



safer performance | leak-proof | reduced costs

GREEN ECONOMY



ANNUAL REPORT
2021

LONDON STOCK EXCHANGE

POS-GRIP®

PROPRIETARY METHOD OF FRICTION GRIP ENGINEERING

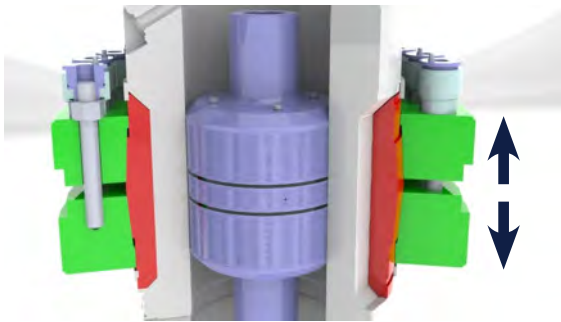
Plexus HG® technology, is a simple scientific method of design for metal interface seals, used to permanently contain METHANE GAS in wellheads, throughout the life of a producing well.

The seal system comprises of multiple integral radiused bump rings, which interact directly with the wellhead bore, to halve the number of leak paths past the annulus, using a series of redundant gallery seals. A preload above yield is carefully delivered and recorded by the externally controlled horizontal deflection of the housing wall against solid hanger bodies, thereby equally distributing perimeter stress, in compliance with the principles of Hertzian Stress Theory (HST).

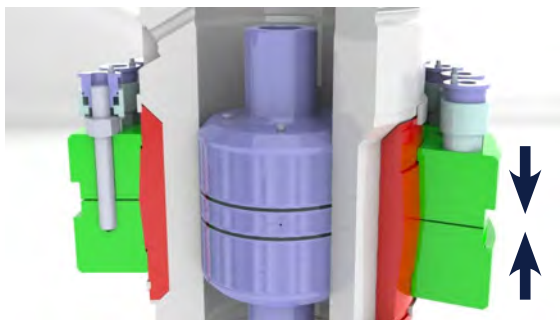
The system stays permanently rigid, guarantees life-cycle integrity and is maintenance-free, using re-usable components. By matching materials at the seal interface, bi-metallic corrosion is prevented and multiple metal seals are used to anticipate the pace of chemical degradation, throughout field-life.



POS-GRIP
Production Wellhead System



POS-GRIP in OPEN Position



POS-GRIP in CLOSED Position

POS-GRIP APPLICATIONS

Wellheads

Production wellheads, both surface and subsea have all benefitted from POS-GRIP. Casing and tubing hangers can be gripped, but POS-GRIP can also be used to support wearbushings, BOP test tools and seal sleeves.

Connectors

POS-GRIP is ideal for high integrity, low fatigue connector applications. Wellhead connectors, riser connectors, subsea jumper connectors, pipeline connectors, and even vessel mooring connectors can benefit from the simplicity of POS-GRIP.

Metal-to-metal sealing

Wellheads and connectors can both benefit from the direct contact created when the POS-GRIP metal to metal HG® seal is activated.

Financial and Corporate Overview

Following the sale in 2018 of Plexus' wellhead exploration equipment services business for Jack-up applications ('the Jack-up Business') to FMC Technologies Limited ('TFMC'), a subsidiary of one of the leading oil and gas service and equipment companies TechnipFMC (Paris:FTI) (NYSE:FTI), the year-end results and comparative prior year period have been reported as required on a continuing and a discontinued operations basis.

- Continuing operations sales revenue £2,017k (2020: £525k)
 - Discontinued operations sales revenue £nil (2020: £nil)
- Adjusted EBITDA on continuing activities £2.69m loss (2020: £3.08m loss), (page 10).
- Continuing operations operating loss £4,546k (2020: £5,681k)
 - Discontinued operations operating profit £20k (2020: loss £2,432k)
- Continuing operations operating loss after tax £4,110k (2020: £4,058k)
 - Discontinued operations loss after tax £392k (2020: £2,549k loss)
- Basic loss per share from continuing activities 4.09p (2020: 3.92p loss)
 - Basic loss per share from discontinued activities 0.39p (2020: 2.47p earning)
- Cash and cash equivalents of £5.18m (2020: £4.09m)
- Bank borrowing of £2.04m (2020: nil) relating to a drawn down Lombard facility
- The Group has £3.04m invested in financial assets (2020: £3.0m)

Operational Overview

Building a portfolio of licensing and direct sales revenue streams centred around establishing Plexus' leak-proof POS-GRIP® wellhead equipment as the go-to technology for energy markets whilst making a genuine contribution to the oil and gas industry's ESG and NetZero goals by championing "through the BOP" (Blow-out Preventer) designs, and lifetime leak-proof wellhead metal-to-metal sealing systems

Licence Agreements

New Licence Agreement

- November 2020 – non-exclusive licence signed with Cameron International Limited ('Cameron') for POS-GRIP surface production wellhead technology – Cameron is a group company of Schlumberger, the world's leading oilfield services provider
 - Agreement allows Cameron to use the Company's POS-GRIP and "HG" metal to metal seal method of engineering for the development of conventional and unconventional oil and gas surface wellheads
 - Currently collaborating with Cameron on the development of an inaugural low-cost wellhead design incorporating the POS-GRIP method of engineering

Existing Licence Agreements

- Continued focus on IP and R&D to support licensees and generate future revenue through royalties and new Plexus products
- Existing IP Collaboration Agreement in place with TFMC
- In Russia, strategy centred on supporting licensing partner Gusar's ongoing efforts to pursue contract opportunities for POS-GRIP Jack-up exploration rental wellheads
 - Following successful installation of first wellhead in 2019 under inaugural contract secured by Gusar with global energy giant Gazprom, a planned second well did not go ahead in 2020 due to COVID-19
 - Drilling programmes have begun to resume this year, which potentially will deliver further revenues under this contract

New markets

- Active targeting of new markets in line with strategy to deliver safe, reliable and cost-effective solutions to the energy industry resulted in post period end re-entry into the Jack-up Exploration (Adjustable) Wellhead rental business

- o August 2021 – Agreement with Cameron will see Exact-15 (“Exact”) system rental wellhead inventory and Centric-15 (“Centric”) mudline system equipment transferred to Plexus – Cameron to provide manufacturing support and assistance in sales lead generation in return for royalty fee
- o Exact is a ‘through the BOP’ (“Blow-out Preventer”) wellhead system originally designed by Plexus that delivers improved rig personnel safety by enabling the BOP to be kept in place during operations and thereby importantly reducing the risk of blow outs
- o Plexus intends to build on the historic success of the Jack-up Business which the Company sold to TFMC in 2018

Direct sales activity

- Focused on securing orders for surface production wellheads, particularly in the UK and European North Sea regions
 - o Surface production wellhead system order awarded by Spirit Energy in July 2020 for North Sea
 - o Participating in the tender process for a range of projects which have been delayed due to COVID-19 associated economic downturn

Post period end

- July 2021 – Plexus received London Stock Exchange’s Green Economy Mark in recognition of contributing to the global green economy, and demonstrating alignment with Net Zero and ESG principles

Chief Executive Ben van Bilderbeek said:

“There were a number of positive milestones during the year – a near quadrupling in full year revenues to £2 million; the signing of a non-exclusive licensing agreement with top tier supplier Cameron for our POS-GRIP surface production wellhead technology; and the award of a surface production wellhead order from Spirit Energy. However, I am particularly proud of one more – Plexus receiving the London Stock Exchange’s Green Economy Mark in July 2021 in recognition of its contribution to the global green economy. This achievement best sums up what the Company is about, what we are looking to achieve, and the important role our green leak proof technology can play in the energy transition as the focus on ESG and NetZero goals intensifies. This is particularly relevant in view of this year’s COP 26 climate change conference in Glasgow where the reduction of methane emissions is high on the agenda.

“What we are about. Plexus is the developer and owner of POS-GRIP, a friction grip method of engineering, which has been deployed on over 400 wells by blue-chip operators all around the world. Our wellhead equipment has raised the bar in terms of gas proof sealing performance, safety, and reliability not only out in the field but also in testing, both in-house and externally. Apart from offering safer “through the BOP” (Blow-out Preventer) operating procedures, POS-GRIP can also deliver true and verifiable leak-proof performance during the life of a well and beyond where patented HG® metal-to-metal seals are used. This is achieved by applying an external force to squeeze a housing until it engages with the components inside (casing or tubing hangers in wellheads). This generates a gripping force that eliminates assembly clearances and activates the “HG” seals, delivering what is believed to be a lifetime leak-proof metal seal solution. As the process is controlled by hydraulic pressure and occurs within the elastic limits of the material, the connection is reversible. Compare all this with rival ‘conventional’ systems, which typically comprise a far higher number of individual components – the more components, the more chance there is for seal integrity to be compromised and for individual pieces to succumb to fretting/movement caused by temperature and pressure variations, requiring in some cases expensive ‘shut-ins’ and regular seal maintenance.

“What we are looking to achieve. Having set a higher standard in terms of wellhead performance, reliability, and safety and by offering operators considerable cost savings via reduced installation and downtime, we are looking to establish POS-GRIP as the go-to leak-proof technology for the energy sector as a whole. Wherever metal to metal wellhead sealing and Tie-Back capabilities are required, POS-GRIP can deliver a leak-proof solution whether at the surface or subsea. Existing wells: the POS-GRIP “HG” Tubing Spool delivers leak-free performance at the “HG” seals for the entire field life, eliminating the requirement for any annual maintenance, which in turn generates substantial savings for operators. New wells: used on over 400 wells, Plexus’ exploration and production wellheads are proven to deliver superior performance and cost savings. Abandoned wells: our POS-SET Connector facilitates abandonment operations by delivering a best-in-class solution to re-establish a connection onto rough conductor casing that has been previously cut above the seabed – in full testing, the POS-SET Connector achieved 80% of the bending and tensile strength of the parent pipe, a significantly superior capability when compared to conventional alternatives. Renewables: focus is being given to develop POS-GRIP applications for the renewables sector, including geothermal, hydrogen and nuclear. Such initiatives can also extend to the important gas storage sector whether for gas, CO₂ or hydrogen. Here the need for equipment that can offer decades of leak-proof integrity is obviously critical, both for commercial and green reasons, and especially where equipment is inaccessible subsea. Clearly, there is no point in using conventional equipment that may have been designed to have a lifespan of 25 years, when a storage facility may be required for 100 years or more.

“The important role we can play in the energy transition. EU: net zero greenhouse gas emissions by 2050. US: 50-52 percent reduction from 2005 levels in economy-wide net greenhouse gas pollution by 2030. China: peak carbon emissions by 2030 and net zero by 2060. There can be no doubt an energy transition is underway. Hitting the above self-imposed targets however will require an enormous effort and considerable will, particularly when one considers that the energy transition is set to coincide with a period of sustained energy demand growth – in its annual International Energy Outlook report, the US Energy Information Administration states, ‘If current policy and technology trends continue, global energy consumption and energy-related carbon dioxide emissions will increase through 2050 as a result of population and economic growth.’ The report’s accompanying presentation attaches a number to the forecast, ‘By 2050, global energy use increases nearly 50%.’

“Renewables will not on their own be able to meet the forecast rise in energy demand. The EIA report goes on to say that while renewables are expected to become ‘the primary source for new electricity generation... oil and natural gas production will continue to grow...’ Liquid fuels will therefore have to play a major role in energy generation for decades to come. This does not mean, however, that a rise in harmful carbon emissions has to be a given. The oil and gas industry is in a position to take meaningful steps to satisfy rising demand for energy while at the same time reduce its carbon footprint. The solution is centred around natural gas, the cleanest fossil fuel by far in terms of carbon emissions when combusted. At least that is the case in the laboratory. In the real world, the benefits to the environment from using natural gas are less clear cut as

by allowing harmful emissions, notably methane which comprises circa 80% of natural gas, to escape into the atmosphere from leaky equipment, the advantages of natural gas over dirtier fossil fuels, such as coal, are largely negated. This is particularly the case because methane is estimated to be up to circa 80 times more potent in relation to climate change than carbon dioxide. If the world is serious about reaching net zero, and if all that additional demand for energy is to be satisfied, eliminating harmful emissions from gas operations from the well site, and in particular the wellhead all the way through to the consumer, is critical.

“For that to happen, a change of mindset among operators is required. The tried but no longer wholly trusted approach of monitoring hardware for leaks and, when one is detected, taking remedial action which cannot be guaranteed to be effective, is no longer sufficient. Preventing leaks from happening in the first place by ensuring leak-proof equipment is deployed whenever and wherever possible across the supply chain is surely what is required. Prevention after all is the best medicine and by delivering a leak-proof POS-GRIP seal wellhead solution, POS-GRIP is the best medicine for a well site. As Benjamin Franklin famously said in 1736 “An ounce of prevention is worth a pound of cure”. If the industry changes its ways and takes action to eliminate methane leaks from the supply chain, the prize is potentially huge, not just in terms of value generation for stakeholders simply by avoiding economic gas loss, but also in terms of making meaningful inroads towards achieving carbon neutrality and combatting climate change. Leak prevention promises to set off a virtuous circle for both the industry and the environment: eliminating leaks from operations would bolster the argument for natural gas to be formally classified as a transition fuel, which in turn would likely spur much needed investment in gas exploration and production activity, resulting in higher levels of supply to meet the strong growth in demand for energy expected during the transition.

“Gas supply is of course highly relevant to today’s markets, and I believe will be a key component of Plexus’ future success. There are many reasons behind this year’s extraordinary spike in global gas prices to unprecedented levels, but years of underinvestment have contributed to today’s keenly felt shortages. The need for more gas exploration drilling has been a central tenet of ours for some time and it was in anticipation of this that we signed a second agreement with Cameron post period end in August 2021 to re-enter the jack-up exploration rental wellhead market, a market we know well having run our Jack-up Business successfully for many years before selling it on to TFMC in 2018. This latest Cameron agreement involves Plexus acquiring and marketing proven wellhead technology which we pioneered years ago and are therefore extremely familiar with. Together with the agreement we signed with Cameron for our POS-GRIP surface production wellhead equipment in November 2020, Plexus is well on the road to becoming the provider of enabling technology for the oil and gas industry that we set out to build.

“Our post period end July 2021 announcement stated that the LSE Green Economy Mark ‘is designed to recognise both pure-play green technology companies, as well as those across all industries that make significant contributions to the transition to a sustainable, low carbon economy...For over 30 years, Plexus has been protecting the environment, initially with its ‘through the BOP’ (Blow-out Preventer) wellhead designs, and subsequently with its POS-GRIP® proprietary metal-to-metal leak-proof wellhead sealing system.’ Despite being in the business for many years, we believe our work is only half done. We have developed proven proprietary technology to support the transition to a sustainable low carbon economy. Now we need the industry to embrace our equipment wholeheartedly to enable us to finish the job, and by doing so this would, in my opinion, evidence ‘real washing’ as opposed to ‘green washing’. As the respective agreements we have in place with both Cameron and TFMC demonstrate, tier one suppliers recognise the value of our technology. Now is the time for the industry to do the same.”

Summary of Results for the year ended 30 June 2021

	2021 £'000	2020 £'000
Revenue (continuing operations)	2,017	525
Adjusted EBITDA (continuing operations)	(2,692)	(3,076)
Operating Loss (continuing operations)	(4,546)	(5,681)
Loss after taxation (continuing operations)	(4,110)	(4,058)
Loss profit after taxation (discontinued operation)	(392)	(2,549)
Loss after taxation (combined)	(4,502)	(6,607)
Basic loss per share (pence) (continuing operations)	(4.09p)	(3.92p)
Basic (loss) / earning per share (pence) (discontinued operation)	(0.39p)	(2.47p)

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Chairman's Statement

Business progress

With the impact of the Covid-19 pandemic on the energy market beginning to stabilise, the Company achieved a material increase in revenues in the 12 months to 30 June 2021 amounting to £2,017k (2020: £525k). Significantly, the global outlook on the requirement for further oil and gas development in the coming years is becoming more positive, especially for operators and products which manage to achieve this in the most environmentally conscious and responsible ways. There is a growing recognition that gas has an important transitional role to play as the world moves from traditional hydrocarbon energy sources to greener alternatives such as solar, wind, tidal, hydrogen, and even nuclear, but that this has to be done as cleanly as possible, which is where leak free equipment, and in particular wellheads and connectors, are so essential.

The Company's goal is to add a diverse set of revenue streams to its portfolio: the licence agreement with Cameron for the first time brings a focus to the US and Middle East markets and complements the licence already in place in Russia with our partner Gusar, Plexus' organic growth in the local market in the UK and the North Sea, and specialised projects worldwide. The post period end re-entry into the Jack-up exploration rental wellhead business adds another dimension to this, especially as it is a market that has already been successfully tried and tested by Plexus in the past, and where a good reputation was established.

The August 2021 cooperation agreements with Cameron allows Plexus to immediately enter the Jack-up exploration rental wellhead market, with the proven Exact and Centric wellhead and mudline suspension products. Plexus knows these products well, as they were initially invented and developed by Plexus in the 1980s, before being acquired by Cameron in 1996. The Exact 15 wellhead was the first through the BOP wellhead to be introduced for Jack-up drilling, and with some modernisation and additions to the product range over the years, together with Plexus' reputation for agility and customer focus on a per well basis, there is significant potential for rapid expansion of this business and revenue stream.

Beyond exploration activities, the Board remains convinced that POS-GRIP Technology is a key enabler for the surface production and subsea wellhead markets, especially with the increasing pressure of Net Zero and requirements for positive ESG (Environmental, Social, and Governance) credentials. Not only can POS-GRIP deliver the technically best solution, which makes it the safest and highest integrity solution – it can also become the most cost-effective solution. When life cycle costs are taken into account, Plexus' technology can be significantly better than conventional solutions. With a focus on greener, leak-free, and more efficient operations, operators are increasingly looking to embrace the full potential of products they specify in their procurement strategies. Plexus believes that such considerations should extend beyond simply looking at Capex and Opex costs but should extend to Totex (total capital and operating costs over the life of a well), which is where leak free equipment comes into its own as a result of minimising the need for intervention and lost production down time.

This year saw signs of a pick-up in activity in Russia, and it is hoped that there will be a resumption of Jack-up exploration drilling opportunities for Gusar, our licensee for Russian and the CIS with Gazprom. This would build on the successful POS-GRIP wellhead deployment for a Gazprom offshore gas shallow water exploration well that took place in the prior year. We are hopeful that this bodes well for significant further potential for Gusar and its developing relationship not only with Gazprom, but also with other local Russian operators.

Plexus' 49% shareholding investment in Kincardine Manufacturing Services Limited ('KMS') resulted in the receipt of £100,000 dividends in the period despite KMS revenues and profits being adversely impacted by the Covid pandemic related downturn, which resulted in a scaling back of staff and operations. However, on a positive note, KMS is seeing a pickup in activity and expects 2021 going into 2022 to deliver a significant uplift in revenues as its order book continues to build. It is anticipated that dividend payments will continue, and hopefully at an increased level.

Plexus' primary and core strength is its patented POS-GRIP Intellectual Property ('IP'), together with the broad family of products and associated equipment, which is enabled by this technology. Although individual product patents inevitably expire over time, importantly continuations and ongoing R&D form a key part of our ongoing IP strategy, and of course it is the body of additional registered IP, including new apparatus and method patents which we file, together with unregistered and confidential test results, know-how and experience which give us the ability to continue to supply uniquely different friction grip technology.

Overview

Plexus is a wellhead technology business, but unlike all other wellhead companies, our value is underpinned by POS-GRIP and associated and derived proprietary products. Where others compete on a volume manufacturing basis and fight for margins with very similarly conventional products, Plexus' POS-GRIP proposition is truly different and delivers enhanced value to customers. The Company has demonstrated that its products perform and can be profitable without a low-cost volume manufacturing base not only organically, but also by adopting a licensing model to reach markets that Plexus cannot naturally access.

Plexus has already demonstrated significant commercial success with POS-GRIP in the Jack-up exploration drilling wellhead market, and we now believe that the time is right for similar success in the Production Wellhead market – both surface and in due course subsea. The Production Wellhead licensing deal with Cameron will shortly see the world's largest oilfield service provider begin to market products using POS-GRIP. Meanwhile there is also renewed urgency in Plexus' direct sales markets, as operators react to the increase in energy prices, together with demands for improved leak free and maintenance free products as part of Net Zero goals, particularly in relation to methane. Plexus also continues to see significant future potential for the patented POS-GRIP Python wellhead in the subsea market.

With significant experience and a profitable track record in the Jack-up exploration wellhead market, Plexus' return to this sector using Cameron's tried and tested through the BOP products is an opportunity to expand our revenue base further as well as to re-engage with customers at the exploration stage of their development cycle.

Staff

On behalf of the Board, I would once again like to thank all our employees for their dedication and hard work during another very challenging year. While ongoing Covid lockdown measures where appropriate and working from home have made online video meetings the norm, there has continued to be pressure on the industry and employment uncertainty. We are in the process of reconsolidating all Aberdeen staff back into the Plexus House facility, which will allow a transition back to more frequent face to face meetings. Having weathered this difficult period, I am sure that the coming developments and increase in activity will be positive for our staff, and for future employment opportunities within Plexus.

Outlook

The recent downturn in the oil and gas sector, which was exacerbated by the global Covid-19 pandemic and the resultant fall in economic activity, seems to be nearing the end as we start to see a cycle of rapidly rising oil and gas prices. It is now obvious there will continue to be demand for hydrocarbons for decades to come, particularly gas although the focus will be increasingly on extracting these resources in the most environmentally responsible way possible, which in the case of oil and gas drilling should logically mean specifying leak-free equipment whenever and wherever possible. We are far from being the only ones to believe this.

The below extract taken from the website of the UK's Oil and Gas Authority is not only in line with this view, but it also highlights the important role technology must play if the sector is to contribute to the NetZero energy transition whilst meeting ESG goals:

"The Oil and Gas Authority's ('OGA') role is to work with the industry and government on economic recovery of the UK's oil and gas resources, whilst also supporting the move to net zero carbon by 2050. Our ambition is to be a world-leading authority setting the framework for a sustainable and competitive UK oil and gas industry."

"We believe that economic recovery of oil and gas is not in conflict with the transition to net zero carbon and that the industry has the skills, technology and capital to help unlock solutions to help the UK achieve the net zero target. All forecasts show that oil and gas will remain a vital part of the UK's energy mix as we move towards net zero".

In terms of the industry having the skills and technology, we wholeheartedly concur with the OGA: our POS-GRIP enabled equipment can prevent leaks and reduce maintenance at the wellhead; our re-entry into the Jack-up exploration market via Cameron's 'through the BOP' ("Blow-out Preventer") wellhead systems

Chairman's Statement continued

will enable us to deliver improved rig personnel safety by allowing the BOP to be kept in place during operations and thereby cutting the risk of blow outs, and in particular 'super-emitters' which can leak methane in kilotons.

Reducing the risk of super-emitters neatly encapsulates the argument for using technology to prevent harmful emissions occurring in the first place. So too does the specifying and installation of leak-free wellheads for long term production, as well as gas storage whether gas, CO₂ or hydrogen. Prevention is a win-win for all. For operators it complements the status quo that is monitoring and potentially having to administer time consuming and costly cures. For the environment it helps avoid emissions incidents which in the case of 'super-emitters' are believed to account for 75% of all methane emissions.

Interestingly, there is a growing recognition that the move to NetZero does not need to be all about 'grand gestures' which can arguably create too many bumps in the road for a smooth transition. An opinion piece in the Financial Times in September was headlined as "Forget COP26 boasts – decarbonising takes thousands of tiny, boring steps", and that "Truly green companies redesign their products rather than buying offsets or planting trees". This was clearly intended to start a debate, and Plexus would certainly subscribe to the concept in relation to the oil and gas supply chain that every piece of equipment should be the best it can be, especially in relation to leak-proof performance and long-term integrity. We believe that Plexus can meet such a challenge, particularly in relation to our wellheads and connector applications.

This increased scrutiny and targeting of methane emissions gives us confidence that as the oil and gas market starts to recover and subsequent investment by operators begins to gain momentum, we should see those sales prospects for our leak-proof solutions that had been on hold for the duration of the downturn begin to make progress. As well as new opportunities arising in oil and gas, we see opportunities arising in alternative energy markets and applications, such as geothermal and gas storage. Even if activity only partially returns, Plexus requires only a small percentage of market share to see significant growth in the specialised wellhead market, as well as the considerable growth and market share potential arising from the licence agreements we have in place with Cameron.

