



Aerospace & Industrial | Laboratory | Metal Melt Quality

**RESILIENT PERFORMANCE  
POSITIONED FOR GROWTH**

# PORVAIR IS A SPECIALIST FILTRATION, LABORATORY AND ENVIRONMENTAL TECHNOLOGY GROUP

We focus on markets which have long term growth potential; clear product regulation requirements; and strong engineering or technical skills.

Many of the products developed by Porvair are used to the benefit of the environment and wider society and we recognise that our operations can make an important contribution to a cleaner and safer world.

Porvair is well positioned to play its part in the global drive towards a more sustainable future.

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## Summary Group performance in 2021

### A RESILIENT AND ROBUST PERFORMANCE

Laboratory demand increased strongly in 2021 and most other segments saw some measure of recovery; except aerospace, where activity levels remain well below those of 2019. However, the spread of markets served by the Group generated a positive overall performance.

The Group remains well positioned to address global growth trends: tightening environmental regulations; growth in analytical science; the need for clean water; carbon-efficient transportation; the replacement of plastic and steel by aluminium; and the drive for manufacturing process quality and efficiency.

#### Highlights

Revenue (£m)

**£146.3m**

(2020: £135.0m)

+8%

Basic earnings per share (pence)

**26.0p**

(2020: 18.4p)

+41%

Operating profit (£m)

**£15.8m**

(2020: £12.6m)

+25%

Adjusted basic earnings per share\* (pence)

**25.2p**

(2020: 21.6p)

+17%

Adjusted operating profit\* (£m)

**£15.9m**

(2020: £13.6m)

+17%

Net cash (£m)

**£10.2m**

(2020: £4.9m)

Profit before tax (£m)

**£14.8m**

(2020: £11.6m)

+28%

Total dividend (pence per share)

**5.3p**

(2020: 5.0p)

Adjusted profit before tax\* (£m)

**£14.8m**

(2020: £12.6m)

+17%

\*See note 2 for definitions and reconciliations.

Read more in the Chief Executive's report on pages 12 to 19.

#### Porvair Sciences, Wrexham, UK

The covid-19 pandemic has driven strong sales of laboratory testing consumables. Porvair Sciences manufactures microplates and pipette tip filters that are critical parts of the testing protocols.

## Group overview

The Group has three main operating divisions and our products are sold globally. We establish geographic presence where end markets require.

40% Approximate split of Group revenue

### Aerospace & Industrial division

#### What we do

The Aerospace & Industrial division designs and manufactures a broad range of specialist filtration equipment for aerospace, energy, and industrial applications. It has operations in the UK, US and the Netherlands and its sales are global.

Differentiation is achieved through design engineering; the development of intellectual property; and quality accreditations. Demand grows as customers seek better engineered, cleaner, safer or more efficient operations.

#### 2021 performance

##### Revenue

**£55.8m**

(2020: £62.0m)

##### Adjusted operating profit

**£4.4m**

(2020: £6.3m)

#### Our main operating companies

- Porvair Filtration Group
- Royal Dahlman

#### Our principal markets

- Aerospace
- General Industrial
- Energy
- Petrochemical

35% Approximate split of Group revenue

### Laboratory division

#### What we do

The Laboratory division designs and manufactures instruments and consumables for use in environmental and bioscience laboratories with a particular focus on water analysis instruments, diagnostics and sample preparation equipment. It has operations in the UK, US, Germany, the Netherlands and China and its sales are global.

The division serves the analytical laboratory market, where increasing availability of smaller automated instruments and the growing requirement for ever improving detection limits drives demand for sample preparation and testing.

#### 2021 performance

##### Revenue

**£53.2m**

(2020: £40.1m)

##### Adjusted operating profit

**£9.6m**

(2020: £6.7m)

#### Our main operating companies

- Seal Analytical
- Porvair Sciences
- JG Finneran ("JGF")
- Kbiosystems ("Kbio")

#### Our principal markets

- Environmental
- Sample preparation
- Chromatography
- Laboratory instruments

25% Approximate split of Group revenue

### Metal Melt Quality division

#### What we do

The Metal Melt Quality division designs and manufactures porous ceramic filters for the filtration of molten metals. It is the world leader in the filtration of cast house aluminium and superalloys. It has operations in the US and China and its sales are global.

The division has a well differentiated product range based on patented products and a promising new product pipeline.

#### 2021 performance

##### Revenue

**£37.4m**

(2020: £32.9m)

##### Adjusted operating profit

**£5.1m**

(2020: £2.8m)

#### Our main operating companies

- Selee Corporation
- Selee China

#### Our principal markets

- Global Aluminium
- US Foundry
- Superalloys



## OUR GROUP OPERATIONS AND GLOBAL PRESENCE

We have manufacturing operations in the UK, US, Germany, the Netherlands and China and we sell our products globally. We operate in close partnership with our customers and our strategy is to establish geographic presence where end markets require.

### Regional dynamics in 2021

In 2021 we increased our presence in the UK with the acquisition of Kbiosystems Limited ("Kbio"). We will use our routes to market to launch its product range into the US.

### Royal Dahlman, The Netherlands

Taking action to improve shipping emissions and adopt clean fuels is vital to addressing the global challenges of Climate Change. Royal Dahlman offers filtration solutions to oil refineries to improve the quality of bunker fuel for ships.

### Revenue by division

**40%** Aerospace & Industrial  
**35%** Laboratory  
**25%** Metal Melt Quality

### Revenue by customer location

**47%** Americas  
**22%** Continental Europe  
**20%** Asia  
**10%** UK  
**1%** Africa

### Revenue by manufacturing location

**49%** USA  
**29%** UK  
**18%** Continental Europe  
**4%** China

## A clear strategic purpose and sustainable growth

Our consistent strategy continues to deliver growth for Porvair. It is built on a clear purpose that creates sustainable value for all our stakeholders.

## OUR STRATEGIC PURPOSE AND INVESTMENT PROPOSITION

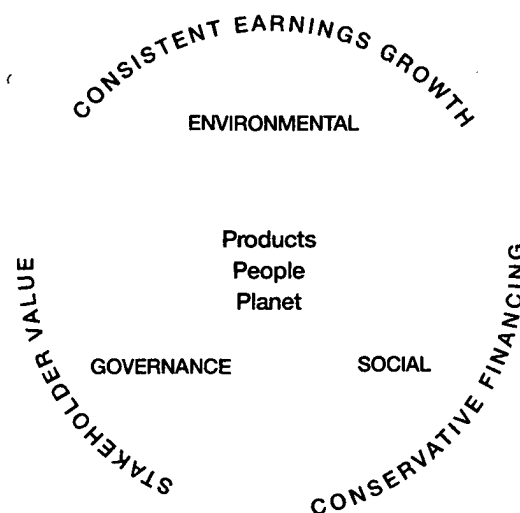
Porvair develops specialist filtration, laboratory and environmental technologies for the benefit of all stakeholders. Principal measures of success include consistent earnings growth and improvements in selected environmental, social and governance ("ESG") measures.

We operate in attractive niche markets. We deliver extensive industry knowledge and engineering capabilities to build strong customer relationships and our geographic presence follows the markets and customers we serve.

We focus on:

- Markets with long term growth potential;
- Applications that are mandated and replacement is regular; and
- New product development.

We maintain a conservative financing structure and aim to meet dividends, organic investment and acquisitions from free cash flow and modest borrowings.



### Our approach to ESG and reporting responsible business performance

Many of the products developed by Porvair are used to the benefit of the environment and wider society and we recognise that our operations can make an important contribution to a cleaner and safer world. We try to act responsibly and with integrity wherever we operate.

Measuring and reporting our ESG performance is key to understanding the impact of our operations, driving continuous improvement, and maintaining a transparent dialogue with our stakeholders.

### Porvair products

- Clean water analysis
- Emissions control
- Aerospace safety and reliability
- Process efficiency and waste reduction

### ESG metrics

- Carbon intensity
- Lost time accidents
- Employee engagement
- Senior staff gender balance

## A strong and consistent track record for growth, cash generation and investment

	5 years CAGR*	10 years CAGR*	15 years CAGR*
Revenue growth	6%	8%	8%
Earnings per share growth	9%	14%	11%
Adjusted earnings per share growth	8%	13%	11%
	£m	£m	£m
Cash from operations	76.2	138.4	170.7
Investment in acquisitions and capital expenditure	50.3	78.1	93.1

\*Compound annual growth rate

Read the full ESG report on pages 34 to 49.  
See more in the Chief Executive's report on pages 12 to 19.

## Our business model has five principles:

1

### We focus on markets where we see long term growth potential.

These are:  
aerospace; energy and industrial; laboratory; and metal melt quality. All have clear long term growth drivers.

#### Global growth trends

- Tightening environmental regulations.
- Growth in analytical science.
- The need for clean water.
- Carbon-efficient transportation.
- The replacement of plastic and steel by aluminium.
- The drive for manufacturing process quality and efficiency.

2

### We look for applications where product use is mandated and replacement demand is regular.

Our products typically reduce emissions or protect downstream systems and, as a result, are replaced regularly. A high proportion of our annual revenue is from repeat orders.

#### Repeat orders

- Aviation filters are replaced as part of regular maintenance checks.
- Metal melt filters are replaced after each use.
- Sample preparation filters used in analytical sciences are replaced after each use.

3

### We make new product development a core business activity.

Through a focus on new product development, we aim to generate growth rates in excess of the underlying market. Where possible, we build intellectual property around our product developments.

#### Robust intellectual property

- Most individual filtration products require process qualification.
- All aviation filters have design accreditation.

4

### We establish geographic presence where end markets require.

Our geographic presence follows the markets we serve. In the last twelve months: 47% of revenue was in the Americas; 20% in Asia; 22% in Continental Europe; 10% in the UK; and 1% in Africa. The Group has plants in the US, UK, Germany, the Netherlands and China. In the last twelve months, 49% of revenue was manufactured in the US, 29% in the UK, 18% in Continental Europe and 4% in China.

#### Geography

- Most aviation engineering is carried out in the US and EU, with China and Brazil also active.
- Water cleanliness regulation is growing throughout the world.
- Most higher grades of aluminium are smelted in the US, Middle East and China.

5

### We invest in both organic and acquired growth.

We aim to meet dividend and investment needs from free cash flow and modest borrowing facilities. In recent years we have expanded manufacturing capacity in the UK, Germany, US and China and made several acquisitions. All investments are subject to a hurdle rate analysis based on strategic and financial priorities.

#### Key developments

- Over the last five years the Group has delivered £76 million in cash from operations and invested £50 million in capital expenditure and acquisitions.
- In 2021 the Group generated £18.6 million in cash from operations and invested £7.2 million in acquisitions and capital expenditure.

### Building a responsible business and creating value

Responsible business development is essential for creating long term value for stakeholders.

We are well positioned to play our part in the global drive towards a more sustainable future.

We are focused on driving long term sustainable performance for the benefit of all our stakeholders. Open, regular and transparent engagement with stakeholders informs our decision making, builds trust and is key to delivering our strategy in the long term.

### Our main stakeholders are:

- Customers
- Employees
- Shareholders
- Suppliers
- Communities & the Environment

Read more about how the Board considers stakeholder interests in the s172 Statement on pages 50 to 53.

A clear strategic purpose and sustainable growth continued

We focus on markets which have long term growth potential of which aerospace, energy and industrial process, laboratories and metal melt quality are the most important.

## OUR STRONG NICHE POSITIONS AND EXPERTISE IN REGULATED MARKETS

The Group serves the needs of a range of specialist filtration markets, such that it is not dependent upon any one market.

We seek markets with robust demand drivers and where we can maintain barriers to entry through our specialist design and engineering skills, patent protection and quality accreditation.

Porvair operates in competitive global markets and seeks to build its competitive advantage through technical differentiation and product quality. The Group continues to identify specific opportunities where it has commercial, reputational or technological advantage.

We design and manufacture a wide range of specialist filtration components and assemblies for the aerospace industry, demand for which grows as customers seek better engineered, cleaner, safer or more efficient operations and reliability for performance critical applications.

### AEROSPACE | MARKET

#### Specialism

The Group is a leading specialist in the design and manufacture of filtration components and assemblies for the aerospace industry. Our components are designed specifically for particular airframes and are specified on most of the world's commercial airframes.

#### Niche positions

The Group provides a wide range of aerospace filters but has strong niche positions in:

- Fuel tank inerting.
- Coolant systems for aircraft control systems.
- Fuel line and hydraulic filters.

We provide filtration solutions for energy and industrial process applications. Our filters are to be found in many of the harshest industrial environments and play a key role in solving our customers' complex emissions reduction challenges.

### ENERGY & INDUSTRIAL | MARKET

#### Specialism

The Group provides filtration solutions for energy and industrial process applications. Our filters are to be found in many of the harshest industrial environments.

#### Niche positions

The Group has niche expertise in:

- Hot gas and gasification filtration.
- Pulse jet filtration systems.
- Nuclear containment filtration.
- Ballast water filtration.
- FCC slurry oil filtration.
- Microelectronics manufacturing filtration.

Our proprietary manufacturing capabilities, filtration media and consistent new product introductions in analytical and bioscience technology, address the market for sample preparation and the need for more accurate analysis.

## LABORATORY | MARKET

### Specialism

The Group designs and manufactures a range of equipment for use in laboratories. Seal Analytical is a global leader in the manufacture of laboratory based instruments and robotics for clean water analysis. Porvair Sciences produces a broad range of microplates, filters, tubing and associated consumables used in diagnostics, sample preparation and chromatography applications.

### Niche positions

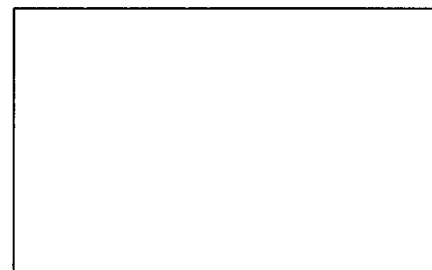
The Group has niche expertise in:

- Clean water analysis.
- Laboratory robotics.
- Sample preparation, filtration, and separation.
- The filtration of genetic material.
- Chromatography consumables.



### Investments in productivity and capacity

Our capital investment in 2021 focused on equipment to improve productivity and capacity in our plants. We continue to automate processes to improve throughput and quality.



The Group's competitive advantage comes from metallurgical and ceramics expertise, which enables the Group to use its intellectual property and patents to develop differentiated products.

## METAL MELT QUALITY | MARKET

### Specialism

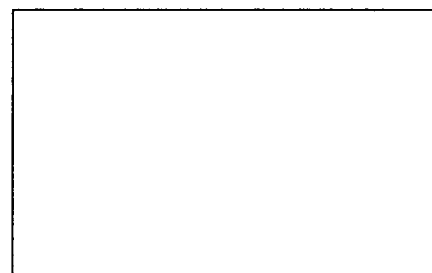
The Group's Metal Melt Quality division specialises in the design and manufacture of ceramic filters for molten metal. The Group provides patent protected filters for: the aluminium cast house industry; the filtration of gray and ductile iron; and the filtration of superalloys used in the manufacture of turbine blades.

### Niche positions

- The global market for cast house aluminium filters, particularly high magnesium alloys.
- The North American market for gray and ductile iron filters, mainly used in the manufacture of engine blocks and gearbox housings.
- Bespoke 3D printed ceramic filters used in the global market for aerospace and IGT exotic alloy turbine blades.

### New product development and innovation

The Group continues to undertake a research and development programme with the objective of identifying and developing new materials and products which have the potential to contribute to the growth of the Group.



### Value enhancing acquisitions

The Group acquired Kbiosystems Limited ("Kbio") in February 2021. Kbio specialises in the design and manufacture of laboratory instruments, with particular expertise in automated microplate handling systems.

Kbio's automated microplate handling range complements our growing range of microplate and sample preparation filters. Their range will be introduced to our US Laboratory sales channels and their automation expertise will enhance product development across the Laboratory division.

## A clear strategic purpose and sustainable growth continued

The long term drivers of Group demand are clear and compelling and Porvair is well positioned to play its part in a more sustainable future.

### POSITIONED TO ADDRESS GLOBAL GROWTH TRENDS

Global growth trends all offer opportunities which the Group remains well positioned to address:

- Tightening environmental regulations
- Growth in analytical science
- The need for clean water
- Carbon-efficient transportation
- The replacement of plastic and steel by aluminium
- The drive for manufacturing process quality and efficiency

#### TIGHTENING ENVIRONMENTAL REGULATIONS

Governments, regulatory authorities and businesses are mandating tighter standards of environmental cleanliness; product performance; testing regimes; and product quality. For filtration experts this is an opportunity.

#### How Porvair is well positioned

Porvair's filtration and environmental technology expertise and focus on research and development helps our customers meet safety and regulatory requirements. Porvair's nuclear filters provide containment solutions for fissile material in storage and in processing.

### 10bn

The United Nations forecasts that the world's population is expected to increase to c.10 billion people by 2050.

#### GROWTH IN ANALYTICAL SCIENCE

The United Nations forecasts that the world's population is expected to increase to c.10 billion people by 2050, accompanied by a doubling of people over the age of 65 which will lead to increased demand for healthcare.

#### How Porvair is well positioned

Porvair's products are used in testing and sample preparation. As analytical instruments get smaller and faster, healthcare testing will become more economical and will be delivered in higher volumes. This drives the market for our consumable components.

## 2035

The UK is committed to decarbonising electricity by 2035 using both renewables and nuclear.

### CARBON-EFFICIENT TRANSPORTATION

The drive to eliminate the sales of petrol and diesel vehicles in the UK by 2030 will encourage the rapid development of electric and hydrogen powered vehicles. In aviation innovation is driving more fuel efficient aircraft.

#### How Porvair is well positioned

Our aerospace filtration operations develop filtration systems for more fuel efficient aircraft and our aluminium filtration systems will be in higher demand as new designs of vehicles and aircraft make use of more and higher grade aluminium.

## 2.2bn

2.2 billion people around the world do not have safely managed drinking water services.

Source: UNICEF/WHO

### THE NEED FOR CLEAN WATER

While substantial progress has been made in increasing access to clean drinking water and sanitation, billions of people – mostly in rural areas – still lack these basic services, and 1 in 3 people do not have access to safe drinking water. Clean water is essential to our health, communities, and economy and is a vital resource upon which we all depend.

#### How Porvair is well positioned

Porvair's water analysis instruments are used extensively in laboratories to determine whether the water supply meets approved standards and whether wastewater can safely be returned to the water supply infrastructure.

### THE DRIVE FOR MANUFACTURING PROCESS QUALITY AND EFFICIENCY

Improving machine lifetime, reducing energy costs, scrap rates, and making more efficient use of raw materials all contribute to manufacturing efficiency.

#### How Porvair is well positioned

Porvair offers a broad range of industrial filters, many bespoke to specific applications, that protect equipment and improve processes in printing, petrochemical applications, polymer production, industrial gases, microelectronic manufacture and many more applications.

## 100%

Aluminium is 100% recyclable and takes only 5% of the energy used to make the original product. Aluminium has a density lower than those of other common metals, at approximately one third that of steel.

### THE REPLACEMENT OF PLASTIC AND STEEL BY ALUMINIUM

Aluminium is 100% recyclable. It is steadily replacing plastic bottles and substituting steel in lighter weight vehicles.

#### How Porvair is well positioned

Whether recycled or extracted from the original ore, molten aluminium is filtered through Porvair's ceramic filters to ensure that it is free of inclusions. High quality filtration improves the strength of aluminium and the range of potential applications.

## Chairman's statement

### Resilient performance and return to growth.

**Laboratory demand increased strongly in 2021 and most other segments saw some measure of recovery; except aerospace, where activity levels remain well below those of 2019. However, the spread of markets served by the Group generated a positive overall performance, supported by the strong balance sheet and long term investment focus that are central to Porvair's strategy.**

John Nicholas, Chairman

#### Net cash

**£10.2m**

Net cash was £10.2 million (2020: £4.9 million) after investing £7.2 million (2020: £4.2 million) in capital expenditure and acquisitions.

#### Dividend

**5.3p**

The Board re-affirms its progressive dividend policy. The Dividend increased to 5.3 pence per share (2020: 5.0 pence).

#### Introduction

Porvair aims to develop specialist filtration, laboratory and environmental technology businesses for the benefit of all stakeholders. I am pleased to report that this year Porvair has returned to growth, delivering revenue and profits ahead of 2019, the last pre-pandemic year. We finished the year with a strong balance sheet; better order books; and are optimistic for the future.

#### Results

Revenue in the year to 30 November 2021 was 8% higher at £146.3 million (2020: £135.0 million). Operating profit was 25% higher at £15.8 million (2020: £12.6 million) and adjusted operating profit was 17% higher at £15.9 million (2020: £13.6 million). Basic earnings per share were 26.0 pence (2020: 18.4 pence) and adjusted earnings per share was 25.2 pence (2020: 21.6 pence). At 30 November 2021 the Group had net cash of £10.2 million (2020: £4.9 million) after investing £7.2 million (2020: £4.2 million) in capital investments and acquisitions.

#### Current trading and outlook

Laboratory demand increased strongly in 2021 and most other segments saw some measure of recovery; except aerospace, where activity levels remain well below those of 2019. However, the spread of markets served by the Group generated a positive overall performance, supported by the strong balance sheet and long term investment focus that are central to Porvair's strategy. The Group remains well positioned to address global growth trends: tightening environmental regulations; growth in analytical science; the need for clean water; carbon-efficient transportation; the replacement of plastic and steel by aluminium; and the drive for manufacturing process quality and efficiency.

At the start of 2022, while order books are flattered by extended lead times through almost all supply chains, underlying orders are still better than they were a year ago, notably in aerospace and laboratory. Consistent investment is improving productivity and margins. In Laboratory, covid-related demand may settle to more regular levels as the pandemic recedes, but as it does so aerospace activity should pick up. Porvair management teams are monitoring near term supply dislocations and inflationary pressures closely and provided these challenges are navigated successfully, the outlook for 2022 is promising.

#### Dividends

The Board re-affirms its progressive dividend policy and recommends a final dividend of 3.5 pence per share, a cost of £1.6 million (2020: 3.3 pence per share, a cost of £1.5 million). The full year dividend increases by 6% to 5.3 pence per share, a cost of £2.4 million (2020: 5.0 pence per share, a cost of £2.3 million). The Company had £27.8 million (2020: £17.9 million) of distributable reserves at 30 November 2021.

#### Board changes

The Board comprises a Chairman, two executive Directors, and two other Independent Non-Executive Directors. James Mills joined the Board as Group Finance Director in April 2021. He replaces Chris Tyler who stepped down from the Board at the Annual General Meeting on 20 April 2021 while retaining his role as Company Secretary.



**“The Board’s role is to promote the long term success of the Group through the setting of a clear purpose and sustainable strategy which creates value for all our stakeholders.”**

## Staff

While perhaps less disrupted than 2020, 2021 has been another challenging year and the Board is pleased to recognise and applaud the response of our staff to the many difficulties they have faced. Porvair believes in devolving management autonomy as far as possible, and our management teams do their best to monitor and promote staff wellbeing. In many respects, of our various stakeholders, it is our staff that are the most crucial. The Board takes employee engagement seriously and, as set out in the ESG report, has a system in place to make sure it hears and responds to all staff comments. The Board is very grateful for the hard work, enthusiasm and dedication of all our staff.

## Governance

The Board sets high standards for its corporate governance. The Group has a clear purpose and demonstrates strong ethical behaviour within a framework of transparent and robust governance. It has in place monitoring systems to ensure that standards are upheld throughout the Group. The Board complied with all aspects of the 2018 UK Corporate Governance code throughout the year ended 30 November 2021. In 2021 the Group has:

- implemented a new remuneration policy approved by shareholders at the Annual General Meeting on 20 April 2021; and
- adopted a new set of Articles of Association approved by shareholders at the Annual General Meeting on 20 April 2021.

## Key Board decisions

The principal decisions taken by the Board in 2021 were those of a strategic nature that are significant to any of our key stakeholder groups. In 2021 these were:

- approval of the acquisition of Kbiosystems Limited;
- the decision to pay the interim dividend and recommend the final dividend for 2021; and
- approval of the Porvair strategic plan for 2022 to 2025.

These are described in full on pages 52 and 53.

## Stakeholder engagement

Open, regular and transparent engagement with all our stakeholders is fundamental to the way we do business and ensures we operate in a balanced and responsible way. I would like to thank all our stakeholders for their continued support for the Group.

**John Nicholas**  
Chairman  
28 January 2022

## Transparent reporting and ensuring effective decision making

Porvair has a clear purpose; and integral to delivering it is being a socially responsible company which demonstrates strong ethical behaviour within a framework of transparent and robust governance.

The Board actively engages with our shareholders, employees and wider stakeholder Groups when making decisions, and considers the impact of Group activities on the community, environment and its reputation.

Read more about Stakeholder engagement and the Board's decision making within our s172 Statement on pages 50 to 53.  
Read more about our compliance in our Governance section on pages 54 to 83.

## Chief Executive's report

**Porvair remains well positioned to address global growth trends.**

**Management's priority for the year was again staff wellbeing and working with covid; and continuing to invest for the longer term.**

Ben Stocks, Group Chief Executive

### Revenue

**£146.3m**

Revenue up 8% to £146.3 million  
(2020: £135.0 million).

### Cash generated from operations

**£18.6m**

(2020: £13.2 million).

### Adjusted profit before tax

**£14.8m**

Adjusted profit before tax up 17% to £14.8 million  
(2020: £12.6 million).

## Operating review

### Overview of 2021 and impact of covid-19

If 2020 was the year of the pandemic, 2021 was a year of after-shocks and consequences. In January most of the Group's markets were still in some level of lockdown, but a wave of industrial re-stocking gathered pace in the Spring. Sharp order increases improved trading but brought supply dislocation and inflationary pressures. Management's priority for the year was again staff wellbeing and working with covid; continuing to invest for the longer term; and adjusting operations to cope with vicissitudes of supply.

Aerospace activity remained well below 2019 levels through the year, but laboratory demand increased strongly in 2021 and most other segments saw some measure of recovery. Porvair remains well positioned to address global growth trends: tightening environmental regulations; growth in analytical science; the need for clean water; carbon-efficient transportation; the replacement of plastic and steel by aluminium; and the drive for manufacturing process quality and efficiency.

Porvair's unchanged strategic purpose is to develop specialist filtration, laboratory and environmental technologies for the benefit of all stakeholders. This Annual Report sets out how the Group has worked for its customers, staff, shareholders, pensioners, and communities in 2021.

## Financial results

	2021 £m	2020 £m	Change %
Revenue	146.3	135.0	8
Operating profit	15.8	12.6	25
Adjusted operating profit*	15.9	13.6	17
Adjusted profit before tax*	14.8	12.6	17
Profit before tax	14.8	11.6	28
Adjusted earnings per share*	25.2p	21.6p	17
Earnings per share	26.0p	18.4p	41
Cash generated from operations	18.6	13.2	
Net cash at 30 November	10.2	4.9	

\*See note 2

Reported revenue increased by 8%. At constant currencies, revenue increased by 12%. Profit before tax increased 28%. Adjusted profit before tax increased by 17% as did adjusted earnings per share.

The Group invested £7.2 million (2020: £4.2 million) in acquisitions and capital expenditure in 2021.

**“Porvair’s strategy and purpose has remained consistent for 17 years, a period that now encompasses two recessions, a pandemic and many years of growth.”**

The Group’s record for growth, cash generation and investment is as follows:

	5 years CAGR*	10 years CAGR*	15 years CAGR*
Revenue growth	6%	8%	8%
Earnings per share growth	9%	14%	11%
Adjusted earnings per share growth	8%	13%	11%
	£m	£m	£m
Cash from operations	76.2	138.4	170.7
Investment in acquisitions and capital expenditure	50.3	78.1	93.1

\*Compound annual growth rate

Porvair’s strategy and purpose has remained consistent for 17 years, a period that now encompasses two recessions, a pandemic, and many years of growth. This longer term record gives the Board confidence in the Group’s capabilities and is the basis for longer term capital allocation and planning decisions.

#### Strategic statement and business model

Porvair’s strategic purpose is to develop specialist filtration, laboratory and environmental technology businesses for the benefits of all stakeholders. Principal measures of success include consistent earnings growth over the medium term and selected ESG measures as set out in the full ESG report.

Porvair businesses have certain key characteristics in common:

- Specialist design or engineering skills are required;
- Product use and replacement is mandated by regulation, quality accreditation or a maintenance cycle; and
- Products are typically designed into a system that will have a long life-cycle and must perform to a given specification.

Orders are won by offering the best technical solutions at an acceptable commercial cost. Technical expertise is necessary in all markets served. New products are often adaptations of existing designs with attributes validated in our own test and measurement laboratories. Experience in specific markets and applications is valuable in building customer confidence. Domain knowledge is important, as is deciding where to direct resources.

This leads the Group to:

1. Focus on markets with long term growth potential.
2. Look for applications where product use is mandated and replacement demand is regular.
3. Make new product development a core business activity.
4. Establish geographic presence where end markets require.
5. Invest in both organic and acquired growth.

#### Environmental, social and governance (“ESG”)

The Board understands that responsible business development is essential for creating long term value for stakeholders. Most of the products made by Porvair are used for the benefit of the environment. Our water analysis equipment measures contamination levels in water. Industrial filters are typically needed to reduce emissions or improve efficiency. Aerospace filters improve process reliability. Nuclear filters confine fissile materials. Metal Melt Quality filters reduce waste and help improve the strength to weight ratio of metal components.

A full ESG report is published within this Annual Report, setting out:

- Porvair’s ESG management framework and goals;
- How a net zero carbon future might affect markets served by the Group;
- ESG metrics and results; and
- How the Group has acted for the benefit of its stakeholders in 2021.

Read our full ESG report on pages: 34 to 49.

Read more about divisional performance on pages: 14 to 19.

## Chief Executive's report continued

### Divisional performance

#### AEROSPACE & INDUSTRIAL

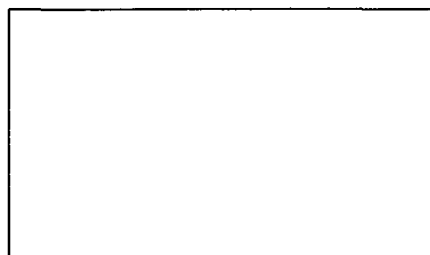
The Aerospace & Industrial division designs and manufactures a wide range of specialist filtration products, demand for which is driven by customers seeking better engineered, cleaner, safer or more efficient operations.

##### Principal markets

- Aerospace
- General Industrial
- Energy
- Petrochemical

##### Microelectronics

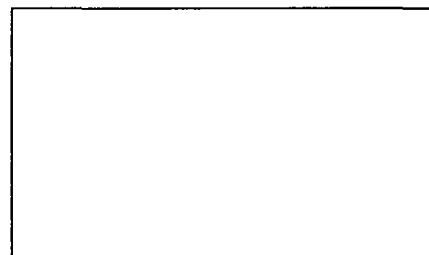
Our microelectronics filters ensure a clean sterile atmosphere for the precision manufacture of silicon wafers.



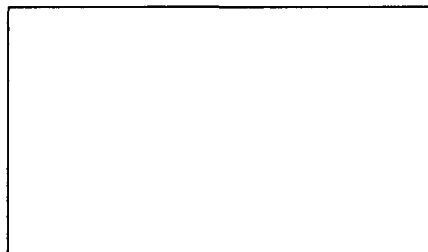
**Left:** Royal Dahlman delivers a wide range of filters and filtration solutions to refineries and petrochemical operations. It traded well in the year.

**Right:** Aerospace demand was down for the second year in 2021 but the outlook for 2022 is better.

**Below:** Aerospace filters in manufacture.



**10%**  
Revenue was 10% lower in 2021 due to falls in aerospace and gasification activity, partially offset by growth in microelectronics and petrochemical filtration.



### Performance summary

- Revenue down 10%
- Aerospace revenue down 4%
- Microelectronics strong
- Royal Dahlman traded well

### 2022 outlook

- Aerospace outlook better
- Aerospace schedules in early 2022 are stronger

Financial performance 2021			
	2021 £m	2020 £m	Change %
Revenue	55.8	62.0	(10)
Operating profit	3.9	8.0	(51)
Adjusted operating profit*	4.4	6.3	(30)

\*See note 3

### Performance in 2021

The Aerospace & Industrial division designs and manufactures a wide range of specialist filtration products, demand for which is driven by customers seeking better engineered, cleaner, safer or more efficient operations. Differentiation is achieved through design engineering; the development of intellectual property; and quality accreditations.

Revenue was 10% lower in 2021 due to falls in aerospace and gasification activity, partially offset by growth in microelectronics and petrochemical filtration. Aerospace revenue fell for a second year, down 4% in 2021 (2020: down 25%), broadly in line with wider industry metrics. As expected, there was no gasification revenue in 2021 (2020: £7 million). In other industrial segments activity recovered through the year, with re-stocking lifting orders. Microelectronics was particularly strong,

with revenues benefitting from newly developed and patented products introduced at the start of the year. Demand in European industrial and petrochemical markets was steady. Royal Dahlman traded well in the year, it has been fully integrated into the Group and achieved synergies with other parts of the division.

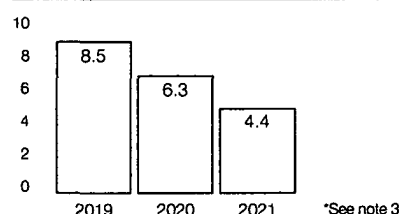
The aerospace outlook for 2022 is better. Aerospace orders started to improve in the second half of 2021 and shipping schedules in early 2022 are stronger.

Lower gasification and aerospace revenue suppressed operating margins in the plants directly affected, causing adjusted operating profits in the division to fall to £4.4 million (2020: £6.3 million). Margins were to some extent protected by restructuring actions carried out in 2020. Cash generation in the division was good as inventories fell in line with levels of activity. Capital investment was directed at productivity and capacity enhancements which should start benefiting performance in 2022.

### Adjusted operating profit\* (£m)

**£4.4m**

(2020: £6.3m)

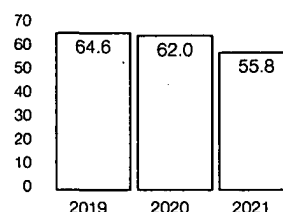


\*See note 3

### 2021 Revenue (£m)

**£55.8m**

(2020: £62.0m)



## Chief Executive's report continued

### Divisional performance

#### LABORATORY

The Laboratory division designs and manufactures instruments and consumables for use in environmental and bioscience laboratories, with a particular focus on water analysis instruments, diagnostics and sample preparation equipment.

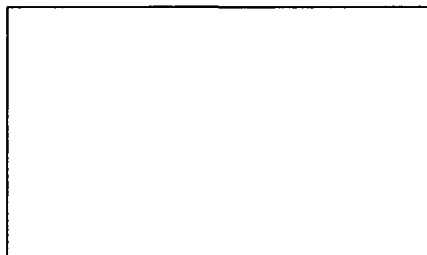
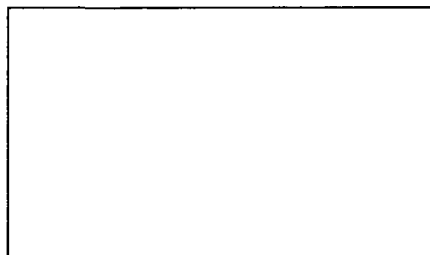
##### Principal markets

- Environmental
- Sample preparation
- Chromatography
- Laboratory instruments

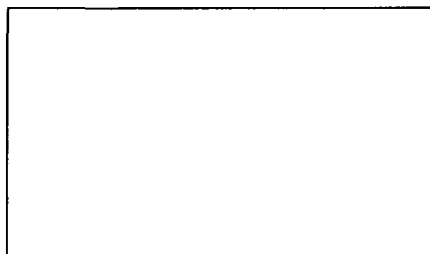
**Porvair Sciences, Kbiosystems and JG Finneran**  
Kbio, acquired in February 2021, makes microplate handling equipment, which fits well with Porvair Sciences and JG Finneran's microplate business. The acquisition has opened up new routes to market for Kbio.

#### Seal Analytical

Seal has a strong track record of introducing new and differentiated products. Those launched in 2021 offer faster throughput, lower detection limits and better energy efficiency and will start to generate revenues in 2022.



Far left: Glass vial and closures manufactured by JG Finneran for the analytical sciences market.  
Left: Seal Analytical sea water analysis equipment is installed in the laboratory on board the Sir David Attenborough.



**+15%**

Seal Analytical had a record year. Like for like revenue grew 15% with demand better in all main markets.

#### Performance summary

- Revenue up 33%
- Adjusted operating profit up 43%
- Kbio acquired

#### 2022 outlook

- Investment in capacity
- Benefits of JG Finneran US channels
- New products from Seal Analytical

#### Financial performance 2021

	2021 £m	2020 £m	Change %
Revenue	53.2	40.1	33
Operating profit	9.6	7.0	37
Adjusted operating profit*	9.6	6.7	43

\*See note 3

#### Performance in 2021

The Laboratory division has two operating businesses: Porvair Sciences (including JG Finneran and Kbiosystems ("Kbio")) and Seal Analytical.

- Porvair Sciences manufactures laboratory filters, small instruments and associated consumables. Differentiation is achieved through proprietary manufacturing capabilities and filtration media.
- Seal Analytical is a leading supplier of instruments and consumables for environmental laboratories for which demand is driven by water quality regulations. Differentiation is achieved through consistent new product development.

Revenue grew 33% in 2021. Like for like revenue growth (at constant currency and excluding acquisitions) was 24%, driven in part by demand for a range of products used in covid testing and analysis. Capital investment in the year focused on increasing the capacity and improving the quality of these components.

Although we expect some softening of covid-related demand as the pandemic recedes, we have gained market share in this category over the last two years.

Beyond covid, Laboratory demand has been robust for much of 2021, with global expansion of diagnostic, analytic and environmental labs. The division has been further helped in the US by expanding routes to market through JG Finneran and by prior year investments in new manufacturing lines across the division. Increased demand also brought challenges around supply dislocation, inflation and staff shortages, all of which require close attention as we move into 2022.

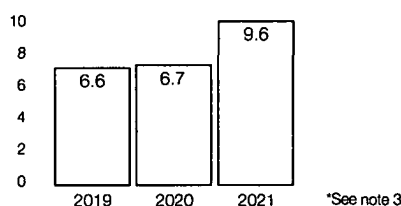
Kbio, acquired in February 2021, makes equipment used in microplate assays for analytical laboratories, products that fit well with Porvair Sciences' microplate business and through JG Finneran's US routes to market. It has started strongly with the Group, and prospects for 2022, particularly through US channels, are promising.

Seal Analytical had a record year. Like for like revenue grew 15% with demand better in all main markets. Seal has a strong recent track record of introducing new and differentiated products. Those launched in 2021 offer faster throughput, lower detection limits and better energy efficiency and will start to generate revenues in 2022.

#### Adjusted operating profit\* (£m)

**£9.6m**

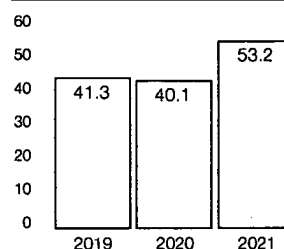
(2020: £6.7m)



#### 2021 Revenue (£m)

**£53.2m**

(2020 £40.1m)



## Chief Executive's report continued

### Divisional performance

#### METAL MELT QUALITY

The Metal Melt Quality division designs and manufactures porous ceramic filters for the filtration of molten metals. It is the world leader in the filtration of cast house aluminium and superalloys.

##### Principal markets

- Global Aluminium
- US Foundry
- Superalloys

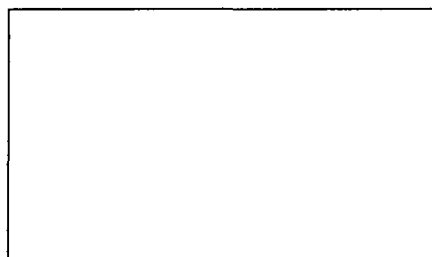
##### Demand for aluminium used in EV auto battery box production

Battery boxes for electric vehicles opens up a new market for aluminium. This and other weight reducing solutions will drive steady growth in the use of aluminium and consequently demand for filtration.

##### Selee US & China

The Group's Metal Melt Quality products remove contamination from aluminium, iron and superalloys and help to improve the strength to weight ratio of metal components.

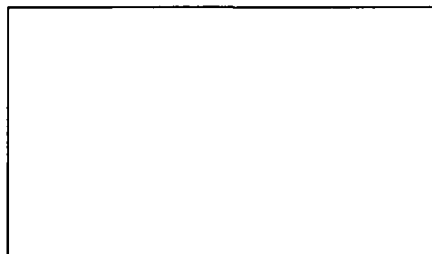




**Left:** Filtered aluminium rolled into sheets is the precursor material for foil, beverage cans, car bodies and an array of other products.

**Right:** Turbine blades are cast using Porvair filters to carefully control the flow of molten superalloys into the mould.

**Below:** Molten metal handling equipment and superalloy filters in manufacture at our Metal Melt Quality division.



**+14%**

Revenue rose 14% in 2021, back to 2019 levels despite aerospace-related activity in this division remaining 23% below 2019.

#### Financial performance 2021

	2021 £m	2020 £m	Change %
Revenue	37.4	32.9	14
Operating profit/(loss)	5.7	(0.2)	–
Adjusted operating profit*	5.1	2.8	82

\*See note 3

#### Performance in 2021

The Metal Melt Quality division manufactures filters for molten aluminium, ductile iron and nickel-cobalt alloys. It has a well differentiated product range based on patented products and a promising new product pipeline.

Revenue rose 14% in 2021, back to 2019 levels despite aerospace-related activity in this division remaining 23% below 2019. Aluminium filtration was up 33%, driven by industrial re-stocking and growing demand for aluminium from carbon-efficient transport and the move away from plastic packaging. Iron foundry sales also recovered (to 6% below 2019 levels, up 28% in 2021) with US auto production curtailments balanced by US supply chain reshoring.

Adjusted operating profit margins were 13.6% (2020: 8.5%), with more profitable trading in China; consistent operating efficiencies; and the benefits of 2020 cost reductions all contributing. Inflationary and supply dislocation challenges were successfully navigated. Adjusted operating profit of £5.1 million is a record. As outlined at the half year, the Board does not expect margins in this division to remain at such levels once sales and marketing costs return to more normal levels post-pandemic, but nonetheless expects that underlying margins are sustainable at higher than the ten year average for this division.

#### Performance summary

- Revenue up 14%
- Adjusted operating profit up 82%
- Strong margin growth

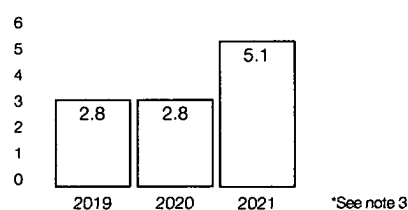
#### 2022 outlook

- Underlying aluminium demand drivers robust
- Improving outlook for aerospace

#### Adjusted operating profit\* (£m)

**£5.1m**

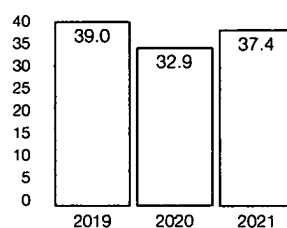
(2020: £2.8m)



#### 2021 Revenue (£m)

**£37.4m**

(2020: £32.9m)



## Finance Director's review

Generating free cash flow is key to the Group's business model and operating cash flow of £18.6 million (2020: £13.2 million) represented a 94% (2020: 80%) conversion rate of operating profit before depreciation and amortisation.

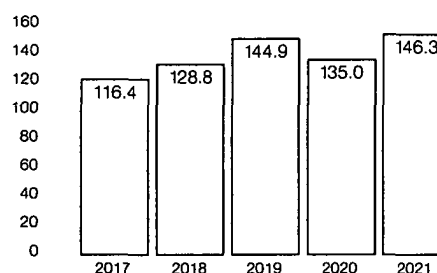
James Mills, Group Finance Director

### Performance highlights

- Adjusted operating profit up 17% to £15.9 million (2020: £13.6 million).
- Cash generated from operating activities was £18.6 million (2020: £13.2 million).
- £7.2 million invested in capital expenditure and acquisitions (2020: £4.2 million).

### Turnover (£m)

**£146.3m**



### Group results

	2021 £m	2020 £m	Change %
Revenue	146.3	135.0	8
Operating profit	15.8	12.6	25
Profit before tax	14.8	11.6	28
Profit after tax	11.9	8.4	42

Revenue was 8% higher on a reported currency basis and 12% higher at constant currency (see note 2). Kbio contributed £5.4 million of revenue (see note 25). Operating profit was £15.8 million (2020: £12.6 million) and profit before tax was £14.8 million (2020: £11.6 million). Profit after tax was £11.9 million (2020: £8.4 million).

### Alternative performance measures – profit

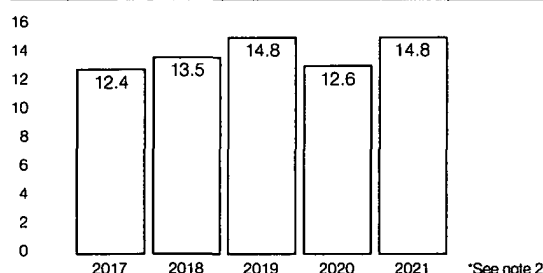
	2021 £m	2020 £m	Change %
Adjusted operating profit	15.9	13.6	17
Adjusted profit before tax	14.8	12.6	17
Adjusted profit after tax	11.6	9.9	17

The Group presents alternative performance measures to enable a better understanding of its trading performance (see note 2).

Adjusted operating profit and adjusted profit before tax exclude items that are considered significant and where treatment as an adjusted item provides a more consistent assessment of the Group's trading. Adjusted operating profit excludes £0.1 million (2020: £1.0 million) of net charges from operating profit. Adjusted items include £0.7 million (2020: £0.6 million) for the amortisation of acquired intangible assets, £0.5 million (2020: £4.9 million) for impairment of assets and restructuring costs; and a £1.3 million credit (2020: £nil) relating to the forgiveness of a loan received in the prior year under the Paycheck Protection Program ("PPP"). Further details of these adjustments are set out in note 2.

## Adjusted profit before tax\* (£m)

# £14.8m



### Impact of exchange rate movements on performance

The international nature of the Group's business means that relative movements in exchange rates can affect reported performance. The rates used for translating the results of overseas operations were:

	2021	2020
Average rate for translating the results:		
US \$ denominated operations	\$1.37:£	\$1.28:£
Euro denominated operations	€1.16:£	€1.13:£
Closing rate for translating the balance sheet:		
US \$ denominated operations	\$1.32:£	\$1.34:£
Euro denominated operations	€1.18:£	€1.12:£

The movement in average rates used for translating US dollar and Euro results into Sterling has resulted in a £4.5 million adverse revenue variance between reported and constant currency.

