

An introduction to Spirax Group

March 2025



An enduringly powerful, differentiated business model

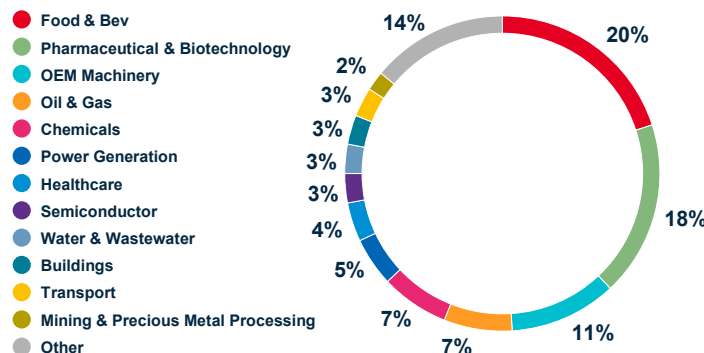
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Direct sales model focused on solution selling...



2,150
Direct sales and
service engineers

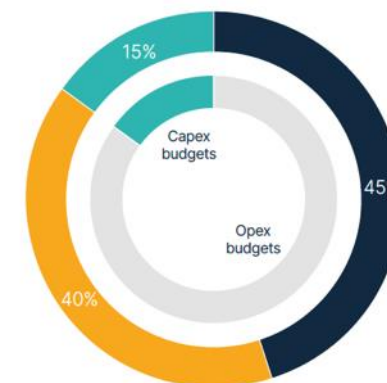
...focused on niche applications across diverse end-markets...



60%
sales from
defensive
sectors

...funded primarily from Opex budgets...

- **Maintenance and Replacement**
Typical invoice: **£1.5k**
- **Small project**
Typical invoice: **£10-70k**
- **Large project**
Typical invoice: **>£100k**



100k+
local customers
and significant
installed base

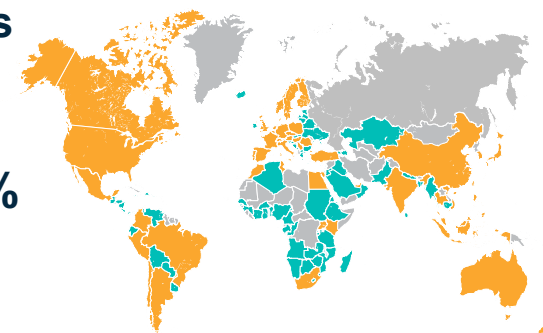
...and across the globe

Global Sales

EMEA: **43%**

AMERICAS: **37%**

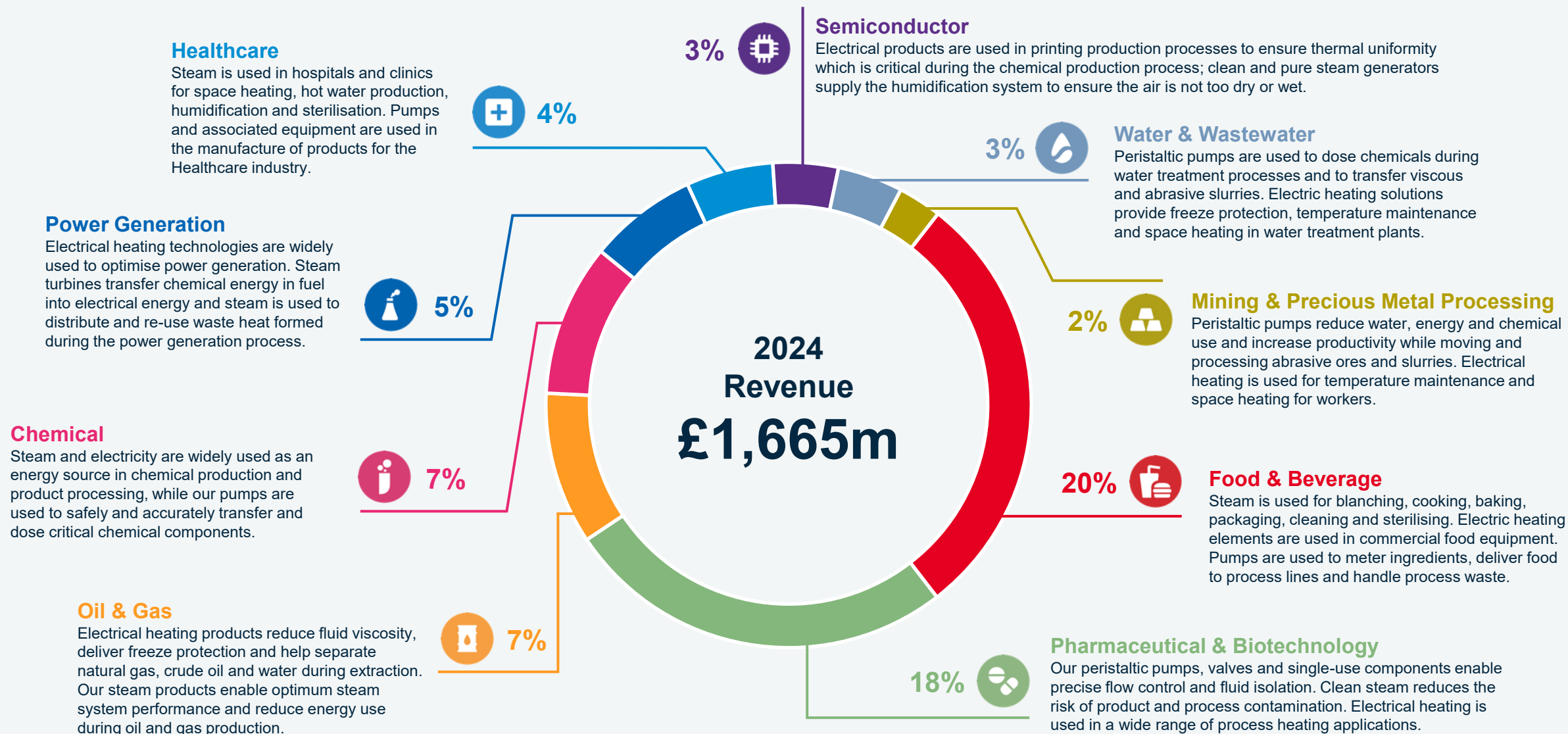
APAC: **20%**



~70
countries with
a direct sales
presence

Global leader in specialist applications

3



Note: Sectors not detailed in the above include OEM Machinery (11%), Buildings (3%) and Transport (3%) with the remainder relating to 'other' industries including Pulp & Paper, Aerospace & Defence and Textiles

