

SCHEDULE 25

Financial Distress

1 DEFINITIONS

1.1 In this Schedule, the following definitions shall apply:

Applicable Financial Indicators	the financial indicators from paragraph 5.1 of this Schedule which are to apply to the Monitored Contractors as set out in paragraph 5.2 of this Schedule 25;
Board	the Contractor's board of directors;
Board Confirmation	written confirmation from the Board in accordance with paragraph 9 of this Schedule 25;
Score Rating Level	A score rating level as specified in Annex 2 of this Schedule 25;
FDE Group	the Contractor, Replacement Vessel Shipbuilder Guarantor, and the Guarantor;
Financial Indicators	in respect of the Contractor and the Guarantor, means each of the financial indicators set out at paragraph 5.1 of this Schedule 25, in respect of the Replacement Vessel Shipbuilder Guarantor, means each of the financial indicators set out at paragraph 5.2 of this Schedule 25;
Financial Target Thresholds	the target thresholds for each of the Financial Indicators set out at paragraph 5.1 and paragraph 5.2 of this Schedule 25;
Scoring Agency	means the scoring agency Dun & Bradstreet;
Score Rating Threshold	the minimum Score Rating Level for each of the Contractor and Guarantor as set out in Annex 2 of this Schedule 25;
Replacement Vessel Shipbuilder Guarantor	DAMEN SHIPYARDS GROUP, a limited liability company (naamloze vennootschap) existing under the laws of Curaçao, having its corporate seat in Curaçao and a registered office at Avelingen-West 20, 4202 MS Gorinchem, the Netherlands and registered with the chamber of commerce of the Netherlands under number 23055555 as well as with the chamber of commerce of Curaçao under number 38969.

2 WARRANTIES AND DUTY TO NOTIFY

2.1 The Contractor warrants and represents to the Authority for the benefit of the Authority that as at the Effective Date:

- (a) the long term score ratings issued for the Contractor and Guarantor by the Scoring Agency are as set out in Annex 2 of this Schedule 25; and
- (b) the financial position or, as appropriate, the financial performance of each of the Contractor, Guarantor and the Replacement Vessel Shipbuilder Guarantor satisfies the Financial Target Thresholds.

2.2 The Contractor shall promptly notify (or shall procure that its auditors promptly notify) the Authority in writing if there is any downgrade in the credit rating issued by any Rating Agency for any entity in the FDE Group (other than the Contractor and Guarantor) (and in any event within five (5) Business Days of the occurrence of the downgrade).

2.3 The Contractor shall promptly notify (or shall procure that its auditors promptly notify) the Authority in writing if there is any downgrade in the score ratings issued by the Scoring Agency for the Contractor and/or the Guarantor (and in any event within five (5) Business Days of the occurrence of the downgrade).

2.4 The Contractor shall:

- (a) regularly monitor the score rating for the Contractor and the Guarantor with the Scoring Agency;
- (b) monitor and report on the Financial Indicators for each entity in the FDE Group against the Financial Target Thresholds at least at the frequency set out for each at paragraph 5.1 (where specified) and in any event, on a regular basis and no less than once a year within one hundred and twenty (120) days after the Accounting Reference Date; and
- (c) promptly notify (or shall procure that its auditors promptly notify) the Authority in writing following the occurrence of a Financial Distress Event or any fact, circumstance or matter which could cause a Financial Distress Event (and in any event, ensure that such notification is made within ten (10) Business Days of the date on which the Contractor first becomes aware of the Financial Distress Event or the fact, circumstance or matter which could cause a Financial Distress Event).

2.5 For the purposes of determining whether a Financial Distress Event has occurred pursuant to the provisions of paragraphs 3.1(b), and for the purposes of determining relief under paragraph 8.1, the score rating of either the Contractor or Guarantor shall be deemed to have dropped below the applicable Score Rating Threshold if:

- (a) the Scoring Agency have given a Score Rating Level for that entity which is below the applicable Score Rating Threshold; or

- (b) a Scoring Agency that is specified as holding a Score Rating for an entity as set out at Annex 2 of this Schedule 25 ceases to hold a Score Rating for that entity.