In the year, the Group sold US\$16.5 million (2020: US\$28.1 million) at a net rate of US\$1.36:£1 (2020: US\$1.30:£1) and €10.5 million (2020: €3.5 million) at a net rate of €1.14:£1 (2020: €1.15:£1).

At 30 November 2021, the Group had US\$1.0 million (2020: US\$1.3 million) and €0.3 million (2020: €nil) of outstanding forward foreign exchange contracts; hedge accounting has not been applied to these contracts.

### Finance costs

Net interest payable comprises bank borrowing costs, interest on lease liabilities, interest on the Group's pension deficit and the cost of unwinding discounts on provisions and other payables. Interest increased in the year to £1.1 million (2020: £1.0 million). Interest cover was 15 times (2020: 14 times). Interest cover on bank finance costs was 51 times (2020: 49 times).

### Tax

The Group tax charge was £2.8 million (2020: £3.1 million). Tax on adjusting items was a credit of £0.4 million (2020: charge of £0.5 million) and tax on adjusted profit before tax was £3.2 million (2020: £2.6 million).

Eligible costs in the prior year associated with the US PPP loan were previously treated as disallowed for tax; however it has since been established that these costs are allowable in 2021. Furthermore, the

PPP income, arising on the forgiveness of the loan, in the current year does not attract US tax. These items combined contribute to the tax credit on net adjusting items.

The effective rate of tax on adjusted profit is 22% (2020: 21%). The increase in the year reflects the impact on deferred tax of the increase in the UK rate from 19% to 25% from 1 April 2023 (impact £0.1 million). The Group effective tax rate is also impacted by overseas profits, which currently attract tax rates higher than the 19% in the UK.

The total tax charge comprises current tax of £2.7 million (2020: £2.3 million) and a deferred tax charge of £0.1 million (2020: £0.8 million).

The Group has current tax provisions of £0.9 million (2020: £0.2 million). The current tax provision includes £1.1 million (2020: £1.0 million) for uncertainties relating to the interpretation of tax legislation in the Group's operating territories, offset by payments on account and amounts recoverable for overpayments of tax.

The Group carries a deferred tax asset of £1.8 million (2020: £2.6 million) and a deferred tax liability of £2.4 million (2020: £2.8 million). The deferred tax asset relates principally to the deficit on the pension fund and share-based payments. The deferred tax liability relates to accelerated capital allowances, capitalised development costs and other timing differences, predominantly in the US, and on acquired intangible assets arising on consolidation.

### Total equity and distributable reserves

Total equity at 30 November 2021 was £108.9 million (2020: £98.2 million), an increase of 11% over the prior year.

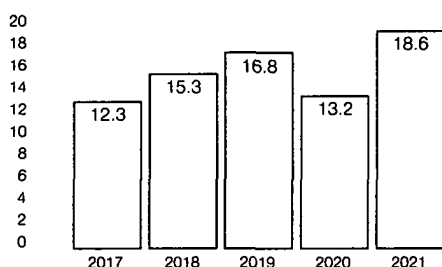
The net increase in total equity includes profit after tax of £11.9 million (2020: £8.4 million), together with a £1.4 million actuarial gain (2020: loss £2.0 million).

The Company had £27.8 million (2020: £17.9 million) of distributable reserves at 30 November 2021. The Company's distributable reserves increased in the year from dividends received from other Group companies, together with an actuarial gain, offset by head office costs and dividends paid to shareholders.

## Finance Director's review continued

### Cash generated from operations (£m)

**£18.6m**



### Cash flow

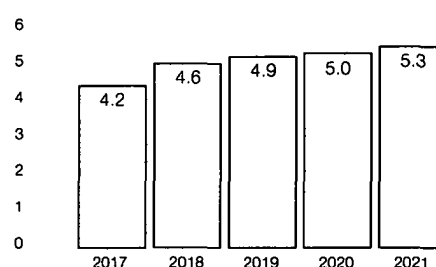
The table below summarises the key elements of the cash flow for the year:

	2021 £m	2020 £m
<b>Cash flow</b>		
Operating cash flow before working capital	19.4	19.5
Working capital movement	(0.8)	(6.3)
Cash generated from operating activities	18.6	13.2
Interest	(0.3)	(0.3)
Tax	(2.2)	(2.5)
Capital expenditure net of disposals	(3.2)	(3.6)
	12.9	6.8
Acquisitions	(4.0)	(0.6)
Dividends	(2.3)	(2.3)
Share issue proceeds	0.1	0.4
Purchase of EBT shares	(0.7)	(0.7)
(Decrease)/increase in bank borrowings	(3.7)	1.5
Repayment of right of use lease liabilities	(2.3)	(2.3)
Net cash increase in the year	-	2.8
	2021 £m	2020 £m
<b>Net debt reconciliation</b>		
Net debt at 1 December	(8.7)	(11.2)
Decrease/(increase) in borrowings	3.7	(1.5)
Paycheck Protection Program forgiven	1.4	-
Increase in cash and cash equivalents	-	2.8
Decrease in lease liabilities	1.1	1.8
Exchange gains/(losses)	0.5	(0.6)
<b>Net debt at 30 November</b>	<b>(2.0)</b>	<b>(8.7)</b>
Net cash and bank debt	10.2	4.9
Lease liabilities	(12.2)	(13.6)
<b>Net debt at 30 November</b>	<b>(2.0)</b>	<b>(8.7)</b>

Generating free cash flow is key to the Group's business model and operating cash flow of £18.6 million (2020: £13.2 million) represented a 94% (2020: 80%) conversion ratio of operating profit before depreciation and amortisation. Net working capital increased by £0.8 million (2020: £6.3 million). Receivables decreased by £0.2 million (2020: decrease £4.1 million), despite the revenue growth,

### Dividend (pence per share)

**5.3p**



with strong collections throughout the year. Inventories increased by £0.5 million (2020: £0.3 million), as certain businesses were required to manage the impact of supply chain disruption. Payables and provisions reduced by £0.5 million (2020: decrease of £10.1 million), despite increased trading activity in the year.

### Provisions and contingent liabilities

The Group has £4.7 million (2020: £4.6 million) of provisions for dilapidations and warranty risks. £1.0 million of warranty provisions have been created in relation to sales made in the year. £0.9 million of warranty provisions have been released in the year, following the latest estimate of the expected costs to be incurred.

At 30 November 2021, the Group had the following advanced payment bonds (relating to monies received in advance on contracts) and performance bonds issued to customers in US dollars and Euros:

	\$m	€m
Advanced payment bonds	-	0.3
Performance bonds	2.5	0.8
<b>At 30 November 2021</b>	<b>2.5</b>	<b>1.1</b>
	\$m	€m
Advanced payment bonds	-	0.2
Performance bonds	2.5	0.8
<b>At 30 November 2020</b>	<b>2.5</b>	<b>1.0</b>

The uncalled performance bonds, which are classified as contingent liabilities, are expected to be called or released no later than December 2024.

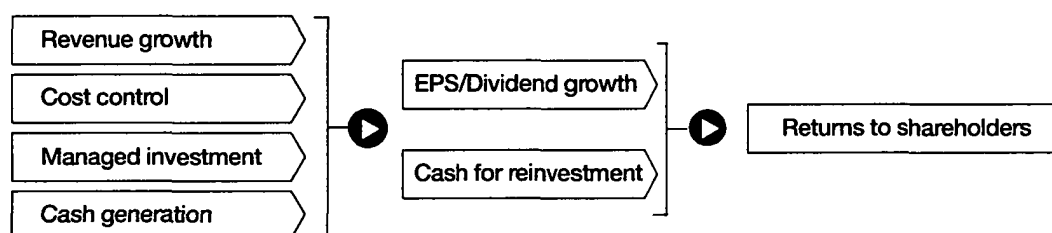
### Capital expenditure

Capital expenditure on property, plant and equipment was £3.2 million in the year (2020: £3.6 million), as the Group continued to invest in capital projects within each of the three divisions.

### Acquisitions

On 25 February 2021, the Group purchased 100% of the share capital of Kbiosystems Limited ("Kbio") (see note 25). Consideration paid in the year was £4.0 million (net of cash acquired). A further £2.0 million of consideration is contingent on Kbio meeting profit targets for the years ending 31 March 2022 and 2023.

## Continuing to drive improved returns to shareholders



### Pension schemes

The Group supports its defined benefit pension scheme in the UK ("The Plan"), which is closed to new members, and provides access to defined contribution schemes for its other employees.

The Group's net retirement benefit obligation measured in accordance with IAS 19 Employee Benefits was £12.6 million (2020: £15.4 million). The Plan's liabilities increased to £49.6 million (2020: £48.6 million). The Plan's assets increased to £37.0 million (2020: £33.4 million). An actuarial gain in the year of £1.4 million (2020: loss £2.0 million) was recognised within the statement of comprehensive income.

The Group's cash contributions paid to The Plan were £2.3 million (2020: £2.2 million), which included deficit recovery payments of £1.6 million (2020: £1.6 million).

The triennial actuarial valuation of The Plan determines the cash contributions that the Group makes to The Plan. The next full actuarial valuation will be based on The Plan's position at 31 March 2021 and is expected to be completed before 30 June 2022.

### Borrowings and bank finance

At 30 November 2021, the Group had cash balances of £15.4 million (2020: £15.6 million) and borrowings of £5.2 million (2020: £10.7 million); with net cash (excluding lease liabilities) being £10.2 million (2020: £4.9 million).

On 18 May 2021, the Group agreed a €28 million (£24 million) four year secured revolving credit facility, with an option to extend by one year, plus a €17 million (£14 million) accordion facility, with Barclays Bank plc and Citibank N.A., London Branch. The financial covenants require the Group to maintain interest cover of 3.5 times and net debt to be less than 2.5 times EBITDA. The Group also has a £2.5 million overdraft facility provided by Barclays Bank plc.

At 30 November 2021, the Group had €21.5 million/£18.3 million (2020: €12.6 million/£11.3 million) of unused credit facilities and an unutilised £2.5 million (2020: £2.5 million) overdraft facility.

### Finance and treasury policy

The treasury function at Porvair is managed centrally, under Board supervision. It seeks to limit the Group's trading exposure to currency movements. The Group does not hedge against the impact of exchange rate movements on the translation of profits and losses of overseas operations.

The Group finances its operations through share capital, retained profits and, when required, bank debt. It has adequate facilities to finance its current operations and capital plans for the foreseeable future.

### James Mills

Group Finance Director  
28 January 2022

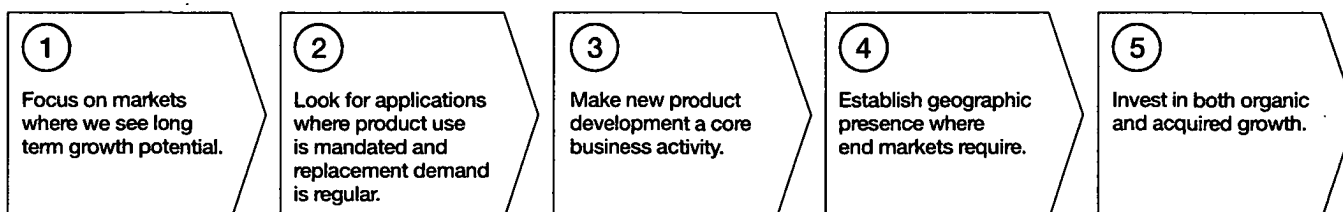
Principal risks and uncertainties: pages 28 to 32.  
Remuneration report: pages 66 to 83.

## Key performance indicators

Measuring progress in improving financial performance and in embedding sustainable long term growth.

We align our KPIs with our strategy and use a number of financial and non-financial measures to track progress against it to create value:

Financial KPIs  
Non-financial KPIs



### Financial KPIs – what we measure

[Link to strategic objective](#)

#### Revenue growth

1 2 3 4 5

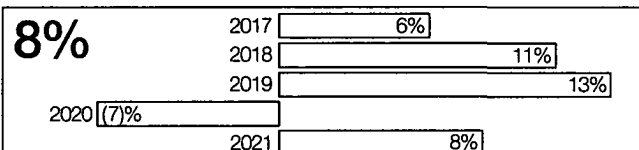
Revenue growth captures our performance in the main tenets of our business model: meeting customer requirements; developing new products; expanding geographically; and making acquisitions.

Constant currency revenue growth presents a measure of the growth of the operations in their local functional currency.

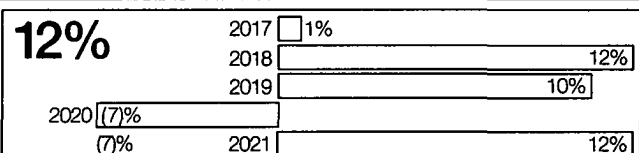
##### Performance in 2021

The performance of the Group is explained in full in the Chief Executive's report.

Revenue growth in the year has been adversely affected by exchange rate movements year on year, particularly with the US Dollar and Euro. At constant currency within the divisions, an 8% revenue reduction in Aerospace & Industrial was more than offset by a 38% increase within Laboratory, a 24% increase excluding the Kbio acquisition, and a 21% increase within Metal Melt Quality.



#### Revenue growth at constant currency



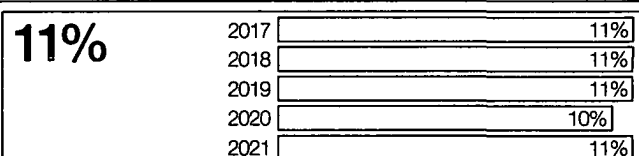
#### Adjusted operating margin

1 2 3

Operating margins, excluding adjusting items (see note 2), demonstrate the Group's propensity to turn revenue into profits.

##### Performance in 2021

The Group adjusted operating margin increased to 11%. Within the divisions, adjusted operating margins reduced in Aerospace & Industrial to 8% (2020: 10%), though increased in Laboratory to 18% (2020: 17%) and to 14% (2020: 9%) within Metal Melt Quality.



Strategy and business model: pages 4 to 9.  
Principal risks and uncertainties: pages 28 to 32.  
Remuneration report: pages 66 to 83.

Variable remuneration of the Executive Directors is based on adjusted EPS growth and cash generation from operations. Senior management variable remuneration is based on cash generation from operations and longer term operating profit. Further details on remuneration policies and the metrics used to determine them are set out in the Remuneration Report.

We recognise that the management of risk has a key role to play in the achievement of our strategy and KPIs.

## Financial KPIs – what we measure

[Link to strategic objective](#)

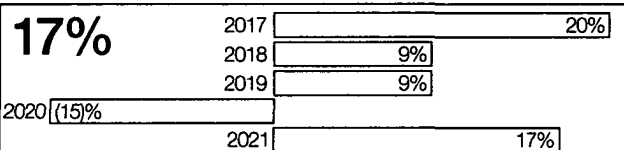
### Adjusted profit before tax (PBT) growth

① ② ③

Adjusted PBT growth measures profit growth before corporation tax and excluding adjusting items (see note 2), which when excluded provide a more consistent assessment of the Group's performance over time.

#### Performance in 2021

The performance is described in full in the Chief Executive's report and the Finance Director's review. Revenue growth of 8% in the year has leveraged the cost base, aided by the cost reduction measures taken in the prior year, to deliver 17% growth at an adjusted PBT level.



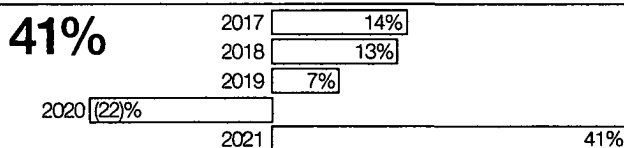
### Basic earnings per share growth

① ② ③

Basic earnings per share growth gives a measure of the Group's ability to deliver consistent earnings growth for its shareholders.

#### Performance in 2021

Basic earnings per share growth reflects the growth in PBT, together with the reduction in the total tax charge which represented 19% (2020: 27%) of PBT.



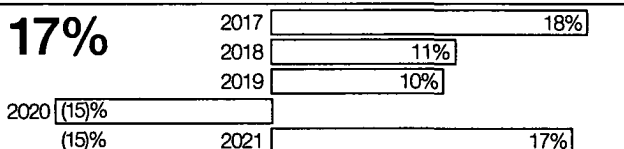
### Adjusted basic earnings per share growth

① ② ③

Adjusted basic earnings per share excludes adjusting items (see note 2) which, when excluded, give a more consistent assessment of the Group's ability to deliver consistent earnings growth for its shareholders.

#### Performance in 2021

Adjusted basic earnings per share have grown in line with adjusted PBT.



## Key performance indicators continued

### Financial KPIs – what we measure

[Link to strategic objective](#)

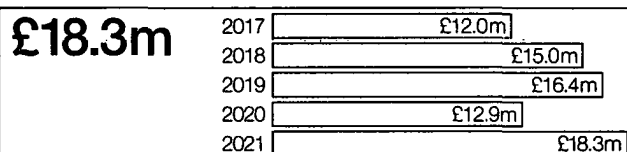
#### Cash generated from operations less interest

5

Cash generated from operations less interest gives a measure of the cash generating capabilities of the underlying operations.

##### Performance in 2021

The Group's cash performance was strong with a 94% (2020: 80%) conversion rate of operating profit before depreciation and amortisation, driven by the continued focus on working capital management.



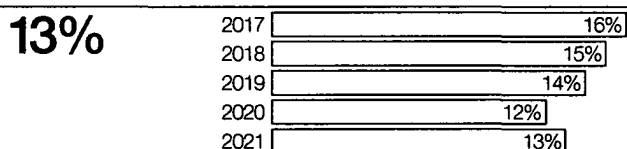
#### Adjusted post tax return on capital employed

5

Adjusted post tax return on capital employed (note 2) gives a measure of financial return from all of the invested capital in the business. A return higher than the Group's weighted average cost of capital is satisfactory.

##### Performance in 2021

The Group's return on capital employed increased slightly compared with the prior year as a result of the improvement in Group financial performance in the current year.



#### Adjusted post tax return on operating capital

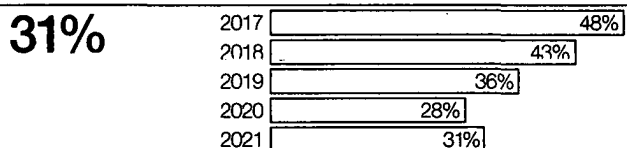
5

Adjusted post tax return on operating capital employed gives a measure of the Group's ability to make financial returns from the fixed assets and working capital employed in its operations. It ignores the goodwill arising on acquisitions and the impact of the pension deficit.

It gives a simple measure of the Group's ability to make returns from its investments in plant and equipment and working capital.

##### Performance in 2021

The Group's return on operating capital increased slightly compared with the prior year as a result of the improvement in Group financial performance in the current year, together with a reduction in the Group's retirement benefit obligations.





## Non-Financial KPIs – what we measure

### Lost time accidents per 100 employees

This gives a measure of the likelihood of an employee having an accident that results in time off work.

#### Performance in 2021

There were 4 lost time accidents in the year, compared with 13 in the prior year.

**0.43**

2017	0.61
2018	1.40
2019	0.51
2020	1.30
2021	0.43

### Days lost to accidents per 100 employees

In conjunction with the KPI above this gives a measure of the severity of accidents resulting in lost time.

#### Performance in 2021

None of the accidents in the year resulted in significant lost time.

**1.6**

2017	12
2018	35
2019	13
2020	2
2021	1.6

### Greenhouse gas total intensity ratio

The total intensity ratio is measured in kilogrammes of CO<sub>2</sub> per pound Sterling of revenue.

#### Performance in 2021

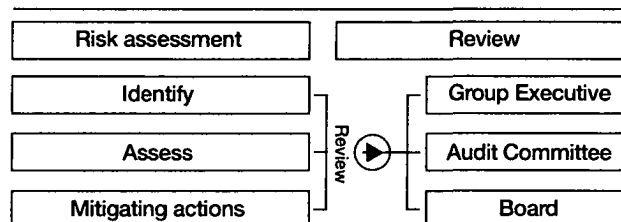
Greenhouse gas emissions were in line with 2020, but revenue was 8% higher resulting in a 9% reduction in the intensity ratio.

**0.127**

2017	0.170
2018	0.161
2019	0.135
2020	0.139
2021	0.127

## Principal risks and uncertainties

### Risk assessment review



### Risk management framework

The Group has a well-established system of internal control and risk management.

### Risk appetite

The Board assesses its risk appetite annually and applies consideration of risk in its business planning process.

### Our approach to risk management

The Board has carried out an assessment of the principal risks facing the Group, including those that would threaten its business model, future performance, solvency or liquidity, and has implemented a risk management process with specific steps scheduled throughout the financial year. The process adopted by the Group is outlined below:

- Key risks are identified by the management team of each operation and discussed quarterly with the Group Chief Executive and Group Finance Director.
- A register of risks and mitigations is assessed, covering:
  - Board appetite for each category;
  - Existing and emerging risks; and
  - Mitigation actions in place or required.
- Actions arising are incorporated into operating plans and budgets.
- Internal audit peer reviews analyse the risk registers kept by each business and ensure that:
  - The mitigation steps identified are in place; and
  - Any commitments made in the planning process have been actioned.

### Risk governance

The Board has overall responsibility for effective risk management and seeks to:

- Define the Group's risk appetite;
- Review any identified failures, mistakes or oversights in risk assessments;
- Consider the findings of the internal audit reviews in relation to risk management; and
- Conduct a robust annual effectiveness review of the process.

### Principal risks and uncertainties

The principal risks and uncertainties described are those which individually or collectively might be expected to have the most significant impact on the Group's long term performance and prospects.

### Emerging risks

- ER 1 – Existing market risk – covid-19
- ER 2 – Regulation risk – Tariffs
- ER 3 – Environmental risk
- ER 4 – Input, cost and production risk

### GROUP PRINCIPAL RISKS

#### Revenue risks

- A – Existing market risk
- B – New products and markets risk
- C – Large contracts risk
- D – Competitive risk

#### Manufacturing and operational risks

- E – Facilities and IT risk
- F – Cyber attack risk

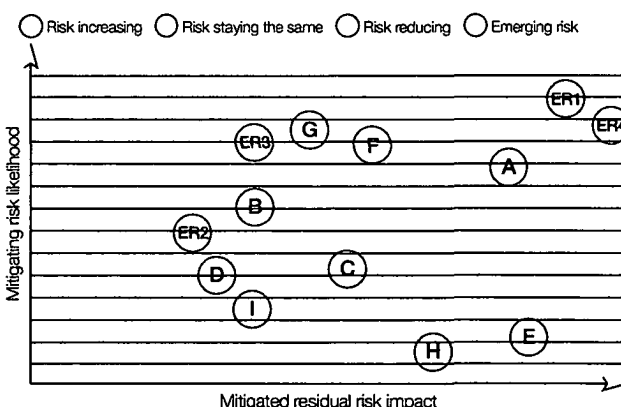
#### Finance and management risks

- G – Pensions risk
- H – Financing and liquidity risk
- I – Foreign currency, interest rate, credit risk

### Risk trends

The ongoing review of the Group's principal risks focuses on how these risks may evolve. The chart below makes an estimate of the relative likelihood and impact of the risks described and shows which are considered to be increasing or decreasing in severity.

### Risk impact analysis



**Key and links to strategy:**

- ① Focus on markets where we see long term growth potential.
- ② Look for applications where product use is mandated and replacement demand is regular.
- ③ Make new product development a core business activity.
- ④ Establish geographic presence where end markets require.
- ⑤ Invest in both organic and acquired growth.

**Change in level of risk:**

↔ No change to risk    ↘ Risk exposure reduced    ↗ Risk exposure increased

**EMERGING RISKS**

Risk description and impact <span style="float: right;">Link to strategic objective</span>	Mitigation <span style="float: right;">Change</span>
<p><b>ER 1 – Existing market risk – Covid-19</b>    ① ② ③ ④ ⑤</p> <p>Covid-19 has affected market demand, supply chains and operating disciplines.</p>	<p style="text-align: right;">↔</p> <p>The Board is tolerant of health risks and sees them as inevitable in a global manufacturing business. The Group's end markets and operations are diverse, meaning the effects of exogenous shocks such as covid-19 are often different in different parts of the Group, varying in both timing and degree. The Group complies with all national and local directives in pandemic response, adjusting output, operating disciplines and supply lines according to need.</p>
<p><b>ER 2 – Regulation risk –Tariffs</b>    ① ② ③ ④ ⑤</p> <p>Changes to trade terms can affect Group competitiveness.</p>	<p style="text-align: right;">↔</p> <p>The Board is tolerant of most trade and tariff risks and particularly monitors UK/US; UK/EU; and UK/US/China trade relations. The Board is intolerant of trading risk in parts of the world where standards of legal and commercial protection are inconsistent. The Group may amend how and where it manufactures or sells goods to minimise tariff impacts or avoid trade barriers.</p>
<p><b>ER 3 – Environmental risk</b>    ① ② ③ ④ ⑤</p> <p>There are risks associated with both increased environmental awareness and changing emissions standards.</p>	<p style="text-align: right;">↔</p> <p>The Board is averse to manufacturing processes that carry medium to high pollution risk. Management monitors relevant regulations to ensure environmental compliance in its operations, for all of which the Board has set targets for reducing carbon intensity.</p> <p>The Group set out its latest review of how a move to net-zero might affect Group operations in its 2020 ESG report, where both risks and opportunities were outlined. As part of its risk management process, management reviews inputs and outputs to assess and reduce environmental footprint.</p>
<p><b>ER 4 – Input, cost and production risk</b>    ① ② ③ ④ ⑤</p> <p>The Group seeks stable and reliable supply chains, production processes and commercial environments. Any of these, from time to time, may deteriorate or fluctuate.</p>	<p style="text-align: right;">↗</p> <p>The Board is tolerant of such risks and recognises that they are a normal part of operating internationally. It observes that the end markets served by the Group are normally more stable than volatile. Specific mitigations to reduce volatility further include dual sourcing of key inputs, buffer stock of key supplies; long term supply contracts for key inputs and/or customers; and regular preventative maintenance of equipment.</p>

## Principal risks and uncertainties continued

### REVENUE RISKS

Risk description and impact <small>Link to strategic objective</small>	Mitigation <small>Change</small>
<b>A – Existing market risk</b> <span>① ②</span>  The Group serves a range of specialist filtration, laboratory and environmental technology markets, all of which may suffer economic downturn or instability.	<span>↔</span>  The Board is tolerant of such risks and accepts that business cycle fluctuations are inevitable. The spread of Group activities has enabled the Group overall to perform creditably in recent downturns. Many of the Group's products are consumable and are essential to the safe operation of their respective systems and processes, so whilst volumes can be impacted by changes in economic circumstances, sustained fluctuations for other reasons are rare.
<b>B – New products and markets risk</b> <span>① ② ③</span>  The Group aims to grow through new product development, expansion into new territories, and acquisitions, all of which can create new risks.	<span>↔</span>  The Board sees such risks as inevitable in a growing international business and seeks to manage and mitigate through careful assessment of investments, all of which are subject to internal hurdle rates, technical assessments and levels of approval.
<b>C – Large contracts risk</b> <span>① ②</span>  The Group on occasion supplies filtration equipment to large industrial installations. The frequency and scale of orders can materially affect the results of the Group.  The Group has several long term supply agreements for filters and agreements with key distributors for certain of its products.	<span>↔</span>  The Board is averse to risks associated with orders that are of disproportionate scale to the rest of the business or the operation in which they sit. Large order approval is a Matter reserved for the Board which will assess risk on a case-by-case basis. Such commercial deals have close senior management involvement.  The Board seeks to maintain a relatively low customer or supplier concentration in any given operation.
<b>D – Competitive risk</b> <span>① ②</span>  The Group operates in competitive global markets.	<span>↔</span>  The Board recognises that the Group's future depends on its continued competitiveness and is tolerant of risks associated with maintaining competitiveness. The Group seeks to build its competitive advantage through technical differentiation, product quality and customer service, all of which are reviewed regularly by management and in reports to the Board.

**Key and links to strategy:**

- ① Focus on markets where we see long term growth potential.
- ② Look for applications where product use is mandated and replacement demand is regular.
- ③ Make new product development a core business activity.
- ④ Establish geographic presence where end markets require.
- ⑤ Invest in both organic and acquired growth.

**Change in level of risk:**

↔ No change to risk    ↘ Risk exposure reduced    ↗ Risk exposure increased

**MANUFACTURING AND OPERATIONAL RISKS**

Risk description and impact	Link to strategic objective	Mitigation	Change
<b>E – Facilities and IT risk</b>	① ②		↔
<p>The Group operates sixteen production facilities, the largest facility generating between 20% and 25% of the Group's revenue.</p> <p>The Group relies on IT systems for all its record maintenance and is dependent upon good bandwidth connections between its sites.</p>		<p>The Board accepts that all businesses carry a small risk of catastrophic failure due to fire, flood or similar. A periodic group-wide fire risk assessment is carried out. The Group maintains insurance of its equipment and facilities and carries business interruption insurance to cover loss of profits. In addition, the Group has ISO 9001 and other industry specific quality control systems which reduce the risk that a disaster will occur.</p> <p>The Group has resilient and distributed IT systems and invests in new servers, software and bandwidth to improve the resilience of its systems. It has comprehensive IT disaster recovery plans, which are periodically tested.</p>	
<b>F – Cyber attack risk</b>	① ②		↗
<p>The nature and scale of cyber risk is changing and increasing in all businesses.</p>		<p>The Board sees this as a growing risk that requires investment and vigilance to mitigate. The Group's systems have been tested against actual cyber-attacks with, to date, only minimal consequences. The Group has distributed systems such that a virus or cyber-attack should be contained within one operation. Periodic cyber risk reviews are carried out and best practice shared across the divisions.</p>	

**FINANCE AND MANAGEMENT RISKS**

Risk description and impact	Link to strategic objective	Mitigation	Change
<b>G – Pensions risk</b>	⑤		↔
<p>The Group operates a defined benefit pension scheme which is closed to new members but remains open for future accrual for the existing active members. The Group retains the ultimate responsibility for ensuring that the trust has sufficient funds to ensure that all current and future pensions can be paid in full. A significant shortfall in the value of the assets of the scheme compared with its liabilities could impair the Group's ability to pay dividends and require the Company to make additional payments to the scheme.</p>		<p>The pension scheme is financed through a separate trust fund and administered by a Board of Trustees with an independent Chairman. The Group maintains a close oversight of the pension scheme through appointment of its own trustees to ensure that the scheme is properly administered and that sound investment advice is obtained. The Board regularly reviews the performance of the scheme and its investment strategy with a focus on reducing risk to the Group. The Group has a deficit recovery plan in place that is affordable for the Company and expected to reduce the current deficit. The deficit contribution is reviewed every three years as part of the triennial valuation.</p>	
<b>H – Financing and liquidity risk</b>	① ② ③		↔
<p>The Group uses borrowings to finance its operations.</p>		<p>The Board is tolerant of financial and liquidity risk, seeking sufficient financial headroom for expansion and investment. The Board has indicated it is tolerant of a maximum level of debt up to 1.5-2.0 times EBITDA, beyond which it would be averse to further risk. The Board notes that the Group has had low or no net bank debt over the last five years.</p>	

## Principal risks and uncertainties continued


### Key and links to strategy:

- ① Focus on markets where we see long term growth potential.
- ② Look for applications where product use is mandated and replacement demand is regular.
- ③ Make new product development a core business activity.
- ④ Establish geographic presence where end markets require.
- ⑤ Invest in both organic and acquired growth.

### Change in level of risk:

-  No change to risk
  Risk exposure reduced
  Risk exposure increased

## FINANCE AND MANAGEMENT RISKS CONTINUED

Risk description and impact	Link to strategic objective	Mitigation	Change
<p><b>I – Foreign currency, interest rate, credit risk</b></p> <p>As an international business the Group is subject to risk in its use of currency (both transactional and translational), interest rates and credit.</p>	⑤	<p>The Board is tolerant of such risks provided risk levels remain proportionate to overall Group performance.</p> <p><b>Foreign exchange risk</b> The Group seeks to manage its exposure to exchange rate movements by maintaining borrowings in the main currencies in which it trades. The Group is mainly exposed to GBP/US\$ fluctuation. The UK operations generate US dollar and Euro revenue, the Group manages this trading exposure by periodic sales of US dollars and Euros. It does not apply hedge accounting to these transactions. Hedge accounting is only applied to currency sales, which match certain flows of foreign currencies arising on large individual customer contracts.</p> <p><b>Interest rate cash flow risk</b> The Group has minimal interest-bearing liabilities. In view of the low levels of Group borrowing the Group does not have any interest rate hedging instruments. The Group has no exposure to equity securities price risk.</p> <p><b>Credit risk</b> The Group applies appropriate credit checks on potential customers before sales are made. Debtor finance is very rarely used. The Group monitors the level of deposits held with overseas banks and financial institutions and repatriates cash as part of its treasury management.</p>	

## Viability statement and going concern disclosure

### Selection of Viability period

The Group has significant revenue streams of bespoke consumable parts that, as a result of either quality accreditation or regulatory requirements, are expected to continue for many years. However, the Board considers that a review of the Group's plans over a three year period is reasonable because:

- the Group's planning processes extend over three years and provide the Board with a reasonable timeframe over which developments can be foreseen with a degree of certainty;
- its specific investment plans can be reasonably foreseen and will be implemented within the period covered;
- there is a reasonable expectation that changes to current market trends can be anticipated over the period; and
- to the extent that the Group has long term supply contracts with its key customers, these usually have three year renewal periods.

### Integration with the Group strategy and business model

The Group's strategy is set out on pages 4 to 9. The aspects of the strategy that have the most impact on the viability of the business are:

- the characteristics of specialist filtration and environmental technology businesses. Generally, the products the Group designs and manufactures are mandated by regulation, quality accreditation or a maintenance cycle. Our products are generally protecting much more costly or complex downstream systems. Products are often designed for specific applications, which typically have long life cycles, and have regular replacement cycles. These characteristics provide the business with a degree of repeatability of orders and a reasonable level of revenue security;
- our ability to apply our expertise to a range of attractive niche markets. Our customers require filtration and emission control products that perform to a given specification. Our filtration expertise is applicable across all our markets. We win business by applying that expertise to offer the best technical solution at an acceptable cost to a particular application; and
- our approach to investment and growth. We aim to meet our dividend and investment needs from free cash flow and modest borrowing. We aim for a mix of organic and acquisition growth funded from our own resources. Over the medium term the Group has demonstrated an ability to generate free cash flow and integrate modest acquisitions.

### Annual assessment process

The Group has an annual Strategic Planning process, which comprises a strategic plan, a financial forecast for the current year and financial projections for the next three years. The strategic planning process is integrated with the risk management and reporting processes designed to produce consolidated and operating unit level business objectives, risk management plans and operating budgets.

The plans are reviewed each year by the Board as part of its strategy review process. Once approved by the Board, the plans are adopted throughout the operations and provide the basis for strategic decision making and objective setting. Progress towards these objectives and financial performance compared with plans are monitored by the Board throughout the year.

In undertaking its strategic review in 2021, the Board considered the prospects of the Group over the one and three year periods to 30 November 2022 and 2024, respectively. The one-year planning period normally has a greater level of certainty and is, therefore, used to set detailed budgetary targets throughout the Group – it is also used by the Remuneration Committee to set targets for annual incentives. The three-year period provides less certainty of outcome, but sets out the medium term objectives of the Group and the investment plans and financial targets associated with those objectives. It is also used by the Remuneration Committee for setting the performance targets for the long term incentive plans. In the current pandemic environment these outlooks have a much higher level of risk and uncertainty than in a normal year.

### Stress tests and scenarios

The Group has considered the principal risks outlined on pages 28 to 32, together with the potential impact of those risks which might pose the greatest threat to the business model, future performance and liquidity over the assessment period. The three-year business plan has been stress tested with severe but plausible downside scenarios, including:

- a 15% reduction in total Aerospace & Industrial revenue in FY2022, with a phased return over the remaining two year period to levels of performance consistent with FY2021 (Principal risks: covid-19; input, cost and production; and existing market risk);
- a break-even scenario for Metal Melt Quality in FY2022, with a phased return to Operating Profit of £2 million per year in FY2023 and FY2024 (Principal risks: input, cost and production; and existing market risk); and
- a forced plant shutdown requiring lengthy remedial work over FY2022 and FY2023 (Principal risk: facilities risk).

The scenarios incorporate those mitigating actions and cost-saving measures which are within the Group's control.

The results of the stress tests demonstrated that the net cash/(debt) position of Group, together with secured financing facilities, would enable the Group to withstand the impact should all these scenarios arise together over the three year assessment period.

### Viability assessment

On the basis of this and other matters considered by the Board during the year, the Board has a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the three year period assessed. In doing so, it is recognised that such future assessments are subject to a level of uncertainty that increases with time and, therefore, future outcomes cannot be guaranteed or predicted with certainty.

### Going Concern assessment

The Directors have made appropriate enquiries and reviewed the current financial position, including all the information presented in its strategic review of the business and the forecast covering the twelve months from the date of this report ("the going concern assessment period") and have considered foreseeable downsides, stress tests and scenarios as outlined above. The Directors have a reasonable expectation that the Group and Company have adequate resources to continue in operational existence for the going concern assessment period. Accordingly, they continue to adopt the going concern basis in preparing these accounts.

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## ESG report

# BUILDING A RESPONSIBLE BUSINESS

Responsible business development is essential for creating long term value.

Porvair is well positioned to play its part in the drive towards a more sustainable future.

We aim to develop our businesses for the benefit of all our stakeholders.

Decarbonisation

Technology & Innovation

Sustainability & Climate Change

Environment Preservation & Waste

Global Health

### ESG report 2021

Information included in this report covers our activities in 2021 both at Group level and within each of our operations. Our 2021 report is structured in line with our ESG framework and provides an update on our progress in the year.



**“Measuring and reporting our environmental, social and governance performance is key to understanding the impact of our operations; driving continuous improvement; and maintaining a transparent dialogue with our stakeholders.”**

Ben Stocks Group Chief Executive

## AN ESG FRAMEWORK TO CREATE SHARED VALUE



The Group's aim is to develop Porvair for the benefit of all stakeholders. Principal measures of success include consistent earnings growth and improvement in selected ESG metrics.

### Our approach to ESG and reporting responsible business performance

Many of the products developed by Porvair are used to the benefit of the environment and wider society and we recognise that our operations can make an important contribution to a cleaner and safer world. We try to act responsibly and with integrity wherever we operate.

Measuring and reporting our environmental, social and governance performance is key to understanding the impact of our operations; driving continuous improvement; and maintaining a transparent dialogue with our stakeholders.

The Group supports the UK Government goal of reducing greenhouse gas emissions to Net Zero by 2050 and is working towards full adoption of Task Force on Climate Related Disclosures ("TCFD") guidelines in 2022.

### What ESG means at Porvair:

#### Environmental

- Porvair's expertise plays an important role in addressing key environmental challenges for our markets and customers.
- Managing our environmental impacts.
- Moving towards Zero Carbon and TCFD disclosure.

#### Social

- Formal and informal employee engagement.
- Investing in our people and their potential.
- Building a diverse and inclusive culture.
- Prioritising workplace safety.
- Ensuring a positive social impact in the communities where we operate.

#### Governance

- Balancing the interests of all our stakeholders.
- Responsible and ethical conduct.
- Board oversight of climate-related risks and opportunities.
- Embedding ESG metrics and targets at the core of the business.

### What metrics we use to measure our performance:

#### ESG metrics

- Carbon intensity.
- Lost time accidents.
- Employee engagement.
- Senior staff gender balance.

### Aligning with the UN Sustainable Development Goals

As a specialist filtration, laboratory and environmental technology Group, we have an opportunity and responsibility to harness our resources to contribute to the achievement of a number of UN Sustainability Goals. As we enter the 'decade of delivery' for these Goals, we note in this report the 10 that are most relevant to Porvair's business and where we can make the biggest contribution.

## ESG report continued

### ENVIRONMENTAL

In our own operations we are reducing our carbon intensity, resource usage and waste streams to make incremental reductions in environmental impact.

From clean water analysis; to light weight sustainable metals; to reducing marine pollution; to filtration solutions for energy and industrial process; Porvair capabilities play an important role in addressing key environmental challenges.

THE GROUP'S WATER ANALYSIS EQUIPMENT ENSURES DRINKING WATER IS FIT FOR CONSUMPTION AND WASTE WATER IS NOT CONTAMINATED.

THE GROUP'S METAL MELT QUALITY PRODUCTS REMOVE CONTAMINATION, CUT WASTE AND HELP TO IMPROVE THE STRENGTH TO WEIGHT RATIO OF METAL COMPONENTS.

#### MEASURING PERFORMANCE: Carbon Intensity

The Group aims to reduce its total carbon intensity ratio over time and has set a goal to reduce carbon intensity by 10% between 2020 and 2025.

##### Performance 2021

GHG emissions (total gross emissions)

**18,608**<sub>tCO<sub>2</sub></sub>

70% of carbon emissions arise in the Metal Melt Quality division.

Carbon intensity

**0.127**

Carbon intensity is 9% lower than 2020.

##### Reducing our carbon intensity

**-43%** reduction

The Group has monitored its carbon intensity ratio since 2010 and in that time the intensity ratio has dropped by 43% from 0.224 to 0.127.

THE GROUP'S INDUSTRIAL FILTERS CONTAIN AND REDUCE EMISSIONS.

THE GROUP'S NUCLEAR FILTERS PREVENT EMISSIONS OF FISSILE MATERIAL.

**“Shipping is the backbone of the global economy. It transports approximately 80% of the world’s trade volume. The International Maritime Organisation has set an ambition to reduce the carbon intensity of emissions from shipping by at least 40% by 2030 and 70% by 2050.”**

**THE GROUP OFFERS FILTRATION SOLUTIONS TO OIL REFINERIES TO IMPROVE THE QUALITY OF BUNKER FUEL FOR SHIPS.**

**THE GROUP’S MARITIME WATER ANALYSIS EQUIPMENT MONITORS SMALL CHANGES IN THE OCEANS’ CHEMICAL COMPOSITION.**

**MANY OF THE GROUP’S FILTERS PROVIDE PROTECTION FROM CONTAMINATION FOR SYSTEMS AND PROCESSES, WHICH HELPS IMPROVE QUALITY AND LONGEVITY AND REDUCES WASTE.**

**PORVAIR’S EXPERTISE PLAYS AN IMPORTANT ROLE IN ADDRESSING KEY ENVIRONMENTAL CHALLENGES FOR OUR MARKETS AND CUSTOMERS.**

## **RESPONSIBLE PRODUCTS, PROCESSES, TECHNOLOGY AND INNOVATION**

### **Products and solutions to meet evolving global needs**

Porvair businesses support many critical industries by providing products and solutions that meet increasing demand for safety, efficiency and environmental quality. Most Porvair products contribute to a cleaner world by reducing emissions, improving process efficiencies or identifying pollutants. We work in close partnership with our customers to solve their increasingly complex challenges and engineer products and services to enable a more sustainable future.

### **Environmental impact**

#### **Case study – Selee: CSX™ Filters**

The Selee Ceramic Foam Filter continues to be the standard for aluminium filtration in cast houses all over the world. As the stream of molten aluminium alloy travels through the tortuous path of the filter, non-metallic inclusions are captured inside the ceramic structure. The filtered metal is significantly cleaner and the CSX™ phosphate free formulation is safer for the environment and for aluminium plant operators.

### **55 tonnes reclaimed**

Our ceramic slurry is reclaimed, cleaned and reused in several processes to reduce waste. Selee is able to reclaim an average of 55 tonnes of ceramic slurry each year in its iron foundry production process.

## ESG report continued

### ENVIRONMENTAL CONTINUED

# ADDRESSING CLIMATE CHANGE AND THE LOW CARBON TRANSITION

#### Natural resources and sustainable design and innovation

Porvair is committed to responsibly managing our own use of resources and the environmental impact of the solutions we provide to our customers.

We recognise our responsibility to the wider community in which we operate, managing our own impact as well as understanding emerging environmental trends that may have an impact on our business, our customers and wider stakeholders over time.

Moving towards Net Zero is consistent with the Group's aim to develop specialist filtration, laboratory and environmental technology businesses for the benefit of all stakeholders.

#### Task Force on Climate Related Financial Disclosures (TCFD)

Aligning our reporting to the TCFD recommendations informs our key stakeholders of the climate-related issues that may impact Porvair. Using this format enables us to explain our process for responding to these challenges in a purposeful and comparable context.

The Group is in the process of adopting TCFD guidelines and will report in full in 2022.

#### Disclosures aligned to TCFD recommendations

<b>• Governance</b> How climate-related risks and opportunities are managed.	The Board has overall accountability for the management of all risks and opportunities, including climate change. We have processes in place to ensure our employees and other stakeholders are aware of our focus in this area.
<b>• Strategy</b> Climate-related risks and opportunities.	We recognise that as a specialist filtration and environmental technology business we have an important part to play in enabling the UK's transition to a zero emissions future. We are well placed to support our customers with their own sustainability journeys which in turn support our own journey to Net Zero. We will also further accelerate the reduction of our emissions by anticipating and taking advantage of opportunities presented by emerging technology and process innovations.
<b>• Risk management</b> Porvair's process for assessing and managing climate-related risks.	We continue to incorporate climate change issues into our risk management and planning processes. When assessing climate-related risks (page 39) we consider both our existing business model and long term strategy.
<b>• Metrics and targets</b> Metrics used to assess our efforts.	The Group aims to cut our Scope 1 and Scope 2 carbon intensity ratio by a further 10% between 2020 and 2025 as a first step to reaching Net Zero emissions across our direct operations (Scope 1 and 2 emissions) by no later than 2050.

## TOWARDS NET ZERO

We work with our customers to help address the transition to Net Zero in their markets. Improving our own environmental impact and carbon emissions is covered within our management processes:

- 1 Climate-related and Net Zero planning framework
- 2 Climate-related and Net Zero risks and opportunities for Porvair
- 3 Risk Management
- 4 Actions and investment priorities

For example, our banking agreements include interest rate reductions for meeting carbon intensity reduction targets.

### → Insight

#### Achieving Net Zero in aviation

The Clean Skies of Tomorrow initiative has played a vital role in building a 'high ambition coalition' of industry stakeholders, committed to the goal of Net Zero in aviation by 2050. Work in 2021 by the Aerospace Technology Institute Fly Zero team, in conjunction with the UK Government's Jet Zero Council, suggests that Aviation fuel will transition to both Sustainable Aviation Fuel and hydrogen in the 2030s.

