



CHAIRMAN'S CORPORATE GOVERNANCE STATEMENT

Updated: 30 June 2021

Overview

As Chairman of the Board of Directors of Filta Group Holdings plc (**Filta, We,** or the **Company/Group** as the context requires), it is my responsibility to ensure that Filta has both sound corporate governance and an effective Board. Filta has adopted the Quoted Companies Alliance Corporate Governance (**QCA Code**) in line with the London Stock Exchange's AIM Rules, requiring all AIM-listed companies to adopt and comply or explain non-compliance with a recognised corporate governance code. This report follows the structure of these guidelines and explains how we have applied the guidance. We will provide annual updates on our compliance with the QCA Code. The Board considers that the Group complies with the QCA Code in all respects, and details of same can be seen below.

The Board believes that application of the QCA Code supports the Company's medium to long-term strategy, whilst managing risks, as well as providing an underlying framework of commitment and transparent communications with stakeholders. It also seeks to develop the knowledge shared between the Company and its stakeholders.

The most significant governance event in the last 12 months was the appointment of Brian Riordan as Managing Director of the Company's UK division on 5th October 2020.

QCA Principles

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

The Board considers that the greatest medium and long-term value can be delivered to its shareholders through the Company's objective of delivering sustainable, predictable and profitable growth, which is founded upon the Company's strategic operational pillars:

1. Recruiting the best franchise owners possible;
2. Driving and supporting the growth of the franchise owners;
3. Growing key and national accounts;
4. Increasing the Group's range of products and services;
5. Attracting and developing the best people; and
6. Increasing the use of technology to improve the Group's offering.

An overview of the Group's business model and the strategy to provide for long-term growth are outlined on pages 6 to 13 of the Company's 2020 Annual Report (Annual Report).

The Company endeavours to deliver shareholder returns through both capital appreciation and dividend distributions. Challenges to pursuing the stated strategy and achieving long-term goals arise from uncertainty in relation to organisational, operational, financial and strategic risks, all of which are outlined on pages 21 to 22 of the Annual Report and in the Risk Management section below along with steps that the Board takes to protect the Company, mitigate these risks and secure a long-term future for the Company.



2. Seek to understand and meet shareholder needs and expectations

Filta recognises the importance of communication with its stakeholders and is committed to establishing constructive relationships with investors and potential investors in order to be aware of and understand their views. The Company seeks to provide effective communication through its Interim and Annual Reports as well as through Regulatory News Service announcements.

Filta recognises the value of formal meetings such as the AGM, which provides an opportunity to meet, listen and present to shareholders, and all shareholders are encouraged to attend. All 2021 AGM resolutions were passed comfortably. Due to ongoing government restrictions as a result of the Covid-19 pandemic, this year's AGM was held via webcast with shareholders encouraged to follow the proceedings and to ask questions in real time.

The Company presents to its institutional and private shareholders, typically through one-to-one meetings and private investor conferences by the Group's Chief Executive and the Chief Financial Officer, following the full year and interim results and at other appropriate times. The main purpose of such meetings and conferences is to enhance investors' understanding of the Company's strategy and how that strategy is being implemented as well as to hear views and expectations from shareholders. The views of shareholders expressed during these meetings are reported to the Board, ensuring that all members of the Board are fully aware of the thoughts and opinions of shareholders. The Board also responds to letters and emails from shareholders throughout the year and members of the Board are happy to engage with shareholders, if they have matters that they wish to raise with the Non-Executive team.

The Company uses an independent research company to publish research reports on the Company in addition to those produced by its broker and has made all research reports available through its website, in order that more of its shareholders may obtain access to such information. It has also joined Proactive Investor to provide a further communication channel with shareholders through, *inter alia*, director interviews.

Information on the Investor Relations section of the Group's website (www.filtapl.com) is kept updated and contains details of relevant developments, regulatory announcements, financial reports, research reports and results presentations.