2.6 Each report submitted by the Contractor pursuant to paragraph 2.3(c) shall:

- (a) be a single report with separate sections for each of the FDE Group entities;
- (b) contain a sufficient level of information to enable the Authority to verify the calculations that have been made in respect of the Financial Indicators;
- (c) include key financial and other supporting information (including any accounts data that has been relied on) as separate annexes;
- (d) be based on the audited accounts for the date or period on which the Financial Indicator is based or, where the Financial Indicator is not linked to an accounting period or an Accounting Reference Date, on unaudited management accounts prepared in accordance with their normal timetable; and
- (e) include a history of the Financial Indicators reported by the Contractor in graph form to enable the Authority to easily analyse and assess the trends in financial performance.

3 FINANCIAL DISTRESS EVENTS

3.1 The following shall be Financial Distress Events:

- (a) the credit rating of an FDE Group entity (other than the Contractor or Guarantor) dropping below the applicable Credit Rating Threshold;
- (b) the score rating for the Contractor and/or the Guarantor drops below the applicable Score Rating Threshold;
- (c) an FDE Group entity issuing a profits warning to a stock exchange or making any other public announcement, in each case about a material deterioration in its financial position or prospects;
- (d) there being a public investigation into improper financial accounting and reporting, suspected fraud or any other impropriety of an FDE Group entity;
- (e) an FDE Group entity committing a material breach of covenant to its lenders;
- (f) a Key Sub-Contractor notifying the Authority that the Contractor has not satisfied any material sums properly due under a specified invoice and not subject to a genuine dispute;
- (g) any FDE Group entity extends the filing period for filing its accounts with the Registrar of Companies so that the filing period ends more than 9 months after its Accounting Reference Date without an explanation to the Authority which the Authority (acting reasonably) considers to be adequate;

- (h) any FDE Group entity is late to file its annual accounts without a public notification or an explanation to the Authority which the Authority acting reasonably considers to be adequate;
- (i) the directors and/or external auditors of any FDE Group entity conclude that a material uncertainty exists in relation to that FDE Group entity's going concern in the annual report including in a reasonable but plausible downside scenario. This includes, but is not limited to, commentary about liquidity and trading prospects in the reports from directors or external auditors;
- (j) any of the following:
 - (i) any FDE Group entity makes a public announcement which contains adverse commentary with regards to that FDE Group entity's liquidity and trading and trading prospects, such as but not limited to, a profit warning or ability to trade as a going concern;
 - (ii) commencement of any litigation against an FDE Group entity with respect to financial indebtedness greater than **Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests** or obligations under a service contract with a total contract value greater than **Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests**;
 - (iii) non-payment by an FDE Group entity of any financial indebtedness;
 - (iv) any financial indebtedness of an FDE Group entity becoming due as a result of an event of default;
 - (v) the cancellation or suspension of any financial indebtedness in respect of an FDE Group entity; or
 - (vi) the external auditor of an FDE Group entity expressing a qualified opinion on, or including an emphasis of matter in, its opinion on the statutory accounts of that FDE entity;

in each case which the Authority reasonably believes (or would be likely reasonably to believe) could directly impact on the continued performance and delivery of the Services in accordance with this Contract; and
- (k) any one of the Financial Indicators set out at paragraph 5 for any of the FDE Group entities failing to meet the required Financial Target Threshold.

4 CONSEQUENCES OF FINANCIAL DISTRESS EVENTS

4.1 Immediately upon notification by the Contractor of a Financial Distress Event (or if the Authority becomes aware of a Financial Distress Event without notification and brings the event to the attention of the Contractor), the Contractor shall have the obligations and the Authority shall have the rights and remedies as set out in paragraphs 4.3 to 4.6.

4.2 In the event of a late or non-payment of a Key Sub-Contractor pursuant to paragraph 3.1(f), the Authority shall not exercise any of its rights or remedies under paragraph 4.3 without first giving the Contractor ten (10) Business Days to:

- (a) rectify such late or non-payment; or
- (b) demonstrate to the Authority's reasonable satisfaction that there is a valid reason for late or non-payment.

