered.

The remuneration policy is applied to the bonus payments of the financial year in which the malus or clawback is triggered. The malus and clawback provisions are applied to the bonus payments of the financial year in which the malus or clawback is triggered.

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The remuneration policy is applied to the bonus payments of the financial year in which the malus or clawback is triggered. The malus and clawback provisions are applied to the bonus payments of the financial year in which the malus or clawback is triggered.

Directors' service agreements and payments for loss of office

$\mathcal{H}^1(\mathbb{R}^n) \subset \mathcal{H}^1(\mathbb{R}^n)$

[illegible]

The following table shows the results of the regression analysis for the dependent variable $\ln Y_{it}$. The table is organized into three main sections: (a) Full specification, (b) Excluding the variable Y_{it-1} , and (c) Excluding the variable Y_{it-1} and the variable Y_{it-2} . Each section contains a list of variables and their corresponding coefficients and t-statistics.

Variable	(a) Full specification	(b) Excluding the variable Y_{it-1}	(c) Excluding the variable Y_{it-1} and the variable Y_{it-2}
Y_{it-1}	0.12 (1.2)	-	-
Y_{it-2}	0.08 (0.8)	-	-
Y_{it-3}	0.05 (0.5)	-	-
Y_{it-4}	0.03 (0.3)	-	-
Y_{it-5}	0.02 (0.2)	-	-
Y_{it-6}	0.01 (0.1)	-	-
Y_{it-7}	0.01 (0.1)	-	-
Y_{it-8}	0.01 (0.1)	-	-
Y_{it-9}	0.01 (0.1)	-	-
Y_{it-10}	0.01 (0.1)	-	-
Y_{it-11}	0.01 (0.1)	-	-
Y_{it-12}	0.01 (0.1)	-	-
Y_{it-13}	0.01 (0.1)	-	-
Y_{it-14}	0.01 (0.1)	-	-
Y_{it-15}	0.01 (0.1)	-	-
Y_{it-16}	0.01 (0.1)	-	-
Y_{it-17}	0.01 (0.1)	-	-
Y_{it-18}	0.01 (0.1)	-	-
Y_{it-19}	0.01 (0.1)	-	-
Y_{it-20}	0.01 (0.1)	-	-
Y_{it-21}	0.01 (0.1)	-	-
Y_{it-22}	0.01 (0.1)	-	-
Y_{it-23}	0.01 (0.1)	-	-
Y_{it-24}	0.01 (0.1)	-	-
Y_{it-25}	0.01 (0.1)	-	-
Y_{it-26}	0.01 (0.1)	-	-
Y_{it-27}	0.01 (0.1)	-	-
Y_{it-28}	0.01 (0.1)	-	-
Y_{it-29}	0.01 (0.1)	-	-
Y_{it-30}	0.01 (0.1)	-	-
Y_{it-31}	0.01 (0.1)	-	-
Y_{it-32}	0.01 (0.1)	-	-
Y_{it-33}	0.01 (0.1)	-	-
Y_{it-34}	0.01 (0.1)	-	-
Y_{it-35}	0.01 (0.1)	-	-
Y_{it-36}	0.01 (0.1)	-	-
Y_{it-37}	0.01 (0.1)	-	-
Y_{it-38}	0.01 (0.1)	-	-
Y_{it-39}	0.01 (0.1)	-	-
Y_{it-40}	0.01 (0.1)	-	-
Y_{it-41}	0.01 (0.1)	-	-
Y_{it-42}	0.01 (0.1)	-	-
Y_{it-43}	0.01 (0.1)	-	-
Y_{it-44}	0.01 (0.1)	-	-
Y_{it-45}	0.01 (0.1)	-	-
Y_{it-46}	0.01 (0.1)	-	-
Y_{it-47}	0.01 (0.1)	-	-
Y_{it-48}	0.01 (0.1)	-	-
Y_{it-49}	0.01 (0.1)	-	-
Y_{it-50}	0.01 (0.1)	-	-
Y_{it-51}	0.01 (0.1)	-	-
Y_{it-52}	0.01 (0.1)	-	-
Y_{it-53}	0.01 (0.1)	-	-
Y_{it-54}	0.01 (0.1)	-	-
Y_{it-55}	0.01 (0.1)	-	-
Y_{it-56}	0.01 (0.1)	-	-
Y_{it-57}	0.01 (0.1)	-	-
Y_{it-58}	0.01 (0.1)	-	-
Y_{it-59}	0.01 (0.1)	-	-
Y_{it-60}	0.01 (0.1)	-	-
Y_{it-61}	0.01 (0.1)	-	-
Y_{it-62}	0.01 (0.1)	-	-
Y_{it-63}	0.01 (0.1)	-	-
Y_{it-64}	0.01 (0.1)	-	-
Y_{it-65}	0.01 (0.1)	-	-
Y_{it-66}	0.01 (0.1)	-	-
Y_{it-67}	0.01 (0.1)	-	-
Y_{it-68}	0.01 (0.1)	-	-
Y_{it-69}	0.01 (0.1)	-	-
Y_{it-70}	0.01 (0.1)	-	-
Y_{it-71}	0.01 (0.1)	-	-
Y_{it-72}	0.01 (0.1)	-	-
Y_{it-73}	0.01 (0.1)	-	-
Y_{it-74}	0.01 (0.1)	-	-
Y_{it-75}	0.01 (0.1)	-	-
Y_{it-76}	0.01 (0.1)	-	-
Y_{it-77}	0.01 (0.1)	-	-
Y_{it-78}	0.01 (0.1)	-	-
Y_{it-79}	0.01 (0.1)	-	-
Y_{it-80}			

[illegible]

Non-executive directors' terms of engagement

[illegible]

Non-executive employee directors' terms of engagement

[illegible]

Inspection of service agreements/letters of appointment

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(47)	(48)	(49)	(50)	(51)	(52)	(53)	(54)	(55)	(56)	(57)	(58)	(59)	(60)	(61)	(62)	(63)	(64)	(65)	(66)	(67)	(68)	(69)	(70)	(71)	(72)	(73)	(74)	(75)	(76)	(77)	(78)	(79)	(80)	(81)	(82)	(83)	(84)	(85)	(86)	(87)	(88)	(89)	(90)	(91)	(92)	(93)	(94)	(95)	(96)	(97)	(98)	(99)	(100)
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	

Annual report on remuneration

[illegible][illegible]

Policy implementation for 2022

[illegible]

Shareholder voting at the AGM

$\mathcal{H}^1(\mathbb{R}^n) \cap \mathcal{H}^1(\mathbb{R}^n) = \mathcal{H}^1(\mathbb{R}^n)$

$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \log \frac{1}{2}$	$\frac{1}{2} \$
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Fixed remuneration: The fixed remuneration is the remuneration that the employee is entitled to receive in the event of termination of the employment relationship. It is calculated as follows:

$$\text{Fixed remuneration} = \text{Basic salary} + \text{Performance bonus} + \text{Other benefits}$$

The fixed remuneration is subject to the same rules as the variable remuneration. It is also subject to the same limits and conditions. The fixed remuneration is also subject to the same rules as the variable remuneration. It is also subject to the same limits and conditions.

2022 annual bonus: 10% of 2022 salary, payable on 12/31/2022, subject to the following conditions:

[illegible]

Fees for the Chairman, senior independent director, non-executive directors and employee non-executive directors

As approved by the Board for 2022 which are in accordance with the Company's Remuneration Policy

Annual fee from 1 January 2022

Director	Annual fee
Sir Ian Powell, Chairman	£120,000
David Lozman, Senior Independent Director	£40,000
Matthew Lester, Audit and Risk Committee Chair	£30,000
Georgina Harvey, Remuneration Committee Chair	£30,000
Nneka Abulokwe	£15,000
John Cresswell	£15,000
Neelam Dhawan	£15,000
Lyndsay Brown	£15,000
Joseph Murphy	£15,000

Figure 1 is a schematic representation of the experimental design. It shows a sequence of events: a subject is presented with a stimulus (a face), then a response is recorded (a button press), and finally, the subject is rewarded (a coin). The sequence is labeled with 'Stimulus', 'Response', and 'Reward'.

[illegible]



Annual bonus for 2021 (audited)

The annual bonus for 2021 was determined by the Board of Directors based on the performance of the company and the individual performance of the executives. The bonus is calculated as a percentage of the executive's base salary, with a maximum of 20% for the CEO and 10% for other executives. The bonus is subject to the achievement of certain performance targets, which are set by the Board of Directors. The bonus is paid in cash and is subject to the company's financial performance and the individual's performance.

Financial targets (80% of the bonus)

Financial target	Weight	Actual	Target	Achievement	Weighted achievement
Revenue	40%	100%	100%	100%	40%
Profit	40%	100%	100%	100%	40%
Operating expenses	20%	100%	100%	100%	20%
Total					

Revenue	100%
Profit	100%
Operating expenses	100%
Total	100%

1. The company has a strong reputation for quality and reliability, which is a key factor in its success. 2. The company has a strong financial position, which allows it to invest in research and development. 3. The company has a strong customer base, which provides a steady stream of revenue. 4. The company has a strong management team, which is responsible for the company's success. 5. The company has a strong marketing strategy, which helps it to reach its target market.

Strategic objectives (20% of the bonus)

Jon Lewis

Strategic objectives		Weighting	Score of subject
1. The company has a strong reputation for quality and reliability, which is a key factor in its success.	1.1. The company has a strong reputation for quality and reliability, which is a key factor in its success.	10%	10%
	1.2. The company has a strong reputation for quality and reliability, which is a key factor in its success.	10%	10%
	1.3. The company has a strong reputation for quality and reliability, which is a key factor in its success.	10%	10%
	1.4. The company has a strong reputation for quality and reliability, which is a key factor in its success.	10%	10%
	1.5. The company has a strong reputation for quality and reliability, which is a key factor in its success.	10%	10%
2. The company has a strong financial position, which allows it to invest in research and development.	2.1. The company has a strong financial position, which allows it to invest in research and development.	10%	10%
	2.2. The company has a strong financial position, which allows it to invest in research and development.	10%	10%
	2.3. The company has a strong financial position, which allows it to invest in research and development.	10%	10%
	2.4. The company has a strong financial position, which allows it to invest in research and development.	10%	10%
	2.5. The company has a strong financial position, which allows it to invest in research and development.	10%	10%
3. The company has a strong customer base, which provides a steady stream of revenue.	3.1. The company has a strong customer base, which provides a steady stream of revenue.	10%	10%
	3.2. The company has a strong customer base, which provides a steady stream of revenue.	10%	10%
	3.3. The company has a strong customer base, which provides a steady stream of revenue.	10%	10%
	3.4. The company has a strong customer base, which provides a steady stream of revenue.	10%	10%
	3.5. The company has a strong customer base, which provides a steady stream of revenue.	10%	10%
4. The company has a strong management team, which is responsible for the company's success.	4.1. The company has a strong management team, which is responsible for the company's success.	10%	10%
	4.2. The company has a strong management team, which is responsible for the company's success.	10%	10%
	4.3. The company has a strong management team, which is responsible for the company's success.	10%	10%
	4.4. The company has a strong management team, which is responsible for the company's success.	10%	10%
	4.5. The company has a strong management team, which is responsible for the company's success.	10%	10%
5. The company has a strong marketing strategy, which helps it to reach its target market.	5.1. The company has a strong marketing strategy, which helps it to reach its target market.	10%	10%
	5.2. The company has a strong marketing strategy, which helps it to reach its target market.	10%	10%
	5.3. The company has a strong marketing strategy, which helps it to reach its target market.	10%	10%
	5.4. The company has a strong marketing strategy, which helps it to reach its target market.	10%	10%
	5.5. The company has a strong marketing strategy, which helps it to reach its target market.	10%	10%

Tim Weller (from 12 May 2021)

1. The first part of the document is a list of the names of the people who were present at the meeting. The names are listed in alphabetical order.

2. The second part of the document is a list of the topics that were discussed during the meeting. The topics are listed in alphabetical order.

3. The third part of the document is a list of the actions that were agreed upon during the meeting. The actions are listed in alphabetical order.

4. The fourth part of the document is a list of the dates when the actions are to be completed. The dates are listed in alphabetical order.

5. The fifth part of the document is a list of the names of the people who are responsible for completing the actions. The names are listed in alphabetical order.

6. The sixth part of the document is a list of the names of the people who are responsible for monitoring the progress of the actions. The names are listed in alphabetical order.

7. The seventh part of the document is a list of the names of the people who are responsible for reporting on the progress of the actions. The names are listed in alphabetical order.

8. The eighth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed on time. The names are listed in alphabetical order.

9. The ninth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed to the required standard. The names are listed in alphabetical order.

10. The tenth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated budget. The names are listed in alphabetical order.

11. The eleventh part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated resources. The names are listed in alphabetical order.

12. The twelfth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated time. The names are listed in alphabetical order.

13. The thirteenth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated quality. The names are listed in alphabetical order.

14. The fourteenth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated risk. The names are listed in alphabetical order.

15. The fifteenth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated communication. The names are listed in alphabetical order.

16. The sixteenth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated documentation. The names are listed in alphabetical order.

17. The seventeenth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated training. The names are listed in alphabetical order.

18. The eighteenth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated equipment. The names are listed in alphabetical order.

19. The nineteenth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated facilities. The names are listed in alphabetical order.

20. The twentieth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated information. The names are listed in alphabetical order.

21. The twenty-first part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated knowledge. The names are listed in alphabetical order.

22. The twenty-second part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated skills. The names are listed in alphabetical order.

23. The twenty-third part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated experience. The names are listed in alphabetical order.

24. The twenty-fourth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated resources. The names are listed in alphabetical order.

25. The twenty-fifth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated time. The names are listed in alphabetical order.