Compounding organic growth at attractive margins

4

Three engines of growth with a common business model

Capturing opportunity through our strategy

For long term, compounding growth



2,150 direct sales engineers

60% sales to defensive sectors

~70 countries with direct sales presence

100k customers and large installed base

85% revenues from Opex budgets

£17bn
market
opportunity



Commercial
Excellence



Operational
Excellence



Organisational
Fitness



Digital
and Services



Decarbonising
Thermal Energy

Growth > 2x IP

Margins > 23%

**Strong EPS
growth**

**Improving
returns**

● Key Operational Priority ● Investing for Growth

About our Businesses

Three high quality engines of growth

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52%*



Solutions for the control and management of steam systems

24%*



Critical heating solutions for industrial processes and ultra-critical heating applications for industrial equipment

24%*



Solutions for the control and management of Biopharm and industrial fluid paths

* of 2024 Group revenue

Note: STS: Steam Thermal Solutions, ETS: Electric Thermal Solutions and WMFTS: Watson-Marlow Fluid Technology Solutions

Every day we engineer your 'everyday'

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1 A morning coffee... ...brought to you by STS

Instant coffee is produced using water heated by steam. The hot water is combined with ground coffee to create the rich flavour enjoyed by millions daily. Our systems support this process by removing condensate from the steam system which heats the water. By returning the condensate to the boiler house, Spirax Sarco condensate recovery solutions ensure the process is both efficient and effective.



2 A slice of toast... ...brought to you by ETS

Bread and other baked goods, including pastries and croissants, are cooked using heating technology from ETS. Chromalox's tubular heating elements are used in commercial convection heat ovens. Their exceptional heat transfer capabilities, and ability to be sized and formed based on customer requirements, offers flexibility and versatility, as well as reliability in cooking processes.



3 A hit of vitamin C... ...brought to you by WMFTS

Orange juice is transported to and poured into cartons using our peristaltic pumping technology from WMFTS. As a high-viscose fluid, orange juice concentrate is challenging to transfer. Our hygienic Certa Pumps are 'low shear' and produce minimal turbulence and agitation and prevent aeration or foaming, preserving product quality.



STS: A business model with enduring power

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Steady MRO demand



Self-generated solutions



Decarbonisation



Growth $\geq 2 \times$ IP

Dual-brand strategy and wide product range to offer end-to-end solutions

Geographic breadth – local sales and manufacturing

Direct customer engagement through physical and digital channels

**Steam
Thermal
Solutions**

Focus on core industries with critical manufacturing processes and a sectorised sales force

Value based sales through consultative selling approach and solutions with quantified financial and sustainability benefits

Extensive knowledge and training to support consultative selling through Academy development programme

ETS: Global leader in electrical heating solutions

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Market leading expertise



High and growing demand



Complementary to STS



High growth with 20%+ margin

Uniquely positioned to take advantage of high growth emerging sectors, supported by strong expertise in multiple niche solutions

Track record of solving customer problems within critical applications

Electrification demand and capabilities that enable STS decarbonisation opportunity

Proprietary technology and strong focus on R&D and NPD

Strong order book, including pipeline of decarbonisation projects

Design engineering and bespoke manufacturing expertise

**Industrial
Process Heating**
**Industrial
Equipment Heating**
Heat Trace

WMFTS: Strong high-growth business

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Recovery post
Biopharm destocking



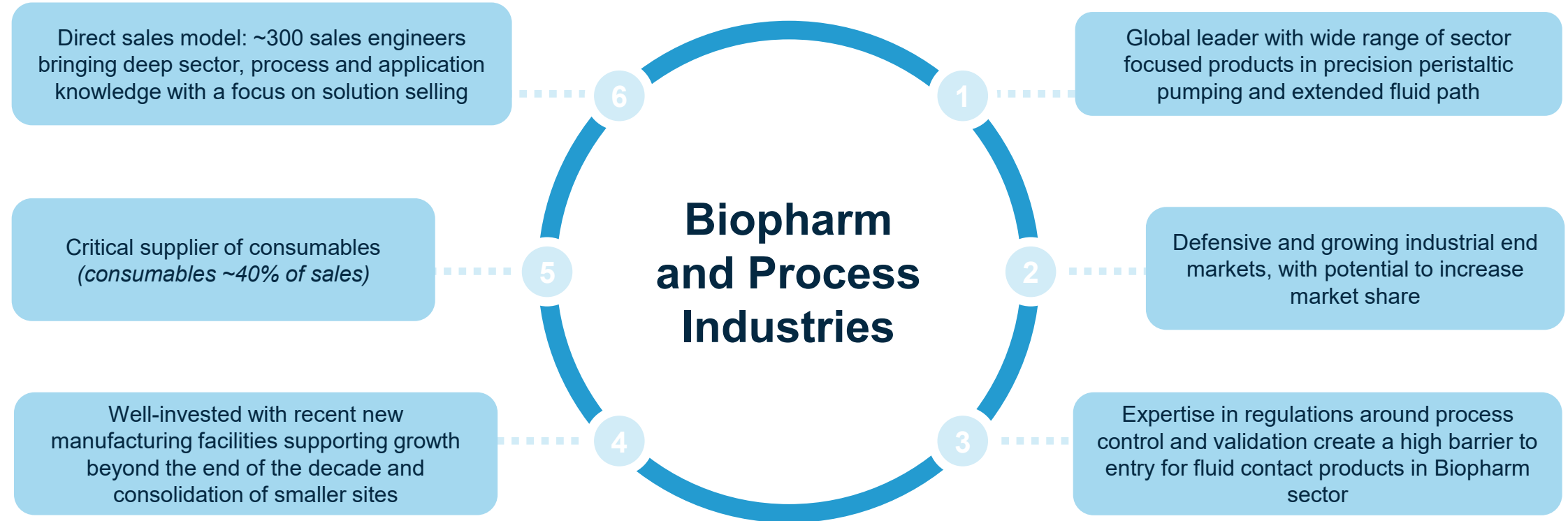
Underlying Biopharm
growth ~10%



Process Industries
growth (2x IP)