4.3 The Contractor shall (and shall procure that the Replacement Vessel Shipbuilder Guarantor, the Guarantor and/or any relevant Key Sub-Contractor shall):

- (a) at the request of the Authority, meet the Authority as soon as reasonably practicable (and in any event within three (3) Business Days of the initial notification (or awareness) of the Financial Distress Event or such other period as the Authority may permit and notify to the Contractor in writing) to review the effect of the Financial Distress Event on the continued performance and delivery of the Services in accordance with this Contract; and
- (b) where the Authority reasonably believes taking into account the discussions and any representations made under paragraph 4.3(a) that the Financial Distress Event could impact on the continued performance and delivery of the Services in accordance with this Contract:
 - (i) submit to the Authority for its approval, a draft Financial Distress Remediation Plan as soon as reasonably practicable (and in any event, within ten (10) Business Days of the initial notification (or awareness) of the Financial Distress Event or such other period as the Authority may permit and notify to the Contractor in writing); and
 - (ii) to the extent that it is legally permitted to do so and subject to paragraph 4.8, provide such information relating to the Contractor, any the Replacement Vessel Shipbuilder Guarantor, Key Sub-Contractors and/or the Guarantor as the Authority may reasonably require in order to understand the risk to the Services, which may include forecasts in relation to cash flow, orders and profits and details of financial measures being considered to mitigate the impact of the Financial Distress Event.

4.4 The Authority shall not withhold its approval of a draft Financial Distress Remediation Plan unreasonably. If the Authority does not approve the draft Financial Distress Remediation Plan, it shall inform the Contractor of its reasons and the Contractor shall take those reasons into account in the preparation of a further draft Financial Distress Remediation Plan, which shall be resubmitted to the Authority within five (5) Business Days of the rejection of the first draft. This process shall be repeated until the Financial Distress Remediation Plan is either

- (a) approved by the Authority;
- (b) referred, by notice sent by either Party to the other Party explaining why it thinks the

Financial Distress Remediation Plan has not been approved, to commercial negotiation led by senior representatives who have authority to agree the Financial Distress Remediation Plan to be held within 28 days of the date of the notice; or

(c) finally rejected by the Authority.

4.5 If the Authority considers that the draft Financial Distress Remediation Plan is insufficiently detailed to be properly evaluated, will take too long to complete or will not ensure the continued performance of the Contractor's obligations in accordance with the Contract, then it may either agree a further time period for the development and agreement of the Financial Distress Remediation Plan or escalate any issues with the draft Financial Distress Remediation Plan using the Dispute Resolution Procedure.

4.6 Following approval of the Financial Distress Remediation Plan by the Authority, the Contractor shall:

(a) on a regular basis (which shall not be less than fortnightly):

(i) review and make any updates to the Financial Distress Remediation Plan as the Contractor may deem reasonably necessary and/or as may be reasonably requested by the Authority, so that the plan remains adequate, up to date and ensures the continued performance and delivery of the Services in accordance with this Contract; and

(ii) provide a written report to the Authority setting out its progress against the Financial Distress Remediation Plan, the reasons for any changes made to the Financial Distress Remediation Plan by the Contractor and/or the reasons why the Contractor may have decided not to make any changes;

(b) where updates are made to the Financial Distress Remediation Plan in accordance with paragraph 4.6(a), submit an updated Financial Distress Remediation Plan to the Authority for its approval, and the provisions of paragraphs 4.4 and 4.5 shall apply to the review and approval process for the updated Financial Distress Remediation Plan; and

(c) comply with the Financial Distress Remediation Plan (including any updated Financial Distress Remediation Plan) and ensure that it achieves the financial and performance requirements set out in the Financial Distress Remediation Plan.

4.7 Where the Contractor reasonably believes that the relevant Financial Distress Event under paragraph 4.1 (or the circumstance or matter which has caused or otherwise led to it) no longer exists, it shall notify the Authority and the Parties may agree that the Contractor shall be relieved of its obligations under paragraph 4.6.

4.8 The Contractor shall use reasonable endeavours to put in place the necessary measures to ensure that the information specified at paragraph 4.3(b)(ii) is available when required and on request from the Authority and within reasonable timescales. Such measures may include:

- (a) obtaining in advance written authority from Key Sub-Contractors, the Guarantor and/or the Replacement Vessel Shipbuilder Guarantor authorising the disclosure of the information to the Authority and/or entering into confidentiality agreements which permit disclosure;
- (b) agreeing in advance with the Authority, Key Sub-Contractors, the Guarantor and/or the Replacement Vessel Shipbuilder Guarantor a form of confidentiality agreement to be entered by the relevant parties to enable the disclosure of the information to the Authority;
- (c) putting in place any other reasonable arrangements to enable the information to be lawfully disclosed to the Authority (which may include making price sensitive information available to Authority nominated personnel through confidential arrangements, subject to their consent); and
- (d) disclosing the information to the fullest extent that it is lawfully entitled to do so, including through the use of redaction, anonymisation and any other techniques to permit disclosure of the information without breaching a duty of confidentiality.