Following the two Cameron deals, the focus for the year ahead will be to use these, along with our own organic sales activities, as a platform with which to capitalise on both the recovery in the global economy and also the need to satisfy the world's clear need for the ongoing recovery of hydrocarbons, particularly cleaner natural gas, in a responsible and sustainable manner, as evidenced by our gaining the LSE "Green Economy Mark". Taking into consideration standard industry lead times, this would suggest shareholders will start to see the benefits of the IP-led strategy we have put in place gain traction in the 2022/2023 financial year.

In conclusion, challenging times are often generators of significant change. We feel that now is the time for POS-GRIP technology to come into its own. The combination of POS-GRIP's operational, environmental, and financial benefits ought to resonate strongly with companies operating across the energy sector. The Board is confident that there will be an increased focus on equipment integrity and guaranteed leak-free operation, and that this will lead to the further monetisation of our POS-GRIP technology through licensing and direct sales which in turn will lead to growth and value for our shareholders.

J Jeffrey Thrall

Non-Executive Chairman

19 November 2021

Strategic Report

Principal Activity

The Group markets oil and gas industry wellhead and associated equipment that utilises its patented friction grip method of engineering known as POS-GRIP Technology. This involves squeezing one tubular member against another within the elastic range to effect gripping between the components, and can also set metal to metal seals, known as “HG” Seal Technology. This superior method of load support and sealing for wellheads offers several important and unique advantages to operators, particularly for HP/HT surface and subsea production applications, and can include improved technical performance, improved integrity of metal-to-metal seals, significant installation time savings, reduced operating and maintenance costs and enhanced safety.

The Company has developed a range of products based on this technology, and is focused on pursuing surface production, abandonment, subsea and geothermal wellhead opportunities, as well as connectors and the subsea market.

In addition to Plexus’ organic activities, the Company also pursues licencing opportunities, and in November 2020 granted a non-exclusive licence for certain surface wellhead applications to Cameron International Limited, a Schlumberger group company to enable Cameron to use the Company’s technology for the development of conventional and unconventional oil and gas surface production wellheads. Cameron has since been working on developing its own surface wellhead products incorporating POS-GRIP technology. Following successful testing of its new POS-GRIP products, Cameron will begin to market these products, which should lead to a royalty revenue stream for the Company.

As the relationship with Cameron develops, it is anticipated that further opportunities will arise. This has already resulted in Plexus entering a cooperation agreement with Cameron in August 2021, which gives Plexus access to Exact -15 system wellhead inventory, and Centric-15 mudline system suspension products. This enables the Company to return to the Jack-up Exploration (Adjustable) Wellhead market where wellheads are rented for the duration of the well, rather than sold with proven technology. Cameron will provide manufacturing support and assist in sales leads generation in return for a licence royalty fee.

The Company retains the right to pursue Jack-up exploration rental wellhead related business with POS-GRIP products in Russia and the CIS where it has existing licence agreements with LLC Gusar and CJSC Konar.

Business review

A review of the development and performance during the year consistent with the size and complexity of the business together with commentary on future developments including the main trends and factors likely to affect the business is given in the Chairman’s Statement on page 6. Where guidelines make reference to the provision of key performance indicators the directors are of the opinion certain financial and non-financial indicators included in the highlights on page 1, and the Directors’ Report on page 20 meet this requirement. The Directors have provided a description of the principal risks and uncertainties facing the Group on page 14.

Financial Results

Statement of Comprehensive Income

Revenue

Continuing revenue for the year was £2,017k, an increase from £525k in the previous year. The increase in continuing sales revenue is a result of operational project work taking place during the year compared to none in the prior year, with the main component being licensing income.

Margin

Gross margin on continuing operations decreased to 47.3% (compared to 57.1% in the previous year). The decrease in margin is largely driven by a change in the sales mix, with a significant portion of the prior year revenue including royalty income which has no associated cost of sale.

Overhead expenses

Continuing activities administrative expenses have decreased when compared to the prior year with expenditure of £5.50m (2020: £5.98m). Within this total, the continuing salary component remained the largest at £2.79m compared to £2.90m in the prior year.

Strategic Report continued

Adjusted EBITDA

The Directors use, amongst other things, Adjusted EBITDA on continuing operations as a non-GAAP measure to assess the Group's financial performance. The Directors consider Adjusted EBITDA on continuing operations, which approximates the operational cash generated by, or used in the business, to be the most appropriate measure of the underlying financial performance of the Group in the period.

Adjusted EBITDA on continuing operations for the year was a loss of £2.69m, compared to a loss of £3.08m in the previous year. Adjusted EBITDA on continuing operations is calculated as follows:

	2021 £'000	2020 £'000
Operating loss	(4,546)	(5,681)
Add back:		
–Depreciation	482	680
–Amortisation	1,219	1,216
Share in (loss) / profit of associate	(77)	265
Fair value adjustment on financial assets and investments	19	159
Other income	211	285
Adjusted EBITDA on continuing operations	(2,692)	(3,076)

Loss Before Tax

Loss before tax on continuing operations of £4.37m compared to a loss in the prior year of £5.05m. The loss on discontinued operations was £nil compared to a loss of £2.55m in the prior year.

Tax

The Group shows a total income tax charge of £0.15m for the year compared to a tax credit of £0.87m for the prior year. The income tax charge has been split between continuing activities (£0.26m, 2020: £0.99m) and discontinued activities (£0.41m charge, 2020: £0.12m charge). The total income tax charge for the year is driven by the receipt of the deferred consideration from TFMC.

Investments

In December 2018 Plexus acquired a 49% shareholding in Kincardine Manufacturing Services Limited ('KMS'), for a consideration of £735k plus associated legal fees of £50k. At the year-end a share in loss of associate of £77k (2020: profit £265k) has been recognised. The loss in the period has been driven by a reduction in business during the peak of the Covid pandemic. Following an impairment review of the investment overhead expenses include an impairment charge of £nil (2020: £134k).

EPS

The Group reports basic loss per share on continuing activities of 4.09p compared to a loss per share of 3.92p in the prior year. The basic loss per share on discontinued activities of 0.39p, compared to a loss per share of 2.47p in the prior year.

Statement of Financial Position

Intangible Assets and Intellectual Property ('IP')

The net book value of goodwill and intangible assets was £9.64m, a decrease of 6.7% from £10.33m last year. This movement represents investment of £0.24m less the annual amortisation charge of £0.92m.

Plexus owns an extensive range of IP which includes many registered patents and trademarks across a number of jurisdictions, and actively works to develop and protect new POS-GRIP methods and applications where deemed commercially advantageous to do so. In addition to registered IP, Plexus has developed over many years a vast body of specialist know-how in relation to the POS-GRIP friction grip method of engineering and related activities.

The Directors have considered whether there have been any indications of impairment of its IP and have concluded, following a detailed annual asset impairment review, that there is no evidence of impairment. Therefore, the Directors consider the current carrying values to be appropriate.

Research and Development ('R&D')

R&D expenditure including patents decreased from £0.36m in 2020 to £0.24m in 2021. Continued investment as and where necessary in R&D demonstrates the Group are protecting, developing, and broadening the range of proprietary POS-GRIP friction-grip method of engineering applications and related IP.

Tangible Assets

The net book value of property, plant and equipment including items at the year-end was £2.96m compared to £3.27m last year. Capital expenditure on tangible assets decreased to £0.17m compared to £0.19m last year.

Cash and Cash Equivalents

Net cash at the year-end was £3.14m (cash and cash equivalents of £5.18m less the bank Lombard facility of £2.04m) compared to net cash of £4.09m (cash and cash equivalents of £4.09m with no borrowing – in the prior year reflecting a net cash outflow for the year of £0.95m (net increase in cash of £1.09m per Statement of Cash Flows plus net increase in bank borrowings of £2.04m).

The increase in bank borrowing represents £2.04m which has been drawn down on a Lombard facility.

It should also be noted that the Group has financial asset investments with a value of £3.04m (2020: £3.00m) at the reporting date. These investments are included in non-current financial investments in the statement of financial position.

The expected future cash inflows and the cash balances held are anticipated to be adequate to meet current on-going working capital, capital expenditure, R&D and project related commitments.

Dividends

The Company has not paid any dividends in the year and does not propose to pay a final dividend at this time. Whilst the Company remains committed to distributing dividends to its shareholders when appropriate, the Directors believe that it is prudent to consider the payment of dividends in light of the ongoing capital and operational requirements of the business.

Operations

Progress has continued during the year with the Company's strategy to build a portfolio of revenue streams based on its POS-GRIP technology and associated products and services.

The Company's main focus continues to be the marketing of its POS-GRIP-enabled products and supporting licensees of the technology. Plexus continues to supply surface production wellheads and is also pursuing supplemental business opportunities relating to well abandonments and decommissioning, which are anticipated to be growth areas as the North Sea's older producing oil and gas fields come to the end of their lives.

Licensing opportunities remain a key strategy for the Company. The markets with the most potential are thought to be in geographical locations and low-cost volume markets that Plexus cannot reach. Important progress was made during the financial year with the conclusion of a licensing deal with Cameron, a division of Schlumberger in November 2020. The non-exclusive licence allows Cameron to use POS-GRIP technology in a specific range of conventional and unconventional oil and gas surface production wellhead applications. Plexus has since been working with Cameron to develop Cameron products incorporating the Plexus technology, and it is anticipated that Cameron will begin start marketing these products in the first quarter of calendar year 2022 after successful prototype testing and qualification.

Plexus continued to invest in R&D during the year, albeit it at a lower level than prior years in reflection of reduced activity, and the fact that Plexus' product portfolio is well developed. Nevertheless, R&D remains an important operational activity and further develops the value of our IP and ability to extend the range of applications of POS-GRIP technology. Innovation in the oil and gas industry continues to be an essential

part of developing both cost saving initiatives and ever safer drilling methods, particularly in relation to greener leak-proof technologies and equipment, and the Board is confident that Plexus can continue to play an important role in delivering such solutions whilst raising wellhead standards to a level that conventional technology cannot reach, such as passing test standards equivalent to those used for premium couplings.

Staff at the end of June 2021 (excluding non-executive directors) comprised of 33 employees, including 1 international employee, which compared to a weighted average total of 33 in the current year and 34 in the prior year.

The OPITO accredited competency system was updated after the disposal transaction to TechnipFMC in order to better reflect production equipment and to enhance the robust assessment of employees in safety critical roles. A thorough review of all standards across the system took place which resulted in a complete restructure and rework of the workshop and field service technician scopes. The revised system underwent monitoring audits in 2019 and 2020 and post year end in September 2021 and resultantly the Company has successfully maintained its OPITO approval throughout this period.

As part of the continuing commitment to the health and wellbeing of employees, the Healthy Working Lives programme aims to encourage habits of wellbeing and inspires individuals to take responsibility for their own health. Plexus continues to hold the Gold Award.

Health and Safety continues to be a pivotal part of the business and remains at the centre of everything we do. Plexus remains fully committed to continually improving safety standards and the safety culture across the business, and this is reflected in the business being once again lost time injury ('LTI') free this year. Plexus has now passed the sixth anniversary of this milestone, in September 2021.

Plexus enhanced its Business Management System (BMS) in order to comply with the new ISO 45001 standard which replaces OHSAS 18001:2007 which became discontinued in 2021. Plexus achieved accreditation under the new standard in May 2020. This followed the Quality Management System achieving API Q1 accreditation in February 2020. Plexus continues to hold Licences for both API 6A and 17D. These accreditations demonstrate Plexus' capability and determination to operate under the highest standards.

The IT Department provides technology leadership for Plexus, including governance, information security, software development and expertise in deploying modern information technologies to improve company efficiency. During these challenging times for all industries due to COVID-19, Plexus has continued to develop its in-house systems to ensure the Company is able to react swiftly to changing market requirements, and to enhance the capability of all office-based employees to work from home as necessary, safely and securely.

Strategy and Future Developments

Technology

Plexus' proprietary POS-GRIP technology involves applying compressive force to the outside of a wellhead or pipe, to flex it inwards. As the bore of the vessel moves inwards, it makes contact with an inner pipe (or hanger) on the inside. Sufficient contact force is generated to hold the inner member in place through friction between the two components, whilst at the same time creating a superior metal to metal seal. The Company's strategy is primarily focused on delivering the highest standard of wellhead design for the upstream oil and gas markets around the world, and one which has already proven to be uniquely advantageous in terms of safety features, operational efficiency, and cost savings for Jack-up drilling, especially HP/HT applications. The Company is now focused on replicating this past success in other wellhead markets including surface production, subsea and geothermal, as well as other initiatives such as a POS-GRIP Crown Plugs and POS-GRIP Lateral Trees.

POS-GRIP wellhead designs deliver many advantages over conventional "slip and seal" and "mandrel hanger" wellhead technologies for surface exploration and land and platform production applications. These include larger metal to metal seal contact areas, virtual elimination of movement between parts, fewer components, simplified design and assembly, enhanced corrosion resistance, simpler manufacture, long term integrity, annulus management, and reduced installation and maintenance costs.

Plexus' POS-GRIP enabled product suite also includes the innovative Python® subsea wellhead as well as the POS-SET Connector® for use in the growing decommissioning market. We believe the Python subsea wellhead is important as it can eliminate the need for wear bushings, pack-offs, lock-rings, and lockdown sleeves, whilst delivering instant rigid lock-down in all directions, and is fully reversible for ease of workover, side-tracking or abandonment. These design simplifications and features not only reduce the risk of installation problems and safety issues, they also significantly reduce installation time and the number of trips that are needed such that it has been independently estimated that over ten days of savings per well can be achieved in deep-water under certain conditions which, depending on water depth, Plexus estimates could result in a saving of over \$10m for the operator. The POS-SET Connector, which is designed to re-connect to bare conductor pipe for well re-entry or permanent abandonment operations, creates a solid connection with reliable sealing directly against the pipe, and retains bend and load capabilities at 80% of pipe strength. The Directors believe that such features mean that Plexus' wellhead equipment sets and delivers a new and superior standard. Apart from the operational time savings and related safety benefits, at an engineering level the Company has demonstrated that its technology can raise and even exceed the integrity of wellhead testing and sealing to that of premium couplings, which supports its claim that wellheads no longer need to be the weak link in the well architecture chain.

POS-GRIP friction-grip technology has wide ranging applications both within and outside the oil and gas industry. As POS-GRIP is a method of engineering and not a product in its own right, where there is an opportunity for the technology to improve the performance of conventional products the Company will look to integrate POS-GRIP so that the benefits together with "HG" sealing can be realised organically or in conjunction with partners, including licensees. In line with this strategy, in November 2020 Plexus entered into a licence agreement with Cameron International Limited, which grants the Schlumberger group company a non-exclusive licence to use the POS-GRIP and HG® metal-to-metal seal method of wellhead engineering for the development of conventional and unconventional oil and gas surface wellheads.

In addition to POS-GRIP Technology, Plexus is now in the process of re-entering the Jack-up Exploration Wellhead market with Cameron's Exact and Centric wellhead and mudline suspension products following the Cooperation Agreement with Cameron agreed in August 2021. These products are tried and tested, and well suited to the exploration market as they are "through the BOP" products which deliver crucial time savings and safety benefits over conventional wellhead products.

Business Model and Markets

The Company is proprietary technology driven and its extensive patent protected IP and many years' worth of specialist know-how has been successfully deployed in hundreds of wells around the world. Its superior performance, safety and operational advantages led to the Company becoming established initially as a leading equipment and services provider to the niche Jack-up exploration wellhead market. The Directors believe that this success can be replicated and extended to the wider and much larger energy sectors including surface production, subsea, geothermal and fracking applications based on its POS-GRIP technology.

The licensing deal agreed with Cameron in November 2020 is an important advancement in the Company's aim to achieve widespread use of POS-GRIP Technology. The licence allows Cameron to pursue opportunities for low-cost wellheads in the volume market, as well as develop POS-GRIP equipment in larger Schlumberger EPIC (Engineering, Procurement, Installation & Commissioning) contracts which Plexus could not otherwise access.

Plexus has a good reputation for the agility and customer focus required to succeed in the Jack-up Exploration Wellhead market, and so the recent collaboration agreement announced in August 2021 with Cameron to allow Plexus to re-enter this market with field proven products is welcome and should see an addition to revenues as global exploration activity increases.

Strategy

Plexus' long-term goal is to establish POS-GRIP technology as a new industry standard for wellhead and metal sealing designs, whilst continuing to develop new products, which can also offer multiple benefits and advantages to the industry in terms of improved safety, functionality, and cost and time savings. An example of such extensions for POS-GRIP technology is the Company's connector technology, which is ideal for high integrity, low fatigue applications. The Directors believe wellhead connectors, riser connectors, subsea jumper connectors, pipeline connectors, tether tensioners and even vessel mooring connectors can all benefit from the simplicity of POS-GRIP. Plexus continues to pursue direct sales to customers, and the November 2020 licensing deal with Cameron will further help develop this goal.

Following the sale of the Jack-up Wellhead Business to TFMC in 2018, Plexus has signed in August 2021 a collaboration agreement with Cameron to take on Cameron's Exact and Centric adjustable wellhead and mudline suspension products to re-enter the market. We expect that the increase in activity and revenue from this business will be positive and will also allow Plexus to reengage with customers at the exploration stage, which then has the potential to lead to further production and subsea opportunities. In view of lead times associated with such projects the benefits of this new Cameron relationship will most likely be seen in the next financial year.

As the world and the oil and gas industry strives to implement a range of ESG initiatives, particularly in relation to achieving Net-Zero in relation to climate change, Plexus believes that its technology can make a valuable contribution in terms of its leak-free sealing capabilities, and its 'through the BOP' (Blow-out Preventer) wellhead designs. These 'green' features were recognised in July 2021 with the receipt of the London Stock Exchange's "Green Economy Mark" in recognition of contributing to the global green economy

Key Performance Indicators

The Directors monitor the performance of the Group by reference to certain financial and non-financial key performance indicators. The financial indicators include revenue, EBITDA, profit and loss, earnings per share, cash balances, and working capital resources and requirements. The analysis of these is included in the financial results section of this report. Non-financial indicators include Health and Safety statistics, equipment utilisation rates, geographical diversity of revenues and customers, the level of ongoing customer interest and support, geo-political considerations such as emissions concerns and awareness, effectiveness of various research and development initiatives, for example, in relation to new patent activity and inventions, and appropriate employee headcount numbers and turnover rates. The non-financial key performance indicators are included within the strategic report on page 9.

Principal Risks and Risk Management

There are a number of potential risks and uncertainties that could have an impact on the Group's performance which include the following.

(a) Political, legal and environmental risks

Plexus participates in a global market where the exploration and production of oil and gas reserves, and even the access to those reserves can be adversely impacted by changes in political, operational, and environmental circumstances. The current global political and environmental landscape, particularly in relation to climate change issues and Net-Zero goals, and the relentless move away from hydrocarbons to, for example renewables, continues to demonstrate how any combination of such factors can generate risks and uncertainties that can undermine commercial opportunities and trading conditions. Some risks are of course unforeseen, and one such significant risk took the form of the global pandemic caused by COVID-19 which materialised last year and continued throughout the current year. Although Plexus has taken all reasonable steps to mitigate the effects of this risk, both economic and to the health and well-being of our employees, customers and suppliers by complying with legislation and taking measures to ensure business continuity, the negative impact has clearly been felt. Such risks also extend to legal and regulatory issues, and it is important to understand that these can change at short notice. To help address and balance such risks, the Group where possible seeks to broaden its geographic footprint and customer base, as well as actively looking to forge commercial relationships with large industry players.

The Company continues to closely monitor the potential impact and risks of the UK's exit ('Brexit') from the European Union ('EU'). This includes assessing the potential impact of the introduction of trade tariffs and the potential supply chain disruption that could result from increased customs checks at borders and related matters. Plexus has an IP-led business model which provides it with operational flexibility and the ability to respond to and mitigate some of the potential impacts of the different scenarios resulting from the UK's exit from the EU. In the meantime, Plexus has amongst other activities obtained an Economic Operator Registration and Identification ('EORI') number to enable the Company to continue to import and export with the EU.

(b) Oil and Gas Sector Trends

It is readily understood that the world continues to move away from coal as part of the COP21 as well as the recent COP26 pronouncements, together with other climate change objectives in relation to the ongoing need to urgently reduce CO₂ and CH₄ (methane) emissions. However, the commercial and environmental dynamics between traditional hydrocarbons in terms of coal, oil and gas is not the only trend to consider. New technologies, particularly in relation to renewables such as wind and solar, alternative energies and developments such as the increasing use of electric vehicles and corresponding improvements in battery storage life, and wave energy, could all in the future prove very disruptive to the traditional oil and gas industry and the corresponding demand for exploration and production equipment and services. However, it is also recognised that the world will continue to need hydrocarbons as an energy and materials source, and in particular gas for many years to come, and indeed currently global demand for hydrocarbons is forecast to continue to grow for the foreseeable future. It should be noted that the climate change impact of methane is now better understood by environmentalists, regulators and the oil and gas industry and that it is essential that methane wellhead leaks are prevented whenever and wherever possible. As part of this movement, the impending Methane Emissions Reduction Act in the United States and similar legislation being progressed in Europe demonstrate, regulations are increasingly becoming more stringent.

(c) Technology

Having originally proved the superior qualities of POS-GRIP technology within the Jack-up wellhead exploration market which culminated in the sale of that business to FMC Technologies Limited, a subsidiary of TechnipFMC (Paris:FTI, NYSE:FTI) (jointly “TFMC”), in early 2018, the Company has focused on establishing its technology and equipment in other markets including surface production wellheads, subsea and de-commissioning, both organically and through licence partners. In line with this, in November 2020 Plexus entered into a licence agreement with Cameron International Limited, which grants the Schlumberger group company a non-exclusive licence to use the POS-GRIP and HG® metal-to-metal seal method of wellhead engineering for the development of conventional and unconventional oil and gas surface wellheads.

(d) Competitive risk

The Group operates in highly competitive markets and often competes directly with large multi-national corporations who have greater resources and are more established, and who are more resilient to extended adverse trading conditions. This risk has become more concentrated over recent years as a result of the large oil service company competitors becoming even larger and more influential through a series of mergers and acquisitions. These major oil service and equipment company consolidations have therefore magnified such issues as competitors reduce in number but increase in size, influence, and reach. Unforeseen product innovation or technical advances by competitors could adversely affect the Group, and lead to a slower take up of the Group’s proprietary technology. To mitigate this risk Plexus maintains an extensive suite of patents and trademarks, and actively continues to develop and improve its IP, including adding to its existing extensive ‘know-how’ to ensure that it continues to be able to offer unique superior wellhead design solutions.

(e) Operational

Plexus, like many other oil service companies, has had to make significant reductions in its workforce numbers over the past few years as a result of a lower oil price and a corresponding reduction in drilling activity and related levels of capex spend. These adverse trading conditions have been magnified since early 2020 by the Covid-19 pandemic, which in turn has coincided with an acceleration in the world’s desire to reduce its dependence on hydrocarbons. Therefore, although there are now some encouraging signs of a pick-up in drilling activity, it is possible that the industry and Plexus could experience difficulties in rehiring past or new employees and this could deprive Plexus of the key personnel necessary for expanding operational activities, as well as research and development initiatives, at the rate that may be required. To help mitigate this risk Plexus has developed effective recruitment and training procedures, which combined with the appeal of working in a company with unique technology and engineering solutions will hopefully help to mitigate such risks.

(f) Liquidity and finance requirements

In an economic climate that in many ways remains uncertain it has become increasingly possible for potential sources of finance to be closed to businesses for a variety of reasons that have not been an issue in the past. Some of these may even relate to the lender itself in terms of its own capital ratios and lending capacity where financial pressures and constraints can apply. Furthermore, a number of large and influential institutions have actively divested oil and gas investments and declared that further investments and funding will not be made available for oil and gas projects as a result of climate change concerns and as part of the move to Net-Zero.

(g) Credit

The main credit risk is attributable to trade receivables. Where the Group's customers are large international oil and gas companies the risk of non-payment is significantly reduced, and therefore is more likely to be related to client satisfaction and/or trade sanction issues. Where smaller independent oil and gas companies are concerned, credit risk can be a factor. Customer payments can potentially involve extended periods of time especially from countries where exchange control regulations can delay the transfer of funds outside those countries. As Plexus begins to establish international licensee relationships there may be instances whereby certain capital and royalty payments could be due some way into the future and as such greater credit risk than exists under normal payments terms could apply. The Group's exposure to credit risk is monitored continuously.