26. The twenty-sixth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated quality. The names are listed in alphabetical order.

27. The twenty-seventh part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated risk. The names are listed in alphabetical order.

28. The twenty-eighth part of the document is a list of the names of the people who are responsible for ensuring that the actions are completed within the allocated communication. The names are listed in alphabetical order.

10

Long-term incentive awards due to vest in 2022 based on performance to 31 December 2021 (audited)

[illegible]

RSAs granted in 2021 (audited)

For example, we have a triplet of $\text{SU}(3)_C$ fermions, $\psi_L = (\psi_L^1, \psi_L^2, \psi_L^3)^T$, and a triplet of $\text{SU}(3)_C$ antifermions, $\bar{\psi}_L = (\bar{\psi}_L^1, \bar{\psi}_L^2, \bar{\psi}_L^3)^T$. The fermions transform under the adjoint representation of $\text{SU}(3)_C$, and the antifermions transform under the antiadjoint representation of $\text{SU}(3)_C$. The fermions and antifermions are also charged under $\text{SU}(3)_F$. For example, the fermions transform under the fundamental representation of $\text{SU}(3)_F$, and the antifermions transform under the antifundamental representation of $\text{SU}(3)_F$. The fermions and antifermions are also charged under $\text{SU}(2)_L$. For example, the fermions transform under the doublet representation of $\text{SU}(2)_L$, and the antifermions transform under the doublet representation of $\text{SU}(2)_L$. The fermions and antifermions are also charged under $\text{U}(1)_Y$. For example, the fermions transform under the hypercharge representation of $\text{U}(1)_Y$, and the antifermions transform under the hypercharge representation of $\text{U}(1)_Y$.

[illegible][illegible]

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[illegible][illegible]

Share plans (audited)
DAB plan

Unvested DAB deferred/restricted awards at 31 December 2021

Name of director		2019 award		Total
α, β	γ	δ	ϵ	ζ
η	θ	ι	κ	λ
μ	ν	ξ	$\omicron$	π
ρ	σ	τ	υ	ϕ
χ	ψ	ω	ϖ	ϱ
ς	ζ	η	θ	ι
κ	λ	μ	ν	ξ
$\omicron$	π	ρ	σ	τ
υ	ϕ	χ	ψ	ω
ϖ	ϱ	ς	ζ	η
θ	ι	κ	λ	μ
ν	ξ	$\omicron$	π	ρ
σ	τ	υ	ϕ	χ
ω	ϖ	ϱ	ς	ζ
η	θ	ι	κ	λ
μ	ν	ξ	$\omicron$	π
ρ	σ	τ	υ	ϕ
χ	ψ	ω	ϖ	ϱ
ς	ζ	η	θ	ι
κ	λ	μ	ν	ξ
$\omicron$	π	ρ	σ	τ
υ	ϕ	χ	ψ	ω
ϖ	ϱ	ς	ζ	η
θ	ι	κ	λ	μ
ν	ξ	$\omicron$	π	ρ
σ	τ	υ	ϕ	χ
ω	ϖ	ϱ	ς	ζ
η	θ	ι	κ	λ
μ	ν	ξ	$\omicron$	π
ρ	σ	τ	υ	ϕ
χ	ψ	ω	ϖ	ϱ
ς	ζ	η	θ	ι
κ	λ	μ	ν	ξ
$\omicron$	π	ρ	σ	τ
υ	ϕ	χ	ψ	ω
ϖ	ϱ	ς	ζ	η
θ	ι	κ	λ	μ
ν	ξ	$\omicron$	π	ρ
σ	τ	υ	ϕ	χ
ω	ϖ	ϱ	ς	ζ
η	θ	ι	κ	λ
μ	ν	ξ	$\omicron$	π
ρ	σ	τ	υ	ϕ
χ	ψ	ω	ϖ	ϱ
ς	ζ	η	θ	ι
κ	λ	μ	ν	ξ
$\omicron$	π	ρ	σ	τ
υ	ϕ	χ	ψ	ω
ϖ	ϱ	ς	ζ	η
θ	ι	κ	λ	μ
ν	ξ	$\omicron$	π	ρ
σ	τ	υ	ϕ	χ
ω	ϖ	ϱ	ς	ζ
η	θ	ι	κ	λ
μ	ν	ξ	$\omicron$	π
ρ	σ	τ	υ	ϕ
χ	ψ	ω	ϖ	ϱ
ς	ζ	η	θ	ι
κ	λ	μ	ν	ξ
$\omicron$	π	ρ	σ	τ
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ϖ	ϱ	ς	ζ	η
θ	ι	κ	λ	μ
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σ	τ	υ	ϕ	χ
ω	ϖ	ϱ	ς	ζ
η	θ	ι	κ	λ
μ	ν	ξ	$\omicron$	π
ρ	σ	τ	υ	ϕ
χ	ψ	ω	ϖ	ϱ
ς	ζ	η	θ	ι
κ	λ	μ	ν	ξ
$\omicron$	π	ρ	σ	τ
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ϖ	ϱ	ς	ζ	η
θ	ι	κ	λ	μ
ν	ξ	$\omicron$	π	ρ
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ω	ϖ	ϱ	ς	ζ
η	θ	ι	κ	λ
μ	ν	ξ	$\omicron$	π
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Unvested LTIP awards

Name of director	2019 award	2020 award
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2019 awards:

Performance metric	Weighting	Threshold (25% vests)	Target (50% vests)	Stretch (100% vests)
Performance				
Stretch				
Weighting				
Threshold (25% vests)				
Target (50% vests)				
Stretch (100% vests)				

2020 awards:

[illegible]

Unvested restricted share awards

Journal of Clinical Trials
 A peer-reviewed journal of clinical trials and clinical research
 Volume 10 Number 1 2019
 ISSN 2161-7305
 DOI: 10.1177/2161730519851111
 SAGE
 SAGE PUBLICATIONS

As a consequence, the $\mathcal{H}_2$ norm of the closed-loop system is bounded by the $\mathcal{H}_2$ norm of the open-loop system, i.e., $\|G_{cl}\|_2 \leq \|G_{ol}\|_2$. This property is useful for the design of the controller, since it allows to bound the $\mathcal{H}_2$ norm of the closed-loop system by the $\mathcal{H}_2$ norm of the open-loop system, which is a known quantity. This property is also useful for the design of the controller, since it allows to bound the $\mathcal{H}_2$ norm of the closed-loop system by the $\mathcal{H}_2$ norm of the open-loop system, which is a known quantity.

Figure 1: Schematic representation of the experimental design. The figure shows a vertical timeline of events. At the top, a subject is shown in a car, with a 'Start' button and a 'Stop' button. Below this, a 'Start' button is shown with a 'Stop' button. The timeline continues with a 'Start' button, a 'Stop' button, and a 'Start' button. The timeline ends with a 'Stop' button. The timeline is labeled 'Time' on the right side.

- **disk read latency** is how long it takes for the computer to get the data from the disk. It is usually a constant, but may vary a little, depending on the size of the data.
- **seek time** is the time required for the disk head to move to the correct cylinder. It is usually a constant, but may vary a little, depending on the size of the data.
- **rotational latency** is the time required for the disk to rotate one full revolution. It is usually a constant, but may vary a little, depending on the size of the data.

Satisfaction of options

Dilution

Executive directors' service agreements

	Date of joining the Company	Notice period

Non-executive directors' terms of engagement

	Date of joining the Board	Expiry date of current appointment

Board changes

As part of our corporate governance framework, the Board regularly reviews the composition and effectiveness of the Board. This includes an annual review of the Board's composition and effectiveness, taking into account the Board's size, diversity, skills, and experience, and the Board's effectiveness in discharging its duties.

The Board has a policy of refreshing its membership and ensuring that the Board has the right mix of skills and experience to discharge its duties effectively. The Board's policy is to retire one-third of the Board members each year, and to ensure that the Board has a mix of independent non-executive directors.

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Payments to former directors (audited)

The Board has a policy of refreshing its membership and ensuring that the Board has the right mix of skills and experience to discharge its duties effectively. The Board's policy is to retire one-third of the Board members each year, and to ensure that the Board has a mix of independent non-executive directors.

External appointments for executive directors

The Board has a policy of refreshing its membership and ensuring that the Board has the right mix of skills and experience to discharge its duties effectively. The Board's policy is to retire one-third of the Board members each year, and to ensure that the Board has a mix of independent non-executive directors.

The table below summarises the remuneration packages of the directors for the 2021 financial year. The remuneration packages of the directors for the 2020 financial year are disclosed in the 2020 Annual Report. The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report. The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report.

Percentage change in remuneration levels

	2021				2020			
	Base salary/fees	Taxable benefits	Annual bonus	Base salary/fees	Taxable benefits	Annual bonus		
Chairman	£1,000,000	£100,000	£100,000	£1,000,000	£100,000	£100,000	0%	0%
Director 1	£500,000	£50,000	£50,000	£500,000	£50,000	£50,000	0%	0%
Director 2	£400,000	£40,000	£40,000	£400,000	£40,000	£40,000	0%	0%
Director 3	£300,000	£30,000	£30,000	£300,000	£30,000	£30,000	0%	0%
Director 4	£200,000	£20,000	£20,000	£200,000	£20,000	£20,000	0%	0%
Director 5	£150,000	£15,000	£15,000	£150,000	£15,000	£15,000	0%	0%
Director 6	£100,000	£10,000	£10,000	£100,000	£10,000	£10,000	0%	0%
Director 7	£80,000	£8,000	£8,000	£80,000	£8,000	£8,000	0%	0%
Director 8	£60,000	£6,000	£6,000	£60,000	£6,000	£6,000	0%	0%
Director 9	£40,000	£4,000	£4,000	£40,000	£4,000	£4,000	0%	0%
Director 10	£20,000	£2,000	£2,000	£20,000	£2,000	£2,000	0%	0%
Director 11	£10,000	£1,000	£1,000	£10,000	£1,000	£1,000	0%	0%
Director 12	£5,000	£500	£500	£5,000	£500	£500	0%	0%
Director 13	£3,000	£300	£300	£3,000	£300	£300	0%	0%
Director 14	£2,000	£200	£200	£2,000	£200	£200	0%	0%
Director 15	£1,000	£100	£100	£1,000	£100	£100	0%	0%
Director 16	£500	£50	£50	£500	£50	£50	0%	0%
Director 17	£250	£25	£25	£250	£25	£25	0%	0%
Director 18	£125	£12	£12	£125	£12	£12	0%	0%
Director 19	£62	£6	£6	£62	£6	£6	0%	0%
Director 20	£31	£3	£3	£31	£3	£3	0%	0%
Director 21	£15	£1	£1	£15	£1	£1	0%	0%
Director 22	£7	£0	£0	£7	£0	£0	0%	0%
Director 23	£3	£0	£0	£3	£0	£0	0%	0%
Director 24	£1	£0	£0	£1	£0	£0	0%	0%
Director 25	£0	£0	£0	£0	£0	£0	0%	0%

CEO pay ratio

The table below summarises the remuneration packages of the directors for the 2021 financial year. The remuneration packages of the directors for the 2020 financial year are disclosed in the 2020 Annual Report. The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report. The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report.

Year	25th percentile pay ratio	50th percentile pay ratio	75th percentile pay ratio
2021	5.1	4.1	2.5
2020	5.1	4.1	2.5

The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report. The remuneration packages of the directors for the 2020 financial year are disclosed in the 2020 Annual Report. The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report. The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report.

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2021	25th percentile (P25)	Median (P50)	75th percentile (P75)
Salary	£18,251	£29,457	£39,833
Total pay and benefits	£24,386	£31,040	£48,997

The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report. The remuneration packages of the directors for the 2020 financial year are disclosed in the 2020 Annual Report. The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report. The remuneration packages of the directors for the 2021 financial year are disclosed in the 2021 Annual Report.

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1. The Board has approved the remuneration policy for 2021, which is consistent with the long-term strategy of the Group and the interests of the shareholders.

The Board has approved the remuneration policy for 2021, which is consistent with the long-term strategy of the Group and the interests of the shareholders. The Board has also approved the remuneration policy for 2022, which is consistent with the long-term strategy of the Group and the interests of the shareholders.

The Board has approved the remuneration policy for 2021, which is consistent with the long-term strategy of the Group and the interests of the shareholders. The Board has also approved the remuneration policy for 2022, which is consistent with the long-term strategy of the Group and the interests of the shareholders.

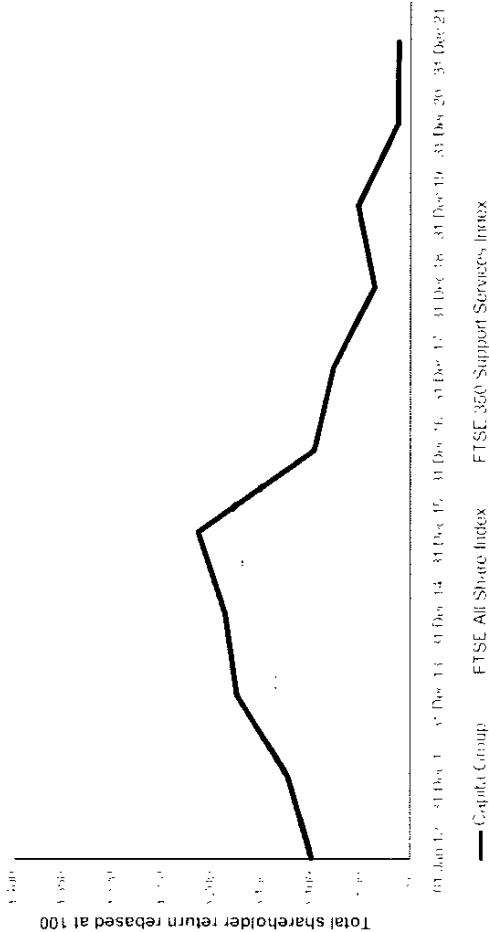
Gender pay gap reporting

Relative importance of the spend on pay

2021	2020	
	£m	% of total spend
Payroll	1,234	100%
Other	123	10%

Performance graph and CEO pay

The Board has approved the remuneration policy for 2021, which is consistent with the long-term strategy of the Group and the interests of the shareholders. The Board has also approved the remuneration policy for 2022, which is consistent with the long-term strategy of the Group and the interests of the shareholders.