#### Porvair's opportunity

New aircraft technology and new types of fuel will need new specialist filtration. Solving the problem of Net Zero aviation will be one of the keys to sustainable industrial development and Porvair is well placed to benefit from the technical innovations required.

**"Fuelling planes sustainably will enable the public to travel as we do now, but in a way that doesn't damage the planet. This represents a huge industrial opportunity for the UK."**

Kwasi Kwarteng, UK Government Secretary of State for Business, Energy and Industrial Strategy, 6 December 2021.

### 1. Climate-related and Net Zero planning framework

Our strategic thinking is based on the following planning assumptions for 2020 – 2040:

- Aircraft will run more efficiently, on a combination of greener fuel, hydrogen and electricity. The Sustainable Aviation Roadmap (2020) and similar studies are helpful in identifying aero industry challenges.
- Auto and light truck transport will move towards battery or hydrogen power.
- Oil derivatives will still be used for the production of chemicals or critical materials. Carbon Capture and Storage technologies will develop to better balance the carbon release from fossil fuels.
- Electricity generation will move to solar, wind and nuclear power.
- Industrial plants will seek to eliminate the direct use of fossil fuels and will invest in technologies to make more efficient use of utilities.
- Emissions standards across industry will tighten.
- 'Dematerialisation' trends will lead to the growth of internet based commerce and communication; more selective business travel; and a greater propensity for home working.

### 2. Climate-related and Net Zero risks and opportunities for Porvair

**Risks** – Some of our markets are likely to decline as climate-related and Net Zero activities accelerate. Our strategy in such areas is to manage this decline, find alternative revenue streams, and adjust investment priorities. Markets served that may be thus affected include:

- Internal combustion engine components and castings: engine blocks; gearboxes; air intake filters; engine silencing materials; use of which will reduce as automobiles move to electric power.
- Filters for petro-chemical processing, which will fall in step with the demand for fossil fuels, offset to some degree by the need for better filtration of finer grade derivatives and tighter emissions controls.
- Demand for certain polymers will decline – unrecycled polymer beverage packaging for example. Others may increase: insulating polymers or certain synthetic textiles are seen as being beneficial to Net Zero. Fine polymers, such as those needed in solar cell production or wind turbine blade manufacture, may grow.

Battery-electric

H<sub>2</sub> turbine

2

H<sub>2</sub> fuel cell

Sustainable aviation fuel

## ESG report continued

### ENVIRONMENTAL CONTINUED

**“Porvair filters protect critical industrial equipment, prolong asset life and improve efficiency. Many of these applications will grow as climate-related and Net Zero activities develop.”**

**Opportunities** – Porvair products reduce emissions both directly and indirectly. Directly, many of our industrial filters capture hydrocarbon by-products for later treatment or sequestration. Indirectly, Porvair filters protect critical industrial equipment, prolong asset life and improve efficiency. Our filters clean fluids, gases and molten metals to allow higher quality production with less scrap and lower input costs. Many of these applications will grow as climate-related and Net Zero activities develop. Examples include:

- Aluminium usage is expected to rise as its light weight and fully recyclable properties are recognised, particularly when the primary metal is made using hydro or solar power. Higher-grade and recycled aluminium requires filtration.
- There will be a move to recyclable or re-usable laboratory consumables. Both plastics and glass have carbon implications in their manufacture, and the Group has capabilities in both materials. Plastics generally emit more carbon per tonne in manufacture than glass but, if re-usable, plastic labware is lighter, less breakable and can be easier to manufacture. In some clinical applications the need for cleanliness will be paramount, but in other laboratories demand for washable and recycled labware will increase. The Group is well placed to adapt to these needs.
- In aerospace, Net Zero planning is considering airspace and operational improvements; fleet upgrades with new aircraft technology; and the adoption of hydrogen and sustainable aviation fuels. Both new aircraft technology and new fuels will need specialist filtration. There will also be a move towards greater use of electric systems, requiring dust and air filters to protect servo motor parts and other sensitive equipment. Batteries, electrical motors and computer systems all require efficiently filtered coolant architecture. As these applications work through airframe and engine development, we expect a marked increase in new product development activity which will be supported by more Group investment in test and measurement capabilities.
- In industrial processing, the need for cleaner working environments, higher purity raw materials and cleaner processing will lead to greater demand for water purity, improved air quality and more process filtration.
- Pressure to reduce all emissions (beyond carbon) will drive demand for wider filtration products. The Group's products are used in a wide range of emissions control applications including ballast water filtration, water analysis, and nuclear remediation.

Some of these changes are already apparent: demand for aluminium used in EV auto battery box production and in plastic replacement has been rising. The Board sees the balance of these risks and opportunities across the Group as positive, with the drive for new product development and innovation improving product mix and margin.

### 3. Risk Management

The Group identifies, assesses and manages climate-related and Net Zero risks and opportunities as part of its regular risk assessment process, as set out in the Annual Report and Accounts.

Strategic risks and opportunities are identified and discussed at an annual Board strategy review. Investment priorities are set accordingly. Where capital investment decisions have a carbon emissions element, each decision takes account of whether the investment will affect the Group's carbon intensity and whether alternative solutions have been considered.

#### Rising aluminium usage and demand

Aluminium usage is expected to rise as its light weight and fully recyclable properties are recognised, particularly when the primary metal is made using hydro or solar power. Higher-grade and recycled aluminium requires filtration.

#### Reducing emissions beyond carbon – custom engineered solutions for nuclear

Nuclear containment in facilities and storage is vital for a clean environment. Porvair filters have an important role in these emission controls.

**“Understanding and managing the environmental impact of our operations is a key part of being a responsible business.”**

#### Ceramic filter manufacturing

The Metal Melt Quality division runs gas powered furnaces to fire its ceramic filters. The gas to run these furnaces is the largest component of the Group's emissions.

#### 4. Actions and investment priorities arising

In addition to the new product development activities directed at emissions control, the Group's near term focus is in four areas:

- Reduction in the direct use of fossil fuels.
- Reduction in the intensity of electricity used in operations.
- Reduction in the use of raw materials made from fossil fuels or high carbon materials.
- Increased use of green power suppliers.

##### Direct use of fossil fuels

Porvair uses furnaces in its operations in the manufacture of ceramics, sintered metal and glass products. Most metal sintering is carried out either in electric vacuum furnaces or hydrogen furnaces, however natural gas is used for glass production and ceramic filter production. Gas furnaces could be replaced with large electric furnaces for ceramic firing but the cost and quality implications of such a switch are not yet fully understood. This will be kept under review. Currently there is no viable alternative to the open flame burners required for the specialist glass furnaces.

Certain processing operations that currently use natural gas could use cleaner solutions: microwave or RF dryers; or different annealing techniques; and these will be evaluated when appropriate.

Various Porvair plants use gas boilers for heating. Other available technologies will be considered as capital investments are assessed.

##### Continuous energy reduction strategies

Porvair seeks to make steady improvements to its manufacturing efficiency. Often this will be accompanied by the use of newer and more fuel-efficient equipment. The Group has:

- Installed LED lighting throughout its plants;
- Acquired servo-assisted presses rather than hydraulic presses, which use much less energy; and
- Made increasing use of recycling rather than landfill disposal.

In the future, the Group will use technological advances to install more energy efficient equipment as old equipment is retired.

The Group uses a biomass electricity supplier to provide the electricity to its UK plants. In 2021 it has switched its electricity supply in Aerospace & Industrial's Boise plant to a renewable energy supplier. It expects in time to be able to source sustainable electricity for all of its plants, including the possibility of limited solar and wind generation at its own facilities.

##### Raw materials made from fossil fuels

Porvair has two main categories of raw material made from fossil fuels:

- Precursor foam and organic binders used in the manufacture of ceramic filters for molten metal. The Group seeks to develop filters that use different precursors and has switched several customers to alternatives. This will continue. Further work will be needed to remove organic binders used in production. In 2021, the Metal Melt Quality division analysed the carbon dioxide emissions from the incineration of precursor foam and found that it contributed less than 1% of the division's carbon dioxide emissions.
- Technical plastics used in labware products. The Group is investing in labware re-use systems and glassware alternatives. Where plastics are selected for their technical characteristics (such as cleanliness or chemical inertness), investments are directed to reduce manufacturing scrap and energy use.

#### ESG finance

In 2021, the Group agreed banking facilities with an ESG margin adjustment. If the Group meets agreed ESG targets then the margin on the facility is reduced by 2.5 basis points. The results shown in this report indicate that the margin reduction will be achieved for 2022.

## ESG report continued

### ENVIRONMENTAL CONTINUED

## REDUCING EMISSIONS IN OUR OPERATIONS

### Case study: Carbon reduction in the Metal Melt Quality division

The Metal Melt Quality division accounts for 70% of the Group's carbon emissions. During the year the Group analysed its electricity usage and established that 52% of its electricity came from renewable sources.

In 2022 the division will replace and retrofit its air compressors with variable frequency drive compressor equipment, which will significantly reduce the power required to run the systems. This upgrade is expected to reduce the division's carbon emissions by 2%.

The largest source of carbon emissions in Metal Melt Quality plants comes from the direct gas fuelled furnaces, dryers and incinerators used in the filter production process. The division is conducting an engineering study to replace the incinerator on one line with a regenerative thermal oxidiser. This is a heat exchange system that would deliver the necessary pollution control using the waste heat from the other furnaces. If adopted, this technology could reduce the division's carbon emissions by around 8%.

#### MMQ Carbon emissions (tCO<sub>2</sub>)

73% Natural Gas  
27% Electricity

13,076

#### Electricity usage

**52%**

52% of the division's electricity comes from renewable sources.

Total for year ended 30 November 2021

### Greenhouse gas emissions

The Group has implemented the UK Government's guidance on measuring and reporting greenhouse gas emissions, in line with DEFRA guidelines, using conversion units published by the Carbon Trust. The Group reports 'Scope 1 and 2' emissions in tonnes of carbon dioxide. Scope 1 covers direct emissions that emanate directly from Group operations. This is principally natural gas burned in manufacturing and fuel used in company owned vehicles. Scope 2 covers indirect emissions, those generated by key suppliers, principally electricity.

The Metal Melt Quality division accounts for 70% (2020: 70%) of the Group's emissions. The division runs gas powered furnaces to fire its ceramic filters. The gas to run these furnaces is the largest component of the Group's emissions. Electricity provides heat, light and power

**"We are committed to promoting the responsible use of resources and minimising our environmental impacts across our manufacturing and production activities."**

for the Group's premises and other plant and equipment. The plant and equipment is mainly light manufacturing equipment but does include some high pressure presses and electric furnaces.

Group CO<sub>2</sub> emissions were highest in 2018 at 20.7 tCO<sub>2</sub> and are 10% lower in 2021 at 18.6 tCO<sub>2</sub>.

2010 is used as a base year and 'kilogrammes of CO<sub>2</sub> emission per pound sterling of revenue' as a measure of intensity. The intensity ratio in 2021 is 43% lower than 2010. The Group set a target in 2020 to reduce its total intensity ratio by 10% between 2020 and 2025. In 2021, its intensity ratio was 8.6% lower than 2020.

### Energy Saving Opportunity Scheme (ESOS)

The UK Government established ESOS to implement Article 8 (4-6) of the EU Energy Efficiency Directive (2012/27/EU). ESOS is the mandatory energy assessment scheme for larger organisations in the UK meeting the qualification criteria. The Environment Agency (EA) is the UK scheme administrator.

Porvair has completed two full EA audits. Porvair is required to carry out further ESOS assessments every 4 years. Reports by the Auditors will incorporate recommendations identifying opportunities for cost saving energy measures.

### REACH

The first significant impacts of REACH (the European Union regulation concerning the Registration, Evaluation, Authorisation & restriction of Chemicals) have had an impact on some Porvair processes.

Trichloroethylene and chromium trioxide appear on the ECHA Annex XIV list of products that have been banned unless specifically authorised for use. Porvair Filtration Group's Segensworth site has eliminated Trichloroethylene from its processes. To replace chromium trioxide, used in Alocrom 1200, it has begun to design new products using a replacement treatment (SURTEC). For existing products, it has joined an aerospace group which has special dispensation to continue to use Alocrom 1200 on existing products. Air and manual handling procedures for the use of Alocrom 1200 have been significantly improved.

The Metal Melt Quality division keeps under review its use of boric acid, which is a substance named in the Candidate List of the REACH regulations, to ensure that it meets its REACH reporting obligations on filters shipped into the EU.

### Waste

The Board monitors waste disposal and recycling volumes. The Board uses categories of waste set out in ISO 14001: 2015, Environmental Management Systems, to categorise its solid and liquid waste. The Board expects that a focus on the treatment of waste will lead to reductions in waste and an increase in recycling.

### Water

The Group's operations are not large users of water. Total Group consumption of water in 2021 was 45 million litres. 54% of the Group's water usage occurs in the Aerospace & Industrial division, where the sintering furnaces use significant amounts of water in their chiller systems. 38% of the usage arises in the Metal Melt Quality division, where water is a key component of the ceramic slurry used to make ceramic filters. The Metal Melt Quality division uses water recovery systems and waste water filtration to minimise its usage and to return only clean water to the waste water system.



## Carbon & Emissions

### Greenhouse gas (GHG) emissions

	Year ended 30 November 2021 tCO <sub>2</sub>	Year ended 30 November 2020 tCO <sub>2</sub>	Year ended 30 November 2019 tCO <sub>2</sub>
<b>Scope 1 – Direct GHG Emissions</b>			
Gas	10,468	10,586	8,571
Owned vehicles	412	589	368
<b>Total scope 1 gross emissions</b>	<b>10,880</b>	<b>11,175</b>	<b>8,939</b>
<b>Scope 2 – Indirect GHG Emissions</b>			
Electricity	7,728	7,515	5,204
<b>Total scope 2 gross emissions</b>	<b>7,728</b>	<b>7,515</b>	<b>5,204</b>
<b>Total gross emissions</b>	<b>18,608</b>	<b>18,690</b>	<b>14,143</b>
	kCO <sub>2</sub> /£	kCO <sub>2</sub> /£	kCO <sub>2</sub> /£
Scope 1 intensity ratio	0.074	0.083	0.142
Scope 2 intensity ratio	0.053	0.056	0.082
<b>Total intensity ratio</b>	<b>0.127</b>	<b>0.139</b>	<b>0.224</b>

### Measuring Scope 3 carbon emissions and value chain carbon footprint

Greenhouse gas emissions are categorised into three groups or 'Scopes' by the most widely-used international accounting tool, the Greenhouse Gas (GHG) Protocol. Scope 1 covers direct emissions from owned or controlled sources. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company. Scope 3 includes all other indirect emissions that occur in a company's value chain.

Porvair manufactures thousands of different products each year, for thousands of different customers. We have looked at including a Scope 3 measure into our targets but cannot see a reliable way of capturing Scope 3 emissions for the time being. This will be kept under review pending wider industry initiatives to better capture Scope 3 emissions.

### Geographical breakdown (tonnes of CO<sub>2</sub>)

	Year ended 30 November 2021			Year ended 30 November 2020			Year ended 30 November 2019		
	Scope 1 tCO <sub>2</sub>	Scope 2 tCO <sub>2</sub>	Total tCO <sub>2</sub>	Scope 1 tCO <sub>2</sub>	Scope 2 tCO <sub>2</sub>	Total tCO <sub>2</sub>	Scope 1 tCO <sub>2</sub>	Scope 2 tCO <sub>2</sub>	Total tCO <sub>2</sub>
UK	509	2,219	2,728	547	2,114	2,661	479	1,497	1,976
US	9,289	4,974	14,263	9,538	4,961	14,499	8,350	3,639	11,989
ROW	1,082	535	1,617	1,090	440	1,530	110	68	178
<b>Total</b>	<b>10,880</b>	<b>7,728</b>	<b>18,608</b>	<b>11,175</b>	<b>7,515</b>	<b>18,690</b>	<b>8,939</b>	<b>5,204</b>	<b>14,143</b>

### Energy consumption by geography

Geographical breakdown (tCO <sub>2</sub> )	
US: 14,263	
UK: 2,728	
ROW: 1,617	
<b>18,608</b>	
Total for year ended 30 November 2021	

**LED and server upgrades at Seal Analytical Germany**  
The Seal Analytical plant in Germany has reduced its electricity usage by 40% as a result of upgrading its servers and installing LED lights throughout the plant.

Energy usage reduction

**-40%**

### Energy consumption by division

Energy consumption (%)	
70% Metal Melt Quality	
15% Aerospace & Industrial	
15% Laboratory	
Total for year ended 30 November 2021	

**“The Group does not set an absolute greenhouse gas emission target. We expect demand for our products to grow as the drive for Net Zero gathers pace, and we therefore believe carbon intensity is a better measure than absolute emissions.”**

## ESG report continued

## PEOPLE ARE CRITICAL TO THE SUCCESSFUL DELIVERY OF OUR STRATEGY.

### SOCIAL

In 2020 and 2021 we have markedly increased our employee engagement activities, gaining valuable feedback on how we perform and how we might do better.

Wherever the Group operates, we are committed to creating shared value, by engaging with local communities, investing in local supply chains and employing local people.

#### Capabilities and skills

Porvair provides employment in a wide range of disciplines associated with the design and manufacture of specialist filtration, laboratory and environmental technologies.

#### Diversity and inclusion

It is the Group's policy to recruit, train, promote and treat all personnel on grounds solely based on individual ability and performance. These principles are applied regardless of gender, sexual orientation, religion, age, nationality or ethnic origin. The staff employed in each plant are generally representative of the ethnic diversity and backgrounds of the local population surrounding the plant.

Applications for employment by disabled persons are always considered in full, bearing in mind the respective aptitudes and abilities of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the Group continues and the appropriate training is arranged. It is the policy of the Group that the training, career development and promotion opportunities for a disabled person should, as far as possible, be identical to that of all other employees.

#### MEASURING PERFORMANCE: Improving staff gender ratios

We are committed to developing a diverse and inclusive workplace and to making progress in this area.

##### Diversity 2021

##### Senior Management diversity

Male: 24  
Female: 8

##### Employee diversity

Male: 642  
Female: 268

##### Board diversity

Male: 3  
Female: 2

##### Workforce 2021

##### Total staff

**30%**

30% (2020: 31%) of the Group's permanent workforce are female.

##### Senior staff and Directors

**25%**

25% (2020: 30%) of the Group's senior staff and Directors are female.

##### Total number in the workforce

**910** (2020: 842)

The total Group permanent workforce as at 30 November 2021.

#### MEASURING PERFORMANCE: Employee engagement

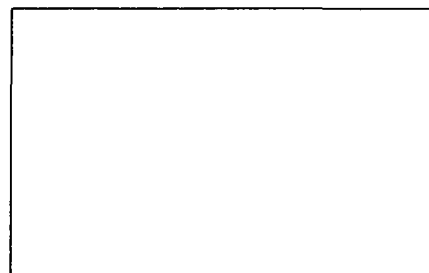
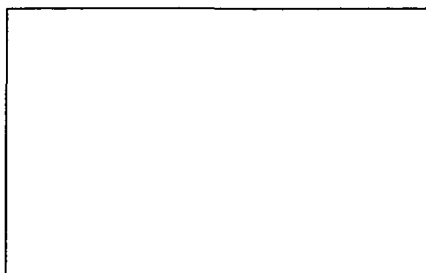
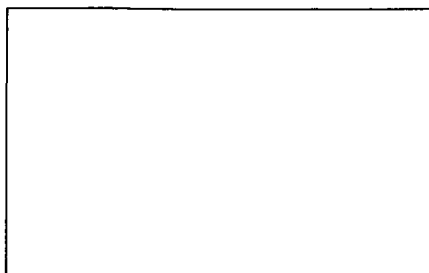
We aim to engage and communicate with our employees through both formal and informal systems of communication and consultation.

##### Approach to employee engagement in 2021

The Board monitors the scoring and staff commentary that is derived from regular employee surveys. These surveys provide useful feedback on a plant by plant basis of employee concerns and satisfaction, however cultural and other differences mean these scores do not lend themselves to a Groupwide metric. The Group monitors staff turnover and is considering whether the number of voluntary resignations as a percentage of total employees might offer a simple proxy for employee satisfaction.

##### Employee turnover

The Board will publish a voluntary redundancy metric and comparative from 2022.



### Board's employee engagement system

The Board seeks to maintain good channels of communication with all its staff. The Board considers it important that the views and concerns of staff are heard; that the objectives of each business are understood; and that standards of behaviour are shared by all. Clear two-way communication is important. The Board reviews every staff survey and all comments arising along with other staff suggestions. While almost all issues raised are resolved at a local level, Board members make sure they understand the views and concerns of all staff members. Sally Martin, the Group's Senior Non-Executive Director, is the designated Director responsible for employee engagement.

The system works as follows:

- Monthly reports are given to the Board from each plant on the employee consultations and staff communications. Reports include all the enquiries that have been made by employees and comments on how they have been resolved.
- At least annually (sometimes more) all plants undertake a confidential all-staff survey with 17 standard questions plus any other questions relevant locally. The results of these surveys and any issues raised are presented to the Board in a semi-annual formal report.
- Following each report the designated Non-Executive Director engages with the employees in each plant to feedback the Board's views on the information reported.

- The Board considers this process to be working well: workforce views are fairly reflected; communication is two-way; Board discussion and decision making is influenced by reports received and participation is encouraged.

### Employee engagement: additional aspects

- Annual employee surveys are reviewed with staff who know that results are seen at Group Board level.
- Suggestion boxes allow comment and feedback – anonymous if necessary – to be fed through to management. Staff know that all suggestions posted are reported to the Board.
- All sites hold all-staff 'town hall' meetings monthly or quarterly (depending on the number of staff on the site). Staff concerns may be raised at these meetings, and any issues raised through employee surveys or suggestion boxes are addressed at these meetings. These meetings also cover:
  - Health and Safety matters;
  - Financial and operational metrics;
  - Significant plant or HR developments;
  - Staff questions and answers including responses to questions raised previously, or comments on previous questions from the Board;
  - Long service and other awards; and
  - Local community interaction.
- Workers Council meetings. Two EU sites have workers councils. The proceedings and issues they raise are reported to the Board.

## INCREASED EMPLOYEE ENGAGEMENT

### Training & development

Training and development programmes are important both for our employees to fulfill their potential and to help our business achieve its goals. Much of our training uses the experience found within our own operations.

Our training programmes mainly concern:

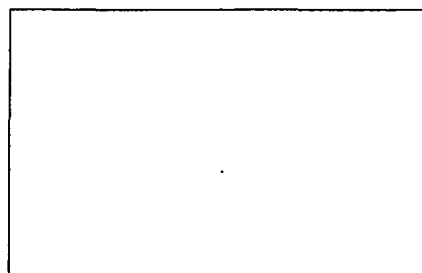
- Technical skills and knowledge transfer;
- Sponsorship for tertiary education qualifications;
- Team leadership;
- Training apprentices;
- Health & safety; and
- Quality.

### Employee engagement 2021

- Several surveys identified divisions between departments within plants that were not previously apparent. Addressing these issues has been helpful for morale and mutual understanding.
- Most staff commentary addressed covid-related issues and how working practices were impacted. These were addressed case by case on a local basis.
- Many staff comments were helpful in identifying training opportunities and needs allowing better and more targeted training to take place.
- Several surveys identified wage discrepancies between Porvair and other local employers. This led to reviews of wage rates for hourly staff, with many rates rising as a consequence.

## ESG report continued

### SOCIAL CONTINUED



## PRIORITISING SAFETY IN THE WORKPLACE

### Our approach to Health, Safety and Wellbeing

The Group recognises its responsibilities for the health and safety of its employees and to the communities in which the Group operates. By prioritising health and safety, and reducing accidents and injuries, staff benefit from safer working environments and the Group benefits from settled and more secure employees.

Health and safety responsibility is delegated to senior managers within each business. These officers perform regular reviews and inspect the conditions in which the Group's employees work. In 2020 and 2021 work has focused on providing a safe working environment during the covid-19 pandemic. Discretionary health and safety benefits for employees include the availability of gyms and onsite nursing and counselling staff at certain operations. The Group's regular reporting procedures include monthly review in Board papers of reportable accidents.

The Group's insurers and insurance brokers carry out a rolling programme of reviews of the Group's operations as part of their risk assessments and the recommendations of the consultants are generally implemented in full.

### Progress against our objectives in 2021

The Group continues to implement health and safety improvements throughout its plants. In the current year £0.2 million of capital expenditure was spent specifically on health and safety improvements including dust extraction equipment, equipment guarding and braking and staff washroom refurbishment.

In 2021 both the number of Lost Time Accidents and the time that employees took off from work reduced from 2020. Lost Time Accidents per 100 employees reduced to 0.43 (2020: 1.3). Days Lost to Accidents reduced to 1.6 (2020: 2). We continue to focus on providing staff with safe working conditions that minimise the risk of accidents.

### MEASURING PERFORMANCE:

#### Annual decreases in Lost Time Accidents (per 100 employees)

Keeping our employees safe is one of the most important responsibilities we hold as an employer. Our ongoing focus is to create a safe working environment and embedding rigorous safety processes and procedures are an essential component of this.

In 2021, Days Lost to Accidents per 100 employees reduced to 1.6. Lost Time Accidents per 100 employees reduced to 0.43. We continue to focus on reducing this number but these are low numbers and show the benefit of the focus we have given to reducing accidents.

#### Performance 2021

**15**

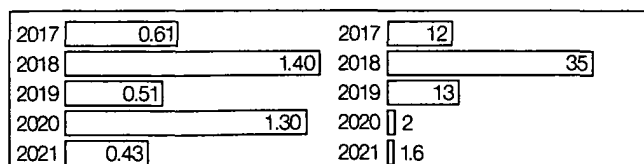
15 days were lost to accidents as a result of 4 minor accidents.

Lost Time Accidents  
(per 100 employees)

**0.43**

Days Lost to Accidents  
(per 100 employees)

**1.6**



#### Online safety forums and site visits

The covid-19 pandemic has required much more online collaboration. Online safety forums have formed an important part of maintaining high safety standards throughout the Group.

#### Health and Safety improvements

**£0.2m**

Capital expenditure on health and safety improvements.

**“Safety in the workplace is a priority to both protect employees and drive our business success. Local investment and support helps us to build strong local relationships in the communities where we globally operate.”**

#### Working with customers

The Group's products are generally bespoke for specific customers and often have a very long product lifecycle. This naturally requires the Group to build close relationships with its customers. A high percentage of the Group's annual revenue comes from repeat business from existing customers. Most new product introductions are developed with existing customers and when new customers are gained it is often after a long development period over which a close relationship has developed and a long term relationship is expected.

Particularly in aerospace and energy, the Group builds relationships with the immediate customer for the product and also with the ultimate end user or manufacturer, who is often the party that certifies the product. For example, the airframe manufacturer will be an important stakeholder but the customer will usually be a sub-assembly manufacturer.

#### Responsible and resilient supply chains

The Group has an extensive network of suppliers and subcontractors, many of whom are critical to the manufacture of specific parts. The Group has a stable supplier base. It seeks to increase its supplier base by extending the number of suppliers only where there are perceived to be risks of under capacity or resilience in its existing supply chain. Suppliers are generally only removed from the approved list for persistent quality or delivery failures.

Wherever possible, the Group seeks local suppliers to fulfil its requirements. The Group selects its suppliers carefully. As part of building a long term relationship with its critical suppliers, the Group works closely with them to ensure that the quality and delivery standards required by the Group are achieved.

## BUILDING LONG TERM RELATIONSHIPS AND MAINTAINING RESILIENT SUPPLY CHAINS

#### Porvair and the local community

The management of each operation is aware of its role within its local communities. They seek to recruit locally and retain a skilled local workforce and are encouraged to build relationships with local community organisations.

The Aerospace & Industrial division has contributed to a number of local charities to support disadvantaged local people and communities.

The Metal Melt Quality plant in Hendersonville, NC, supports the United Way of Henderson County (UWHC), a charity local to its main plant; the division makes donations and employees make payroll deductions to donate to the charity. A number of employees participate in projects to repair homes and provide facilities for the disadvantaged in the community and are active in mentoring and providing support for the children of single parent families. The Laboratory division in the US has contributed to a number of water initiatives and charities. Employees made donations to charities supporting cancer relief and local deprived children.

The Group is a significant employer in the Caribou area and one of the few businesses in the area to be expanding its workforce. It maintains close relations with the local authorities. It has been the beneficiary of local funding designed to promote employment and has joined programmes to promote local businesses and services in the area.

## SUPPORTING LOCAL COMMUNITIES – MENTORING

#### Local mentoring initiatives

The Metal Melt Quality plant staff in Hendersonville, mentor disadvantaged children from early childhood until leaving school under a “Big Brother, Big Sister” initiative. In 2021 we were delighted to hire a new staff member who had been mentored from pre-school by a Big Sister in our organisation.

## ESG report continued

### GOVERNANCE

**Strong and effective governance and ethical practice are essential considerations for Porvair as we develop our sustainability commitments and progress towards our targets.**

**Transparent and robust governance, safe and responsible operations, continuous improvement and innovation are key to delivering our strategy.**

**Our corporate governance framework operates effectively to protect stakeholder value over the long term.**

#### Priorities for Porvair

- Balancing the interests of all our stakeholders.
- Responsible and ethical conduct.
- Board oversight of climate-related risks and opportunities.
- Embedding ESG metrics and targets at the core of the business.

#### Non-Financial Reporting requirements

We will continue to comply with the Non-Financial Reporting requirements contained in Section 414C of the 2006 Companies Act.

#### Section 172(1) Reporting

Porvair is required to provide information on how the Directors have performed their duty under Section 172 of the Companies Act 2006 to promote the success of Porvair, including how interests of Porvair's key stakeholders have been taken into account by the Directors.

#### Responsible business governance

The Board is committed to maintaining high standards of corporate governance and ensuring values and behaviours are consistent across the business. The Board expects steady and continuous improvement in the Group's governance procedures.

The Board as a whole has significant ESG and Climate Change related experience. The Group CEO is the member of the Board responsible for delivery of the Group's ESG compliance.

The 2018 UK Corporate Governance code applied to the Group from 1 December 2019. The Board complied with all aspects of the Code throughout the year ended 30 November 2021.

More details of the Group's approach to Corporate Governance are given in the Group's report and accounts.

#### Risk management

Risk management and review forms a core part of each divisional quarterly review, with risk assessments and actions arising discussed with each management team and followed up in the annual internal audit process. The outputs from these discussions are fed through in regular Board reports where key issues are discussed. Further details are given on pages 28 to 32.

#### Anti-bribery and corruption policy

The Group prohibits all forms of bribery and corruption within its business and complies with the requirements of all applicable laws designed to combat bribery and corruption. The Group requires all employees, agents, intermediaries and consultants to conduct themselves in accordance with the Group's anti-bribery and corruption policy. The Group conducts an annual compliance review and in 2019 provided expert professional training for its staff who have contact with customers and suppliers.

#### Modern Slavery

The Group has zero tolerance of slavery and human trafficking in all its different forms in any part of its business and in its supply chain. The approach reflects a commitment to act ethically and responsibly in all business relationships and to ensure that slavery and human trafficking are not present in any part of its business or in its supply chain.

A copy of the Group's policy on Modern Slavery is available on the Group's website at [www.porvair.com](http://www.porvair.com).

#### Human rights

The Group supports and is committed to upholding the UN Guiding Principles on Business and Human Rights and the core labour standards set out by the International Labour Organisation.

The Group is aware of its requirements to respect human rights in all jurisdictions in which it operates. It pays particular attention to its responsibilities in its operations in China and India. The Group has nothing further to disclose.

#### Gender Pay Gap

The Porvair Filtration Group, the Group's principal UK employer, discloses its Gender Pay Gap information on its website – [www.porvairfiltration.com](http://www.porvairfiltration.com).

## OPEN, REGULAR AND TRANSPARENT ENGAGEMENT WITH STAKEHOLDERS IS FUNDAMENTAL TO THE WAY WE DO BUSINESS AND ENSURES WE OPERATE IN A BALANCED AND RESPONSIBLE WAY.

Our main stakeholders are:

### Customers

- We seek to build long term stable relationships with our customers.
- Our products are generally bespoke for specific customers and are designed and tested in partnership with those customers.
- Our products often have long lifecycles and our customers provide us with stable revenues.
- Through research and development, we seek to offer customers regular upgrades and improvements to the products we offer.
- We operate according to strict anti-corruption and anti-bribery policies.

### Employees

- We provide a broad range of roles in design, manufacture, sales and administration.
- We have both formal and informal communication processes.
- We recruit, train and develop staff solely on the basis of ability.
- Our employees generally reflect the ethnic diversity of the local population close to each plant.
- We operate in accordance with local laws, customs and with due regard for human rights.
- We meet local living wage requirements.

### Shareholders

- We seek to provide shareholders with informative and comprehensive communications.
- We seek to publish results promptly, usually within 10 weeks for year end results and 5 weeks for interim results.
- The Executive Board members meet regularly with our key investors to discuss Group performance and to hear their views.
- Board members make themselves available to meet with shareholders and potential investors when requested.

### Suppliers

- The Group has a stable supplier base and seeks to build long term relationships.
- The Group seeks local suppliers to fulfil its requirements.
- Many of our suppliers are critical to the manufacture of specific parts.
- The Group works closely with its suppliers to ensure quality and delivery standards.
- We operate according to strict anti-corruption and anti-bribery policies.

### Communities & the Environment

- Our staff profiles mirror the diversity of the local communities around each plant.
- We seek to use local suppliers where possible.
- The local environment is important to us and we take care to keep our waste to a minimum.
- Our employees are active in their local communities and contribute time and money to local charities.

Read more about how the Board considers stakeholder interests in the s172 Statement on pages 50 to 53.

## Section 172 Statement

# ENGAGEMENT AND DECISION MAKING

**“This s172 Statement focuses on matters of strategic importance to the Group. It sets out the Board’s approach to decision making; its stakeholder engagement; and key decisions taken in 2021.”**

### s172(1) Reporting

The Companies (Miscellaneous Reporting) Regulations 2018 (“2018 MRR”) require Directors to explain how they considered the interests of key stakeholders and the broader matters set out in Section 172(1) (A) to (F) of the Companies Act 2006 (“s172”) when performing their duty to promote the success of the Company under s172. This includes considering the interest of other stakeholders which will have an impact on the long term success of the Company. This s172 Statement reviews the principal decisions made by the Board of Directors and how the Directors have engaged with stakeholders.

This s172 Statement focuses on matters of strategic importance to the Group, and the level of information disclosed is consistent with the size and the complexity of the business.

### General confirmation of Directors’ duties

The Board has a framework for determining the matters within its remit and has approved Terms of Reference for the matters delegated to its Committees. Certain financial and strategic thresholds have been determined to identify matters requiring Board consideration and approval and delegated authorities are set out in the Group’s reporting and accounting manual.

When making decisions, each Director ensures that he/she acts in the way he/she considers, in good faith, would most likely promote the Company’s success for the benefit of all of its stakeholders.

### The Board’s approach to decision making

#### s172(1) (A) – The likely consequences of any decision in the long term

The Directors consider the long term consequences of their decisions with reference to their understanding of the business and the markets in which it operates.

- Porvair aims to develop specialist filtration, laboratory, and environmental technologies for the benefit of all stakeholders.
- The Board reviews its strategy each year, which drives a medium term review of the likely outlook for the Group as described in the Group’s viability assessment (see page 33).
- In considering its long term development, the Board will allocate capital and resources according to strategic priorities. These include:
  - investments in research and development, sales and marketing, and production capabilities;
  - capital expenditures to boost organic growth; and
  - acquisition investments to increase technical expertise or routes to market.

The Group seeks to balance the short term costs of these investments with their likely future benefit.

#### s172(1) (E) – The desirability of the company maintaining a reputation for high standards of business conduct

- All of the Group’s operations maintain ISO9001 quality standards as a minimum, with certain plants conforming to quality standards specific to their market (e.g. Aerospace).
- The Board monitors compliance with local laws and standards and has policies on modern slavery, anti-bribery and corruption, and human rights.
- Remuneration arrangements for senior management are tied to Group corporate and social responsibility standards which specify four areas of focus: business integrity and ethics; people; HSE performance; and relationships and community impact.



**“The success of the Group depends on developing and maintaining good relations with all stakeholders.”**

## The Board's approach to stakeholder engagement

### s172(1) (B) – The interests of the company's employees

Employees are fundamental to our business. Success depends on attracting, retaining and motivating employees by providing:

- Fair pay and benefits;
- Training and development opportunities;
- A workplace environment with a high regard for health and safety procedures;
- A broad range of roles in engineering, manufacture, sales and administration;
- Formal and informal communication processes; and
- Staff development solely on the basis of ability.

Our employees reflect the ethnic diversity of the local population close to each plant.

We operate in accordance with local laws, customs and with due regard for human rights.

The Directors recognise that our pensioners, though no longer employees, also remain important stakeholders.

More information on this can be found within our report on Employee Engagement (see pages 44 to 46).

In their decision making, the Directors are careful to properly consider the interests of all stakeholders.

### s172(1) (C) – The need to foster the company's business relationships with suppliers, customers and others

Delivering our strategy requires mutually beneficial relationships with suppliers, customers and regulatory bodies. The Board expects all such relations to be conducted appropriately and in conformity with Group policies.

#### Relationships with customers

- Because of the nature of its products, the Group typically has long customer relationships.
- Most new product introductions are developed with existing customers as a means of deepening the relationship with a valued client.
- Senior management will engage personally with all key commercial contacts to ensure good communications.
- The Group rarely makes significant changes to its terms and conditions, valuing stability in its commercial relationships.

#### Relationships with suppliers

- The Group typically has long relationships with its suppliers.
- The Board considers supplier resilience as a critical strategic risk and reviews key supply arrangements in its risk management process.
- The Group works closely with its suppliers to ensure that the quality and delivery standards are met.
- Senior management will engage personally with all key commercial contacts to ensure good communications.
- The Group rarely makes significant changes to its terms and conditions, valuing stability in its commercial relationships.

#### Relationship with Group operating companies

- The Board has overall responsibility for the control and management of Group strategy and performance.
- The Group believes in giving management teams autonomy such that most decisions can be made close to the stakeholders affected. Only when it is more efficient are activities managed centrally.
- The Board has established a framework of controls encompassing procedures applicable to all businesses that are subject to executive review.

#### Relationship with regulatory bodies

The Board encourages its operations to engage constructively with regulatory bodies and to maintain regulatory approvals through the relevant audit processes.

## Section 172 Statement continued

### The Board's approach to stakeholder engagement continued

#### s172(1) (D) – The impact of the company's operations on the community and the environment

- The development of safe and responsible operations is fundamental to the Group's purpose.
- The Board regularly reviews reports on the Group's impact on the environment.
- The Board regularly reviews reports on the Group's community involvement projects.
- All Group operations draw staff, ancillary services and supplies from the local economies wherever practical.
- The Board monitors key environmental metrics including carbon intensity; waste/landfill; and use of renewable fuels.

#### s172(1) (F) – The need to act fairly as between members of the company

- The Board maintains a regular dialogue with its members through meetings with investors, its AGM and comments received in relation to its regulatory releases and publications.
- The Board publishes results promptly, usually within 10 weeks for year end results and 5 weeks for interim results.
- The Board provides briefings to analysts and media outlets, who in turn provide an independent perspective on the Company for the benefit of their clients and readers.
- The Board uses judgement and analysis of information gained through this information exchange to act fairly as between the Company's members.
- The Board seeks to provide shareholders with informative and comprehensive communications.
- The Executive Board members meet regularly with our key investors to discuss Group performance and to hear their views.
- Board members make themselves available to meet with shareholders and potential investors when requested.

### Principal decisions taken by the Board in 2021

#### Definition of principal decisions:

We define principal decisions taken by the Board as those decisions in 2021 that were of a strategic nature and that are significant to any of our key stakeholder groups. As outlined in the FRC Guidance on the Strategic Report, we include decisions related to capital allocation and dividend policy.

#### 1. Acquisition of Kbiosystems Limited

Decision taken in February 2021

##### The outcome

Following a comprehensive due diligence process, the Group acquired Kbiosystems Limited ("Kbio"), which specialises in the design and manufacture of laboratory instruments, with particular expertise in automated microplate handling systems.

The acquisition was the culmination of a long relationship between the Group and Kbio. Kbio's automated microplate handling range complements our growing range of microplate and sample preparation filters. Their range will be introduced to our US Laboratory sales channels and their automation expertise will enhance product development across the Laboratory division.

The acquisition aligns with our strategy to deliver a broader range of automated and robotic handling systems to our Laboratory customers.

##### How stakeholders were considered

Kbio staff affected by this acquisition were treated fairly and will, over time, benefit from the Group's terms and conditions of employment. Suppliers and customers affected were communicated with regularly and the benefits of Kbio being part of a larger well financed Group were emphasised. The Group's shareholders, other creditors, pension scheme members and future investment opportunities were considered in assessing the impact on the Group's Balance Sheet of making the acquisition.

"We define principal decisions taken by the Board as those decisions in 2021 that were of a strategic nature and that are significant to any of our key stakeholder groups."

## 2. Decisions to pay the interim dividend and recommend the final dividend for 2021

Decisions taken in June 2021 and January 2022

### The outcome

Prior to finalising the Group's interim and final accounts the Board considered whether it was appropriate to raise the interim and final dividend. The Board concluded that the interim dividend should be raised by 0.1 pence to 1.8 pence and recommended that the final dividend should be increased by 0.2 pence to 3.5 pence.

### How stakeholders were considered

The Board has a stated policy of paying a progressive dividend. This is straightforward in periods of steadily growing profits and when the dividend is well covered. In periods such as 2020 and 2021, when profits were lower than those achieved in 2019, the Board has to consider both the past performance and the outlook for the Group, including whether the cash paid as a dividend could be better used in other ways.

The Board concluded that the dividend was sufficiently well covered; that there were adequate distributable reserves; and the Group had access to sufficient finance. Staff, customers, suppliers and the future investment opportunities for the business were considered to be unaffected by the decision to pay the dividend and shareholders received the income from the Group that they would have expected.

## 3. Approval of Porvair's strategic plan for 2022 to 2025

Decision taken in November 2021

### The decision

The Board conducts a strategic review each year which considers the strategic direction of the Group and its immediate and medium term priorities. Three and five year plans are considered.

### How stakeholders were considered


The Group's strategic framework specifically considers the benefits to all stakeholders. Particular emphasis is given to shareholders, staff and pensioners.

## Non-financial information statement

We will continue to comply with the Non-Financial Reporting requirements contained in s414C of the Companies Act 2006. The table set out below, and the information it refers to, is intended to help stakeholders understand our position on key non-financial matters.

Reporting requirement	Policies and standards which govern our approach	Additional information
<b>Stakeholder engagement</b>	Summary statement	P: 49
<b>Environmental matters</b>	Environmental performance	P: 36 to 43
<b>Employees</b>	Employee engagement	P: 44 to 46
	Whistleblowing policy	P: 62
	Health & Safety policy	P: 46
	Diversity policy	P: 44
	Training and development	P: 45
<b>Human rights</b>	Modern Slavery Act statement	P: 48
	Human Rights	P: 48
<b>Social matters</b>	Porvair in the community	P: 47
	Relationship with customers and suppliers	P: 47
<b>Anti-bribery and anti-corruption</b>	Anti-bribery and anti-corruption policy	P: 48
<b>Description of principal risks and impact of business activity</b>	–	P: 28 to 32
<b>Description of the business model</b>	–	P: 4 to 9
<b>Non-financial performance indicators</b>	–	P: 27

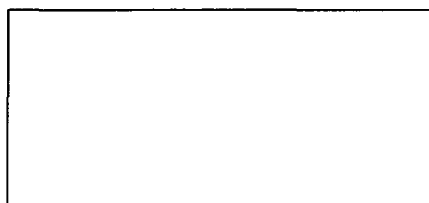
The Strategic report was approved by the Board.



Chris Tyler  
Company Secretary  
28 January 2022

## Board of Directors

**“The Board is collectively responsible for the long term success of Porvair and the delivery of sustainable stakeholder value.”**



**John Nicholas** N R  
Independent Non-Executive Chairman

Appointed to the Board in October 2017, he became Chairman in April 2018.

**External appointments:**

John was Non-Executive Chairman of Diploma PLC until January 2022. He was previously Senior Non-Executive Director of Mondi plc, Rotork plc and Ceres Power Holdings plc and Chairman of the Audit Committee of Hunting plc. He was Group Finance Director of Tate & Lyle plc from 2006 to 2008 and, prior to that, Group Finance Director of Kiddle plc from its demerger from Williams plc in 2000 until its acquisition by United Technologies in 2005. John was a member of the UK Financial Reporting Review Panel for six years until April 2015.

**Relevant experience:**

John is an experienced Non-Executive Director with broad experience in manufacturing and service industries. John brings strong leadership skills and provides an effective commitment to the Board. John holds an MBA from Kingston University and is a Chartered Certified Accountant.

**Committee membership:**

Chairman of the Nomination Committee and member of the Remuneration Committee.

**Ben Stocks**  
Group Chief Executive

Appointed to the Board in February 1998.

**Previous career and external appointments:**

Ben was previously Managing Director of the Speciality Packaging Division of Carnaud Metal Box. He is Senior Independent Non-Executive Director of the Aerospace Technology Institute and Chairman of its Remuneration Committee.

**Relevant experience:**

Ben has been Group Chief Executive since joining the Board in 1998. He leads the Group's management and has been instrumental in delivering the Group's consistent strategy and growth. Over his career with the Group, he has acquired considerable domain knowledge and extensive filtration market knowledge. He has an MBA from INSEAD.

**Committee membership:**

None.

**James Mills**  
Group Finance Director

Appointed to the Board in April 2021.

**Previous career:**

James was previously a divisional Finance Director for Ricardo plc. Prior to Ricardo, he was responsible for group reporting at G4S plc.

**Relevant experience:**

James brings significant expertise and relevant experience in strategic financial management for engineering led businesses. He is a Chartered Accountant, who qualified with KPMG.

**Committee membership:**

None.

### Composition of the Board

#### Executive and Non-Executive Directors

2	Executive Directors
	Non-Executive Directors
	Non-Executive Chairman

2	1
---	---

#### Non-Executive Tenure

	0 – 3 years
	3 – 9 years

2	1
---	---

### Key to Board Committee Membership

A Audit Committee  
N Nomination Committee  
R Remuneration Committee  
Blue background denotes Committee Chairman

**Sally Martin** A N R  
Senior Independent Non-Executive Director

Appointed to the Board in October 2016.