5 FINANCIAL INDICATORS

5.1 Subject to the calculation methodology set out at Annex 3 of this Schedule 25, the Financial Indicators and the corresponding calculations and thresholds used to determine whether a Financial Distress Event has occurred in respect of those Financial Indicators, shall be as follows:

Financial Indicator	Calculation ¹	Financial Threshold	Target	Monitoring and Reporting Frequency
1 Operating Margin	$\text{Operating Margin} = \frac{\text{Operating Profit}}{\text{Revenue}}$	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests		Accounting Reference Date As per paragraph 2.3 (b) of this Schedule
2 Net Debt to EBITDA Ratio	$\text{Net Debt to EBITDA ratio} = \frac{\text{Net Debt}}{\text{EBITDA}}$	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests		Accounting Reference Date As per paragraph 2.3 (b) of this Schedule
3 Net Debt + Net Pension Deficit to EBITDA ratio	$\text{Net Debt + Net Pension Deficit to EBITDA Ratio} = \frac{(\text{Net Debt} + \text{Net Pension Deficit})}{\text{EBITDA}}$	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests		Accounting Reference Date As per paragraph 2.3 (b) of this Schedule

Financial Indicator	Calculation ¹	Financial Threshold	Target	Monitoring and Reporting Frequency
4 Net Interest Paid Cover	$\frac{\text{Net Interest Paid Cover}}{\text{Earnings Before Interest and Tax} / \text{Net Interest Paid}}$	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests		Accounting Reference Date As per paragraph 2.3 (b) of this Schedule
5 Acid Ratio	$\text{Acid Ratio} = (\text{Current Assets} - \text{Inventories}) / \text{Current Liabilities}$	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests		Accounting Reference Date As per paragraph 2.3 (b) of this Schedule
6 Net Asset Value	$\text{Net Asset Value} = \text{Net Assets}$	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests		Accounting Reference Date As per paragraph 2.3 (b) of this Schedule
7 Group Exposure Ratio	$\frac{\text{Group Exposure}}{\text{Gross Assets}}$	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests		Accounting Reference Date As per paragraph 2.3 (b) of this Schedule
8 Turnover Ratio	$\frac{\text{Annual Revenue}}{\text{Expected Annual Contract Revenue}}$	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests		As per paragraph 2.3 (b) of this Schedule

5.2 Subject to the calculation methodology set out at Annex 3 of this Schedule 25, the Financial Indicators and the corresponding calculations and thresholds used to determine whether a Financial Distress Event has occurred in respect of those Financial Indicators for the Replacement Vessel Shipbuilder Guarantor, shall be as follows:

Financial Indicator	Calculation ¹	Financial Threshold	Target	Monitoring and Reporting Frequency
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1	<i>Operating Margin = Operating Profit / Revenue</i>	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests	<i>Accounting Reference Date</i> <i>As per paragraph 2.3 (b) of this Schedule</i>
Financial Indicator	Calculation¹	Financial Target Threshold	Monitoring and Reporting Frequency
2	<i>Net Debt to EBITDA ratio = Net Debt / EBITDA</i>	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests	<i>Accounting Reference Date</i> <i>As per paragraph 2.3 (b) of this Schedule</i>
3	<i>Net Debt + Net Pension Deficit to EBITDA Ratio = (Net Debt + Net Pension Deficit) / EBITDA</i>	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests	<i>Accounting Reference Date</i> <i>As per paragraph 2.3 (b) of this Schedule</i>
4	<i>Net Interest Paid Cover = Earnings Before Interest and Tax / Net Interest Paid</i>	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests	<i>Accounting Reference Date</i> <i>As per paragraph 2.3 (b) of this Schedule</i>
5	<i>Acid Ratio = (Current Assets – Inventories) / Current Liabilities</i>	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests	<i>Accounting Reference Date</i> <i>As per paragraph 2.3 (b) of this Schedule</i>
6	<i>Net Asset Value = Net Assets</i>	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests	<i>Accounting Reference Date</i> <i>As per paragraph 2.3 (b) of this Schedule</i>

Key: ¹ – See Annex 3 of this Schedule 25 which sets out the calculation methodology to be used in the calculation of each Financial Indicator.