The Board has approved the remuneration policy for 2021, which is consistent with the long-term strategy of the Group and the interests of the shareholders. The Board has also approved the remuneration policy for 2022, which is consistent with the long-term strategy of the Group and the interests of the shareholders.

The Board has approved the remuneration policy for 2021, which is consistent with the long-term strategy of the Group and the interests of the shareholders. The Board has also approved the remuneration policy for 2022, which is consistent with the long-term strategy of the Group and the interests of the shareholders.

	CEO - single figure of total remuneration	Annual bonus (vs max opportunity)	Long-term incentive (vs max opportunity)
2017	1		1
2018	1		1
2019	1		1
2020	1		1
2021	1		1
2022	1		1
2023	1		1
2024	1		1
2025	1		1
2026	1		1
2027	1		1
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2099	1		1
2100	1		1

The remuneration of the CEO is determined by the Remuneration Committee, which is responsible for setting the remuneration policy and for approving the remuneration of the CEO. The remuneration of the CEO is based on the company's performance and on the CEO's contribution to the company's success. The remuneration of the CEO is also subject to the company's financial performance and to the company's long-term strategy.

Approval of the directors' remuneration report

Georgina Harvey
 Chair
 Remuneration Committee

Independent auditor's report

to the members of Capita plc

1 Our opinion is unmodified

The financial statements of Capita plc for the year ended 31 March 2014, which comprise the consolidated income statement, consolidated statement of financial position, consolidated cash flow statement, consolidated statement of changes in equity and the related notes, are consistent with the financial information derived from the company's accounting records and are in accordance with the applicable accounting framework.

In our opinion

The financial statements of Capita plc for the year ended 31 March 2014, which comprise the consolidated income statement, consolidated statement of financial position, consolidated cash flow statement, consolidated statement of changes in equity and the related notes, are consistent with the financial information derived from the company's accounting records and are in accordance with the applicable accounting framework.

Basis for opinion	
The financial statements of Capita plc for the year ended 31 March 2014, which comprise the consolidated income statement, consolidated statement of financial position, consolidated cash flow statement, consolidated statement of changes in equity and the related notes, are consistent with the financial information derived from the company's accounting records and are in accordance with the applicable accounting framework.	
Overview	
The financial statements of Capita plc for the year ended 31 March 2014, which comprise the consolidated income statement, consolidated statement of financial position, consolidated cash flow statement, consolidated statement of changes in equity and the related notes, are consistent with the financial information derived from the company's accounting records and are in accordance with the applicable accounting framework.	
Materiality:	
The financial statements of Capita plc for the year ended 31 March 2014, which comprise the consolidated income statement, consolidated statement of financial position, consolidated cash flow statement, consolidated statement of changes in equity and the related notes, are consistent with the financial information derived from the company's accounting records and are in accordance with the applicable accounting framework.	
Coverage	
The financial statements of Capita plc for the year ended 31 March 2014, which comprise the consolidated income statement, consolidated statement of financial position, consolidated cash flow statement, consolidated statement of changes in equity and the related notes, are consistent with the financial information derived from the company's accounting records and are in accordance with the applicable accounting framework.	

Risks of material misstatement vs 2020		
Recurring risks for the Group	Revenue recognition	◄►
	Financial instruments and derivatives	◄►
	Income taxes	▲
	Share-based payment	◄►
	Intangible assets and goodwill impairment tests	◄►
	Employee benefits	►
	Other	◄►
Recurring risks for the Parent Company	Financial instruments and derivatives, Income taxes, Share-based payment, Employee benefits, Other	◄►

The above table provides an overview of the risks of material misstatement for the Group and the Parent Company. The risks are categorized as recurring risks for the Group and recurring risks for the Parent Company. The risks are assessed based on their potential impact on the financial statements and the likelihood of occurrence. The risks are also assessed based on the complexity of the transactions and the level of judgment involved in their accounting treatment.

2 Material uncertainty related to going concern

The risk	
Going concern	Disclosure quality
The Group has a history of losses and has a significant amount of debt. The Group's financial position is weak and its ability to continue as a going concern is in doubt. The Group's management has concluded that the Group is a going concern for the next 12 months, but there is a material uncertainty about the Group's ability to continue as a going concern for a longer period. The Group's management has concluded that the Group is a going concern for the next 12 months, but there is a material uncertainty about the Group's ability to continue as a going concern for a longer period.	The Group's financial statements are prepared on a going concern basis. The Group's management has concluded that the Group is a going concern for the next 12 months, but there is a material uncertainty about the Group's ability to continue as a going concern for a longer period. The Group's management has concluded that the Group is a going concern for the next 12 months, but there is a material uncertainty about the Group's ability to continue as a going concern for a longer period.

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See also 100-101, 102-103, 104-105, 106-107, 108-109, 110-111, 112-113, 114-115, 116-117, 118-119, 120-121, 122-123, 124-125, 126-127, 128-129, 130-131, 132-133, 134-135, 136-137, 138-139, 140-141, 142-143, 144-145, 146-147, 148-149, 150-151, 152-153, 154-155, 156-157, 158-159, 160-161, 162-163, 164-165, 166-167, 168-169, 170-171, 172-173, 174-175, 176-177, 178-179, 180-181, 182-183, 184-185, 186-187, 188-189, 190-191, 192-193, 194-195, 196-197, 198-199, 200-201, 202-203, 204-205, 206-207, 208-209, 210-211, 212-213, 214-215, 216-217, 218-219, 220-221, 222-223, 224-225, 226-227, 228-229, 230-231, 232-233, 234-235, 236-237, 238-239, 240-241, 242-243, 244-245, 246-247, 248-249, 250-251, 252-253, 254-255, 256-257, 258-259, 260-261, 262-263, 264-265, 266-267, 268-269, 270-271, 272-273, 274-275, 276-277, 278-279, 280-281, 282-283, 284-285, 286-287, 288-289, 290-291, 292-293, 294-295, 296-297, 298-299, 300-301, 302-303, 304-305, 306-307, 308-309, 310-311, 312-313, 314-315, 316-317, 318-319, 320-321, 322-323, 324-325, 326-327, 328-329, 330-331, 332-333, 334-335, 336-337, 338-339, 340-341, 342-343, 344-345, 346-347, 348-349, 350-351, 352-353, 354-355, 356-357, 358-359, 360-361, 362-363, 364-365, 366-367, 368-369, 370-371, 372-373, 374-375, 376-377, 378-379, 380-381, 382-383, 384-385, 386-387, 388-389, 390-391, 392-393, 394-395, 396-397, 398-399, 400-401, 402-403, 404-405, 406-407, 408-409, 410-411, 412-413, 414-415, 416-417, 418-419, 420-421, 422-423, 424-425, 426-427, 428-429, 430-431, 432-433, 434-435, 436-437, 438-439, 440-441, 442-443, 444-445, 446-447, 448-449, 450-451, 452-453, 454-455, 456-457, 458-459, 460-461, 462-463, 464-465, 466-467, 468-469, 470-471, 472-473, 474-475, 476-477, 478-479, 480-481, 482-483, 484-485, 486-487, 488-489, 490-491, 492-493, 494-495, 496-497, 498-499, 500-501, 502-503, 504-505, 506-507, 508-509, 510-511, 512-513, 514-515, 516-517, 518-519, 520-521, 522-523, 524-525, 526-527, 528-529, 530-531, 532-533, 534-535, 536-537, 538-539, 540-541, 542-543, 544-545, 546-547, 548-549, 550-551, 552-553, 554-555, 556-557, 558-559, 560-561, 562-563, 564-565, 566-567, 568-569, 570-571, 572-573, 574-575, 576-577, 578-579, 580-581, 582-583, 584-585, 586-587, 588-589, 590-591, 592-593, 594-595, 596-597, 598-599, 600-601, 602-603, 604-605, 606-607, 608-609, 610-611, 612-613, 614-615, 616-617, 618-619, 620-621, 622-623, 624-625, 626-627, 628-629, 630-631, 632-633, 634-635, 636-637, 638-639, 640-641, 642-643, 644-645, 646-647, 648-649, 650-651, 652-653, 654-655, 656-657, 658-659, 660-661, 662-663, 664-665, 666-667, 668-669, 670-671, 672-673, 674-675, 676-677, 678-679, 680-681, 682-683, 684-685, 686-687, 688-689, 690-691, 692-693, 694-695, 696-697, 698-699, 700-701, 702-703, 704-705, 706-707, 708-709, 710-711, 712-713, 714-715, 716-717, 718-719, 720-721, 722-723, 724-725, 726-727, 728-729, 730-731, 732-733, 734-735, 736-737, 738-739, 740-741, 742-743, 744-745, 746-747, 748-749, 750-751, 752-753, 754-755, 756-757, 758-759, 760-761, 762-763, 764-765, 766-767, 768-769, 770-771, 772-773, 774-775, 776-777, 778-779, 780-781, 782-783, 784-785, 786-787, 788-789, 790-791, 792-793, 794-795, 796-797, 798-799, 800-801, 802-803, 804-805, 806-807, 808-809, 810-811, 812-813, 814-815, 816-817, 818-819, 820-821, 822-823, 824-825, 826-827, 828-829, 830-831, 832-833, 834-835, 836-837, 838-839, 840-841, 842-843, 844-845, 846-847, 848-849, 850-851, 852-853, 854-855, 856-857, 858-859, 860-861, 862-863, 864-865, 866-867, 868-869, 870-871, 872-873, 874-875, 876-877, 878-879, 880-881, 882-883, 884-885, 886-887, 888-889, 890-891, 892-893, 894-895, 896-897, 898-899, 900-901, 902-903, 904-905, 906-907, 908-909, 910-911, 912-913, 914-915, 916-917, 918-919, 920-921, 922-923, 924-925, 926-927, 928-929, 930-931, 932-933, 934-935, 936-937, 938-939, 940-941, 942-943, 944-945, 946-947, 948-949, 950-951, 952-953, 954-955, 956-957, 958-959, 960-961, 962-963, 964-965, 966-967, 968-969, 970-971, 972-973, 974-975, 976-977, 978-979, 980-981, 982-983, 984-985, 986-987, 988-989, 990-991, 992-993, 994-995, 996-997, 998-999, 1000-1001, 1002-1003, 1004-1005, 1006-100

[illegible]

3 Other key audit matters: our assessment of risks of material misstatement

[illegible]

The risk

Revenue and profit recognition	Accounting treatment
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[illegible]

Subjective estimate

Disclosure quality

Our response

Tests of detail are performed on the following items:

- Cash and cash equivalents
- Accounts receivable
- Inventory
- Property, plant and equipment
- Intangible assets
- Debt
- Equity

The results of the tests of detail are used to determine the overall level of audit risk and to determine the nature, timing and extent of the other audit procedures to be performed.

Our response

Based on the results of the tests of detail, we have determined the overall level of audit risk and the nature, timing and extent of the other audit procedures to be performed. We have also determined the level of audit risk for each of the following items:

- Cash and cash equivalents
- Accounts receivable
- Inventory
- Property, plant and equipment
- Intangible assets
- Debt
- Equity

Disclosure quality

The results of the tests of detail are used to determine the overall level of audit risk and to determine the nature, timing and extent of the other audit procedures to be performed. We have also determined the level of audit risk for each of the following items:

- Cash and cash equivalents
- Accounts receivable
- Inventory
- Property, plant and equipment
- Intangible assets
- Debt
- Equity