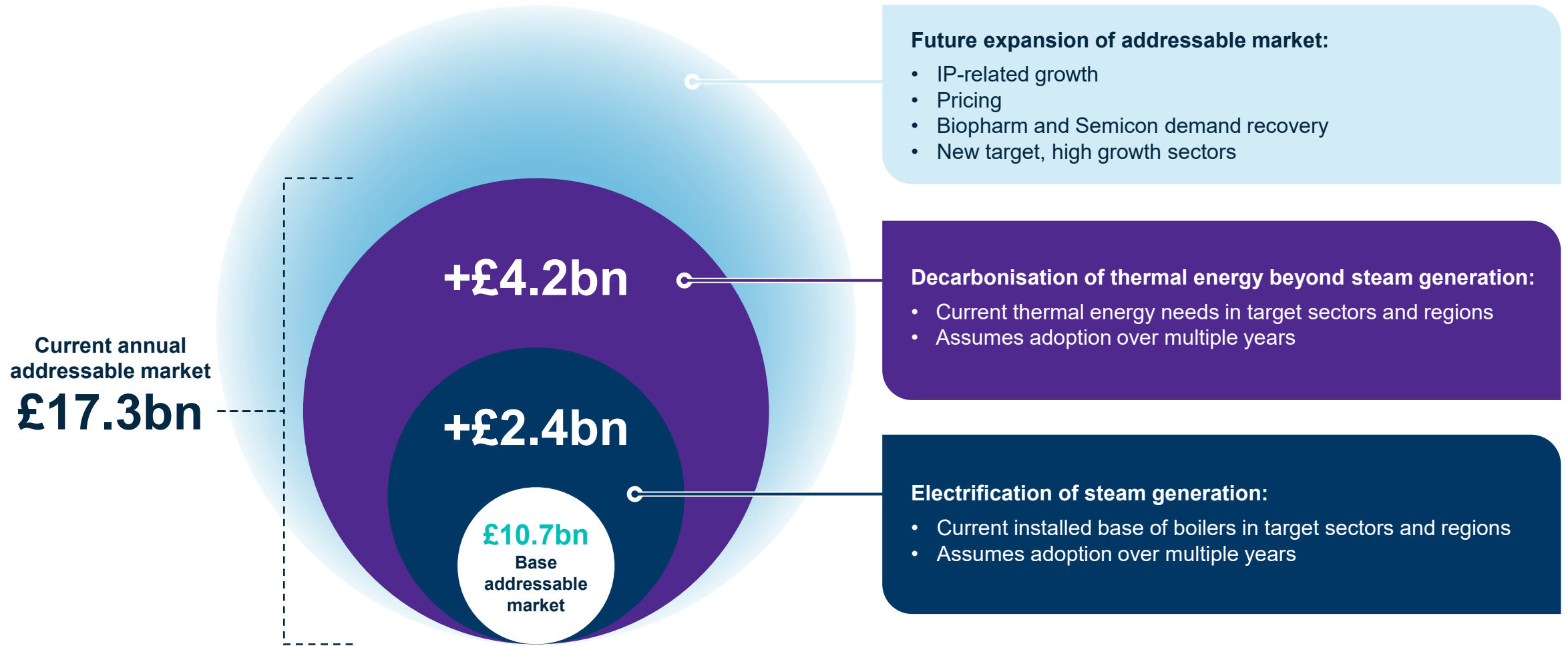
High-single digit growth
at >30% margin



**Significant
runway for long
term organic growth**

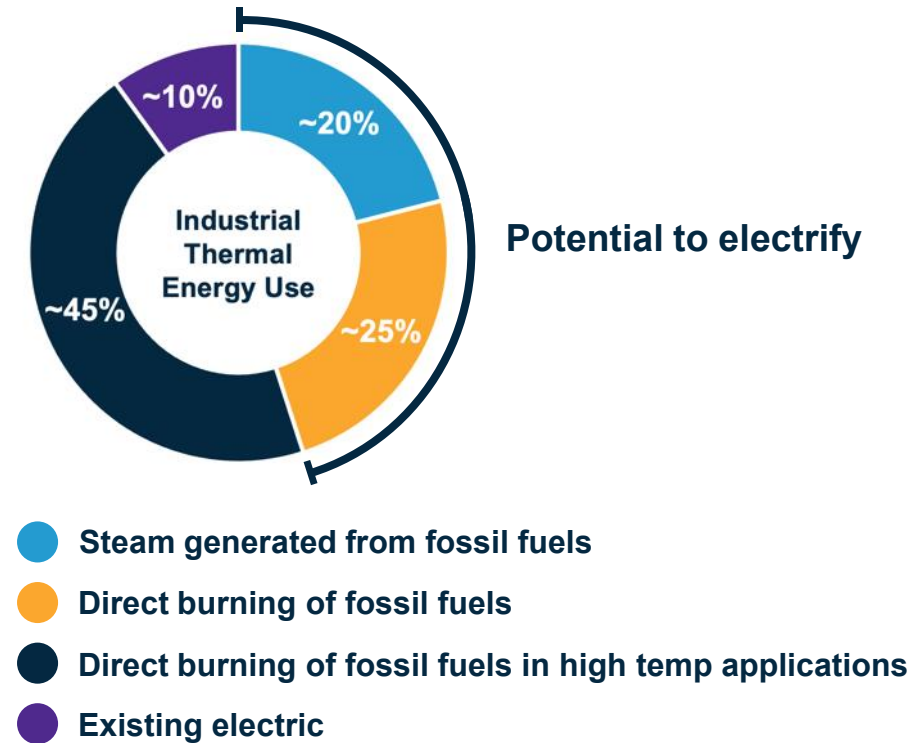
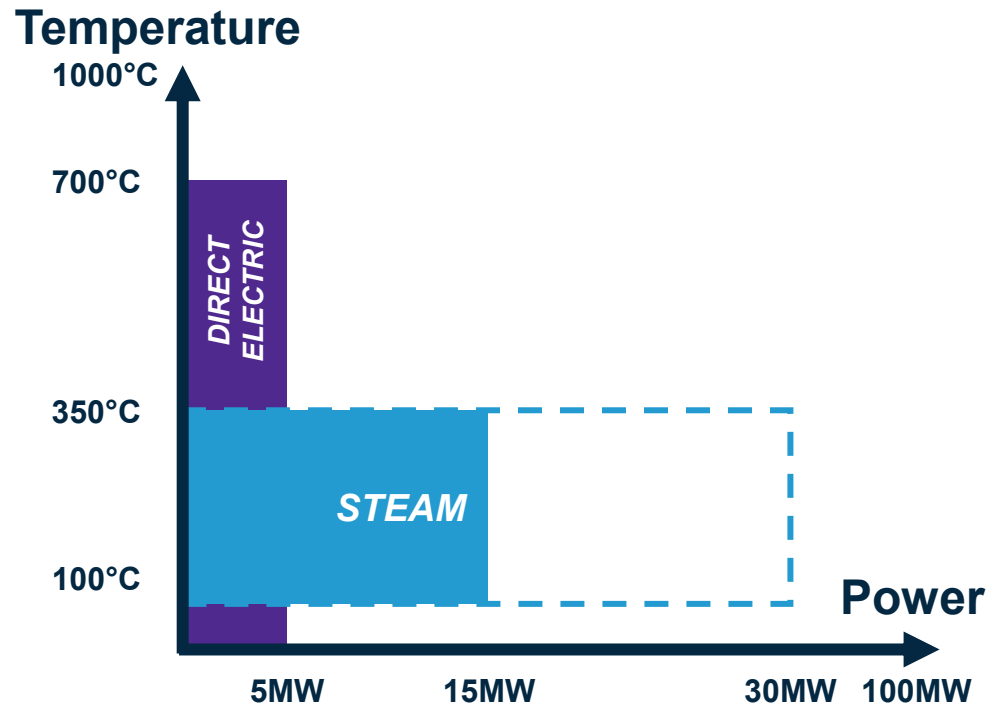
Significant annual addressable market