**External appointments:**

Sally was until recently Supply and Trading Operations Manager for Europe & Africa in the Shell International Trading and Shipping Company Limited. In a thirty year career with Shell, Sally built a strong track record in strategy; M&A; international business development; and engineering and operations.

**Relevant experience:**

Sally brings a wealth of experience in strategy, business development, engineering and operations. She has particular focus on safety management, large project delivery and managing large and dispersed teams. Her extensive team management skills make her ideally suited to lead our employee engagement processes and chair the Group's Remuneration Committee. She is a member of the Australian Institute of Company Directors.

**Committee membership:**

Chairman of the Remuneration Committee and member of the Audit and Nomination Committees. Designated Board member for employee engagement.

**Jasi Halai** A N R  
Independent Non-Executive Director

Appointed to the Board in June 2019.

**External appointments:**

Jasi is Group Financial Controller and Operating Officer for 3i Group plc and has held a broad range of senior finance positions at 3i since 2005. She will join the Board of 3i Group plc as Chief Operating Officer in May 2022.

**Relevant experience:**

Jasi's role in the financial management of the portfolio of 3i Group plc companies gives her recent and relevant financial experience and makes her ideally suited to chair the Group's Audit Committee. She is a member of the Chartered Institute of Management Accountants and holds an MSc in investment management from the CASS Business School.

**Committee membership:**

Chairman of the Audit Committee and member of the Remuneration and Nomination Committees.

## Chairman's introduction to governance

**"The Board provides effective and strategic leadership to the Group within a framework of robust corporate governance."**

### Dear shareholder

The Board is committed to maintaining high standards of corporate governance and ensuring values and behaviours are consistent across the business. The Board expects steady and continuous improvement in the Group's governance procedures.

In the Governance section of this report, the Board sets out the information, policies and procedures adopted by the Group to ensure compliance with the relevant governance codes and financial law. The Governance section includes the Directors' Report, the Corporate Governance Report, the Report of the Audit Committee and the Remuneration Report and Remuneration Policy.

### The Board

The Board consists of three Non-Executive Directors and two Executive Directors. The Board provides strategic leadership and guidance with the aim of allowing the Executive team to develop the business profitably within the framework of risk management and compliance.

The Board has established three Committees to advise the Board:

- The Audit Committee advises the Board on matters relating to internal controls and financial reporting of the Group.
- The Remuneration Committee determines and recommends the framework and policy for the remuneration of the Executive Directors.
- The Nomination Committee provides a process and procedure for the appointment of new Directors.

The Nomination Committee and the Remuneration Committee comprise all of the Non-Executive Directors. As Chairman of the Group, I do not sit on the Audit Committee.

I confirm that, following performance evaluation of each Non-Executive Director, their performance continues to be effective with appropriate commitment to the role.

### Compliance with the Code

The Board complied with all aspects of the 2018 UK Corporate Governance Code throughout the year ended 30 November 2021.

### Developments in 2021

James Mills became Finance Director of the Group from 12 April 2021, following a recruitment process conducted by Odgers Berndtson.

Chris Tyler stepped down from the Board at the Annual General Meeting on 20 April 2021 but retained the role of Company Secretary on a part time basis.

Shareholders approved a new remuneration policy at the Annual General Meeting on 20 April 2021, which has been implemented in full in the current year.

Shareholders approved a new set of Articles of Association at the Annual General Meeting on 20 April 2021, which brought the Company's Articles of Association into line with current best practice.

### Transparent reporting

Porvair has a clear purpose; integral to delivering it is being a socially responsible company that demonstrates strong ethical behaviour within a framework of transparent and robust governance.

### Section 172 Statement

In line with the reporting requirements of the 2018 UK Corporate Governance Code, our stakeholder engagement section describes how our stakeholders, and the matters set out in Section 172 of the Companies Act 2006, have been considered in Board discussions and decision making. The Board actively engages with our shareholders, employees and wider stakeholder Groups when making decisions, and considers the impact of Group activities on the community, environment and its reputation.

### Compliance with the UK Corporate Governance Code 2018

The principles set out in the UK Corporate Governance Code 2018 (the "Code") emphasise the value of good corporate governance for long term sustainable success. The Board applied the principles and complied with all provisions of the Code throughout the year ended 30 November 2021.

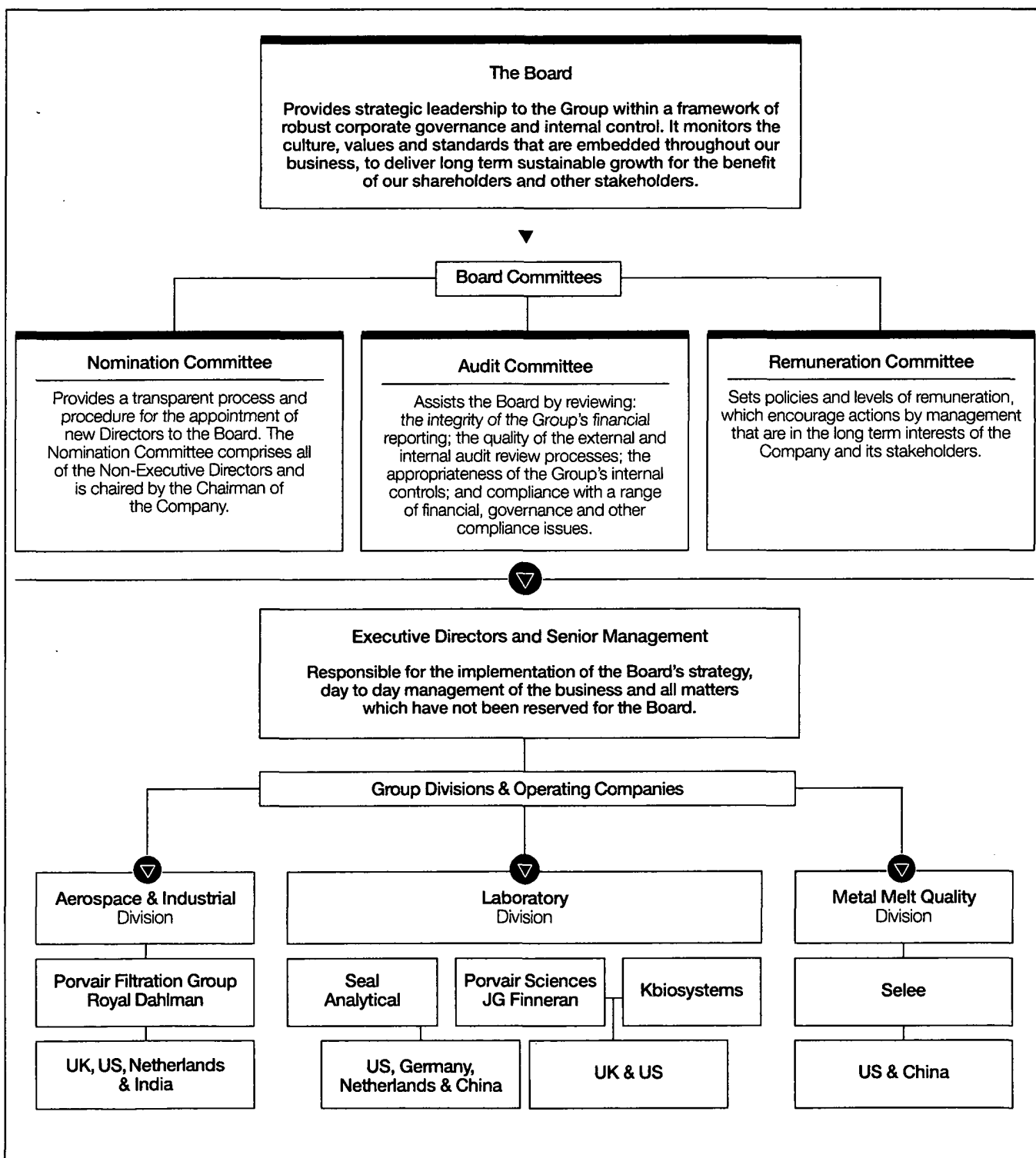
Further details on how we have applied the principles set out in the Code can be found as follows:

- Section 1: Board leadership and Company purpose (p: 60)
- Section 2: Division of responsibilities (p: 60)
- Section 3: Composition, succession and evaluation (p:61)
- Section 4: Audit, risk and internal control (p: 61 and 62)
- Section 5: Remuneration (p: 66 and 67)

## Chairman's introduction to governance continued

### Porvair's governance structure

Good governance continues to provide the framework for effective delivery of our strategy. The Board is committed to maintaining very high standards of corporate governance and ensuring values and behaviours are consistent across the business. The Board provides strategic leadership and guidance with the aim of allowing the Executive team to develop the business profitably within the framework of risk management and compliance.



## Directors' report

The Directors are pleased to present their Annual Report and the audited accounts of the Group for the year ended 30 November 2021.

### The Company

Porvair plc is a public limited company incorporated in England and Wales and domiciled in the UK, with a listing on the London Stock Exchange under the symbol PRV. The address of its registered office is 7 Regis Place, Bergen Way, King's Lynn, Norfolk, PE30 2JN.

### Business review

The business review is covered in the Strategic report. The Group's purpose, strategy, objectives, key performance indicators, likely future developments, and risks and uncertainties are discussed throughout the report.

### Dividends

An interim dividend of 1.8 pence per share (2020: 1.7 pence per share) was paid on 27 August 2021. The Directors recommend the payment of a final dividend of 3.5 pence per share (2020: 3.3 pence per share) on 1 June 2022 to shareholders on the register on 29 April 2022; the ex-dividend date is 28 April 2022. This makes a total dividend for the year of 5.3 pence per share (2020: 5.0 pence per share).

### Directors and their interests

The names and biographical details of the Directors are set out on page 54. James Mills joined the Board on 12 April 2021 and Chris Tyler retired from the Board on 20 April 2021. The other Directors served throughout the year. In accordance with best practice, it is the Board's policy that all Directors, who continue to serve, should offer themselves for re-election each year.

The appointment and replacement of Directors is governed by the Articles, the Companies Act 2006, the UK Corporate Governance Code and related regulation and legislation applying to UK listed companies. The Articles require there to be a minimum of three Directors (and permit a maximum of 15) and provide that the business of the Company shall be managed by the Board of Directors which may exercise all powers of the Company. The Board of Directors may make such arrangements as they see fit to delegate those powers, except that the Board retains specific authority over the matters reserved for the Board, which are summarised in the Board of Directors section in the Corporate governance report on page 60.

The Executive Directors have service contracts that include a 12 month notice period. The Non-Executive Directors have letters of appointment that include a three month notice period unless they are not re-elected at the Annual General Meeting, in which case, the Non-Executive Director will resign immediately.

During the year, and up to the date of this report, the Group maintained insurance providing liability cover for its Directors.

Details of all the beneficial and non-beneficial interests of the Directors in the shares of the Company, share options and service contracts are set out in the Remuneration report on pages 68 to 74. None of the Directors had a material interest in any contract of significance in relation to the Company or its subsidiaries during the year.

There are no agreements between the Company and its Directors or employees that provide for compensation for loss of office or employment in the event of a takeover of the Company.

The Company has in place procedures to deal with conflicts of interest. The Company follows the guidance on conflicts of interest issued by the Association of General Counsel and Company Secretaries of the FTSE.

### Acquisitions

On 25 February 2021, the Group purchased 100% of the share capital of Kbiosystems Limited ("Kbio"). Kbio is based in Basildon, UK, and specialises in the design and manufacture of laboratory instruments, with particular expertise in automated microplate handling systems.

The total maximum consideration is £6.9 million; consisting of initial, deferred and contingent consideration. £3.0 million was paid in cash on acquisition. Deferred consideration of £1.3 million, representing cash acquired and a working capital adjustment, was paid in June 2021. The balance is contingent on Kbio meeting profit targets for the years ending 31 March 2022 and 2023.

### Research and development

The Group continues to undertake a research and development programme with the objective of identifying and developing new materials and products which have the potential to contribute to the growth of the Group. During the year, £3.1 million (2020: £3.5 million) of development expenditure was written off to the income statement and no development expenditure (2020: £nil) was capitalised. The expenditure is of a development nature rather than research and is largely undertaken in-house rather than by third parties.

### Greenhouse gas emissions

The disclosure of the Group's greenhouse gas emissions is given in the ESG report on page 43, which forms part of this report and is incorporated into it by cross-reference.

### Share capital

The Company has one class of ordinary share capital which carries no right to fixed income. All of the Company's shares in issue are fully paid and each share carries the right to vote at general meetings of the Company. During the year, the Company issued 45,985 shares to satisfy the exercise of share options.

The Group uses an Employee Benefit Trust ("EBT") to purchase shares in the Company to satisfy entitlements under the Group's Long Term Share Plan. The EBT has waived its rights to dividends. During the year, the Group purchased 120,000 ordinary shares of 2 pence each (2020: 120,000) for a total consideration of £716,000 (2020: £728,000). During the year, the EBT did not issue any ordinary shares (2020: 129,700 shares at 2p each) to satisfy the exercise of Long Term Share Plan share options. The cost of the shares held by the EBT is deducted from retained earnings. The EBT is financed by a repayable-on-demand loan from the Group of £3,033,000 (2020: £2,317,000). As at 30 November 2021, the EBT held a total of 255,700 ordinary shares of 2 pence each (2020: 135,700) at a cost of £1,488,000 (2020: £772,000) and a market value of £1,764,000 (2020: £733,000).

Further details of the share capital of the Company are given in note 22 to the financial statements.

There are no specific restrictions on the size of a holding in the Company nor on the transfer of shares, which are both governed by the provisions of the Articles and prevailing regulations and legislation governing UK listed companies. The Directors are not aware of any agreements between holders of the Company's shares that may result in restrictions on voting rights. No person has special rights of control over the Company's share capital.

Each year the Board seeks shareholder approval to renew the Board's authority to allot relevant securities and to purchase its own shares.

## Directors' report continued

### Contracts

The Company is party to a number of agreements that take effect, alter or terminate upon a change of control of the Company, such as commercial contracts, banking agreements, property lease arrangements and employee share plans.

### Section 172 of the Companies Act 2006 disclosure

Details of the Board's compliance with the requirements of Section 172 of the Companies Act 2006 are given on pages 50 to 53.

### Non-financial information statement

Non-financial information required by s414C of the Companies Act 2006 can be found by using the references given on page 53 of the Strategic report.

### Substantial shareholders

As at 28 January 2022, the Company has been notified of the following substantial shareholdings comprising 3% or more of the issued share capital of the Company.

	Ordinary shares (number)	Percentage (%)
GGG SpA	7,729,427	16.7
Impax Asset Management	3,869,878	8.4
Liontrust Asset Management	3,729,956	8.1
Blackrock Investment Management	2,421,776	5.2
Financiere de L'Echiquier	2,079,999	4.5
Odin Fund Management	1,552,993	3.4
Phoenix Unit Trust Managers	1,487,646	3.2
abrdn plc	1,486,742	3.2

### Corporate governance

The Company's statement on corporate governance can be found in the Corporate governance report on pages 60 to 62 of these financial statements. The Corporate governance report forms part of this Directors' report and is incorporated into it by cross reference.

### Employment policies and engagement

The Group's employment policies and employee engagement activities are described in the ESG report on pages 44 and 45, which forms part of this report and is incorporated into it by cross reference.

### Financial risk management

The Group's operations expose it to a variety of financial risks that include the effects of price risk, foreign exchange risk, credit risk, liquidity risk and interest rate cash flow risk. The Group has in place risk management procedures that seek to limit the adverse effects on the financial performance of the Group of these financial risks.

Given the size of the Group, the Directors have not delegated the responsibility of monitoring financial risk management to a sub-committee of the Board. The policies set by the Board of Directors are implemented by the Company's finance department, which has a policy and procedures manual that sets out specific guidelines to manage interest rate risk and credit risk, and circumstances where it would be appropriate to use financial instruments to manage these.

Further details on the specific risks related to financial management and their mitigation are given on pages 31 and 32.

### Going concern

The Directors' statement on going concern is incorporated in its review of viability and going concern on page 33.

### Annual General Meeting

The Annual General Meeting of the Company is to be held on Thursday 14 April 2022. The notice for this meeting and proxy forms will be sent to shareholders separately.

### Statement of Directors' responsibilities

The Directors are responsible for preparing the Annual Report, the Directors' Remuneration report and the financial statements, in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. The Directors have elected, under company law, to prepare group financial statements in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006 and are additionally required, under the Listing Rules of the Financial Conduct Authority, to prepare the Group financial statements in accordance with international financial reporting standards adopted pursuant to Regulation (EC) No 1606/2002 as it applies in the European Union. The Directors have elected, under company law, to prepare the Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including Financial Reporting Standard 101, Reduced Disclosure Framework (FRS 101).

The Group financial statements are required by law and international accounting standards, in conformity with the requirements of the Companies Act 2006 and international financial reporting standards adopted pursuant to Regulation (EC) No 1606/2002 as it applies in the European Union, to present fairly the financial position and performance of the Group. The Companies Act 2006 provides, in relation to such financial statements, that references in the relevant part of that Act to financial statements giving a true and fair view are references to their achieving a fair presentation. The Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of the profit or loss of the Group for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the Group financial statements have been prepared in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006 and international financial reporting standards adopted pursuant to Regulation (EC) No 1606/2002 as it applies in the European Union;
- state whether applicable UK accounting standards have been followed for the Company financial statements, subject to any material departures disclosed and explained in the Company financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.



The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and Company's transactions and disclose with reasonable accuracy, at any time, the financial position of the Company and the Group, and enable them to ensure that the financial statements and the Directors' Remuneration report comply with the Companies Act 2006 and, as regards the Group financial statements, Article 4 of the IAS Regulation. They are also responsible for safeguarding the assets of the Company and the Group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Directors consider that the annual report and accounts, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Group's performance, business model and strategy.

Each of the Directors, whose names and functions are listed on page 54, confirms that, to the best of their knowledge:

- the financial statements, prepared in accordance with the applicable set of accounting standards, give a true and fair view of the assets, liabilities, financial position and profit of the Company and the undertakings included in the consolidation taken as a whole; and
- the Strategic report and the Directors' report include a fair review of the development and performance of the business and the position of the Company and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that it faces.

**Directors' responsibility for provision of information to the Auditor**

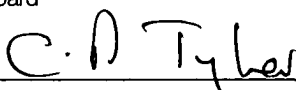
So far as each Director is aware, there is no relevant audit information of which the Company's Auditor is unaware; and each Director has taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's Auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

**Independent Auditor**

RSM UK Audit LLP has indicated its willingness to continue in office as the Company's Auditor. A resolution concerning its appointment will be put to the Annual General Meeting.

By order of the Board



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**Chris Tyler**  
Company Secretary  
28 January 2022

## Corporate governance

### Compliance

The Company has adopted the main principles of good governance set out in the 2018 UK Corporate Governance Code. This section describes how the Board has applied those principles. The Directors are of the opinion that the Company has complied with the provisions of the UK Corporate Governance Code (which is publicly available at [www.frc.org](http://www.frc.org)) throughout the year.

### LEADERSHIP AND COMPANY PURPOSE

#### Company purpose

The Board has defined the Company's purpose as "Porvair aims to develop specialist filtration, laboratory and environmental technologies for the benefit of all stakeholders." Measures of success include consistent earnings per share growth and improvement in selected ESG metrics. Details of how the corporate purpose has been embedded in the operations and the metrics used to measure success are given in the Strategic report on pages 1 to 53. Details of the Board's approach to investing in and rewarding the workforce are given in the ESG report on pages 44 to 46.

#### Role of the Board

The Group is directed and controlled by the Board. It provides strategic leadership and support with the aim of developing the business profitably, whilst assessing and managing the associated risks. The Board ensures that the financial management, controls and resources are in place to enable the business to meet its objectives. The Directors take collective responsibility for the Group's performance.

The Board has a formal schedule for reviewing the Group's operating performance and has other specific responsibilities reserved to it, which include:

- Approval of the published financial results and dividends;
- Appointments to the Board and other Board committees;
- Approval of the strategic direction of the business;
- Approval of contracts outside the normal course of business;
- Approval of expenditure over certain limits;
- Approval for acquisitions and disposals;
- Approval of treasury policy and significant new financing; and
- Approval of the funding policies of the defined benefit pension scheme.

The Chairman is responsible for leadership of the Board. The responsibilities of the Chairman and Senior Independent Non-Executive Director are set out clearly in a written document approved by the Board, available from the Company Secretary on request.

The Executive Directors manage the day-to-day operations of the business within the framework set out by the Board. Outside the formal schedule of Board meetings, the Chairman and Non-Executive Directors make themselves available for consultation with the Executive team as necessary.

All Directors have access to the advice and services of the Company Secretary, who is responsible to the Board for ensuring that Board procedures are complied with. The Company Secretary is responsible for advising the Board, through the Chairman, on all governance matters.

The appointment and removal of the Company Secretary is a matter for the Board as a whole.

The Board has a schedule of six pre-arranged meetings during the year. In addition, such other meetings as are required are arranged to deal with specific issues or transactions. There was full attendance by Directors at all pre-arranged Board meetings.

#### Takeover Directive

Disclosures relating to the Takeover Directive are included in the Directors' report (under "Share capital") on page 57.

### DIVISION OF RESPONSIBILITIES

#### Board of Directors

The Board consists of five Directors; two Executive Directors and three Non-Executive Directors, including the Chairman. The Board is chaired by John Nicholas. Ben Stocks is the Group Chief Executive, Chris Tyler was the Group Finance Director until his resignation on 20 April 2021 whereupon James Mills became the Group Finance Director. Jasi Halai, Sally Martin and John Nicholas are Independent Non-Executive Directors. Sally Martin is the Senior Independent Non-Executive Director.

The Directors' appointment and removal is a matter for the Board as a whole. The Senior Non-Executive Director is available for consultation with shareholders through the Company Secretary, by written submission. The Executive Directors and the Chairman have met with the Company's major shareholders and other potential investors on a regular basis and have reported to the Board on those meetings.

The Board considers the independence of each Non-Executive Director and assesses relationships and circumstances likely to affect each Director's judgement. The Board considers each Non-Executive Director to be independent of management.

All of the Directors offer themselves for re-election at each Annual General Meeting.

On joining the Board, a new Director receives appropriate induction including meeting with other Directors, visiting the Group's principal operations and meeting with senior management and the Group's principal advisers.

The Board has put in place a procedure by which any Director may take independent professional advice at the expense of the Company in furtherance of their duties as a Director of the Company.

The Company maintains Directors' and Officers' liability insurance.

## COMPOSITION, SUCCESSION, EVALUATION AND REMUNERATION

### Board Committees

The Board has set formal terms of reference for each of its committees setting out the composition, scope of work and reporting requirements for each Committee.

### Nomination Committee

The Board has established a Nomination Committee to provide a transparent process and procedure for considering succession and the appointment of new Directors to the Board.

The Report of the Nomination Committee on page 63 includes details of the Nomination Committee's remit, composition, attendance, and scope of work in the year.

The Nomination Committee's full terms of reference are available on the Group's website, [www.porvair.com](http://www.porvair.com).

### Audit Committee

The Board has established an Audit Committee to review and advise the Board on matters relating to the internal controls and financial reporting of the Group.

The Report of the Audit Committee on pages 64 and 65 includes details of the Audit Committee's remit, composition, attendance, scope of work in the year and related judgements. A discussion of the Group's internal controls and its approach to internal audit is given in the Audit risk and internal control section on pages 61 and 62.

The Audit Committee's full terms of reference are available on the Group's website, [www.porvair.com](http://www.porvair.com).

### Remuneration Committee

The Board has established a Remuneration Committee to review and advise the Board on matters relating to the Executive Directors' remuneration.

The Remuneration report on pages 66 to 83 includes details on remuneration policy, practices and the remuneration of the Directors.

The Remuneration Committee's full terms of reference are available on the Group's website, [www.porvair.com](http://www.porvair.com).

### Evaluation

The Board undertakes a rigorous self assessment review each year to consider its own performance. The procedures include individual interviews by the Chairman with each Director, review of an assessment form and discussion of the findings at a Board meeting. The Senior Independent Non-Executive Director maintains regular contact with the other Independent Non-Executive Directors and the Executive Directors, sufficient to monitor the performance of the Chairman. The Chairman, in consultation with the Executive Directors, monitors the performance of the Non-Executive Directors.

The Chairman has conducted interviews and assessments with each Director and the performance of the Executive Directors has been considered in detail by the Remuneration Committee without the Executive Directors present. The Chairman considers that, following the application of the Board's formal performance evaluation programme, each Director's performance continues to be effective and each Director has demonstrated commitment to their role.

## AUDIT, RISK AND INTERNAL CONTROL

### Internal control

The Board has overall responsibility for ensuring that the Group maintains a system of internal controls and for reviewing its effectiveness. The system is not designed to eliminate the risk that the Group's objectives will not be achieved but to ensure that there is an ongoing process for identifying, evaluating and managing the significant risks. As with any such system, it can only provide reasonable, but not absolute, assurance against material misstatement or loss. The Board has reviewed the effectiveness of the process regularly throughout the year. The Group's key procedures are as follows:

Control environment – Group management and Board controls – each operating business has its own management group which meets regularly to monitor operational matters. Each operating business is responsible for establishing its own system of internal controls and for ensuring compliance with those controls. The Divisional Director of each operating business reports to the Group Chief Executive, and clearly defined lines of responsibility have been established within this organisational structure. The senior finance executive in each operation has a dual responsibility to report within their operation to the Divisional Director and to the Group Finance Director. The Executive Directors normally visit all operations regularly to perform detailed reviews, however in the last two years, reviews have generally been conducted online.

Control environment – Operational controls – in addition to the Group internal control systems, each business follows control procedures set out by regulators and customer requirements.

These include:

- ISO 9001 systems and controls;
- OSHA health and safety reviews;
- Quality control procedures and inspections;
- Insurance provider reviews;
- Export ITAR compliance controls;
- Customer site and product reviews;
- Aerospace/nuclear compliance and traceability;
- AS9100 compliance audits;
- EPA compliance audits; and
- GLP/FDA compliance.

## Corporate governance continued

Risk management – operating business management has clear responsibility for the identification of risks facing each operation, and for establishing procedures to investigate and monitor such risks. A review of each operation's risk management is included in the normal cycle of Executive Directors' reviews of the operations. The Board reviews a group register of risks and mitigations on a regular basis as part of its normal Board reporting. The Board also commissions independent reviews of the key risks facing the Group as appropriate. Full details of the Group's risk management processes are given in the section on Principal risks and uncertainties on pages 28 to 32.

Information and control systems – the Group's systems provide management with regular and reliable management information. Information systems are specific to each reporting entity with common Group systems used for management reporting and consolidation. The Group has a comprehensive process of annual budgets, target setting, and detailed monthly reporting.

The annual budget of each operating business and the consolidated Group budget are approved by the Board as part of its normal responsibilities.

Each operation produces full monthly management accounts comprising an income statement, cash flow statement, balance sheet and a forecast for the full year. The Executive management team review the performance with the operations' management.

Monthly management accounts are consolidated at Group level. The Board receives copies of the monthly management accounts and reviews the performance of the Group in detail at each Board meeting.

Monitoring system – the Board has established a framework of controls encompassing procedures applicable to all businesses that are subject to executive review.

The Group operates a self assessment process so that the operating businesses can quantify the extent of their compliance with control objectives. Each separate accounting entity completes an annual self assessment questionnaire which highlights areas where control improvements could be made. The results of these control questionnaires are reviewed with senior management and new controls are implemented as necessary.

The Group operates an internal audit cycle consisting of peer reviews conducted by the Group's financial controllers or other suitably experienced employees or by external professional services firms. The scope of the reviews each year is agreed in advance with the Audit Committee and the formal reports on each review are considered by the Audit Committee.

The Group Finance Director conducts monthly reviews with the senior finance executive of each business, focused on controls and governance, together with commercial and operational matters.

The Audit Committee considers the Group's internal audit arrangements provide an acceptable level of review, appropriate for the size of the business.

Whistleblowing policy – the Group has a formal whistleblowing procedure which gives employees the opportunity to escalate their concerns, ultimately to the Senior Non-Executive Director. There were no matters arising in 2021 that were treated as whistleblowing incidents (2020: none).

Consolidation process – full management accounts for each entity in the Group are consolidated each month and review and analysis is carried out on those results. These consolidated accounts form the basis of reports that are provided to Board members every month. Statutory consolidated results are prepared at each half year and full year which are reconciled with the consolidated management accounts.

The Audit Committee and the Board have reviewed the effectiveness of the Group's internal controls for the period from 1 December 2020 up to the date of approval of the Annual Report and Accounts and have addressed issues as they have been identified.

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**Chris Tyler**  
Company Secretary  
28 January 2022

## Report of the Nomination Committee

### Governance

The Company's Nomination Committee provides a transparent process and procedure for the appointment of new Directors to the Board. The Nomination Committee comprises all of the Non-Executive Directors and is chaired by the Chairman of the Company. The Nomination Committee's responsibilities include:

- Identifying and nominating candidates to fill Board vacancies;
- Evaluating the balance of skills, diversity, knowledge and experience on the Board and the leadership needs of the organisation; and
- Succession planning.

The balance of skills, diversity, knowledge and experience, the leadership of the organisation and succession planning are considered by the Board as a whole at least annually.

### Succession planning

The Committee monitors the length of service and the skills and experience of the Non-Executive Directors to assist in succession planning. Succession plans for the Executive Directors are routinely discussed between them and the Chairman. The Committee is confident that the Board has the necessary skills and experience to contribute to the Company's strategic direction and expects to continue to strengthen the Non-Executive Directors' knowledge and experience of the Group's operations in the coming year.

Succession plans for the Group's 30 most senior executives are considered by the Board at least once a year to identify likely succession requirements and ensure that development plans are in place to prepare those managers expected to be able to fill more senior positions as they arise.

### Board recruitment process

An external search consultancy is appointed to advise on each appointment to the Board. In the case of Executive Directors, the Committee seeks to include candidates, if appropriate, from the existing employees. Candidates from an initial list are interviewed by the Chairman and Chief Executive. Following selection by the Chairman and Chief Executive, shortlisted candidates (generally no more than three) are then interviewed by the other Directors. Once a suitable candidate has been identified, the Chairman of the committee recommends to the Board that the Company make a formal offer of employment to the candidate.

### Boardroom diversity

Recruitment of Board candidates is conducted, and appointments made, on merit and suitability against objective selection criteria with consideration of, amongst other things, the benefits of diversity on the Board, including gender. The Board currently has five members, it expects to have either five or six members. The Board will seek to ensure that the composition of the Board includes at least two female and two male members. The gender ratio of the Board is 40% female and 60% male.

### 2021 activities

The work carried out by the Committee in 2020 to split the role of Group Finance Director and Group Company Secretary was implemented in 2021. James Mills joined the Board as Finance Director on 12 April 2021. Chris Tyler resigned from the Board on 20 April 2021 but retained his role as Group Company Secretary.

The Nomination Committee met once during the period to consider the Group's leadership, succession planning and gender diversity. The Board takes into account gender and racial diversity when considering appointments to the Board because this aligns with the Group's overall strategy. The Board considers that the current composition of the Board has an appropriate balance of gender and racial diversity.

All Directors are required to submit themselves for re-election every year at the Annual General Meeting.

### John Nicholas

Chairman of the Nomination Committee  
28 January 2022

## Report of the Audit Committee

### Statement by the Chairman of the Audit Committee

The Committee's role is to assist the Board by reviewing: the integrity of the Group's financial reporting; the quality of the external and internal audit review processes; the appropriateness of the Group's internal controls; and compliance with a range of financial, governance and other compliance issues.

The Committee has put a particular emphasis in the year on:

- Monitoring, through regular update meetings, the scope and delivery of the Auditor's work; in particular the hybrid mix of visits to physical locations and an online audit approach, which included late changes to the approach as pandemic guidance on travel and working from home was amended.
- Accounting for and integrating the Kbio acquisition.
- Ensuring that internal controls are maintained throughout the Group despite the pandemic restrictions placed on senior management conducting usual regular site visits. Specifically, the Committee authorised a further review by PwC China of the internal controls in Metal Melt Quality's China operation.

**Jasi Halai**

Chairman of the Audit Committee  
28 January 2022

### Report of the Audit Committee

The Audit Committee has an agreed timetable of meetings with agendas. Representatives of the Group's Auditor, RSM, attend meetings by invitation. Other employees of the Company may be invited to attend meetings as and when required.

The Audit Committee comprised all the Independent Non-Executive Directors of the Company, with the exception of the Chairman of the Group. Jasi Halai is the Chairman of the Committee. Sally Martin is the other member of the Committee. The Board has designated Jasi Halai as the member of the Committee with recent and relevant financial experience. All members of the Committee are deemed to have the necessary ability and experience to understand the financial statements. The Committee as a whole has competence relevant to the sector in which the Group operates.

The Audit Committee met three times during the year. There was full attendance by the members. Two of those meetings were held prior to the Board meetings to approve the announcement of the Group's full year and interim announcements. At those meetings, the Committee considered the financial reporting judgements made by the management. Its deliberations are informed by accounting papers and financial reports prepared by management and reviews prepared by the Group's Auditor. The third meeting focused on the work that RSM planned to undertake in conducting their annual audit.

The particular area of focus for the Committee in reviewing the judgements underlying the financial statements this year is accounting for major contract provisions.

The Group is party to several long term contracts in respect of major projects, including gasification projects entered into in previous years and other contracts entered into in the year ended 30 November 2021.

These contracts contain warranties. Management has assessed the likelihood of economic outflows in relation to these warranties and has made provisions based on its best estimates of the probable economic outflows.

Management has recognised provisions of £4.7 million as at 30 November 2021. £3.8 million relates to warranties on these contracts, of which £3.2 million relates to a single gasification customer.

The Committee recognises the high degree of judgement and estimation involved in determining these provisions. It has reviewed the basis for the provisions set out by the management and has challenged the management on the likelihood of the related risks arising. The Committee concurred with the accounting and presentation of these provisions.

The Committee also reported to the Board that it considered that, taken as a whole, the 2021 Annual Report was fair, balanced and understandable and included the necessary information to assess the performance, business model and strategy of the Group. The Committee reviewed papers specifically relating to:

- the treatment of adjusting items on the face of the income statement and in the notes to the accounts;
- pension accounting;
- provisions;
- the carrying value of goodwill and intangible assets;
- calculation of share based payments;
- going concern and viability; and
- accounting for the acquisition of Kbiosystems Limited.

Meetings between the Committee Chairman, the Auditor and the Group Finance Director prior to the scheduled meetings provided an early review of the judgements and assumptions included in each paper and enabled the Chairman of the Committee to direct additional work as required. The Committee was able to further challenge the management and assess the Auditor's work in the January 2022 Audit Committee meeting, such that the Committee was able to satisfy itself that the Auditor had demonstrated professional scepticism, and challenged the management's assumptions and judgements. The Committee was able to satisfy itself that the assumptions and judgements included in the papers prepared by management were reasonable and appropriate.

In addition to its work reviewing the Group's financial statements, the Committee has:

- reviewed announcements relating to the financial performance and reviewed significant financial reporting judgements contained therein, in particular the information contained in the Group's interim report;

- monitored the Group's internal financial controls and the Group's internal control and risk management systems and ensured that these are properly reviewed by the Group's management in line with the procedures set out on pages 61 and 62;
- reviewed the scope of the internal audit work done in assessing the operating companies' internal controls and procedures. The internal audit work is generally undertaken through a system of peer reviews by the Group's finance function. However, this year, in view of the travel restrictions and language difficulties, the Committee commissioned a review by PwC China of the internal controls in the Metal Melt Quality China plant. The Committee considers the Group to be too small to justify a dedicated internal audit function;
- agreed the scope, remuneration and terms of engagement of the external Auditor; specifically the Committee sought to ensure that the audit covered the Group as a whole and included tests and procedures on the smaller entities that might otherwise have been considered immaterial for review;
- monitored the external Auditor's effectiveness, independence and objectivity. The Committee carefully monitored the review, undertaken by RSM, of the interim financial information for the six months ended 31 May 2021 and the work carried out by RSM in relation to their audit of the Group and Company accounts for the year ended 30 November 2021. The Committee is satisfied with the quality and independence of their work;
- considered the robustness of the audit process; the quality and timeliness of its delivery; the quality of the Auditor's staff and reporting; and its value for money. In making its assessment, the Committee made use of a professionally prepared checklist to guide its assessment; discussed the audit delivery with the management; met with the audit partner at each Audit Committee meeting in the year; and the Committee Chairman met with the audit partner ahead of each Audit Committee meeting;
- assessed the extent to which the Auditor challenged the judgements made by management. The Committee, management and the Auditor consider the key areas of judgement within the accounts well in advance of the final year audit. These areas of judgement are included for specific focus in the audit plan. The Committee is presented with papers from the management on the key areas of judgement in the accounts. The judgements contained within these papers are assessed by the Auditor in their reporting to the Committee. Outside the formal meetings, the Chairman of the Committee meets with the audit partner ahead of each Committee meeting to obtain a detailed understanding of the audit work that has been undertaken;
- reviewed arrangements by which staff of the Group may raise concerns about possible improprieties in matters of financial reporting or other matters;
- considered its own effectiveness by means of a professionally prepared checklist and made recommendations to the Board for improvements where necessary; and
- reported to the Board on how it has discharged its responsibilities.

The Audit Committee has set a policy which is intended to maintain the independence and objectivity of the Company's Auditor when acting as Auditor of the Group accounts. The policy governs the provision of audit and non-audit services provided by the Auditor and limits the fees and scope of the services that may be performed by the Group's Auditor. In summary, the Auditor is limited to fees of no more than 70% of the average fees agreed for the audit in the prior three years and may only undertake:

- reporting required by law or regulation to be provided by the Auditor;
- reviews of the interim financial information;
- reporting on regulatory returns;
- reporting on government grants;
- reporting on internal financial controls when required by law or regulation;
- extended audit work that is authorised by the Audit Committee performed on financial information and/or financial controls where this work is integrated with the audit work and is performed on the same principal terms and conditions;
- reports required by competent authorities/regulators supervising the Group where the authority/regulator has either specified the Auditor or identified to the Group that the Auditor would be an appropriate choice of service provider; and
- audit or other services provided as Auditor or reporting accountant, that an objective, reasonable and informed third party would conclude the understanding of the Group obtained by the Auditor is relevant to the service and the nature of the service provided and would not compromise independence.

All non-audit services in excess of £20,000 provided by the Auditor must be approved by the Committee.

The fees paid to the Auditor for audit services, audit related services and other non-audit services are set out in note 4 of the consolidated financial statements. RSM has not provided any other services to the Group in the year.

The Audit Committee is authorised to engage the services of external advisers, as it deems necessary, at the Company's expense in order to carry out its function.

#### **Tenure of the Auditor**

RSM was appointed on 15 September 2020 following a competitive tender process. Graham Ricketts has been the audit partner since appointment.

## Remuneration report

### Annual Statement by the Chairman of the Remuneration Committee ("the Committee")

On behalf of the Board, I am pleased to present our Remuneration report for 2021. In line with the UK Government reporting regulations on Directors' pay, introduced in October 2013, and the 2018 Corporate Governance Code, this report has been split into three sections:

- a statement by the Chairman of the Committee;
- an annual report on remuneration – that discloses how the current remuneration policy has been implemented during the year ended 30 November 2021 and includes a summary of the plans in place for 2022; and
- a Remuneration Policy statement – that sets out the components of the Company's current remuneration policy and is in place for three years from 20 April 2021.

We will seek your support for the annual report on remuneration, in the form of an advisory vote at the AGM on 14 April 2022.

We would like to thank shareholders for their support of the 2020 Remuneration report and for the revised Remuneration Policy. At the AGM on 20 April 2021, the advisory vote on the 2020 Remuneration report received almost 100% of the votes in favour of the resolution and the revised Remuneration policy received 97% of votes in favour of the resolution.

#### The Committee's objectives

The Committee's remit is to set policies and levels of remuneration to encourage actions by management that are in the long term interests of the Company and its shareholders. The Remuneration Committee met three times during the year. The meetings were fully attended by the Committee members.

The Remuneration Committee aims to provide remuneration packages that:

- are competitive, but not excessive;
- are designed to attract, retain and motivate managers of high quality to deliver growth for the business;
- are aligned with shareholders' interests;
- include an element of the potential reward linked to personal performance; and
- encourage the Executive Directors to accumulate shares in the Company.

### Annual bonus awards and vesting of Long Term Share Plan

Porvair's corporate purpose, as stated in the section "Strategy and business model" of the Annual Report, is to develop specialist filtration, laboratory and environmental technologies for the benefit of all stakeholders. Success of the strategy is measured by consistent earnings per share growth, and improvement in selected ESG metrics. The annual bonus is based on cash generated from operations as well as achievement of strategic objectives including ESG metrics. Growth in earnings per share is rewarded through the long term incentive awards.

#### 2021 bonus and LTSP vesting

In the past year, the cash generation performance of the Group was good. The Committee approved a maximum award of 70% of salary for the financial component of the annual bonus. Progress was made towards the agreed strategic objectives. The Committee decided that a 20% of salary award would be made for achievement of these objectives, representing two thirds of the maximum in relation to this component of the annual bonus.

In 2018, the Committee set a target for the long term incentive award, granted in January 2019, of adjusted earnings per share of 30.9 pence in the year ended 30 November 2021 to achieve 100% vesting. 30% of the award would vest if the Group achieved adjusted EPS of 26.5 pence in FY2021. A sliding scale would operate if the adjusted EPS is between 26.5 pence and 30.9 pence. Adjusted earnings per share in the year ended 30 November 2021 was 25.2 pence, consequently no shares from this award vested.

#### 2022 targets and grants

For 2022 the Committee has decided that the potential bonus award should continue to be a maximum of 100% of salary with 70% available for achievement of financial objectives and 30% for progress on strategic objectives. Stretching targets have been set to achieve the maximum payout.

The Committee has decided that it should award the Executive Directors with LTSP 2018 options with a face value of 150% of salary that will vest based on the earning per share in the year ending 30 November 2024. Vesting in full will require the Group to achieve adjusted EPS of at least 38.2 pence, requiring 15% compound annual growth over the three year period.

#### Revised Remuneration policy

A revised Remuneration policy was adopted at the AGM on 20 April 2021, which incorporated certain best practice features which had developed since the last approval of our previous policy. These are summarised below.



#### Pensions

Executive Director pension contributions will reduce to the UK workforce level by 1 December 2022. The current UK workforce pension contribution into the defined contribution scheme is 7% of base salary.

#### Bonus deferral

Under the previous policy, there was no formal bonus deferral mechanism. Instead, there was discretion to pay a portion of the net-of-tax bonus in shares if the shareholding requirement had not been met.

Under the new policy bonus deferral will be set at 25% of any gross bonus payable to the Executive Directors if both of the following apply:

- if the shareholding requirement has not been met; and
- if the annual bonus maximum is set above 75% of base salary.

The previous discretion to pay a portion of the net-of-tax bonus in shares is retained but modified so that it applies to no more than 25% of the annual bonus and deferral is on a gross basis. This change increases alignment with shareholders and introduces an area of best practice to the remuneration policy.

#### Removal of discretion to grant exceptional LTSP awards

The previous policy provided for normal awards of up to 150% of base salary and exceptional awards of up to 250% of base salary. The exceptional element has been removed from the new policy.

#### Clawback and malus

The previous clawback and malus provisions could be triggered in the case of gross misconduct or misstatement of results. The revised policy introduces three additional triggers, namely, corporate failure, reputational damage, and miscalculation of incentive amounts.

#### Shareholding requirement

The shareholding requirement for Executive Directors has been increased from a requirement to build a holding equal to base salary to twice base salary within five years of joining.

#### Post-cessation shareholding requirement

A post-cessation shareholding requirement which will operate as follows:

- in the first year post-employment, former Executive Directors will be required to hold the lower of their applicable shareholding on leaving employment or 200% of their final base salary; and
- in the second year post-employment they will be required to hold the lower of their applicable shareholding on leaving employment or 100% of final base salary.

Shares vesting from LTSP grants or annual bonus awards after the 2021 policy came into effect will count towards this requirement. A two-year post-vesting holding period was already in operation for LTSP awards under the previous policy.

#### Sally Martin

Chairman of the Remuneration Committee  
28 January 2022

**Remuneration report** continued**ANNUAL REPORT ON REMUNERATION**

This report complies with the UK Corporate Governance Code published in July 2018 (the "UK Corporate Governance Code") and other relevant regulation, including the remuneration reporting regulations (The Large and Medium-sized Companies and Groups (Accounts and Reports) (Amendment) Regulations 2013) (the "Remuneration Regulations"). It sets out the Group's remuneration policy and details of Directors' remuneration. A resolution to approve this report will be proposed at the Annual General Meeting in April 2022.

**The Committee**

The Remuneration Committee recommends to the Board the framework, or broad policy, for the remuneration and long term incentive arrangements of the Company's Executive Directors and Chairman. The Committee also has an advisory role in relation to major changes in employee benefit structures throughout the Company and the Group. The Committee uses external published benchmark data to guide its deliberations. The remuneration of the Non-Executive Directors is set by the Executive Directors.

The members of the Remuneration Committee are drawn solely from the independent Non-Executive Directors. The Remuneration Committee currently comprises all of the independent Non-Executive Directors of the Company. To be quorate at least two members of the Committee must attend.

Sally Martin is the Chairman of the Committee. The Group Chief Executive may be invited to attend and speak at meetings of the Remuneration Committee but does not participate in any matter which impacts upon his own remuneration arrangements. The Committee met three times during the year. The meetings were fully attended by all of its members.

**INFORMATION REQUIRED TO BE AUDITED****Summary of Executive Directors' remuneration packages**

The Executive Directors' remuneration packages consist of: a base salary; a discretionary annual cash bonus earned for the achievement of financial and non-financial objectives; the grant of share options and long term incentives with three year financial performance targets; the provision of pension benefits, or a cash allowance in lieu of pension benefits; and other benefits.