Impairment of Goodwill

Forecast-based valuation

The risk

Items excluded from adjusted profit

Presentation appropriateness

Disclosure quality

1970-1971, 1972-1973, 1974-1975, 1976-1977, 1978-1979, 1980-1981, 1982-1983, 1984-1985, 1986-1987, 1988-1989, 1990-1991, 1992-1993, 1994-1995, 1996-1997, 1998-1999, 2000-2001, 2002-2003, 2004-2005, 2006-2007, 2008-2009, 2010-2011, 2012-2013, 2014-2015, 2016-2017, 2018-2019, 2020-2021, 2022-2023, 2024-2025, 2026-2027, 2028-2029, 2030-2031, 2032-2033, 2034-2035, 2036-2037, 2038-2039, 2040-2041, 2042-2043, 2044-2045, 2046-2047, 2048-2049, 2050-2051, 2052-2053, 2054-2055, 2056-2057, 2058-2059, 2060-2061, 2062-2063, 2064-2065, 2066-2067, 2068-2069, 2070-2071, 2072-2073, 2074-2075, 2076-2077, 2078-2079, 2080-2081, 2082-2083, 2084-2085, 2086-2087, 2088-2089, 2090-2091, 2092-2093, 2094-2095, 2096-2097, 2098-2099, 2100-2101, 2102-2103, 2104-2105, 2106-2107, 2108-2109, 2110-2111, 2112-2113, 2114-2115, 2116-2117, 2118-2119, 2120-2121, 2122-2123, 2124-2125, 2126-2127, 2128-2129, 2130-2131, 2132-2133, 2134-2135, 2136-2137, 2138-2139, 2140-2141, 2142-2143, 2144-2145, 2146-2147, 2148-2149, 2150-2151, 2152-2153, 2154-2155, 2156-2157, 2158-2159, 2160-2161, 2162-2163, 2164-2165, 2166-2167, 2168-2169, 2170-2171, 2172-2173, 2174-2175, 2176-2177, 2178-2179, 2180-2181, 2182-2183, 2184-2185, 2186-2187, 2188-2189, 2190-2191, 2192-2193, 2194-2195, 2196-2197, 2198-2199, 2200-2201, 2202-2203, 2204-2205, 2206-2207, 2208-2209, 2210-2211, 2212-2213, 2214-2215, 2216-2217, 2218-2219, 2220-2221, 2222-2223, 2224-2225, 2226-2227, 2228-2229, 2230-2231, 2232-2233, 2234-2235, 2236-2237, 2238-2239, 2240-2241, 2242-2243, 2244-2245, 2246-2247, 2248-2249, 2250-2251, 2252-2253, 2254-2255, 2256-2257, 2258-2259, 2260-2261, 2262-2263, 2264-2265, 2266-2267, 2268-2269, 2270-2271, 2272-2273, 2274-2275, 2276-2277, 2278-2279, 2280-2281, 2282-2283, 2284-2285, 2286-2287, 2288-2289, 2290-2291, 2292-2293, 2294-2295, 2296-2297, 2298-2299, 2300-2301, 2302-2303, 2304-2305, 2306-2307, 2308-2309, 2310-2311, 2312-2313, 2314-2315, 2316-2317, 2318-2319, 2320-2321, 2322-2323, 2324-2325, 2326-2327, 2328-2329, 2330-2331, 2332-2333, 2334-2335, 2336-2337, 2338-2339, 2340-2341, 2342-2343, 2344-2345, 2346-2347, 2348-2349, 2350-2351, 2352-2353, 2354-2355, 2356-2357, 2358-2359, 2360-2361, 2362-2363, 2364-2365, 2366-2367, 2368-2369, 2370-2371, 2372-2373, 2374-2375, 2376-2377, 2378-2379, 2380-2381, 2382-2383, 2384-2385, 2386-2387, 2388-2389, 2390-2391, 2392-2393, 2394-2395, 2396-2397, 2398-2399, 2400-2401, 2402-2403, 2404-2405, 2406-2407, 2408-2409, 2410-2411, 2412-2413, 2414-2415, 2416-2417, 2418-2419, 2420-2421, 2422-2423, 2424-2425, 2426-2427, 2428-2429, 2430-2431, 2432-2433, 2434-2435, 2436-2437, 2438-2439, 2440-2441, 2442-2443, 2444-2445, 2446-2447, 2448-2449, 2450-2451, 2452-2453, 2454-2455, 2456-2457, 2458-2459, 2460-2461, 2462-2463, 2464-2465, 2466-2467, 2468-2469, 2470-2471, 2472-2473, 2474-2475, 2476-2477, 2478-2479, 2480-2481, 2482-2483, 2484-2485, 2486-2487, 2488-2489, 2490-2491, 2492-2493, 2494-2495, 2496-2497, 2498-2499, 2500-2501, 2502-2503, 2504-2505, 2506-2507, 2508-2509, 2510-2511, 2512-2513, 2514-2515, 2516-2517, 2518-2519, 2520-2521, 2522-2523, 2524-2525, 2526-2527, 2528-2529, 2530-2531, 2532-2533, 2534-2535, 2536-2537, 2538-2539, 2540-2541, 2542-2543, 2544-2545, 2546-2547, 2548-2549, 2550-2551, 2552-2553, 2554-2555, 2556-2557, 2558-2559, 2560-2561, 2562-2563, 2564-2565, 2566-2567, 2568-2569, 2570-2571, 2572-2573, 2574-2575, 2576-2577, 2578-2579, 2580-2581, 2582-2583, 2584-2585, 2586-2587, 2588-2589, 2590-2591, 2592-2593, 2594-2595, 2596-2597, 2598-2599, 2600-2601, 2602-2603, 2604-2605, 2606-2607, 2608-2609, 2610-2611, 2612-2613, 2614-2615, 2616-2617, 2618-2619, 2620-2621, 2622-2623, 2624-2625, 2626-2627, 2628-2629, 2630-2631, 2632-2633, 2634-2635, 2636-2637, 2638-2639, 2640-2641, 2642-2643, 2644-2645, 2646-2647, 2648-2649, 2650-2651, 2652-2653, 2654-2655, 2656-2657, 2658-2659, 2660-2661, 2662-2663, 2664-2665, 2666-2667, 2668-2669, 2670-2671, 2672-2673, 2674-2675, 2676-2677, 2678-2679, 2680-2681, 2682-2683, 2684-2685, 2686-2687, 2688-2689, 2690-2691, 2692-2693, 2694-2695, 2696-2697, 2698-2699, 2700-2701, 2702-2703, 2704-2705, 2706-2707, 2708-2709, 2710-2711, 2712-2713, 27

Our response We have performed the following procedures to address the risk of material misstatement: Relevant interviews We interviewed management and other personnel responsible for the preparation of the financial statements to understand the nature and extent of the risk. Test of detail We tested the detail of the financial statements to ensure that the amounts reported are accurate and complete.	
The risk Pensions obligations The risk is that the pension obligations are not properly measured or disclosed, which could result in a material misstatement of the financial statements. Disclosure quality The risk is that the disclosures related to the pension obligations are not clear, complete, and consistent with the applicable accounting standards.	

Our response We have performed the following procedures to address the risk of material misstatement: Materiality We have determined the materiality level for the financial statements and applied it to the risk of material misstatement. Sampling We have used statistical sampling techniques to select a representative sample of transactions for testing.	
The risk Pensions obligations The risk is that the pension obligations are not properly measured or disclosed, which could result in a material misstatement of the financial statements. Disclosure quality The risk is that the disclosures related to the pension obligations are not clear, complete, and consistent with the applicable accounting standards.	



Our response

the *in vitro* and *in vivo* studies. The *in vitro* studies have shown that the release of the drug from the polymer matrix is controlled by the diffusion of the drug through the polymer matrix. The *in vivo* studies have shown that the release of the drug from the polymer matrix is controlled by the degradation of the polymer matrix. The *in vivo* studies have also shown that the release of the drug from the polymer matrix is controlled by the degradation of the polymer matrix.

7 Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

identifying and responding to risks of material misstatement related to compliance with laws and regulations

Выводы. В результате проведенного исследования установлено, что в процессе формирования профессионального мышления у студентов педагогического вуза происходит развитие познавательных способностей, формирование профессиональных умственных действий и навыков, совершенствование познавательных процессов. В процессе формирования профессионального мышления у студентов педагогического вуза происходит развитие познавательных способностей, формирование профессиональных умственных действий и навыков, совершенствование познавательных процессов.

[illegible][illegible][illegible]

1. 1955. 1956. 1957. 1958. 1959. 1960. 1961. 1962. 1963. 1964. 1965. 1966. 1967. 1968. 1969. 1970. 1971. 1972. 1973. 1974. 1975. 1976. 1977. 1978. 1979. 1980. 1981. 1982. 1983. 1984. 1985. 1986. 1987. 1988. 1989. 1990. 1991. 1992. 1993. 1994. 1995. 1996. 1997. 1998. 1999. 2000. 2001. 2002. 2003. 2004. 2005. 2006. 2007. 2008. 2009. 2010. 2011. 2012. 2013. 2014. 2015. 2016. 2017. 2018. 2019. 2020. 2021. 2022. 2023. 2024. 2025. 2026. 2027. 2028. 2029. 2030. 2031. 2032. 2033. 2034. 2035. 2036. 2037. 2038. 2039. 2040. 2041. 2042. 2043. 2044. 2045. 2046. 2047. 2048. 2049. 2050. 2051. 2052. 2053. 2054. 2055. 2056. 2057. 2058. 2059. 2060. 2061. 2062. 2063. 2064. 2065. 2066. 2067. 2068. 2069. 2070. 2071. 2072. 2073. 2074. 2075. 2076. 2077. 2078. 2079. 2080. 2081. 2082. 2083. 2084. 2085. 2086. 2087. 2088. 2089. 2090. 2091. 2092. 2093. 2094. 2095. 2096. 2097. 2098. 2099. 2100. 2101. 2102. 2103. 2104. 2105. 2106. 2107. 2108. 2109. 2110. 2111. 2112. 2113. 2114. 2115. 2116. 2117. 2118. 2119. 2120. 2121. 2122. 2123. 2124. 2125. 2126. 2127. 2128. 2129. 2130. 2131. 2132. 2133. 2134. 2135. 2136. 2137. 2138. 2139. 2140. 2141. 2142. 2143. 2144. 2145. 2146. 2147. 2148. 2149. 2150. 2151. 2152. 2153. 2154. 2155. 2156. 2157. 2158. 2159. 2160. 2161. 2162. 2163. 2164. 2165. 2166. 2167. 2168. 2169. 2170. 2171. 2172. 2173. 2174. 2175. 2176. 2177. 2178. 2179. 2180. 2181. 2182. 2183. 2184. 2185. 2186. 2187. 2188. 2189. 2190. 2191. 2192. 2193. 2194. 2195. 2196. 2197. 2198. 2199. 2200. 2201. 2202. 2203. 2204. 2205. 2206. 2207. 2208. 2209. 2210. 2211. 2212. 2213. 2214. 2215. 2216. 2217. 2218. 2219. 2220. 2221. 2222. 2223. 2224. 2225. 2226. 2227. 2228. 2229. 2230. 2231. 2232. 2233. 2234. 2235. 2236. 2237. 2238. 2239. 2240. 2241. 2242. 2243. 2244. 2245. 2246. 2247. 2248. 2249. 2250. 2251. 2252. 2253. 2254. 2255. 2256. 2257. 2258. 2259. 2260. 2261. 2262. 2263. 2264. 2265. 2266. 2267. 2268. 2269. 2270. 2271. 2272. 2273. 2274. 2275. 2276. 2277. 2278. 2279. 2280. 2281. 2282. 2283. 2284. 2285. 2286. 2287. 2288. 2289. 2290. 2291. 2292. 2293. 2294. 2295. 2296. 2297. 2298. 2299. 2300. 2301. 2302. 2303. 2304. 2305. 2306. 2307. 2308. 2309. 2310. 2311. 2312. 2313. 2314. 2315. 2316. 2317. 2318. 2319. 2320. 2321. 2322. 2323. 2324. 2325. 2326. 2327. 2328. 2329. 2330. 2331. 2332. 2333. 2334. 2335. 2336. 2337. 2338. 2339. 2340. 2341. 2342. 2343. 2344. 2345. 2346. 2347. 2348. 2349. 2350. 2351. 2352. 2353. 2354. 2355. 2356. 2357. 2358. 2359. 2360. 2361. 2362. 2363. 2364. 2365. 2366. 2367. 2368. 2369. 2370. 2371. 2372. 2373. 2374. 2375. 2376. 2377. 2378. 2379. 2380. 2381. 2382. 2383. 2384. 2385. 2386. 2387. 2388. 2389. 2390. 2391. 2392. 2393. 2394. 2395. 2396. 2397. 2398. 2399. 2400. 2401. 2402. 2403. 2404. 2405. 2406. 2407. 2408. 2409. 2410. 2411. 2412. 2413. 2414. 2415. 2416. 2417. 2418. 2419. 2420. 2421. 2422. 2423. 2424. 2425. 2426. 2427. 2428. 2429. 2430. 2431. 2432. 2433. 2434. 2435. 2436. 2437. 2438. 2439. 2440. 2441. 2442. 2443. 2444. 2445. 2446. 2447. 2448. 2449. 2450. 2451. 2452. 2453. 2454. 2455. 2456. 2457. 2458. 2459. 2460. 2461. 2462. 2463. 2464. 2465. 2466. 2467. 2468. 2469. 2470. 2471. 2472. 2473. 2474. 2475. 2476. 2477. 2478. 2479. 2480. 2481. 2482. 2483. 2484. 2485. 2486. 2487. 2488. 2489. 2490. 2491. 2492. 2493. 2494. 2495. 2496. 2497. 2498. 2499. 2500. 2501. 2502. 2503. 2504. 2505. 2506. 2507. 2508. 2509. 2510. 2511. 2512. 2513. 2514. 2515. 2516. 2517. 2518. 2519. 2520. 2521. 2522. 2523. 2524. 2525. 2526. 2527. 2528. 2529. 2530. 2531. 2532. 2533. 2534. 2535. 2536. 2537. 2538. 2539. 2540. 2541. 2542. 2543. 2544. 2545. 2546. 2547. 2548. 2549. 2550. 2551. 2552. 2553. 2554. 2555. 2556. 2557. 2558. 2559. 2560. 2561. 2562. 2563. 2564. 2565. 2566. 2567. 2568. 2569. 2570. 2571. 2572. 2573. 2574. 2575. 2576. 2577. 2578. 2579. 2580. 2581. 2582. 2583. 2584. 2585. 2586. 2587. 2588. 2589. 2590. 2591. 2592. 2593. 2594. 2595. 2596. 2597. 2598. 2599. 2600. 2601. 2602. 2603. 2604. 2605. 2606. 2607. 2608. 2609. 2610. 2611. 2612. 2613. 2614. 2615. 2616. 2617. 2618. 2619. 2620. 2621. 2622. 2623. 2624. 2625. 2626. 2627. 2628. 2629. 2630. 2631. 2632. 2633. 2634. 2635. 26

Context of the ability of the audit to detect fraud or breaches of law or regulation

[illegible]

8 We have nothing to report on the other information in the Annual Report and Accounts

[illegible]

Strategic Report and Directors' Report

Directors' Remuneration Report

Disclosures of emerging and principal risks and longer-term viability

the 1990s, the number of people in the world who are under 15 years of age is expected to increase from 1.1 billion to 1.5 billion. The number of people aged 65 and over is expected to increase from 200 million to 400 million. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion. The number of people aged 15 and over is expected to increase from 3.5 billion to 4.5 billion.