12



Helping customers deliver their net zero commitments

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- Steam and Electricity are both used to deliver thermal energy into industrial processes...
...serving different applications based on process specific temperature, power and control requirements
- Our decarbonisation opportunity is driven by:
 - Replacing the burning of fossil fuels to generate steam
 - Electrification of high temperature processes that today generate thermal energy from the direct burning of fossil fuels

TargetZero – solutions to decarbonise steam generation

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SteamVolt

Low and Medium Voltage
First-Fit solution for boiler
OEMs



ElectroFit

Low and Medium Voltage
Retro-Fit Solution for
conversion of fossil fuel
fired boilers to electric



HT Heat Pumps

High temperature heat
pumps solutions capable
of converting waste heat
to process steam



Thermal Battery

Storage of steam
generated from
renewable/off peak
electricity

Developing next generation electrification technologies

15

<120°C

1000°C



Food & Beverage

- Decentralised applications – Tank heating, sterilisation, drying



Building & Const.

- District Heating
- Electric HVAC/Air
- Electric heat recovery units



O&G Processing

- LNG defrost gas heaters
- Regen & fuel gas heaters
- Thermal oil systems



Gypsum & Board

- Gypsum & Paper drying
- Mineral processing



Energy Storage

- Molten Salt
- Air Heating
- Thermal oil
- MI cable



Petrochemical

- Hydrocarbon liquid and gas preheaters
- Furnace air preheaters
- Steam superheating



Metal Processing

- High temp H2 and N2 heat treating
- Temperature management with high temp gas heating