**Executive Directors' remuneration**

The following table shows the total remuneration of the Executive Directors for the year:

	Basic salary and fees £'000	Taxable benefits £'000	Pension £'000	Fixed Total 2021 £'000	Annual bonus £'000	Long term incentives £'000	Variable Total 2021 £'000	Total 2021 £'000
<b>2021</b>								
<i>Executive Directors</i>								
J A Mills (appointed 12 April 2021)	125	9	8	142	110	–	110	252
B D W Stocks	322	17	36	375	290	–	290	665
C P Tyler (resigned 20 April 2021)	88	8	18	114	79	–	79	193
	Basic salary and fees £'000	Taxable benefits £'000	Pension £'000	Fixed Total 2021 £'000	Annual bonus £'000	Long term incentives £'000	Variable Total 2021 £'000	Total 2020 £'000
<b>2020</b>								
<i>Executive Directors</i>								
B D W Stocks	322	17	90	429	–	–	–	429
C P Tyler	226	16	47	289	–	–	–	289

In 2021 the Executive Directors incurred PAYE tax and national insurance contributions amounting to £483,000 (2020: £698,000).

Ben Stocks' basic salary will be increased from 1 December 2021 by 3.5% (2021: nil). This is in line with the general salary for all other employees. James Mills will become eligible for a pay rise on 1 December 2022.

**Benefits**

Benefits for the Executive Directors comprised: a cash allowance in lieu of a company car; medical insurance and wellness benefits; life assurance; and permanent health insurance. Life assurance benefits covering a lump sum of eight times salary on death in service were provided for Ben Stocks through the Porvair Pension Plan. Life assurance benefits of eight times salary on death in service were provided for Chris Tyler through an excepted life trust. Life assurance benefits of four times salary on death in service were provided to James Mills through a Registered Life Scheme. The Executive Directors are covered by the Group's permanent health insurance scheme.

**Pension entitlements**

The Porvair plc Pension and Death Benefit Plan ("the Plan") is a contributory defined benefit scheme, which is now closed to new employees. Pension benefits from the Plan were subject to the HMRC earnings cap and the Group has continued to maintain an earnings cap since the HMRC limits were removed in April 2006.

Pension benefits, up to the capped limit of £157,800 of salary until 31 March 2021 and £159,000 thereafter, were provided in the period for Ben Stocks by the Plan. Ben Stocks is entitled to pension benefits from the Plan on the same basis as all other members. Currently the employee and employer contributions are 10% and 17% of basic salary respectively. The Plan has a normal retirement age of 65. Only basic salary is pensionable. Ben Stocks was aged 59 on 30 November 2021. In the event that he retires early he may, at the discretion of the Trustees of the Plan, apply to draw a reduced pension. There is no actuarial benefit to the individual to retiring early.

Ben Stocks also received 21% additional salary on the difference between his full salary and the capped limit in lieu of pension benefits until 1 March 2021, when the additional salary reduced to 17%. It subsequently reduced to 12% on 1 December 2021. A further reduction to 7% will be implemented on 1 December 2022. This additional salary is not included in calculations for annual bonus or Long Term Share Plan awards.

James Mills receives a 7% contribution towards a pension scheme in line with the rest of the workforce. Chris Tyler received 21% additional salary in lieu of pension benefits until his resignation on 20 April 2021. This additional salary or pension contribution is not included in calculations for annual bonus or Long Term Share Plan awards.

### Annual bonus

Bonus payments to Executive Directors are made at the discretion of the Committee for achievement of Group financial performance targets and strategic objectives. In 2021, awards were capped at 100% of base salary. Up to 70% related to achievement of financial performance targets and up to 30% related to achievement of strategic objectives. Bonuses are not pensionable but may be paid directly into the Executive Directors' pension schemes if requested.

The table below shows the targets set for 2021:

Target	Target at operating plan level	Target for maximum payout	% salary awarded for operating plan achievement	% salary awarded for maximum achievement	Achieved	% of salary awarded
Adjusted operating cash flow	£16.7m	£19.7m	25%	70%	£20.1m	70%
Strategic: For Group margin improvement, operational performance in the Aerospace & Industrial division and progress in acquisitions	N/A	N/A	N/A	30%	See below	20%

The adjusted operating cash flow can be reconciled to the cash generated from operations. It is a measure that is impacted by Group profitability and control of working capital. The measure used for bonus purposes excludes the benefit of any covid-related external funds. It is based on the management accounts for the year, which are translated at constant exchange rates. This ensures that the cash flows in foreign subsidiaries are based on the same exchange rates as the target.

The Committee noted, in relation to the strategic objectives, that the Group completed the Kbiosystems acquisition; progress was made in margin improvement initiatives; and there were operational improvements in the Aerospace & Industrial division. The Group's strategy of acquiring bolt-on acquisitions resumed with the acquisition of Kbiosystems. It was integrated into the Laboratory division and performed well in its first nine months in the Group. Margin improvements were achieved in the Metal Melt Quality division and the Laboratory division and, although a fall in aerospace revenue drove a margin fall in the Aerospace & Industrial division, the operational performance of the division improved. The Committee concluded that a 20% of salary bonus should be paid, to reflect the progress made in the year. This represents two thirds of the maximum bonus achievable for strategic objectives.

For 2022 annual bonus awards will be capped at 100% of base salary. Up to 70% may be paid on achievement of financial performance targets based on adjusted operating cash flow, and up to 30% on achievement of strategic objectives. The targets for adjusted operating cash flow, which are commercially sensitive, are set by the Remuneration Committee before the start of the financial year. Achievement of plan will be rewarded with a 25% of salary award. Non-financial strategic targets will be based on margin improvement, progress on achieving ESG metrics and progress on major projects including product introductions, larger sales contract wins and acquisitions.

The Committee considers these targets to be consistent with the Group's strategy and purpose.

### Vesting of Long Term Share Plan

#### 2020 vesting

Options granted in 2018 under the 2008 scheme could only be exercised in full if the Committee was satisfied that in the financial year ended 30 November 2020 ("FY2020") the Group achieved Basic EPS of at least 26.7 pence. 30% of the award would vest if the Group achieved Basic EPS of 22.6 pence in FY2020. A sliding scale operated if the Basic EPS was between 22.6 pence and 26.7 pence. No shares vested if the Basic EPS in FY2020 was below 22.6 pence. No shares from this award vested.

#### 2021 vesting

Options granted in 2019 under the LTSP 2018 scheme can only be exercised in full if the Committee is satisfied that in the financial year ending 30 November 2021 ("FY2021") the Group has achieved Adjusted EPS of at least 30.9 pence. 30% of the award will vest if the Group has achieved Adjusted EPS of 26.5 pence in FY2021. A sliding scale will operate if Adjusted EPS are between 26.5 pence and 30.9 pence. No shares vest if the Adjusted EPS in FY2021 was below 26.5 pence. No shares from this award vested.

**Remuneration report continued****Share options and long term incentive plan shares**

Awards of share options and long term incentive plan shares are at the discretion of the Committee.

The Company operates a discretionary share option plan, which was updated in 2018. The LTSP 2008 scheme may not grant any awards after 8 April 2018. A resolution put to the AGM on 17 April 2018 introduced a new LTSP ("LTSP 2018") on substantially the same terms as the old scheme. The schemes provide nominally priced options or share awards with a ten year life, subject to vesting conditions after three years based on performance conditions set by the Committee. The principal differences between the LTSP 2008 and the LTSP 2018 are:

- Malus provisions are embedded in the LTSP 2018 scheme documentation.
- Clawback provisions are available at the discretion of the Committee.
- A cap of 250% of base salary, at the discretion of the Committee, to be used in exceptional circumstances. LTSP 2008 had an uncapped discretion.
- The Committee may make normal awards up to 150% of salary per annum to an Executive.
- LTSP 2018 makes provision for the Committee to introduce a holding period of up to two years after the end of the vesting period.

The Company also periodically offers invitations to all UK permanent employees to join Save As You Earn ("SAYE") schemes. Currently there are three year and five year schemes running following invitations in October 2017, October 2019 and February 2021.

The maximum number of shares that may be issued under the Company's option schemes may not exceed 10% of the Company's issued share capital in any 10 year period:

The market price of the Company's ordinary shares at 30 November 2021 was 690 pence per share (2020: 540 pence per share).

The range of market prices during the year was 510 pence to 700 pence.

**Directors' holdings in shares and share options**

In awarding long term incentive shares to the Executive Directors, the Remuneration Committee encourages the Executive Directors to build up a holding of shares in the Company. The Committee requires the Executive Directors to build up a shareholding through the retention of long term incentive awards equal to base salary to twice base salary within five years of joining. Ben Stocks has exceeded this guideline since April 2013, James Mills has until April 2026 to achieve the target.

The beneficial interests at 30 November 2021 and 30 November 2020 of the Directors and their connected persons in the ordinary shares of the Company are shown below. There have been no changes in those interests up to the date of this report.

	2021		2020	
	Ordinary shares (number)	Share options (number)	Ordinary shares (number)	Share options (number)
<i>Executive Directors</i>				
J A Mills	–	46,200	N/A	N/A
B D W Stocks	673,253	154,137	671,778	128,137
<i>Non-Executive Directors</i>				
J H Halai	2,933	–	2,933	–
S J Martin	–	–	–	–
J E Nicholas	7,500	–	7,500	–

Details of the share options held by the Executive Directors at the end of the year, which have been granted under Porvair Share Option Schemes, are as follows:

	At 30 November 2020 (number)	Granted in the year (number)	Lapsed in the year (number)	Exercised in the year (number)	At 30 November 2021 (number)	Exercise price	Grant date	Exercisable from	Expiry date
<b>B D W Stocks</b>									
Vested									
2018	66,600	-	(66,600)	-	-	2p	31/01/2019	31/01/2022	31/01/2029
Unvested									
SAYE	7,537	-	-	-	7,537	398p	01/10/2017	01/10/2022	01/04/2023
2018	54,000	-	-	-	54,000	2p	07/02/2020	07/02/2023	07/02/2030
2018	-	92,600	-	-	92,600	2p	02/02/2021	02/02/2024	02/07/2031
	128,137	92,600	(66,600)	-	154,137				
<b>J A Mills</b>									
Vested									
2018	-	46,200	-	-	46,200	2p	21/04/2021	21/04/2024	21/04/2031
	-	46,200	-	-	46,200				

#### Scheme interests awarded during the financial year

The table below sets out the options granted during 2020 and 2021:

	Date of grant	Scheme	Number	Exercise price	Share price used to value grant	Face value of grant £'000
<b>B D W Stocks</b>	7 February 2020	2018	54,000	2p	594p	321
	2 February 2021	2018	92,600	2p	521p	501
<b>C P Tyler</b>	7 February 2020	2018	38,000	2p	594p	226
	2 February 2021	2018	65,000	2p	521p	339
<b>J A Mills</b>	21 April 2021	2018	46,200	2p	553p	255

For performance over the three year period to 30 November 2024, the Committee has decided that Ben Stocks will be awarded 75,450 2 pence options and James Mills will be awarded 44,150 2 pence options under LTSP 2018 immediately after the announcement of the Group's results. The share price used to value the grant was 662 pence per share.

The Long Term Share Plan shares granted were calculated to equal 150% of a year's salary for each Executive Director based on the average share price over the final quarter of the preceding financial year. Future awards will be calculated on the same basis. The Long Term Share Plan shares are options issued at the nominal value of the Company's ordinary shares of 2 pence.

#### Performance conditions of the unvested share options

Options granted in 2020 under LTSP 2018, can only be exercised in full if the Committee is satisfied that in the financial year ending 30 November 2022 ("FY2022") the Group has achieved Adjusted EPS of at least 33.7 pence. 30% of the award will vest if the Group has achieved Adjusted EPS of 29.2 pence in FY2022. A sliding scale will operate if Adjusted EPS are between 29.2 pence and 33.7 pence. No shares vest if the Adjusted EPS in FY2022 are below 29.2 pence.

Options granted in 2021 under the LTSP 2018 scheme can only be exercised in full if the Committee is satisfied that in the financial year ending 30 November 2023 ("FY2023") the Group has achieved Adjusted EPS of at least 32.9 pence. 20% of the award will vest if the Group has achieved Adjusted EPS of 24.3 pence in FY2023. A sliding scale will operate if Adjusted EPS are between 24.3 pence and 32.9 pence. No shares vest if the Adjusted EPS in FY2023 are below 24.3 pence.

The Committee intends to award options, after announcement of the Group results under LTSP 2018, which can only be exercised in full if the Committee is satisfied that in the financial year ending 30 November 2024 ("FY2024") the Group has achieved Adjusted EPS of at least 38.3 pence. 20% of the award will vest if the Group has achieved Adjusted EPS of 28.3 pence in FY2024. A sliding scale will operate if Adjusted EPS are between 28.3 pence and 38.3 pence. No shares vest if the Adjusted EPS in FY2024 are below 28.3 pence.

**Remuneration report continued**

These unvested options are subject to an additional two year holding period after the end of the vesting period. After the vesting period, before the end of the two year holding period, the option holder may exercise the option but may only sell sufficient shares to settle the option price and the income tax payable.

The options granted under the SAYE scheme 2017, 2019 and 2021 were issued at a 20% discount to the market price at the date of grant. These options have no performance conditions.

The Company funds the Employee Benefit Trust, approved at the 2015 AGM, to settle incentive share awards. At 30 November 2021 the Trust held 255,700 shares (2020: 135,700 shares).

The Executive Directors did not exercise any share options or sell any shares in 2021.

The table below sets out the options exercised during 2020:

	Date of exercise	Scheme	Number	Exercise price	Share price on date of exercise
B D W Stocks	17 February 2020	2008	76,200	2p	680p
C P Tyler	14 February 2020	SAYE	6,312	240p	715p
	17 February 2020	2008	53,500	2p	680p

The Executive Directors' total gain on the exercise of share options in 2020 was £909,348 before deduction of income tax and national insurance. On exercise, the Executive Directors sold all these shares. In addition in 2020, Ben Stocks sold 95,330 and Chris Tyler sold 59,970 from their shareholdings.

**Non-Executive Directors**

The table below gives the salary and fees of the Non-Executive Directors:

	Basic salary and fees £'000
<b>2021</b>	
J H Halai	39
S J Martin	39
J E Nicholas	94
	<b>172</b>
<b>2020</b>	
P Dean (resigned on 3 February 2020)	6
J H Halai	38
S J Martin	38
J E Nicholas	93
	<b>175</b>

**Payments to former Directors**

Chris Tyler resigned from the Board on 20 April 2021. He retained his role as Group Company Secretary and moved to a part time contract on 1 June 2021. He receives salary and benefits in line with other Group senior managers for this role and retains the options granted to him under the LTSP 2018 granted to him prior to 20 April 2021. No other payments (2020: £nil) were made during the year ended 30 November 2021 to any other former Directors of the Company or any other Group company.

## INFORMATION NOT REQUIRED TO BE AUDITED

### Performance graph and table

The following graph charts total shareholder return against the FTSE SmallCap Index for the last ten years. Given the size and nature of the Group, the FTSE SmallCap Index is the logical comparator index.

### 10 year total shareholder return

The table below shows the total remuneration for the Chief Executive Officer and the percentages of the maximum awards of performance related pay received over the past ten years:

Year	CEO	Single figure total remuneration £'000	Annual variable element % of max	Long term incentives % of max
2021	Ben Stocks	665	90%	0%
2020	Ben Stocks	429	0%	0%
2019	Ben Stocks	996	57%	100%
2018	Ben Stocks	1,078	83%	100%
2017	Ben Stocks	1,029	87%	87.5%
2016	Ben Stocks	991	90%	95%
2015	Ben Stocks	1,151	97%	100%
2014	Ben Stocks	1,298	100%	100%
2013	Ben Stocks	1,169	97%	100%
2012	Ben Stocks	927	93%	92%

The table below shows the percentage change in remuneration of the Executive Directors and the Group's UK employees as a whole between 2020 and 2021.

	Percentage increase/(decrease) in remuneration in 2021 compared with 2020	
	Chief Executive Officer	UK employees
Salary and fees	0%	3%
Taxable benefits	(1)%	2%
Annual bonuses	N/A%*	N/A%*
Total	155%	3%

\*The percentage increase in annual bonus cannot be calculated for 2021 because the bonus in 2020 was zero.

James Mills, the Group Finance Director has not been added to this table because he has not yet completed a full year of service.

The UK employees are considered a suitable comparator Group because the Chief Executive Officer is UK based and subject to the same macro-economic conditions as other UK employees.

**Remuneration report continued**

The table below shows the ratio between the consolidated single total figure of remuneration of the Group Chief Executive and the lower, median and upper quartile pay of our UK employees. We have used the remuneration of the permanent full time UK employees who have been employed throughout the year ended 30 November 2020 as the comparator Group. We have used Option A as we consider it to be the most accurate method of comparison.

Year	Method	25th percentile	50th percentile	75% percentile
2019/2020	Option A	18	14	10
2020/2021	Option A	25	21	15
For the year 2020/2021		25th percentile	50th percentile	75% percentile
Salary		£25,131	£30,107	£41,216
Total remuneration		£26,857	£31,002	£43,992

The ratios are higher in the current year because the Chief Executive received a bonus in the year ended 30 November 2021 (2020: £nil). The Chief Executive has a larger proportion of his total pay based on variable elements linked to performance than other UK employees.

The Committee has considered the wider workforce alignment of total reward with the Executive Directors. Alignment of salary percentage increases and the reduction in pension contribution rates to align with the workforce are recent examples of the Committee's work in this area.

**Relative importance of spend on pay**

As required by the Remuneration Regulations, the table below compares total staff remuneration with the amounts paid in dividends to shareholders and the investments made by the Group for capital expenditure, acquisitions, and research and development.

	2021 £'000	2020 £'000	Difference £'000
Total spend on pay	45,332	44,800	532
Dividends paid	2,345	2,253	92
Investments: Capital expenditure, acquisitions, and research and development	10,292	7,728	2,564

**Statement of voting at the Annual General Meeting**

A resolution to approve the Remuneration Policy included in the 2020 Report and Accounts was passed by the shareholders at the AGM on 20 April 2021. 96.8% of votes were cast in favour of the resolution. 3.2% of votes were cast against the resolution and 947,611 votes were withheld.

A resolution to approve the Report of the Remuneration Committee included in the 2020 Report and Accounts was passed by the shareholders at the AGM on 20 April 2021. Almost 100% of votes were cast in favour of the resolution and 668,087 votes were withheld.

A resolution to approve the Report of the Remuneration Committee included in the 2019 Report and Accounts was passed by the shareholders at the AGM on 21 April 2020. 97.2% of votes were cast in favour of the resolution. 2.8% of votes were cast against the resolution and 20,188 votes were withheld.

**Advisers to the Committee**

During the year, the Committee has reviewed published surveys of the remuneration of directors of similar sized companies. No independent advice was taken. In 2020, the Committee took independent advice from Alvarez & Marsal on the remuneration of Directors and the preparation of the revised remuneration policy. Alvarez & Marsal were appointed to advise the Committee following a tender process. The fee was £15,000 based on the time involved.

The Committee received input into its decision making from reports prepared by the Executive Directors, none of whom were present at any time when their own remuneration was being considered.

**Remuneration Policy**

A revised Remuneration Policy, set out on pages 75 to 83, was approved by shareholders at the Annual General Meeting on 20 April 2021. The Remuneration Policy is expected to remain in force until the AGM in 2024.

On behalf of the Board

**Sally Martin**

Chairman of the Remuneration Committee  
28 January 2022



**REMUNERATION POLICY AS PRESENTED TO AND APPROVED AT THE GROUP'S 2021 AGM****Introduction**

The Group's policy is to provide remuneration packages for its senior executives that reflect their contribution to the business, the performance of the Group, and the need to attract and retain executives of the highest quality.

The Remuneration Committee ("the Committee") seeks to provide straightforward and easily understood remuneration packages, which align the interest of the Directors with those of shareholders. The Committee seeks to set remuneration guidelines that incentivise management to deliver on the Group's long term strategy and short term goals with an appropriate mix of fixed and variable pay. The Committee aims to provide remuneration packages that:

- are competitive, but not excessive;
- are designed to attract, retain and motivate managers of high quality;
- are aligned with shareholders' interests;
- include an element of the potential reward linked to personal performance; and
- encourage the Executive Directors to accumulate shares in the Company.

The policy set out below was approved by shareholders at the April 2021 Annual General Meeting and will remain in force until the Annual General Meeting in 2024.

**Changes from the previous policy**

The Committee believes that the two previous remuneration policies have served the Group and its shareholders well. However, certain new "best practice" features have developed since the last approval of our policy and the Committee has decided that these should be adopted.

Changes in the 2021 Policy are:

- Reduce Executive Director pensions to the UK workforce level by 1 December 2022;
- Introduce formal bonus deferral options;
- Remove the discretion to grant exceptional LTSP awards of 250% of base salary;
- Amend the clawback and malus provisions to introduce the additional triggers of miscalculation, serious reputational damage and corporate failure;
- Increase the shareholding requirement from 1x to 2x base salary; and
- Introduce a post-employment shareholding requirement.

These changes, together with some minor changes to help the implementation of the policy, are reflected in the new policy set out overleaf.

**The policy**

In this forward looking section the Group's remuneration policies and potential future outcomes for each Executive Director and the Group's policy for rewarding Non-Executive Directors are described.

These policies and the individual elements of the reward package are reviewed each year to ensure that they remain in line with good practice and support the delivery of the Group's strategy.

## Remuneration report continued

### REMUNERATION POLICY AS PRESENTED TO AND APPROVED AT THE GROUP'S 2021 AGM

The table below summarises the main components of the remuneration package for Executive Directors:

#### Fixed remuneration components

Remuneration component	How the component operates	Maximum payouts
<b>Base salary</b> Purpose: <ul style="list-style-type: none"> <li>To attract and retain executives of high quality.</li> </ul>	Initial salaries on joining or appointment to the role are set by reference to: <ul style="list-style-type: none"> <li>The level of skill and experience of the individual.</li> <li>The scope of responsibilities required in the role.</li> <li>Market comparators for similar roles in similar sized quoted businesses.</li> </ul> Salaries are reviewed annually and fixed for a year. The rate of increase is influenced by: <ul style="list-style-type: none"> <li>The annual increase given to other UK employees.</li> <li>The current rate of UK CPI inflation.</li> <li>Market comparators for similar roles in similar sized quoted businesses.</li> </ul>	Current salary levels are disclosed in the Remuneration report. Salary increases will normally be in line with those awarded in the UK operations of the Group. Increases above this level may be made in specific situations, such as progression and development in the role; material changes to the business; or changes to the remit or responsibilities of the executive.
<b>Pensions</b> Purpose: <ul style="list-style-type: none"> <li>To provide a competitive package for Executive Directors.</li> </ul>	<ul style="list-style-type: none"> <li>The Executive Directors are provided with a cash contribution in lieu of pension benefits.</li> <li>Ben Stocks is a member of the closed Porvair Pension Plan and his benefits up to a capped limit of salary are provided by the Plan. Above the limit he receives a cash contribution in lieu of pension benefits.</li> </ul>	The current level of contribution provided to the Executive Directors is disclosed in the Remuneration report. The maximum Company contribution will not exceed 25% of base salary.  By 1 December 2022, the level of contribution provided to the Executive Directors will be in line with that offered to other UK staff. Thereafter, Executive Director pension contributions will be adjusted in line with any adjustments to the pension contribution rate for UK staff.  The Committee may change the Directors' pension arrangements in response to new legislation or regulations provided that any changes do not materially increase the cost to the Company.
<b>Benefits</b> Purpose: <ul style="list-style-type: none"> <li>To provide a competitive package for Executive Directors.</li> </ul>	Benefits comprise: <ul style="list-style-type: none"> <li>A company car or allowance, including car insurance.</li> <li>Medical insurance and health benefits.</li> <li>Life insurance/spouse's pension.</li> <li>Permanent health insurance.</li> <li>Certain professional and membership fees.</li> <li>Relocation allowances.</li> </ul>	The Committee reserves the power to deliver benefits which, in aggregate, have a cost of up to 25% of base salary.  The Committee may exceed this limit in exceptional circumstances, including (but not limited to) where there are changes in the underlying benefits provided, changes to benefit providers and changes in individual circumstances (such as health status or location).

#### Performance conditions

No performance measures apply to the fixed elements of remuneration; however the performance of the Group and the individual are taken into account in determining annual pay and benefit awards.

## REMUNERATION POLICY AS PRESENTED TO AND APPROVED AT THE GROUP'S 2021 AGM

### Variable remuneration components

Remuneration component	How the component operates	Maximum payouts
<b>Annual bonus</b> Purpose: <ul style="list-style-type: none"> <li>To encourage and reward actions consistent with the near term (annual) priorities of the Group.</li> </ul>	<p>Executive Directors are eligible to participate in an annual bonus scheme. Participation in each annual scheme and the objectives set are entirely at the discretion of the Committee. The Committee administers the scheme, which is governed by terms set out in the minutes of the Committee's meetings. The performance targets for the year are set following the Group's annual strategy review and their delivery is assessed after the Group's financial year end. The final determination of awards is based on the Group's audited financial statements. The principal elements of the scheme are:</p> <ul style="list-style-type: none"> <li>The Committee determines the maximum potential annual award at the start of each financial year.</li> <li>An element of the annual bonus is based on the financial performance of the Group in the year and an element is based on the delivery of strategic objectives, which may be financial or non-financial.</li> <li>The annual bonus is not pensionable.</li> <li>The bonus is paid after the announcement of the Group's annual results.</li> <li>The payment for achievement of the threshold performance target is no greater than 35% of the maximum annual bonus opportunity.</li> <li>The bonus is normally paid in cash. However, the Deferred Share Bonus Plan will allow deferral of 25% of any bonus payable to the Executive Directors if both of the following apply:               <ol style="list-style-type: none"> <li>If the shareholding requirement has not been met; and</li> <li>If the annual bonus maximum has been set above 75% of base salary.</li> </ol> </li> <li>Bonus deferral may also be operated under the Deferred Share Bonus Plan in other circumstances in agreement with the Executive Directors.</li> </ul>	<p>The Committee determines, at the start of each year, the maximum amount that the Executives may earn under the annual bonus scheme. The maximum that the Executives can earn in annual bonuses in each year is disclosed in the Remuneration report. The Committee may not offer an annual bonus scheme with the potential to earn more than 100% of base salary.</p>

### Performance conditions

At the start of each financial year, the Committee sets performance targets based on Group financial operating expectations and strategic objectives designed to reward the Executives for delivering near term priorities of the Group. At the same time, the Committee determines the ratio of awards between each element of the bonus.

Performance targets, set with reference to the Group's annual operating plan and strategic priorities for the year, are disclosed in the Remuneration report. The Group's annual operating performance targets, which typically relate to adjusted annual operating profit, annual operating cash flow, or similar annual operating measure, are measured on a sliding scale with the maximum payout reserved for significant outperformance compared to plan. The strategic targets are typically based on achievement of specific identified objectives critical to the delivery of the Group's annual or three-year operating plans; their achievement is based on the judgement of the Committee.

## Remuneration report continued

### REMUNERATION POLICY AS PRESENTED TO AND APPROVED AT THE GROUP'S 2021 AGM

#### Variable remuneration components (continued)

Remuneration component	How the component operates	Maximum payouts
<b>Long term share plan and share options</b> <b>Purpose:</b> <ul style="list-style-type: none"> <li>To motivate and incentivise Executive Directors to deliver sustained performance over the longer term in line with shareholder interests.</li> </ul>	<p>Awards under the LTSP are generally made in the form of 2 pence options but may also be made as direct awards of shares under the LTSP 2018. The scheme is operated by the Committee under the specific scheme rules. Each year the Committee determines:</p> <ul style="list-style-type: none"> <li>The period of time over which performance will be judged, which may not be shorter than three years under the scheme rules.</li> <li>That there will be a holding period of up to two years following the end of the performance period, such that the period from the date of grant to the first time that awards may be realized will be five years.</li> <li>The number of shares to be awarded as options and to whom.</li> <li>The performance criteria.</li> <li>The level of vesting for threshold performance, which cannot exceed 30% of the shares under award.</li> </ul> <p>Vested awards may be settled by the issue of new shares or from shares held by an Employee Benefit Trust ("EBT").</p> <p>Shares awarded under the LTSP 2018 are subject to malus and clawback provisions as described below.</p> <p>For options issued under the LTSP 2018, after the vesting period but before the end of the holding period the Executive may exercise the options and sell only sufficient shares to settle the option price and tax liability arising on the exercise. The remaining shares must be held until the end of the holding period.</p> <p>For shares awarded under the LTSP 2018, the Executive may sell sufficient shares on vesting to settle any tax liability arising but must hold the remainder until the end of the holding period.</p> <p>Shares or options that vest are eligible for dividend equivalent payments for the period from award to the end of the holding period at the discretion of the Committee.</p>	<p>The Committee determines, at the start of each year, the amount of option or award shares that the Executives will be granted in the year. This amount is disclosed in the Remuneration report each year. The Committee may offer awards up to 150% of base salary in any one year, based on the average share price of the Group over the final quarter of the preceeding financial year.</p>

#### Performance conditions

The scheme rules require the Remuneration Committee to set performance criteria for vesting each LTSP award. The Committee aims to set stretching vesting criteria based on achievement of financial goals set out in the Group's three year strategic plan. It seeks to set criteria that are simple to manage and understand and which are, if applied consistently, aligned over the longer term with the delivery of value to shareholders. The Committee discloses in the Remuneration report the performance criteria for each unvested award including those awards to be made in the coming year.

There is generally a minimum metric below which there is no vesting and a maximum metric which earns 100% of the award. A sliding scale of vesting operates between the maximum and minimum.

The Remuneration Committee has adopted stretching EPS growth as the performance criteria for the LTSP as it believes that this provides a reliably measurable target in line with the Group's medium and long term objectives. As part of its annual awards process, the Committee considers each year whether this basis remains appropriate. Each year the Remuneration report discloses the prospective awards and performance conditions that will apply. The Committee has discretion to adopt alternative performance metrics should it conclude that alternative targets better align the Executive performance with the long term delivery of value to shareholders.

**REMUNERATION POLICY AS PRESENTED TO AND APPROVED AT THE GROUP'S 2021 AGM**

**Variable remuneration components (continued)**

Remuneration component	How the component operates	Maximum payouts
<b>Save as you earn scheme</b> Purpose: <ul style="list-style-type: none"> <li>To encourage and incentivise regular saving for all UK employees.</li> <li>To allow UK employees to benefit from tax efficient HMRC approved gains from any growth in the Group's share price.</li> <li>To encourage ownership of the Group's shares.</li> </ul>	<p>UK employees are entitled to subscribe for options under the Group's three and five year Save As You Earn Schemes. The scheme is governed by the rules set out in the Porvair plc SAYE Share Options Plan 2014.</p> <p>The Group offers new SAYE schemes to coincide with the maturity of previous SAYE schemes. This means that schemes generally commence on 1 October in years when a scheme matures.</p> <p>The scheme rules allow the options to be issued at up to a 20% discount to the prevailing market price, which is determined at the time the offer is made to employees, generally approximately two months before the start of the scheme.</p> <p>At the end of the savings period, provided the employee has maintained the monthly savings plan, the option shares vest and the employee has the choice of a return of the cash saved in the building society account or to use the savings to acquire the option shares. The options must be exercised within six months of the date of vesting.</p> <p>Vested awards may be settled by the issue of new shares or, for issues made after 2015 Annual General Meeting, from shares held by an Employee Benefit Trust ("EBT").</p> <p>Non-Executive Directors may not join the scheme.</p>	<p>SAYE schemes allow a maximum of £500 per month to be saved. The Group offers three and five year saving schemes. The number of shares under option is determined by the amount saved in an authorized building society account plus interest over the vesting period divided by the option price determined at the date of subscription to the scheme.</p>
<b>Performance conditions</b> The scheme has no performance conditions.		

**Shareholding requirement**

The Committee has set a target for Executive Directors to hold the equivalent of at least the value of two year's base salary in Porvair shares within five years of joining the Board.

A post-employment shareholding requirement is also in place and will apply to all shares vesting from incentive awards granted after the adoption of this policy. In the first year post-employment, executive directors will normally be required to hold the lower of their applicable shareholding on leaving employment or 200% of their final base salary. In the second year post-employment they will normally be required to hold the lower of their applicable shareholding on leaving employment or 100% of final base salary.

**External appointments**

Executive Directors are able to undertake one Non-Executive Directorship outside the Company with the consent of the Board. Any fees received may be retained by the Director.

**Discretions**

The Committee retains certain discretions over the management and operation of the variable elements of the Executive Directors' remuneration. The annual bonus scheme is discretionary and therefore the Committee retains full authority to vary its terms and its payouts in each financial year. Its powers are limited by the maxima set out in this policy and by the limits it sets for the Executives within the Committee minutes. The limits for each annual bonus are published in advance in the Remuneration report.

The long term share plans are governed by the scheme rules approved by shareholders. The rules of the scheme allow for the fair operation of the scheme through discretions delegated to the Committee. Under these discretions the Committee may:

- waive the requirement for the employee to pay the employer's National Insurance.
- grant options with a shorter life than 10 years.
- award the option holder with additional shares equivalent to the dividends that the option holder would have earned if the shares had been held throughout the option period.
- increase the number of shares that can be exercised by a good leaver or the personal representatives of an employee dying in service, which would normally be based on the proportion of the performance period that has elapsed prior to their cessation of employment, having due regard for the likelihood that the performance conditions will be met.
- allow an employee leaving for reasons other than as a good leaver to be able exercise their options after the date that they have given notice to leave employment.

## Remuneration report continued

### REMUNERATION POLICY AS PRESENTED TO AND APPROVED AT THE GROUP'S 2021 AGM

- amend the performance conditions if an event has occurred such that the performance of the Company should be measured by a fairer measure affording a more effective incentive to the employee.
- in determining whether a performance condition has been met, make such adjustments as they consider necessary to take account of underlying performance.
- determine whether performance conditions have been met in the event of a corporate event such as change of control or demerger.
- in the event of a change of control, in exceptional circumstances, permit more award shares or options to become vested than would be calculated by the proportion of the performance period that has elapsed.
- in the event of a rights issue or capitalisation issue, make such adjustments as it considers appropriate to the number of shares under option.
- make minor amendments to the plan to improve its administration, reflect changes in legislation, or to maintain favourable tax treatment for the participants or the Company.

#### Long Term Share Plan – Performance adjustment (malus)

The Committee may, at its absolute discretion, require an Executive Director to forfeit all or a proportion of his unvested award shares and/or all or a proportion of the vested award shares in respect of which the option award has not otherwise been settled, in the exceptional circumstances of corporate failure, reputational damage, misconduct or misstatement by the Executive Director (or for which the Executive Director is determined, in the Committee's absolute discretion, to be solely or jointly accountable). The terms of any forfeiture shall be determined by the Committee.

#### Long Term Share Plan – Forfeiture of vested awards (clawback)

At the award date, the Committee determines whether an award should be granted subject to clawback. If it is decided that the award should be subject to clawback then in the exceptional circumstances of corporate failure, reputational damage, misconduct or misstatement by the Executive Director (or for which the Executive Director is determined, in the Committee's absolute discretion, to be solely or jointly accountable); which had it been known at the time of vesting would have caused the Committee to take a different decision regarding the vesting of the award shares; the Committee may, in its absolute discretion, take any or all of the following steps in respect of the vested award shares:

- reduce the number of unvested award shares to which the Executive Director is entitled under any other award and/or proportion of the vested award shares in respect of which the Executive Director has not exercised an option award (or in respect of which the option award has not otherwise been settled);
- require the Executive Director to transfer any vested award shares back to the Company, or to such other person or persons as the Company shall nominate, for nil consideration;
- reduce the amount of any further awards to be granted to the Executive Director;
- reduce the amount of any cash bonus or shares payable to the Executive Director under any other plan operated by the Company; and/or
- require the Executive Director to pay to the Company or any Group company an amount equal to the amount of any or all of the proceeds the Executive Director realised on the disposal of any of the shares acquired pursuant to the award.

When enforcing the clawback terms, the Committee shall take into account:

- the amount (if any) paid by the Executive Director to acquire any shares in relation to the award;
- the amount of tax and national insurance contributions actually paid or still to be paid by the Executive Director in relation to the award or the sale of any of the shares acquired in relation to the award (after taking account of any relief available); and
- the number of shares subject to the award that would have vested (if any) had the misconduct or misstatement been known by the Remuneration Committee at the time.

If the Committee wishes to exercise its right to enforce clawback in respect of any award (or part of an award) in accordance with its powers it shall communicate the clawback terms to the Executive Director in writing on or around the time that the misconduct or misstatement is discovered.

Clawback ceases to apply to any award (or part of an award) after three years from the date on which the award shares became vested award shares.

## REMUNERATION POLICY AS PRESENTED TO AND APPROVED AT THE GROUP'S 2021 AGM

### Annual Bonus – Malus and Clawback

The annual bonus is discretionary and therefore the Committee retains full authority to vary its terms each year within the framework set out in this policy. In the exceptional circumstances of corporate failure, reputational damage, misconduct or misstatement by the Executive Director, the Committee may take any, or all, of the following steps:

- Cancel or reduce the bonus earned by the Executive Director in the year in which the misconduct or misstatement comes to light.
- Reduce the amount of awards in future years.
- Require the Executive Director to repay bonuses and deferred bonuses relating to the financial years affected by the misconduct or misstatement.

When enforcing any clawback of bonus the Committee will take into account amounts of tax and national insurance paid or still to be paid in relation to previously awarded bonuses, which cannot be recovered.

### Estimate of the total future potential remuneration

The charts below set out estimates of the potential remuneration for each of the Executive Directors based on their remuneration packages for the year ending 30 November 2021, using the LTSP awards to be made in 2021 to calculate the variable element of pay. The assumptions included in each scenario are described below:

#### Fixed

- Consists of base salary, pension and benefits.
- Base salary is the current salary.
- Benefits are assumed to be in line with those received in 2020.
- Pensions are assumed to be in line with current practice.

#### For performance in line with both the annual and three-year operating plan

- Annual bonus of 35% of salary.
- Long term share plan ('LTSP') award of 20% of maximum.
- Share price based on the final quarter of the financial year ended 30 November 2020 (521 pence).

#### For performance significantly above both the annual and three year operating plan, the maximum award based on:

- Annual bonus of 100% of salary.
- LTSP award of 150% of salary.
- Share price based on the final quarter of the financial year ended 30 November 2020 (521 pence).

#### For the maximum award assuming a 50% increase in the share price the calculation is based on:

- Annual bonus for 100% of salary.
- LTSP award of 150% of salary.
- A share price of 780 pence.

Ben Stocks

Chris Tyler

**Remuneration report** continued**REMUNERATION POLICY AS PRESENTED TO AND APPROVED AT THE GROUP'S 2021 AGM**

Remuneration component	How the component operates	Maximum payout
<b>Fees</b>	<p>Cash fees normally paid on a monthly basis.</p> <p>Fees are reviewed annually.</p> <p>Non-Executive Directors receive a fixed annual fee plus expenses reimbursement, which reflects their time commitment to the business and comparatives from similar sized quoted companies.</p> <p>Non-Executives are not eligible for any bonus or incentive or pension schemes.</p> <p>No additional fees are paid for acting as Senior Non-Executive Director or for chairing committees but the Board reserves the right to introduce these in appropriate circumstances.</p>	<p>There is no prescribed maximum individual fee or fee increase, but fees are subject to the cap set out in the Articles of Association which may be revised from time to time but only with shareholder approval.</p> <p>Current fee levels are set out below for information.</p>

**Policy on Non-Executive Directors**

The Non-Executive Directors receive letters of appointment with a maximum notice of three months. They are subject to annual re-election, in common with the Executive Directors, in accordance with the best practice set out in the UK Corporate Governance Code. In the event that a Non-Executive Director fails to be re-elected at the Annual General Meeting they are required to resign with immediate effect. The remuneration policy for Non-Executive Directors is set out below.

The current scale of remuneration is:

	£'000
Chairman	93
Other Non-Executive Directors	38

**Engagement with shareholders**

The Committee considers shareholder feedback received during the AGM and any other shareholder meetings as part of its annual review of its remuneration. The Chairman of the Remuneration Committee is available, on request, to discuss issues of remuneration with shareholders of the Group.

Where the Remuneration Committee proposes to make material changes to the remuneration policy or the way that it is implemented or to introduce a new long term incentive plan, the Committee seeks the views of major shareholders prior to seeking, where required, general shareholder approval at a general meeting.

Discussions were held with a number of shareholders prior to the 2021 AGM to explain some of the terms of the proposed remuneration policy.

**Relationship with employees' pay**

All employees receive a salary, pension and benefit package with levels of salary commensurate with their responsibilities. Executives throughout the Group participate in various bonus schemes designed to reward good performance in their operations.

The Committee takes into account proposed or agreed changes to employees' pay and conditions as part of its review of the remuneration of Executive Directors. Except in exceptional circumstances, this results in the percentage annual pay increases awarded to Executive Directors being broadly in line with the percentage increases applied to other UK employees.

The Committee maintains an overview of the remuneration policies throughout the Group. It seeks to ensure that employees are paid a market rate for their particular roles and that there is consistency in targets set where performance related pay might be awarded. Employees are not consulted in the process of setting the policy for Executive Directors' remuneration.

**Recruitment of Directors**

In the event that the Company appoints a new director, in determining appropriate remuneration arrangements, the Committee will take into consideration all relevant factors (including but not limited to quantum, the type of remuneration being offered and the candidate's background) to ensure that arrangements are in the best interests of both the Company and its shareholders without paying more than is necessary to recruit a director of the required calibre. The Committee will align the remuneration package offered with the remuneration policy outlined in the policy table on pages 76 to 79.



## REMUNERATION POLICY AS PRESENTED TO AND APPROVED AT THE GROUP'S 2021 AGM

Depending on an individual's prior experience, the Committee may set salary below market norms, with the intention that it is realigned over time, typically two to three years, subject to performance in the role. In this situation, the Committee is permitted to exceed the "normal" rate of annual salary increase set out in the policy table on pages 76 to 79.

In the year of appointment, the Committee may offer additional remuneration arrangements that it considers appropriate and necessary to recruit and retain the individual. The Committee may authorise:

- awards to 'buy-out' remuneration arrangements forfeited on leaving a previous employer. In such circumstances any arrangement will only compensate for remuneration foregone. The Committee will take account of relevant factors including any performance conditions attached to these awards, the form in which they were granted (e.g. cash or shares) and the time over which they would have vested. Any 'buy-out' of long term incentives on joining or initial incentives would normally be made under the LTSP 2018, and therefore subject to the rules of that scheme, but may be made outside of the LTSP 2018 using exemptions permitted under the Listing Rules.
- an award made under the LTSP 2018 in the first financial year of service which would be limited to a maximum of 250% of basic salary on joining, subject to suitably stretching performance criteria and a minimum vesting period of three years. An award in excess of the normal annual limit would only be made in exceptional circumstances; and
- other payments in relation to relocation expenses and other incidental expenses as appropriate.

For internal promotions, the Committee reserves the right to satisfy pre-existing executive incentive awards and other obligations which may be in place at the time of appointment.

### Service contracts and policy in respect of payments for loss of office

The Executive Directors have rolling contracts with the Company which can be terminated by either party giving twelve months' notice. This is considered to be an appropriate balance between flexibility and commitment by both parties.

Executive Directors' employment contracts provide for the Executive to receive salary; private medical insurance; use of a company car; and participate in the Group's annual bonus, share option plans and pension scheme.

Payments for loss of office are determined by the Committee based on the contractual entitlements of the Director concerned under service contracts and the terms of the Porvair plc Long Term Share Plan 2008 and 2018 and Porvair plc SAYE share option plan 2014.

Service contracts do not provide explicitly for termination payments or damages but the Company may make payments in lieu of notice. For this purpose, pay in lieu of notice would normally consist of base salary and other relevant emoluments for the relevant notice period but would always exclude any bonus or incentive payments. In addition, the Company has discretion in certain circumstances to pay certain fees relating to the termination; for example, fees for legal advice received by the Executive Director and fees for outplacement services. The Committee may pay any statutory entitlements or settle or compromise claims in connection with a termination of employment where considered in the best interests of the Company.

Annual bonus payments are normally only payable to Executives that are in employment and not in a notice period at the date when the bonuses are approved by the Committee. However, an annual bonus may be payable with respect to the proportion of a financial year served, although it would be pro-rated for time and paid at the normal payment date. Any deferred share element could be paid in cash. Any outstanding deferred bonus may be released or paid in cash subject to the terms of the relevant plan rules.

The LTSP and SAYE plans have normal good leaver and bad leaver provisions which determine the extent to which options and awards may be vested and exercised in the event of the Executive leaving the Group. The schemes also include provisions to determine the extent that options may be exercised or award shares received in the event of a change in control of the Group.

For good leavers under the LTSP, awards will usually vest at the normal vesting date, subject to the satisfaction of any performance conditions and will be reduced pro-rata in accordance with the plan rules. However, the Remuneration Committee has discretion to allow awards to vest at an earlier date and discretion to disapply the normal pro-rata reduction.

When making decisions regarding the treatment of remuneration at the date of termination, the particular circumstances of the Executive Director's loss of office will be taken into account by the Committee to determine the extent to which mitigation of payments should apply; LTSP and SAYE options can be vested and exercised; and the extent to which payments under the discretionary annual bonus plan would be paid.

## Independent Auditor's report to the members of Porvair plc

### Opinion

We have audited the financial statements of Porvair plc (the 'parent company') and its subsidiaries (the 'Group') for the year ended 30 November 2021, which comprise the Consolidated income statement, Consolidated statement of comprehensive income, Consolidated balance sheet, Consolidated cash flow statement, Consolidated statement of changes in equity, Parent company balance sheet, Parent company statement of changes in equity and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law and International Accounting Standards in conformity with the requirements of the Companies Act 2006 and international financial reporting standards adopted pursuant to Regulation (EC) No 1606/2002 as it applies in the European Union. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards including FRS 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

#### In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the parent company's affairs as at 30 November 2021 and of the Group's profit for the year then ended;
- the Group financial statements have been properly prepared in accordance with International Accounting Standards in conformity with the requirements of the Companies Act 2006 and international financial reporting standards adopted pursuant to Regulation (EC) No 1606/2002 as it applies in the European Union;
- the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006: and, as regards the Group financial statements, Article 4 of the IAS regulations.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the Group's and parent company's ability to continue to adopt the going concern basis of accounting included:

- Obtaining and assessing management's assessment of going concern for the going concern assessment period.
- Obtaining an understanding of management's going concern model and how the impact of Covid-19 has been reflected in the model.
- Checking the mathematical accuracy of management's forecasts.
- Assessing and challenging assumptions in management's forecasts.