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

The Board recognises that the long-term success of the Company is reliant upon the efforts of employees, franchisees, contractors, suppliers, regulators and many other stakeholders. It welcomes feedback from all key stakeholders and takes account of such, where appropriate. The Company has and continually updates its strategic objectives and prepares annual detailed budgets which take into account the needs and circumstances of a wide range of key resources including staffing, customers, franchisees and suppliers.

All employees within the Group are valued members of the team and the Company seeks to implement provisions to retain and incentivise all its employees. The Group offers equal opportunities regardless of race, gender, gender identity or reassignment, age, disability, religion or sexual orientation. The Group manages employee goals and performance and encourages continuous dialogue and feedback between employees and the Company. Staff surveys are undertaken and the



Board reviews these and follows up on outcomes. Senior Executives review workplace policies and whistle-blowing incidents ensuring that appropriate follow up is implemented, as necessary.

To reach our goals of constant improvement and growth, we engage our franchise network through a series of methods to foster 3 principles: **Education/Best Practices, Sales/Operational Support, and Feedback.** Educational support programs include the Filta University learning management system, in person and remote training, our annual and regional Conferences, as well as live webinars and previously recorded webinars available in the library. Sales/Operational support programs are designed to help the franchise team focus on gaining and keeping customers. We offer enhanced employee recruiting, accounting support including three months of free bookkeeping service, an experienced inside sales team that calls on national and local customers, complimentary marketing materials including trade show displays, and guidance on digital and traditional marketing. Finally to constantly improve our service/support and stay on top of market trends we seek network feedback in the form of surveys and live webinar polling on a regular basis. This allows us to focus on the areas of greatest return.

Filta's company owned business is principally driven by a number of national accounts and the business has recently rolled out a key account management process that allows us to sustain and expand our relationship with existing customers whilst being equally focused on generating new opportunities. Our dedicated account managers are focused on the long term growth and retention of strategic customers, and this is accomplished by working closely with them to identify their specific needs and how best we can meet those needs and support their ongoing growth. We do this through joint strategy sessions, annual or semi-annual in person business reviews, customer workshops that outline service and product offerings and offering customer satisfaction feedback mechanisms.

The Company has close and long-standing relationships with many of its stakeholders which provide a strong base for honest and valued feedback to the Company. The Company conducts end-user surveys, which broaden communication and provide the opportunity to help franchise owners to improve their service offerings.

The Filta Brand Advisory Council was established in 2009 by the Company and is comprised of franchise owners elected by their peers. The Company works with the Council to support the Filta brand and promote candid and open communication with the franchise network.

Filta's business is built around sustainability and commitment to the community and it is proud that it provides clear benefits to the public and the environment. We are constantly in search of ways to be green internally and externally and, every day, we do our part to preserve the environment. Every product and service we offer goes through rigorous testing to ensure that we are increasing sustainability while saving our customers money. We believe it is our responsibility to keep customers aware of what they can do to contribute.

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

The Board recognises the need for an effective and well-defined risk management process, and it oversees and regularly reviews the current risk management and internal control mechanisms. The 2020 Annual Report, on pages 21-22, outlines the key risks to the business.



The Board is responsible for monitoring financial performance against budget and forecast and the formulation of the Group’s risk appetite including the identification, assessment and monitoring of Filta’s principal risks. The Audit Committee has delegated responsibility for the oversight of the Company’s risk management and internal controls and procedures, as well as determining the adequacy and efficiency of internal control and risk management systems. The Board continuously monitors and upgrades its internal control procedures and risk management mechanisms and conducts an annual review when it assesses both for effectiveness. This process enables the Board to determine if the risk exposure has changed during the year and these disclosures are included in the Annual Report.

In setting and implementing the Company’s strategies, the Board, having identified the risks, seeks to limit the extent of the Company’s exposure to them having regard to both its risk tolerance and risk appetite.