Existing LV Technology

Delivering today up to 700°C

Existing MV Technology

Delivering today up to 400°C

Next Generation MV Technology

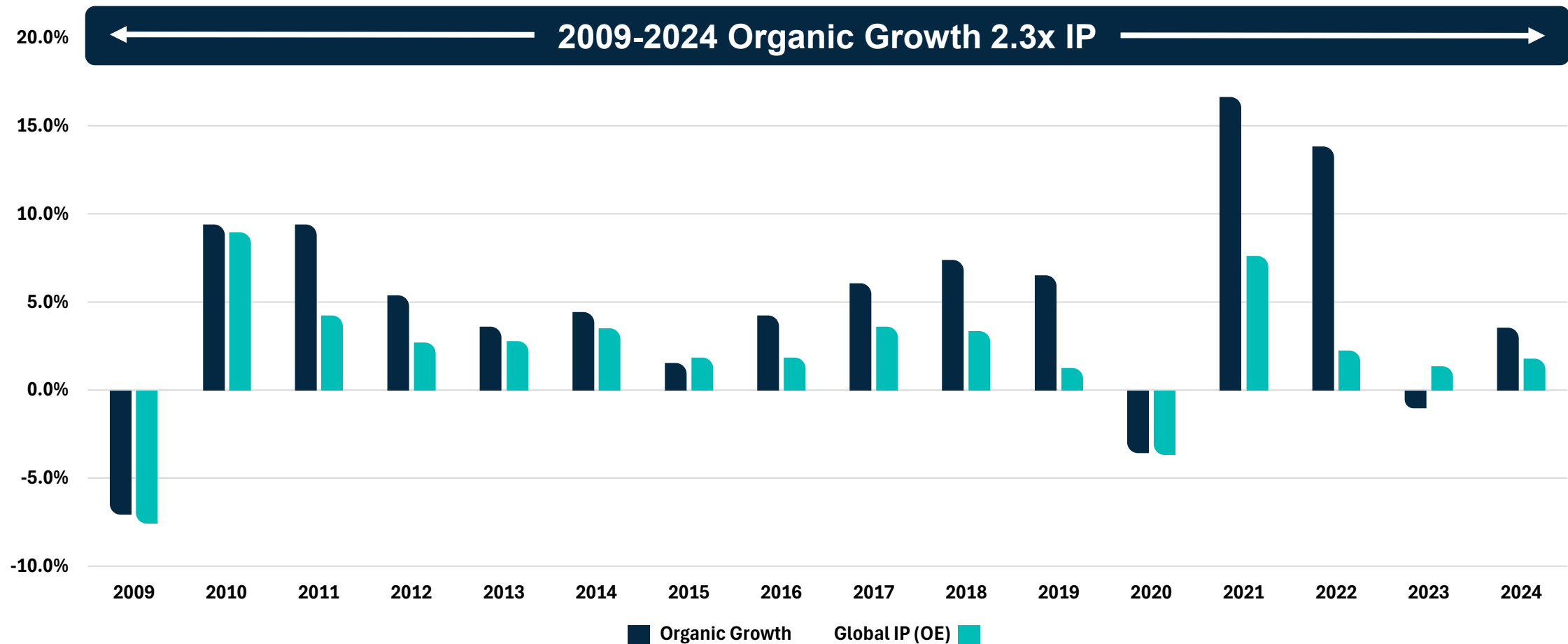
In testing (2025-2026) up to 700°C

Next Generation LV and MV Technology

Longer term (2026 +) >700°C

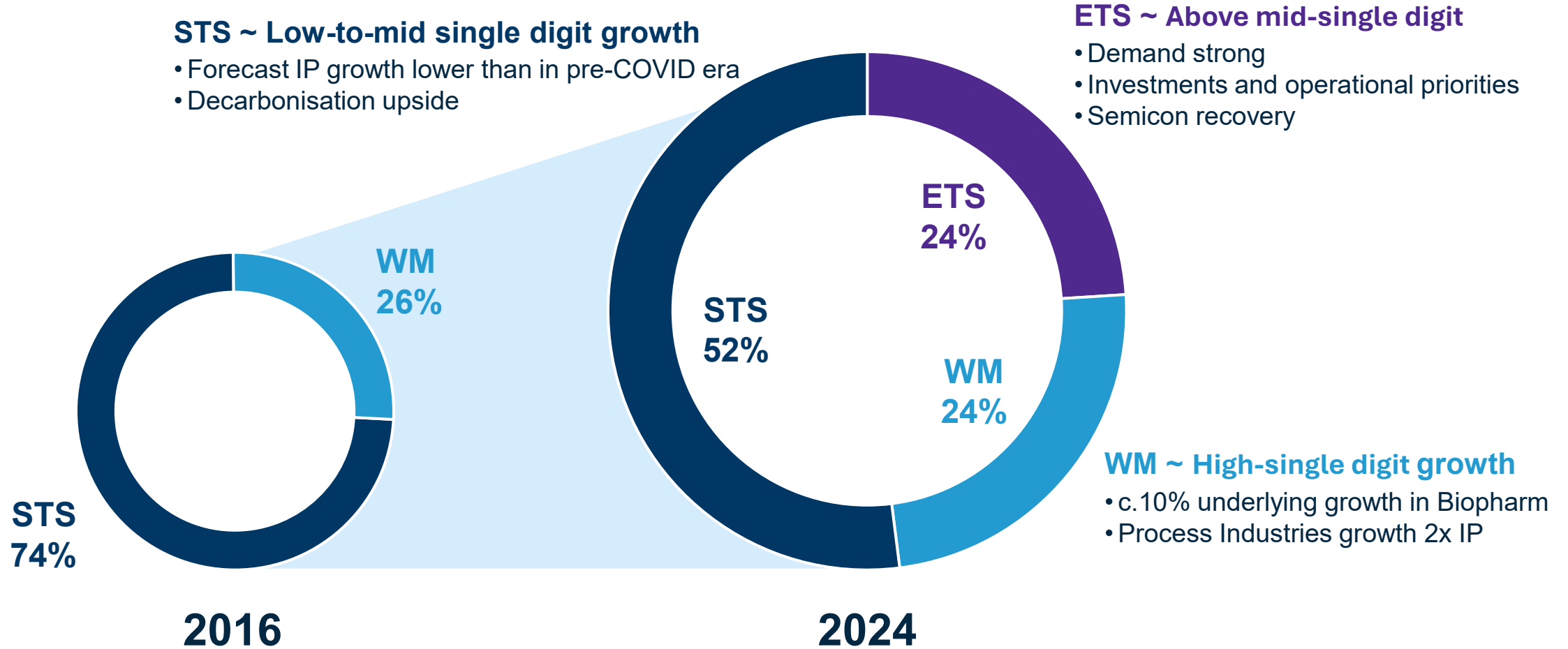
Track record of growth and margin expansion