- Assessing the reliability of management's forecasting, including comparison of historic forecasts to actual results and comparison of current forecasts to post year-end results.
- Corroborating cash balances and banking facilities at the reporting date and re-calculating compliance with banking covenants.
- Assessing the stress-testing completed by management and completing further stress-testing on cashflow forecasts.
- Assessing the completeness and accuracy of the disclosures made in the financial statements in respect of going concern.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In relation to the entities reporting on how they have applied the UK Corporate Governance Code, we have nothing material to add or draw attention to in relation to the directors' statement in the financial statements about whether the directors considered it appropriate to adopt the going concern basis of accounting.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### Summary of our audit approach

<b>Key audit matters</b>	<b>Group</b>
	• Warranty provisions
	<b>Parent Company</b>
	• None
<b>Materiality</b>	<b>Group</b>
	• Overall materiality: £725,000 (2020: £577,000) • Performance materiality: £544,000 (2020: £433,000)
	<b>Parent Company</b>
	• Overall materiality: £226,000 (2020: £246,000) • Performance materiality: £170,000 (2020: £185,000)
<b>Scope</b>	Our full scope and targeted audit procedures covered 94% of revenue, 84% of total assets and 100% of profit before tax.

### Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Group and parent company financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) we identified, including those which had the greatest effect on the overall audit strategy, the allocation of resources in the audit and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the Group and parent company financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

## Warranty provisions

<b>Key audit matter description</b>	<p>The Group is party to a number of long term contracts in respect of major projects, including gasification projects entered into in previous years and other contracts entered into in the year ended 30 November 2021.</p> <p>A number of these contracts contain warranties and management have assessed the likelihood of economic outflows in relation to these contracts and, where considered probable, have made provisions based on their best estimates of the probable economic outflows.</p> <p>In making these provisions, management are required to exercise a high degree of judgement and estimation and as a result of the level of judgement and estimation involved, the valuation of provisions has been identified as a potential fraud risk.</p> <p>Management have recognised provisions of £4.7 million as at 30 November 2021, £4.4 million of which relates to warranties and £3.2 million relates to a single gasification customer.</p> <p>Due to the high degree of judgement and estimation involved, as well as the quantum of the provisions and the potential risk of fraud, these provisions are considered to be a key audit matter.</p>
<b>How the matter was addressed in the audit</b>	<p>Our response to the risk included:</p> <ul style="list-style-type: none"> <li>• Understanding management's warranty provisioning process and evaluating the appropriateness of the accounting policy;</li> <li>• Reading and challenging management's papers in respect of significant provisions and assessing the recognition of provisions in the context of IAS 37;</li> <li>• Discussion of the latest position with management, including discussion with individuals in the operational teams of the components in which the provisions are made;</li> <li>• Audit of the inputs to the calculations to supporting evidence and checking the arithmetic accuracy of the calculations;</li> <li>• Challenging management on the appropriateness of the judgements and estimates made; and</li> <li>• Auditing the presentation and disclosures in the financial statements.</li> </ul>
<b>Key observations</b>	<p>Based on the results of the audit procedures outlined above, we concur with management's assessment of the existence and valuation of provisions for warranties.</p> <p>Disclosure of the estimates and judgements made by management in respect of the provisions and the changes in the provisions since the previous year is included in Note 1 (Key sources of estimation uncertainty) and in Note 21 of the consolidated financial statements.</p>

No key audit matters have been identified in respect of the parent company financial statements.

### Our application of materiality

When establishing our overall audit strategy, we set certain thresholds which help us to determine the nature, timing and extent of our audit procedures. When evaluating whether the effects of misstatements, both individually and on the financial statements as a whole, could reasonably influence the economic decisions of the users we take into account the qualitative nature and the size of the misstatements. Based on our professional judgement, we determined materiality as follows:

	Group	Parent company
<b>Overall materiality</b>	£725,000 (2020: £577,000)	£226,000 (2020: £246,000)
<b>Basis for determining overall materiality</b>	5% (2020: 5%) of profit before tax	0.3% (2020: 0.4%) of net assets
<b>Rationale for benchmark applied</b>	Profit before tax is considered to be the most appropriate benchmark as it is a key performance metric for the users of the consolidated financial statements.	Net assets is considered to be the most appropriate benchmark for the parent company as it is primarily a holding company.
<b>Performance materiality</b>	£544,000 (2020: £433,000)	£170,000 (2020: £185,000)
<b>Basis for determining performance materiality</b>	75% of overall materiality	75% of overall materiality
<b>Reporting of misstatements to the Audit Committee</b>	Misstatements in excess of £36,000 and misstatements below that threshold that, in our view, warranted reporting on qualitative grounds.	Misstatements in excess of £11,000 and misstatements below that threshold that, in our view, warranted reporting on qualitative grounds.

## Independent Auditor's report to the members of Porvair plc continued

### An overview of the scope of our audit

Porvair plc is a multi-national group operating across the UK, Europe, the US, and Asia. Its key operations are located in the UK and the US, with its headquarters in the UK. The Group consists of 19 components, located in the following countries;

- UK
- USA
- The Netherlands
- Germany
- China
- India

Our Group audit was scoped by obtaining an understanding of the Group and its environment, including Group-wide controls, and assessing the risks of material misstatement at the Group level.

Based on our assessment of the Group, we focused our Group audit scope primarily on Group businesses within the UK and the significant operations in the US. These components were subject to a full scope audit performed by the Group Auditor.

In addition, six other components were subject to targeted audit procedures on certain account balances, where the extent of our testing was based on our assessment of the risks of material misstatement and of the materiality of the Group's operations at those businesses. This category included one component that was assessed as significant based on risk with targeted procedures performed on that risk and other significant balances, and five non-significant components with targeted audit procedures performed on significant balances including revenue, receivables and inventory. Our audit work for each component was executed at levels of materiality applicable to each individual component, which were not higher than Group materiality.

The table below shows the coverage of the group achieved by components.

	Number of components	Revenue	Total assets	Profit before tax
Full scope audit	6	53%	73%	53%
Targeted audit procedures	6	41%	11%	48%
Reduced scope review procedures	7	6%	16%	(1)%
<b>Total</b>	<b>19</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Further specific audit procedures over the Group consolidation and areas of significant judgement including impairment of goodwill, business combinations, share based payments, defined benefit pension liability, leases and taxation were performed.

The Group audit team performed all audit procedures and no component Auditors were used.

### Other information

The other information comprises the information included in the annual report other than the financial statements and our Auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, the part of the directors' remuneration report to be audited has been properly prepared in accordance with the Companies Act 2006.

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements and those reports have been prepared in accordance with applicable legal requirements;
- the information about internal control and risk management systems in relation to financial reporting processes and about share capital structures, given in compliance with rules 7.2.5 and 7.2.6 in the Disclosure Rules and Transparency Rules sourcebook made by the Financial Conduct Authority (the FCA Rules), is consistent with the financial statements and has been prepared in accordance with applicable legal requirements; and
- information about the company's corporate governance code and practices and about its administrative, management and supervisory bodies and their committees complies with rules 7.2.2, 7.2.3 and 7.2.7 of the FCA Rules.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in:

- the Strategic Report or the Directors' Report; or
- the information about internal control and risk management systems in relation to financial reporting processes and about share capital structures, given in compliance with rules 7.2.5 and 7.2.6 of the FCA Rules.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements and the part of the directors' remuneration report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- a corporate governance statement has not been prepared by the parent company.

### **Corporate governance statement**

The Listing Rules require us to review the directors' statement in relation to going concern, longer term viability and that part of the Corporate Governance Statement relating to the parent company's compliance with the provisions of the UK Corporate Governance Statement specified for our review.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the Corporate Governance Statement is materially consistent with the financial statements or our knowledge obtained during the audit:

- Directors' statement with regards the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified set out on page 33;
- Directors' explanation as to its assessment of the Group's prospects, the period this assessment covers and why this period is appropriate set out on page 33;
- Directors' statement on fair, balanced and understandable set out on page 59;
- Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on page 28;
- The section of the annual report that describes the review of effectiveness of risk management and internal control systems set out on pages 61 and 62; and,
- The section describing the work of the audit committee set out on pages 64 and 65.

### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement set out on pages 58 and 59, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the parent company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### **The extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

## Independent Auditor's report to the members of Porvair plc continued

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the Group audit engagement team:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory frameworks that the Group and parent company operate in and how the Group and parent company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud; and
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

The most significant laws and regulations were determined as follows:

Legislation/ Regulation	Additional audit procedures performed by the Group audit engagement team included:
IFRS, FRS 101, Companies Act 2006 and Listing Rules	<ul style="list-style-type: none"> <li>• Review of the financial statement disclosures and testing to supporting documentation.</li> <li>• Completion of disclosure checklists to identify areas of non-compliance.</li> </ul>
Tax compliance regulations	<ul style="list-style-type: none"> <li>• Inspection of advice received from internal/external tax advisors.</li> <li>• Inspection of correspondence with local tax authorities.</li> <li>• Consideration of whether any matter identified during the audit required reporting to an appropriate authority outside the entity.</li> </ul>
Health and safety legislation	<ul style="list-style-type: none"> <li>• Inquiry of management and where appropriate, those charged with governance and inspection of legal and regulatory correspondence, if any.</li> </ul>

The areas that we identified as being susceptible to material misstatement due to fraud were:

Risk	Audit procedures performed by the audit engagement team:
Project revenue recognition and cut-off and completeness in relation to revenue from sale of goods	<p>For projects revenue procedures included:</p> <ul style="list-style-type: none"> <li>• Evaluating the application of IFRS 15 to the contract, including the identification of performance obligations.</li> <li>• Assessing and challenging the assumptions used in recognition of revenue on projects where revenue is recognised over time.</li> </ul> <p>For revenue from sale of goods procedures included:</p> <ul style="list-style-type: none"> <li>• Investigating transactions posted to nominal ledger codes outside of the normal revenue cycle as identified using a data analytic tool.</li> <li>• Testing cut-off, including obtaining copies of signed GDNs and evidence from third party distributors to confirm that the sale has been recognised at the date of delivery.</li> <li>• Testing the completeness of revenue by obtaining and testing the GDN listing for any instances where a corresponding sales invoice did not exist.</li> </ul>
Warranty provisions	Audit procedures performed on provisions are outlined in the Key Audit Matter section of this audit report.
Management override of controls	<ul style="list-style-type: none"> <li>• Testing the appropriateness of journal entries and other adjustments.</li> <li>• Assessing whether the judgements made in making accounting estimates are indicative of a potential bias.</li> <li>• Evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.</li> </ul>

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our Auditor's report.

**Other matters which we are required to address**

Following the recommendation of the audit committee, we were appointed by the Board on 15 September 2020 to audit the financial statements for the year ending 30 November 2020 and subsequent financial periods.

The period of total uninterrupted consecutive appointments is 2 years, covering the years ended 30 November 2020 to 30 November 2021.

The non-audit services prohibited by the FRC's Ethical Standard were not provided to the Group or the parent company and we remain independent of the Group and the parent company in conducting our audit.

Our audit opinion is consistent with the additional report to the audit committee.

**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*RSM UK Audit LLP*

**Graham Ricketts (Senior Statutory Auditor)**

For and on behalf of RSM UK Audit LLP, Statutory Auditor  
Chartered Accountants

25 Farringdon Street  
London EC4A 4AB

28 January 2022

## Consolidated income statement

For the year ended 30 November	Note	2021 £'000	2020 £'000
<b>Continuing operations</b>			
Revenue	2,3	146,310	135,011
Cost of sales		(99,353)	(91,469)
<b>Gross profit</b>		<b>46,957</b>	<b>43,542</b>
Distribution costs		(2,391)	(2,373)
Administrative expenses		(28,724)	(28,612)
<b>Adjusted operating profit</b>	2,3	<b>15,885</b>	<b>13,571</b>
<i>Adjustments:</i>			
Amortisation of acquired intangible assets	2	(740)	(611)
Other acquisition-related adjustments	2	(98)	442
Settlement of project-related warranties	2	–	4,005
Impairment of assets and restructuring costs	2	(542)	(4,850)
Paycheck Protection Program	2	1,337	–
<b>Operating profit</b>	2,3	<b>15,842</b>	<b>12,557</b>
Finance income	6	2	1
Finance costs	6	(1,086)	(1,001)
<b>Profit before income tax</b>	3,4	<b>14,758</b>	<b>11,557</b>
<b>Adjusted income tax expense</b>		<b>(3,210)</b>	<b>(2,642)</b>
<i>Adjustments:</i>			
Tax effect of adjustments to operating profit	2	396	(472)
Income tax expense	7	(2,814)	(3,114)
<b>Profit for the year</b>		<b>11,944</b>	<b>8,443</b>
<b>Earnings per share (basic)</b>	8	<b>26.0p</b>	<b>18.4p</b>
<b>Adjusted earnings per share (basic)</b>	8	<b>25.2p</b>	<b>21.6p</b>
<b>Earnings per share (diluted)</b>	8	<b>26.0p</b>	<b>18.4p</b>
<b>Adjusted earnings per share (diluted)</b>	8	<b>25.2p</b>	<b>21.6p</b>

## Consolidated statement of comprehensive income

For the year ended 30 November	2021 £'000	2020 £'000
<b>Profit for the year</b>	<b>11,944</b>	<b>8,443</b>
<b>Other comprehensive income</b>		
<b>Items that will not be reclassified to profit or loss</b>		
Actuarial gain/(loss) in defined benefit pension plan net of tax	1,600	(1,334)
<b>Items that may be subsequently reclassified to profit or loss</b>		
Exchange gains/(losses) on translation of foreign subsidiaries	12	(1,713)
Changes in fair value of foreign exchange contracts held as a cash flow hedge	–	(35)
	12	(1,748)
<b>Other comprehensive income/(expense) for the year</b>	<b>1,612</b>	<b>(3,082)</b>
<b>Total comprehensive income for the year attributable to the owners of Porvair plc</b>	<b>13,556</b>	<b>5,361</b>



## Consolidated balance sheet

Company registered number 01661935

As at 30 November	Note	2021 £'000	2020 £'000
<b>Non-current assets</b>			
Property, plant and equipment	10	21,235	20,716
Right of use assets	11	11,014	12,762
Goodwill and other intangible assets	12	74,103	70,039
Deferred tax asset	19	1,821	2,614
		<b>108,173</b>	<b>106,131</b>
<b>Current assets</b>			
Inventories	14	24,650	23,355
Trade and other receivables	15	21,344	20,674
Derivative financial instruments	13	–	23
Cash and cash equivalents	16	15,442	15,563
		<b>61,436</b>	<b>59,615</b>
<b>Current liabilities</b>			
Trade and other payables	17	(21,702)	(20,197)
Current tax liabilities		(853)	(192)
Borrowings	18	–	(1,379)
Lease liabilities	11	(2,207)	(2,007)
Derivative financial instruments	13	(20)	–
Provisions	21	(4,372)	(4,365)
		<b>(29,154)</b>	<b>(28,140)</b>
<b>Net current assets</b>		<b>32,282</b>	<b>31,475</b>
<b>Non-current liabilities</b>			
Borrowings	18	(5,217)	(9,303)
Deferred tax liability	19	(2,425)	(2,839)
Retirement benefit obligations	20	(12,602)	(15,395)
Other payables	25	(945)	–
Lease liabilities	11	(10,024)	(11,609)
Provisions	21	(296)	(268)
		<b>(31,509)</b>	<b>(39,414)</b>
<b>Net assets</b>		<b>108,946</b>	<b>98,192</b>
<b>Capital and reserves</b>			
Share capital	22	924	923
Share premium account	22	37,078	36,927
Cumulative translation reserve		7,657	7,645
Retained earnings		63,287	52,697
<b>Equity attributable to owners of the parent</b>		<b>108,946</b>	<b>98,192</b>
<b>Total equity</b>		<b>108,946</b>	<b>98,192</b>

The financial statements on pages 90 to 129 were approved by the Board of Directors on 28 January 2022 and were signed on its behalf by:

B D W Stocks



J A Mills



## Consolidated cash flow statement

For the year ended 30 November	Note	2021 £'000	2020 £'000
<b>Cash flows from operating activities</b>			
Cash generated from operations	24	18,624	13,220
Interest paid		(307)	(347)
Tax paid		(2,215)	(2,551)
<b>Net cash generated from operating activities</b>		<b>16,102</b>	<b>10,322</b>
<b>Cash flows from investing activities</b>			
Interest received		2	1
Acquisition of subsidiaries (net of cash acquired)	25	(3,968)	(588)
Purchase of property, plant and equipment	10	(3,182)	(3,458)
Purchase of intangible assets	12	(47)	(166)
Proceeds from sale of property, plant and equipment		9	–
<b>Net cash used in investing activities</b>		<b>(7,186)</b>	<b>(4,211)</b>
<b>Cash flows from financing activities</b>			
Proceeds from issue of ordinary shares	22	152	425
Purchase of EBT shares		(716)	(726)
Receipt of Paycheck Protection Plan loan		–	1,507
Repayment of revolving credit facility borrowings		(3,687)	–
Dividends paid to shareholders	9	(2,345)	(2,253)
Repayments of lease liabilities		(2,292)	(2,297)
<b>Net cash used in financing activities</b>		<b>(8,888)</b>	<b>(3,344)</b>
<b>Net increase in cash and cash equivalents</b>		<b>28</b>	<b>2,767</b>
Exchange losses on cash and cash equivalents		(149)	(93)
		(121)	2,674
Cash and cash equivalents at 1 December		15,563	12,889
<b>Cash and cash equivalents at 30 November</b>	16	<b>15,442</b>	<b>15,563</b>

## Reconciliation of net cash flow to movement in net debt

	2021 £'000	2020 £'000
Net debt at 1 December	(8,735)	(11,204)
Decrease/(increase) in borrowings	3,687	(1,507)
Paycheck Protection Plan loan waiver	1,337	–
Net increase in cash and cash equivalents	28	2,767
Decrease in lease liabilities	1,147	1,778
Effects of exchange rate changes	530	(569)
<b>Net debt at 30 November</b>	<b>(2,006)</b>	<b>(8,735)</b>
Net cash and bank debt	10,225	4,881
Lease liabilities	(12,231)	(13,616)
<b>Net debt at 30 November</b>	<b>(2,006)</b>	<b>(8,735)</b>

## Consolidated statement of changes in equity

	Note	Share capital £'000	Share premium account £'000	Cumulative translation reserve £'000	Retained earnings £'000	Total equity £'000
Balance at 30 November 2019		921	36,504	9,358	48,552	95,335
Profit for the year		–	–	–	8,443	8,443
Other comprehensive expense		–	–	(1,713)	(1,369)	(3,082)
<b>Total comprehensive income for the year</b>		–	–	(1,713)	7,074	5,361
Consideration paid for purchase of own shares (held in trust)		–	–	–	(726)	(726)
Employee share option schemes: – value of employee services net of tax		–	–	–	50	50
Proceeds from shares issued	22	2	423	–	–	425
Dividends paid	9	–	–	–	(2,253)	(2,253)
<b>Total transactions with owners recognised directly in equity</b>		2	423	–	(2,929)	(2,504)
<b>Balance at 30 November 2020</b>		<b>923</b>	<b>36,927</b>	<b>7,645</b>	<b>52,697</b>	<b>98,192</b>
Profit for the year		–	–	–	11,944	11,944
Other comprehensive income		–	–	12	1,600	1,612
<b>Total comprehensive income for the year</b>		–	–	12	13,544	13,556
Consideration paid for purchase of own shares (held in trust)		–	–	–	(716)	(716)
Employee share option schemes: – value of employee services net of tax		–	–	–	107	107
Proceeds from shares issued	22	1	151	–	–	152
Dividends paid	9	–	–	–	(2,345)	(2,345)
<b>Total transactions with owners recognised directly in equity</b>		<b>1</b>	<b>151</b>	<b>–</b>	<b>(2,954)</b>	<b>(2,802)</b>
<b>Balance at 30 November 2021</b>		<b>924</b>	<b>37,078</b>	<b>7,657</b>	<b>63,287</b>	<b>108,946</b>

## Notes to the consolidated financial statements

### 1 Summary of significant accounting policies

Porvair plc is a public company limited by shares incorporated in the UK under the Companies Act and listed on the London Stock Exchange. The Company is registered in England and Wales and its registered office is 7 Regis Place, Bergen Way, King's Lynn, PE30 2JN.

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. These statements are presented in UK sterling, with all values rounded to the nearest 1,000, except where otherwise indicated.

#### Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with applicable law and International Accounting Standards in conformity with the requirements of the Companies Act 2006 and International Financial Reporting Standards adopted pursuant to Regulation (EC) No 1606/2002 as it applies in the European Union. The Company has elected to prepare its entity accounts in accordance with United Kingdom Generally Accepted Accounting Practice ("UK GAAP"), including Financial Reporting Standard 101 Reduced Disclosure Framework (FRS101), and these are presented on pages 130 to 139.

The financial statements have been prepared on a going concern basis and under the historical cost convention as modified by the recognition of certain financial assets and financial liabilities (including derivative financial instruments) at fair value through profit or loss.

#### Basis of consolidation

The Group applies the acquisition method to account for business combinations. The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company (its subsidiaries) made up to 30 November each year. Control is achieved when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

On acquisition, the assets and liabilities and contingent liabilities of a subsidiary are measured at their fair values at the date of acquisition. Any excess of the cost of acquisition over the fair values of the identifiable net assets acquired is recognised as goodwill. Acquisition-related costs are expensed as incurred.

The results of subsidiaries acquired or disposed of during the year are included in the consolidated income statement from the date on which control is transferred to the Group and are deconsolidated from the date on which control ceases. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in profit or loss.

All intra-group transactions, balances, income and expenditures are eliminated on consolidation.

#### Going concern

The Directors have made appropriate enquiries and reviewed the current financial position, including all the information presented in its strategic review of the business and the forecast covering the twelve months from the date of this report ("the going concern assessment period") and have considered foreseeable downsides, stress tests and scenarios. The Directors have a reasonable expectation that the Group and Company have adequate resources to continue in operational existence for the going concern assessment period. Accordingly, they continue to adopt the going concern basis in preparing the financial statements. Further detail is contained in the viability statement and going concern disclosure included in the Strategic Report on page 33.

#### Critical accounting judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies the Directors are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

##### (a) Critical judgements in applying the Group's accounting policies

In the course of preparing the financial statements, no judgements have been made in the process of applying the Group's accounting policies, other than those involving estimations, that have had a significant effect on the amounts recognised in the financial statements.

##### (b) Key sources of estimation uncertainty

Material estimates and assumptions are made in particular with regard to: goodwill and intangible assets valuation (cash flows and discount rate), impairment testing, the fair value of contingent consideration on acquisition, establishing uniform depreciation and amortisation periods for the Group, assumptions used in the calculation of share based payments, allocating fixed and variable production overheads to inventories, parameters for measuring pension and other provisions, and the likelihood that tax assets can be realised. The key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below:

- Pension obligation

The Group operates a defined benefit pension scheme, The Porvair plc Pension and Death Benefit Plan (the "Plan"), covering a number of employees in the UK. The pension scheme is financed through a separate trust fund and is closed to new entrants. The present value of the obligations of this scheme is subject to financial assumptions, and management contracts external actuarial guidance on this. Sensitivities in the principal assumptions on valuing the Plan's defined benefit obligation at 30 November 2021 have been calculated and are given in note 20.

## 1 Summary of significant accounting policies continued

- Provisions for project filtration systems

The Group holds warranty provisions in relation to certain project filtration contracts which are either in the commissioning phase or have yet to reach the commissioning phase. Note 21 outlines management's best estimate of the amount of any potential loss arising from rectification and claims arising on this contract. Note 27 details the maximum potential exposure under these contracts.

- Estimation of LTSP share option charge

The long term share plan share options ("LTSPs") have vesting conditions, as outlined in the Remuneration report, which can result in the vesting of between 0% to 100% of each LTSP grant. One element of the share based payment charge calculation of these LTSPs relies on management's best estimate forecast of the performance of the Group, which is a critical assumption. As an example, if the success rate of the unvested share options were increased/decreased by 10% then the share option charge would be £51,000 higher/lower.

### Goodwill

Goodwill arising on consolidation represents the excess of the cost of acquisition over the Group's interest in the fair value of the identifiable assets and liabilities of a subsidiary at the date of acquisition. The cost of acquisition includes the fair value of deferred and contingent consideration.

Goodwill is recognised as an asset at cost less accumulated impairment losses and reviewed for impairment annually, and more frequently if events or changes in circumstances indicate potential impairment. Any impairment is recognised immediately in the income statement and is not subsequently reversed.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash generating units that is expected to benefit from the synergies of the combination.

On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

### Revenue

The Group's revenue streams are from the sale of goods and the provision of services to customers served by the Aerospace & Industrial, Laboratory and Metal Melt Quality divisions. Revenue is measured as the fair value of the consideration received or receivable for goods and services supplied to customers, after deducting sales discounts and value-added taxes, based on the consideration specified in the contract.

For the majority of the Group's transactions, revenue is recognised at a point in time for standard revenue transactions when control of the goods provided is transferred to the customer according to the International Commercial Terms of each contract. Separate provision is made for returns and in the few instances where rebates are provided.

For certain contracts within the Aerospace & Industrial division, an assessment is required as to the goods and services promised in the contract and the associated performance obligations. The contract price is allocated to the distinct performance obligations based on relative standalone selling prices. Where stand-alone selling prices are not available, the Group will estimate the selling price with reference to the price that would be charged for the goods or services if they were sold separately. Revenue is recognised in respect of each performance obligation either at a point in time when the performance obligation is satisfied, or over time if the entity's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

For certain service and maintenance contracts within the Laboratory division, revenue is recognised in relation to these performance obligations as the services are performed in line with the contractual terms. The associated performance obligations are deemed to accrue evenly across the contractual term and revenue is recognised over time, as the client simultaneously receives and consumes the benefits provided by the Group.

### Interest income

Interest income is accrued on a straight line basis, by reference to the principal outstanding and the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount.

### Leasing

The Group recognises a right of use asset and a lease liability at the lease commencement date. The right of use asset is initially measured at cost, being the initial amount of the lease liability adjusted for any lease payments made at or before commencement date.

Lease liabilities are recorded at the present value of future lease payments. Leases are discounted at the Group's incremental borrowing rate, being the rate that the Group would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions. Right of use assets are depreciated on a straight line basis over the lease term, or useful life if shorter.

Lease payments relating to low value assets or to short term leases are recognised as an expense on a straight line basis over the lease term. Short term leases are those with 12 months or less duration. Low value assets are those below a cost of £4,000.

### Foreign currencies

The consolidated financial statements are presented in Pounds Sterling, which is the Company's functional and presentation currency. The Group determines the functional currency of each entity based on the primary economic environment in which the entity operates and items included in the financial statements of each entity are measured using that functional currency.

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. At each balance sheet date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the balance sheet date. Foreign exchange gains and

## Notes to the consolidated financial statements continued

### 1 Summary of significant accounting policies continued

losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement.

On consolidation, the assets and liabilities of the Group's overseas operations, borrowings and other currency instruments are translated at exchange rates prevailing on the balance sheet date. Income and expense items are translated at the average exchange rates for the period unless exchange rates fluctuate significantly. Exchange differences arising, if any, are classified as other comprehensive income and transferred to the Group's translation reserve.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate.

#### **Borrowing costs**

All borrowing costs are recognised in the income statement in the period in which they are incurred, with the exception of borrowing costs incurred on the arrangement of new facilities which are capitalised and subsequently recognised in the income statement over the period of the borrowings, using the effective interest rate method.

#### **Government grants**

Government grants for the development of new products are recognised over the periods necessary to match them with the related costs, and are deducted in reporting the related expense.

Government grants received in respect of the furlough of staff over the period of the covid-19 pandemic, are recognised in the period when the related salary costs are incurred.

The US Paycheck Protection Program ("PPP") loan was previously recognised as a liability until the loan was waived, upon which it was credited to the income statement in 2021.

#### **Retirement benefit costs**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

For defined benefit retirement schemes, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at each balance sheet date. Actuarial gains and losses are recognised in full in the period in which they occur. They are recognised in the consolidated statement of comprehensive income.

The retirement benefit obligation in the balance sheet represents the present value of the defined benefit obligation as adjusted for unrecognised past service cost and as reduced by the fair value of scheme assets.

#### **Taxation**

The tax expense represents the sum of the current tax and deferred tax.

Current tax is based on taxable profit for the period. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other periods and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that are relevant to the period. Tax provisions are based on management's interpretation of country specific tax laws and the likelihood of any tax risks. Management uses professional firms, in-house knowledge and previous experience when calculating tax and assessing these risks.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than a business combination) of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associates, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all, or part, of the asset to be recovered.

Deferred tax is calculated at the tax rates which have been enacted or substantively enacted by the balance sheet date and are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is recognised in the income statement, except when it relates to items recognised directly to other comprehensive income or directly to equity. In this case, the deferred tax is also recognised in other comprehensive income or directly in equity, respectively.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

#### **Property, plant and equipment**

Property, plant and equipment for use in the production or supply of goods or services, or for administrative purposes, are stated in the balance sheet at their cost less any subsequent accumulated depreciation and impairment losses. Cost comprises the purchase price plus costs directly incurred in bringing the assets into use.

## 1 Summary of significant accounting policies continued

Depreciation for these assets commences when the assets are ready for their intended use. Depreciation is charged so as to write assets down to their residual value, other than assets under construction, over their estimated useful lives, using the straight line method, on the following bases:

Buildings	2.5 – 3%
Plant, machinery and equipment	10 – 33%

Freehold land is not depreciated.

The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the assets and is recognised in the income statement.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

### Internally generated intangible assets – research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally generated intangible asset arising from the Group's product development expenditure is recognised only if all of the following criteria are demonstrable:

- The technical feasibility of completing the intangible asset so that it will be available for use or sale;
- The intention to complete the intangible asset and use or sell it;
- The ability to use the intangible asset or to sell it;
- The way in which the intangible asset will generate probable future economic benefits;
- The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- The ability to measure reliably the expenditure attributable to the intangible asset during its development.

Internally generated intangible assets are stated at cost and held at cost less accumulated amortisation and impairment losses, and are recognised as an expense on a straight line basis over their estimated useful lives. Useful life is determined with reference to estimated product life in the industry in which the expenditure has been incurred. Useful life of the Group's development expenditure is currently between 3 and 10 years. Amortisation of development expenditure commences when development has been completed to management satisfaction and the related project is ready for its intended use. Where no internally generated intangible asset can be recognised, development expenditure is recognised as an expense in the period in which it is incurred.

### Acquisition-related intangible assets

Intangible assets acquired in a business combination that are either separable or arising from contractual rights are recognised at fair value at the date of acquisition, and subsequently at amortised cost. Such intangible assets include customer contracts and relationships, together with patents, trademarks and know-how. The fair value of acquisition-related intangible assets is determined by use of the appropriate valuation techniques. Useful lives range between 3 and 10 years.

### Software

Software costs are classified as intangible fixed assets and measured initially at purchase cost. Amortisation is charged on a straight line basis over their estimated useful lives of 3 to 5 years.

### Impairment of property, plant and equipment and intangible assets

The Group reviews annually the carrying amounts of its property, plant and equipment and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted. If the recoverable amount of an asset or cash generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash generating unit is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately.

When an impairment loss subsequently reverses, the carrying amount of the asset or cash generating unit (other than goodwill) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset or cash generating unit in prior years. A reversal of an impairment loss is recognised in the income statement immediately.

### Inventories

Inventories are stated at the lower of cost and net realisable value. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the weighted average method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution. Where necessary, provision is made for obsolete, slow moving and defective inventories.

## Notes to the consolidated financial statements continued

### 1 Summary of significant accounting policies continued

#### Financial instruments

Financial assets and financial liabilities are recognised in the Group's balance sheet when the Group becomes a party to the contractual provisions of the instrument.

##### (a) Trade and other receivables

Trade and other receivables are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables. The Company applies the IFRS 9 Financial Instruments simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

##### (b) Cash and cash equivalents

In the consolidated cash flow statement, cash and cash equivalents includes cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less and bank overdrafts. In the consolidated balance sheet, bank overdrafts are shown within borrowings in current liabilities.

##### (c) Bank borrowings

Interest bearing bank loans and overdrafts are recorded at the proceeds received, net of direct issue costs. Finance charges, including premiums payable on settlement or redemption and direct issue costs, are accounted for on an accruals basis in the income statement using the effective interest method and are added to the carrying amount of the instrument, to the extent that they are not settled in the period in which they arise.

##### (d) Trade and other payables

Trade and other payables are not interest bearing and are initially recognised at fair value and subsequently held at amortised cost.

##### (e) Lease liabilities

Lease liabilities are recorded at the present value of lease payments. Leases are discounted at the Group's incremental borrowing rate, being the rate that the Group would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions. Right of use assets are depreciated on a straight line basis over the lease term, or useful life if shorter.

Lease payments relating to low value assets or to short term leases are recognised as an expense on a straight line basis over the lease term. Short term leases are those with 12 months or less duration. Low value assets are those below a cost of £4,000.

##### (f) Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments in the form of forward foreign exchange contracts to hedge its foreign currency exposure. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and subsequent changes in the fair value of foreign currency derivatives which are designated and effective as hedges of future cash flows are recognised in equity in the hedging reserve and in Other Comprehensive Income and are reclassified to profit or loss on maturity of the derivative. Changes in the fair value of foreign currency derivatives which are ineffective or which do not meet the criteria for hedge accounting are recognised immediately in the Consolidated Income Statement. The Group recognises all forward foreign exchange contracts on the balance sheet at fair value using external market data.

#### Equity instruments

Ordinary shares are classified as equity. Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

Where any Group company purchases the Company's equity share capital ("treasury shares"), the consideration paid, including any directly attributable incremental costs (net of income taxes), is deducted from equity attributable to the Company's equity holders until the shares are cancelled or reissued. Where such ordinary shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's equity holders.

#### Provisions

A provision is recognised when there is a present (legal or constructive) obligation as a result of a past event, and it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions have been made for future dilapidation costs on leased property and for warranties on shipped goods sales, and warranty costs on relevant sale contracts. These provisions are the Directors' best estimates as the actual costs and timing of future cash flows are dependent on future events. Any difference between expectations and the actual future liability will be accounted for in the period when such determination is made.

Where the impact of discounting is material, the Group discounts at its weighted average cost of capital, unless some other rate is more appropriate in the circumstances.

#### Share based payments

The Group issues equity settled, share based payments to certain employees. Equity settled, share based payments are measured at fair value at the date of grant. The fair value determined at the grant date of the equity settled, share based payments is expensed on a straight line basis over the vesting period, based on the Group's estimate of shares that will eventually vest. The corresponding entry is recognised in equity.



## 1 Summary of significant accounting policies continued

Non-market performance and service conditions are included in assumptions about the number of options that are expected to vest.

At each balance sheet date, the Group revises its estimates of the number of options that are expected to vest. It recognises the impact of the revision to original estimates, if any, in the income statement, with a corresponding adjustment to equity.

Fair value is measured by use of a Black-Scholes model. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions, and behavioural considerations.

### Adjusting items

When items of income or expense are material and they are relevant to an understanding of the entity's financial performance, they are disclosed separately within the financial statements. Such adjusting items include material costs or reversals arising from acquisitions or disposals of businesses, including acquisition costs, creation or reversals of provisions related to changes in estimates for contingent consideration on acquisition, amortisation of acquired intangible assets, and other one off items that may arise.

### Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the same entity). An operating segment's operating results are regularly reviewed by the Group's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available. Operating segments are aggregated into reporting segments where they share similar economic characteristics as a result of the nature of the products sold or the services provided, the production processes used to manufacture the products, the type of customer for the products and services, and the methods used to distribute the products or provide the services.

### Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders.

### Cumulative translation reserve

The cumulative translation reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations that are not integral to the operations of the Company itself, as well as from the translation of liabilities that hedge the Company's net investment in a foreign subsidiary. On disposal of a foreign operation the cumulative translation reserve is recycled and included within the profit or loss on disposal.

### New standards, amendments and interpretations

#### (a) Standards, amendments and interpretations effective for the first time in the year ended 30 November 2021:

No new standards, amendments or interpretations, effective for the first time for the financial year beginning on or after 1 December 2020 have had a material impact on the Group.

#### (b) Standards, amendments and interpretations that are not yet effective and have not been early adopted:

The IASB has published a number of new IFRS standards, amendments and interpretations to existing standards which are not yet effective, but will be mandatory for the Group's accounting periods beginning on or after 1 December 2021. An assessment of the impact of these new standards and interpretations is set out below:

- Interest Rate Benchmark Reform – Phase 2, with respect to issues that might affect financial reporting when an existing interest rate benchmark is replaced;
- Amendments to IFRS 16, with respect to providing an exemption from assessing whether a Covid-19 related rent concession is a lease modification;
- Amendments to IFRS 3, with respect to application of the Conceptual Framework for Financial Reporting;
- Amendments to IAS 1, with respect to deciding which accounting policies to disclose;
- Amendments to IAS 8, with respect to distinguishing changes in accounting estimates from changes in accounting policies;
- Amendments to IAS 12, with respect to deferred tax recognition exemptions;
- Amendments to IAS 16, with the respect to the recognition of costs and sales proceeds of assets; and
- Amendments to the Conceptual Framework for Financial Reporting.

The Group does not anticipate that the adoption of these standards and interpretations that are effective for the year ending 30 November 2022 will have a material effect on its financial statements.

## Notes to the consolidated financial statements continued

### 2 Alternative performance measures

Alternative performance measures are used by the Directors and management to monitor business performance internally and exclude certain cash and non-cash items which they believe are not reflective of the normal course of business of the Group. The Directors believe that disclosing such non-IFRS measures enables a reader to isolate and evaluate the impact of such items on results and allows for a fuller understanding of performance from year to year. Alternative performance measures may not be directly comparable with other similarly titled measures used by other companies.

Alternative revenue measures	2021 £'000	2020 £'000	Growth %
<b>Aerospace &amp; Industrial</b>			
Revenue at constant currency	54,888	59,787	(8)
Exchange	888	2,193	
Revenue as reported	55,776	61,980	(10)
<b>Laboratory</b>			
Underlying revenue	46,863	37,829	24
Acquisitions	5,428	–	
Revenue at constant currency	52,291	37,829	38
Exchange	885	2,298	
Revenue as reported	53,176	40,127	33
<b>Metal Melt Quality</b>			
Revenue at constant currency	36,225	30,020	21
Exchange	1,133	2,884	
Revenue as reported	37,358	32,904	14
<b>Group</b>			
Underlying revenue	137,976	127,636	8
Acquisitions	5,428	–	
Revenue at constant currency	143,404	127,636	12
Exchange	2,906	7,375	
Revenue as reported	146,310	135,011	8

Revenue at constant currency is derived from translating overseas subsidiaries results at budgeted fixed exchange rates. In 2021 and 2020 the rates used were US\$1.4:£1 and €1.2:£1, compared with reported rates of US\$1.37:£1 (2020: US\$1.28:£1) and €1.16:£1 (2020: €1.13:£1).

Underlying revenue is revenue at constant currency adjusted for the impact of acquisitions made in the current and prior year.

The acquisition line relates to the revenue in relation to the acquisition of Kbio, which was acquired in February 2021.

### Alternative profit measures

A reconciliation of the Group's adjusted performance measures to the reported IFRS measures is presented below:

	2021			2020		
	Adjusted £'000	Adjustment £'000	Reported £'000	Adjusted £'000	Adjustment £'000	Reported £'000
Operating profit	15,885	(43)	15,842	13,571	(1,014)	12,557
Finance income	2	–	2	1	–	1
Finance costs	(1,086)	–	(1,086)	(1,001)	–	(1,001)
<b>Profit before income tax</b>	<b>14,801</b>	<b>(43)</b>	<b>14,758</b>	<b>12,571</b>	<b>(1,014)</b>	<b>11,557</b>
Income tax expense	(3,210)	396	(2,814)	(2,642)	(472)	(3,114)
<b>Profit for the year</b>	<b>11,591</b>	<b>353</b>	<b>11,944</b>	<b>9,929</b>	<b>(1,486)</b>	<b>8,443</b>

## 2 Alternative performance measures continued

An analysis of adjusting items is given below:	2021 £'000	2020 £'000
<b>Affecting operating profit</b>		
<i>Amortisation of acquired intangible assets</i>	(740)	(611)
<i>Other acquisition-related adjustments</i>	(98)	442
<i>Settlement of project-related warranties</i>	–	4,005
<i>Impairment of assets and restructuring costs</i>	(542)	(4,850)
<i>Paycheck Protection Program</i>	1,337	–
	(43)	(1,014)
<b>Affecting tax</b>		
<i>Tax effect of adjustments to operating profit</i>	396	(472)
<b>Total adjusting items</b>	<b>353</b>	<b>(1,486)</b>

Adjusted operating profit and adjusted profit before tax exclude:

- The amortisation of intangible assets arising on acquisition of businesses of £0.7 million (2020: £0.6 million);
- Other acquisition-related costs of £0.1 million (2020: £0.4 million credit) in relation to the acquisition of Kbio;
- Provision releases of £nil (2020: £5.1 million) arising from the settlement of outstanding warranty issues and the cancellation of performance bonds related to the large gasification projects. Related to the release in the prior year, the Group wrote-off a £1.1 million receivable due;
- Covid-19 related impairment of assets and restructuring costs of £0.5 million, principally within the Aerospace & Industrial division. The prior year consisted of a £2.3 million charge in relation to the Metal Melt Quality operations in China, together with other covid-related restructuring and plant reconfigurations across the Group; and
- A credit of £1.3 million (2020: £nil) relating to the monies received in the prior year from the Truist Bank under the Paycheck Protection Program ("PPP"). The PPP loan was forgivable provided the proceeds were used for eligible purposes, including maintaining payroll levels. US operations used this money to keep jobs open and active through the 2020 downturn and the eligible costs associated were recognised in 2020. However, formal forgiveness of the loan was not received until 2021, leading to a timing difference between the costs incurred and recognised in 2020; and the income recognised in 2021.

A tax charge or credit has been calculated on each adjusting credit or charge using the Group tax rate prevailing in each of the local territories where it arises. Eligible costs in the prior year associated with the US PPP loan were previously treated as disallowed for tax; however it has since been established that these costs are allowable in 2021. Furthermore, the PPP income, arising on the forgiveness of the loan, in the current year does not attract US tax. These items combined contribute to the 2021 tax credit on net adjusting items.

### Return on capital employed

The Group uses two return measures to assess the return it makes on its investments:

- Return on capital employed of 13% (2020: 12%) is the tax adjusted operating profit as a percentage of the average capital employed. Capital employed is the average of the opening and closing Group net assets less the average of the opening and closing net cash position; and
- Return on operating capital employed of 31% (2020: 29%) is calculated on the same basis except that the capital employed is adjusted to remove the average of the opening and closing goodwill and the opening and closing pension deficit to give a measure of the operating capital.

## 3 Segment information

The chief operating decision maker has been identified as the Board of Directors. The Board of Directors has instructed the Group's internal reporting to be based around differences in products and services, in order to assess performance and allocate resources. Management have determined the operating segments based on this reporting.

At 30 November 2021, the Group is organised on a worldwide basis into three operating segments:

- (1) Aerospace & Industrial – principally serving the aviation, and energy and industrial markets;
- (2) Laboratory – principally serving the bioscience and environmental laboratory instrument and consumables market; and
- (3) Metal Melt Quality – principally serving the global aluminium, North American Free Trade Agreement ("NAFTA") iron foundry and superalloys markets.

Other Group operations' costs, assets and liabilities are included in the "Central" division. Central costs mainly comprise Group corporate costs, including new business development costs, some research and development costs and general financial costs. Central assets and liabilities mainly comprise Group retirement benefit obligations, tax assets and liabilities, cash and borrowings.