The risk assessment matrix below sets out and categorises key risks and outlines the controls that are in place. This matrix is updated as changes arise in the nature of risks or the controls that are implemented to mitigate them, and the Board reviews risks on a regular basis. The following principal risks and controls to mitigate them, have been identified:

Activity	Risk	Impact	Control(s)
Organisational	Failure to attract new franchisees in line with the strategic targets	This may prevent the Group from achieving its operating targets	In the USA, which represents approximately 70% of the franchised operations, we have an increasing number of franchisees who are multiunit operators, a trend which we are endeavoring to develop. Thus, there is an increasing number of our new MFUs which are being taken up by existing franchisees.
Organisational	Failure of a major franchisee	Loss of revenue and/or a bad debt	There were 191 franchisees at 31 December 2020, and this is increasing each year, with no franchisee accounting for more than 1% of the Group’s revenues, thus mitigating our business risk.
Organisational	Brand reputational damage	or Loss of revenue	We provide detailed initial training for all new franchisees and their operators. There are also refresher training programs to ensure that all franchisees are fully cognisant of all procedures to be followed.

Activity	Risk	Impact	Control(s)
Organisational	The Group is very conscious of the impact that the spread of COVID-19 is having on our workforce and customers. In the short-term government policies of social distancing and lock-down are having a pronounced effect on the Group's trading in its key geographic markets.	This could materially impact the Group's employees and customer base and prevent the group from achieving its operating targets and affect its ability to attract and retain franchisees	<p>Whilst we are in a far better position currently than we were a year ago there continues to be a level of uncertainty regarding the ongoing impacts of COVID-19. We believe the Group remains well positioned to manage its way through any additional delays in our markets fully reopening. Our priority is, and has been, the health and safety of our employees and customers. The Group is in a strong financial position with year-end cash and unused overdraft availability of £4.6m a 45% improvement over the prior year end. We have reduced our spending considerably and continue to take advantage of available government assistance which has put us in a strong position to withstand any further impacts of COVID-19.</p> <p>The Group has monitored the impact of COVID-19 over the last year and the effects it has had on our business. We have stayed flexible, adapting our business model and processes to better meet our customers' requirements. Cash preservation was a priority for the business, and we finished the year cash neutral ex. government loans. The vaccination programs in the UK and US are amongst the best in the world and we have further business development plans following the easing of restrictions in all our operating locations</p>
Operational	Loss of key people	The Group may not be able to operate effectively	We have widely spread knowledge of the Group's operational systems and procedures, thereby ensuring that there is not over-dependence on any single person. We also have continuous monitoring systems for the identification and progress with new business opportunities, ensuring that there is a broad knowledge of such opportunities.



Activity	Risk	Impact	Control(s)
Operational	Acquisition and integration of new businesses	Loss of revenue /substantial assets	All potential acquisitions are rigorously assessed and evaluated, both internally and by external advisors, to ensure any potential acquisition meets the Group's strategic and financial criteria. This process is underpinned by extensive integration procedures and the close monitoring of performance post acquisition by both local and Group management.
Financial	Exchange rate fluctuations	A significant fall in the value of the US Dollar (which accounts for approximately 75% of the Group's operating earnings) against £ sterling may have an adverse impact on the reported profits of the Group	The Group's activities are such that, the US Dollar costs are covered by US Dollar revenues and, similarly, sterling costs are covered by sterling revenues. Furthermore, any third-party debt is able to be serviced by earnings in the currency of the debt and secured by appropriately denominated assets.
Strategic	Competition	Competition from new entrants to the market may create margin pressure or loss of customers	We have established a market- leading position amongst the third- party providers of our services and we continually seek to improve our service offering to ensure that we have the best option available.

An internal audit function is not yet considered necessary. However, the Board will continue to monitor the need for such a function.

5. Maintain the Board as a well-functioning, balanced team led by the Chair

The Board comprises the CEO, Jason Sayers, the CFO Brian Hogan, two Executive Directors, Victor Clewes and Jlubomir Urosevic, one Non-independent Non-executive Director, Roy Sayers, and three Independent Non-executive Directors, Tim Worlledge, Graham Woolfman and Lloyd Martin. Tim Worlledge is the Company's Chairman. Roy Sayers, as a significant shareholder and being related to the Group Chief Executive, is not considered to be independent.