(h) Risk assessment

The Board has established an on-going process for identifying, evaluating and managing the more significant risk areas faced by the Group. One of the Board's control documents is a detailed "Risks assessment & management document", which categorises risks in terms of – business (including IT), compliance, finance, cash, debtors, fixed assets, other debtors/prepayments, creditors, legal, and personnel. These risks are assessed and updated on a regular basis and can be associated with a variety of internal and external sources including regulatory requirements, disruption to information systems including cyber-crime, control breakdowns and social, ethical, environmental and health and safety issues.

(i) COVID-19

Plexus places the health and safety of its employees as its highest priority and in line with this has implemented various protocols in relation to the ongoing COVID-19 pandemic. Accordingly, a business continuity programme has been put in place to protect employees whilst ensuring the safe operation of the Company. Following consultations with, amongst others, relevant authorities, staff and contractors, strict protocols have been implemented to reduce the risk of transmission of COVID-19 at all the Company's operations. The situation in respect of COVID-19 continues to be an evolving one and the Board will therefore continue to review its potential impact on its staff and the business.

Section 172 Statement

This section serves as the section 172 statement and should be read in conjunction with the full Strategic Report and the Corporate Governance Report. Section 172 of the Companies Act 2006 requires directors to take into consideration the interests of stakeholders in their decision making. The Directors continue to have regard to the interests of the Company's employees and other stakeholders, including shareholders, customers and suppliers, Licence Partners and the community and environment, through positive engagement and when making decisions. Acting in good faith and fairly between members, the Directors consider what is most likely to promote the success of the Company for its members in the long term and to protect the reputation of the Company.

Shareholders

Plexus seeks to develop an investor base of long-term holders that are aligned to our strategy. By communicating our strategy and objectives, we seek to maintain continued support from our investor base. Important issues include financial stability and protecting and strengthening the value of our intellectual property. Engagement with shareholders is a key element to this objective and methods of engagement are detailed in the Corporate Governance Report on pages 23 to 35, although as a result of the Covid pandemic such interactions have been adversely impacted. During the year, the Finance Director supported by other members of the executive team, the Company's broker, and the Investor Relations advisor, engaged where possible with investors by email, presentations, direct conversations and ad-hoc meetings. The Company has in recent times re-launched its website to provide investors and other stakeholders with an improved platform to access information about the Company. The website includes details of the LSE "Green Economy Mark" status, which was awarded in July 2021, and associated Net-Zero commentary.

Employees

The Group's UK staff are engaged by the Company's subsidiary Plexus Ocean Systems Limited based in Aberdeen, Scotland. Being a relatively small company with just over 30 employees largely operating in one location, there is a high level of visibility regarding employee engagement and satisfaction. The Company is engaged with a specialist firm of benefits advisers who are able to offer a comprehensive service to employees as well as to the Company. The Company consults with employees on matters of competency, training, and health and safety as detailed in the Corporate Governance Report on pages 23 to 35. During the year, the Company successfully achieved six continuous years with no Lost Time Incidents (LTI's) and this successful safety culture has continued beyond that anniversary to the date of writing. In the previous year, the impact of COVID-19 and Government regulations caused a sudden migration of many staff to be required to work from home and this has continued throughout the year under review. The challenges of maintaining close contact with employees presented by this have been very successfully managed by use of appropriate software such as Microsoft Teams alongside the use of a secure VPN and other network security protocols. A gradual easing of restrictions has enabled more in-person contact to be achieved and the Company plans to have a full return to normality as the conditions allow both internally and externally.

Customers and Suppliers

The Company is committed to acting ethically and with integrity in all business dealings and relationships. Fostering good business relationships with key stakeholders including customers and suppliers is important to the Company's success. The Board seeks to implement and enforce effective systems and controls to ensure its supply chain is maintaining the highest standard of business conduct in line with best practice including in relation to anti-bribery and modern slavery.

Licence Partners

The Company engages with Licence Partners in a way that follows the same principles as those applied to relationships with other customers and suppliers. Additionally, the Company engages with its Licence Partners to support their efforts to achieve commercial success by holding as and when required technical workshops, technical training and data transfer. As part of the transaction with TFMC in 2018, a five-year Collaboration Agreement was signed between the two companies to explore areas where new products with commercial opportunities can be jointly developed. The Collaboration Steering Committee contains representatives from both companies and meets on a regular basis at each quarter. In addition, following the entering into the non-exclusive surface wellhead licencing agreement with Cameron in November 2020 regular Teams meetings

have been held as part of the process of transferring Plexus' relevant IP so that Cameron can design and develop their own low-cost wellhead with POS-GRIP technology inside.

Community and Environment

The Company has minimal environmental impact in the localities in which it operates. This clearly helps the Company meet its corporate objectives in this regard but is never taken for granted. In the year under review, the Company met its target for waste management and in general continues to operate in a manner that is open, honest, and socially responsible.

G Stevens

Director

19 November 2021

Board of Directors

Jerome Jeffrey Thrall BBA MBA (aged 72), Non-Executive Chairman

Jeff joined Thrall Enterprises, Inc. ('TEI'), a family owned holding company headquartered in Chicago, USA, in 1980 as vice president of corporate development of TEI's subsidiary, Nazdar Company, a manufacturer and distributor of ink jet, screen printing, flexo inks and supplies. Jeff was named President of TEI in 1995. Prior to joining TEI, Jeff's professional career included a number of appointments in investment banking, commercial lending and administration.

Bernard Herman van Bilderbeek BSc M.Eng (aged 73), Chief Executive

Ben founded the Plexus business in 1986. He has over 40 years' experience in the industry in both engineering and management roles, and previously held senior positions with Vetco Offshore Industries, Dril-Quip, and Ingram Cactus. Following a career at Vetco, where Ben rose to the position of General Manager of UK Engineering, he went on to found his own oil and gas consultancy company, VBC Consultants, in 1982. During this time, his clients included Amoco, Marathon Oil, FMC Corporation and Dril-Quip. In 1986, Ben founded Plexus and went on to merge the wellhead division of his company with Ingram Cactus where he became President Eastern Hemisphere. In 1996 Ben regained the Plexus Ocean Systems Limited name through which POS-GRIP technology was invented and then developed and commercialised for the oil services wellhead equipment market.

Graham Paul Stevens BA (Hons) (aged 63), Finance Director

Graham has broad experience in financial, corporate, and operational management within both public and private companies including J Sainsbury plc, BSM Group Limited, Sketchley Group plc, and Fii Group plc. He has been involved in a range of industries as a director, investor, and advisor, and overseen a number of acquisitions and disposals, as well as the implementation of turn around and growth strategies. Graham was, until its sale to Betsson AB in 2017, a non-executive director of Netplay TV PLC, the AIM listed largest UK interactive TV gaming company. He was previously a non-executive director of NRX Global Inc. a worldwide Asset Information Management solutions provider used by leading companies in asset intensive industries, including oil and gas.

Craig Francis Bryce Hendrie M.Eng (Oxon) (aged 48), Technical Director

After gaining a Master's Degree in Engineering Science from the University of Oxford, Craig began his career with ICI plc in 1996 as a machines engineer. He joined Plexus in 1998 and was instrumental in the development, testing and analysis of the original POS-GRIP products. As Technical Director, Craig is responsible for overseeing new technology and concept development, product testing and analysis, as well as pursuing new applications for POS-GRIP technology both internally and externally.

Charles Edward Jones BSc M.Eng (Age 62), Non-Executive Director

Charles has over 30 years of senior management and Board experience in the energy sector. In 2007, Charles was CEO of Houston-based Forum Oilfield Technology, a global oilfield products company which he successfully merged with three other companies in 2010 to create Forum Energy Technologies (NYSE: FET) and where he remained as President until 2013. Prior to Forum, Charles was COO of privately owned Hydril Company LP, where he played a leading role in the US based drilling and downhole products company's IPO in 2000 and subsequent sale for USD\$2.1 billion. Before joining Hydril, Charles served as Director of Subsea Businesses for Cooper Cameron Corporation where he developed the global subsea production business. Charles is a former Chairman of the Petroleum Equipment Suppliers Association, a Distinguished Alumni of the Cullen College of Engineering at the University of Houston and graduate of the Advanced Management Program at Harvard Business School.

Kunming Liu (Aged 44), Non-Executive Director

Kunming has over 20 years' experience in corporate finance and financial accounting. She currently holds the position of Vice President and Chief Administrator of HITIC Energy, an emerging oil and gas development company based in Canada, which is a subsidiary of Jereh Oilfield Services Group, a multi-billion-dollar Chinese oil services provider. Prior to this, Ms Liu was the Financial Director of Jereh Energy Services Corporation, a wholly owned subsidiary of Jereh. Additionally, Ms Liu holds a major in financial accounting from Shandong Cadres Institute of Economics and Management in China.

Directors' Report

The directors present their annual report together with the audited financial statements for the year ended 30 June 2021.

Directors who served during the year

J. Jeffrey Thrall
Ben van Bilderbeek
Graham Stevens
Craig Hendrie
Charles Edward Jones
Kunming Liu

Research and development

The Group actively engages in various on-going research and development initiatives designed to expand and develop the range of commercial applications deriving from its proprietary POS-GRIP technology. For the year research and development expenditure including capitalised wage and salary costs totalled £0.24m (2020: £0.36m).

Results and dividends

The results for the year show a loss from continuing operations before taxation of £4.37m (2020: loss £5.05m), and a loss from discontinued operations before taxation of £nil (2020: loss £2.43m) and are set out on page 47.

The directors do not recommend the payment of a final dividend for the year ended 30 June 2021 (2020: nil).

Corporate governance

This is the subject of a separate report set out on page 23. This is an expanded report following the adoption of the Quoted Companies Alliance Corporate Governance Code in line with the AIM Rules of the London Stock Exchange that require all AIM-listed companies to adopt a recognised corporate governance code against which they must comply or explain why there is any divergence in complying with that code.

Related party transactions

Details of related party transactions are set out in Note 28 in the financial statements.

Financial instruments and risk management

The Group maintains a commercial objective of contracting in sterling whenever possible. In circumstances where this is not possible, the Group converts foreign currency balances into sterling on receipt so far as they will not be used for future payments in the foreign currency. The Group maintains risk management policies which are set out in more detail in Note 25 to the accounts.

Streamlined Energy and Carbon Reporting Summary

The Group are below the threshold to report on its Greenhouse gas emissions and energy consumption.

Significant post year-end event

In August 2021, Plexus entered into a cooperation agreement with Cameron in relation to Jack-up exploration (adjustable) wellheads. This gives Plexus access to Exact-15 system exploration wellhead inventory, and Centric-15 mudline system suspension products. This allows Plexus to return to the Jack-up exploration wellhead market where wellheads are rented for the duration of the well, rather than sold, and with proven technology. Cameron will also provide manufacturing support and assist in sales leads generation in return for a licence royalty fee.

Going concern

The directors, having made appropriate enquiries, believe that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group continues to adopt the going concern basis in preparing the financial statements.

Directors' Report continued

Directors' interests

The directors who served during the year and to the date of this report are listed below.

The interests of the directors who held office during the year in the shares of the Company at 30 June 2021 were as follows:

	Number of Ordinary Shares of 1p each 2021	Number of Ordinary Shares of 1p each 2020
J. Jeffrey Thrall ¹	44,307,513	44,307,513
Ben van Bilderbeek ²	58,077,461	58,077,461
Graham Stevens	15,100	15,100
Craig Hendrie	12,600	12,600
Charles Edward Jones	—	—
Kunming Liu	—	—

1. J. Jeffrey Thrall has an indirect beneficial interest in a company which controls 32.477% of Mutual Holdings Limited. The number of Ordinary shares held by Mutual Holdings Limited in the Company at 30 June 2021 was 42,700,001 (2020: 42,700,001). Additionally, J. Jeffrey Thrall has both a direct and an indirect beneficial interest in Nazdar Limited, a company which holds 1,591,512 Ordinary shares in the Company, and he holds 16,000 Ordinary shares directly.

2. Ben van Bilderbeek is settlor of a trust which controls 59.962% of the shares of Mutual Holdings Limited and the entire issued share capital of OFM Investment Limited. At 30 June 2021, Mutual Holdings Limited held 42,700,001 shares and OFM Investment Limited held 15,069,767. Additionally, Ben van Bilderbeek holds 307,693 Ordinary shares directly.

Retirement and re-election of Directors

Mr van Bilderbeek and Mr Hendrie will retire by rotation at the Annual General Meeting and, being eligible, will offer themselves for re-election.

Substantial shareholdings and interests in Shares

At the date of this Annual Report the Company is aware of the following shareholdings in excess of 3% of the Company's issued ordinary share capital:

Shareholder	Shares Held	% Issued share capital
Mutual Holdings Limited	42,700,001	42.51%
OFM Investment Limited	15,069,767	15.00%
Liontrust Asset Management	14,880,000	14.82%
CGWL Nominees Limited	6,527,132	6.50%
Jereh International (Hong Kong) Co. Ltd	4,468,537	4.45%

Executive 2005 Share Option Scheme and Non-Executive 2005 Share Option Scheme

Details of the Executive and Non-Executive Schemes in addition to details of the directors' remuneration can be found in the Remuneration Committee Report on page 38.

Plexus is a non-discriminatory employer who aim to eliminate unfair discrimination, harassment, victimisation, and bullying. The Group is committed to ensuring that all individuals are treated fairly, with respect and are valued irrespective of disability, race, gender, health, social class, sexual preference, marital status, nationality, religion, employment status, age or membership or non-membership of a trade union.

Directors' Report continued

Disclosure of information to auditors

The directors who held office at the date of approval of this Directors' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware; and each director has taken steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Annual General Meeting

The Annual General Meeting of the Company will be held on 20 December 2021. The Notice convening the meeting may be found on the Company's website www.plexusplc.com under the Investors tab.

Because of ongoing concerns and uncertainties about potential future restrictions that could be imposed by the Government as a consequence of the COVID-19 pandemic, the Directors consider it prudent to hold this year's AGM in the same manner as for the prior year, with the intention of holding a conventional AGM in 2022. The detailed arrangements are set out in the Notice convening the meeting which will be sent to all shareholders and available on the Company's corporate website as herein mentioned.

The Notice comprises the usual resolutions that will be proposed at the Annual General Meeting. Your attention is drawn to the Notes on each of these resolutions at the foot of the Notice and to the Notes generally.

Your attention is drawn to the Notes on each of these resolutions at the foot of the Notice and to the Notes generally.

Auditors

Crowe U.K. LLP has indicated its willingness to be reappointed as statutory auditor. In accordance with Section 489 of the Act, two resolutions for the re-appointment of Crowe U.K. LLP as auditor of the Company and authorising the directors to determine its remuneration will be proposed at the forthcoming Annual General Meeting.

Company number

The Company is registered in England and Wales under Company Number 03322928.

By order of the Board

G Stevens

Director

19 November 2021

Corporate Governance

Chairman's Introduction

Plexus' long-term goal is to establish POS-GRIP friction grip technology as a superior industry standard for wellhead and metal sealing systems, whilst continuing to develop new POS-GRIP based products, which can also offer multiple benefits and advantages to the industry in terms of improved safety, functionality, and cost and time savings. Key to this is the Board ensuring the Company is managed for the long-term benefit of all shareholders, by effective and efficient decision making which may only happen where a culture of corporate governance is engendered.

Plexus remains committed to a culture built on its objectives of developing the products described above for the stated purposes, and its strategic aims and business model are consistent with that culture. The Board promotes a healthy culture within the business by actively encouraging a collegiate manner of working amongst all staff. It monitors and assesses the culture from time to time through contact as appropriate with staff at all levels which it is able to do because of the relatively small number of staff Plexus employs. The Board also has the benefit if required of feedback from the annual personal development appraisal reviews which all staff are required to complete.

The Board has adopted the Quoted Companies Alliance Corporate Governance Code in line with the AIM Rules of the London Stock Exchange that require all AIM companies to adopt a recognised corporate governance code against which they must comply or explain why there is any divergence in complying with that code. The Board considers Plexus complies in all material respects with the principles of the QCA Corporate Governance Code although as indicated in the summary below, the adoption of certain informal procedures rather than formal procedures to reflect the size of the Company and the composition of the Board, does not constitute full compliance in all respects. The disclosures made within the principles comprising the QCA Corporate Governance Code are anticipated to evolve over time.

Principle 1: Establish a strategy and business model which promotes long-term value for shareholders

Plexus has developed a range of products and applications based on its patent-protected POS-GRIP friction-grip method of wellhead engineering. The Company is focused on establishing this technology and equipment in a range of sectors including surface production wellheads, subsea and de-commissioning, both organically and through licence partners. In line with this strategy, in November 2020 Plexus entered into a licence agreement with Cameron International Limited, which granted the Schlumberger group company a non-exclusive licence to use the POS-GRIP and HG® metal-to-metal seal method of wellhead engineering for the development of conventional and unconventional oil and gas surface wellheads.

Even more recently, in August 2021 Plexus has taken the opportunity to re-enter the exploration rental wellhead market from Jack-up rigs market which it had previously been successful in before selling the division (with the exception of Russia and the CIS) to TechnipFMC in February 2018.

Since it was established, Plexus has focused on being an innovative, IP-led company built around its proprietary POS-GRIP technology. POS-GRIP was designed to address limitations associated with conventional wellhead technology particularly in terms of metal sealing and has subsequently raised standards for HP/HT wellhead applications. POS-GRIP enables Plexus to provide operators with superior solutions, offering unique safety and operational advantages, while at the same time delivering significant time and cost savings on the surface and, the Board in due course anticipates moving into the subsea sector. Thanks to POS-GRIP, Plexus has successfully raised wellhead test standards to equal or exceed those of premium couplings and there are numerous applications and products beyond Jack-up exploration drilling which the Board believes could benefit from the POS-GRIP method of engineering now and in the future.

The Company has, over many years, invested, and indeed continues to invest in research & development and IP development and areas and applications outside of Jack-up exploration wellheads, including in addition to surface production and subsea wellhead equipment, proprietary connector technology. This suite of new products and applications has grown significantly and includes: the Python Subsea Wellhead (a new standard for subsea wellheads – where a JIP was supported by BG, Royal Dutch Shell, Wintershall, Maersk, Total, Tullow Oil, Eni, Senergy, and Oil States Industries Inc); the development of the POS-SET Connector® ('POS-SET') product for the growing de-commissioning and abandonment market; development of HP/HT dual marine barrier risers to provide an efficient, safe and cost effective solution for use on Jack-up rigs; an

innovative HP/HT Tie-Back connector product and a Well Tree product. Plexus is also assessing opportunities in geothermal drilling. Plexus can also offer outlet valves and Xmas trees, resulting in a complete package offering to the end customer.

Prior to the sale of the POS-GRIP Jack-up rental wellhead business to TFMC, Plexus successfully expanded its focus as part of its strategy to raise the awareness of its superior technology with contracts extending to Asia, Australia, China, Egypt, Middle East, Russia, and West Africa from the UKCS, and in the process became a supplier to a wide customer base, including blue-chip customers. An Asian business hub was established to increase the supply of POS-GRIP wellhead equipment and services to the Australian, Brunei, Indonesian, Malaysian, Thai, and Singaporean oil and gas exploration and production markets. Strategic licence agreements were pursued, including in 2016 with Gusar, and Konar, two independent Russian oil and gas equipment manufacturers, for the rental, manufacture, and servicing of Plexus' Jack-up drilling exploration wellhead equipment into the Russian Federation and the other CIS states' oil and gas markets. The licencing relationship with Gusar continues and is outside of the business activities that were sold to TFMC.

One of the key challenges faced by the Company continues to be the impact of a volatile oil price, which combined with the impact of Covid-19 has resulted in a significant decline in capital spending and exploration activity by the major E&P operators over the last couple of years. The Board is hopeful that this trend is now reversing as the impact of under investment by the industry, partly due to the downturn in economic activity caused by Covid, and partly due to the desire to reduce dependence on hydrocarbons appears to be causing supply problems and a significant spike in oil and gas prices.

Plexus' long-term goal is to establish POS-GRIP technology as a superior industry standard for wellhead and leak-free metal sealing designs, whilst continuing to develop new products, which can also offer multiple benefits and advantages to the industry in terms of improved safety, functionality, and cost and time savings. An example of such extensions for POS-GRIP technology is the Company's connector technology, which is ideal for high integrity, low fatigue applications. The Directors believe wellhead connectors, riser connectors, subsea jumper connectors, pipeline connectors, tether tensioners and even vessel mooring connectors can all benefit from the simplicity of POS-GRIP.

Production wellheads are required for the entire field life, and the size of the market for production wellheads is many times that of Jack-up exploration wells. At the same time as the market shows signs of recovery there is a major shift from coal and even oil to cleaner natural gas production. This should be a positive trend for Plexus as it is widely recognised that gas leaks are very damaging to the atmosphere in terms of climate change, particularly with regard to the impact of methane on the environment, and therefore the need for superior and reliable long-term metal-to-metal leak-free sealing technology and integrity has never been greater.

In terms of performance the Board monitors the Group by reference to certain financial and non-financial key performance indicators. The financial indicators include revenue and margins, overhead expenses, EBITDA, profit and loss, earnings per share and both fixed and working capital resources and requirements. Non-financial indicators include Health and Safety statistics, employee welfare, geographical diversity of revenues and customers, geopolitical considerations, effectiveness of various research and development initiatives, for example, in relation to new patent activity and inventions and appropriate employee headcount numbers and turnover rates. The key performance indicators of the Group are currently focussed on both financial and non-financial key performance indicators such as cash resources, research and development activities and commercialization objectives, including licencing initiatives. Over time, as financial key performance indicators such as revenue streams become more established it may be that for example licence income rather than sales revenue becomes more relevant.

2: Seek to understand and meet shareholder needs and expectations

The Company remains committed to regular dialogue and communications with its shareholders to ensure that its strategy, business model and performance are understood by the market. Inevitably the Covid pandemic has had an adverse impact on such activities. Understanding what analysts and investors think about Plexus, and helping these audiences understand our business, is part of moving our business forward and we welcome dialogue with the market with the support of our broker Cenkos Securities and Investor Relations advisors St Brides Partners. Such communications when and where appropriate include investor

presentations, RNS updates, responding to specific phone calls and emails, ad hoc meetings as required and results period meetings, and our regular reporting. The Company also maintains a dedicated email address which investors can use to contact the Company which is displayed on the website together with the Company's address and phone number – <http://www.plexusplc.com/contact-us>

As the Company is too small to have a dedicated investor relations department, the Finance Director is responsible for reviewing all communications received from members, and in conjunction as necessary with the CEO and if appropriate the Board, before determining the most appropriate response.

Responses to shareholders are typically sent by email or letter in a timely manner.

Private shareholders

Our AGM is the main forum for dialogue with private shareholders. The Notice of Meeting is sent to shareholders at least 21 days before the meeting. The chairs of the Board and all committees, together with all other Directors, routinely attend the AGM and are available to answer questions raised by shareholders. Time is set aside specifically to allow such questions from attending members to any board member. For each vote, the number of proxy votes received for, against and withheld is announced at the meeting. The results of the AGM are subsequently published on the Company's corporate website under the Stock Exchange (RNS) Announcements tab – <https://www.plexusplc.com/rns/>. However, as per last year, because of ongoing concerns and uncertainties about potential future restrictions that could be imposed by the Government as a consequence of the COVID-19 pandemic, where it is not yet understood what winter conditions may bring, and the prohibitively high costs associated in convening a virtual AGM where very specific rules along with an amendment to the Company's articles of association would be required, this year's meeting will be a closed meeting held at an undisclosed address in London where a quorum will be present in a COVID-19 secure and compliant arrangement. Instead of shareholders attending the meeting to vote, they are being encouraged to register their vote by completing and returning a Form of Proxy. Unlike a usual AGM where a vote on a resolution is put to the meeting initially on a show of hands, the chairman of the meeting will demand a poll of votes on each resolution to determine whether or not a particular resolution has been passed. As stated above, the results of the AGM will be published on the London Stock Exchange and available on the Company's website.