Consistently outperforming Industrial Production growth 17

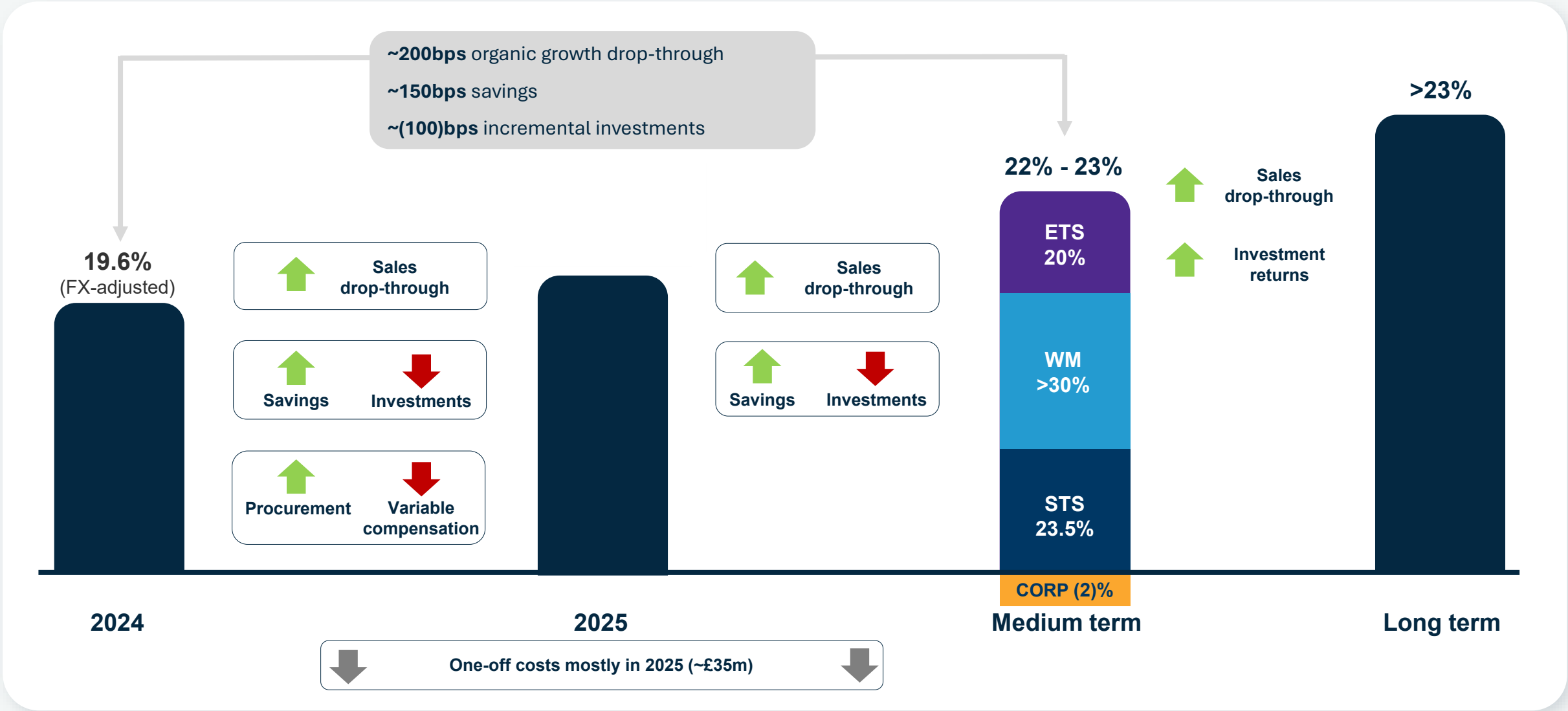


Mid-single digit revenue growth over the medium term

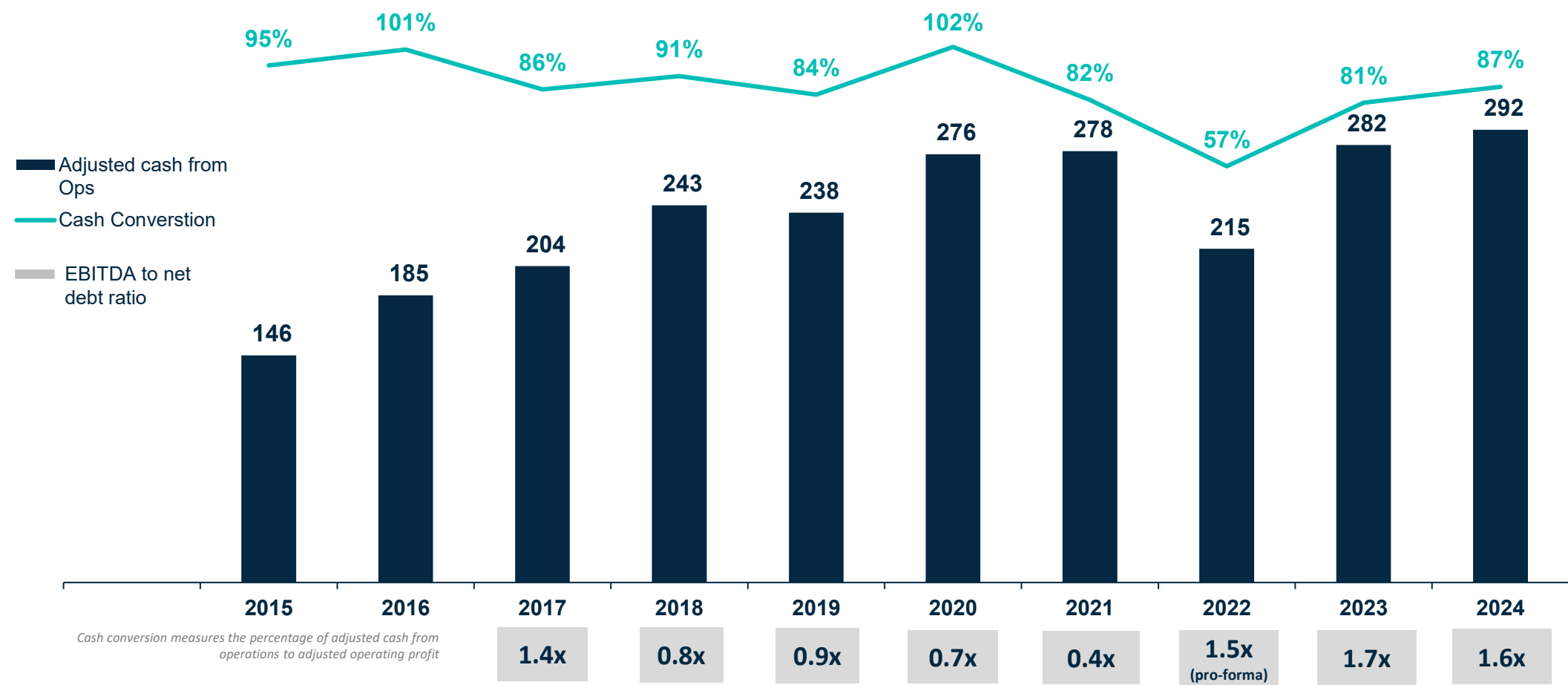
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Clear plan to improving margin and investing in organic growth