As a result of the above, the authors have concluded that the use of the proposed model for the analysis of the data obtained from the tests of the specimens of the composite material is not only possible, but also effective. The proposed model can be used for the analysis of the data obtained from the tests of the specimens of the composite material, which are made of the same material as the specimens of the composite material, which are made of the same material as the specimens of the composite material.

[illegible]

Corporate governance disclosures

Figure 1. The effect of the concentration of the *Agrobacterium* suspension on the transformation efficiency of *Agrobacterium* strains. The *Agrobacterium* strains were grown in YEA medium for 24 h at 28°C. The cell concentration was adjusted to 10⁸ cells/ml. The cell suspension was mixed with the plant tissue and incubated for 24 h at 28°C. The plant tissue was then cultured on the selective medium. The transformation efficiency was determined as the number of transformants per 100 mg of plant tissue. The data are the mean values of three independent experiments.

^a The number of subjects who were included in each group was 10.

Figure 1. The effect of the concentration of the *Agrobacterium* suspension on the transformation efficiency of *Agrobacterium* strains. The *Agrobacterium* strains were grown in the YEA medium for 24 h and then adjusted to the concentration of 1×10^8 cells/ml. The cells were then mixed with the plant protoplasts at the ratio of 1:10. The plant protoplasts were then incubated with the *Agrobacterium* suspension for 24 h. The transformation efficiency was determined by the number of transformants per 10⁶ protoplasts. The results are shown in Table 1.

[illegible]

9 We have nothing to report on the other matters on which we are required to report by exception

10 Respective responsibilities

Directors' responsibilities

11 The purpose of our audit work and to whom we owe our responsibilities

Auditor's responsibilities

Robert Brent (Senior Statutory Auditor)

Asset-Liability Statement

| | | |
|--------------------------------------|----------------|----------|
| Non-current assets | | |
| Land | 124.6 | 1 |
| Buildings | 117.3 | 1 |
| Equipment | 957.7 | 1 |
| Intangible assets | 747.9 | 1 |
| Goodwill | 0.0 | 1 |
| Other non-current assets | 286.7 | 1 |
| Total non-current assets | 1,674.2 | 1 |
| Current assets | 178.6 | 1 |
| Accounts receivable | 13.3 | 1 |
| Inventory | 15.7 | 1 |
| Total current assets | 2,113.5 | 1 |
| Current liabilities | | |
| Accounts payable | 12.5 | 1 |
| Notes payable | 136.8 | 1 |
| Accrued liabilities | 317.1 | 1 |
| Deferred liabilities | 317.2 | 1 |
| Other current liabilities | 6.4 | 1 |
| Total current liabilities | 1,029.9 | 1 |
| Total assets | 3,142.1 | 1 |
| Current liabilities | | |
| Accounts payable | 12.5 | 1 |
| Notes payable | 669.8 | 1 |
| Accrued liabilities | 231.9 | 1 |
| Deferred liabilities | 61.6 | 1 |
| Other current liabilities | 81.1 | 1 |
| Total current liabilities | 286.3 | 1 |
| Total liabilities | 1,286.6 | 1 |
| Non-current liabilities | 1,999.5 | 1 |
| Long-term debt | 15.4 | 1 |
| Other non-current liabilities | 124.9 | 1 |
| Deferred liabilities | 386.5 | 1 |
| Other non-current liabilities | 286.3 | 1 |
| Total non-current liabilities | 317.2 | 1 |
| Total liabilities | 3,142.1 | 1 |
| Equity | 0.0 | 1 |
| Total equity | 0.0 | 1 |
| Total liabilities and equity | 3,142.1 | 1 |
| Assets | 3,142.1 | 1 |
| Liabilities | 1,286.6 | 1 |
| Equity | 0.0 | 1 |
| Total liabilities and equity | 3,142.1 | 1 |

Notes to consolidated financial statements

Continued

Financial position at December 2021

Financial position

New standards and interpretations adopted

New amendments or interpretation

Specific policies applicable from 1 January 2021 for interest rate benchmark reforms

Interest rate benchmark reforms (IRB) have been implemented in the United Kingdom and the European Union. The reforms aim to replace the London Interbank Offered Rate (LIBOR) with the Secured Overnight Financing Rate (SOFR) as the benchmark for short-term interest rates. The reforms are expected to be completed by the end of 2021.

- The Group has reviewed its financial instruments and has identified the impact of the reforms on its financial statements.
- The Group has implemented the necessary changes to its accounting policies to ensure compliance with the reforms.
- The Group has also reviewed its risk management policies and has identified the impact of the reforms on its risk profile.
- The Group has implemented the necessary changes to its risk management policies to ensure compliance with the reforms.
- The Group has also reviewed its financial instruments and has identified the impact of the reforms on its financial statements.
- The Group has implemented the necessary changes to its accounting policies to ensure compliance with the reforms.
- The Group has also reviewed its risk management policies and has identified the impact of the reforms on its risk profile.
- The Group has implemented the necessary changes to its risk management policies to ensure compliance with the reforms.

New standards and interpretations not yet adopted

International Accounting Standards (IAS/IFRS)

For the year ended December 31, 2018, the Company's consolidated financial statements are as follows:

| Consolidated Revenue | Consolidated Operating Profit | Consolidated Net Income | Consolidated Earnings Per Share |
|----------------------|-------------------------------|-------------------------|---------------------------------|
| \$1,234,567 | \$345,678 | \$234,567 | \$1.23 |

| Adjusted Revenue | Adjusted Operating Profit | Adjusted Net Income | Adjusted Earnings Per Share |
|------------------|---------------------------|---------------------|-----------------------------|
| \$1,234,567 | \$345,678 | \$234,567 | \$1.23 |

| Adjusted Revenue | Adjusted Operating Profit | Adjusted Net Income | Adjusted Earnings Per Share |
|------------------|---------------------------|---------------------|-----------------------------|
| \$1,234,567 | \$345,678 | \$234,567 | \$1.23 |

| Adjusted Revenue | Adjusted Operating Profit | Adjusted Net Income | Adjusted Earnings Per Share |
|------------------|---------------------------|---------------------|-----------------------------|
| \$1,234,567 | \$345,678 | \$234,567 | \$1.23 |

Adjusted operating profit to adjusted free cash flow

1.5x

Adjusted operating profit to adjusted free cash flow

| | |
|-----------|-----------|
| 2015-2016 | 2015-2016 |
| 2016-2017 | 2016-2017 |
| 2017-2018 | 2017-2018 |
| 2018-2019 | 2018-2019 |

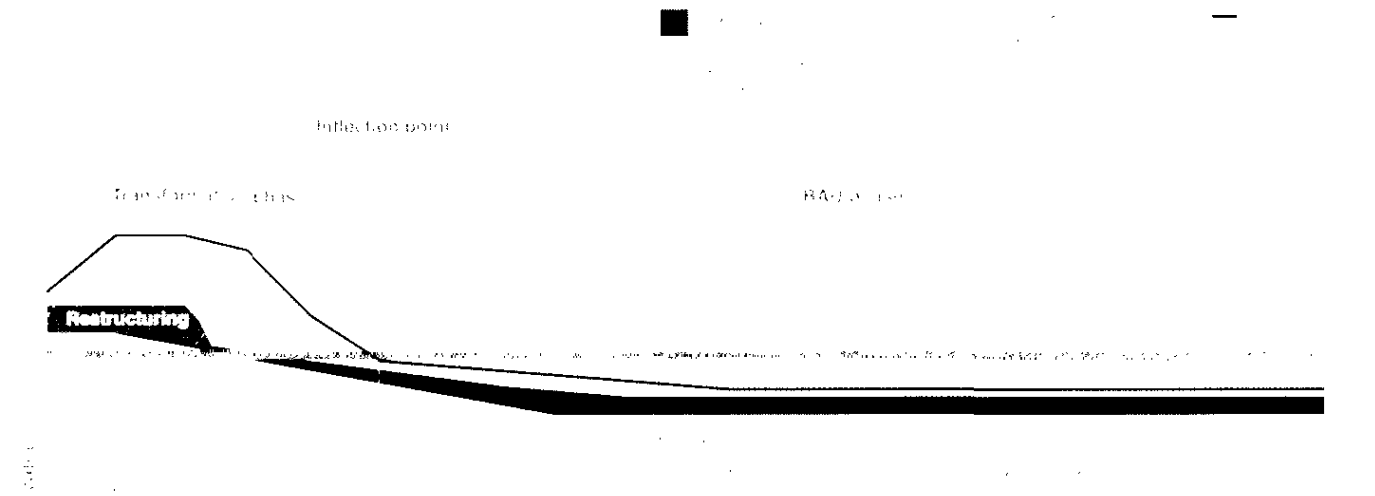
Background

The following information is provided for the purpose of providing a general overview of the background of the project. The information is not intended to be a comprehensive review of the project, but rather to provide a general overview of the background of the project. The information is not intended to be a comprehensive review of the project, but rather to provide a general overview of the background of the project.

The project is a research project that is being conducted by the Department of Health and Human Services. The project is a research project that is being conducted by the Department of Health and Human Services. The project is a research project that is being conducted by the Department of Health and Human Services.

The project is a research project that is being conducted by the Department of Health and Human Services. The project is a research project that is being conducted by the Department of Health and Human Services. The project is a research project that is being conducted by the Department of Health and Human Services.

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The following information is provided for the purpose of providing a general overview of the background of the project. The information is not intended to be a comprehensive review of the project, but rather to provide a general overview of the background of the project.

The company's revenue is derived from the sale of goods and services to its customers. Revenue is recognized when the company has transferred control of the goods or services to the customer, and the amount of revenue is determined by the price of the goods or services, less any discounts or allowances. The company's revenue is recognized on a accrual basis, and is recorded in the company's financial statements when it is earned, regardless of when cash is received. The company's revenue is recorded in the company's income statement, and is used to calculate the company's net income.

The company's revenue is derived from the sale of goods and services to its customers. Revenue is recognized when the company has transferred control of the goods or services to the customer, and the amount of revenue is determined by the price of the goods or services, less any discounts or allowances. The company's revenue is recognized on a accrual basis, and is recorded in the company's financial statements when it is earned, regardless of when cash is received. The company's revenue is recorded in the company's income statement, and is used to calculate the company's net income.

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Revenue from contracts with customers and other revenue

-
-
-

the contract is not a contract for the sale of goods, but a contract for the sale of a service. The contract is not a contract for the sale of goods, but a contract for the sale of a service. The contract is not a contract for the sale of goods, but a contract for the sale of a service. The contract is not a contract for the sale of goods, but a contract for the sale of a service.

Transactional (point-in-time) contracts

The contract is a transactional contract, meaning that it is a contract for the sale of goods or services at a single point in time. The contract is a transactional contract, meaning that it is a contract for the sale of goods or services at a single point in time. The contract is a transactional contract, meaning that it is a contract for the sale of goods or services at a single point in time.

Short-term contractual - less than two years

The contract is a short-term contractual, meaning that it is a contract for the sale of goods or services over a period of less than two years. The contract is a short-term contractual, meaning that it is a contract for the sale of goods or services over a period of less than two years. The contract is a short-term contractual, meaning that it is a contract for the sale of goods or services over a period of less than two years.

Long term contractual - greater than two years

The contract is a long term contractual, meaning that it is a contract for the sale of goods or services over a period of greater than two years. The contract is a long term contractual, meaning that it is a contract for the sale of goods or services over a period of greater than two years. The contract is a long term contractual, meaning that it is a contract for the sale of goods or services over a period of greater than two years.

Contract types

The contract is a contract type, meaning that it is a contract for the sale of goods or services. The contract is a contract type, meaning that it is a contract for the sale of goods or services. The contract is a contract type, meaning that it is a contract for the sale of goods or services.

Expensed and accrued income

The contract is a contract for the sale of goods or services, meaning that it is a contract for the sale of goods or services. The contract is a contract for the sale of goods or services, meaning that it is a contract for the sale of goods or services. The contract is a contract for the sale of goods or services, meaning that it is a contract for the sale of goods or services.