Institutional shareholders

The Directors seek to build relationships with institutional shareholders, as well as long term private investors who continue to remain supportive of the Company and its strategy. Shareholder relations are managed primarily by the CEO and Finance Director, and supported by the Technical Director, as appropriate. The CEO and Finance Director make presentations as required to institutional shareholders and analysts following the release of the full-year and half-year results. Such procedures have inevitably been impacted in recent times by the various restrictions imposed by COVID-19.

The Board as a whole is kept informed as necessary of the views and concerns of major shareholders, and is aware that a number of institutions and sources of finance have actively begun to move away from investing in oil and gas related companies. However, the Board believes that as the Company's technology can claim to be greener than conventional wellhead designs in terms of its leak proof sealing capabilities, that a case can be made for investing in the technology not just on superior technology grounds, but also on green ones. Any significant investment reports from analysts are also circulated to the Board. The Non-Executive Chairman and Non-Executive Directors are available to meet with major shareholders if required to discuss issues of importance to them.

3: Take into account wider stakeholder and social responsibilities and their implications for long-term success

During the year Plexus entered into a licencing agreement with Cameron and post year-end re-entered the exploration wellhead market in conjunction with Cameron. Despite Plexus' strategy continuing to evolve around such different ways of exploiting its proprietary POSGRIP IP, the key stakeholders (both internal and external) and the way we engage with them has not changed (subject to Covid-19 constraints). Stakeholders continue to consist of shareholders, employees, suppliers, customers, licensees and advisers.

Engaging with all our stakeholders as constructively as possible is important to Plexus, and we understand that good relations and sound business practices and principles all contribute to helping make a business a success. Feedback from shareholders is responded to where possible through interaction via letters, emails, phone calls, meetings and, in prior years, the AGM.

Where necessary the Board is updated on stakeholder engagement feedback should any issues arise, to stay abreast of stakeholder insights into what matters most to them and our business, and to enable the Board to understand and consider such issues in relevant decision-making. Aside from our shareholders, suppliers and customers, our employees are one of our most important stakeholder groups and the Board monitors relevant employee issues through regular operating company operations reports.

Employees

Plexus is a non-discriminatory employer which aims to eliminate unfair discrimination, harassment, victimisation and bullying. The Group is committed to ensuring that all individuals are treated fairly, with respect and are valued irrespective of disability, race, gender, health, social class, sexual preference, marital status, nationality, religion, employment status, age or membership or non-membership of a trade union.

Staff and staff development continues to be important to the Group and following a sustained period of depressed operational activity there was concern the technical skills of those who fulfil specific technical roles would diminish and would find it challenging to perform their role effectively and efficiently when activity increases again. To help address such a possibility, in-house training and accredited competency programmes ensure that necessary skill levels are maintained.

Additionally, competency across the business has continued to evolve and broaden; particularly within workshop and office-based staff areas. The workshop competency system has been developed under the OPITO standards with a view to being accredited by OPITO. The office-based competency system will not be developed under the OPITO standard as it is a concise system that supports the requirements of ISO9001:2015, for which Plexus has received Lloyd's Register accreditation.

Importantly Health and Safety is an operational area for employee stakeholders where Plexus remains fully committed to delivering the highest practical safety standards in everything we do. The Group continue to maintain a positive safety culture which is aligned with our Company Safety Values and are pleased to report our HSE culture remains strong across the business, and this is reflected by our LTCF and TRCF percentages both being zero, with no major findings during our most recent LRQA certification surveillance audits set against the ISO 45001:2018 standard.

Suppliers

The Plexus business model has been built around the conscious decision of not having its own manufacturing facilities, and thereby avoids incurring fixed overheads associated with such activities. This means that manufacturing is sub-contracted to carefully selected and assessed manufacturers and machine shops who must operate to prescribed high standards and requirements for delivering Plexus' products' high-quality threshold levels. Such relationships are of course important to Plexus and tend to be of a long-term nature reflecting the professional manner in which business is conducted.

Customers

We continue to seek opportunities for continual improvement regarding our relationships with customers, and our Business Management System complies with the ISO 45001 standard, demonstrating our commitment to attain and sustain the highest standards possible and allow us to respond quickly to client demands.

Quality also remains a key focus in the delivery of our products and services demonstrated by our accreditation of API Q1 certification in February 2020 along with ISO 45001 accreditation in May 2020.

Modern Slavery

In light of the ongoing activities and resultant human misery that have brought about the Modern Slavery Act 2015, in 2018 a review of the requirements was carried out and a focus group was formed (HR, Executive

Assistant, Contracts & Supply Chain) to create a Business Code of Conduct, Supplier Code of Conduct, Modern Slavery Statement and Whistleblowing procedure suitable for the business needs. Plexus takes such matters seriously, and it is considered good practice that Plexus manages its supply chain in line with the Modern Slavery Act to support the legislative requirement placed on the majority of our clients. In addition, these business tools have proven to be relevant for tendering processes as companies' awareness levels about this pernicious crime increase.

4: Embed effective risk management, considering both opportunities and threats, throughout the organisation

Audit, risk and internal control

Financial controls

The Company has an established framework of internal financial controls. These are reviewed by the Executive Management, the Audit Committee and the Board as part of an ongoing assessment of significant risks by category facing the Company.

The Group does not currently have an internal audit function due to the small size of the administrative function and the level of Director review and authorisation of transactions.

The Board is responsible for reviewing and approving overall Company strategy, approving revenue and capital budgets and plans, and for determining the financial structure of the Company including treasury, tax and relevant dividend policy. Monthly results and variances from plans and forecasts are reported to the Board. In addition, the Board has a formal schedule of matters reserved for its decision which includes the setting of Company goals, objectives, budgets and other plans. All directors have access to independent professional advice at the Company's expense, if required, as well as to the advice and services of the company secretary.

The Audit Committee assists the Board in discharging its duties regarding the interim and full year results, financial statements, accounting policies, and operational and financial controls. Duties include:

- (A) to consider and recommend to the Board the approval of the appointment of the external auditors of the Company, the audit fee and other external remuneration of the auditors, and any questions of resignation or dismissal;
- (B) to ensure the independence and objectivity of the external auditors;
- (C) to discuss with the external auditors before each annual audit commences the nature and scope of the audit, and other relevant matters;
- (D) to review the half year and annual financial statements before submission to the Board, focusing particularly on:
 - (1) any changes in accounting policies and practices;
 - (2) major judgmental areas;
 - (3) significant adjustments resulting from the audit;
 - (4) the going concern assumption;
 - (5) compliance with accounting standards; and
 - (6) compliance with legal requirements.
- (E) to discuss problems and reservations arising from final audits, interim reviews or otherwise (if any), and any matters the external auditors may wish to discuss (in the absence of the executive directors where necessary);
- (F) to review management's letter of representation;
- (G) to review the nature and extent of non-audit services provided by the external auditors (if any) and be satisfied that the auditors' independence and objectivity is maintained;

Corporate Governance continued

- (H) to keep under review the effectiveness of the Company's internal controls and risk management systems;
- (I) to undertake an annual assessment of internal controls and risk management;
- (J) to review the Company's statement on internal control systems prior to endorsement by the Board;
- (K) to consider the major findings of any internal investigations and management's response;
- (L) to review any internal audit programme and ensure that it is adequately resourced (currently not applicable);
- (M) to consider other topics, as defined by and referred to the Audit Committee by the Board; and
- (N) to review the Company's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters. The Committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action.

Risk assessment & management controls

The Board recognises that maintaining sound controls and discipline is key to managing the downside risks to our plan. The Board has ultimate responsibility for the Group's internal controls and for reviewing their effectiveness. However, any such system of internal control can provide only reasonable, but not absolute, assurance against material misstatement or loss. The Board considers that the internal controls in place, as summarised and explained below are appropriate for the size, complexity and risk profile of the Group. The principal elements of the Group's internal control system include:

- Management of the day-to-day activities of the Group by the Executive Directors;
- An organisational structure with defined levels of responsibility, which promotes responsible decision-making and implementation while minimising risks;
- A comprehensive annual budgeting process producing an income statement, balance sheet and cash flow, which are approved by the Board;
- Detailed monthly reporting of performance against budget;
- Control over key areas such as capital expenditure authorisation and banking facilities; and
- The Group continues to review its system of internal control to ensure compliance with best practice, while also having regard to its size and the resources available. As part of such controls the Company maintains a "Risk assessment & management document" which reviews both financial and non-financial controls areas and risks including Business (including IT); Compliance; Finance; Cash; Debtors; Fixed Assets; Other Debtors/Pre-payments; Creditors; Legal and Personnel. Such risks are assessed and reviewed, and changes made where appropriate. The key elements of the non-financial controls are set out below.

Standards and policies

The Board is committed to maintaining appropriate standards for the Company's business activities and ensuring that these standards are set out in written policies. Key examples of such standards and policies include the 'Anti Modern Slavery Policy' and 'Employee Code of Conduct'. Operating procedures for control of operations are clearly documented and set out in operation manuals where a key emphasis is on the Company actively assessing and minimising health and safety risks in all areas of the business and educating the workforce to provide as safe a working environment as possible. Managers are responsible for the implementation of these procedures and compliance is monitored.

Approval process

Material contracts are required to be reviewed by a senior Director of the Company and where necessary reviewed by external legal Counsel.

Code of Conduct

Our internal Code of Conduct includes guidance to employees on business integrity, anti-bribery, gifts, intellectual property and design rights. Every year senior managers and above declare compliance to this code.

Legal controls

Contracting with customers that include large international oil companies inevitably requires the entering into at times complex contracts where the need to address such issues as limitation of liability need careful review and negotiation. The Company's commercial personnel have full access to external legal advice to ensure that appropriate steps are taken to help mitigate the damage that can result from poorly negotiated contracts.

5: Maintain the board as a well-functioning, balanced team led by the chair.

The Board currently comprises the Non-Executive Chairman, J. Jeffrey Thrall; three Executive Directors comprising Ben van Bilderbeek (CEO), Graham Stevens (FD); and Craig Hendrie (Technical Director); and two Non-Executive Directors, Kunming Liu and Charles Jones; and a Company Secretary (non-director) is in attendance at board meetings.

The Audit Committee comprises two Non-Executive Directors, J. Jeffrey Thrall and Charles Jones and is scheduled to meet twice a year. It is the Audit Committee's role to provide formal and transparent arrangements for considering how to apply financial reporting and internal controls, whilst maintaining an appropriate relationship with the independent auditors of the Group. In order to comply with best practice that at least one member has relevant financial experience, the Chairman of the Board sits on the Audit Committee. The Audit Committee review the Group's policy on auditor rotation. The current auditors have served for 14 years and there are no plans to retender.

The Remuneration Committee comprises two Non-Executive Directors, J. Jeffrey Thrall and Charles Jones and meets when required. It is the Remuneration Committee's role to set remuneration packages for individual Directors. Where necessary the Remuneration Committee obtains advice and research material from external remuneration specialists. There was no requirement for the Remuneration Committee to meet during the year.

The Board considers that the Non-Executive Directors bring an independent judgement to bear, although it is recognised that factors such as length of service and shareholdings can have an impact. The Board is satisfied that it has a suitable balance between independence on the one hand, and knowledge of the Company on the other, to enable it to discharge its duties and responsibilities effectively. In view of the specialist nature of the Company's technology and IP, knowledge gained over time is considered an important part of the Non-Executives understanding and therefore contribution to the business. The executive members of the Board have considered the independence of their non-executive colleagues and have concluded they remain independent in the context that they provide independent oversight of the Company removed from day-to-day operations and constructively challenge the executive members of the Board.

All Directors are encouraged to apply their independent judgement and to challenge all matters, whether strategic or operational.

During the last financial year seven Board meetings took place (including Board Committee meetings, but excluding meetings of the Audit Committee, and, as disclosed above, the Remuneration Committee did not meet during the last financial year), and key Board activities as listed below are included but are not exclusive:

- Discussed strategic priorities
- Discussed the Group's financial strength and strategy, including capital investments, shareholder returns and the dividend policy
- Reviewed the performance of the Company's licensees
- Discussed actual and potential M&A activity
- Discussed the internal risk management and assessment report
- Reviewed feedback where relevant from shareholders post full and half year results

Details of the dates of meetings during the last financial year of the Board, Board Committee, and Audit Committee, together with attendees are set out in the tables below.

Corporate Governance continued

All members of the Board are expected to attend all scheduled main Board meetings whenever possible, but for practical purposes, the completion of the interim or full year accounts, or certain corporate transactions are delegated to a committee of the board to which all directors are entitled to attend by whatever practical means possible. The directors receive timely notice of each meeting along with an agenda and supporting papers which they review in advance of each meeting.

Directors' conflicts of interest

The Company has effective procedures in place to monitor and deal with conflicts of interest. The Board is aware of the other commitments and interests and if necessary, the relevant Board member will recuse themselves from the matter at hand so as to avoid any conflicts for the individual or the Company.

Directors and Non-Executive Directors are expected to be available in person or virtually, and to have spent sufficient time studying all papers relevant to the regular meetings. Additionally, they are required to similarly attend meetings whenever required where non-routine course of business activity is going on, such as the Board approval of the Licence Agreement with Cameron in November 2020, and the Jack-up Exploration Wellhead Agreements in August 2021.

The executive members of the Board have considered the independence of their non-executive colleagues and have concluded they remain independent in the context that they provide independent oversight of the Company removed from day-to-day operations and constructively challenge the executive members of the Board.

Details of the Directors may be found here <https://www.plexusplc.com/board-of-directors/>

	Board 30.09.2020	Board 02.11.2020	Board 09.11.2020	Audit Committee 25.11.2020	Board 25.11.2020	Board Committee 01.12.2020
2020:						
Jeff Thrall	✓	✓		✓	✓	
Ben van Bilderbeek	✓	✓			✓	
Graham Stevens	✓	✓	✓		✓	✓
Craig Hendrie	✓	✓	✓		✓	✓
Kunming Liu					✓	
Charles Jones		✓		✓	✓	
				Audit Committee 24.03.2021	Board 24.03.2021	Board Committee 26.03.2021
2021:						
Jeff Thrall				✓	✓	✓
Ben van Bilderbeek					✓	
Graham Stevens					✓	
Craig Hendrie					✓	
Kunming Liu					✓	
Charles Jones				✓	✓	✓

As already disclosed above, the Remuneration Committee did not meet during the last financial year.

6: Ensure that between them the directors have the necessary up-to-date experience, skills and capabilities

The Board is satisfied that, between the Directors, it has an effective and appropriate balance of skills and experience, including in the areas of finance, governance, commercial experience, public markets, oil and gas industry, and international trade. All Directors receive regular and timely information on the Group's operational and financial performance. Relevant information is circulated to the Directors in advance of Board and Committee meetings. The business reports regularly on its headline performance against its agreed budget, and the Board reviews updates on performance and any significant variances are reviewed at each Board meeting. Directors' Service contracts are available for inspection at the Company's registered office and at the Annual General Meeting ("AGM"). Further details of the Directors' experience and skills are set out on page 19 of this report.

The Directors are experienced in their own fields, and they act on their own initiative in ensuring they remain up to date in their respective skills where relevant by being members of relevant professional organisations, attending seminars and conferences, attending continuing professional development courses to maintain any current accreditation and approaching the Company to arrange training where and if it is considered appropriate. The Board does not at the current time undertake specific due diligence on or carry out a formal review of an individual Director's skills and training but is comfortable with such experience being appropriate from regular engagement and dialogue with each Director. No such review is anticipated at the current time.

All Directors retire by rotation at regular intervals in accordance with the Company's Articles of Association.

Appointment, removal and re-election of Directors

The Board makes decisions regarding the appointment and removal of Directors. As and when necessary suitable candidates are identified and put forward for consideration and additionally external views are sought, and, if relevant, background checks are undertaken in addition to any regulatory checks that are required. The process is formal and transparent, and consideration is given to what skills the candidate brings to the Board and how they will work and fit in with other Board members. The Company's Articles of Association require that one-third of the Directors must stand for re-election by shareholders annually in rotation and that any new Directors appointed during the year must stand for re-election at the AGM immediately following their appointment. Ben van Bilderbeek and Craig Hendrie will retire by rotation this year, and, being eligible, offer themselves for re-election.

Independent advice

All Directors can take independent professional advice in the furtherance of their duties, if necessary, at the Company's expense. In addition, the Directors have direct access to the advice and services of the Company Secretary, whose role is to consider compliance with primarily the Companies Act 2006 along with all other relevant legislation, the Finance Director, and the Company's nominated adviser.

The Company has not had to engage external advisers to the Board other than its usual professional advisers during the normal course of business.

The Company out-sources the company secretarial duties and responsibilities to a firm of professional company secretaries, ("the Out-Sourced Provider"), which engagement is overseen by the Finance Director. In addition to the routine company secretarial compliance work, the Out-Sourced Provider fulfils a wide-ranging support role to the FD on matters pertaining to the Companies Act, regulatory matters, transactional support, and ad hoc assistance generally. Its services are also available to any other board director who may wish to make an approach for independent advice which the Out-Sourced Provider strives to deliver in an impartial manner.

7: Evaluate board performance based on clear and relevant objectives, seeking continuous improvement

On an informal basis the Chairman Jeff Thrall and CEO Ben van Bilderbeek monitor the individual contributions of each of the members of the team to ensure that:

- Their contribution is relevant and effective;
- That they are committed;
- Where relevant, they have maintained their independence; and
- The skills of the board members are appropriate for the size and complexity of the Group.

The responsibilities of the Chairman and CEO are summarised below: -

The Chairman's primary responsibility is to lead the Board effectively and to oversee the adoption, delivery and communication of the Company's corporate governance model. The Chairman has sufficient separation from the day-to-day business to be able to make independent decisions. The Chairman is also responsible for making sure that the board agenda concentrates on the key issues, both operational and financial, including reviews of the Company's strategy and its overall implementation.

The CEO is responsible for the delivery of the business model within the timetable agreed by the Board. Keeps the Chairman and Board up to date with operational performance, risks and other issues to ensure that the business remains aligned with the agreed strategy.

Because of the relative size of the Company, the composition of the Board and the level of experience of each Board member, the Company has not adopted a formal board evaluation process although keeps the topic under review and would conduct an assessment of the effectiveness of the whole Board's performance if it were considered beneficial.

The Board is mindful of the subject of succession planning, although has yet to adopt a formal process. At the present time, any succession planning deemed necessary would be carried out on an ad hoc basis. The Board keeps this subject under review. The Board is aware of the current shareholding structure and the significance of the founder's shareholding and is always mindful of the need to balance the interests of all shareholders and stakeholders alike.

8: Promote a corporate culture that is based on ethical values and behaviours

The culture of the Group is to treat all of our customers, suppliers, shareholders and staff fairly and with respect and to be responsive and professional in all that we do whilst at all times being aware of the critical nature of the industry we operate in and the importance of monitoring and managing a range of risks that include political, legal, environmental, IP infringement, competitive risk, operational, liquidity and financial requirements, and credit.

The risk assessment of such areas is an ongoing process, and the Board has established a process for identifying, evaluating and managing the more significant risk areas faced by the Group. One of the Board's control documents is a detailed "Risks assessment & management document" which categorises risks in terms of – Business (including IT), Compliance, Finance, Cash, Debtors, Fixed assets, other Debtors/prepayments, Creditors, Legal, and Personnel. These risks are assessed and updated on a regular basis and can be associated with a variety of internal and external sources including regulatory requirements, disruption to information systems including cyber-crime, control breakdowns and social, ethical, environmental and health and safety issues.

The Company ensures that ethical values and behaviours are recognised and respected by the adoption of appropriate policies which all members of staff are required to read and have ready access.

9: Maintain governance structures and processes that are fit for purpose and support good decision-making by the board

Board programme

The Board meets regularly during each year and in accordance with its scheduled meeting calendar as listed below through a formal schedule of reserved matters for its decision.

Companies Act Requirements

1. Approval of interim and final financial statements.
2. Approval of the interim dividend and recommendation of the final dividend.
3. Approval of any significant changes in accounting policies or practices.
4. Appointment or removal of the company secretary.
5. Remuneration of the auditors and recommendations for the appointment or removal of auditors, following recommendation of the Audit Committee.
6. Resolutions and corresponding documentation to be put forward to shareholders at a General Meeting.

Stock Exchange/Financial Services Authority

7. Approval of all circulars, listing particulars and announcements.
8. Approval of press releases concerning matters decided by the board.

Board membership and board committees

9. Board appointments and removals, the overall remuneration policy and any special terms and conditions attached to the appointment (subject to the recommendations of the Remuneration Committee).
10. Selection and terms of reference of chairman, chief executive and other executive directors.
11. Terms of reference and membership of board committees.
12. Where applicable, appointment of the senior independent director. None is currently appointed, and the role would be defined appropriate to requirements and circumstances applicable at the time.

Corporate Governance continued

13. Succession planning for the board and senior management.
14. Continuance in office of directors at the end of their office, where they are due to be re-elected by shareholders in general meeting or at any other time, subject to the law and the director's service contract.
15. Reviewing reports from committees on activities and progress.

Strategy and Management

16. Overall management of the group.
17. Approval of the group's long-term objectives and commercial strategy.
18. Approval of the annual group budgets and any material changes to them.
19. Changes relating to the group's capital structure, listing or its status as a plc.
20. Oversight of the group's operations to ensure competent management, sound planning, adequate systems of internal control, adequate accounting and other records are kept, and compliance with statutory and regulatory obligations are achieved.
21. Review of performance against strategy, budgets, business plans and set objectives and implementation of necessary corrective action.
22. Extending the group's activities into new business or geographic areas or ceasing all or any material part of the group's business.
23. Changes to the group's management and control structure.
24. Capital expenditure projects.
25. Material, either by reason of size or strategically such as the granting of licences in relation to the Company's IP, contracts of the company in the ordinary course of business (defined as the sale and rental of wellhead equipment), above £750,000 for rental equipment, or above £350,000 p.a. for contracts of one year or more.
26. Major investments including the acquisition or disposal of interests of more than 5 percent in the voting shares of any company or the making of any takeover bid.
27. Risk management strategy and review.
28. Treasury policies including foreign currency exposure

Miscellaneous

29. Review of the company's overall corporate governance arrangements and performance of the board, its committees and the individual directors.
30. Determining 'independence' of the directors.
31. Investor relations management.
32. Major changes in the rules of the company pension scheme.
33. Major changes in employee share schemes.
34. Formulation of policy regarding charitable donations.
35. Political donations.
36. Approval of the company's principal professional advisers.
37. Litigation of any nature to be notified to the board and any settlements above £5,000.
38. Internal control arrangements, annual review and statement in the annual report, subject to recommendations of the Audit Committee as appropriate.
39. Directors' & Officers' liability insurance.
40. Approval of the group's share dealing, code of conduct, health and safety, environmental and corporate social responsibility policies.
41. Approval of third-party guarantees.

Prior to the start of each financial year, a schedule of Key Dates for that year's Board and associated meetings is compiled to align as far as reasonably practicable with the Company's financial calendar, while also ensuring an appropriate spread of meetings across the financial year.

The Key Dates schedule is updated throughout the year as necessary. This may be supplemented by additional meetings as and when required, for example in relation to corporate activity. The Board and its Committees

receive appropriate and timely information prior to each meeting; a formal agenda is produced for each meeting, and Board and Committee papers are distributed several days before meetings take place. Any Director may challenge Company proposals and decisions are taken democratically after discussion. Any Director who feels that any concern remains unresolved after discussion may ask for that concern to be noted in the minutes of the meeting, which are then circulated to all Directors. Any specific actions arising from such meetings are agreed by the Board or if relevant by a Committee, and then followed up by the Company's management.

Roles of the Board, Chairman and Chief Executive Officer.

The Board is responsible for the long-term success of the Company. There is a formal schedule of reserved Board matters, and it is responsible for overall Group strategy; approval of major investments (whether Capex or Opex); approval of the annual and interim results; annual budgets; dividend policy; and Board structure. It also monitors the exposure to key business risks. There is a clear division of responsibility at the head of the Company. The Chairman is responsible for running the business of the Board and for reviewing appropriate strategic focus and direction. The Chief Executive Officer is responsible for proposing the strategic focus to the Board, implementing it once it has been approved and overseeing the management of the Company through the Executive Team.