6 TERMINATION RIGHTS

6.1 The Authority shall be entitled to terminate this Contract under Clause 56 (Termination for Contractor Default) if:

- (a) the Contractor fails to notify the Authority of a Financial Distress Event in accordance with paragraph 2.4(d);
- (b) the Contractor fails to comply with any part of paragraph 4.3;
- (c) the Authority finally rejects a Financial Distress Remediation Plan (or any updated Financial Distress Remediation Plan) in accordance with paragraphs 4.4 to 4.5; and/or
- (d) the Contractor fails to comply with the terms of the Financial Distress Remediation Plan (or any updated Financial Distress Remediation Plan) in accordance with paragraph 4.6(c).

7 PRIMARY OF SCORE RATINGS

7.1 Without prejudice to the Contractor's obligations and the Authority's rights and remedies under Paragraph 2, if, following the occurrence of a Financial Distress Event pursuant to any of paragraphs 3.1(b) to 3.1(h), the Scoring Agency review and report subsequently that the score ratings for the Contractor and/or the Guarantor do not drop below the relevant Score Rating Thresholds specified for those entities in Annex 2 of this Schedule 25, then:

7.2 the Contractor shall be relieved automatically of its obligations under paragraphs 4.3 to 4.6; and

7.3 the Authority shall not be entitled to require the Contractor to provide financial information in accordance with paragraph 4.3(b)(ii).

8 BOARD CONFIRMATION

8.1 If this Contract has been specified as a Critical Service Contract under paragraph 11.1 of Part B to Schedule 9.6 (Service Continuity Plan and Corporate Resolution Planning) then, subject to paragraph 9.4 of this Schedule 25, the Contractor shall within one hundred and twenty (120) days after each Accounting Reference Date or within 15 months of the previous Board Confirmation (whichever is the earlier) provide a Board Confirmation to the Authority in the form set out at Annex 4 of this Schedule 25, confirming that to the best of the Board's knowledge and belief, it is not aware of and has no knowledge:

- (a) that a Financial Distress Event has occurred since the later of the Effective Date or the previous Board Confirmation or is subsisting; or
- (b) of any matters which have occurred or are subsisting that could reasonably be expected to cause a Financial Distress Event.

- 8.2 The Contractor shall ensure that in its preparation of the Board Confirmation it exercises due care and diligence and has made reasonable enquiry of all relevant Contractor Personnel and other persons as is reasonably necessary to understand and confirm the position.
- 8.3 In respect of the first Board Confirmation to be provided under this Contract, the Contractor shall provide the Board Confirmation within 15 months of the Effective Date if earlier than the timescale for submission set out in paragraph 9.1 of this Schedule 25.
- 8.4 Where the Contractor is unable to provide a Board Confirmation in accordance with paragraphs 9.1 to 9.3 of this Schedule 25 due to the occurrence of a Financial Distress Event or knowledge of subsisting matters which could reasonably be expected to cause a Financial Distress Event, it will be sufficient for the Contractor to submit in place of the Board Confirmation, a statement from the Board of Directors to the Authority (and where the Contractor is a Strategic Supplier, the Contractor shall send a copy of the statement to the Cabinet Office Markets and Contractors Team) setting out full details of any Financial Distress Events that have occurred and/or the matters which could reasonably be expected to cause a Financial Distress Event.