2.1 Segmental revenue

The following table shows the segmental revenue of the Group for the periods indicated. The revenue is presented on a constant basis, i.e. on the basis of the exchange rates prevailing at the end of the reporting period. The revenue is presented on a constant basis, i.e. on the basis of the exchange rates prevailing at the end of the reporting period. The revenue is presented on a constant basis, i.e. on the basis of the exchange rates prevailing at the end of the reporting period.

| | 2019
Q1 | 2019
Q2 | 2019
Q3 | 2019
Q4 | 2019
Q1-4 | 2019
Q1-4 | 2019
Q1-4 |
|--------------------------------|------------|------------|------------|------------|--------------|--------------|--------------|
| Contributing operations | | | | | | | |
| Operating revenue | 1,133.9 | 831.2 | 1,177.7 | 1,186.0 | 4,328.8 | 4,328.8 | 2,303.2 |
| Other revenue | 122.2 | 236.7 | 133.3 | 512.1 | 1,004.3 | 1,004.3 | 130.0 |
| Other income | 64.3 | 53.7 | 23.2 | 119.2 | 350.4 | 350.4 | 317.3 |
| Total segment revenue | 1,310.4 | 1,184.7 | 1,334.2 | 1,817.3 | 5,686.6 | 5,686.6 | 3,182.5 |
| Operating revenue | 1,149.3 | 1,219.6 | 1,311.1 | 1,326.3 | 4,806.3 | 4,806.3 | 3,226.3 |
| Other revenue | (38.9) | (31.9) | (110.0) | - | (217.8) | (217.8) | (217.8) |
| Total adjusted segment revenue | 1,110.4 | 1,184.7 | 1,201.1 | 1,326.3 | 4,588.5 | 4,588.5 | 3,008.5 |
| Operating revenue | - | - | 174.0 | - | 174.0 | 174.0 | 174.0 |
| Total segment revenue | 1,110.4 | 1,184.7 | 1,375.1 | 1,326.3 | 4,762.5 | 4,762.5 | 3,182.5 |

2.11 Items recognised or credited to reported equity – continued

| | 2019 | 2018 |
|-------------------------------------|--------|--------|
| Share-based payments | 13.2 | |
| Share repurchases | (53.2) | |
| Share repurchases – treasury shares | (1.1) | |
| Share repurchases – treasury shares | (1.3) | |
| Share repurchases – treasury shares | 57.4 | 1.1 |
| Share repurchases – treasury shares | 53.7 | |
| Share repurchases – treasury shares | (6.1) | |
| Share repurchases – treasury shares | (11.1) | (11.1) |
| Share repurchases – treasury shares | 0.7 | (1.1) |
| Share repurchases – treasury shares | (0.2) | |
| Share repurchases – treasury shares | (15.3) | |
| Share repurchases – treasury shares | (11.8) | |
| Share repurchases – treasury shares | (1.1) | |
| Share repurchases – treasury shares | (1.1) | |
| Share repurchases – treasury shares | (1.1) | |

Contract fulfilment asset utilisation – contract fulfilment recognition

Contract termination gains

The net of accelerated deferred income reversal and contract fulfilment asset utilisation

Contract termination gains

Contract termination gains

Contract termination gains

Contract termination gains

Contract termination gains

Contract termination gains

Contract termination gains

Contract termination gains

| Adjusted | | |
|----------|---------|--|
| 93.5 | 136.3 | |
| 148.3 | 148.3 | |
| 43.3 | 43.3 | |
| 1399.10 | 1399.10 | |
| 1.2 | 1.2 | |
| 9.0 | 9.0 | |
| 11.2 | 11.2 | |
| 11.7 | 11.7 | |
| 11.7 | 11.7 | |

A reconciliation of the financial statement of equity to the results

Component of the results

Adjusted results

Net foreign costs

Business costs

Business costs on disposal cost

Capital funding provisions and impairment

the company's financial performance. The company's financial performance is measured by its revenue, profit, and market share. The company's revenue is the total amount of money it receives from its customers. The company's profit is the amount of money it has left after paying its expenses. The company's market share is the percentage of the total market that it controls. The company's financial performance is a key indicator of its success. The company's financial performance is a key indicator of its success.

Significant restructuring

• Cost to realize cost savings and efficiencies from the transformation plan £7.4m (2020: £5.0m)

The company has implemented a number of cost-saving measures, including the reduction of staff levels and the consolidation of its operations. These measures have resulted in a significant reduction in the company's operating costs. The company's operating costs have decreased by £7.4m in 2020 compared to £5.0m in 2019. This reduction in costs has led to an increase in the company's profit.

• Profit before tax £10.2m (2020: £10.5m)

• Transformation and overall group functions share capital £1.1m

The company has implemented a number of cost-saving measures, including the reduction of staff levels and the consolidation of its operations. These measures have resulted in a significant reduction in the company's operating costs. The company's operating costs have decreased by £7.4m in 2020 compared to £5.0m in 2019. This reduction in costs has led to an increase in the company's profit. The company's profit before tax has increased by £10.2m in 2020 compared to £10.5m in 2019. The company's transformation and overall group functions share capital has increased by £1.1m in 2020 compared to £1.1m in 2019. This increase in share capital has led to an increase in the company's profit.

The company has implemented a number of cost-saving measures, including the reduction of staff levels and the consolidation of its operations. These measures have resulted in a significant reduction in the company's operating costs. The company's operating costs have decreased by £7.4m in 2020 compared to £5.0m in 2019. This reduction in costs has led to an increase in the company's profit.

• Profit before tax £10.2m (2020: £10.5m)

The company has implemented a number of cost-saving measures, including the reduction of staff levels and the consolidation of its operations. These measures have resulted in a significant reduction in the company's operating costs. The company's operating costs have decreased by £7.4m in 2020 compared to £5.0m in 2019. This reduction in costs has led to an increase in the company's profit.

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
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| 17913 | 277 | 18190 |
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| 17913 | 277 | 18190 |
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| 17913 | 277 | 18190 |
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| 17913 | 277 | 18190 |
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|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

| | | |
|-------|-----|-------|
| 17913 | 277 | 18190 |
|-------|-----|-------|

AP Accounting policies

Accounting policies are the principles, methods and assumptions that a company uses to prepare its financial statements. They are chosen to ensure that the financial statements are presented in a fair and consistent manner.

Accounting policies are chosen to ensure that the financial statements are presented in a fair and consistent manner. They are chosen to ensure that the financial statements are presented in a fair and consistent manner.

Accounting policies are chosen to ensure that the financial statements are presented in a fair and consistent manner. They are chosen to ensure that the financial statements are presented in a fair and consistent manner.

Accounting policies are chosen to ensure that the financial statements are presented in a fair and consistent manner. They are chosen to ensure that the financial statements are presented in a fair and consistent manner.

- Accounting policies are chosen to ensure that the financial statements are presented in a fair and consistent manner.
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Accounting policies are chosen to ensure that the financial statements are presented in a fair and consistent manner. They are chosen to ensure that the financial statements are presented in a fair and consistent manner.

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Accounting policies are chosen to ensure that the financial statements are presented in a fair and consistent manner. They are chosen to ensure that the financial statements are presented in a fair and consistent manner.

2.6.1 Income tax charge

The income tax charge is calculated based on the company's taxable income. The income tax charge is calculated based on the company's taxable income. The income tax charge is calculated based on the company's taxable income.

| | | 2020 | | 2019 | |
|--------------------------|--|------|--|------|--|
| | | £m | | £m | |
| Income tax expense | | | | | |
| Current tax | | | | | |
| Deferred tax | | | | | |
| Total income tax expense | | | | | |

[illegible]

2.6.2 Deferred tax

| | 2019 | | | |
|--------------------------|---------------------|---------------------|---------------------|---------------------|
| | 2019
December 31 | 2018
December 31 | 2017
December 31 | 2016
December 31 |
| Deferred tax assets | | | | |
| Income tax assets | 0.6 | 3.3 | 77.3 | |
| Other tax assets | (1.2) | (0.1) | (0.1) | |
| Other assets | 3.0 | (0.2) | (0.2) | 11.7 |
| Other assets | (2.2) | (2.6) | | 19.8 |
| Other assets | 0.2 | | | 3.6 |
| | (36.1) | | (11.8) | 63.3 |
| | (35.7) | (29.4) | (3.5) | 178.8 |
| | | | | (2.8) |
| | (35.7) | (29.4) | (3.5) | 176.0 |
| Deferred tax liabilities | | | | |
| Income tax liabilities | 1.2 | 0.3 | (0.7) | |
| Other tax liabilities | 2.8 | 2.2 | (1.1) | |
| Other liabilities | 2.1 | - | (3.6) | |
| | 6.1 | 2.5 | (8.7) | |
| | | | 2.8 | |
| | 6.1 | - | 2.7 | (5.9) |
| Net deferred tax | (30.6) | (29.4) | (6.0) | 170.1 |

The first of these is the fact that the world is becoming more and more integrated. This is due to a number of factors, including the growth of international trade, the development of global communication networks, and the increasing mobility of people. As a result, the world is becoming a more unified and interconnected place. This has both positive and negative implications. On the one hand, it allows for greater economic growth and development, as well as the spread of ideas and culture. On the other hand, it also leads to increased competition and the potential for global conflicts.

2. The Capital's role in the development of the world

The second of these factors is the role of capital in the development of the world. Capital is a key factor in economic growth and development, as it allows for the accumulation of resources and the investment in new technologies and infrastructure. However, the concentration of capital in the hands of a few individuals or corporations can lead to inequality and the exploitation of workers.

The third of these factors is the role of the state in the development of the world. The state plays a crucial role in regulating the economy and providing public goods. However, the state can also be a source of corruption and repression, particularly in authoritarian regimes.

The fourth of these factors is the role of technology in the development of the world. Technology has the potential to revolutionize the world, by improving productivity and creating new opportunities. However, it also has the potential to create new problems, such as unemployment and the loss of privacy.

The fifth of these factors is the role of culture in the development of the world. Culture shapes the values and beliefs of a society, and can have a significant impact on its development. However, culture can also be a source of conflict, particularly when different cultures come into contact.

The sixth of these factors is the role of the environment in the development of the world. The environment is a finite resource, and its degradation can have a devastating impact on the world. Therefore, it is essential to take steps to protect the environment and ensure its sustainable use.

The seventh of these factors is the role of the world in the development of the world. The world is a complex and interconnected system, and its development is the result of the interactions between all of these factors. Therefore, it is essential to take a holistic approach to the development of the world, one that takes into account all of these factors and their interactions.

| Account | 2017-2018 | | 2018-2019 |
|--------------------------|-----------|-----------|-----------|
| | 2017-2018 | 2018-2019 | |
| Accounts Payable | 161 | 161 | |
| Accounts Receivable | 1334 | 1352 | |
| Inventory | 159 | 159 | |
| Prepaid Insurance | 1315 | 1333 | |
| Land | | | |
| Buildings | | | |
| Equipment | | | |
| Accumulated Depreciation | | | |
| Notes Payable | 945 | 935 | |
| Long-Term Debt | (613) | (613) | |
| Common Stock | 287 | 287 | |
| Retained Earnings | (19) | (19) | |
| Net Assets | 268 | 268 | |
| Accounts Payable | 2856 | 2887 | |
| Accounts Receivable | (615) | (615) | |
| Inventory | 2211 | 2272 | |
| Prepaid Insurance | (25) | (25) | |
| Land | 2216 | 2247 | |
| Buildings | | | |
| Equipment | | | |
| Accumulated Depreciation | | | |
| Notes Payable | | | |
| Long-Term Debt | | | |
| Common Stock | | | |
| Retained Earnings | | | |
| Net Assets | | | |

2021 BUSINESS RESULTS

| Revenue | 17.0 | 15.0 | 14.0 |
|--------------------------|------|-------|-------|
| Operating profit (loss) | 60.8 | (0.1) | (0.4) |
| Profit (loss) before tax | 60.4 | 318.7 | 399.1 |
| Provisions/other tax | 10.9 | 324.1 | 161.2 |

2.3.1 Disposals

| | | |
|---|--------|---|
| Disposals of property, plant and equipment | 6.2 | - |
| Disposals of intangible assets | 19.9 | - |
| Disposals of financial assets | 65.7 | - |
| Disposals of investments | 0.1 | - |
| Disposals of other assets | 2.6 | - |
| Disposals of liabilities | 0.1 | - |
| Disposals of equity | 8.2 | - |
| Disposals of cash and cash equivalents | 120.7 | - |
| Disposals of other financial assets | (14.3) | - |
| Disposals of other financial liabilities | (26.8) | - |
| Disposals of other financial equity | (5.1) | - |
| Disposals of other financial assets and liabilities | (2.3) | - |
| Disposals of other financial equity | (22.8) | - |
| Disposals of other financial assets and liabilities | (26.0) | - |
| Disposals of other financial equity | (57.5) | - |
| Net identifiable assets/liabilities disposed of | 69.6 | - |
| Disposals of other financial assets and liabilities | (3.4) | - |
| Disposals of other financial equity | 66.2 | - |
| Disposals of other financial assets and liabilities | 508.6 | - |
| Disposals of other financial equity | (25.5) | - |
| Net proceeds | 183.1 | - |
| Disposals of other financial assets and liabilities | 2.8 | - |
| Disposals of other financial equity | 114.7 | - |
| Disposals of other financial assets and liabilities | 15.5 | - |
| Disposals of other financial equity | 114.7 | - |
| Disposals of other financial assets and liabilities | 11.7 | - |

[illegible]

Other

VAT overall

Non-recourse trade receivables financing

Business exits - on hold disposal costs

Business exits

Litigation and claims

Significant restructuring

Financial and other information

2.10.3 Reconciliation of net cash flow to change in net debt

| Year ended 31/03/2021 | 2020
£m | 2019
£m | 2018
£m | 2017
£m |
|---|------------|------------|------------|------------|
| Net cash flow | (11.1) | (43.8) | 1.7 | 101.5 |
| Change in cash and cash equivalents | (1.3) | 1.0 | - | (1.3) |
| Change in short-term investments | - | (46.0) | - | (46.0) |
| Change in long-term investments | (73.1) | 234.2 | 16.1 | (312.9) |
| Change in debt | 58.5 | (19.7) | (9.4) | 23.0 |
| Change in equity | 0.4 | (0.3) | (0.3) | - |
| | (25.5) | 82.2 | (2.9) | (118.7) |
| Total net liabilities from financing activities | (11.2) | 252.1 | (15.2) | (980.6) |
| Change in net debt | (10.7) | - | - | (10.7) |
| Net debt | (277.1) | 208.5 | (11.2) | (379.8) |

| Year ended 31/03/2021 | 2020
£m | 2019
£m | 2018
£m | 2017
£m |
|---|------------|------------|------------|------------|
| Net cash flow | (11.1) | (43.8) | 1.7 | 101.5 |
| Change in cash and cash equivalents | (1.3) | 1.0 | - | (1.3) |
| Change in short-term investments | - | (46.0) | - | (46.0) |
| Change in long-term investments | (73.1) | 234.2 | 16.1 | (312.9) |
| Change in debt | 58.5 | (19.7) | (9.4) | 23.0 |
| Change in equity | 0.4 | (0.3) | (0.3) | - |
| | (25.5) | 82.2 | (2.9) | (118.7) |
| Total net liabilities from financing activities | (11.2) | 252.1 | (15.2) | (980.6) |
| Change in net debt | (10.7) | - | - | (10.7) |
| Net debt | (277.1) | 208.5 | (11.2) | (379.8) |



For more information, visit www.ap.org

Be sure to read the accounting judge's report on the case and the impact of the decision.

| Working capital | | 1502.81 |
|---------------------|---------|---------|
| Inventory | 562.8 | |
| Accounts receivable | 1597.61 | |
| Accounts payable | (794.2) | |
| Prepaid expenses | 286.2 | |
| Fixed assets | 126.0 | |
| Intangible assets | 112.3 | |
| Goodwill | 641.7 | |
| Other assets | 137.0 | |
| Equity | 1140.50 | |

3.1.1 Trade and other agreements

AP Accounting policies

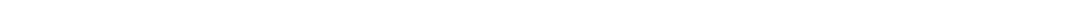
Figures 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846

$$\lim_{t \rightarrow \infty} \|\mathbf{y}(t) - \mathbf{y}^*\| = 0$$

Derecognition

Accepted for publication

| | | | |
|------|-------|--|------|
| 2000 | 232.0 | | |
| 2001 | 13.4 | | 4.0 |
| 2002 | 23.7 | | |
| 2003 | 163.6 | | 2.7 |
| 2004 | 73.8 | | 9.0 |
| 2005 | 617.1 | | 15.7 |



AP Amortisation policies

Amortisation is the process of allocating the cost of an intangible asset over its useful life. It is a non-cash expense that reduces the carrying amount of the asset on the balance sheet and is recorded as an expense on the income statement. The process of amortisation is similar to depreciation for tangible assets, but it applies to intangible assets such as patents, trademarks, and goodwill.