All Directors receive regular information on the Group's operational and financial performance. Relevant information is circulated to the Directors in advance of meetings. The business regularly reports on its headline performance against its agreed budget, and the Board reviews updates on performance and any significant variances are reviewed at each Board meeting. Senior executives below Board level attend Board meetings where appropriate to present business updates.

Executive Team

The Executive Team consists of Ben van Bilderbeek (CEO), Graham Stevens (CFO) and Craig Hendrie (Technical Director), with input from the subsidiary company Directors and teams, all of which are full-time staff members and are responsible for the day-to-day management of the Group's businesses and its overall trading, operational and financial performance in fulfilment of that strategy, as well as plans and budgets approved by the Board of Directors. They in conjunction with the Board manage and oversee key risks, and where appropriate management development. Graham Stevens is responsible for overseeing shareholder communications, and Craig Hendrie leads on R&D and engineering development activities. The Chief Executive Officer reports to the plc Board on issues, progress and recommendations for change. The controls applied by the Executive Team to financial and non-financial matters are set out earlier in this document.

Board Committees

The Board is supported by the Audit Committee and where necessary the Remuneration Committee. Each committee has access to such resources, information and advice as it deems necessary, at the cost of the Company, to enable each committee to discharge its duties. The duties of the Audit Committee have been outlined in the detail on Principle 4 in this report. The overall duties of the Remuneration Committee are determining the policy and all elements of the remuneration of the executive directors of the Company and other senior executives ("the Executives") of the Group and the duties of the Remuneration Committee are:

- to consider the basic salary paid to the Executives and any recommendations made by the Chairman of the Company for changes to that basic salary
- to consider any bonuses to be paid to the Executives and, in respect of any element of remuneration of an Executive which is performance related, to formulate suitable performance-related criteria and monitor their operation, and to consider any recommendations of the Chairman of the Company regarding bonuses or performance-related remuneration
- to advise on and determine all performance-related formulae relevant to the remuneration of the Directors of the Company and to consider the eligibility of Directors for annual bonuses and benefits under long term incentive schemes
- to administer all aspects of any executive share option scheme operated by or to be established by the Company including but not limited to (subject always to the rules of that scheme and any applicable legal and Stock Exchange requirements):

- (1) the selection of those eligible Directors of the Company and its subsidiary companies to whom options should be granted
 - (2) the timing of any grant
 - (3) the numbers of shares over which options are to be granted
 - (4) the exercise price at which options are to be granted
 - (5) the imposition of any objective condition which must be complied with before any option may be exercised
- to have regard in the performance of the duties set out in this clause to any published guidelines or recommendations regarding the remuneration of directors of listed companies and formation and operation of share option schemes (in particular the guidelines published by the Association of British Insurers and National Association of Pension Funds) which the Remuneration Committee considers relevant or appropriate
 - to consider and make recommendations to the Directors of the Company concerning disclosure of details of remuneration packages and structures in addition to those required by law
 - to consider other benefits granted to the Executives and any recommendations of the Chairman of the Company for changes in those benefits
 - to consider the pension arrangements applicable to the Executives
 - to consider and make recommendations in respect of the terms of the service contracts of the Executives and any proposed changes to these contracts (including, without limitation, any compensation payments, notice periods, or other entitlements under these contracts)
 - to consider other matters relating to the remuneration of or terms of employment applicable to the Executives and referred to the Remuneration Committee by the Board

The governance framework is subject to review on an ongoing basis. No changes to the governance framework are currently planned.

10: Communicate how the company is governed and is performing by maintaining a dialogue with shareholders and other relevant stakeholders

The Company communicates with shareholders through Regulatory News Service announcements, the Annual Report and Accounts, full-year and half-year announcements, the Annual General Meeting (AGM) (under normal non-pandemic circumstances) and when required one-to-one meetings with existing or potential institutional new shareholders.

Most day to day shareholder interaction and communication is the responsibility of the CEO and the CFO.

A range of corporate information (including all Company announcements) is also available to shareholders, investors and the public on the Company's corporate website, www.plexusplc.com

The Board receives when relevant updates on the views of shareholders through briefings and reports from the Company's brokers, Cenkos Securities Plc.

The Company communicates with institutional investors where requested through briefings with management. In addition, analysts' notes and brokers' briefings are reviewed to achieve a wide understanding of investors' views.

Regular and open communication is encouraged between all layers of management to ensure that any issues or concerns can be raised.

The Company announces the results of all votes on resolutions proposed at any general meeting of the members of the Company by releasing an RNS to the London Stock Exchange immediately upon the conclusion of the meeting. It has not had occasion to announce where a significant proportion of votes (e.g. 20% or more of independent votes) has been cast against any particular resolution, although intends to include this information in the future, should such an occasion arise, including a summary of the actions it would take to understand the reasons behind such a voting result. The Company maintains on its website an increasing library of documents including all circulars to shareholders, RNS news releases and historic documents which the Board considers adequate – <https://www.plexusplc.com/aim-rule-26/>

Audit Committee Report

Introduction

This report details how the Audit Committee (“the Committee”) has met its responsibilities under its terms of reference. The Committee is a sub-committee of the Board and the ultimate responsibility for reviewing and approving the Annual Report and Accounts and interim financial statements remains with the Board. The Committee does not believe it is appropriate to have an internal audit function at this point in time as the Group is relatively small and not sufficiently complex.

Members

The members of the Audit Committee are Jerome Jeffrey Thrall (Chairman) and Charles Jones. The Executive Directors and the external auditors attend the meetings by invitation. The Board considers that the Committee has an appropriate and experienced blend of commercial, financial and industry expertise to enable it to fulfil its duties, and that the Committee Chairman has appropriate recent and relevant financial experience.

Committee Meetings

The Committee met twice during the year to 30 June 2021. One meeting related to the 2019-20 Annual Report and Accounts, and the second meeting was to review and sign off the 2021 Interim Financial Statements. The external auditors attended both meetings.

Role and Responsibilities

The Board has established an Audit Committee and set clear Terms of Reference so as to monitor the integrity of the Group’s financial statements and the effectiveness of the Group’s internal financial controls.

The Terms of Reference are reviewed annually and amended where appropriate. During the year the Committee worked with management, the external auditors, and other members of the senior management team in fulfilling these responsibilities. The Committee considers financial reporting and internal controls. It also reviews the scope and results of the external audit and the independence and objectivity of the auditors. It meets at least twice a year and reviews the interim and annual financial statements before they are submitted for approval by the Board upon its recommendation. The Committee considers annually whether the auditors remain independent for the purposes of the audit and whether a separate internal audit function is required. As referenced above, the Committee does not believe it is appropriate to have an internal audit function at this time.

The Committee report deals with the key duties and areas in which it plays an active role and has responsibility. These duties and areas include the following:

- i) Financial reporting and related primary areas of judgement;
- ii) The external audit process;
- iii) Risk management and internal controls;
- iv) Whistleblowing procedures
- v) Consider and approve the appointment of the external auditors of the Company, the audit fee and other fees for non-audit related services;
- vi) Ensure the independence and objectivity of the external auditors; and
- vii) Review the external auditor’s management representations letter and management’s response.

Annual Report and Accounts

General

The Committee has satisfied itself that the 2020-21 Annual Report and Accounts have been prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union, are fair, balanced and provide the information necessary for shareholders to assess the Group’s performance, business model and strategy. The Committee reviewed the key risk areas as identified in the Audit Plan document including: revenue recognition and management override of controls. The Committee understands that the auditors have followed their procedures for reviewing these risks and have undertaken detailed testing as appropriate.

In preparing the financial statements for the period, the main area requiring the exercise of management judgement or a high degree of estimation was the valuation, and possible impairment, of intangibles. This was discussed with the auditor. The Committee, having reviewed management’s assessment of impairment, concluded that the relevant value in use was above the carrying value of the assets and hence no impairment

Audit Committee Report continued

provision was required. Further information on the methodology and assumptions used in the valuation of intangible assets and the assessment of impairment thereof is given in notes 1.g and 1.h to the consolidated accounts on page 53, and in the Parent company accounts on page 81.

Going Concern

The Committee reviewed the going concern paper prepared by management including detailed monthly financial forecasts, which included the twelve months from the date of signing the financial statements for 2020-21 and included related assumptions, risks and opportunities, sensitivities, areas for mitigation and contingency plans. Based on this review, the Committee has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being the period of twelve months from the date of signing the financial statements for 2020-21. Accordingly, the Committee concluded that it is appropriate to adopt the going concern basis in preparing the annual financial statements.

Internal Control Systems

The Committee ensures that it monitors internal control systems reporting by the auditors and that there are no issues.

Risk Management

The Board has established an on-going process for identifying, evaluating and managing the more significant risk areas faced by the Group. One of the Board's control documents is a detailed "Risks assessment & management document" which categorises risks in terms of – Business (including IT), Compliance, Finance, Cash, Debtors, Fixed Assets, Other debtors/prepayments, Creditors, Legal, and Personnel. These risks are assessed and updated when necessary and can be associated with a variety of internal and external sources including regulatory requirements, disruption to information systems including cyber-crime, control breakdowns and social, ethical, environmental and health and safety issues. Further details on the Principal Risks and Risk Management may be found in the Strategic Report on page 9 of the financial statements.

Board Conduct and Effectiveness Review

As reported in the Corporate Governance section of the financial statements because of the relative size of the Company, the composition of the Board and the level of experience of each Board member, the Company has not adopted a formal whole board evaluation process although keeps the topic under review and would conduct one if it were considered necessary.

The Board is mindful of the subject of succession planning, although has yet to adopt a formal process and, the Company having been in transition since the disposal of the rental wellhead Jack-up business in 2018, any succession planning deemed necessary would be carried out on an ad hoc basis. The Board keeps this subject under review. The Board is aware of the current shareholding structure and the importance of the founder's shareholding and is always mindful of the need to balance the interests of all shareholders and stakeholders alike.

Auditor Independence

The Committee satisfied itself on the auditors' independence. Mr Stephen Bullock has been the senior statutory auditor for five years. Non-audit services provided by the Group's auditors have been considered and has had no impact on the auditors' independence.

Whistleblowing

The Committee had no whistleblowing incidents reported directly or indirectly during the year to 30 June 2021.

The Report of the Audit Committee was approved by a Committee of the Board of Directors on 19 November 2021 and signed on its behalf by:

J Jeffrey Thrall

Chairman of the Audit Committee

Remuneration Committee Report

Introduction

Companies trading on AIM are not required to provide a formal remuneration report. However, in line with current best practice this report provides information to enable a greater level of understanding as to how Directors' remuneration is determined.

The Remuneration Committee of the Board is responsible for considering Directors' remuneration packages. The Committee comprises two Non-Executive Directors J. Jeffrey Thrall and Charles Jones. There was no requirement for the Remuneration Committee to meet during the last financial year.

Remuneration policy

The Group's policy is to attract, retain and motivate high calibre executives capable of achieving the Group's objectives. Executive Directors receive salaries, annual bonuses (as and when appropriate), medical cover, and pension scheme contributions.

The Committee determines the policy of the overall remuneration package for Executive Directors and other senior executives. Basic salaries and benefits of all employees are normally reviewed every year, and the Group and the Committee as part of this process may seek advice from external remuneration consultants as and when appropriate. In reviewing salaries, consideration is given to personal performance, the Group's overall performance and external comparative information.

An annual performance or transaction related bonuses may be payable to Executive Directors and senior staff, and when appropriate an exercise is undertaken, again in conjunction where appropriate with external remuneration consultants to look at market comparisons, benchmarks, relative performance as well as consideration of strategic progress in addition to simply financial ones. Comparator group analysis includes oil and gas exploration companies with broadly similar market capitalisations and numbers of employees, as well as oil and gas service companies where, although the market capitalisation range is wide, it is still relevant as these are the sort of companies with which Plexus may compete for talent.

Service contracts

The Executive Directors have service agreements with the Company dated 25 November 2005 subject to termination upon twelve months' notice being given by either party.

Pensions

The Group offers a contributory group stakeholder pension scheme, into which the Group makes matching contributions up to a pre-agreed level of base salary; the scheme is open to Executive Directors and permanent employees. Directors may alternatively choose to have contributions paid into existing personal pension plans, or to receive salary in lieu.

Non-executive Directors

The Non-Executive Chairman, J. Jeffrey Thrall, entered into a Letter of Appointment with the Company dated 25 November 2005 for an initial term through to the first AGM and having been re-elected as a director either party can terminate upon three months' notice being given. The subsequently appointed Non-Executive Directors, Charles Jones and Kunming Liu, entered into their Letters of Appointment with the Company dated 18 September 2014, and 17 December 2015 respectively, and having been re-elected as a director at the first respective AGM following their appointment, are subject to the same termination conditions as those applicable to Mr Thrall.

Remuneration Committee Report continued

Directors' remuneration

Details of Directors' remuneration for the year are set out below:

	Salary & Fees £	Benefits £	Pension £	2021 Total £	2020 Total £
Executive Directors					
Ben van Bilderbeek	293,982	54,613	–	348,595	339,285
Graham Stevens	166,791	18,425	–	185,216	182,526
Craig Hendrie	138,377	1,154	19,858	159,389	159,346
Non-executive Directors					
J Jeffrey Thrall	–	–	–	–	19,500
Charles Jones	–	–	–	–	18,000
Kunming Liu	–	–	–	–	18,000
Total	599,150	74,192	19,858	693,200	736,657

The highest paid director is the Group CEO with total remuneration for the year of £349k (2020: £339K). This compares to the average of all company employees (salaries and benefits plus pension) of £78k (2020: £72k).

Directors' interest in share options

The options and awards have been granted pursuant to the Executive 2005 Share Option Scheme and Non-Executive 2005 Share Option Scheme to the following Directors:

Executive 2005 Share Option Scheme

Name	No of options at 30/06/20 & 30/06/21	Date of Grant	No of Options Vested at 30/06/21	Expiry Date	Exercise Price
B. van Bilderbeek	194,152	09/12/05	194,152	08/12/25	0.59
B. van Bilderbeek	65,902	20/06/07	65,902	19/07/27	0.385
B. van Bilderbeek	332,110	17/12/09	332,110	13/12/29	0.41
B. van Bilderbeek	169,642	25/03/11	169,642	24/03/31	0.60
G. Stevens	138,407	09/12/05	138,407	08/12/25	0.59
G. Stevens	43,177	20/06/07	43,177	19/07/27	0.385
G. Stevens	217,795	17/12/09	217,795	13/12/29	0.41
G. Stevens	101,042	25/03/11	101,042	24/03/31	0.60
C. Hendrie	254,407	09/12/05	254,407	08/12/25	0.59
C. Hendrie	43,177	20/06/07	43,177	19/07/27	0.385
C. Hendrie	217,79	17/12/09	217,79	13/12/29	0.41
C. Hendrie	105,853	25/03/11	105,853	24/03/31	0.60

No executive share options have been granted, lapsed, forfeited or exercised during the years to 30 June 2021 and 2020. No share options have been exercised since 2015.

Remuneration Committee Report continued

Non-executive 2005 Share Option Scheme

Name	No of options at 30/06/20	Lapsed during 20/21	No of options at 30/06/21	Date of Grant	No of Options Vested at 30/06/21	Expiry Date	Exercise Price
J. Thrall	40,169	–	40,169	09/12/05	40,169	08/12/25	0.59

The non-executive share options granted on 08/06/10 lapsed during the year to 30 June 2020. No other non-executive share options have been granted, forfeited or exercised during the years to 30 June 2021 and 2020.

No options are expected to lapse at the AGM.

On 9 July 2015 the Board of Plexus approved certain amendments to the rules of the Plexus Holdings plc 2005 Share Option Scheme (the “Plan”) such that the Company is permitted to extend the exercise period for options granted under the Plan by a further ten years. On 9 July 2015 the directors approved an amendment to the rules of the scheme such that the Company is permitted to extend the exercise period for options granted under the scheme by a further ten years. Subsequently on 8 June 2017, 13 December 2019 and 25 March 2021 the Company entered into deeds of amendment with Ben van Bilderbeek, Graham Stevens, Craig Hendrie, and eleven employees in respect of options granted to them on 20 June 2007 and 17 December 2009 and 25 March 2011 under the scheme, to extend the exercise period by ten years, subject to all other terms of the scheme rules.

The lowest mid-market price of the Company’s shares in the year to 30 June 2021 was 8.50p on the 24th September 2020. The high price in the period to 30 June 2020 was 24.00p on 19th November 2020. The mid-market price on 30 June 2021 was 13.25p.

The 6-year history of the share price on reporting date (30 June) is as follows, 2021: 13.25p, 2020:14.00p, 2019: 40.50p, 2018: 46.90p, 2017: 57.00p and 2016: 40.63p

Total staff remuneration costs for the year, as set out in note 5 was £2.81m (2020: £2.90m). This compares to distributions to shareholders of nil (2020: £nil).

Statement of Directors' Responsibilities

The directors are responsible for preparing the Directors' Report, Strategic 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. Under that law the directors have elected to prepare the group and parent company financial statements in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union. Under company law 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 Company and of the Group 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 applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the parent company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have a general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

The directors are further responsible for ensuring that the Strategic Report and the Report of the Directors and other information included in the Annual Report and Financial Statements is prepared in accordance with applicable law in the United Kingdom.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Group's website (www.plexusplc.com). The work carried out by the auditors does not involve the consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred in the accounts since they were initially presented on the website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

By order of the Board

G Stevens

Director

19 November 2021

Independent Auditor's Report to the Shareholders of Plexus Holdings plc

Opinion

We have audited the financial statements of Plexus Holdings Plc (the "Parent Company") and its subsidiaries (the "Group") for the year ended 30 June 2021, which comprise:

- the Group statement of comprehensive income for the year ended 30 June 2021;
- the Group and Parent Company statements of financial position as at 30 June 2021;
- the Group and Parent Company statements of changes in equity for the year then ended 30 June 2021;
- the Group statement of cash flows for the year then ended 30 June 2021; and
- the notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and in accordance with International Accounting Standards in conformity with the requirements of the Companies Act 2006, and, as regards the parent company, as applied in accordance with the Companies Act 2006.

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 June 2021 and of the Group's loss for the period 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;
- the Parent Company financial statements have been properly prepared in accordance with International Accounting Standards in conformity with the Companies Act 2006 and as applied by the Companies Act 2006; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

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 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, 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:

- Reviewing management's financial projections for the Group and Parent Company for a period of more than 12 months from the date of approval of the financial statements.
- Checking the numerical accuracy of management's financial projections
- Challenging management on the assumptions underlying those projections and sensitised them to reduce anticipated net cash inflows from future trading activities.
- Obtaining the latest financial results post the year end to review how the Group and Parent Company is trending toward achieving the forecast.
- Performing sensitivity analysis on key inputs of the forecast by calculating the impact of various scenarios and considering the impact on the Group and Parent Company's ability to continue as a going concern in the event of not meeting the forecast.
- Assessing the completeness and accuracy of the matters described in the going concern disclosure within the significant accounting policies as set out in Note 1b.

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 and 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. Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Overview of our audit approach

Materiality

In planning and performing our audit we applied the concept of materiality. An item is considered material if it could reasonably be expected to change the economic decisions of a user of the financial statements. We used the concept of materiality to both focus our testing and to evaluate the impact of misstatements identified.

Based on our professional judgement, we determined overall materiality for the Group financial statements as a whole to be £205,000 (2020: £375,000) based on approximately 4.6% (2020: 7%) of the Group's loss before taxation for the period. Materiality for the parent company financial statements was set at £40,000 (2020: £50,000) based on a percentage of net assets.

We use a different level of materiality ('performance materiality') to determine the extent of our testing for the audit of the financial statements. Performance materiality is set based on the audit materiality as adjusted for the judgements made as to the entity risk and our evaluation of the specific risk of each audit area having regard to the internal control environment. We determined performance materiality for the Group financial statements as a whole to be £143,500 (2020: £262,500). Performance materiality for the Parent Company financial statements was set at £28,000 (2020: £35,000).

Where considered appropriate performance materiality may be reduced to a lower level, such as, for related party transactions and directors' remuneration.

We agreed with the Audit Committee to report to it all identified errors in excess of £20,000 (2020: £20,000). Errors below that threshold would also be reported to it if, in our opinion as auditor, disclosure was required on qualitative grounds.

Overview of the scope of our audit

The Group and its subsidiaries are accounted for from one central operating location, the Group's registered office. There are two significant components in the group; the Parent Company and Plexus Ocean Systems Limited. The Parent Company and Plexus Ocean Systems Limited were subject to full scope audit by ourselves.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included 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 financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

This is not a complete list of all risks identified by our audit.

Independent Auditor's Report to the Shareholders of Plexus Holdings plc continued

Key audit matter

How the scope of our audit addressed the key audit matter

Impairment of intangible assets, including goodwill

The Group carries intangible assets at a net book value of £10.4 million (2020: £11.09 million). This balance is primarily represented by intellectual property, patent and other development expenditure.

Management prepares annual impairment calculations to assess the carrying value of intangible assets as set out in the accounting policy in notes 1f and 1g to the financial statements.

The performance of the impairment review requires management to make key judgements and assumptions. As a result, we identified the impairment of intangible assets, including goodwill, as a significant risk, which was one of the most significant assessed risks of material misstatement.

- We evaluated, in comparison to the requirements set out in IAS 36, management's assessment (using discounted cash flow models) as to whether goodwill or other intangible assets were impaired.
- We challenged, reviewed and considered by reference to external evidence, management's impairment and fair value models as appropriate and their key estimates, including the discount rate. We reviewed the appropriateness and consistency of the process for making such estimates.
- We obtained management's discounted cash flow models supporting the intangible asset valuation. We challenged the key assumptions into the model, including the forecast revenue and gross margin, discount rates and growth rates.
- We compared cash flow forecasts used in the impairment review to historical performance, and challenged where forecasts indicated performance that deviated significantly from historical performance, in the absence of significant changes in the business or market environment.

Revenue recognition

Revenue is recognised in accordance with the accounting policy set out in the financial statements. The accounting policy contains a number of judgements, particularly in recognising when the performance obligations are satisfied. This is determined with reference to the underlying contract with the customer.

- Discount rates and terminal growth rates were benchmarked to externally derived data and our knowledge of sector performance, to evaluate the reasonableness of these assumptions.
- Sensitivity analysis was performed by management on the key assumptions such as growth, margin and discount rates to identify those assumptions to which the goodwill or intangible asset valuation was highly sensitive. We have applied further sensitivity to create a worst case scenario and challenged management on the likelihood of such a scenario occurring, and on what remedial actions would be taken
- We assessed that the accounting policy conformed with the requirements of IFRS15 and then tested its application to a sample of contracts.
- We performed cut off testing to ensure revenue is being recorded in the correct period.

Independent Auditor's Report to the Shareholders of Plexus Holdings plc continued

Our audit procedures in relation to these matters were designed in the context of our audit opinion as a whole. They were not designed to enable us to express an opinion on these matters individually and we express no such opinion.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our 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
- the Strategic Report and Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception:

In light of the knowledge and understanding of the Group and 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.

We have nothing to report in respect of the following matters where 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 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.

Responsibilities of the directors for the financial statements

As explained more fully in the directors' responsibilities statement on page 41, 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 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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below however the primary responsibility for the prevention and detection of fraud lies with management and those charged with governance of the Company.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and the procedures in place for ensuring compliance. The most significant identified was the Companies Act 2006. Our work included direct enquiry of the directors who oversee all legal proceedings, reviewing Board and relevant committee minutes and inspection of correspondence.
- As part of our audit planning process we assessed the different areas of the financial statements, including disclosures, for the risk of material misstatement. This included considering the risk of fraud where direct enquiries were made of management and those charged with governance concerning both whether they had any knowledge of actual or suspected fraud and their assessment of the susceptibility of fraud. We considered the risk was greater in areas that involve significant management estimate or judgement. Based on this assessment we designed audit procedures to focus on the key areas of estimate or judgement, this included specific testing of journal transactions, both at the year end and throughout the year.
- We used data analytic techniques to identify any unusual transactions or unexpected relationships, including considering the risk of undisclosed related party transactions.

Owing to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements of the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The potential effects of inherent limitations are particularly significant in the case of misstatement resulting from fraud because fraud may involve sophisticated and carefully organised schemes designed to conceal it, including deliberate failure to record transactions, collusion or intentional misrepresentations being made to us.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Parent 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.