Meetings are open and constructive, with every Director participating fully. Senior management are invited to meetings from time to time, providing the whole Board with the opportunity for direct enquiry and a thorough overview of the Company. The Board held 9 scheduled meetings in 2020. The calendar of meetings and principal matters to be discussed is agreed at the beginning of each year, with the meetings being held in person and by telephone, according to the location of the Directors. Board papers are collated, compiled into a Board Pack, and circulated at least one week before



meetings, allowing time for full consideration and necessary clarifications before the meetings. The Board also uses an online portal, which allows for the provision of timely and efficient distribution of Board papers. Additionally, the Chairman and Chief Executive have a scheduled weekly telephone call to update on all key matters and new developments.

The Company has Audit and Remuneration Committees. Terms of reference for each of the Company's Committees are published on the Group's [website](#). The Committees have the necessary skills and knowledge to discharge their duties effectively. As with Board papers, Committee papers are drafted and circulated to members of the Committee at least one week before the meeting.

The Directors of the Company are committed to sound governance of the business and each devotes sufficient time to ensure this happens. The table below sets out attendance statistics for each Director at Board and, where relevant, Committee meetings held during the 2020 financial year.

Director	Board Attendance	Audit Committee attendance	Remuneration Committee Attendance
	9 meetings held	3 meetings held	2 meetings held
Tim Worlledge (Chairman)	9	3	2
Jason Sayers (CEO)	9	-	-
Brian Hogan (CFO)	9	-	-
Victor Clewes (Executive Director)	9	-	-
Jlubomir Urosevic (Executive Director)	9	-	-
Lloyd Martin (NED)	9	-	2
Roy Sayers (NED)	9	3	-
Graham Woolfman (NED)	9	3	2

The contracts or letters of appointment of all Directors are available for inspection at the Company's registered office during normal business hours. Jason Sayers and Brian Hogan work full time for the Company. Victor Clewes and Jlubomir Urosevic work part-time, 3 days per week. The Chairman is expected to work not less than 32 days per annum and the other Non-Executive Directors are each expected to dedicate not less than 18 days per annum.

The Board is satisfied that it has a suitable balance between independence, on the one hand, and knowledge of the Company, on the other. All Directors are encouraged to use their independent judgement and to challenge all matters, whether strategic or operational, enabling the Board to discharge its duties and responsibilities effectively. The Company seeks to constantly improve its practices, illustrated this year through the appointment of an additional Independent Non-Executive Director, and a change in the composition of the Remuneration Committee (all members are now Independent Non-Executive Directors).

Directors' conflict 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 of its Directors, and changes to these commitments and interests are reported to and, where appropriate, agreed with the rest of the Board.



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

The Directors are satisfied that the balance of Executive and Non-Executive Directors is appropriate and that no individual or group may dominate the Board's decisions. The Chairman and Non-Executive Directors, together, have a range of experience which enables them to provide the necessary guidance, oversight and advice to enable the Board to operate effectively. The Directors believe that the current balance of skills in the Board as a whole reflects a very broad range of commercial and professional skills. The Chairman and Non-Executive Directors communicate with each other as necessary and meet, informally, without the presence of the Executive Directors from time to time during the year. Additionally, they each maintain ongoing communications with Executives between formal Board meetings.

Biographical details of the Directors can be found on the Company's [website](#).

In addition to their general Board responsibilities, Non-Executive Directors are encouraged to participate in meetings or in matters when their individual areas of expertise may be of value.

ONE Advisory Limited has been appointed as Filta's Company Secretary and is responsible for ensuring that Board procedures are followed and that the Company complies with all applicable rules, regulations and obligations governing its operation, as well as helping the Chairman to maintain high standards of corporate governance. In addition, ONE Advisory provide MAR compliance services.

The Directors are entitled to take independent legal advice, if this may be required, and if, the Board is informed in advance, the cost of the advice will be reimbursed by the Company.