Amortisation is calculated by dividing the cost of the asset by its useful life. The useful life is the period over which the asset is expected to generate economic benefits. The amortisation expense is recorded as a debit to the amortisation expense account and a credit to the accumulated amortisation account.

- The amortisation expense is recorded on a straight-line basis, meaning that the expense is the same each period over the useful life of the asset.
- The accumulated amortisation account is a contra-asset account that offsets the carrying amount of the intangible asset on the balance sheet.

Is amortisation a cash expense?

Amortisation is a non-cash expense. It is recorded as a debit to the amortisation expense account and a credit to the accumulated amortisation account. The amortisation expense is recorded on the income statement, and the accumulated amortisation is recorded on the balance sheet.

The amortisation of intangible assets, such as goodwill, is based on a number of factors, including the useful life of the asset, the expected future cash flows, and the carrying amount of the asset. The amortisation expense is recorded as a debit to the amortisation expense account and a credit to the accumulated amortisation account.

Significant accounting judgements, estimates and assumptions

The assessment of costs capitalised as intangible assets to generate future economic benefits is a significant accounting judgement. The assessment is based on a number of factors, including the useful life of the asset, the expected future cash flows, and the carrying amount of the asset. The assessment is a judgement that requires the use of significant accounting estimates and assumptions.

NET BOOK VALUE

| | 2017 | 2016 | 2015 |
|---------------------------------------|-------|-------|-------|
| Net book value at beginning of period | 100.0 | 100.0 | 100.0 |
| Depreciation and amortization | 12.0 | 12.0 | 12.0 |
| Impairment losses | 1.0 | 1.0 | 1.0 |
| Disposals | (1.0) | (1.0) | (1.0) |
| Net book value at end of period | 112.0 | 112.0 | 112.0 |
| Net book value at beginning of period | 100.0 | 100.0 | 100.0 |
| Depreciation and amortization | 12.0 | 12.0 | 12.0 |
| Impairment losses | 1.0 | 1.0 | 1.0 |
| Disposals | (1.0) | (1.0) | (1.0) |
| Net book value at end of period | 112.0 | 112.0 | 112.0 |
| Net book value at beginning of period | 100.0 | 100.0 | 100.0 |
| Depreciation and amortization | 12.0 | 12.0 | 12.0 |
| Impairment losses | 1.0 | 1.0 | 1.0 |
| Disposals | (1.0) | (1.0) | (1.0) |
| Net book value at end of period | 112.0 | 112.0 | 112.0 |

| At St. Bonaventure | 284.0 | 22.7 | 100.5 | 38.7 | 52.6 | 32.0 | 112.6 | 68.7 | 7.0 | 451.7 |
|--------------------|-------|------|-------|------|------|------|-------|------|-----|-------|
| 1.3 | | 1.3 | | | | | | | | 1.3 |
| 14.6 | | | | 14.6 | | | | | | 14.6 |
| 111.5 | | | | | | | 111.5 | | | 111.5 |
| 1.3 | | | | | | | | | | 1.3 |
| 1.3 | | | | | | | | | | 1.3 |

Business Units

Financial Results

Foreign Sales

[illegible]

Figure 6 | The effect of the number of iterations on the accuracy of the proposed algorithm. The figure shows the accuracy of the proposed algorithm as a function of the number of iterations. The accuracy increases rapidly from iteration 0 to 10 and then levels off, reaching a plateau around 98% after approximately 20 iterations.

| Financial Statement Data | | | |
|--------------------------|--------|--------|--------|
| 2024 | 2023 | 2022 | 2021 |
| 18.2 | 18.2 | 18.2 | 18.2 |
| (55.1) | (55.1) | (55.1) | (55.1) |
| 13.0 | 13.0 | 13.0 | 13.0 |
| 12.2 | 12.2 | 12.2 | 12.2 |
| 11.2 | 11.2 | 11.2 | 11.2 |
| 9.3 | 9.3 | 9.3 | 9.3 |
| 265.6 | 265.6 | 265.6 | 265.6 |
| 287.5 | 287.5 | 287.5 | 287.5 |

AP Accounting policies

Our accounting policies are consistent with those of the Group, except for the following:

Significant accounting judgements, estimates and assumptions

Our accounting policies require the use of estimates and assumptions that affect the reported amounts of assets, liabilities, equity, income and expenses. The estimates and assumptions are based on the best available information and are subject to change. The following table provides a summary of the significant accounting judgements, estimates and assumptions that we use in the preparation of our financial statements.

Onwards contract provisions

Provisions

| | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|------------------------------------|--------|--------|--------|-------|-------|-------|--------|
| Onwards contract provisions | 0.2 | | | 0.8 | 0.1 | (1.1) | |
| Provisions | 24.5 | 8.3 | 7.1 | 1.0 | 62.3 | 9.7 | 110.2 |
| Provisions for contract provisions | (1.6) | (5.1) | (6.2) | (3.1) | (9.1) | (1.8) | (27.5) |
| Provisions for contract provisions | (11.1) | (11.2) | (19.1) | (0.1) | (5.3) | (7.6) | (70.1) |
| Provisions for contract provisions | | | | | | (2.1) | (2.1) |
| 2023 balance | 12.8 | | 1.8 | 0.7 | 1.1 | 1.3 | 12.5 |

Provisions for contract provisions

Provisions for contract provisions

Provisions for contract provisions

Provisions for contract provisions

This section outlines the Group's capital structure and financing costs. The Group defines its capital structure as its cash and cash equivalents, non-current interest-bearing loans and borrowings and equity. The Group aims to manage its capital structure to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns to shareholders and benefits for other stakeholders. The Group manages its capital structure to maintain a sustainable mix of debt and equity to it ensures that the Group can pursue its strategy. The Group makes adjustments to its capital structure in light of changes in economic conditions and strategic operational risk. To maintain or adjust the capital structure, the Group may return capital to shareholders through dividends and share buy-backs, sell assets, raise additional equity, or arrange additional debt facilities. In this section you will find disclosures about:

- the Group's capital structure
- the Group's financing costs
- the Group's credit ratings
- the Group's credit facilities
- the Group's credit risk
- the Group's credit policy

AP Disclosures on climate policies

- Disclosures on climate policy and related strategies and assumptions

Headline greenhouse gas (GHG) emissions per unit of output (Scope 1 & 2 as a % of EBITDA)

2023: 1.1% (2022: 1.1%)

2023: 1.1%

2022: 1.1%

Adjusted GHG emissions

2023: 1.1% (2022: 1.1%)

2023: 1.1%

2022: 1.1%

Capital strategy

2023: 1.1%

2022: 1.1%

2021: 1.1%

2020: 1.1%

2019: 1.1%

2018: 1.1%

2017: 1.1%

2016: 1.1%

2015: 1.1%

2014: 1.1%

2013: 1.1%

2012: 1.1%

2011: 1.1%

2010: 1.1%

2009: 1.1%

2008: 1.1%

2007: 1.1%

2006: 1.1%

2005: 1.1%

2004: 1.1%

2003: 1.1%

2002: 1.1%

2001: 1.1%

2000: 1.1%

1999: 1.1%

1998: 1.1%

1997: 1.1%

1996: 1.1%

1995: 1.1%

1994: 1.1%

4.1.2 Capital Management

Capital

1/1/2014

1/1/2014

1/1/2014

1/1/2014

1/1/2014

1/1/2014

1/1/2014

1. *Journal of the American Medical Association*, 1997; 277: 103-107.

The Ground you'll see: High school is a place of possibilities

High school is a place of possibilities. It's a time when you can explore your interests, discover your strengths, and prepare for the future. Whether you're interested in science, art, sports, or business, high school offers a wide range of opportunities for you to grow and learn. You can take classes that challenge you, join clubs that interest you, and participate in activities that help you develop your skills. High school is a time when you can make a difference in your community and prepare yourself for the challenges of the future. It's a time when you can discover who you are and what you're capable of. So, embrace the possibilities of high school and make the most of your time.

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| Financial Results | | | | | | | | | |
|--------------------------------------|------|------|------|-------|------|------|------|-------|------|
| For the Year Ended December 31, 2018 | | | | | | | | | |
| Revenue | | | | | | | | | |
| Operating Revenue | 10.2 | 33.1 | 82.1 | 121.7 | 12.5 | 35.2 | 82.1 | 121.7 | 12.5 |
| Other Revenue | 1.8 | 30.2 | 1.8 | 30.2 | 1.8 | 30.2 | 1.8 | 30.2 | 1.8 |
| Total Revenue | 12.0 | 63.3 | 83.9 | 151.9 | 14.3 | 65.4 | 83.9 | 151.9 | 14.3 |
| Cost of Sales | | | | | | | | | |
| Operating Cost of Sales | 8.9 | 29.2 | 70.3 | 101.5 | 9.5 | 30.2 | 70.3 | 101.5 | 9.5 |
| Other Cost of Sales | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 |
| Total Cost of Sales | 9.7 | 30.0 | 71.1 | 102.3 | 10.3 | 31.0 | 71.1 | 102.3 | 10.3 |
| Gross Profit | | | | | | | | | |
| Operating Gross Profit | 1.3 | 34.1 | 13.6 | 50.2 | 4.8 | 35.2 | 13.6 | 50.2 | 4.8 |
| Other Gross Profit | 1.0 | 33.4 | 1.0 | 33.4 | 1.0 | 33.4 | 1.0 | 33.4 | 1.0 |
| Total Gross Profit | 2.3 | 67.5 | 14.6 | 83.6 | 5.8 | 68.6 | 14.6 | 83.6 | 5.8 |
| Operating Expenses | | | | | | | | | |
| Operating Expenses | 4.7 | 2.2 | 4.7 | 2.2 | 4.7 | 2.2 | 4.7 | 2.2 | 4.7 |
| Other Operating Expenses | 0.4 | 0.7 | 0.4 | 0.7 | 0.4 | 0.7 | 0.4 | 0.7 | 0.4 |
| Total Operating Expenses | 5.1 | 2.9 | 5.1 | 2.9 | 5.1 | 2.9 | 5.1 | 2.9 | 5.1 |
| Operating Income | | | | | | | | | |
| Operating Income | 1.8 | 34.6 | 9.5 | 81.4 | 0.7 | 35.7 | 9.5 | 81.4 | 0.7 |
| Other Operating Income | 1.0 | 33.4 | 1.0 | 33.4 | 1.0 | 33.4 | 1.0 | 33.4 | 1.0 |
| Total Operating Income | 2.8 | 68.0 | 10.5 | 114.8 | 1.7 | 69.1 | 10.5 | 114.8 | 1.7 |
| Other Income | | | | | | | | | |
| Other Income | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Total Other Income | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Income Before Income Taxes | | | | | | | | | |
| Income Before Income Taxes | 3.5 | 68.7 | 11.2 | 115.5 | 2.4 | 69.8 | 11.2 | 115.5 | 2.4 |
| Income Tax Expense | | | | | | | | | |
| Income Tax Expense | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Total Income Tax Expense | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Net Income | | | | | | | | | |
| Net Income | 2.8 | 68.0 | 10.5 | 114.8 | 1.7 | 69.1 | 10.5 | 114.8 | 1.7 |
| Other Comprehensive Income | | | | | | | | | |
| Other Comprehensive Income | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Total Other Comprehensive Income | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Comprehensive Income | | | | | | | | | |
| Comprehensive Income | 3.5 | 68.7 | 11.2 | 115.5 | 2.4 | 69.8 | 11.2 | 115.5 | 2.4 |
| Total Comprehensive Income | | | | | | | | | |
| Total Comprehensive Income | 3.5 | 68.7 | 11.2 | 115.5 | 2.4 | 69.8 | 11.2 | 115.5 | 2.4 |
| Total Comprehensive Income | | | | | | | | | |
| Total Comprehensive Income | 3.5 | 68.7 | 11.2 | 115.5 | 2.4 | 69.8 | 11.2 | 115.5 | 2.4 |

| | |
|------------------------|-----|
| Total euro denominated | 100 |
|------------------------|-----|

| | |
|-----|-----|
| 100 | 100 |
|-----|-----|

| | |
|-----------------------|-----|
| Total USD denominated | 100 |
|-----------------------|-----|

| | |
|-----|-----|
| 100 | 100 |
|-----|-----|

| | |
|-----|-----|
| 100 | 100 |
|-----|-----|

| | |
|-----------------------|-----|
| Total GBP denominated | 100 |
|-----------------------|-----|

| | |
|-----|-----|
| 100 | 100 |
|-----|-----|

| | |
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| 100 | 100 |
|-----|-----|

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| 100 | 100 |
|-----|-----|

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|-----|-----|
| 100 | 100 |
|-----|-----|

| | |
|------|------|
| 2021 | 2021 |
|------|------|

| | |
|-----|--------|
| 0.4 | 102.81 |
|-----|--------|

| | |
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| 0.1 | 0.4 |
|-----|-----|

| | |
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| 0.3 | 0.1 |
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| 0.4 | 0.3 |
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| 1.1 | 1.1 |
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| 1.1 | 1.1 |
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| | |
|-----|-----|
| 1.1 | 1.1 |
|-----|-----|

| | |
|-----|-----|
| 1.1 | 1.1 |
|-----|-----|

15.1 Case cost equivalents (beginning)

| | | |
|-----------------------------------|------|-----|
| | 100 | |
| | 31.6 | |
| | 21.4 | |
| | 1.6 | |
| Case cost equivalents (beginning) | 64.6 | 100 |

Include the details employee contributions that are not explained elsewhere in the financial statements

In this section you will find disclosures about:

• Contributions to defined plans

• Contributions to defined funds

AP Disclosures regarding policies

• Significant accounting judgments, estimates and assumptions

Additional funding into

Net defined pension schemes Net defined benefit pension asset

£ 2,340,000

Employee benefit expense

£ 1,200,000

2019

As at 31 March 2019, the Group's net defined pension asset was £2,340,000 (2018: £1,780,200). The net defined pension asset is included in the Group's consolidated statement of financial position.