Stephen Bullock (Senior Statutory Auditor)

for and on behalf of

Crowe U.K. LLP

Statutory Auditor

London

19 November 2021

Consolidated Statement of Comprehensive Income

for the year ended 30 June 2021

	Notes	2021 £'000	2020 £'000
Revenue	2	2,017	525
Cost of sales		(1,062)	(225)
		<hr/>	<hr/>
Gross profit		955	300
Administrative expenses		(5,501)	(5,981)
		<hr/>	<hr/>
Operating loss	4	(4,546)	(5,681)
Finance income	6	143	192
Finance costs	7	(103)	(111)
Share in (loss) / profit of associate	14	(77)	265
Other income		211	285
		<hr/>	<hr/>
Loss before taxation		(4,372)	(5,050)
Income tax credit	8	262	992
		<hr/>	<hr/>
Loss after taxation from continuing operations		(4,110)	(4,058)
Loss after taxation from discontinued operations	9	(392)	(2,549)
		<hr/>	<hr/>
Loss for year		(4,502)	(6,607)
Other comprehensive income		–	–
		<hr/>	<hr/>
Total comprehensive income for the year attributable to the owners of the parent		(4,502)	(6,607)
		<hr/>	<hr/>
Loss per share	10		
Basic from continuing operations		(4.09p)	(3.92p)
Diluted from continuing operations		(4.09p)	(3.92p)
Basic from discontinued operations		(0.39p)	(2.47p)
Diluted from discontinued operations		(0.39p)	(2.47p)

Consolidated Statement of Financial Position

at 30 June 2021

	Notes	2021 £'000	2020 £'000
Assets			
Goodwill	11	767	767
Intangible assets	12	9,644	10,325
Property, plant and equipment	15	2,961	3,273
Financial assets	16	3,042	2,995
Investment in associate	14	721	898
Deferred tax asset	8	1,899	2,130
Right of use asset	26	1,245	1,548
Total non-current assets		20,279	21,936
Inventories	17	575	870
Trade and other receivables	18	1,051	2,982
Current income tax asset		–	76
Cash and cash equivalents		5,175	4,087
Total current assets		6,801	8,015
Total Assets		27,080	29,951
Equity and Liabilities			
Called up share capital	20	1,054	1,054
Shares held in treasury	21	(2,500)	(2,500)
Share based payments reserve	22	674	674
Retained earnings		23,764	28,266
Total equity attributable to equity holders of the parent		22,992	27,494
Liabilities			
Lease liabilities	26	1,085	1,401
Total non-current liabilities		1,085	1,401
Trade and other payables	19	643	778
Lease liabilities	26	316	278
Bank Lombard facility	24	2,044	–
Total current liabilities		3,003	1,056
Total liabilities		4,088	2,457
Total Equity and Liabilities		27,080	29,951

These financial statements were approved and authorised for issue by the board of directors on 19 November 2021 and were signed on its behalf by:

G Stevens
Director

C Hendrie
Director

Company Number: 03322928

Consolidated Statement of Changes in Equity

for the year ended 30 June 2021

	Called Up Share Capital £'000	Shares Held in Treasury £'000	Share Based Payments Reserve £'000	Retained Earnings £'000	Total £'000
Balance as at 30 June 2019	1,054	(2,500)	674	34,873	34,101
Total comprehensive income for the year	—	—	—	(6,607)	(6,607)
Balance as at 30 June 2020	1,054	(2,500)	674	28,266	27,494
Total comprehensive income for the year	—	—	—	(4,502)	(4,502)
Balance as at 30 June 2021	1,054	(2,500)	674	23,764	22,992

Consolidated Statement of Cash Flows

for the year ended 30 June 2021

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities			
Loss before taxation from continuing activities		(4,372)	(5,050)
Loss before taxation from discontinued activities		20	(2,432)
Loss before tax		(7,482)	(3,819)
Adjustments for:			
Depreciation and amortisation charges		1,701	1,896
(Profit)/loss on disposal of property, plant and equipment		(1)	6
Share in loss/(profit) of associate		77	(265)
Property rental income		(123)	(285)
Impairment of associate		–	134
Write-down of other receivable		–	2,432
Lease liability re-assessment		25	–
Fair value adjustment on financial assets		19	24
Investment income		(143)	(192)
Interest expense		84	87
Changes in working capital:			
Decrease/(increase) in inventories		295	(172)
(Increase) in trade and other receivables		(255)	(191)
Decrease in trade and other payables		(135)	(1,328)
Cash used in operating activities		(2,808)	(5,336)
Income taxes refunded		157	545
Net cash used from operating activities		(2,651)	(4,791)
Cash flows from investing activities			
Funds invested in financial instruments		(66)	(183)
Property rental income		123	285
Purchase of intangible assets		(235)	(361)
Purchase of property, plant and equipment		(170)	(138)
Dividend income from associate		100	140
Deferred proceeds from sale of discontinued operation		2,186	4,240
Proceeds of sale of property, plant and equipment		1	6
Interest and investment income received		143	192
Net cash generated in investing activities		2,082	4,181
Cash flows from financing activities			
Draw down of Lombard facility		2,044	–
Repayment of loans and banking facilities		–	(75)
Repayments of lease liabilities		(342)	(315)
Interest paid		(45)	(65)
Net cash inflow/(outflow) from financing activities		1,657	(455)
Net increase/(decrease) in cash and cash equivalents		1,088	(1,065)
Cash and cash equivalents at 1 July 2020		4,087	5,152
Cash and cash equivalents at 30 June 2021	24	5,175	4,087

Notes to the Consolidated Financial Statements

1. Summary of significant accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial information.

a. Basis of preparation

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and interpretations issued by the International Accounting Standards Board as adopted by the European Union and are in accordance with the Companies Act 2006.

There are a number of standards, amendments to standards, and interpretations which have been issued by the IASB that are effective in future accounting. The Directors' have assessed the impact of these standards. The Group has decided not to adopt these standards early as no material impact is expected. The following amendments are effective for the period beginning 1 January 2021:

- Interest Rate Benchmark Reform – Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16)
- COVID-19-Related Rent Concessions beyond 30 June 2021 (Amendment to IFRS 16)
- Onerous Contracts – Cost of Fulfilling a Contract (Amendments to IAS 37)
- Annual Improvements to IFRS Standards 2018-2020
- Property, Plant and Equipment: Proceeds before Intended Use (Amendments to IAS 16)
- Reference to the Conceptual Framework (Amendments to IFRS 3)

In January 2020, the IASB issued amendments to IAS 1, which clarified the criteria used to determine whether liabilities are classified as current or non-current. These amendments clarify that current or non-current classification is based on whether an entity has a right at the end of the reporting period to defer settlement of the liability for at least twelve months after the reporting period. The amendments also clarify that 'settlement' includes the transfer of cash, goods, services, or equity instruments unless the obligation to transfer equity instruments arises from a conversion feature classified as an equity instrument separately from the liability component of a compound financial instrument. The amendments are effective for annual reporting periods beginning on or after 1 January 2022.

The Group is currently assessing the impact of these new accounting standards and amendments. The Group does not believe that the amendments to IAS 1 will have a significant impact of the classification of its liabilities, as the conversion feature in its convertible debt instruments is classified as an equity instrument and therefore, does not affect the classification of its convertible debt as a non-current liability.

The Group financial statements are presented in sterling and all values are rounded to the nearest thousand pounds except where otherwise indicated.

The financial information has been prepared under the historical cost convention except where fair value adjustments are required.

b. Going concern

The Group's activities and an outline of the developments taking place in relation to its products, services and marketplace are considered in the Strategic Review on pages 9 to 16 along with an explanation of revenue, trading results and cash flows.

Note 25 to the Financial Statements sets out the Company's financial risks and the management of capital risks. At the year end, the Group had cash and cash equivalents of £5.18m, £2.04m drawn down on a bank Lombard facility and financial assets with a value of £3.04m.

Accordingly, after careful enquiry and review of available financial information, including projections and cash flows for the period to 30 June 2023, the Directors believe that the Company has adequate resources to continue to operate for the foreseeable future and that it is therefore appropriate to continue to adopt the going concern basis of accounting in the preparation of the consolidated and company financial statements.

Whilst COVID-19 has had a significant impact upon many businesses, with Plexus the negative impact has been the delay in the award of work, which the Group has to a degree managed to partially offset with cost savings. The pandemic has not halted any revenue streams, as evidenced by the growth in revenue in the year.

1. Summary of significant accounting policies (continued)

c. Basis of consolidation

The Group's financial statements consolidate the financial statements of Plexus Holdings plc and the entities it controls (its subsidiaries) and are drawn up to 30 June each year. Control comprises the power to govern the financial and operating policies of the investee so as to obtain benefit from its activities and is achieved through direct and indirect ownership of voting rights; currently exercisable or convertible potential voting rights. Subsidiaries are consolidated from the date of their acquisition, being the date on which the group obtains control, and continue to be consolidated until the date that such control ceases. The financial statements of subsidiaries are prepared for the same reporting year as the parent company, using consistent accounting policies. All intercompany balances and transactions, including unrealised profits arising from intra group transactions, have been eliminated in full. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Within twelve months of the date of acquisition of a subsidiary undertaking a re-assessment is made of the fair value of the assets and liabilities acquired in order to assess any provisional values used in initial accounting.

The financial statements of the Company and its subsidiaries are prepared in sterling (the functional currency), which is the currency that best reflects the economic substance of the underlying events and circumstances relevant to the Group. Transactions and balances in foreign currencies are converted into sterling in accordance with the principles set forth by IAS 21 ("The Effects of Changes in Foreign Exchange Rates"). Accordingly, transactions and balances have been converted as follows:

- Monetary assets and liabilities – at the rate of exchange applicable at the reporting date; and
- Income and expense items – at exchange rates applicable as of the date of recognition of those items. Exchange gains and losses are recognised in the consolidated statement of comprehensive income.

d. Revenue

Sale of equipment

The Group sells a range of equipment derived from its proprietary technology, spares and ancillary equipment. Revenue from the sale of equipment is recognised when performance obligations are met. This is considered to be on acceptance of the equipment by the customer, or where contractual delivery date is specified in the terms and conditions of sale. Invoicing and subsequent payment follow the transfer of ownership.

Rental income

The Group rents out equipment to customers. Revenue from rental contracts, all of which are short term, is recognised in the statement of comprehensive income on a straight-line basis as the performance obligations are satisfied over time. Rental income is invoiced on a monthly basis.

Service income

The Group provides Field Service Technicians to its customers, on daily rate basis. Revenue from service contracts are recognised on a performance basis as work is undertaken. Customers are invoiced following receipt of a signed field service ticket.

Royalty income

The Group has licensing agreements which are subject to royalty payments. Royalty income is recognised under the terms and conditions of the underlying licensing agreement, and revenue is recognised when performance obligations are satisfied.

Rebillable income

The Group passes on third party costs to customers at cost plus mark-up where applicable. The level of mark-up is specified in the underlying contract with the customer. Revenue is invoiced and recognised, along with the associated expenditure in the period in which it relates.

1. Summary of significant accounting policies (continued)

e. Cost of sales

Cost of sales includes salary and related costs for service personnel, depreciation, refurbishment costs on rental assets and other costs which are directly attributable to revenue generating projects.

f. Income taxes and deferred taxation

The income tax credit for the period comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax credit is calculated on the basis of the tax laws enacted or substantively enacted at the reporting date in the countries where the company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements.

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the reporting date and are expected to apply when the related deferred income tax asset is realised, or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

As set out in note 22 the Group operates a share option scheme. Where the market price of the shares at the year-end exceeds the option price there is a potential tax deduction. This is treated as a deferred tax asset. The portion of the expected future tax deduction which is less than or equal to the associated cumulative IFRS2 charge is recognised in the income statement. The balance of the credit is recognised directly in equity.

g. Goodwill

Purchased goodwill (representing the excess of the fair value of the consideration given over the fair value of the separable assets acquired) arising on business combinations in respect of acquisitions is capitalised.

Goodwill is not amortised; it is measured at cost less any accumulated impairment losses. Goodwill is reviewed for impairment at least annually.

Goodwill is monitored by management at the operating segment level. All goodwill has been allocated to the single operating segment, which is considered to be a group of similar cash generating units (CGU's) for impairment purposes.

h. Intangible assets and amortisation

Patents are recorded initially at cost and amortised on a straight-line basis over 20 years which represents the life of the patent. The Group operates a policy of continual patent enhancement in order that technology enhancements and modifications are incorporated within the registered patent, thereby protecting the value of technology advances for a full 20-year period.

Intellectual Property rights are initially recorded at cost and amortised over 20 years on a straight-line basis. The technology defined by the Intellectual Property is believed to be able to generate income streams for the Group for many years; key Intellectual Property is protected by patents; the lowest common denominator in terms of economic life of the intangible assets is the life of the original patents and therefore the life of the Intellectual Property has been matched to the remaining life of the patents protecting it.

Development expenditure is capitalised in respect of development of patentable technology at cost including an allocation of own time when such expenditure is incurred on separately identifiable

1. Summary of significant accounting policies (continued)

technology and its future recoverability can reasonably be regarded as assured. Any expenditure carried forward is amortised on a straight-line basis over its useful economic life, which the directors consider to be 20 years.

Computer software is amortised over 2 to 5 years on a straight-line basis.

In all cases the amortisation period represents the expected useful life of the asset.

Amortisation is charged to the Administrative Expenses line of the Statement of Comprehensive Income.

Expenditure on research and development, which does not meet the capitalisation criteria, is written off to the Statement of Comprehensive Income in the period in which it is incurred.

The carrying value of intangible assets is reviewed on an on-going basis by the directors, and where appropriate, provision is made for any indication of impairment in value. Where impairment arises, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs.

The 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 discount rate that reflects the current market assessments of the time value of money and the risks specific to the asset. If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount.

Any impairment loss would be recognised immediately in the Statement of Comprehensive Income.

i. Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation. Cost represents the cost of acquisition or construction, including the direct cost of financing the acquisition or construction until the asset comes into use. Depreciation is provided to write off the cost or valuation of property, plant and equipment less the estimated residual value by equal instalments over their estimated useful economic lives as follows:

Buildings	Over the remaining life of the lease on the land on which the building is constructed
Tenant improvements	Over the remaining life of the lease of the relevant building
Equipment	7% – 50% per annum
Motor vehicles	20% per annum

The expected useful lives and residual values of property, plant and equipment are reviewed on an annual basis and, if necessary, changes in useful life or residual value are accounted for prospectively.

The carrying value of property, plant and equipment is reviewed for impairment whenever events or changes in circumstances indicate the carrying value may not be recoverable.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in the Statement of Comprehensive Income in the period the item is derecognised.

j. Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand form an integral part of the Group's cash management and are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

k. Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the statement of financial position date and the gains or losses on translation are included in the Statement of Comprehensive Income. The functional currency of the Group is pounds sterling.

1. Summary of significant accounting policies (continued)

l. Leases

Operating lease rentals are charged to the Statement of Comprehensive Income on a straight-line basis over the period of the lease.

The Group has adopted IFRS 16, which supersedes IAS 17, sets out principles for the recognition, measurement, presentation and disclosure of leases for both parties to a contract, i.e. the customer ('lessee') and the supplier ('lessor'). Lessee accounting changes substantially under this new standard while there is little change for the lessor. IFRS 16 eliminates the classification of leases as either operating leases or financing leases and, instead, introduces a single lessee accounting model. A lessee will be required to recognise assets and liabilities for all leases with a term of more than 12 months (unless the underlying asset is of low value) and is required to present depreciation of leased assets separately from interest on lease liabilities in the consolidated statement of comprehensive income.

The Group has taken the exemptions where applicable for low value and short-term leases. A lessor will continue to classify its leases as operating leases or financing leases, and to account for those two types of leases separately. On inception an asset and liability both valued of £1.95m was recognised.

In applying IFRS 16 for the first time the Group has used the following practical expedients permitted by the standard:

- Accounting for operating leases with a remaining lease term of less than 12 months as at 1 January 2019 as short-term leases
- Excluding initial direct costs for the measurement of the right-of-use asset at the date of initial application; and
- Using hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

The Group has also elected not to reassess whether a contract is, or contains a lease at the date of initial application. Instead, for contracts entered into before the transition date the Group relied on its assessment made applying IAS 17 and Interpretation 4 *Determining whether an arrangement contains a lease*.

m. Inventory

Inventory is stated at the lower of cost and net realisable value. Cost is determined on a first in first out basis and includes all direct costs incurred and attributable production overheads. Net realisable value is based on estimated selling price allowing for all further costs to completion and disposal.

n. Pensions

The Group offers a contributory Group stakeholder pension scheme, into which the Group will make matching contributions up to a pre-agreed level of base salary; the scheme is open to executive directors and permanent employees. Directors may choose to have contributions paid into personal pension plans. Payments to the defined contribution retirement benefit plans are recognised as an expense when the employees have rendered service entitling them to contributions.

o. Dividends

Dividends are recognised when they become legally payable. In the case of interim dividends to equity shareholders, this is when they are paid. In the case of final dividends, this is when approved by the shareholders at the AGM. Dividends unpaid at the statement of financial position date are only recognised as a liability at that date to the extent that they are appropriately authorised and are no longer at the discretion of the Company. Unpaid dividends that do not meet these criteria are disclosed in the notes to the financial statements.

p. Classification of financial instruments issued by the Group

In accordance with IAS 32, financial instruments issued by the Group are treated as equity (i.e. forming part of shareholders' funds) only to the extent that they meet the following two conditions:

- (a) they include no contractual obligations upon the Company (or Group as the case may be) to deliver cash or other financial assets or to exchange financial assets or financial liabilities with another party under conditions that are potentially unfavourable to the Company (or Group); and

1. Summary of significant accounting policies (continued)

- (b) where the instrument will or may be settled in the Company's own equity instruments, it is either a non-derivative that includes no obligation to deliver a variable number of the Company's own equity instruments or is a derivative that will be settled by the Company exchanging a fixed amount of cash or other financial assets for a fixed number of its own equity instruments.

To the extent that this definition is not met, the proceeds of issue are classified as a financial liability. Where the instrument so classified takes the legal form of the Company's own shares, the amounts presented in these financial statements for called up share capital and share premium account exclude amounts in relation to those shares.

Finance payments associated with financial liabilities are dealt with as part of finance charges. Finance payments associated with financial instruments that are classified as part of shareholders' funds (see dividends policy), are dealt with as appropriations in the reconciliation of movements in shareholders' funds.

q. Share based payments

The Group issues share options to directors and employees, which are measured at fair value at the date of grant. The fair value of the equity settled options determined at the grant date is expensed on a straight-line basis over the vesting period based on an estimate of the number of options that will actually vest. The Group has adopted a Stochastic model to calculate the fair value of options, which enables the Total Shareholder Return (TSR) performance condition attached to the awards to be factored into the fair value calculation.

r. Management of capital

The Group's capital is comprised of share capital, shares held in treasury and retained earnings. (notes 20 and 21).

The Group's objective when managing capital is to safeguard its ability to continue as a going concern so that it can continue to provide returns to shareholders.

The Group sets the amount of capital in proportion to its assessment of the risks that it faces. The Group manages the capital structure and adjusts it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure the Group may adjust the value of dividends paid or issue new equity.

s. Significant judgements made by management

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The principal areas in which significant judgements have been made by management are as follows:

- (a) In assessing the intangibles assets for impairment the directors have prepared projections of future revenues expected to be derived from exploiting the Group's intangible assets in future periods as part of their consideration of impairment. The core technology has proven commercial value, despite the recent trading losses made. The projections for future application are subject to a significant degree of judgement due to the Group working to establish new markets for its technology after moving away from the Jack-up rental exploration wellhead business which was disposed of in 2018.
- (b) The directors have considered the recognition of a deferred tax asset in relation to future utilisation of trading losses. That recognition is predicated on a judgement in relation to the probable extent that sufficient taxable profit will be available against which the unused tax losses can be utilised. In arriving at that judgement the directors have adopted modelling based on approved budgets for the next 12 months and applied estimates and assumptions consistent with those set out in note 12 in relation to expectation of future developments, sales models and growth rates.

Notes to the Consolidated Financial Statements continued

1. Summary of significant accounting policies (continued)

t. Key assumptions and sources of estimation

Judgements

The life of the Group's Intellectual Property is estimated with reference to the lifespan of the patents which help protect the knowledge and the Group's ability to generate income from it. Changes to these estimates can result in significant variations in the carrying value and amounts charged to the consolidated statement of comprehensive income in specific periods.

When measuring goodwill and intangible assets for impairment a range of assumptions are required and these are detailed in the Goodwill and Intangible Asset notes 1g and 1h.

Estimates

Provisions requiring management estimates and judgements: A provision has been made against slow moving inventory based upon historical experience of the viability of the older parts as technological improvements are made. Changes to these estimates can result in significant variations in the carrying value and amounts charged to the consolidated statement of comprehensive income in specific periods.

2. Revenue

	2021 £'000	2020 £'000
By geographical area		
UK	1,992	131
Europe	–	489
Rest of World	25	23
	<u>2,017</u>	<u>525</u>

The revenue information above is based on the location of the customer.

	2021 £'000	2020 £'000
By revenue stream		
Rental	401	–
Service	235	9
Sold Equipment	835	26
Royalty Fees	386	476
Rebillables	19	14
Support services and Engineering	141	–
	<u>2,017</u>	<u>525</u>

Substantially all of the revenue in the current and previous periods derives from the sale, rental and the provision of services relating to the Group's patent protected equipment.

Notes to the Consolidated Financial Statements continued

3. Segment Reporting

The Group derives revenue from the sale of its POS-GRIP technology and associated products, the rental of equipment utilising the POS-GRIP technology and service income principally derived in assisting with the commissioning and on-going service requirements of our equipment. These income streams are all derived from the utilisation of the technology which the Group believes is its only segment.

Per IFRS 8, the operating segment is based on internal reports about components of the group, which are regularly reviewed and used by the board of directors being the Chief Operating Decision Maker (“CODM”).

All of the Group’s non-current assets are held in the UK.

The following customers each account for more than 10% of the Group’s continuing revenue:

	2021 £’000	2020 £’000
Customer 1	1,485	489
Customer 2	386	–

4. Group operating loss

Loss on ordinary continuing activities before tax taxation is stated after charging/(crediting).

	2021 £’000	2020 £’000
Depreciation of tangible assets	482	680
Amortisation of intangible assets:		
– Intellectual property rights	237	237
– Research and development	676	664
– Computer software	3	11
– IFRS 16 lease amortisation	303	304
Operating lease charges:		
– Land and buildings	17	7
– Other	47	46
Foreign currency exchange loss	7	6
Gain on disposal of property, plant and equipment	1	6
Directors’ emoluments	693	737
Inventories recognised as expense	319	12
Inventory write down provision	569	134
Auditors’ remuneration:		
Fees payable to the Company’s auditors for:		
The audit of the Company’s annual accounts	10	10
The audit of the Company’s subsidiary pursuant to legislation	30	30
Audit related assurance services	3	3
Total audit fees	43	43

Notes to the Consolidated Financial Statements continued

5. Staff numbers and costs

The average number of persons, including executive directors, during the year was:

	2021 Number	2020 Number
Management	6	6
Technical	25	26
Administrative	5	5
	<u>36</u>	<u>37</u>

The aggregate payroll costs of these persons were as follows:

	2021 £'000	2020 £'000
Wages and salaries	2,466	2,555
Social security costs	231	235
Pension contributions to defined contribution plans	111	111
	<u>2,808</u>	<u>2,901</u>

Key management are considered to be the Board of Directors and details of Directors' remuneration are given in the remuneration report on page 38 and this forms part of the financial statements.

Other income includes Job Retention Scheme income of £87k (2020: £33k).