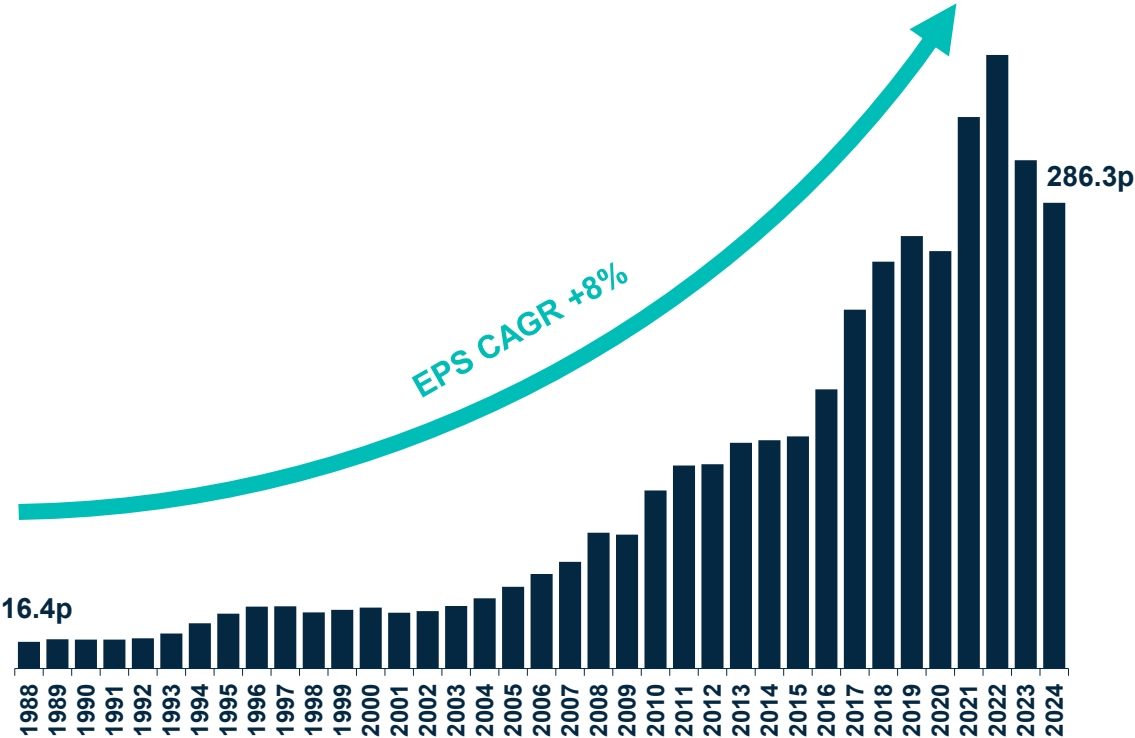


Strongly cash generative

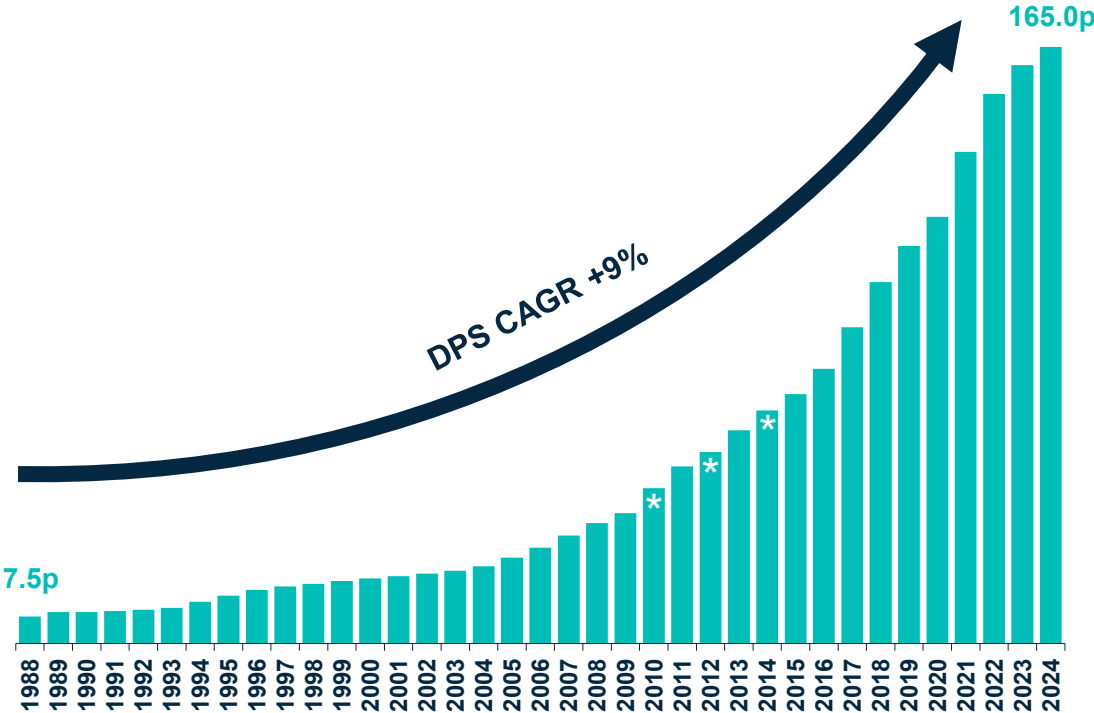


A track record of delivering shareholder value

Basic Adjusted Earnings per share



Dividend per share



* Special dividends of 25p in 2010, 100p in 2012 and 120p in 2014
Note: Figures exclude non-operating and exceptional items

Group capital allocation priorities

1

Organic growth

Investing to support delivery of our operational priorities and future growth drivers

2

Dividends

Progressive growth, with average cover of above 2x over the cycle

3

Delever Balance Sheet

Strong cash generation supports delevering to below 1x Net Debt / EBITDA

4

M&A

Bolt-on M&A only to accelerate strategic delivery

5

Shareholder returns

Target the return of capital, as and when appropriate

Appendices

Solutions for the control and management of steam systems

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Products for the control and management of steam



Packages



Plant-wide applications in industrial and commercial steam systems



Steam uses:

Heating and curing, cleaning, sterilisation, hot water generation, space heating and humidification



Benefits of steam:

High energy content, easy to control, environmentally safe, clean and sterile



Products:

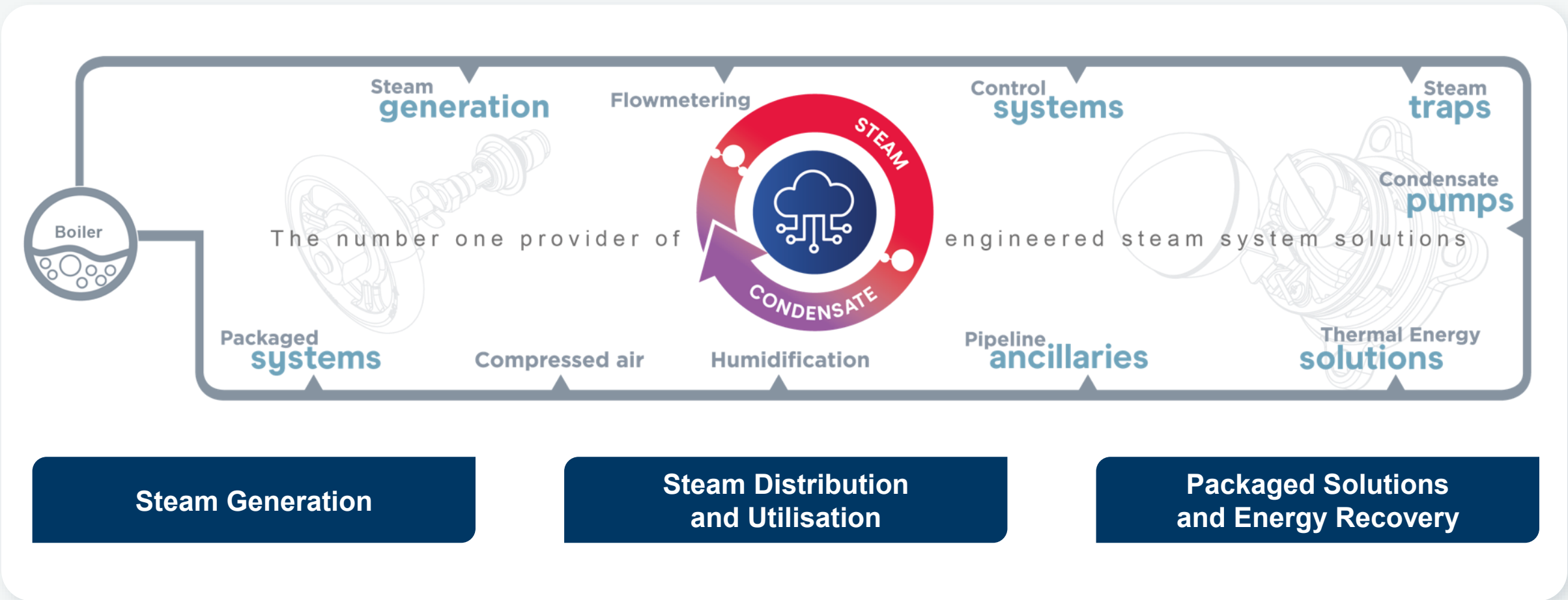
Steam traps, control valves, condensate recovery pumps, strainers, separators, flow meters, boiler controls and pre-fabricated engineered packages