Net defined pension asset at 31 March

2019

| | 2019 | 2018 |
|--|-------------|-----------|
| Net defined pension asset | (1,780,200) | 1,780,200 |
| Net defined pension asset | 1,780,200 | 1,780,200 |
| Net defined pension asset (liability) before effect of asset ceiling limit | 61 | 61 |
| Net defined pension asset (liability) after effect of asset ceiling limit | (23) | 61 |
| Net defined pension asset (liability) after effect of asset ceiling limit | 61 | 61 |

[illegible]

Deferred annual bonus plan

© 2005 Blackwell Publishing Ltd *Journal of Internal Medicine* 258: 103–110

For the year ended 31 March 2021, the Group's net cash flow from operating activities was HK\$12.5 million, compared with HK\$11.8 million for the year ended 31 March 2020. The net cash flow from operating activities was mainly contributed by the net cash flow from the sale of goods.

Capital Expenditure Plan 2021

The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business. The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business. The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business.

| | | |
|---|--------------|--|
| | HK\$ million | |
| Net cash flow from operating activities | 12.5 | |
| Net cash flow from investing activities | 11.8 | |
| Net cash flow from financing activities | 10.3 | |
| Net cash flow from operating activities | 10.3 | |
| Net cash flow from investing activities | 12.1 | |
| Net cash flow from financing activities | | |

The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business.

All schemes

The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business. The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business. The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business.

AP Accounting policies

Financial instruments (except derivatives)

The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business. The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business. The Group's capital expenditure plan for 2021 is to continue to invest in the development of its business.

For a copy of the 2007-2008 Annual Report, please contact the Office of the Auditor General at (603) 271-3300.

| Total amount of the 2007-2008 State Budget | |
|--|--|
| 107.8 | |
| Total amount of the 2007-2008 State Budget | |
| 107.8 | |
| 6.3 | |
| 3.5 | |
| (0.2) | |
| (0.2) | |
| 1.5 | |
| 10.1 | |
| 118.2 | |

The 2007-2008 Annual Report is available at the following website:

The 2007-2008 Annual Report is available at the following website:

1 098 1
6 208 1
3 682 1
9 173 1
2 032 1

٢٥٣٤١

9 1 7 3 4

62031

10981

$$A_{11} = \begin{pmatrix} 1 & 0 \\ 0 & 1 \end{pmatrix}, \quad A_{12} = \begin{pmatrix} 0 & 0 \\ 0 & 0 \end{pmatrix}, \quad A_{21} = \begin{pmatrix} 0 & 0 \\ 0 & 0 \end{pmatrix}, \quad A_{22} = \begin{pmatrix} 1 & 0 \\ 0 & 1 \end{pmatrix}.$$

| Sensitivity analysis of the model | | | | | |
|-----------------------------------|-------|------|------|------|------|
| Parameter | Value | Min | Max | Min | Max |
| Cost of a new machine | 10 | 5 | 15 | 0 | 20 |
| Cost of a new machine | 70 | 60 | 80 | 0 | 100 |
| Cost of a new machine | 0.5 | 0 | 1 | 0 | 1 |
| | 85 | 79.6 | 88.1 | 79.6 | 88.1 |

| Debt securities: | 2019 | 2018 | 2017 |
|---------------------------------------|------|------|------|
| U.S. government securities | 1.1 | 2.2 | 3.7 |
| State and local government securities | 2.6 | 5.1 | 4.6 |
| Corporate securities | 1.2 | 17.3 | 59.4 |
| Other | 1.1 | — | 1.1 |
| | | | 68.8 |

$$x_1 = \frac{1}{2} \left(\frac{1}{2} + \frac{1}{2} \sqrt{1 - 4} \right) = \frac{1}{2} \left(\frac{1}{2} + \frac{1}{2} \sqrt{-3} \right) = \frac{1}{2} \left(\frac{1}{2} + \frac{1}{2} i \sqrt{3} \right) = \frac{1}{4} + \frac{1}{4} i \sqrt{3}$$

[illegible][illegible]

4

[illegible]

| | 2019 | 2018 | 2017 |
|---|-----------|-----------|---------|
| Included in the consolidated income statement | (1,832.3) | (1,636.2) | (252.4) |
| Included in the consolidated income statement | 18.3 | - | 0.2 |
| Included in the consolidated income statement | (3.5) | - | (1.3) |
| Included in the consolidated income statement | 0.2 | - | 0.2 |
| Included in the consolidated income statement | 5.3 | (1.8) | 0.1 |
| Included in the consolidated income statement | (27.5) | (26.0) | (1.5) |
| Sub-total in consolidated income statement | (31.6) | (33.2) | (15.2) |
| Included in other consolidated income | - | - | - |
| Included in the consolidated income statement | (10.1) | - | (10.1) |
| Included in the consolidated income statement | 129.2 | - | 129.2 |
| Included in the consolidated income statement | (11.6) | - | (11.6) |
| Included in the consolidated income statement | (2.3) | - | (2.2) |
| Sub-total in other consolidated income | 74.6 | (11.8) | 104.4 |
| Sub-total in consolidated income statement | - | (158.9) | 158.9 |
| Included in the consolidated income statement | (1.6) | 1.9 | 0.1 |
| Included in the consolidated income statement | 43.8 | (14.8) | 0.1 |
| Included in the consolidated income statement | 0.6 | (0.6) | - |
| At 31 December | (1,791.5) | (1,797.3) | 5.8 |
| At 1 January | - | - | - |
| At 31 December | (1,725.3) | (1,742.5) | 2.2 |
| At 1 January | (23.8) | (11.9) | 0.1 |
| At 31 December | (1,749.1) | (1,754.4) | 13.3 |
| At 1 January | - | - | - |
| At 31 December | (12.1) | (11.8) | 0.1 |
| At 1 January | (12.1) | (11.8) | 0.1 |
| At 31 December | (1,761.2) | (1,766.2) | 0.1 |
| At 1 January | - | - | - |

| | |
|---|-------|
| 1 | 08330 |
| 2 | 10705 |
| 3 | 9278 |
| 4 | 766 |

| | |
|---|------|
| 1 | 1261 |
| 2 | 12 |
| 3 | 1167 |
| 4 | 1158 |
| 5 | 1103 |

| | | | | |
|---|----------|----------|----------|----------|
| 1 | 225 | 244 | 224 | 25110264 |
| 2 | 21610226 | 22510244 | 22410249 | 25110264 |

| | | | | |
|---|----------|----------|----------|----------|
| 1 | 225 | 244 | 224 | 25110264 |
| 2 | 21610226 | 22510244 | 22410249 | 25110264 |

| | | | | |
|---|----------|----------|----------|----------|
| 1 | 225 | 244 | 224 | 25110264 |
| 2 | 21610226 | 22510244 | 22410249 | 25110264 |

This section includes disclosures of those items that are not explained elsewhere in the financial statements.

In this section you will find disclosures about:

- Significant accounting policies
- Contingent liabilities
- Related party transactions



Derivative accounting policies

Compensation of key management personnel

| | 2014 |
|-----------------------------------|------|
| Salaries and wages | 12.7 |
| Short-term incentive compensation | 0.3 |
| Long-term incentive compensation | 13.0 |

Our compensation committee has approved the following compensation policy for 2015. The compensation committee will review the policy annually and may make adjustments as appropriate.

The compensation committee will review the compensation policy annually and may make adjustments as appropriate. The compensation committee will review the compensation policy annually and may make adjustments as appropriate. The compensation committee will review the compensation policy annually and may make adjustments as appropriate.

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The compensation committee will review the compensation policy annually and may make adjustments as appropriate. The compensation committee will review the compensation policy annually and may make adjustments as appropriate.

Disposal of AMT Sybex

Disposal of Secure Solutions and Services (SSS)

Disposal of Trustmarque

| | | |
|-----------------------|---------|---------|
| Total equity | 1 292 6 | 1 482 9 |
| Capital and reserves | 1 115 5 | 1 115 5 |
| Net assets | 2 432 6 | 2 432 6 |
| Total liabilities | 55 6 | 55 6 |
| Long-term liabilities | 0 3 | 0 3 |
| Current liabilities | 55 3 | 55 3 |
| Total assets | 2 703 1 | 2 703 1 |
| Current assets | 10 9 | 10 9 |
| Long-term assets | 2 692 2 | 2 692 2 |
| Current liabilities | 55 3 | 55 3 |
| Long-term liabilities | 0 3 | 0 3 |
| Total equity | 1 292 6 | 1 482 9 |

Significant accounting judgments, estimates and assumptions

(a) Investments in subsidiaries

The Group's investments in subsidiaries are accounted for using the cost method. The carrying amount of the investments is determined by the cost of the investments less any impairment losses. Dividends received from the subsidiaries are recognised as income when received.

(b) Pension schemes

The Group's pension schemes are accounted for using the cost method. The carrying amount of the investments is determined by the cost of the investments less any impairment losses. Dividends received from the subsidiaries are recognised as income when received.

The Group's pension schemes are accounted for using the cost method. The carrying amount of the investments is determined by the cost of the investments less any impairment losses. Dividends received from the subsidiaries are recognised as income when received.

- The Group's pension schemes are accounted for using the cost method. The carrying amount of the investments is determined by the cost of the investments less any impairment losses. Dividends received from the subsidiaries are recognised as income when received.
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The Group's pension schemes are accounted for using the cost method. The carrying amount of the investments is determined by the cost of the investments less any impairment losses. Dividends received from the subsidiaries are recognised as income when received.

14. *Shah, David Hyman*

(ii) Assume that $\mathcal{D}_1$ is supported on $\mathbb{R}^n \times \{0\}$.

Submitted: 1997-07-10; Accepted: 1997-08-14; Published: 1997-09-01. Received revised: 1997-08-14.

| Cost | 2014 | 2013 | 2012 |
|-----------------------------------|--------|--------|--------|
| Advertising | 0.8 | 0.8 | 0.8 |
| Public relations | (56.2) | (11.5) | (69.7) |
| Other | 31.8 | 15.7 | 47.5 |
| Amortisation | - | - | - |
| Depreciation | 6.7 | 7.1 | 9.1 |
| Other | 1.4 | 1.5 | 1.0 |
| | 20.7 | 12.3 | 19.7 |
| | 10.2 | 7 | 26.7 |
| Amortisation of intangible assets | - | - | - |

| | |
|-------|--|
| 28 | |
| 100.1 | |
| 100.1 | |
| 28 | |
| 100.1 | |

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|-------|-------|
| 28 | 28 |
| 100.1 | 100.1 |
| 100.1 | 100.1 |
| 28 | 28 |
| 100.1 | 100.1 |

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| 100.1 | 100.1 |
| 100.1 | 100.1 |
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| 100.1 | 100.1 |
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| 100.1 | |
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|--|-------|--|
| | 2019 | |
| | 45.1 | |
| | 247.9 | |

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|--|-------|--|
| | 199.2 | |
| | 61.7 | |
| | 247.9 | |

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In this section

Company contact details
Registered office

Useful websites
Capita (www.capita.com/investors)

Shareholder portal (www.capitashares.co.uk)

e-communications
Capita has a number of e-communication channels available to shareholders. These include the Shareholder Portal, the Capita Investor Relations website, the Capita Shareholder App and the Capita Shareholder Email Service.

Managing your shareholding
Shareholders can manage their shareholding in a number of ways. This includes transferring shares, changing the name on the register and changing the address for dividend payments.

Corporate communications
Shareholders can find out more about the company's financial performance, strategy and other key information through the company's annual general meeting, interim reports and other corporate communications.

Registars
Shareholders can find out more about the company's shareholding through the company's registars. This includes the company's register of members and the company's register of shareholders.

Bankers
Shareholders can find out more about the company's banking arrangements through the company's bankers. This includes the company's bank of record and the company's bank of deposit.

Company advisers
Shareholders can find out more about the company's advisers through the company's advisers. This includes the company's legal advisers, the company's financial advisers and the company's corporate advisers.

Income statement

Adjusted operating leverage

Adjusted operating profit margin

Adjusted operating profit margin

Adjusted cash flow from operations
 10,000,000
 10,000,000

Adjusted cash flow from operations
 10,000,000
 10,000,000

Adjusted cash flow from operations
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 10,000,000

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