6. Finance Income

	2021 £'000	2020 £'000
Bank interest receivable	24	46
Investment income	109	123
Other interest receivable	10	23
	<u>143</u>	<u>192</u>

7. Finance Costs

	2021 £'000	2020 £'000
On bank loans and overdraft	8	4
Investment costs	37	37
Fair value adjustment on financial assets	19	24
Interest on right of use assets	39	46
	<u>103</u>	<u>111</u>

Notes to the Consolidated Financial Statements continued

8. Income tax credit

(i) The taxation charge for the year comprises:

	2021 £'000	2020 £'000
UK Corporation tax:		
Adjustment in respect of prior years	(83)	(76)
	<u>(83)</u>	<u>(76)</u>
Foreign tax		
Current tax on income for the year	1	–
Adjustment in respect of prior years	–	72
	<u>1</u>	<u>72</u>
Total current tax credit	<u>(82)</u>	<u>(4)</u>
Deferred tax:		
Origination and reversal of timing differences	(23)	(648)
Adjustment in respect of prior years	(255)	(223)
	<u>232</u>	<u>(871)</u>
Total deferred tax	<u>232</u>	<u>(871)</u>
Total tax charge/(credit)	<u>150</u>	<u>(875)</u>
The effective rate of tax is 19% (2020: 19%)		
Tax credit on discontinued activities	412	117
Tax credit on continuing activities	(262)	(992)
	<u>150</u>	<u>(875)</u>
Total tax charge/(credit)	<u>150</u>	<u>(875)</u>
 (ii) Factors affecting the tax charge on continuing activities for the year		
	2021 £'000	2020 £'000
Loss on ordinary activities before tax	(4,372)	(5,050)
Tax on (loss)/profit at standard rate of UK corporation tax of 19% (2020: 19%)	(831)	(960)
Effects of:		
Expenses not deductible for tax purposes	186	163
Effect of change in tax rate	(816)	(153)
Tax adjustments on share-based payments	–	4
Adjustments in respect of prior year	(92)	(46)
Foreign tax rates	–	–
Deferred tax not recognised	1,291	–
	<u>(262)</u>	<u>(992)</u>
Total tax credit on continuing activities	<u>(262)</u>	<u>(992)</u>

Notes to the Consolidated Financial Statements continued

8. Income tax credit (continued)

<i>(iii) Movement in deferred tax asset balance</i>	2021	2020
	£'000	£'000
Deferred tax asset at beginning of year	(2,130)	(1,259)
Debit/(credit) to Statement of Comprehensive Income	231	(871)
Deferred asset at end of year	(1,899)	(2,130)
<i>(iv) Deferred tax asset balance</i>	2021	2020
	£'000	£'000
The deferred tax asset balance is made up of the following items:		
Difference between depreciation and capital allowances	1,131	902
Tax provisions	(1)	(2)
Tax losses	(3,029)	(3,030)
Deferred tax asset at end of year	(1,899)	(2,130)

As outlined in the accounting policy (note 1f) the deferred tax asset is reviewed at the end of each reporting period. Following a review of the Group's financial models and taxable profitability the Group has a further £1,290k not recognised. The group has recognised a deferred tax asset based upon its mid-term forecast profitability. Where recoverability is dependent upon profits arising beyond this period, the group has determined that the threshold for recognition is not met and so restricted the deferred tax asset recognised. An amount of deferred tax of £1,290k has not been recognised but remains available for future loss utilisation.

9. Discontinued Operations

On 1st February 2018 the Group sold its "Jack-up Business" to TFMC for an initial gross consideration of £15m, with an additional sum of up to £27.5m payable dependent on the future performance of the Jack-up Business during a three year earn-out period.

The recognised profit on discontinued operations in the current year represents the deferred consideration received which exceeded the debtor receivable.

The recognised loss on discontinued operations in the prior year represents the impairment of deferred consideration receivable presented in prepayments and other amounts.

	2021	2020
	£'000	£'000
Revenue	—	—
Expenses	20	(2,432)
Gain / (loss) before tax of discontinued operations	20	(2,432)
Income tax charge	(412)	(117)
Loss after tax of discontinued operations	(392)	(2,549)
Loss after taxation from discontinued operations	(392)	(2,549)

The Statement of cash flows includes the following amounts related to discontinued operations:

	2021	2020
	£'000	£'000
Operating activities	—	—
Investing activities	—	—
Financing activities	—	—
Net cash generated/(used) from discontinued activities	—	—

Notes to the Consolidated Financial Statements continued

10. Loss per share

	2021 £'000	2020 £'000
Loss attributable to shareholders – continuing operations	(4,110)	(4,058)
Loss attributable to shareholders – discontinued operations	(392)	(2,549)
Loss attributable to shareholders	<u>(4,502)</u>	<u>(6,607)</u>
	Number	Number
Weighted average number of shares in issue	100,435,744	103,406,041
Dilution effects of share schemes	–	–
Diluted weighted average number of shares in issue	<u>100,435,744</u>	<u>103,406,041</u>
Loss per share		
Basic Loss per share for continuing operations	(4.09p)	(3.92p)
Diluted Loss per share for continuing operations	<u>(4.09p)</u>	<u>(3.92p)</u>
Basic Loss per share for discontinued operations	(0.39p)	(2.47p)
Diluted loss per share for discontinued operations	<u>(0.39p)</u>	<u>(2.47p)</u>

Basic loss per share is calculated on the results attributable to ordinary shares divided by the weighted average number of shares in issue during the year.

Diluted earnings per share calculations include additional shares to reflect the dilutive effect of share option schemes. As a loss was made on continuing operations for the current year the option schemes are considered to be anti-dilutive.

11. Goodwill

	£'000
Cost	
As at 30 June 2019, 2020 and 2021	<u>767</u>
Impairment	
As at 1 July 2019, 2020 and 2021	<u>–</u>
Net Book Value	
As at 30 June 2020 and 2021	<u>767</u>

The recoverable amount of goodwill has been determined on a value in use basis.

The key assumptions on which the valuation is based are that:

- Industry acceptance will over time result in growth of the business above long-term industry growth rates. Management consider this to be appropriate for a new technology still gaining industry acceptance,
- Prices will rise with inflation,
- Staff wage inflation will be higher than general inflation but will not rise in line with sales.

These assumptions were determined from the directors' knowledge and experience.

Notes to the Consolidated Financial Statements continued

11. Goodwill (continued)

The cash flows are based upon a 20-year period which is the period covered by the relevant patents, and, in accordance with historical trends and current expectations. In making these calculations Management have not included an assessment of the terminal value. The company's Weighted Average Cost of Capital for discounting purposes has been measured at 10.87%. A discounted cashflow model has been prepared for both an organic sales model and a licensing sales model. The cashflows are based upon approved budgets for the following 12 months, beyond this they are based upon management's expectations of future developments. As the Group are starting from a base point of trading the growth rates are high in the initial years (varying from 50% to 400% depending on the model employed), then in later years where the technology becomes established the expected rate of growth declines (varying from 5% to 10 depending on the model employed).

Management regularly assesses the sensitivity of the key assumptions and the probability that any of them would change to the degree that the carrying value would exceed the recoverable amount. It would require significant adjustments to key assumptions before the goodwill would be impaired Note 1g provides information on the Goodwill.

12. Intangible Assets

	Intellectual Property £'000	Patent and Other Development £'000	Computer Software £'000	Total £'000
Cost				
As at 30 June 2019	4,600	13,096	332	18,028
Additions	–	359	2	361
Disposals	–	–	(73)	(73)
As at 30 June 2020	4,600	13,455	261	18,316
Additions	–	235	–	235
Disposals	–	–	–	–
As at 30 June 2021	4,600	13,690	261	18,551
Amortisation				
As at 30 June 2019	3,076	3,758	318	7,152
Charge for the year	237	664	11	912
On disposals	–	–	(73)	(73)
As at 30 June 2020	3,313	4,422	256	7,991
Charge for the year	237	676	3	916
On disposals	–	–	–	–
As at 30 June 2021	3,550	5,098	259	8,907
Net Book Value				
As at 30 June 2021	1,050	8,592	2	9,644
As at 30 June 2020	1,287	9,033	5	10,325

12. Intangible Assets (continued)

When assessing the valuation of the Group's assets the key assumptions on which the valuation is based are that:

- Industry acceptance will result in continued growth of the business above long-term industry growth rates Management considers this to be appropriate for a new technology gaining industry acceptance,
- Prices will rise with inflation,
- Costs, in particular direct costs and staff costs are based on past experiences, and management's knowledge of the industry,
- Staff wage inflation will be higher than general inflation but will not rise in line with sales.

These assumptions were determined from the directors' knowledge and experience.

The value in use calculation is based on cash flow forecasts derived from the most recent financial model information available. Although the Group's technology is proven and has proven commercial value the exploitation of opportunities beyond the rental wellhead exploration equipment services market are at a relatively early stage and the commercialisation process is expected to be a long term one. The cash flow forecasts therefore extend to 2040 to ensure the full benefit of all current projects is realised. The rationale for using a timescale up to 2040 with growth projections which increase in the first five years and decline thereafter, is that as time progresses, Plexus expects to gain an increasing foothold in the surface, subsea and other equipment markets, including the recent re-entry into the Jack-up exploration rental wellhead sector. As the Group is starting from a base point of trading the growth rates are expected to be high in the initial years (varying from 50% to 400% depending on the model employed) then in later years where the technology becomes established the expected rate of growth declines (varying from 5% to 10 depending on the model employed).

The key assumptions used in these calculations include discount rate, revenue projections, growth rates, expected gross margins and the lifespan of the Group's technology. Management estimates the discount rates using pre-tax rates that reflect current market assessments of the time value of money and risks specific to the Group and the markets in which it operates. Revenue projections, growth rates, margins and technology lifespans are all estimated based on the latest business models and the most recent discussions with customers, suppliers and other business partners.

Management regularly assesses the sensitivity of the key assumptions and the probability that any of them would change to the degree that the carrying value would exceed the recoverable amount. It would require significant adjustments to key assumptions before the goodwill and other intangibles would be impaired.

Patent and other development costs are internally generated Note 1h provides additional information on intangible assets.

Notes to the Consolidated Financial Statements continued

13. Investments

Included within the consolidated group accounts are the following subsidiaries and associated undertakings:

Subsidiary/Associated undertaking	Country of Registration	Nature of Business	Percentage of Ordinary Shares held
Plexus Ocean Systems Limited	Scotland	Supply of wellheads and associated equipment for oil and gas drilling	100%
Plexus Limited	Scotland	Dormant	100%
Plexus Applied Technologies Limited	Scotland	Dormant	100%
Plexus Holdings USA Inc.	USA	Investment Holding	100%
Plexus Ocean Systems US. LLC	USA	Investment Holding	100%
Plexus Deepwater Technologies Limited	USA	Dormant	100%
Plexus Response Services Limited	Turks and Caicos Islands	Dormant	100%
Plexus Subsea International Limited	Turks and Caicos Islands	Commercial exploitation of subsea applications	100%
Plexus Ocean Systems (Malaysia) Sdn Bhd	Malaysia	Supply of wellheads and associated equipment for oil and gas drilling	100%
Plexus Ocean Systems (Brunei) Sdn Bhd	Brunei	Supply of wellheads and associated equipment for oil and gas drilling	100%
Plexus Offshore Systems (Singapore) Pte Ltd	Singapore	Supply of wellheads and associated equipment for oil and gas drilling	100%
Afrotel Corporation Ltd	Turks and Caicos Islands	Dormant	100%
Kincardine Manufacturing Services Limited	Scotland	Manufacture and machining of fabricated metal products	49%
Plexus Pressure Control Limited	Scotland	Design, fabrication and manufacture of valve related products	100%

The Group's investments are unlisted.

Notes to the Consolidated Financial Statements continued

14. Investment in associate

	£'000
Investment in associate at 30 June 2019	907
Share of profit for the period	265
Dividends received	(140)
Impairment of investment	(134)
Investment in associate at 30 June 2020	898
Share of loss for the period	(77)
Dividends received	(100)
Investment in associate at 30 June 2021	721

On 14 December 2018 Plexus Ocean Systems Limited acquired a 49% interest in Kincardine Manufacturing Services Limited ('KMS') for a consideration of £735k plus associated legal fees. KMS are a precision engineering company which serves the oil and gas industry. This is viewed as a long-term strategic investment by Plexus. KMS are based at Sky House, Spurryhillock Industrial Estate, Stonehaven, Aberdeenshire AB39 2NH.

Following the investment Graham Stevens PLC Finance Director was appointed to the board of KMS. The company remains under the control and influence of the 51% majority shareholders.

On 30 June 2020, an impairment review was undertaken. The investment was revalued using a profit after tax earnings model. This resulted in an impairment charge of £134k. There was no impairment for the period to 30 June 2021.

The summary financial information of KMS, extracted on a 100% basis from the accounts for the 6 months to 30 June 2021 are as follows:

	2021 £'000	2020 £'000
Assets	2,888	3,001
Liabilities	1,998	1,714
Revenue	3,313	2,554
(Loss)/profit before tax	(194)	195

KMS have a December 31 year-end date. Therefore, the profit before tax figure is based on management accounts for the 12-month period to 30 June 2021.

Notes to the Consolidated Financial Statements continued

15. Property, plant and equipment

	Buildings £'000	Tenant Improvements £'000	Equipment £'000	Assets under Construction £'000	Motor Vehicles £'000	Total £'000
Cost						
As at 30 June 2019	3,699	716	5,432	–	17	9,864
Additions	41	–	144	–	–	185
Disposals	–	(2)	(183)	–	–	(185)
As at 30 June 2020	3,740	714	5,393	–	17	9,864
Additions	–	–	42	128	–	170
Transfers	–	–	128	(128)	–	–
Disposals	–	–	(2)	–	–	(2)
As at 30 June 2021	3,740	714	5,561	–	17	10,032
Depreciation						
As at 30 June 2019	1,338	466	4,252	–	4	6,060
Charge for the year	152	61	464	–	3	680
On disposals	–	(2)	(147)	–	–	(149)
As at 30 June 2020	1,490	525	4,569	–	7	6,591
Charge for the year	153	41	284	–	4	482
On disposals	–	–	(2)	–	–	(2)
As at 30 June 2021	1,643	566	4,851	–	11	7,071
Net book value						
As at 30 June 2021	2,097	148	710	–	6	2,961
As at 30 June 2020	2,250	189	824	–	10	3,273

The value in use of property, plant and equipment is not materially different from the carrying value.

16. Financial Asset

	2021 £'000	2020 £'000
Financial instruments held at fair value	3,042	2,995
	3,042	2,995

The financial asset relates to cash invested in an investment portfolio, made up of high-yield bonds held at fair value in the statement of financial position. The portfolio can be divested to cash at any time. Included in the statement of comprehensive income is a write-down in the carrying value of the financial asset of £19k (2020: £24k). The fair value of the investment is evaluated by reviewing the portfolio on a quarterly basis, including the reporting date of 30 June 2021.

Notes to the Consolidated Financial Statements continued

17. Inventories

	2021 £'000	2020 £'000
Raw materials and consumables	91	309
Finished goods and goods for resale	484	561
	<u>575</u>	<u>870</u>

18. Trade and other receivables

	2021 £'000	2020 £'000
Trade receivables	772	503
Prepayment and other amounts	279	2,479
	<u>1,051</u>	<u>2,982</u>

Trade and other receivables are classified as loans and receivables and are held at amortised cost. The carrying value approximates fair value.

In the prior year prepayments and other amounts included the deferred consideration from the sale of the discontinued operation (note 9). Following the final payment of £2,186k in the current year this debtor reduced to nil.

19. Trade and other payables

	2021 £'000	2020 £'000
Trade payables	136	255
Social security and other taxes	81	68
Other payables and accruals	426	455
	<u>643</u>	<u>778</u>

20. Share Capital

	2021 £'000	2020 £'000
Authorised:		
Equity: 110,000,000 (2020: 110,000,000) Ordinary shares of 1p each	<u>1,100</u>	<u>1,100</u>
Allotted, called up and fully paid:		
Equity: 105,386,239 (2020: 105,386,239) Ordinary shares of 1p each	<u>1,054</u>	<u>1,054</u>

Notes to the Consolidated Financial Statements continued

21. Shares held in treasury

	2021 £'000	2020 £'000
Buyback of shares	2,500	2,500

On 1 February 2019 Plexus Holdings PLC completed the acquisition of 4,950,495 Ordinary Shares beneficially held by LLC Gusar. Following the above transaction, the Company's issued share capital comprises 105,386,239 Ordinary Shares, of which 4,950,495 Ordinary Shares are held in treasury. The Company now has a total of 100,435,744 Ordinary Shares in issue with voting rights. This figure, 100,435,744, should be used by shareholders as the denominator when determining whether they are required to notify their interest in, or a change to their interest in the Company under the Financial Conduct Authority's Disclosure Guidance and Transparency Rules.

22. Share based payments

Share options have been granted to subscribe for ordinary shares, which are exercisable between 2021 and 2031 at prices ranging from £0.385 to £1.18. At 30 June 2021 there were 3,577,899 options outstanding.

The Company has an unapproved share option scheme for the directors and employees of the Group. Options are exercisable at the quoted mid-market price of the Company's shares on the date of grant. The options may vest in three equal portions, at the end of each of three assessment periods, provided that the option holder is still employed by the Group at vesting date and that the Total Shareholder Return (TSR) performance conditions are satisfied. Options that do not meet the TSR criteria at the first available vesting date may vest at the end of the complete assessment period, provided that the compounded TSR performance is met over the complete assessment period. Vested but unexercised options ordinarily expire on the tenth anniversary of the date of grant. The options are equity settled.

On 9 July 2015 the directors approved an amendment to the rules of the scheme such that the Company is permitted to extend the exercise period for options granted under the scheme by a further ten years. Subsequently on 8 June 2017, 13 December 2019 and 25 March 2021 the Company entered into deeds of amendment with Ben van Bilderbeek, Graham Stevens, Craig Hendrie, and eleven employees in respect of options granted to them on 20 June 2007 and 17 December 2009 and 25 March 2011 under the scheme, to extend the exercise period by ten years, subject to all other terms of the scheme rules.

Details of the share options outstanding during the year are as follows:

	2021		2020	
	No of shares	Weighted Average Exercise Price	No of shares	Weighted Average Exercise Price
Outstanding at the beginning of the period	3,577,899	0.52	3,677,899	0.53
Lapsed during the year	—	—	(100,000)	0.60
Outstanding at the end of the period	3,577,899	0.52	3,577,899	0.52
Exercisable at the end of the period	3,577,899	0.52	3,577,899	0.52

The Group has recognised an expense in the current year of £nil (2020: £nil) towards equity settled share-based payments.

The weighted average contractual life of the share options outstanding at the end of the period is 7 years 3 months.

Notes to the Consolidated Financial Statements continued

23. Reconciliation of net cash flow to movement in net cash/debt

	2021 £'000	2020 £'000
Movement in cash and cash equivalents	1,088	(1,065)
Repayment of bank loans	–	75
Drawdown of Lombard facility	(2,044)	–
(Decrease)/increase in net cash in year	(956)	(990)
Net cash at start of year	4,087	5,077
Net cash at end of year	3,131	4,087

24. Analysis of net cash/(debt)

	At beginning of year £'000	Cashflow £'000	At end of year £'000
2021:			
Cash in hand and at bank	4,087	1,088	5,175
Bank Lombard facility	–	(2,044)	(2,044)
Lease Liability	(1,679)	278	(1,401)
Total	2,408	(678)	1,730

A maturity analysis of the Bank Lombard Facility and Lease Liability are included in notes 25 and 26 respectively.

	At beginning of year £'000	Cashflow £'000	At end of year £'000
2020:			
Cash in hand and at bank	5,152	(1,065)	4,087
Bank loans	(75)	75	–
Lease Liability	(1,948)	269	(1,679)
Total	3,129	(721)	2,408

25. Financial instruments and risk management

Treasury management

The Group's activities give rise to a number of different financial risks: market risk (including foreign currency exchange risk and interest rate risk), credit risk and liquidity risk. The Group's management regularly monitors the risks and potential exposures to which the Group is exposed and seeks to take action, where appropriate, to minimise any potential adverse impact on the Group's performance.

Risk management is carried out by Management in line with the Group's Treasury policies. The Group's Treasury policies cover specific areas, such as foreign exchange risk, interest rate risk and investment of excess cash. The Group's policy does not permit entering into speculative trading of financial instruments and this policy has been applied throughout the year.

(a) Market risks

(i) Foreign currency exchange risk

The Group is exposed to foreign exchange risk arising from various currencies. In order to protect the Group's statement of financial position from movements in exchange rates, the Group converts foreign currency balances into sterling on receipt so far as they will not be used for future payments in the foreign currency.

The Group carefully monitors the economic and political situation in the countries in which it operates to ensure appropriate action is taken to minimise any foreign currency exposure.

The Group's main foreign exchange risk relates to movements in the sterling/US dollar and sterling/euro exchange rates. Movements in these rates impact the translation of US dollar and euro denominated net assets. Outstanding debts are in GBP and USD, minimal cash is held in foreign currency. Therefore, the Group has minimal foreign exchange risk for the reporting period.

(ii) Interest rate risk

The Group has historically financed its operations through a mixture of retained profits and bank borrowings. The Group borrows in sterling at floating rates of interest.

The Group is also exposed to interest rate risk on cash held on deposit. The Group's policy is to maximise the return on cash deposits whilst ensuring that cash is deposited with a financial institution with a credit rating of 'AA' or better.

The consolidated income statement would be affected by gain/loss £49k (2020: £30k) by a reasonably possible 1 percentage point change down/up in LIBOR interest rates on a full year basis.

(b) Credit risk

The Group's credit risk primarily relates to its trade receivables. Responsibility for managing credit risks lies with the Company's management.

The Group applies the IFRS 9 simplified approach to measure expected credit losses for all trade receivables and contract assets. To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the number of days past due. The expected loss rates are based on payment profiles of sales and the corresponding historical credit losses experienced within this period. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The investment portfolio consists of funds invested in high-yield bonds with reputable financial institutions. The Company do not consider the investment portfolio presents a credit risk.

A customer evaluation is typically obtained from an appropriate credit rating agency. Where required, appropriate trade finance instruments such as letters of credit, bonds, guarantees and credit insurance will be used to manage credit risk.

Notes to the Consolidated Financial Statements continued

25. Financial instruments and risk management (continued)

The Group's major customers are typically large companies which have strong credit ratings assigned by international credit rating agencies. Where a customer does not have sufficiently strong credit ratings, alternative forms of security such as the trade finance instruments referred to above may be obtained. The Group's customer base is concentrated on a few major companies, but management believe that the calibre of these companies means that no material credit risk provision is required.

Management review trade receivables across the Group based on receivable days' calculations to assess performance. There is significant management focus on receivables that are overdue. All receivables are with large corporations with good credit history with which the entity has not experienced any recoverability issues in the past. Individual trade receivables and contract assets are written off when management deem them not to be collectible. No bad debt provision has been provided for within the accounts.

Amounts deposited with banks and other financial institutions also give rise to credit risk. This risk is managed by limiting the aggregate amount of exposure to any such institution by reference to their rating and by regular review of these ratings. The possibility of material loss in this way is considered unlikely.

The currency composition of trade receivables at the year-end was:

	2021 £'000	2020 £'000
Sterling	555	503
U.S Dollar	217	—
	<u>772</u>	<u>503</u>

The ageing of trade receivables at the year-end was:

	2021 £'000	2020 £'000
Not past due	772	476
Past due 0-30 days	—	—
Past due 30+ days	—	—
Past due 120+ days	—	27
	<u>772</u>	<u>503</u>

(c) Liquidity risk

The Group has historically financed its operations through equity finance and bank borrowings. The Group has continued with its policy of ensuring that there are sufficient funds available to meet the expected funding requirements of the Group's operations and investment opportunities. The Group monitors its liquidity position through cash flow forecasting. Based on the current outlook the Group has sufficient funding in place to meet its future obligations.

Notes to the Consolidated Financial Statements continued

25. Financial instruments and risk management (continued)

		Floating rates £'000	Non-interest bearing £'000	Book and fair value £'000
30 June 2021				
Cash and liquid resources	– Sterling	4,738	431	5,169
	– US Dollar	–	4	4
	– Malaysian	–	2	2
		4,738	437	5,175
30 June 2020				
Cash and liquid resources	– Sterling	3,971	94	4,065
	– US Dollar	–	6	6
	– Malaysian	–	16	16
		3,971	116	4,087

At 30 June 2021 the Group had £5,175k of cash. The average rate of interest earned in the year is on a floating rate basis and ranged between 0% and 1.25% on sterling deposits.

Cash is categorised as loans and receivables.

The Group has classified its financial instruments into the three levels prescribed under the accounting standards. The definition of the levels is as follows.

Level 1: The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and trading and available-for-sale securities) is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the group is the current bid price. These instruments are included in level 1.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data 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.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted equity securities.

Non-current assets (note 16) meet the level 1 criteria and have been recorded in the statement of financial position at fair value. As at 30 June 2021 the fair value of the financial assets held by the Group are £3,042k (2020: £2,995k).