## Notes to the consolidated financial statements continued

### 3 Segment information continued

The segment results for the year ended 30 November 2021 are as follows:

30 November 2021	Note	Aerospace & Industrial £'000	Laboratory £'000	Metal Melt Quality £'000	Central £'000	Group £'000
Total segment revenue		55,918	54,965	37,358	–	148,241
Inter-segment revenue		(142)	(1,789)	–	–	(1,931)
<b>Revenue</b>		<b>55,776</b>	<b>53,176</b>	<b>37,358</b>	<b>–</b>	<b>146,310</b>
Adjusted operating profit/(loss)		4,399	9,649	5,074	(3,237)	15,885
Adjustments:						
Amortisation of acquired intangible assets	2	(396)	(344)	–	–	(740)
Other acquisition-related adjustments	2	–	–	–	(98)	(98)
Impairment of assets and restructuring costs	2	(542)	–	–	–	(542)
Paycheck Protection Program	2	407	295	635	–	1,337
<b>Operating profit/(loss)</b>		<b>3,868</b>	<b>9,600</b>	<b>5,709</b>	<b>(3,335)</b>	<b>15,842</b>
Net finance costs	6	–	–	–	(1,084)	(1,084)
<b>Profit/(loss) before income tax</b>		<b>3,868</b>	<b>9,600</b>	<b>5,709</b>	<b>(4,419)</b>	<b>14,758</b>
Adjusted income tax expense		–	–	–	(3,210)	(3,210)
Tax effect of adjustments to operating profit	2	–	–	–	396	396
Income tax expense		–	–	–	(2,814)	(2,814)
<b>Profit/(loss) for the year</b>		<b>3,868</b>	<b>9,600</b>	<b>5,709</b>	<b>(7,233)</b>	<b>11,944</b>

The segment results for the year ended 30 November 2020 are as follows:

30 November 2020	Note	Aerospace & Industrial £'000	Laboratory £'000	Metal Melt Quality £'000	Central £'000	Group £'000
Total segment revenue		61,990	42,012	32,904	–	136,906
Inter-segment revenue		(10)	(1,885)	–	–	(1,895)
<b>Revenue</b>		<b>61,980</b>	<b>40,127</b>	<b>32,904</b>	<b>–</b>	<b>135,011</b>
Adjusted operating profit/(loss)		6,279	6,718	2,803	(2,229)	13,571
Adjustments:						
Amortisation of acquired intangible assets	2	(467)	(144)	–	–	(611)
Other acquisition-related adjustments	2	–	442	–	–	442
Settlement of project-related warranties	2	4,005	–	–	–	4,005
Impairment of assets and restructuring costs	2	(1,833)	(55)	(2,962)	–	(4,850)
<b>Operating profit/(loss)</b>		<b>7,984</b>	<b>6,961</b>	<b>(159)</b>	<b>(2,229)</b>	<b>12,557</b>
Net finance costs	6	–	–	–	(1,000)	(1,000)
<b>Profit/(loss) before income tax</b>		<b>7,984</b>	<b>6,961</b>	<b>(159)</b>	<b>(3,229)</b>	<b>11,557</b>
Adjusted income tax expense		–	–	–	(2,642)	(2,642)
Tax effect of adjustments to operating profit	2	–	–	–	(472)	(472)
Income tax expense		–	–	–	(3,114)	(3,114)
<b>Profit/(loss) for the year</b>		<b>7,984</b>	<b>6,961</b>	<b>(159)</b>	<b>(6,343)</b>	<b>8,443</b>

### 3 Segment information continued

Other segment items included in the income statement are as follows:

30 November 2021	Note	Aerospace & Industrial £'000	Laboratory £'000	Metal Melt Quality £'000	Central £'000	Group £'000
Depreciation – property, plant and equipment	10	1,275	772	539	3	2,589
Impairment – property, plant and equipment	10	195	–	–	–	195
Amortisation – intangible assets	12	528	513	32	–	1,073
Depreciation – right of use assets	11	1,237	596	258	47	2,138
		<b>3,235</b>	<b>1,881</b>	<b>829</b>	<b>50</b>	<b>5,995</b>

30 November 2020	Note	Aerospace & Industrial £'000	Laboratory £'000	Metal Melt Quality £'000	Central £'000	Group £'000
Depreciation – property, plant and equipment	10	1,372	703	721	3	2,799
Impairment – property, plant and equipment	10	257	–	2,004	–	2,261
Amortisation – intangible assets	12	633	274	–	–	907
Depreciation – right of use assets	11	1,198	548	263	46	2,055
		<b>3,460</b>	<b>1,525</b>	<b>2,988</b>	<b>49</b>	<b>8,022</b>

The segment assets and liabilities at 30 November 2021 are as follows:

30 November 2021	Note	Aerospace & Industrial £'000	Laboratory £'000	Metal Melt Quality £'000	Central £'000	Group £'000
Segmental assets		<b>70,038</b>	<b>51,720</b>	<b>30,087</b>	<b>2,322</b>	<b>154,167</b>
Cash and cash equivalents	16	–	–	–	15,442	15,442
Total assets		<b>70,038</b>	<b>51,720</b>	<b>30,087</b>	<b>17,764</b>	<b>169,609</b>
Segmental liabilities		<b>(19,242)</b>	<b>(12,675)</b>	<b>(5,747)</b>	<b>(5,180)</b>	<b>(42,844)</b>
Retirement benefit obligations	20	–	–	–	(12,602)	(12,602)
Borrowings	18	–	–	–	(5,217)	(5,217)
Total liabilities		<b>(19,242)</b>	<b>(12,675)</b>	<b>(5,747)</b>	<b>(22,999)</b>	<b>(60,663)</b>

The segment assets and liabilities at 30 November 2020 are as follows:

30 November 2020	Note	Aerospace & Industrial £'000	Laboratory £'000	Metal Melt Quality £'000	Central £'000	Group £'000
Segmental assets		<b>73,459</b>	<b>42,926</b>	<b>30,860</b>	<b>2,938</b>	<b>150,183</b>
Cash and cash equivalents	16	–	–	–	15,563	15,563
Total assets		<b>73,459</b>	<b>42,926</b>	<b>30,860</b>	<b>18,501</b>	<b>165,746</b>
Segmental liabilities		<b>(22,013)</b>	<b>(11,875)</b>	<b>(5,548)</b>	<b>(2,041)</b>	<b>(41,477)</b>
Retirement benefit obligations	20	–	–	–	(15,395)	(15,395)
Borrowings	18	–	–	–	(10,682)	(10,682)
Total liabilities		<b>(22,013)</b>	<b>(11,875)</b>	<b>(5,548)</b>	<b>(28,118)</b>	<b>(67,554)</b>

## Notes to the consolidated financial statements continued

### 3 Segment information continued

#### Geographical analysis

	2021		2020	
	By destination £'000	By origin £'000	By destination £'000	By origin £'000
<b>Revenue</b>				
United Kingdom	14,886	42,652	13,990	41,343
Continental Europe	31,534	25,873	24,136	23,118
United States of America	64,673	71,695	54,121	63,811
Other NAFTA	2,647	–	5,296	–
South America	2,642	–	1,883	–
Asia	28,688	6,090	34,562	6,739
Africa	1,240	–	1,023	–
	<b>146,310</b>	<b>146,310</b>	<b>135,011</b>	<b>135,011</b>

Total revenue comprises sales of goods transferred at a point in time of £144,863,000 (2020: £133,487,000), sales of services transferred over time of £1,346,000 (2020: £1,427,000) and royalties of £101,000 (2020: £97,000).

	2021 £'000	2020 £'000
<b>Non-current assets</b>		
United Kingdom	33,346	22,229
Continental Europe	15,978	18,311
Americas	56,593	62,216
Asia	435	761
Unallocated deferred tax asset	1,821	2,614
	<b>108,173</b>	<b>106,131</b>

	2021 £'000	2020 £'000
<b>Capital expenditure (including intangibles, excluding right of use assets)</b>		
United Kingdom	1,826	1,108
Continental Europe	70	33
Americas	1,273	2,472
Asia	60	11
	<b>3,229</b>	<b>3,624</b>

### 4 Profit before income tax

The following items have been included in arriving at profit before income tax:

	2021 £'000	2020 £'000
Staff costs (note 5)	45,332	44,800
Inventories – cost of inventories recognised as an expense (included in cost of sales)	56,031	43,952
Net realised foreign exchange (gains)/losses	(342)	388
Depreciation on property, plant and equipment – owned	2,589	2,799
Depreciation on right of use assets	2,138	2,055
Impairment charge on property, plant and equipment – owned	195	2,261
Impairment of right of use assets	150	–
Amortisation of intangible assets	1,073	907
Loss on sale of property, plant and equipment and intangible assets	68	162
Lease rentals payable:		
– Plant and machinery	9	9
– Property	4	4
Repairs and maintenance on property, plant and equipment	1,713	1,490
Trade receivables impairment	226	651
Research and development expenditure	3,104	3,516

#### 4 Profit before income tax continued

The total remuneration of the Group's Auditor, RSM UK Audit LLP, for services provided to the Group is analysed below:

	2021 £'000	2020 £'000
Fees payable to Company's Auditor and its associates for audit of parent company, subsidiaries and consolidated financial statements	100	110
Interim review	25	25
Fees payable to Company's Auditor and its associates for other services: – the audit of Company's subsidiaries	200	160
	<b>325</b>	<b>295</b>

#### 5 Employee benefit expense

The average monthly number of staff, including Executive Directors, employed during the year is detailed below:

	2021 Average number	2020 Average number
<b>Number</b>		
Aerospace & Industrial	394	440
Laboratory	338	288
Metal Melt Quality	172	181
Central	8	7
	<b>912</b>	<b>916</b>

	2021 £'000	2020 £'000
<b>Staff costs</b>		
Wages and salaries	37,719	36,650
Social security costs	4,970	5,105
Other pension costs	2,396	2,956
Share based payments	247	89
	<b>45,332</b>	<b>44,800</b>

Detailed disclosures of Directors' emoluments and interests in share options are shown in the Remuneration Report on pages 68 to 74.

The key management comprise the Directors of Porvair plc and their remuneration is disclosed in note 29.

#### 6 Finance income and costs

	2021 £'000	2020 £'000
<b>Finance income</b>		
Bank interest receivable	2	1
	<b>2</b>	<b>1</b>

	Note	2021 £'000	2020 £'000
<b>Finance costs</b>			
Interest payable on bank loans and overdrafts		311	276
Interest payable on lease liabilities		371	437
Unwinding of discount on provisions and contingent consideration		191	26
Pension scheme finance expense	20	213	262
		<b>1,086</b>	<b>1,001</b>
<b>Net finance costs</b>		<b>1,084</b>	<b>1,000</b>

## Notes to the consolidated financial statements continued

### 7 Income tax expense

	Note	2021 £'000	2020 £'000
<b>Current tax</b>			
UK Corporation tax		677	1,290
Adjustment in respect of prior periods – UK		26	(21)
Overseas tax		2,037	1,075
Adjustment in respect of prior periods – US		17	(52)
		<b>2,757</b>	<b>2,292</b>
<b>Deferred tax</b>			
Origination and reversal of temporary differences – UK		137	488
Origination and reversal of temporary differences – overseas		28	310
Adjustment in respect of prior periods – UK		52	5
Adjustment in respect of prior periods – US		(412)	–
Effect of change in deferred tax rates		252	19
	19	<b>57</b>	<b>822</b>
		<b>2,814</b>	<b>3,114</b>

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the UK tax rate applicable to profits of the consolidated companies, as follows:

	2021 £'000	2020 £'000
Profit before tax	14,758	11,557
Tax at the UK Corporation tax rate of 19% (2020: 19%)	2,804	2,196
Current tax adjustments in respect of prior periods	43	(73)
Deferred tax adjustments in respect of prior periods	(360)	5
Deferred tax on share based payments within the income statement	(120)	132
Tax effect of income not subject to tax	(254)	–
Tax effect of expenses not deductible in determining taxable profit	124	549
Effect of change in deferred tax rates	252	19
Effect of different tax rates of subsidiaries operating in other jurisdictions	325	286
Tax charge	<b>2,814</b>	<b>3,114</b>

In addition to the amount charged to the income statement, the following tax was charged/(credited) direct to equity/comprehensive income:

	2021 £'000	2020 £'000
Deferred tax on share based payments (direct to equity)	88	(82)
Deferred tax on actuarial gains/(losses) on the pension fund (direct to comprehensive income)	(179)	(684)
Current tax on share based payments (direct to equity)	14	65
	<b>(77)</b>	<b>(701)</b>

The Group earns its profits in the UK and overseas. The standard rate of Corporation Tax in the UK was 19% during the year to 30 November 2021. Accordingly, the theoretical effective tax rate applied to the Group's profits for this accounting year is 19%. The UK deferred tax assets and liabilities at 30 November 2021 have been calculated by reference to the future UK corporation tax rate of 25% (2020: 19.0%), as substantively enacted in the year to 30 November 2021.

The current tax provision includes £1,082,000 (2020: £980,000) for uncertainties relating to the interpretation of tax legislation in the Group's operating territories.



## 8 Earnings per share

	2021			2020		
	£'000	Weighted average number of shares	Per share amount (pence)	£'000	Weighted average number of shares	Per share amount (pence)
Profit for the year – attributable to ordinary shareholders	11,944			8,443		
Number of ordinary shares in issue		46,170,094			46,069,323	
Number of ordinary shares owned by the Employee Benefit Trust		(198,822)			(106,316)	
<b>Basic EPS</b>	<b>11,944</b>	<b>45,971,272</b>	<b>26.0</b>	<b>8,443</b>	<b>45,963,007</b>	<b>18.4</b>
Dilutive impact of share options outstanding	–	38,370	–	–	21,666	–
<b>Diluted EPS</b>	<b>11,944</b>	<b>46,009,642</b>	<b>26.0</b>	<b>8,443</b>	<b>45,984,673</b>	<b>18.4</b>

In addition to the above, the Group also calculates an earnings per share based on adjusted profit as the Board believes this to be a better measure to judge the progress of the Group, as discussed in note 2.

The following table reconciles the Group's profit to adjusted profit used in the numerator in calculating adjusted earnings per share:

	2021			2020		
	£'000	Weighted average number of shares	Per share amount (pence)	£'000	Weighted average number of shares	Per share amount (pence)
Profit for the year – attributable to ordinary shareholders	11,944			8,443		
Adjusting items – see note 2	(353)			1,486		
Adjusted profit – attributable to equity holders of the parent	11,591			9,929		
<b>Adjusted Basic EPS</b>	<b>11,591</b>	<b>45,971,272</b>	<b>25.2</b>	<b>9,929</b>	<b>45,963,007</b>	<b>21.6</b>
<b>Adjusted Diluted EPS</b>	<b>11,591</b>	<b>46,009,642</b>	<b>25.2</b>	<b>9,929</b>	<b>45,984,673</b>	<b>21.6</b>

## 9 Dividends per share

	2021		2020	
	Per share (pence)	£'000	Per share (pence)	£'000
Final dividend paid – in respect of prior year	3.30	1,517	3.20	1,472
Interim dividend paid – in respect of current year	1.80	828	1.70	781
	<b>5.10</b>	<b>2,345</b>	<b>4.90</b>	<b>2,253</b>

The Directors recommend the payment of a final dividend of 3.5 pence per share (2020: 3.3 pence per share) to be paid on 1 June 2022 to shareholders on the register on 29 April 2022; the ex-dividend date is 28 April 2022. This makes a total dividend for the year of 5.3 pence per share (2020: 5.0 pence per share).

## Notes to the consolidated financial statements continued

### 10 Property, plant and equipment

	Land and buildings £'000	Assets in course of construction £'000	Plant, machinery and equipment £'000	Total £'000
<b>Cost</b>				
At 1 December 2019	11,937	1,388	41,809	55,134
Reclassification	–	(981)	981	–
Additions	854	466	2,138	3,458
Disposals	–	–	(1,355)	(1,355)
Exchange differences	(242)	(15)	(546)	(803)
<b>At 30 November 2020</b>	<b>12,549</b>	<b>858</b>	<b>43,027</b>	<b>56,434</b>
<b>Accumulated depreciation</b>				
At 1 December 2019	(3,694)	–	(28,661)	(32,355)
Charge for year	(401)	–	(2,398)	(2,799)
Impairment charge	–	–	(2,261)	(2,261)
Disposals	–	–	1,217	1,217
Exchange differences	73	–	407	480
<b>At 30 November 2020</b>	<b>(4,022)</b>	<b>–</b>	<b>(31,696)</b>	<b>(35,718)</b>
<b>Net book value at 30 November 2020</b>	<b>8,527</b>	<b>858</b>	<b>11,331</b>	<b>20,716</b>

	Land and buildings £'000	Assets in course of construction £'000	Plant, machinery and equipment £'000	Total £'000
<b>Cost</b>				
At 1 December 2020	12,549	858	43,027	56,434
Reclassification	145	(1,242)	1,097	–
Additions	391	1,082	1,709	3,182
Acquisitions	–	–	143	143
Disposals	(97)	–	(2,387)	(2,484)
Exchange differences	100	1	189	290
<b>At 30 November 2021</b>	<b>13,088</b>	<b>699</b>	<b>43,778</b>	<b>57,565</b>
<b>Accumulated depreciation</b>				
At 1 December 2020	(4,022)	–	(31,696)	(35,718)
Charge for year	(351)	–	(2,238)	(2,589)
Impairment charge	–	–	(195)	(195)
Disposals	88	–	2,319	2,407
Exchange differences	(35)	–	(200)	(235)
<b>At 30 November 2021</b>	<b>(4,320)</b>	<b>–</b>	<b>(32,010)</b>	<b>(36,330)</b>
<b>Net book value at 30 November 2021</b>	<b>8,768</b>	<b>699</b>	<b>11,768</b>	<b>21,235</b>

There was a £0.2 million impairment charge in the year ended 30 November 2021 (2020: £2.3 million). The prior year amount relates to the impairment of Chinese plant, machinery and equipment. The net assets of the Chinese operation were impaired in value to their recoverable amount, which was calculated as the higher of their value in use and their fair value, based on their net proceeds from resale.

## 11 Leases – Right of use assets and lease liabilities

### Right of use assets

The movement in right of use assets is set out below:

	Land and buildings £'000	Plant, machinery and equipment £'000	Total £'000
<b>Cost</b>			
At 1 December 2019	14,055	534	14,589
New leases	5	170	175
Exit from leases	(44)	(69)	(113)
Exchange differences	145	14	159
<b>At 30 November 2020</b>	<b>14,161</b>	<b>649</b>	<b>14,810</b>
<b>Accumulated depreciation</b>			
At 1 December 2019	–	–	–
Charge for year	(1,876)	(179)	(2,055)
Exit from leases	–	34	34
Exchange differences	(24)	(3)	(27)
<b>At 30 November 2020</b>	<b>(1,900)</b>	<b>(148)</b>	<b>(2,048)</b>
<b>Net book value at 30 November 2020</b>	<b>12,261</b>	<b>501</b>	<b>12,762</b>

	Land and buildings £'000	Plant, machinery and equipment £'000	Total £'000
<b>Cost</b>			
At 1 December 2020	14,161	649	14,810
New leases	165	208	373
Acquisitions	376	–	376
Exit from leases	(68)	(47)	(115)
Reclassifications	(7)	7	–
Exchange differences	(190)	(20)	(210)
<b>At 30 November 2021</b>	<b>14,437</b>	<b>797</b>	<b>15,234</b>
<b>Accumulated depreciation</b>			
At 1 December 2020	(1,900)	(148)	(2,048)
Charge for year	(1,917)	(221)	(2,138)
Impairment charge	(150)	–	(150)
Exit from leases	68	41	109
Exchange differences	3	4	7
<b>At 30 November 2021</b>	<b>(3,896)</b>	<b>(324)</b>	<b>(4,220)</b>
<b>Net book value at 30 November 2021</b>	<b>10,541</b>	<b>473</b>	<b>11,014</b>

## Notes to the consolidated financial statements continued

### 11 Leases – Right of use assets and lease liabilities continued

#### Lease liabilities

The movement in the lease liability is set out below:

	2021 £'000	2020 £'000
At 1 December	(13,616)	(15,218)
New leases	(373)	(175)
Acquisitions	(407)	–
Exit from leases	6	93
Lease repayments	2,292	2,297
Interest on lease liabilities	(371)	(437)
Exchange differences	238	(176)
<b>Net book value at 30 November</b>	<b>(12,231)</b>	<b>(13,616)</b>

Analysed as:

	2021 £'000	2020 £'000
Repayable within one year	(2,207)	(2,007)
Repayable after one year	(10,024)	(11,609)
	<b>(12,231)</b>	<b>(13,616)</b>

Lease liabilities mature as follows:

	2021 £'000	2020 £'000
<b>Minimum right of use liabilities falling due</b>		
Within one year – land and buildings	(1,765)	(2,075)
Within one year – property, plant and equipment	(573)	(176)
<b>Total within one year</b>	<b>(2,338)</b>	<b>(2,251)</b>
Between one and five years – land and buildings	(4,650)	(7,074)
Between one and five years – property, plant and equipment	(1,831)	(265)
<b>Total between one and five years</b>	<b>(6,481)</b>	<b>(7,339)</b>
Greater than five years – land and buildings	(2,473)	(5,834)
Greater than five years – property, plant and equipment	(2,401)	–
<b>Total greater than five years</b>	<b>(4,874)</b>	<b>(5,834)</b>
<b>Total commitment</b>	<b>(13,693)</b>	<b>(15,424)</b>
Less: finance charges included above	1,462	1,808
<b>Net present value of lease liabilities</b>	<b>(12,231)</b>	<b>(13,616)</b>

## 12 Goodwill and other intangible assets

	Goodwill £'000	Development expenditure capitalised £'000	Software capitalised £'000	Trademarks, know-how and other intangibles £'000	Total £'000
<b>At 1 December 2019</b>					
Cost	84,326	903	2,047	7,516	94,792
Accumulated amortisation and impairment	(18,658)	(749)	(1,242)	(2,631)	(23,280)
<b>Net book amount</b>	<b>65,668</b>	<b>154</b>	<b>805</b>	<b>4,885</b>	<b>71,512</b>
<b>Net book amount at 30 November 2019</b>	<b>65,668</b>	<b>154</b>	<b>805</b>	<b>4,885</b>	<b>71,512</b>
Additions	–	–	166	–	166
Disposals	–	–	(434)	–	(434)
Disposals amortisation	–	–	434	–	434
Amortisation charges	–	(70)	(166)	(671)	(907)
Exchange differences	(797)	(2)	13	54	(732)
<b>Net book amount at 30 November 2020</b>	<b>64,871</b>	<b>82</b>	<b>818</b>	<b>4,268</b>	<b>70,039</b>
<b>At 1 December 2020</b>					
Cost	83,509	894	1,803	7,484	93,690
Accumulated amortisation and impairment	(18,638)	(812)	(985)	(3,216)	(23,651)
<b>Net book amount</b>	<b>64,871</b>	<b>82</b>	<b>818</b>	<b>4,268</b>	<b>70,039</b>
<b>Net book amount at 30 November 2020</b>	<b>64,871</b>	<b>82</b>	<b>818</b>	<b>4,268</b>	<b>70,039</b>
Additions	–	–	47	–	47
Acquisitions	3,089	–	–	2,232	5,321
Disposals	–	–	(2)	–	(2)
Disposals amortisation	–	–	2	–	2
Amortisation charges	–	(47)	(226)	(800)	(1,073)
Exchange differences	(114)	(2)	(22)	(93)	(231)
<b>Net book amount at 30 November 2021</b>	<b>67,846</b>	<b>33</b>	<b>617</b>	<b>5,607</b>	<b>74,103</b>
<b>At 30 November 2021</b>					
Cost	86,489	896	1,800	9,645	98,830
Accumulated amortisation and impairment	(18,643)	(863)	(1,183)	(4,038)	(24,727)
<b>Net book amount</b>	<b>67,846</b>	<b>33</b>	<b>617</b>	<b>5,607</b>	<b>74,103</b>

Internally generated intangible assets arising from the Group's product development are recognised only if all conditions are met as described in the Summary of significant accounting policies.

Amortisation of £1,073,000 (2020: £907,000) is included in "cost of sales" in the income statement.

Intangible assets are comprised of development expenditure, software and trademarks, know-how and other intangibles. Within these balances, individually material balances relate to:

- Customer list of Keystone – £1,314,000 (2020: £1,510,000) – with a remaining amortisation period of 6 years.
- Customer list of the Royal Dahlen Group – £909,000 (2020: £1,039,000) – with a remaining amortisation period of 12 years.
- Customer relationships of Kbio – £1,980,000 (2020: £nil) – with a remaining amortisation period of 9 years.

## Notes to the consolidated financial statements continued

### 12 Goodwill and other intangible assets continued

#### Impairment tests for goodwill

Goodwill is allocated to the Group's cash generating units ("CGUs") identified according to its operating segment.

A segment level summary of the goodwill allocation is presented below.

	2021				2020			
	Aerospace & Industrial £'000	Laboratory £'000	Metal Melt Quality £'000	Total £'000	Aerospace & Industrial £'000	Laboratory £'000	Metal Melt Quality £'000	Total £'000
Net book amount of Goodwill	28,935	21,844	17,067	67,846	29,041	18,909	16,921	64,871

The recoverable amount of the goodwill is based on value in use calculations. The calculations use cash flow projections based on financial budgets approved by management covering a three year period. Pre-tax cash flows beyond the three year period are extrapolated using the estimated growth rates stated below.

Key assumptions used for value in use calculations:	Aerospace & Industrial			Laboratory			Metal Melt Quality
	US	UK	Continental Europe	US	UK	Continental Europe	US
Budgeted gross margin	28%	25%	25%	27%	35%	35%	25%
Growth rate used to extrapolate cash flows beyond the budget period	2%	2%	2%	2%	2%	2%	2%
Weighted average cost of capital (pre-tax)	10.2%	10.0%	7.2%	10.7%	10.6%	7.8%	10.2%

These assumptions have been used for the analysis of each operation within the operating segment. Management determined budgeted gross margins based on past performance and its expectations for the development in its markets. The average growth rates used are consistent with past experience and market expectations. The discount rates used are pre-tax and reflect specific risks relating to the relevant segments.

The key assumptions for the value in use calculations are those regarding the discount rates, growth rates and expected changes to selling prices and direct costs and the effects of covid-19.

The Group has conducted a sensitivity analysis on the impairment test of each CGU's carrying value and the Group of units' carrying value. The Directors believe that any reasonably possible change in the key assumptions on which the recoverable amount of goodwill is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the CGU.

Based on the results of the current year impairment review, no impairment charges have been recognised by the Group in the year ended 30 November 2021 (2020: £nil). Having assessed the anticipated future cash flows, the Directors do not currently foresee any reasonable changes in assumptions that would have led to such an impairment charge in the year ended 30 November 2021.

### 13 Derivative financial instruments

	2021		2020	
	Assets £'000	Liabilities £'000	Assets £'000	Liabilities £'000
Forward foreign exchange contracts – current	–	(20)	23	–
Forward foreign exchange contracts – cash flow hedge – current	–	–	–	–
	–	(20)	23	–

The loss recognised in the income statement in the year for non-hedged derivatives amounted to £43,000 (2020: gain £23,000).

Under IFRS the fair value of all forward foreign exchange contracts and currency options are recognised on the balance sheet with the corresponding entry included within other comprehensive income where designated as a cash flow hedge and administrative expenses where hedge accounting has not been applied. The Group recognises all forward foreign exchange contracts and currency options on the balance sheet at fair value using external market data.

Derivatives relating to trading activities are classified as a current asset or liability. The full fair value of a hedging derivative is classified as a non-current asset or liability if the remaining maturity of the hedged item is more than 12 months and, as a current asset or liability, if the maturity of the hedged item is less than 12 months from the balance sheet date.

The notional principal amounts of the outstanding forward foreign exchange contracts at 30 November 2021 are US\$1.0 million (2020: US\$1.3 million) and €0.3 million (2020: €nil).

## 14 Inventories

	2021 £'000	2020 £'000
Raw materials	7,040	6,222
Work in progress	8,636	8,939
Finished goods	8,974	8,194
	<b>24,650</b>	<b>23,355</b>

The Group has recognised a charge in the income statement of £1,562,000 (2020: £856,000) for the write-down of its inventories during the year ended 30 November 2021. The Group has utilised provisions of £79,000 (2020: £88,000) during the year ended 30 November 2021.

## 15 Trade and other receivables

	2021 £'000	2020 £'000
<b>Current</b>		
Trade receivables	20,536	20,184
Less: provision for impairment	(1,113)	(890)
Trade receivables – net	19,423	19,294
Other debtors	933	748
Prepayments	988	632
	<b>21,344</b>	<b>20,674</b>

There is no difference between the fair value of trade and other receivables and their carrying value.

### Credit risk in relation to trade receivables

The Group has a diverse customer base both geographically and in the number of industries in which it operates. There is credit risk associated with a decline in a particular industry or geographic region. To offset this risk, the Group has implemented policies that require appropriate credit checks to be performed on significant potential customers before sales are made. Customer orders are checked against pre-set criteria before acceptance and credit control procedures are applied. Letters of credit and payments in advance are obtained from customers as appropriate.

Trade and other receivables are non-interest bearing and generally on terms between 30 to 90 days. Trade receivables are provided for based on estimated irrecoverable amounts determined either by specific circumstances or by reference to historical default experience as described in note 1.

The Group does not hold any collateral or other credit enhancements over its trade receivables, nor does it have a legal right to offset against any amounts owed to the counterparty, so was exposed to credit risk in respect of the net trade receivables balance of £19,423,000 (2020: £19,294,000).

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on their industry, territory and the days past due. On that basis, the loss allowance as at 30 November 2021 was determined as follows for trade receivables:

	2021			2020		
	Not yet due £'000	Past due not impaired £'000	Impaired £'000	Not yet due £'000	Past due not impaired £'000	Impaired £'000
Trade receivables (current):						
Not yet due	15,189	–	–	12,593	–	–
0–3 months overdue	–	3,883	337	–	5,716	130
3–6 months overdue	–	148	20	–	287	250
>6 months overdue	–	203	756	–	698	510
Total	15,189	4,234	1,113	12,593	6,701	890

## Notes to the consolidated financial statements continued

### 15 Trade and other receivables continued

Movements on the Group provision for impairment of trade receivables are as follows:

	2021 £'000	2020 £'000
At 1 December	890	245
Provision for receivables impairment	250	732
Receivables written off during the year as uncollectable	(24)	(81)
Exchange differences	(3)	(6)
<b>At 30 November</b>	<b>1,113</b>	<b>890</b>

Foreign exchange risk in relation to trade receivables is disclosed in note 26.

### 16 Cash and cash equivalents

	2021 £'000	2020 £'000
Cash at bank and in hand	15,442	15,563
Cash and cash equivalents	15,442	15,563

The credit risk associated with cash and cash equivalents is mitigated by holding funds with banks with high credit ratings from AA- to A (2020: AA- to A) as assigned by international credit rating agencies.

The Group's cash balances are denominated in the following currencies:

	2021 £'000	2020 £'000
Pound Sterling	4,129	4,577
US dollar	6,469	4,840
Euro	3,972	5,339
Other	872	807
	<b>15,442</b>	<b>15,563</b>

### 17 Trade and other payables

	2021 £'000	2020 £'000
<b>Amounts falling due within one year:</b>		
Trade payables	8,286	10,353
Taxation and social security	897	1,060
Other payables	1,828	950
Accruals and contract liabilities	10,691	7,834
	<b>21,702</b>	<b>20,197</b>

Included within the balance of "Accruals and contract liabilities" are contract liabilities of £2,244,000 (2020: £2,407,000).

Included within the balance of "Other payables" is deferred consideration of £865,000 (2020: £nil).



## 18 Borrowings

	2021 £'000	2020 £'000
US Paycheck Protection Program	–	1,379
Secured multi-currency revolving credit facility	5,217	9,303
	<b>5,217</b>	<b>10,682</b>
<b>Bank loans of the Group are repayable as follows:</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
Within one year	–	1,379
One to two years	–	–
Two to five years	5,217	9,303
	<b>5,217</b>	<b>10,682</b>

On 18 May 2021, the Group agreed a €28 million (£24 million) four year secured revolving credit facility, with an option to extend by one year, plus a €17 million (£14 million) accordion facility, with Barclays Bank plc and Citibank N.A., London Branch. This replaced the previous €23 million revolving credit facility which was due to expire in May 2022. The new facility has a margin over EURIBOR ranging between 2.2% – 2.8%, depending on leverage, and a non-utilisation fee of 0.35%. The margin may be adjusted by up to 0.05% depending upon achievement of ESG metrics.

The financial covenants continue to require the Group to maintain interest cover of 3.5 times and net debt to be less than 2.5 times EBITDA. The Group also has a £2.5 million overdraft facility provided by Barclays Bank plc. The multi-currency facility is secured by fixed and floating charges against certain of the Group's assets in the UK and wider Europe.

The loans are shown net of issue costs of £0.4 million (2020: £nil) which are being amortised over the life of the loan arrangements.

At 30 November 2021, the Group had €21.5 million/£18.3 million (2020: €12.6 million/£11.3 million) of unused credit facility and an unutilised £2.5 million (2020: £2.5 million) overdraft facility.

In May 2020, the Group received loan proceeds of US\$1,841,000 from the Truist Bank, North Carolina, under the Paycheck Protection Program ("PPP"), established as part of the Coronavirus Aid, Relief and Economic Security Act ("CARES Act"). The PPP loan was forgivable provided the proceeds were used for eligible purposes, including maintaining payroll levels. US operations used this money to keep jobs open and active through the 2020 downturn. Formal forgiveness of the loan was received in February 2021.

## 19 Deferred tax

The movement of deferred tax assets and (liabilities) during the year is as follows:

	Accelerated capital allowances £'000	Other short term timing differences £'000	Intangibles £'000	Share based payments £'000	Retirement obligations £'000	Total £'000
<b>At 1 December 2019</b>	(3,122)	700	(558)	212	2,540	(228)
(Charged)/credited to income statement	(639)	242	121	(132)	(236)	(644)
Other	–	(178)	–	–	–	(178)
Credited to equity	–	–	–	82	–	82
Credited to Comprehensive Income	–	–	–	–	684	684
Exchange differences	97	(9)	(29)	–	–	59
<b>At 30 November 2020</b>	(3,664)	755	(466)	162	2,988	(225)
Acquisitions	–	–	(424)	–	–	(424)
(Charged)/credited to income statement	(327)	331	27	120	(208)	(57)
Reclassification	2	(2)	–	–	–	–
Charged to equity	–	–	–	(88)	–	(88)
Credited to Comprehensive Income	–	–	–	–	179	179
Exchange differences	(26)	15	22	–	–	11
<b>At 30 November 2021</b>	<b>(4,015)</b>	<b>1,099</b>	<b>(841)</b>	<b>194</b>	<b>2,959</b>	<b>(604)</b>

The net deferred tax liability balance of £604,000 (2020: £225,000) comprises £1,961,000 deferred tax liabilities (2020: £2,292,000) of Group entities based in the USA, £464,000 deferred tax liabilities (2020: £547,000) of Group entities based in Continental Europe, and £1,821,000 deferred tax assets (2020: £2,614,000) of Group entities based in the UK.

At the balance sheet date, the Group has unused tax losses of £7,036,000 (2020: £6,347,000) available for offset against future profits. A deferred tax asset has been recognised in respect of £448,000 (2020: £467,000) of such losses. No tax asset has been recognised in respect of the remaining losses of £6,588,000 (2020: £5,880,000), as it is not considered probable that there will be taxable profits available to offset in the reasonably foreseeable future.

## Notes to the consolidated financial statements continued

### 20 Retirement benefit obligations

	2021 £'000	2020 £'000
Defined benefit scheme deficit	12,602	15,119
Additional pension commitments	–	276
	12,602	15,395

#### a) Defined contribution schemes

For its US employees, the Group operates a defined contribution pension plan ("the Pension Plan") covering all eligible full-time employees. The Group contributes 3% of each participant's base salary each year to the Pension Plan. In 2021, this amounted to £494,000 (2020: £542,000). In 2021, the Group also made payments of £533,000 (2020: £564,000) to designated US 401k schemes on behalf of its employees. In the UK, after the closure of the defined benefit plan to new members, the Group introduced a stakeholder plan to be offered to all new employees. Total employer contributions in the UK paid to defined contribution schemes were £1,038,000 (2020: £1,116,000).

#### b) Defined benefit plan

The Group operates a defined benefit pension scheme, The Porvair plc Pension and Death Benefit Plan (the "Plan"), covering a number of employees in the UK. The pension scheme is a final salary scheme and is financed through a separate trust fund administered by Trustees with an independent Chairman. The Plan was closed to new entrants in October 2001. The defined benefit scheme exposes the Group to actuarial risks, such as longevity risk, inflation risk, interest rate risk and market (investment) risk. The Group is not exposed to any unusual, entity specific or scheme specific risks.

Formal valuations of the Plan by a professionally qualified actuary are carried out at least every three years using the projected unit method. Under this method the current service cost will increase in relation to the salaries of the members in future years as those members approach retirement. The latest available full actuarial valuation was at 31 March 2018.

The principal actuarial assumptions adopted in the 2018 valuation were:

2018 valuation  
assumptions%

Past service investment return:	
Pre-retirement discount rate	3.55
Post-retirement discount rate	1.80
Salary increases	3.00

A full triennial actuarial valuation of the assets and liabilities of the defined benefit scheme was completed in 2019, based on data at 31 March 2018. The actuarial value of the assets on the funding basis was sufficient to cover 64% of the benefits that had accrued to members after allowing for expected increases in pensionable remuneration, and the current funding deficiency amounted to £16.6 million. As a result of the review, the Group and the Trustees agreed to alter the employer's contributions from 18.9% of salary to 20.9% of salary. A £215,000 annual cash contribution towards the running costs of the scheme started in April 2016, increasing by 3.5% per annum; this changed to £238,000 from March 2019, increasing by 3.5%. The Group also committed to make an increased annual contribution to cover the past service deficit of £1,600,000 per annum commencing in December 2019. The funding shortfall is expected to be eliminated by December 2028. The next full actuarial valuation of the scheme will be based on the pension scheme's position at 31 March 2021 and is expected to be completed before June 2022.

The pension charge for the year was £945,000 (2020: £740,000) and the funding via employer contributions was £2,254,000 (2020: £2,245,000). The Group expects to make contributions of £2,195,000 to the Plan in the next financial year.

The valuation of the deficit in the balance sheet is based on the most recent actuarial valuation of the Plan as updated by a qualified actuary to take account of the market value of the assets and the present value of the liabilities of the Plan at 30 November 2021.

#### Balance sheet

The financial assumptions used to calculate Plan liabilities under IAS 19:

	2021	2020
Valuation method	Projected Unit	Projected Unit
Discount rate	1.6%	1.5%
RPI inflation rate	3.3%	2.9%
CPI inflation rate	2.6%	2.2%
General salary increases	2.5%	2.0%
Rate of increase of pensions in payment:		
– pre 6 April 1997	0.0%	0.0%
– post 5 April 1997 to Pre 6 April 2005	2.6%	2.2%
– post 5 April 2005	2.1%	1.8%
Rate of increase for deferred pensioners	2.6%	2.2%

## 20 Retirement benefit obligations continued

Assumptions regarding future mortality are set based on actuarial advice in accordance with published statistics and experience in the industry. The SAPS base mortality tables have been used, with a 122% multiplier allowing for future improvements of 1.25% per annum (2020: 1.25% per annum). These assumptions translate into an average life expectancy in years for a pensioner retiring at age 65:

	2021 Years	2020 Years
Retiring at the end of the reporting period:		
– Male	19.9	20.1
– Female	22.0	22.1
Retiring 15 years after the end of the reporting period:		
– Male	20.7	21.0
– Female	23.1	23.2

The Plan's membership numbers as at the year end are as follows:

	2021 Number of members	2020 Number of members
Active	29	37
Deferred	219	227
Pensioner	262	256
	510	520

Sensitivities have been calculated by valuing the Plan's defined benefit obligation at 30 November 2021 using the same methodology, with relevant changes to the assumptions. The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.1%	Decrease of 1.7%	Increase of 1.7%
Inflation rate	0.1%	Increase of 1%	Decrease of 1%
Life expectancy	1 year	Increase of 4.4%	Decrease of 4.3%

The assets in the Plan are:

	Value at 30 November 2021 £'000	Value at 30 November 2020 £'000
Equities	13,377	16,884
Bonds	2,502	2,471
Gilts	5,222	8,082
Liability driven investment	10,001	5,246
Infrastructure	3,749	–
Other	2,120	754
Fair value of Plan assets	36,971	33,437
Present value of unfunded obligations	(49,573)	(48,556)
<b>Deficit in the Plan (excluding deferred tax)</b>	<b>(12,602)</b>	<b>(15,119)</b>

## Notes to the consolidated financial statements continued

### 20 Retirement benefit obligations continued

The analysis of movement in the deficit in the Plan for the year is as follows:

	2021 £'000	2020 £'000
Deficit at 1 December	(15,119)	(14,344)
Contributions paid	2,254	2,245
Current service cost	(292)	(404)
Administration expense	(358)	(336)
Past service cost	(295)	–
Other finance expense	(213)	(262)
Actuarial gain/(loss)	1,421	(2,018)
<b>Deficit at 30 November</b>	<b>(12,602)</b>	<b>(15,119)</b>

The change in the present value of the Plan assets during the year is as follows:

	2021 £'000	2020 £'000
Plan assets at the start of the year	33,437	30,807
Benefit payments	(1,838)	(1,517)
Company contributions	2,254	2,245
Administration expense	(358)	(336)
Member contributions	128	89
Interest income on plan assets	503	605
Return on Plan assets (excluding interest income)	2,845	1,544
<b>Plan assets at 30 November</b>	<b>36,971</b>	<b>33,437</b>

The actual return on Plan assets was £3,348,000 (2020: £2,149,000).

The change in the present value of the Plan liabilities during the year is as follows:

	2021 £'000	2020 £'000
Plan liabilities at the start of the year	(48,556)	(45,151)
Current service cost	(292)	(404)
Interest cost	(716)	(867)
Member contributions	(128)	(89)
Past service cost	(295)	–
Benefits paid	1,838	1,517
Loss on change in financial and demographic assumptions	(1,424)	(3,562)
<b>Plan liabilities at 30 November</b>	<b>(49,573)</b>	<b>(48,556)</b>

The Plan liabilities by participant member status are as follows:

	2021 £'000	2020 £'000
Active	(12,352)	(11,420)
Deferred	(21,865)	(21,203)
Pensioner	(15,356)	(15,933)
<b>Plan liabilities at 30 November</b>	<b>(49,573)</b>	<b>(48,556)</b>

The weighted average duration of the Plan scheme liabilities at the end of the reporting period is 20 years (2020: 20 years).

## 20 Retirement benefit obligations continued

The movements in the Plan during the year are as follows:

	2021 £'000	2020 £'000
<b>Income statement</b>		
Analysis of amounts chargeable to operating profit:		
Current service cost	(292)	(404)
Administration expense	(358)	(336)
Past service cost	(295)	–
Amount chargeable to operating profit	(945)	(740)
Analysis of amounts (charged)/credited to other finance income and costs:		
Interest on Plan liabilities	(716)	(867)
Expected return on assets in the Plan	503	605
Net amount charged to other finance income and costs	(213)	(262)
<b>Total chargeable to the income statement before deduction of tax</b>	<b>(1,158)</b>	<b>(1,002)</b>
<b>Other items</b>		
Analysis of amounts recognised in the consolidated statement of comprehensive income:		
Actual return on assets in excess of expected return	2,845	1,544
Loss on change in financial and demographic assumptions	(1,424)	(3,562)
<b>Total actuarial gain/(loss) recognised in the consolidated statement of comprehensive income</b>	<b>1,421</b>	<b>(2,018)</b>
<b>Cumulative actuarial loss recognised in the consolidated statement of comprehensive income</b>	<b>(9,413)</b>	<b>(10,834)</b>

## 21 Provisions

	Dilapidations £'000	Warranty £'000	Total £'000
At 30 November 2020	268	4,365	4,633
Acquired	–	130	130
Charged/(credited) to the consolidated income statement:			
– Unwinding of discount	28	–	28
– Warranty release	–	(896)	(896)
– Warranty charge	–	971	971
Utilised:			
– Warranty	–	(194)	(194)
Exchange	–	(4)	(4)
<b>At 30 November 2021</b>	<b>296</b>	<b>4,372</b>	<b>4,668</b>
	Dilapidations £'000	Warranty £'000	Total £'000
At 30 November 2019	242	9,526	9,768
Charged/(credited) to the consolidated income statement:			
– Unwinding of discount	26	–	26
– Warranty release	–	(5,091)	(5,091)
– Warranty charge	–	652	652
Utilised:			
– Warranty	–	(720)	(720)
Exchange	–	(2)	(2)
At 30 November 2020	268	4,365	4,633

Provisions arise from potential claims on major contracts, sale warranties, and discounted dilapidations for leased property. The amount charged in the year of £971,000 follows an assessment of the likelihood of economic outflows in relation to major contracts delivered and additional sales made during the year. The amount released in the year of £896,000 follows management's latest estimate of the expected costs to be incurred under warranty. Also see note 27.

## Notes to the consolidated financial statements continued

### 21 Provisions continued

Analysis of total provisions	2021 £'000	2020 £'000
Current	4,372	4,365
Non-current	296	268
<b>Net book value at 30 November</b>	<b>4,668</b>	<b>4,633</b>

### 22 Share capital and share premium account

	Number of shares	Share capital £'000	Share premium account £'000	Total £'000
At 1 December 2019	46,041,199	921	36,504	37,425
Issue of shares on exercise of share options	114,501	2	423	425
At 30 November 2020	46,155,700	923	36,927	37,850
At 1 December 2020	46,155,700	923	36,927	37,850
Issue of shares on exercise of share options	45,985	1	151	152
<b>At 30 November 2021</b>	<b>46,201,685</b>	<b>924</b>	<b>37,078</b>	<b>38,002</b>

The Company has one class of ordinary shares which carry no right to fixed income. All of the Company's shares in issue are fully paid and each share carries the right to vote at general meetings.

In February, March, April, October and November 2021, 45,985 (2020: 114,501) ordinary shares of 2 pence each were issued on the exercise of Save As You Earn share options for cash consideration of £152,000 (2020: £425,000).

The Group uses an Employee Benefit Trust ("EBT") to purchase shares in the Company to satisfy entitlements, granted since the Company's AGM in 2015, under the Group's Long Term Incentive Plan. The EBT has waived its rights to dividends. During the year the Group purchased 120,000 ordinary shares of 2 pence each (2020: 120,000) for a total consideration of £716,000 (2020: £728,000). During the year the EBT did not issue any ordinary shares (2020: 129,700 shares at 2p each) to satisfy the exercise of Long Term Share Plan share options. The cost of the shares held by the EBT is deducted from retained earnings. The EBT is financed by a repayable on demand loan from the Group of £3,033,000 (2020: £2,317,000). As at 30 November 2021 the EBT held a total of 255,700 ordinary shares of 2 pence each (2020: 135,700) at a cost of £1,488,000 (2020: £772,000) and a market value of £1,764,000 (2020: £733,000).

### 23 Share options and share based payments

Share options are granted to Executive Directors and to selected employees. Details of the share options awarded to the Executive Directors, including exercise price and performance conditions, are disclosed in the Remuneration report on pages 68 to 74.

These equity settled, share based payments are measured at fair value at the date of grant. The fair value determined at the grant date of the equity settled, share based payments is expensed to the income statement on a straight line basis over the vesting period, based on the Group's estimate of shares that will eventually vest. The charge is then credited back to reserves.

Fair value is measured by use of a Black-Scholes model. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions, and behavioural considerations.

Details of the share options are:

Scheme	Year of grant	Exercise period	Subscription price (pence)	2021 Number of shares	2020 Number of shares
2016 5yr Save As You Earn Scheme	2016	2021 – 2022	300.00	–	36,000
2017 3yr Save As You Earn Scheme	2017	2020 – 2021	398.00	–	4,113
2017 5yr Save As You Earn Scheme	2017	2022 – 2023	398.00	56,675	58,182
2018 Long Term Share Plan	2019	2022 – 2029	2.00	–	113,400
2019 3yr Save As You Earn Scheme	2019	2022 – 2023	470.00	105,245	127,633
2019 5yr Save As You Earn Scheme	2019	2024 – 2025	470.00	20,422	26,804
2018 Long Term Share Plan	2020	2023 – 2030	2.00	92,000	92,000
2021 3yr Save As You Earn Scheme	2021	2024 – 2025	460.00	142,682	–
2021 5yr Save As You Earn Scheme	2021	2026 – 2027	460.00	34,949	–
2018 Long Term Share Plan	2021	2024 – 2031	2.00	203,800	–
<b>At 30 November</b>				<b>655,773</b>	<b>458,132</b>

The outstanding share options have a weighted average contractual life of 2.2 years (2020: 1.8 years).

