

A high-resolution image of the Earth's horizon from space, showing the blue curve of the planet, white clouds, and dark landmasses against the black void of space.

AN INTRODUCTION TO RICARDO

NAATBATT ANNUAL MEETING

FEBRUARY 2023



WHO WE ARE

RICARDO IS A GLOBAL STRATEGIC, ENVIRONMENTAL AND ENGINEERING CONSULTING COMPANY

Our global team of consultants, environmental specialists, engineers and scientists support our clients to solve the most complex and dynamic challenges to help achieve a safe and sustainable world.

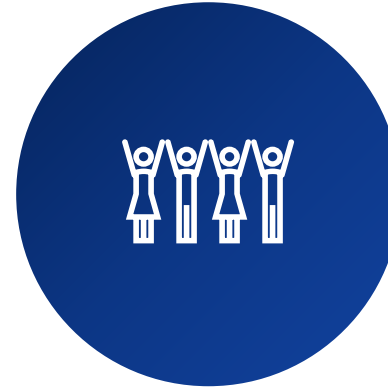
OUR BUSINESS AT A GLANCE



105
years of
innovation



23
countries
worldwide



3000
colleagues
worldwide



2500
live projects

OUR GLOBAL PRESENCE



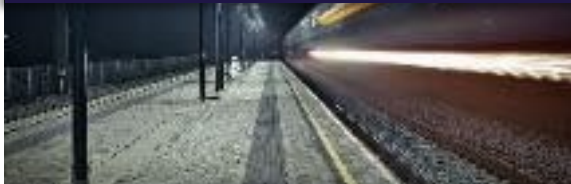
SERVING A WIDE RANGE OF INDUSTRIES & MARKETS

AUTOMOTIVE



Passenger vehicles | Commercial vehicles | High-performance vehicles | Off highway vehicles | Motorsports | Motorcycles

RAIL & TRANSIT



Urban rail | High speed rail
Conventional rail | Freight rail

AEROSPACE & DEFENSE



Aviation | Airports | Defense

MARITIME



Ports | Marine

ENERGY, UTILITIES & WASTE



Clean & renewable energy | Energy storage | Energy infrastructure | Water utilities | Waste & resource management