Notes to the Consolidated Financial Statements continued

25. Financial instruments and risk management (continued)

The interest rate and currency profiles of the Group's financial liabilities at 30 June 2021 are as follows:

	Floating rates £'000	Non-interest bearing £'000	Book and fair value £'000	
30 June 2021				
Bank Lombard facility – Sterling	2,044	–	2,044	
	<hr/>	<hr/>	<hr/>	
30 June 2020				
Bank Lombard facility – Sterling	–	–	–	
	<hr/>	<hr/>	<hr/>	
	Due within 1 Year £'000	Due between 2–5 Years £'000	Due after 5 Years £'000	Total £'000
30 June 2021				
Bank Lombard facility – Sterling	2,044	–	–	2,044
Total	2,044	–	–	2,044
	<hr/>	<hr/>	<hr/>	<hr/>
30 June 2020				
Bank Lombard facility – Sterling	–	–	–	–
Total	–	–	–	–

Bank borrowings are other financial liabilities which are measured at amortised cost. The carrying value approximates fair value.

26. Leased assets and liabilities

Leased Assets

The Group's leased assets relates to a building. Key movements relating to the lease balance is presented below:

	£'000
Creation of asset on inception 1 st July 2019	1,852
Amortisation charge	(304)
	<hr/>
Balance at 30 June 2020	1,548
Amortisation charge	(303)
	<hr/>
As at 30 June 2021	1,245
	<hr/>

Notes to the Consolidated Financial Statements continued

26. Leased assets and liabilities (continued)

Leased Liabilities

The maturity of the lease liability is as follows

	2021 £'000	2020 £'000
Less than one year	316	278
One to five years	1,085	1,401
Total lease liability	<u>1,401</u>	<u>1,679</u>

The total interest expense on lease liabilities and the total cash outflow in the year to 30 June 2021 was £39k and £342k respectively (2020: £46k and £315k).

The borrowing rate applied to the lease liability is 2.5%.

Other leases

The Group leases storage facilities, IT equipment and other workshop machinery with terms between 1 month and 2 years. The Group considers these assets to be of low value or short-term in nature. Therefore, no right of use assets and lease liabilities are recognised on these leases.

Expenses recognised relating to short-term leases and leases of low value for the year to June 2021 was £53k and £11k respectively (2020: £62k and £11k).

The Group had a capital commitment of £nil as at 30 June 2021 (2020: £nil).

27. Contingent liabilities

The Group had no contingent liabilities as at 30 June 2021 (2020: £nil).

28. Related party transactions

Control

No one party owns a controlling interest in the Company.

Ultimate parent company

There is no ultimate parent company.

Transactions

During the year the Group had the following transactions with related parties:

	2020 £'000	2020 £'000
Purchase of goods and services from Other Related Parties	342	315
Payables to Other Related Parties	—	—
Repayables from Other Related Parties	—	1
Purchases from associate undertaking	<u>65</u>	<u>7</u>

Other related parties were @SIPP (Pension Trustees) Limited, OFM Holdings Limited and Plexus Properties International Limited. The transactions related to accommodation, rent and related charges. @SIPP (Pension Trustees) Limited are the trustees of Ben van Bilderbeek's pension fund. OFM Holdings Limited is a trust of which Ben van Bilderbeek's family are beneficiaries. Plexus Properties International Limited is a company under the control of the van Bilderbeek family.

All of these transactions were between either Plexus Ocean Systems Limited or Plexus Ocean Systems International Limited and the relevant related party.

Notes to the Consolidated Financial Statements continued

29. General information

These financial statements are for Plexus Holdings plc and subsidiary undertakings. The Company is registered, and domiciled, in England and Wales and incorporated under the Companies Act 2006. The nature of the company's operations and its principal activities are set out in the strategic report on page 9 and the directors' report on page 20.

Parent Company Statement of Financial Position

at 30 June 2021

	Notes	2021 £'000	2020 £'000
Assets			
Intangible assets	4	9,380	9,999
Investments	5	8,294	8,294
Total Non-current assets		17,674	18,293
Trade and other receivables	7	20,720	19,625
Current income tax asset		–	76
Cash at bank and in hand	10	55	1,013
Total current assets		20,775	20,714
Total Assets		38,449	39,007
Equity and Liabilities			
Called up share capital	9	1,054	1,054
Shares held in treasury		(2,500)	(2,500)
Share based payments reserve		326	326
Retained earnings		38,910	39,704
Total equity attributable to equity holders of the company		37,790	38,584
Liabilities			
Deferred tax liabilities	6	489	224
Total non-current liabilities		489	224
Trade and other payables	8	170	199
Total current liabilities		170	199
Total liabilities		659	423
Total Equity and Liabilities		38,449	39,007

As permitted by section 408 of the Companies Act 2006, the parent company's Statement of Comprehensive Income has not been included in these financial statements. The parent company's loss after tax for the year was £794k (2020: loss of £335k).

These financial statements were approved and authorised for issue by the board of directors on 19 November 2021 and were signed on its behalf by:

G Stevens
Director

C Hendrie
Director

Company Number: 03322928

Parent Company Statement of Changes in Equity

for the year ended 30 June 2021

	Called Up Share Capital £'000	Shares Held in Treasury £'000	Share Based Payments Reserve £'000	Retained Earnings £'000	Total £'000
Balance as at 30 June 2019	1,054	(2,500)	326	40,039	38,919
Total comprehensive income for the period	—	—	—	(335)	(335)
Balance as at 30 June 2020	1,054	(2,500)	326	39,704	38,584
Total comprehensive income for the period	—	—	—	(794)	(794)
Balance as at 30 June 2021	1,054	(2,500)	326	38,910	37,790

Parent Company Statement of Cash Flows

at 30 June 2021

	<i>Notes</i>	2021 £'000	2020 £'000
Cash flows from operating activities			
Loss before taxation		(611)	(438)
Adjustments for:			
Amortisation		854	842
Investment income		(423)	(512)
Changes in working capital:			
(Increase) / decrease in trade and other receivables		(1,095)	784
Decrease in trade and other payables		(29)	(92)
Cash (used) / generated from operations activities		(1,304)	584
Income taxes refunded		159	270
Net cash (used) / generated from operations		(1,145)	854
Cash flows from investing activities			
Purchase of intangible assets		(235)	(359)
Interest received		422	512
Net cash generated from investing activities		187	153
Net (decrease) / increase in cash and cash equivalents		(958)	1,007
Cash and cash equivalents at 1 July 2020		1,013	6
Cash and cash equivalents at 30 June 2021	10	55	1,013

Notes to the Parent Company Financial Statements

1. Summary of significant accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial information.

a. Basis of preparation

The company financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and interpretations issued by the International Accounting Standards Board as adopted by the European Union and are in accordance with the Companies Act 2006.

There are a number of standards, amendments to standards, and interpretations which have been issued by the IASB that are effective in future accounting periods. The Directors' have assessed the impact of these standards. The Company has decided not to adopt these standards early as no material impact is expected. The following amendments are effective for the period beginning 1 January 2021:

- Interest Rate Benchmark Reform – Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16)
- COVID-19-Related Rent Concessions beyond 30 June 2021 (Amendment to IFRS 16)
- Onerous Contracts – Cost of Fulfilling a Contract (Amendments to IAS 37)
- Annual Improvements to IFRS Standards 2018-2020
- Property, Plant and Equipment: Proceeds before Intended Use (Amendments to IAS 16)
- Reference to the Conceptual Framework (Amendments to IFRS 3)

In January 2020, the IASB issued amendments to IAS 1, which clarified the criteria used to determine whether liabilities are classified as current or non-current. These amendments clarify that current or non-current classification is based on whether an entity has a right at the end of the reporting period to defer settlement of the liability for at least twelve months after the reporting period. The amendments also clarify that 'settlement' includes the transfer of cash, goods, services, or equity instruments unless the obligation to transfer equity instruments arises from a conversion feature classified as an equity instrument separately from the liability component of a compound financial instrument. The amendments are effective for annual reporting periods beginning on or after 1 January 2022.

The Company is currently assessing the impact of these new accounting standards and amendments. The Company does not believe that the amendments to IAS 1 will have a significant impact of the classification of its liabilities, as the conversion feature in its convertible debt instruments is classified as an equity instrument and therefore, does not affect the classification of its convertible debt as a non-current liability.

The Company financial statements are presented in sterling and all values are rounded to the nearest thousand pounds except where otherwise indicated.

The financial information has been prepared under the historical cost convention except where fair value adjustments are required.

b. Income taxes and deferred taxation

The income tax expense for the period comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the reporting date in the countries where the company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements.

1. Summary of significant accounting policies (continued)

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the reporting date and are expected to apply when the related deferred income tax asset is realised, or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

As set out in note 22 of the Group accounts, the Company operates a share option scheme. Where the market price of the shares at the year-end exceeds the option price there is a potential tax deduction. This is treated as a deferred tax asset. The portion of the expected future tax deduction which is less than or equal to the associated cumulative IFRS2 charge is recognised in the income statement. The balance of the credit is recognised directly in equity.

c. Intangible assets and amortisation

Patents are recorded initially at cost and amortised on a straight-line basis over 20 years which represents the life of the patent. The Group operates a policy of continual patent enhancement in order that technology enhancements and modifications are incorporated within the registered patent, thereby protecting the value of technology advances for a full 20-year period.

Intellectual Property rights are initially recorded at cost and amortised over 20 years on a straight-line basis. The technology defined by the Intellectual Property is believed to be able to generate income streams for the Group for many years; key Intellectual Property is protected by patents; the lowest common denominator in terms of economic life of the intangible assets is the life of the original patents and therefore the life of the Intellectual Property has been matched to the remaining life of the patents protecting it.

Development expenditure is capitalised in respect of development of patentable technology at cost including an allocation of own time when such expenditure is incurred on separately identifiable technology and its future recoverability can reasonably be regarded as assured. Any expenditure carried forward is amortised on a straight-line basis over its useful economic life, which the directors consider to be 20 years.

Amortisation is charged to the Administrative Expenses line of the Statement of Comprehensive Income.

Expenditure on research and development, which does not meet the capitalisation criteria, is written off to the Statement of Comprehensive Income in the period in which it is incurred.

The carrying value of intangible assets is reviewed on an on-going basis by the directors and, where appropriate, provision is made for any impairment in value. It would require a substantial movement (over 100%) in the assumptions employed in valuations before there would be any impairment to intangible assets.

Potential impairment of intangible assets has been reviewed and is outlined in note 1h in the Group accounts, with no impairment required.

d. Investments

The investment in subsidiary and associate undertakings is stated at cost less provision for impairment. Cost is the amount of cash paid or the fair value of the consideration given to acquire the investment. Income from such investments is recognised only to the extent that the Company receives distributions from accumulated profits of the investee company arising after the date of acquisition.

Potential impairment of investments and the intangible assets each subsidiary undertaking holds has been reviewed and is outlined in note 1h in the Group accounts, with no impairment required.

e. Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand form an integral part of the Company's cash management and are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

1. Summary of significant accounting policies (continued)

f. Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the statement of financial position date and the gains or losses on translation are included in the Statement of Comprehensive Income.

g. Pensions

The Group offers a contributory Group stakeholder pension scheme, into which the Group will make matching contributions up to a pre-agreed level of base salary; the scheme is open to executive directors and permanent employees. Directors may choose to have contributions paid into personal pension plans.

h. Dividends

Dividends are recognised when they become legally payable. In the case of interim dividends to equity shareholders, this is when they are paid. In the case of final dividends, this is when approved by the shareholders at the AGM. Dividends unpaid at the statement of financial position date are only recognised as a liability at that date to the extent that they are appropriately authorised and are no longer at the discretion of the Company. Unpaid dividends that do not meet these criteria are disclosed in the notes to the financial statements.

i. Classification of financial instruments issued by the Group

In accordance with IAS 32, financial instruments issued by the Group are treated as equity (i.e. forming part of shareholders' funds) only to the extent that they meet the following two conditions:

- (a) they include no contractual obligations upon the Company (or Group as the case may be) to deliver cash or other financial assets or to exchange financial assets or financial liabilities with another party under conditions that are potentially unfavourable to the Company (or Group); and
- (b) where the instrument will or may be settled in the Company's own equity instruments, it is either a non-derivative that includes no obligation to deliver a variable number of the Company's own equity instruments or is a derivative that will be settled by the Company exchanging a fixed amount of cash or other financial assets for a fixed number of its own equity instruments.

To the extent that this definition is not met, the proceeds of issue are classified as a financial liability. Where the instrument so classified takes the legal form of the Company's own shares, the amounts presented in these financial statements for called up share capital and share premium account exclude amounts in relation to those shares.

Finance payments associated with financial liabilities are dealt with as part of finance charges. Finance payments associated with financial instruments that are classified as part of shareholders' funds (see dividends policy), are dealt with as appropriations in the reconciliation of movements in shareholders' funds.

j. Share based payments

The Company issues share options to directors and employees, which are measured at fair value at the date of grant. The fair value of the equity settled options determined at the grant date is expensed on a straight-line basis over the vesting period based on an estimate of the number of options that will actually vest. The Group has adopted a Stochastic model to calculate the fair value of options, which enables the Total Shareholder Return (TSR) performance condition attached to the awards to be factored into the fair value calculation.

k. Key assumptions and sources of estimation

The estimated life of the Company's Intellectual Property is estimated with reference to the lifespan of the patents which protect the knowledge and their forecast income generation.

When measuring Intellectual Property for impairment a range of assumptions are required and these are detailed in the Intangible Assets note above.

The recoverability of loan between parent company and subsidiary is a key estimate. Recoverability is based on future financial performance.

Notes to the Parent Company Financial Statements continued

2. Profit for the year

As permitted by section 408 of the Companies Act 2006, the parent company's Statement of Comprehensive Income has not been included in these financial statements. The parent company's loss after tax for the year was £794k (2020: loss of £335k). The company had revenue of £386k for the financial year (2020: £476k).

3. Staff numbers and costs

	2020	2019
	Number	Number
Management	3	3
Technical	–	–
Administrative	–	–
	3	3

The aggregate payroll costs of these persons were as follows:

	2020	2020
	£'000	£'000
Wages and salaries	185	183
Social security costs	24	24
	209	207

All payroll costs are of a continuing nature.

Key management are considered to be the Board of Directors and details of Directors' remuneration are given in the remuneration report on page 38 and this forms part of the financial statements.

Notes to the Parent Company Financial Statements continued

4. Intangible fixed assets

	Intellectual Property £'000	Patent and Other Development £'000	Total £'000
As at 30 June 2019	2,761	12,867	15,628
Additions	–	359	359
As at 30 June 2020	2,761	13,226	15,987
Additions	–	235	235
As at 30 June 2021	2,761	13,461	16,222
Amortisation			
As at 30 June 2019	1,619	3,527	5,146
Charge for the year	178	664	842
As at 30 June 2020	1,797	4,191	5,988
Charge for the year	178	676	854
As at 30 June 2021	1,975	4,867	6,842
Net Book Value			
As at 30 June 2021	786	8,594	9,380
As at 30 June 2020	964	9,035	9,999

Notes to the Parent Company Financial Statements continued

5. Investments

£'000

Subsidiary undertakings:

As at 30 June 2019, 2020 and 2021

8,294

The Company's undertakings are:

Subsidiary undertaking	Address and Country of Registration	Nature of Business	Percentage of Ordinary Shares held
Plexus Ocean Systems Limited	Johnstone House, 52-54 Rose Street, Aberdeen, AB10 1HA Scotland	Supply of wellheads and associated equipment for oil and gas drilling	100%
Plexus Limited	Johnstone House, 52-54 Rose Street, Aberdeen, AB10 1HA Scotland	Dormant	100%
Plexus Applied Technologies Limited	Highdown House, Yeoman Way, Worthing, West Sussex, BN99 3HH England	Dormant	100%
Plexus Holdings USA Inc.	4295 San Felipe #1200, Houston, TX 77027, USA	Investment Holding	100%
Plexus Ocean Systems US. LLC	4295 San Felipe #1200, Houston, TX 77027, USA	Investment Holding	100%
Plexus Deepwater Technologies Limited	4295 San Felipe #1200, Houston, TX 77027, USA	Dormant	100%
Plexus Response Services Limited	1, Caribbean Place, P.O Box 97, Leeward Highway, Providenciales, Turks and Caicos Islands	Commercial exploitation of subsea applications	100%
Plexus Subsea International Limited	1, Caribbean Place, P.O Box 97, Leeward Highway, Providenciales, Turks and Caicos Islands	Commercial exploitation of subsea applications	100%
Plexus Ocean Systems (Malaysia) Sdn Bhd	Level 16, Tower C, Megan Avenue II, 12, Jalan Yap Kwan Seng, 50450, Kuala Lumpur, Malaysia	Supply of wellheads and associated equipment for oil and gas drilling	100%

Notes to the Parent Company Financial Statements continued

5. Investments (continued)

Subsidiary undertaking	Address and Country of Registration	Nature of Business	Percentage of Ordinary Shares held
Plexus Ocean Systems (Brunei) Sdn Bhd	Ground Floor Unit 30, Block D Simpang 21, Kg Menglait Gadong, BE4119, Bandar, Seri Begawan, Brunei Darussalam	Supply of wellheads and associated equipment for oil and gas drilling	100%
Plexus Offshore Systems (Singapore) Pte Ltd	137 Telok Ayer Street, 08-01, Singapore, Singapore	Supply of wellheads and associated equipment for oil and gas drilling	100%
Afrotel Corporation Ltd	1, Caribbean Place, P.O Box 97, Leeward Highway, Providenciales, Turks and Caicos Islands	Investment Holding	100%
Plexus Pressure Control Limited	Johnstone House, 52-54 Rose Street, Aberdeen, AB10 1HA Scotland	Design, fabrication and manufacture of valve related products	100%

6. Deferred tax

i) Movement in deferred tax liability balance

	2021 £'000	2020 £'000
Deferred tax liability at beginning of year	224	251
Debit to Statement of Comprehensive Income	265	(27)
Deferred liability at end of year	<u>489</u>	<u>224</u>

ii) Deferred tax liability balance

	2021 £'000	2020 £'000
The deferred tax liability balance is made up of the following		
Difference between depreciation and capital allowances	1,601	1,336
Share based payments	—	—
Tax losses	(1,112)	(1,112)
Deferred tax liability at end of year	<u>489</u>	<u>224</u>

Notes to the Parent Company Financial Statements continued

7. Trade and other receivables

	2021 £'000	2020 £'000
Trade receivables	217	479
Receivables due from group companies	20,469	19,099
Prepayments and other amounts	34	47
	<u>20,720</u>	<u>19,625</u>

Trade and other receivables are classified as loans and receivables and are held at amortised cost. The carrying value approximates fair value.

Prepayments relate to prepaid amounts for services to be consumed over the next 12 months.

The recoverability of all receivables has been assessed with no impairment required.

8. Trade and other payables

	2021 £'000	2020 £'000
Trade payables	78	84
Non-trade payables and accrued expenses	92	115
	<u>170</u>	<u>199</u>

Trade and other payables are held at amortised cost. The carrying value approximates fair value. All trade and other payable are due within one year.

9. Share Capital

	2021 £'000	2020 £'000
Authorised:		
Equity: 110,000,000 (2020: 110,000,000) Ordinary shares of 1p each	1,100	1,100
Allotted, called up and fully paid:		
Equity: 105,386,239 (2020: 105,386,239) Ordinary shares of 1p each	1,054	1,054

10. Reconciliation of net cash flow to movement in net cash

	2021 £'000	2020 £'000
Movement in net cash in year	(958)	1,007
Net cash at start of year	1,013	6
Net cash at end of year	<u>55</u>	<u>1,013</u>

11. Financial instruments and risk management

The Company's activities give rise to a number of different financial risks: market risk (including foreign currency exchange risk and interest rate risk), credit risk and liquidity risk. The Company's management regularly monitors the risks and potential exposures to which the Company is exposed and seeks to take action, where appropriate, to minimise any potential adverse impact on the Company's performance.

Risk management is carried out by Management in line with the Company's Treasury policies. The Company's Treasury policies cover specific areas, such as foreign exchange risk, interest rate risk and investment of excess cash. The Company's policy does not permit entering into speculative trading of financial instruments and this policy has been applied throughout the year.

(a) Market risks

(i) Foreign currency exchange risk

The Company is exposed to foreign exchange risk arising from various currencies. In order to protect the Company's statement of financial position from movements in exchange rates, the Company converts foreign currency balances into sterling on receipt so far as they will not be used for future payments in the foreign currency.

The Company carefully monitors the economic and political situation in the countries in which it operates to ensure appropriate action is taken to minimise any foreign currency exposure.

(ii) Interest rate risk

The Company is also exposed to interest rate risk on cash held on deposit. The Company's policy is to maximise the return on cash deposits whilst ensuring that cash is deposited with a financial institution with a credit rating of 'AA' or better.

(b) Credit risk

The Company's credit risk primarily relates to its inter-company loans and inter-company receivables. Management have reviewed the recoverability of intercompany loan balances at the reporting date, this has resulted in a write-off of £nil (2020: £97k) charged in the year from the assessment of credit losses on Group balances.

Amounts deposited with banks and other financial institutions also give rise to credit risk. This risk is managed by limiting the aggregate amount of exposure to any such institution by reference to their rating and by regular review of these ratings. The possibility of material loss in this way is considered unlikely.

(c) Liquidity risk

The Company has historically financed its operations through equity finance and the flow of inter-company loan repayments. The Company has continued with its policy of ensuring that there are sufficient funds available to meet the expected funding requirements of the Company's operations and investment opportunities. The Company monitors its liquidity position through cash flow forecasting. Based on the current outlook the Company has sufficient funding in place to meet its future obligations.

The bank facility provided to the Group includes a fixed and floating charge over the assets of the Company.

12. Financial commitments

The Company had no capital commitments as at 30 June 2021 (2020: £nil).

13. Contingent liabilities

The Company had no contingent liabilities as at 30 June 2021 (2020: £nil).

Notes to the Parent Company Financial Statements continued

14. Related party transactions

Control

No one party owns a controlling interest in the Company.

Ultimate parent company

There is no ultimate parent company.

Transactions

During the year, the Company had the following transactions with related parties:

Plexus Ocean Systems Limited, a wholly owned subsidiary made net repayments of £517k less net purchases of £1,887k during the year increasing the balance owed from £19,099k to £20,469k.

Ben Van Bilderbeek, Graham Stevens and Craig Hendrie are considered to be the Key Management Personnel of the parent entity. Details of their remuneration is included in the remuneration report.

Corporate Information

Directors	Jerome Jeffrey Thrall † (Non-Executive Chairman) Bernard Herman van Bilderbeek (Chief Executive) Graham Paul Stevens (Finance Director) Craig Francis Bryce Hendrie (Technical Director) Charles Edward Jones † (Non-Executive Director) Kunming Liu (Non-Executive Director) † Member of Audit and Remuneration committees
Registered Office	Highdown House Yeoman Way Worthing West Sussex BN99 3HH
Company Number	03322928
Company Secretary	Prism Cosec Limited Highdown House Yeoman Way Worthing West Sussex BN99 3HH
Nominated Adviser and Broker	Cenkos Securities plc 66 Hanover Street Edinburgh EH2 1EL 6-8 Tokenhouse Yard London EC2R 7AS
Auditor	Crowe U.K. LLP 55 Ludgate Hill London EC4Y 8EH
Solicitors to the Company	Fox Williams LLP 10 Finsbury Square London EC2A 1AF Ledingham Chalmers LLP 52-54 Rose Street Aberdeen AB10 1HA
Registrars	SLC Registrars Highdown House Yeoman Way Worthing West Sussex BN99 3HH

Plexus has always maintained that PREVENTION is a better way of addressing fugitive emissions as well as being a more effective way of achieving Net Zero at the wellhead, compared to simply pursuing a monitoring and cure approach.

Such logic has been clear to see for hundreds of years:

Benjamin Franklin famously advised fire-threatened Philadelphians in 1736 that:

“An ounce of prevention is worth a pound of cure.”



Plexus in July 2021 was recognized by the London Stock Exchange as contributing to the global green economy by deriving more than 50% of revenues from environmental solutions. Plexus has been protecting the environment for over 30 years, initially with its 'through the BOP' (Blow Out Preventer) wellhead designs, and subsequently with its POS-GRIP® proprietary metal-to-metal leak-proof wellhead sealing system.

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