## 23 Share options and share based payments continued

Movements in share options during the year were:

	2021 Weighted average exercise price (pence)	2020 Weighted average exercise price (pence)	2021 Number of shares	2020 Number of shares
At 1 December	237.03	213.12	458,132	728,765
Options granted	218.70	2.00	386,829	92,000
Options forfeited	98.35	34.56	(143,203)	(118,432)
Options exercised	330.21	172.02	(45,985)	(244,201)
<b>At 30 November</b>	<b>249.97</b>	<b>237.03</b>	<b>655,773</b>	<b>458,132</b>
Options exercisable at 30 November	–	398.00	–	4,113
Options not exercisable at 30 November	249.97	235.57	655,773	454,019
<b>Total</b>	<b>249.97</b>	<b>237.03</b>	<b>655,773</b>	<b>458,132</b>

	Year of grant	Scheme	Exercise price (pence)	2021 Number of shares	2020 Number of shares
Options granted during the year were:					
	2020	2018 LTSP	2.00	–	92,000
	2021	2018 LTSP	2.00	157,600	–
	2021	2018 LTSP	2.00	46,200	–
	2021	3yr SAYE	460.00	148,080	–
	2021	5yr SAYE	460.00	34,949	–
<b>Total</b>				<b>386,829</b>	<b>92,000</b>

	Year of grant	Scheme	Exercise price (pence)	2021 Number of shares	2020 Number of shares
Options forfeited during the year were:					
	2016	5yr SAYE	300.00	334	1,250
	2017	3yr SAYE	398.00	–	1,557
	2017	5yr SAYE	398.00	553	–
	2018	2008 LTSP	2.00	–	109,500
	2019	2008 LTSP	2.00	113,400	–
	2019	3yr SAYE	470.00	18,518	6,125
	2019	5yr SAYE	470.00	5,000	–
	2021	3yr SAYE	460.00	5,398	–
<b>Total</b>				<b>143,203</b>	<b>118,432</b>

	Year of grant	Scheme	Exercise price (pence)	2021 Number of shares	2020 Number of shares
Options exercised during the year were:					
	2014	5yr SAYE	240.00	–	16,412
	2016	3yr SAYE	300.00	–	1,800
	2016	5yr SAYE	300.00	35,666	3,750
	2017	3yr SAYE	398.00	4,113	90,817
	2017	5yr SAYE	398.00	954	–
	2017	2008 LTSP	2.00	–	129,700
	2019	3yr SAYE	470.00	3,870	1,722
	2019	5yr SAYE	470.00	1,382	–
<b>Total</b>				<b>45,985</b>	<b>244,201</b>

For options exercised in the year, the weighted average share price at the date of exercise was 627 pence (2020: 618 pence).

## Notes to the consolidated financial statements continued

### 23 Share options and share based payments continued

A summary of the outstanding share option fair value assumptions is given below:

Grant date Scheme	01/10/17 SAYE 5 year	01/10/19 SAYE 3 year	01/10/19 SAYE 5 year	07/02/20 Porvair 2018 LTSP	02/02/21 Porvair 2018 LTSP	24/04/21 Porvair 2018 LTSP	01/06/21 SAYE 3 year	01/06/21 SAYE 5 year
Share price at grant date	498.75p	586.00p	586.00p	770.00p	540.00p	552.00p	570.00p	570.00p
Exercise price	398.00p	470.00p	470.00p	2.00p	2.00p	2.00p	460.00p	460.00p
Shares under option	56,675	105,245	20,422	92,000	157,600	46,200	142,682	34,949
Vesting period (years)	5	3	5	3	3	3	3	5
Expected volatility	30%	36%	36%	37%	45%	46%	46%	42%
Expected life (years)	5	3	5	3	3	3	3	5
Risk free rate	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Dividend yield	0.78%	0.80%	0.80%	0.64%	0.93%	0.91%	0.88%	0.88%
Fair value per option (£)	1.73402	1.96535	2.28535	7.53527	5.23294	5.35290	2.18112	2.38850

The expected volatility is based on historic share price movements. The Directors anticipate it is possible the performance criteria in relation to certain share options may not be met.

Share based payments	2021 £'000	2020 £'000
Charge for the year	247	89

### 24 Cash generated from operations

	2021 £'000	2020 £'000
Operating profit	15,842	12,557
Adjustments for:		
– Post-employment benefits	(1,585)	(1,288)
– Payment Protection Program loan waiver	(1,337)	–
– Fair value movement of derivatives through profit and loss	43	(10)
– Share based payments	247	89
– Depreciation of property, plant and equipment and amortisation of intangibles	3,662	3,706
– Depreciation of right of use assets	2,138	2,055
– Impairment of property, plant, equipment	195	2,261
– Impairment of right of use assets	150	–
– Loss on disposal of property, plant and equipment and intangibles	68	162
Operating cash flows before movement in working capital	19,423	19,532
Changes in working capital (excluding the effects of exchange differences on consolidation):		
– Increase in inventories	(476)	(276)
– Decrease in trade and other receivables	215	4,139
– Decrease in trade and other payables	(256)	(5,084)
– Decrease in provisions	(282)	(5,091)
Increase in working capital	(799)	(6,312)
<b>Cash generated from operations</b>	<b>18,624</b>	<b>13,220</b>



## 25 Acquisitions

### Acquisition of Kbio

On 25 February 2021 the Group purchased 100% of the share capital of Kbiosystems Limited ("Kbio"). Kbio is based in Basildon, UK, and specialises in the design and manufacture of laboratory instruments, with particular expertise in automated microplate handling systems.

The total maximum consideration is £6.9 million; consisting of initial, deferred and contingent consideration. £3.0 million was paid in cash on acquisition. Deferred consideration of £1.3 million, representing cash acquired and a working capital adjustment, was paid in June 2021. Management has forecast that payment of 100% of the contingent consideration is the most probable outcome, of which £1.0 million was earned in the period and also paid in June 2021. The balance is contingent on Kbio meeting profit targets for the years ending 31 March 2022 and 2023. The remaining consideration has been discounted to £1.8 million using a discount rate of 10%.

In the period since acquisition, the business has contributed £5.4 million of revenue and £1.3 million of adjusted operating profit to the Group results. The direct costs of acquisition charged to the income statement were £0.1 million and are disclosed as adjusting items in note 2. Had the acquisition been consolidated from 1 December 2020, the income statement would show revenue of £148.7 million and adjusted operating profit of £16.4 million.

The following table sets out the initial consideration, together with the fair value of assets acquired and liabilities assumed:

Purchase consideration:	Total £'000
Initial cash consideration	3,000
Deferred cash consideration	1,274
Contingent consideration	2,646
Total purchase consideration	6,920
Fair value of net assets acquired (below)	(3,831)
<b>Goodwill</b>	<b>3,089</b>
Fair value of identifiable assets acquired and liabilities assumed:	Fair value £'000
Property, plant and equipment (including right of use assets)	519
Customer order book and relationships (included within intangible assets)	2,232
Inventory	822
Trade and other receivables	1,110
Cash	1,306
Lease liabilities	(407)
Trade and other payables and tax liabilities	(1,751)
<b>Fair value of net assets acquired</b>	<b>3,831</b>
Purchase consideration settled in cash	5,274
Cash acquired	(1,306)
<b>Net cash outflow on acquisition</b>	<b>3,968</b>

## Notes to the consolidated financial statements continued

### 25 Acquisitions continued

An independent valuation of the identifiable intangible assets has been carried out in the period. Acquisition-related intangible assets comprise the customer order book of £0.1 million and customer relationships of £2.1 million.

The goodwill is attributable to the non-contractual relationships, the synergies between the business acquired and the operations of the Group and the potential to develop the technologies acquired. None of these meet the criteria for recognition of intangible assets separable from goodwill. The goodwill recognised is attributable to the Laboratory division and is not expected to be deductible for income tax purposes.

The fair value of trade and other receivables of £1.1 million includes net trade receivables of £0.9 million, all of which is expected to be collectible.

A summary of deferred and contingent consideration on acquisitions is given below:

	Kbio £'000	Total £'000
At 1 December 2020	–	–
Deferred consideration	1,274	1,274
Contingent consideration	2,647	2,647
Cash paid in year	(2,274)	(2,274)
Unwind of discount	163	163
<b>At 30 November 2021</b>	<b>1,810</b>	<b>1,810</b>

	Rohasys B.V. £'000	Total £'000
At 1 December 2019	948	948
Cash paid in year	(588)	(588)
Release of contingent consideration	(442)	(442)
Release of discount	43	43
Exchange movement	39	39
<b>At 30 November 2020</b>	<b>–</b>	<b>–</b>

The remaining contingent consideration has been booked at management's best estimate of the probable future liability, and has been discounted by the relevant territory's weighted average cost of capital.

	2021 Total £'000	2020 Total £'000
Included within other payables:		
– Contingent consideration – current	865	–
– Contingent consideration – non-current	945	–
<b>At 30 November</b>	<b>1,810</b>	<b>–</b>

## 26 Financial risk management

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk and interest rate cash flow risk), credit risk and liquidity risk. The Group's overall risk management programme is disclosed on pages 28 to 32 of the Strategic report, page 58 of the Directors' report and page 62 of the Corporate Governance report. The Group uses derivative financial instruments to hedge certain risk exposures.

### Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily in respect of the US dollar and the Euro. Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities and net investments in foreign operations.

#### (i) US dollar

The Group has investments in its US based subsidiaries denominated in US dollars. Currency exposure arising from the net assets of the Group's US operations is managed through borrowings denominated in US dollars.

The UK operations generate significant US dollar revenue and forward contracts are used to reduce the impact of movements in the US dollar exchange rate.

The Group has the following outstanding US dollar forward contracts:

	2021 \$'000	2020 \$'000
Outstanding forward contracts	1,000	1,300

The Group has the following current assets and liabilities denominated in US dollars:

	2021 \$'000	2020 \$'000
Trade receivables	12,951	12,707
Cash balances	8,558	6,461
Other current assets	13,476	8,307
Trade payables	(4,547)	(5,970)
Other current liabilities	(10,118)	(10,416)
	20,320	11,089

The US dollar strengthened by 1% over the year to 30 November 2021 (2020: weakened by 3%) compared to Sterling. For illustrative purposes, if the US dollar exchange rate were to move by 10% against Sterling, the Group would make the following gains/(losses):

	2021 £'000	2020 £'000
US dollar strengthens	1,706	923
US dollar weakens	(1,396)	(754)

#### (ii) Euro

The Group has investments in its European based subsidiaries denominated in Euros. Currency exposure arising from the net assets of the Group's European operations is managed through net purchases from suppliers as a partial natural hedge.

The UK operations generate Euro revenues and forward contracts are used to reduce the impact of Euro exchange rate movements.

The Group has the following outstanding Euro forward contracts:

	2021 €'000	2020 €'000
Outstanding forward contracts	250	–

The Group has the following current assets and liabilities denominated in Euros:

	2021 €'000	2020 €'000
Trade receivables	4,403	5,755
Cash balances	4,669	5,959
Other current assets	1,245	5,684
Trade payables	(2,465)	(3,603)
Other current liabilities	(5,742)	(8,156)
	2,110	5,639

## Notes to the consolidated financial statements continued

### 26 Financial risk management continued

The Euro weakened by 5% over the year to 30 November 2021 (2020: strengthened by 5%) compared to Sterling. For illustrative purposes, if the Euro exchange rate were to move by 10% against Sterling, the Group would make the following gains/(losses):

	2021 £'000	2020 £'000
Euro strengthens	199	561
Euro weakens	(165)	(458)

#### Cash flow interest rate risk

The Group is exposed to cash flow risk. For illustrative purposes, if interest rates had been 0.5% higher/lower on borrowings throughout the year with all other variables held constant, the post tax profit for the year would have been £39,000 (2020: £50,000) lower/higher, respectively.

#### Credit risk

Credit risk is disclosed in notes 15 and 16.

#### Liquidity risk

Banking facilities, including a maturity profile, are disclosed in note 18. Interest is payable based on the length of the revolving facilities, typically between 1 and 3 months and on a quarterly basis for the term loan. The Group is required to meet banking covenants on a quarterly basis. Whilst the Group has sufficient cash reserves and expects future trading to enable it to meet its cash flow obligations, should trading performance prevent it from doing so then the lender has recourse over the Group's assets. Cash and cash equivalents held in the UK is subject to a Composite Account System, which is a banking offset arrangement that allows the set-off of overdraft balances with retained cash.

The table below analyses the Group's non-derivative financial liabilities and net-settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet date to the contractual maturity date. Derivative financial liabilities are included in the analysis to the extent that their contractual maturities are essential for an understanding of the timing of cash flows. The amounts disclosed are the contractual undiscounted cash flows.

	Less than 1 year £'000	Between 1 and 2 years £'000	Between 2 and 5 years £'000	Greater than 5 years £'000	Carrying amount (assets) / liabilities £'000
Borrowings	123	123	5,880	–	5,217
Lease liabilities	2,338	2,338	4,143	4,874	12,231
Derivatives (excluding foreign exchange)	20	–	–	–	20
Trade and other payables	19,593	1,000	–	–	20,403
<b>At 30 November 2021</b>	<b>22,074</b>	<b>3,461</b>	<b>10,023</b>	<b>4,874</b>	<b>37,871</b>

	Less than 1 year £'000	Between 1 and 2 years £'000	Between 2 and 5 years £'000	Greater than 5 years £'000	Carrying amount (assets) / liabilities £'000
Borrowings	145	9,631	–	–	10,682
Lease liabilities	2,007	2,007	5,332	5,834	13,616
Trade and other payables	17,790	–	–	–	17,790
<b>At 30 November 2020</b>	<b>19,942</b>	<b>11,638</b>	<b>5,332</b>	<b>5,834</b>	<b>42,088</b>

## 26 Financial risk management continued

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined below:

- quoted prices in active markets for identical assets or liabilities (level 1);
- inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2); and
- inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
Financial liabilities at fair value through profit or loss:				
– Trading derivatives	–	(20)	–	(20)
Contingent consideration	–	–	(1,810)	(1,810)
<b>At 30 November 2021</b>	<b>–</b>	<b>(20)</b>	<b>(1,810)</b>	<b>(1,830)</b>
	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
Financial assets at fair value through profit or loss:				
– Trading derivatives	–	23	–	23
Contingent consideration	–	–	–	–
<b>At 30 November 2020</b>	<b>–</b>	<b>23</b>	<b>–</b>	<b>23</b>

The fair value of financial instruments that are not traded in an active market (for example, over the counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2. There have been no movements between levels in the year.

The tables below analyse financial instruments by category:

	2021				2020			
	Other financial assets at amortised cost £'000	Financial assets at fair value through profit and loss £'000	Financial assets at fair value through comprehensive income £'000	Total £'000	Other financial assets at amortised cost £'000	Financial assets at fair value through profit and loss £'000	Financial assets at fair value through comprehensive income £'000	Total £'000
<b>Assets as per the balance sheet</b>								
Foreign exchange contracts	–	–	–	–	–	23	–	23
Trade and other receivables excluding prepayments	20,356	–	–	20,356	20,042	–	–	20,042
Cash and cash equivalents	15,442	–	–	15,442	15,563	–	–	15,563
<b>At 30 November</b>	<b>35,798</b>	<b>–</b>	<b>–</b>	<b>35,798</b>	<b>35,605</b>	<b>23</b>	<b>–</b>	<b>35,628</b>

	2021				2020			
	Other financial liabilities at amortised cost £'000	Financial liabilities at fair value through profit and loss £'000	Financial liabilities at fair value through comprehensive income £'000	Total £'000	Other financial liabilities at amortised cost £'000	Financial liabilities at fair value through profit and loss £'000	Financial liabilities at fair value through comprehensive income £'000	Total £'000
<b>Liabilities as per the balance sheet</b>								
Borrowings	(5,217)	–	–	(5,217)	(10,682)	–	–	(10,682)
Foreign exchange contracts	–	(20)	–	(20)	–	–	–	–
Trade and other payables excluding non-financial liabilities	(19,593)	–	–	(19,593)	(17,790)	–	–	(17,790)
<b>At 30 November</b>	<b>(24,810)</b>	<b>(20)</b>	<b>–</b>	<b>(24,830)</b>	<b>(28,472)</b>	<b>–</b>	<b>–</b>	<b>(28,472)</b>

The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short term nature.

**Notes to the consolidated financial statements continued****26 Financial risk management continued****Capital risk management**

The Group manages its capital to ensure that entities in the Group will be able to continue as going concerns while maximising the return to shareholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from the prior year.

The Group's objectives when managing capital are to safeguard the Group's ability to operate as a going concern in order to provide returns to shareholders, benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net cash or net debt (excluding right of use lease liabilities) divided by total capital. Net cash or net debt is calculated as total borrowings as shown in the consolidated balance sheet less cash and cash equivalents. Total capital is calculated as "equity" as shown in the consolidated balance sheet. The gearing ratio at 30 November 2021 was not applicable because the Group had a net cash position excluding right of use lease liabilities (2020: not applicable).

The Group's borrowings are subject to certain covenant restrictions imposed by the banks. These covenants have been fully complied with during the year ended 30 November 2021. The multi-currency facility is secured by fixed and floating charges against certain of the Group's assets in the UK and wider Europe.

**27 Contingent liabilities**

At 30 November 2021, the Group had the following advanced payment bonds (relating to monies received in advance on contracts) and performance bonds:

	\$'000	€'000
Advanced payment bonds	–	320
Performance bonds	2,549	811
<b>At 30 November 2021</b>	<b>2,549</b>	<b>1,131</b>
	\$'000	€'000
Advanced payment bonds	–	162
Performance bonds	2,549	842
<b>At 30 November 2020</b>	<b>2,549</b>	<b>1,004</b>

US\$2,520,000 (2020: US\$2,520,000) of the performance bonds relate to the contracts for filtration systems provided for gasification projects. These projects are being commissioned, a process which is taking several years. The Group has provided its best estimate of the amount of any potential loss arising from rectification and claims arising on these contracts within the £1.4 million warranty provisions disclosed in note 21. The maximum potential unprovided exposure under these contracts is limited to £10.3 million. The uncalled performance bonds are expected to be called or released no later than December 2024.

**28 Commitments****Capital and other financial commitments**

Contracts placed for future capital expenditure on property, plant and equipment not provided in the financial statements at 30 November 2021 were £1,593,000 (2020: £1,229,000).

**29 Key management compensation and related party transactions**

The Board of Directors, including the Non-Executive Directors, are classified as key management. Their remuneration is shown in the Remuneration report. Their aggregate emoluments are disclosed in the table below.

	2021 £'000	2020 £'000
Salaries and other short term employee benefits	1,220	756
Post employment benefits	62	137
Share based payments	130	(15)
	<b>1,412</b>	<b>878</b>

There were no related party transactions in the years ended 30 November 2021 and 30 November 2020.

### 30 Subsidiary undertakings

The Group's ultimate parent company is Porvair plc which is incorporated in England.

Details of the Group's subsidiary undertakings at 30 November 2021 are as follows:

Subsidiary name	Subsidiary registered address	Activity	Country of incorporation and operation	% holding in ordinary shares
<i>Held directly:</i>				
Porvair Corporation	700 Shepherd Street, Hendersonville, NC 28792, USA	Holding	USA	100%
Porvair Filtration India Private Limited	401 Centrum IT Park, Thane MH 400604, India	Trading	India	65%
Porvair Filtration Limited	7 Regis Place, Bergen Way, King's Lynn, UK	Holding	England	100%
Porvair Holdings B.V.	Gustav Mahlerplein 3, 1082MS, Amsterdam, Netherlands	Holding	Netherlands	100%
Porvair Selee Filtration Technology (Hubei) Company Limited	Square Industrial Park, Xiaogan 432000, China	Trading	China	100%
Seal Analytical Limited	7 Regis Place, Bergen Way, King's Lynn, UK	Trading	England	100%
Seal Analytical Shanghai Company Limited	128 Xiangyin Road, Shanghai 200433, China	Trading	China	100%
Kbiosystems Limited	7 Regis Place, Bergen Way, King's Lynn, UK	Trading	England	100%
<i>Held indirectly:</i>				
Dahlman Industrial Group B.V.	PO Box 438, 3140 AK, Maassluis, Netherlands	Holding	Netherlands	100%
Dahlman Filter Services B.V.	PO Box 438, 3140 AK, Maassluis, Netherlands	Trading	Netherlands	100%
Dahlman Filter Services GmbH	Boxgraben 38, 52064 Aachen, Nord Rhein-Westphalia, Germany	Trading	Germany	100%
J G Finneran Associates, Inc.	3600 Reilly Court, Vineland, NJ 08360, USA	Trading	USA	100%
Microfiltrex Limited	7 Regis Place, Bergen Way, King's Lynn, UK	Dormant	England	100%
Platex, Plaat- en Constructiewerken B.V.	PO Box 438, 3140 AK, Maassluis, Netherlands	Dormant	Netherlands	100%
Porvair Filtration Group Inc.	301 Business Lane, Ashland, VA 23005, USA	Trading	USA	100%
Porvair Filtration Group Limited	7 Regis Place, Bergen Way, King's Lynn, UK	Trading	England	100%
Porvair Sciences Limited	7 Regis Place, Bergen Way, King's Lynn, UK	Trading	England	100%
Pulse Instrumentation GmbH	Werkstrasse 5, 22844 Norderstedt, Germany	Trading	Germany	100%
Rohasys B.V.	Provinciënbaan 4, 5121 DL Rijen, Netherlands	Trading	Netherlands	100%
Seal Analytical GmbH	Werkstrasse 5, 22844 Norderstedt, Germany	Trading	Germany	100%
Seal Analytical Inc.	6501 W. Donges Bay Road, Mequon, WI 53092, USA	Trading	USA	100%
Selee Corporation	700 Shepherd Street, Hendersonville, NC 28792, USA	Trading	USA	100%
Technisch Bureau Dahlman B.V.	PO Box 438, 3140 AK, Maassluis, Netherlands	Trading	Netherlands	100%

## Porvair plc Parent Company – Balance sheet

Company registered number 01661935

As at 30 November	Note	2021 £'000	2020 £'000
<b>Non-current assets</b>			
Property, plant and equipment	4	15	5
Right of use assets	5	105	152
Investments	6	62,707	55,506
Deferred tax asset	12	3,782	3,806
		<b>66,609</b>	<b>59,469</b>
<b>Current assets</b>			
Amounts receivable from Group undertakings	7	20,840	21,476
Other receivables	8	63	67
Income tax receivable		307	315
Derivative financial instruments	13	–	23
Cash and cash equivalents	9	1,182	278
		<b>22,392</b>	<b>22,159</b>
<b>Current liabilities</b>			
Trade and other payables	10	(2,643)	(1,045)
Lease liabilities	5	(46)	(46)
Borrowings	11	(1,694)	–
		<b>(4,383)</b>	<b>(1,091)</b>
<b>Net current assets</b>		<b>18,009</b>	<b>21,068</b>
<b>Non-current liabilities</b>			
Borrowings	11	(5,217)	(9,303)
Other payables	10	(945)	–
Lease liabilities	5	(58)	(104)
Retirement benefit obligations	14	(12,602)	(15,395)
		<b>(18,822)</b>	<b>(24,802)</b>
<b>Net assets</b>		<b>65,796</b>	<b>55,735</b>
<b>Capital and reserves</b>			
Share capital	15	924	923
Share premium account		37,078	36,927
Retained earnings		27,794	17,885
<b>Total equity</b>		<b>65,796</b>	<b>55,735</b>

The financial statements on pages 130 to 139 were approved by the Board of Directors on 28 January 2022 and were signed on its behalf by:

B D W Stocks 

J A Mills 



## Parent Company – Profit for the financial year

As permitted by Section 408 of the Companies Act 2006, no income statement is presented for the parent company.  
The profit for the financial year is £11,123,000 (2020: £2,963,000).

## Parent Company – Statement of changes in equity

	Note	Share capital £'000	Share premium account £'000	Retained earnings £'000	Total equity £'000
<b>Balance at 1 December 2019</b>		921	36,504	19,179	56,604
Profit for the year		–	–	2,963	2,963
<b>Other comprehensive income/(expense):</b>					
Changes in fair value of foreign exchange contracts held as a cash flow hedge		–	–	(35)	(35)
Actuarial loss in defined benefit pension plans net of tax		–	–	(1,334)	(1,334)
<b>Total comprehensive income for the year</b>		–	–	1,594	1,594
<b>Transactions with owners:</b>					
Employee share options scheme					
– Value of employee services net of tax		–	–	91	91
Purchase of own shares held in trust		–	–	(726)	(726)
Proceeds from shares issued	15	2	423	–	425
Dividends paid		–	–	(2,253)	(2,253)
Total transactions with owners recognised directly in equity		2	423	(2,888)	(2,463)
<b>Balance at 30 November 2020</b>		923	36,927	17,885	55,735
Profit for the year		–	–	11,123	11,123
<b>Other comprehensive income/(expense):</b>					
Actuarial gain in defined benefit pension plans net of tax		–	–	1,600	1,600
<b>Total comprehensive income for the year</b>		–	–	12,723	12,723
<b>Transactions with owners:</b>					
Employee share options scheme					
– Value of employee services net of tax		–	–	247	247
Purchase of own shares held in trust		–	–	(716)	(716)
Proceeds from shares issued	15	1	151	–	152
Dividends paid		–	–	(2,345)	(2,345)
Total transactions with owners recognised directly in equity		1	151	(2,814)	(2,662)
<b>Balance at 30 November 2021</b>		924	37,078	27,794	65,796

## Parent Company – Notes to the financial statements

### 1 Summary of significant accounting policies

#### Basis of accounting

The Company financial statements are presented as required by the Companies Act 2006. The Company meets the definition of a qualifying entity under Financial Reporting Standard ("FRS") 100 issued by the Financial Reporting Council. Accordingly, the financial statements have been prepared in accordance with FRS 101 "Reduced Disclosure Framework" as issued by the Financial Reporting Council.

The financial statements have been prepared on a going concern basis and under the historical cost convention as modified by the recognition of certain financial assets and financial liabilities (including derivative financial instruments) at fair value through profit or loss.

The following exemptions from the requirements of IFRS have been applied in the preparation of these financial statements, in accordance with FRS101:

- Paragraphs 45(b) and 46 to 52 of IFRS 2, "Share based payment" (details of the number and weighted average exercise prices of share options, and how the fair value of goods or services received was determined).
- IFRS 7, "Financial Instruments: Disclosures".
- Paragraphs 91 to 99 of IFRS 13, "Fair value measurement" (disclosure of valuation techniques and inputs used for fair value measurement of assets and liabilities).
- Paragraph 38 of IAS 1, "Presentation of financial statements" comparative information requirements in respect of:
  - (i) paragraph 79(a)(iv) of IAS 1;
  - (ii) paragraph 73(e) of IAS 16 "Property, plant and equipment";
  - (iii) paragraph 118(e) of IAS 38 "Intangible assets" (reconciliations between the carrying amount at the beginning and end of the period).

The following paragraphs of IAS 1, "Presentation of financial statements":

- 16 (statement of compliance with all IFRS);
- 38A (requirement for minimum of two primary statements, including cash flow statements);
- 38B-D (additional comparative information);
- 111 (cash flow statement information); and
- 134-136 (capital management disclosures).
- IAS 7, "Statement of cash flows".
- Paragraph 30 and 31 of IAS 8 "Accounting policies, changes in accounting estimates and errors" (requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective).
- Paragraph 17 of IAS 24, "Related party disclosures" (key management compensation).
- The requirements in IAS 24, "Related party disclosures" to disclose related party transactions entered into between two or more members of a group.

#### Critical accounting judgements and key sources of estimation uncertainty

The preparation of financial statements in conformity with FRS101 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

##### (a) Critical judgements in applying the Company's accounting policies

In the course of preparing the financial statements, no judgements have been made in the process of applying the Company's accounting policies, other than those involving estimations, that have had a significant effect on the amounts recognised in the financial statements.

##### (b) Key sources of estimation uncertainty

Material estimates and assumptions are made in particular with regard to: establishing uniform depreciation periods for the Company; assumptions used in the calculation of share based payments; parameters for measuring pension and other provisions; and the likelihood that tax assets can be realised. The key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below:

- Pension obligation

The Company operates a defined benefit pension scheme, The Porvair plc Pension and Death Benefit Plan (the "Plan"), covering a number of employees in the UK. The pension scheme is financed through a separate trust fund and is closed to new entrants. The present value of the obligations of this scheme is subject to financial assumptions, and management contracts external actuarial guidance on this. Sensitivities in the principal assumptions on valuing the Plan's defined benefit obligation at 30 November 2021 have been calculated and are given in note 20 of the Group financial statements.

## 1 Summary of significant accounting policies continued

### • Estimation of LTSP share option charge

The long term share plan share options ("LTSPs") have vesting conditions, as outlined in the Remuneration report, which can result in the vesting of between 0% to 100% of each LTSP grant. One element of the share based payment charge calculation of these LTSPs relies on management's best estimate forecast of the performance of the Group, which is a critical assumption. As an example, if the success rate of the unvested share options were increased/decreased by 10% then the share option charge would be £51,000 higher/lower.

### Property, plant and equipment

Plant, machinery and equipment is capitalised at cost and is depreciated by equal annual amounts over their estimated useful lives. Annual depreciation rates are between 10% and 33.33% straight line.

### Fixed asset investments

Investments held as fixed assets are stated at cost less provision for impairment in value.

### Interest income

Interest income is accrued on a straight line basis, by reference to the principal outstanding and the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount.

### Dividends

Dividends received from subsidiaries are recognised when received. Dividends paid to the Company's shareholders are recognised as a liability in the Company's financial statements in the period in which the dividends are approved by the Company's shareholders.

### Impairment of assets

Assets are regularly reviewed to confirm their carrying values. Where the expected realisable value is lower than the book value, the excess of book value is charged to the income statement during the year. A provision for the impairment of amounts receivable from group undertakings is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables.

### Patents and trademarks

All expenditure on the registration, renewal and maintenance of patents and trademarks is expensed as incurred.

### Foreign exchange

Monetary assets and liabilities denominated in foreign currencies are translated into Sterling at the rates of exchange ruling at the end of the financial year.

Foreign exchange differences are taken to the income statement in the year in which they arise.

### Taxation

Current tax is based on taxable profit for the period. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other periods and it further excludes items that are never taxable or deductible. The Company's liability for current tax is calculated using tax rates that are relevant to the period.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than a business combination) of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

Deferred tax is calculated at the tax rates which have been enacted or substantively enacted by the balance sheet date and are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is recognised in the income statement, except when it relates to items recognised directly to other comprehensive income or directly to equity. In this case, the deferred tax is also recognised in other comprehensive income or directly in equity, respectively.

### Pensions

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

For defined benefit retirement schemes, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at each balance sheet date. Actuarial gains and losses are recognised in full in the period in which they occur.

The retirement benefit obligation in the balance sheet represents the present value of the defined benefit obligation as adjusted for unrecognised past service cost and as reduced by the fair value of scheme assets.

### Financial instruments

Financial assets and financial liabilities are recognised in the Company's balance sheet when the Company becomes a party to the contractual provisions of the instrument.

#### (a) Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts. In the balance sheet, bank overdrafts are shown within borrowings in current liabilities.

## Parent Company – Notes to the financial statements continued

### 1 Summary of significant accounting policies continued

#### (b) Bank borrowings

Interest bearing bank loans and overdrafts are recorded at the proceeds received, net of direct issue costs. Finance charges, including premiums payable on settlement or redemption and direct issue costs, are accounted for on an accruals basis in the income statement using the effective interest method and are added to the carrying amount of the instrument, to the extent that they are not settled in the period in which they arise.

#### (c) Trade and other payables

Trade and other payables are not interest bearing and are initially recognised at fair value and subsequently held at amortised cost.

#### (d) Lease liabilities

Lease liabilities are recorded at the present value of lease payments. Leases are discounted at the Company's incremental borrowing rate, being the rate that the Company would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions. Right of use assets are depreciated on a straight line basis over the lease term, or useful life if shorter.

Lease payments relating to low value assets or to short term leases are recognised as an expense on a straight line basis over the lease term. Short term leases are those with 12 months or less duration. Low value assets are those below a cost of £4,000.

#### (e) Derivative financial instruments and hedge accounting

The Company holds derivative financial instruments in the form of forward foreign exchange contracts to hedge its foreign currency exposure. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and subsequent changes in the fair value of foreign currency derivatives which are designated and effective as hedges of future cash flows are recognised in equity and are reclassified to profit or loss on maturity of the derivative. Changes in the fair value of foreign currency derivatives which are ineffective or which do not meet the criteria for hedge accounting are recognised immediately in the income statement. The Company recognises all forward foreign exchange contracts on the balance sheet at fair value using external market data.

#### Share based payments

Where the Company has granted rights over its equity instruments to the employees of subsidiary companies, there is a corresponding increase recognised in the investment in subsidiary undertakings in those years.

The Company issues equity settled, share based payments to certain employees. Equity settled, share based payments are measured at fair value at the date of grant. The fair value determined at the grant date of the equity settled, share based payments is expensed on a straight line basis over the vesting period, based on the Company's estimate of shares that will eventually vest. The charge is then credited back to reserves.

At each balance sheet date, the Company revises its estimates of the number of share options that are expected to vest. It recognises the impact of the revisions to original estimates, if any, in the income statement or, if relating to a subsidiary undertaking in investment in subsidiary undertakings, with a corresponding adjustment to equity.

Fair value is measured by use of a Black-Scholes model. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations.

#### Equity instruments

Ordinary shares are classified as equity. Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

Where the Company purchases its equity share capital ("treasury shares"), the consideration paid, including any directly attributable incremental costs (net of income taxes), is deducted from equity attributable to the Company's equity holders until the shares are cancelled or reissued. Where such ordinary shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's equity holders.

#### Retained earnings

The retained earnings account represents the distributable reserves of the Company.

## 2 Profit before income tax

During the year the Company obtained the following services from the Company's Auditor, RSM UK Audit LLP:

	2021 £'000	2020 £'000
Fees payable to Company's Auditor for audit of parent company financial statements	28	28
	28	28

## 3 Employees and Directors

The staff cost, including Executive Directors, for the year is shown below:

	2021 £'000	2020 £'000
<b>Staff costs</b>		
Wages and salaries	2,215	1,140
Social security costs	195	146
Other pension costs	115	113
Share based payments	130	(8)
	2,655	1,391

The average monthly number of staff, including Directors, employed during the year is as below:

	2021 Average Number	2020 Average Number
Administration	11	11
	11	11

The number of directors to whom retirement benefits are accruing under a defined contribution pension scheme is 1 (2020: 1).

The number of directors to whom retirement benefits are accruing under a defined benefit pension scheme is 1 (2020: 1).

Detailed disclosures of Directors' individual remuneration and share options are given in the Remuneration report on pages 68 to 74, and in note 29 of the Group financial statements.

## 4 Property, plant and equipment

	Plant, machinery and equipment £'000
<b>Cost</b>	
At 1 December 2020	169
Additions	13
<b>At 30 November 2021</b>	<b>182</b>
<b>Accumulated depreciation</b>	
At 1 December 2020	(164)
Charge for year	(3)
<b>At 30 November 2021</b>	<b>(167)</b>
<b>Net book value</b>	
<b>At 30 November 2021</b>	<b>15</b>
At 30 November 2020	5

The Company did not have any capital commitments at 30 November 2021 or 30 November 2020.

## Parent Company – Notes to the financial statements continued

### 5 Leases – Right of use assets and lease liabilities

#### Right of use assets

The movement in Right of use assets is set out below:

	Leasehold buildings £'000	Plant, machinery and equipment £'000	Total £'000
<b>Cost</b>			
At 1 December 2020	193	5	198
Additions	–	–	–
<b>At 30 November 2021</b>	<b>193</b>	<b>5</b>	<b>198</b>
<b>Accumulated depreciation</b>			
At 1 December 2020	(45)	(1)	(46)
Charge for year	(46)	(1)	(47)
<b>At 30 November 2021</b>	<b>(91)</b>	<b>(2)</b>	<b>(93)</b>
<b>Net book value</b>			
<b>At 30 November 2021</b>	<b>102</b>	<b>3</b>	<b>105</b>
At 30 November 2020	148	4	152

#### Lease liabilities

The movement on the lease liability is set out below:

	2021 £'000	2020 £'000
At 1 December 2020	150	194
Repayments of lease liabilities	(49)	(49)
Interest on lease liabilities	3	5
<b>At 30 November 2021</b>	<b>104</b>	<b>150</b>

Lease liabilities mature as follows:

	2021 £'000	2020 £'000
Minimum right of use liabilities falling due		
Within one year – land and buildings	48	48
Within one year – property, plant and equipment	1	1
<b>Total within one year</b>	<b>49</b>	<b>49</b>
Between one and five years – land and buildings	57	105
Between one and five years – property, plant and equipment	2	3
<b>Total between one and five years</b>	<b>59</b>	<b>108</b>
Total commitment	108	157
Less: finance charges included above	(4)	(7)
<b>Net present value of lease liabilities at 30 November 2020</b>	<b>104</b>	<b>150</b>
Current	46	46
Non-current	58	104
<b>Total at 30 November</b>	<b>104</b>	<b>150</b>

## 6 Fixed asset investments

Investments in subsidiary undertakings

	2021 £'000	2020 £'000
<b>Cost</b>		
At 1 December	55,506	55,407
Additions in the year	7,084	2,000
Impaired in the year	–	(2,000)
Capital contributions arising from share based payments charge	117	99
<b>At 30 November</b>	<b>62,707</b>	<b>55,506</b>
<b>Net book value</b>		
<b>At 30 November</b>	<b>62,707</b>	<b>55,506</b>
At 1 December	55,506	55,407

Additions in the year relate to the acquisition of Kbiosystems on 25 February 2021. Details are given in note 25 of the Group financial statements.

The capital contributions arising from the share based payment charge represent the Company granting rights over its equity instruments to the employees of subsidiary undertakings. This results in a corresponding increase in investments in subsidiary undertakings.

The Directors believe that the carrying value of the investments is supported by their underlying net assets.

The Company's investment in Porvair Selee Filtration Technology (Hubei) Company Limited was impaired by £nil (2020: £2.0 million) in the year. At 30 November 2021, the investment in Porvair Selee Filtration Technology (Hubei) Company Limited is valued at a fair value of £nil (2020: £nil).

Details of the Company's subsidiary undertakings are given in note 30 of the Group financial statements.

## 7 Amounts receivable from Group undertakings

	2021 £'000	2020 £'000
Loans to subsidiary undertakings	20,840	21,476
	<b>20,840</b>	<b>21,476</b>

Amounts owed by group undertakings are interest free and unsecured with no fixed terms for repayment.

## 8 Other receivables

	2021 £'000	2020 £'000
<b>Amounts falling due within one year:</b>		
Prepayments	63	67
	<b>63</b>	<b>67</b>

## 9 Cash and cash equivalents

	2021 £'000	2020 £'000
Cash at bank and in hand	1,182	278

## Parent Company – Notes to the financial statements continued

### 10 Trade and other payables

	2021 £'000	2020 £'000
<b>Amounts falling due within one year:</b>		
Trade creditors	96	256
Taxation and social security	125	122
Other payables	865	–
Accruals and deferred income	1,557	667
	<b>2,643</b>	<b>1,045</b>

The balance in "Other payables" relates to deferred consideration (2020: £nil).

Non-current "Other payables" relates to deferred consideration of £945,000 (2020: £nil)

### 11 Borrowings

	2021 £'000	2020 £'000
Bank overdraft offset against cash balances in other Group companies under a Group banking offset arrangement	1,694	–
Secured multi-currency revolving credit facility	5,217	9,303
	<b>6,911</b>	<b>9,303</b>

#### Bank and other loans of the Company are repayable as follows:

	2021 £'000	2020 £'000
Within one year	1,694	–
Two to five years	5,217	9,303
	<b>6,911</b>	<b>9,303</b>

On 18 May 2021, the Group agreed a €28 million (£24 million) four year secured revolving credit facility, with an option to extend by one year, plus a €17 million (£14 million) accordion facility, with Barclays Bank plc and Citibank N.A., London Branch. This replaced the previous €23 million revolving credit facility which was due to expire in May 2022. The new facility has a margin over EURIBOR ranging between 2.2% – 2.8%, depending on leverage, and a non-utilisation fee of 0.35%. The margin may be adjusted by up to 0.05% depending upon achievement of ESG metrics.

The loans are shown net of issue costs of £0.4 million (2020: £nil) which are being amortised over the life of the loan arrangements.

At 30 November 2021, the Company had €17.3 million/£14.7 million (2020: €12.6 million/£11.3 million) of unused credit facility and an unutilised £2.5 million (2020: £2.5 million) overdraft facility.

The multi-currency facility is secured by fixed and floating charges against the assets of the Company and its subsidiaries.

### 12 Deferred tax asset

The movement of deferred tax assets during the year is as follows:

	Accelerated capital allowances £'000	Other short term timing differences £'000	Share based payments £'000	Retirement obligations £'000	Total £'000
<b>At 1 December 2019</b>	8	17	795	2,540	3,360
Charged to the income statement	–	–	–	(236)	(236)
Charged to equity in respect of share options	–	–	(2)	–	(2)
Credited to comprehensive income in respect of pension liabilities	–	–	–	684	684
<b>At 30 November 2020</b>	8	17	793	2,988	3,806
Charged to the income statement	(7)	(13)	–	–	(20)
Credited to equity in respect of share options	–	–	25	–	25
Charged to comprehensive income in respect of pension liabilities	–	–	–	(29)	(29)
<b>At 30 November 2021</b>	<b>1</b>	<b>4</b>	<b>818</b>	<b>2,959</b>	<b>3,782</b>

There were no unrecognised deferred tax amounts at 30 November 2021 (2020: £nil).



### 13 Derivative financial instruments

	2021 £'000	2020 £'000
<b>Forward foreign exchange contract assets</b>		
Forward foreign exchange contracts – current	–	23

The loss recognised in the income statement in the year for non-hedged derivatives amounted to £23,000 (2020: gain of £10,000).

### 14 Retirement benefit obligations

	2021 £'000	2020 £'000
Defined benefit scheme deficit	12,602	15,119
Additional pension commitments	–	276
	<b>12,602</b>	<b>15,395</b>

The Group operates a defined benefit pension scheme, The Porvair plc Pension and Death Benefit Plan (the “Plan”), covering a number of employees in the UK. The pension scheme is financed through a separate trust fund administered by Trustees with an independent Chairman. The Plan was closed to new entrants in October 2001. Further details of the retirement benefit obligations are disclosed in note 20 of the Group financial statements.

The Group operates a money purchase pension scheme for a certain number of its employees. As at 30 November 2021, £4,000 (2020: £1,000) in relation to this pension scheme was outstanding to be paid.

### 15 Called up share capital

	2021 £'000	2020 £'000
<b>Allotted and fully paid:</b>		
46,201,685 ordinary shares of 2 pence each (2020: 46,155,700)	924	923

Details of shares issued and share options are disclosed in notes 22 and 23 of the Group financial statements, respectively.

### 16 Share based payments

Details of share options of the Company and the share based payments charge during the year are given in note 23 of the Group financial statements.

### 17 Dividends

Details of dividends paid in the year and final dividends recommended to be paid after the year end are disclosed in note 9 of the Group financial statements.

### 18 Contingent liabilities

The Company has no contingent liabilities at 30 November 2021 (2020: none).

## Shareholder information

### Registrar services

Our shareholder register is managed and administered by Link Group. Link Group should be able to help you with most questions you have in relation to your holding in Porvair plc shares.

Link can be contacted at:

#### Link Group

10th Floor  
Central Square  
29 Wellington Street  
Leeds LS1 4DL

[www.linkgroup.eu](http://www.linkgroup.eu)

Telephone: 0371 664 0300 if calling from the United Kingdom, or +44 (0) 371 664 0391 if calling from outside the United Kingdom. Calls are charged at the standard geographical rate and will vary by provider. Calls outside the United Kingdom will be charged at the applicable international rate. Lines are open between 09:00 – 17:30, Monday to Friday excluding public holidays in England and Wales; E-mail: [shareholderenquiries@linkgroup.co.uk](mailto:shareholderenquiries@linkgroup.co.uk).

In addition, Link offers a range of other services to shareholders including a share dealing service and a share portal to manage your holdings.

### Share dealing service

A share dealing service is available to existing shareholders to buy or sell the Company's shares via Link Share Dealing Services. Online and telephone dealing facilities provide an easy to access and simple to use service.

For further information on this service, or to buy or sell shares, please contact:

[www.linksharedeal.com](http://www.linksharedeal.com) – online dealing

0371 664 0445 – telephone dealing (from outside the UK: +44 (0) 371 664 0445).

Email: [info@linksharedeal.com](mailto:info@linksharedeal.com)

Please note that the Directors of the Company are not seeking to encourage shareholders to either buy or sell their shares. Shareholders in any doubt as to what action to take are recommended to seek financial advice from an independent financial advisor authorised by the Financial Services and Markets Act 2000.

## Financial calendar 2022

<b>30 November 2021</b> Financial year end 2021	<b>4 July 2022</b> Half year 2022 results announcement
<b>31 January 2022</b> Full year 2021 results	<b>21 July 2022</b> Ex-dividend date
<b>14 April 2022</b> AGM	<b>22 July 2022</b> Record date for dividend
<b>28 April 2022</b> Ex-dividend date	<b>26 August 2022</b> Payment date for dividend
<b>29 April 2022</b> Record date for dividend	<b>30 November 2022</b> Financial year end 2022
<b>31 May 2022</b> Half year 2022 period end	<b>30 January 2023</b> Full year 2022 results
<b>1 June 2022</b> Payment date for dividend	

## Contact details and advisers

### Company Secretary and registered office

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[www.porvair.com](http://www.porvair.com)

**Company registration number**  
01661935

### Independent Auditor

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London EC4A 4AB

### Principal bankers

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Barclays Commercial Bank  
PO Box 885  
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Histon  
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Citigroup Centre  
33 Canada Square  
London E14 5LB

### Registrars and transfer office

Link Group  
10th Floor  
Central Square  
29 Wellington Street  
Leeds LS1 4DL

### Solicitors

Travers Smith LLP  
10 Snow Hill  
London EC1A 2AL

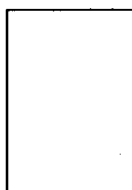
### Stockbrokers

Peel Hunt LLP  
7th Floor  
100 Liverpool Street  
London EC2M 2AT

### Forward-looking statement

This Annual Report contains forward-looking statements with respect to the financial condition, operations and performance of the Group. By their nature, these statements involve uncertainty since future events and circumstances can cause results and developments to differ materially from those anticipated. The forward-looking statements reflect knowledge and information available at the date of preparation of this Annual Report and the Company undertakes no obligation to update these forward-looking statements. Nothing in this Annual Report should be construed as a profit forecast.

### Reporting suite of documents



**Annual  
Report  
2021**

**ESG  
Report  
2021**

Find out more about Porvair and its latest financial information, results, presentations, reports and shareholder services or view and download pdf versions of the 2021 Annual Report and ESG Report:

[www.porvair.com](http://www.porvair.com)

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