The Company's Nomad supports the Board's development by providing guidance on corporate governance and other regulatory matters as required. The Chairman and Non-Executive Directors endeavour to ensure that their knowledge of best practices and regulatory developments is continually up to date by attending relevant seminars and conferences.

Board composition is always a factor considered in relation to succession planning. The Board will consider any Board imbalances for future nominations, including Board independence and gender balance.

7. Evaluate Board performance based on clear and relevant objectives, seeking continuous improvement

The Company has a formal Board evaluation process, which is conducted annually. The evaluation process addresses the performance and capability of the Board as a whole, taking into account the skills and knowledge of each individual Director. Each Director is also asked to evaluate the Chairman's performance and to identify where they would like to enhance their own skills or knowledge. The questionnaires, comments and ratings are collated by the Chairman, and results (having been anonymised) are circulated to the Directors. The Board subsequently reviews the evaluation results and appropriate actions are determined and followed up over the course of the year.

In every third year an independent assessor is appointed to conduct the evaluation, including the Board's effectiveness as a unit, that it is operating in accordance with normal practices and standards and identifying where and how its contribution to the Company may be improved. Such an evaluation was conducted in 2021.



As a result of the most recent evaluation, it was concluded that, in general, the Board is led by the Chairman well, it works effectively, cohesively and in a co-operative manner, with the executive team providing strong operational management, reliable and timely information and demonstrating a clear understanding of the Group's risks, challenges and opportunities, whilst the Non-Executive Directors provide valuable oversight, challenge and advice. A number of recommendations were made which were to enhance operational monitoring, to address the changing reporting and regulatory requirements and to position the Company and its business for the longer term - resulted from the review and these will be implemented during the course of the year.

Specifically, the Board, taking account of the recent expansion of the Group's business, is beginning to develop the senior management team with a number of appointments over the course of last year.

The Board has elected not to establish a Nominations Committee, preferring instead that the Board as a whole deal with such matters, including succession planning and the balance of the Board. The Board takes succession planning into account when making both Board and management appointments and will utilise outside agencies to assist with recruitment when required. The Company operates a retirement by rotation policy, with one third of the Board being subject to re-election at each AGM.

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

The Board recognises that its decisions regarding strategy and risk may impact the corporate culture of the Company as a whole and that this may affect its performance. The Board is also aware that the tone and culture set by the Board can have an impact on the Company as a whole and on the way that employees behave. The corporate governance arrangements that the Board has adopted are designed to ensure that the Company delivers long term value to its shareholders and that shareholders are able to express their views and expectations for the Company in a manner that encourages open dialogue with the Board.

The Company operates in a manner that encourages an open and respectful dialogue with employees, customers and other stakeholders and the Board considers that sound ethical values and behaviours are crucial to the ability of the Company to achieve its corporate objectives. The Board places great importance on this aspect of corporate life and seeks to ensure that this flows through all that the Company does. The Directors believe that the Company has an open culture facilitating comprehensive dialogue and feedback and enabling positive and constructive challenge.

The Company conducts annual employee engagement surveys to determine if ethical values and the Company's corporate culture are recognised and respected and seeks to understand any underlying issues or dissatisfactions within the workforce. Additionally, employee-management meetings and the use of Perform Yard provide the Company with the opportunity for continual dialogue with employees. The Company seeks to impart its corporate culture to staff through an employee handbook.

Filta publicises information on its Corporate Social Responsibility and actively seeks to promote an ethical corporate culture. The Group's Corporate Social Responsibility Report can be found on page 39 of the 2020 Annual Report.

The Company has adopted a code for Directors' and relevant employees' dealings in relation to its Ordinary Shares and related securities which is compliant with AIM rule 21, as well as being in accordance with the requirements of the Market Abuse Regulation which came into effect in 2016.



The Group operates a whistleblowing policy throughout the Group in order to facilitate the reporting by employees of suspected misconduct, illegal acts or failure to act within the Group. The aim of this Policy is to encourage employees and others who have serious concerns about any aspect of the Group's work to come forward and voice those concerns.