GOVERNMENT & PUBLIC SECTOR



Central government | Cities & regional government | International development

FINANCE & PROFESSIONAL SERVICES



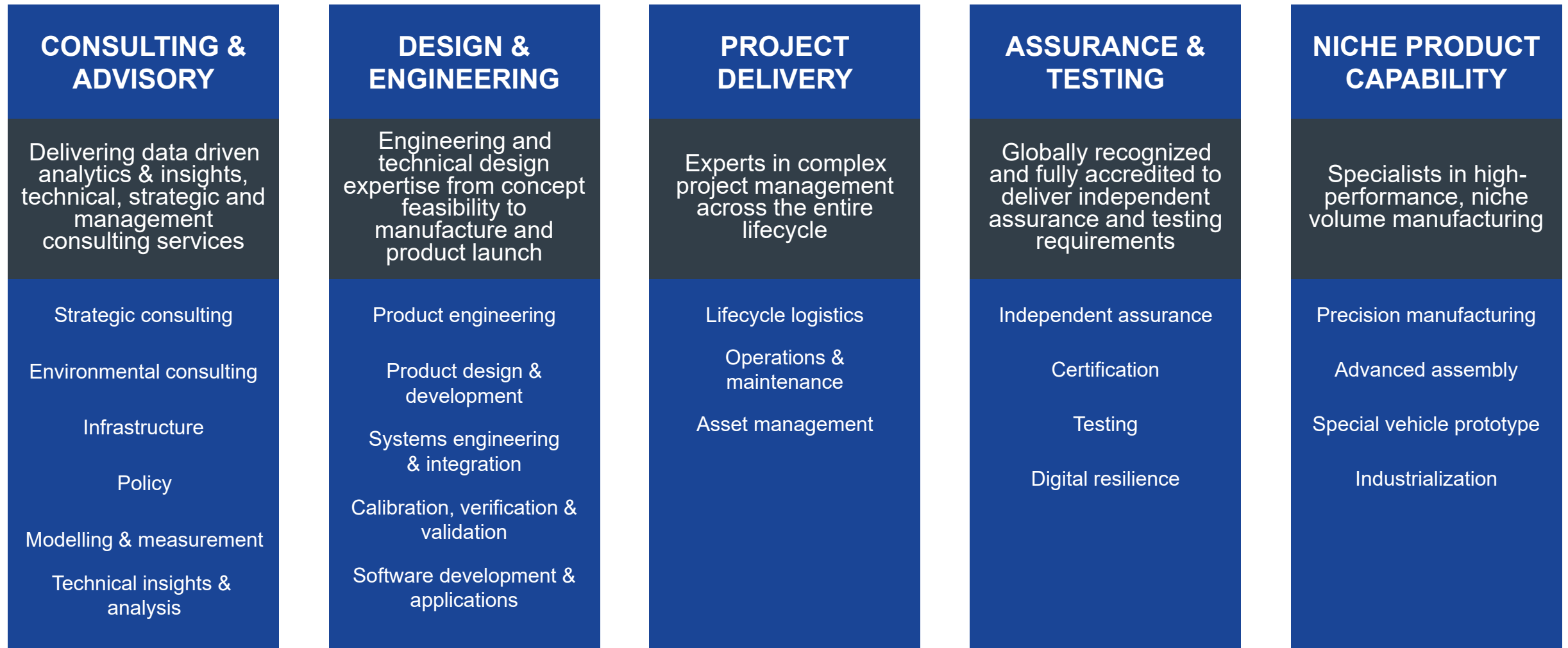
Banking & capital markets | Wealth & asset management | Professional consultancies | Infrastructure services

INDUSTRIAL & MANUFACTURING



Mining & resources | Chemical manufacturing | Product & retail

OUR CORE CAPABILITIES SPAN ACROSS THE PRODUCT DEVELOPMENT CYCLE



WE APPLY OUR TECHNICAL EXPERTISE TO A RANGE OF STRATEGIC CONSULTING SERVICES

Ricardo's Strategic Consulting team functions at the intersection of technical and commercial realms, and works along two broad themes –

improving the fitness of your current business...

....and helping you move the business forward to a successful future

Supply Chain Management & New Product Introduction



- Solving complex supply chain and product launch challenges for a range of industry stakeholders
- Established toolkit to bring products to market on-time, on-budget and at high quality

Operational Improvement



- Improving operating margins by collaborating with our clients to achieve operational excellence
- Comprehensive toolkit of industry best practices, from Lean approaches to Industry 4.0 technology

Cost Reduction



- Holistic/collaborative cost reduction, built on a unique combination of strategic/technical depth
- Provides full range of cost reduction and profit/cashflow improvement solutions, with actionable plans

Business Transformation Strategy



- Achieve lasting change via the development and implementation of robust, actionable and strategically sound transformation plans
- Clients able to adapt and grow in a dynamic industry environment

Scenario Planning



- Develop a structured and informed long-term strategy during this current changing environment
- Methodical and proven approach to prepare for future uncertainties

Disruptive Technologies



- Provide profound and comprehensive insights to understand the impact and opportunities of future disruptive technologies
- Tailored action plan to advance your technological positioning in market