ANNEX 1 - SCORING AGENCIES AND THEIR STANDARD SCORING SYSTEM

Dun & Bradstreet

- Score Rating Level 1 = 86 – 100
- Score Rating Level 2 = 51 – 85
- Score Rating Level 3 = 11 – 50
- Score Rating Level 4 = 1 – 10

ANNEX 2: SCORE RATINGS AND SCORING RATING THRESHOLDS

Entity	Score Rating (long term) (insert score rating issued for the entity at the Effective Date)	Score Rating Threshold (insert the actual score or the Score Rating Level (e.g. Score Rating Level 3))
Contractor	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests
Guarantor	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests	Redacted under FOIA Section 43, Trade secrets and prejudice to commercial interests

ANNEX 3: CALCULATION METHODOLOGY FOR FINANCIAL INDICATORS

The Contractor shall ensure that it uses the following general and specific methodologies for calculating the Financial Indicators against the Financial Target Thresholds:

1 GENERAL METHODOLOGY

1.1 Terminology

The terms referred to in this Annex 3 are those used by UK companies in their financial statements. Where the entity is not a UK company, the corresponding items should be used even if the terminology is slightly different (for example a charity would refer to a surplus or deficit rather than a profit or loss).

1.2 Groups

Where the entity is the holding company of a group and prepares consolidated financial statements, the consolidated figures should be used.

1.3 Foreign Currency Conversion

Figures denominated in foreign currencies should be converted at the exchange rate in force at the relevant date for which the Financial Indicator is being calculated.

1.4 Treatment of Non-Underlying Items

Financial Indicators should be based on the figures in the financial statements before adjusting for non-underlying items.

2 SPECIFIC METHODOLOGY

Financial Indicator	Specific Methodology
1 Operating Margin	<p>The elements used to calculate the Operating Margin should be shown on the face of the Income Statement in a standard set of financial statements.</p> <p>Figures for Operating Profit and Revenue should exclude the entity's share of the results of any joint ventures or Associates.</p> <p>Where an entity has an operating loss (i.e. where the operating profit is negative), Operating Profit should be taken to be zero.</p>
2 Net Debt to EBITDA Ratio	<p><i>["Net Debt" = Bank overdrafts + Loans and borrowings, including balances owed to other group members + Finance leases + Deferred consideration payable – Cash and cash equivalents, including shortterm financial investments]</i></p>

Financial Indicator	Specific Methodology
	<p>"EBITDA" = Operating profit + Depreciation charge + Amortisation charge.</p> <p>The majority of the elements used to calculate the Net Debt to EBITDA Ratio should be shown on the face of the Balance sheet, Income statement and Statement of Cash Flows in a standard set of financial statements but will otherwise be found in the notes to the financial statements.</p> <p><u>Net Debt</u>: The elements of Net Debt may be described slightly differently and should be found either on the face of the Balance Sheet or in the relevant note to the financial statements. All interest bearing liabilities (other than retirement benefit obligations) should be included as borrowings as should, where disclosed, any liabilities (less any assets) in respect of any hedges designated as linked to borrowings (but not non-designated hedges). Borrowings should also include balances owed to other group members.</p> <p>Deferred consideration payable should be included in Net Debt despite typically being non-interest bearing.</p> <p>Cash and cash equivalents should include short-term financial investments shown in current assets.</p> <p>Where Net debt is negative (i.e. an entity has net cash), the relevant Financial Target Threshold should be treated as having been met.</p> <p><u>EBITDA</u>: Operating profit should be shown on the face of the Income Statement and, for the purposes of calculating this Financial Indicator, should include the entity's share of the results of any joint ventures or Associates. The depreciation and amortisation charges for the period may be found on the face of the Statement of Cash Flows or in a Note to the Accounts. Where EBITDA is negative, the relevant Financial Target Threshold should be treated as not having been met (unless Net Debt is also negative, in which case the relevant Financial Target Threshold should be treated as having been met).</p>
<p>3</p> <p>Net Debt + Net Pension Deficit to EBITDA ratio</p>	<p>"Net Debt" = Bank overdrafts + Loans and borrowings, including balances owed to other group members + Finance leases + Deferred consideration payable – Cash and cash equivalents, including shortterm financial investments.</p> <p>"Net Pension Deficit" = Retirement Benefit Obligations – Retirement Benefit Assets.</p>