As described in more detail in relation to principle 3, feedback from all stakeholders assists the Board in its assessment of the Company's corporate culture and ethical behaviours.

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

The Board is committed to, and ultimately responsible for, high standards of corporate governance, and has chosen to adopt the QCA Code. We review our corporate governance arrangements regularly and expect to evolve these over time, in line with the Company's needs as it grows. The Board delegates responsibilities to Committees and individuals as it sees fit, with the Chairman being responsible for the effectiveness of the Board, and the Executive Directors being accountable for the management of the Company's business and primary contact with shareholders, customers and franchise owners.

The Chairman's principal responsibilities are to ensure that the Board is functioning effectively and that the Company and its Board are acting in the best interests of shareholders. His leadership of the Board is undertaken in a manner which ensures that the Board retains integrity and effectiveness and includes creating the right Board dynamic and ensuring that all important matters, in particular strategic decisions, receive adequate time and attention at Board meetings.

There are a set of matters that are formally reserved to the Board as a whole which include:

- responsibility for the overall management of the Group and for its strategic direction, including approval of the Group's strategy;
- annual business plans and budgets;
- interim and full year financial statements and reports;
- dividend proposals;
- accounting policies;
- major capital projects;
- investments or disposals;
- succession plans;
- monitoring of financial performance against budget and forecast; and
- formulation of the Group's risk appetite including the identification, assessment and monitoring of Filta's principal risks.

The matters reserved for the Board are reviewed annually.

Responsibility for implementing the Board's strategy and day to-day management of the business and execution of the strategy set by the Board are delegated to the management team.

The Board delegates authority to two Committees to assist in meeting its business objectives whilst ensuring a sound system of internal control and risk management. The Committees meet independently of Board meetings.



Audit Committee

The Audit Committee has three members, Graham Woolfman, FCA (Chairman), Tim Worlledge, FCA and Roy Sayers. The Committee is responsible for oversight of the Company's financial statements, risk management, audit and auditor relationship, and internal controls and procedures. The Audit Committee, supported by the Company Secretary, plans appropriately on an annual basis to enable it to discharge its duties as set out in its terms of reference. The Group's external auditors and Executive Directors attend the Committee's meetings by invitation and the Committee ensures that the auditors also have an opportunity to speak to the Committee in the absence of management. The Audit Committee meets as required but at least twice in each financial year.

An Audit Committee Report is included on pages 31-32 of the Company's 2020 Annual Report

Remuneration Committee

The Remuneration Committee has three members, Tim Worlledge (Chairman), Graham Woolfman and Lloyd Martin, all of whom are independent Non-Executive Directors. The Remuneration Committee oversees remuneration policy and determines the remuneration and benefits of the Company's Executive Directors as well as other terms relevant to their appointment. A Remuneration Report from the Chairman of the Remuneration Committee is set out on pages 33-35 of the 2020 Annual Report. The Remuneration Committee meets as required, normally not less than twice a year.

Terms of Reference for each of the Committees can be found on the Company's [website](#).

The Chairman and the Board continue to monitor the Company's corporate governance structures and processes, and these will evolve over time, in line with the Company's needs as the Group and its businesses grow.

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

The Board is committed to maintaining effective communication and having constructive dialogue with its shareholders. The Company intends to have ongoing relationships with both its private and institutional shareholders (through meetings and presentations) as well as shareholder analysts, and for them to have the opportunity to discuss issues and provide feedback at meetings with the Company.

The Board anticipates that if there is a resolution passed at a general meeting with 20% or more votes against, the Company will seek to communicate with relevant parties to understand the reason for the result and, where appropriate, take suitable action.

Information on the Investor Relations section of the Group's website (www.filtapl.com) is kept updated and contains details of relevant developments, regulatory announcements, results presentations, analyst reports and the latest historic financial reports and shareholder circulars. The Company's latest Annual Report includes the Directors' Remuneration Report and the Independent Auditor's Report.

Shareholders with a specific enquiry can contact us on enquiries@filtapl.com.