Future Mobility



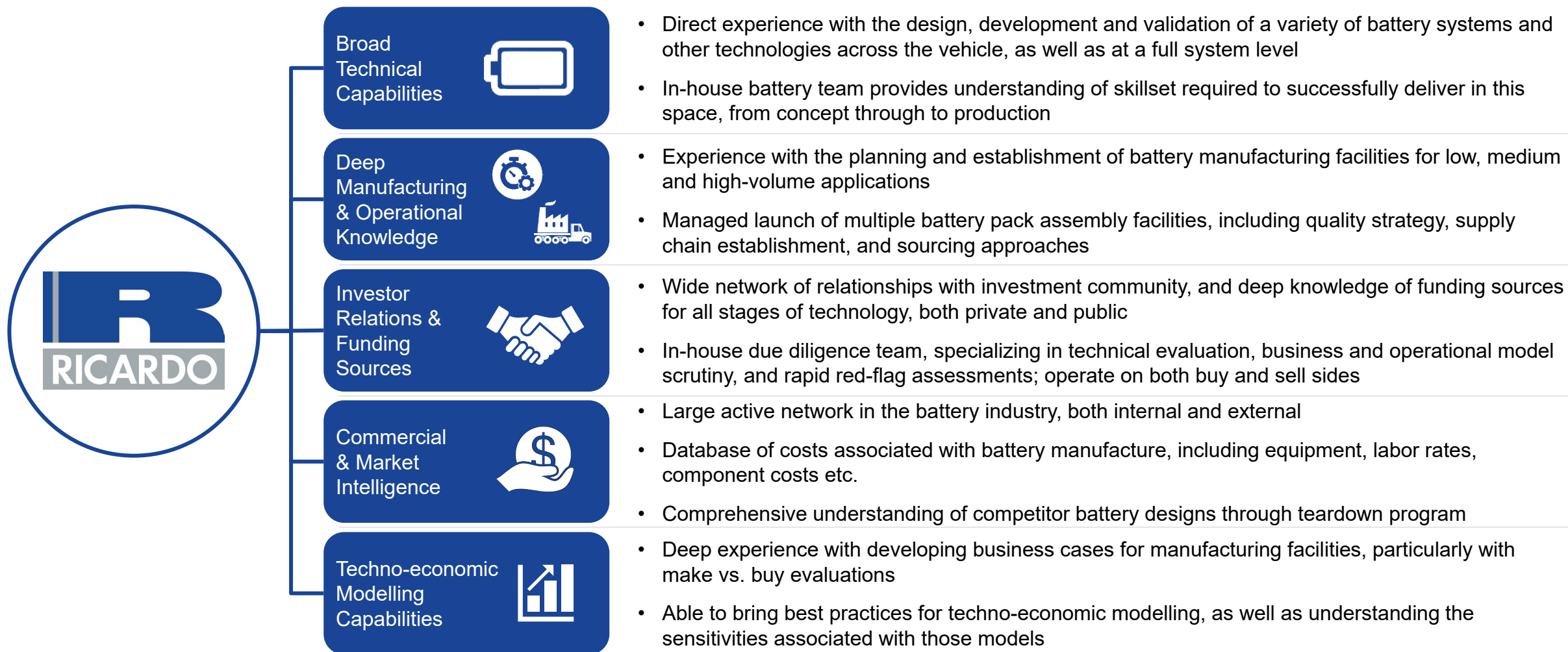
- Identify impact of technological advancements on people and goods movement
- Clear strategy of how to adapt business models and system architectures to align with future mobility trends

M&A and Investor Support



- Provide deep technical expertise, market insight, and business acumen to achieve your strategic business objectives
- Segregate technological substance from commercial hype

WE ARE WELL POSITIONED TO ASSIST CLIENTS IN THE BATTERY INDUSTRY



KEY THEMES FROM OUR WORK IN THE LAST 12 MONTHS



CONTACT US TO SEE HOW WE CAN HELP



Ricardo Inc. – Detroit Technology Campus
40000 Ricardo Drive
Van Buren Twp., MI 48111



Dan Foster
Principal - Strategic Consulting

Mobile: **+1 734 812 8868**

Daniel.Foster@ricardo.com

www.ricardo.com

THANK YOU
www.Ricardo.com