Financial Indicator	Specific Methodology
	<p>"EBITDA" = <i>Operating profit + Depreciation charge + Amortisation charge.</i></p> <p>The majority of the elements used to calculate the Net Debt + Net Pension Deficit to EBITDA Ratio should be shown on the face of the Balance sheet, Income statement and Statement of Cash Flows in a standard set of financial statements but will otherwise be found in the notes to the financial statements.</p> <p><u>Net Debt</u>: The elements of Net Debt may be described slightly differently and should be found either on the face of the Balance Sheet or in the relevant note to the financial statements. All interest bearing liabilities (other than retirement benefit obligations) should be included as borrowings as should, where disclosed, any liabilities (less any assets) in respect of any hedges designated as linked to borrowings (but <i>not</i> non-designated hedges). Borrowings should also include balances owed to other group members.</p> <p>Deferred consideration payable should be included in Net Debt despite typically being non-interest bearing.</p> <p>Cash and cash equivalents should include short-term financial investments shown in current assets.</p> <p><u>Net Pension Deficit</u>: Retirement Benefit Obligations and Retirement Benefit Assets may be shown on the face of the Balance Sheet or in the notes to the financial statements. They may also be described as pension benefits / obligations, post-employment obligations or other similar terms.</p> <p>Where 'Net Debt + Net Pension Deficit' is negative, the relevant Financial Target Threshold should be treated as having been met.</p> <p><u>EBITDA</u>: Operating profit should be shown on the face of the Income Statement and, for the purposes of calculating this Financial Indicator, should include the entity's share of the results of any joint ventures or Associates.</p> <p>The depreciation and amortisation charges for the period may be found on the face of the Statement of Cash Flows or in a Note to the Accounts.</p> <p>Where EBITDA is negative, the relevant Financial Target Threshold should be treated as not having been met (unless 'Net Debt + Net Pension Deficit' is also negative, in which case the relevant Financial Target Threshold should be regarded as having been met).</p>

Financial Indicator	Specific Methodology
4 Net Interest Paid Cover	<p><i>"Earnings Before Interest and Tax" = Operating profit.</i></p> <p><i>"Net Interest Paid" = Interest paid – Interest received.</i></p> <p>Operating profit should be shown on the face of the Income Statement in a standard set of financial statements and, for the purposes of calculating this Financial Indicator, should include the entity's share of the results of any joint ventures or Associates.</p> <p>Interest received and interest paid should be shown on the face of the Cash Flow statement.</p> <p>Where Net interest paid is negative (i.e. the entity has net interest received), the relevant Financial Target Threshold should be treated as having been met.</p>
5 Acid Ratio	<p>All elements that are used to calculate the Acid Ratio are available on the face of the Balance Sheet in a standard set of financial statements.</p>
6 Net Asset value	<p>Net Assets are shown (but sometimes not labelled) on the face of the Balance Sheet of a standard set of financial statements. Net Assets are sometimes called net worth or 'Shareholders' Funds'. They represent the net assets available to the shareholders. Where an entity has a majority interest in another entity in which there are also minority or noncontrolling interests (i.e. where it has a subsidiary partially owned by outside investors), Net Assets should be taken inclusive of minority or non-controlling interests (as if the entity owned 100% of such entity).</p>

<p>7</p> <p>Group Exposure Ratio</p>	<p>"Group Exposure" = Balances owed by Group Undertakings + Contingent liabilities assumed in support of Group Undertakings.</p> <p>"Gross Assets" = Fixed Assets + Current Assets.</p> <p><u>Group Exposure</u>: Balances owed by (i.e. receivable from) Group Undertakings are shown within Fixed assets or Current assets either on the face of the Balance Sheet or in the relevant notes to the financial statements. In many cases there may be no such balances, in particular where an entity is not a member of a group or is itself the ultimate holding company of the group.</p> <p>Contingent liabilities assumed in support of Group Undertakings are shown in the Contingent Liabilities note in a standard set of financial statements. They include guarantees and security given in support of the borrowings of other group companies, often as part of group borrowing arrangements. Where the contingent liabilities are capped, the capped figure should be taken as their value. Where no cap or</p>
<p>Financial Indicator</p>	<p>Specific Methodology</p>
	<p>maximum is specified, the relevant Financial Target Threshold should automatically be regarded as not having been met.</p> <p>In many cases an entity may not have assumed any contingent liabilities in support of Group Undertakings, in particular where an entity is not a member of a group or is itself the ultimate holding company of the group.</p> <p><u>Gross Assets</u>: Both Fixed assets and Current assets are shown on the face of the Balance Sheet.</p>
<p>8</p> <p>Turnover Ratio</p>	<p>Revenue should be shown on the face of the Income Statement in a standard set of financial statements. It should exclude the entity's share of the revenue of joint ventures or associates.</p>