Delivering:

Improved process efficiency and product quality; reduced CO₂ emissions, energy and water use, waste and maintenance downtime; compliance with industry standards

Steam and condensate loop



Industrial Process Heating (~75% of ETS)



Industrial Heaters & Systems



Complex process heating solutions for mission critical industrial processes. Including Medium Voltage technology solutions.

55%*

Component Technologies



Discrete heating and sensing solutions enable optimal performance of industrial process systems.

30%*

Heat Trace



Thermal management solution for piping, valves and tanks for freeze protection and temperature maintenance.

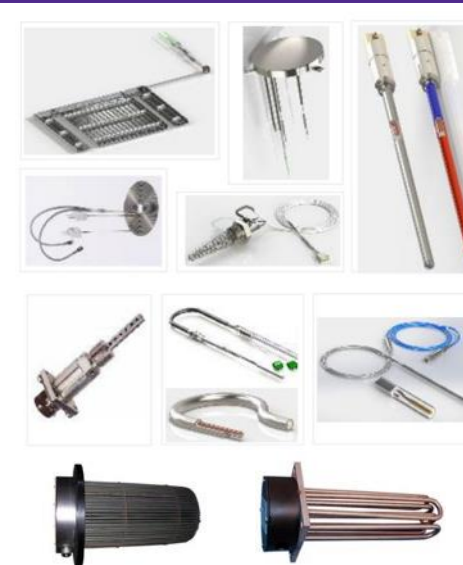
15%*

*% of 2024 Sales within IPH

Industrial Equipment Heating (~25% of ETS)



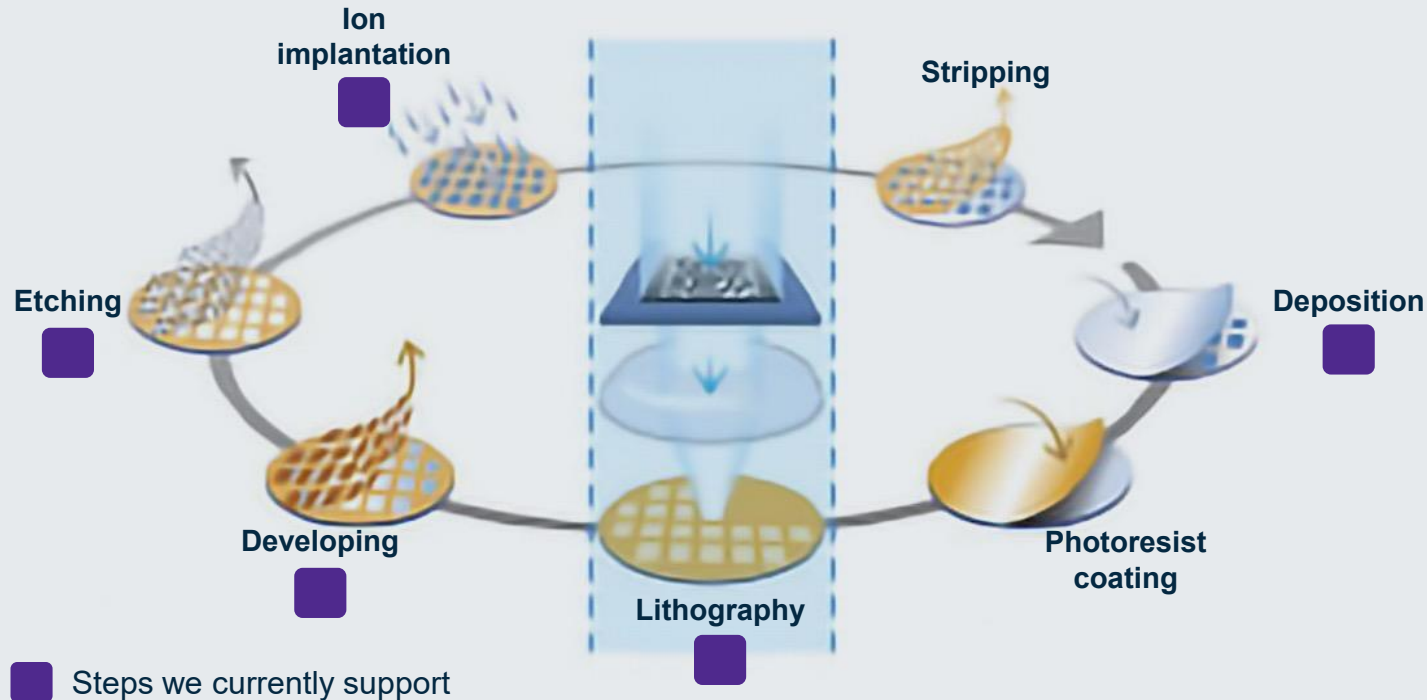
Highly customised and engineered products for heating and sensing applications for end markets such as semiconductor equipment manufacture, power generation, nuclear and aerospace, food and beverage



Solutions for Semicon manufacturing equipment

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Semicon manufacturing process



- Durex Industries and Thermocoax solutions are present in the key manufacturing process steps
- Durex Industries and Thermocoax capabilities, technologies and expertise are highly complementary
- We support the full product lifecycle; R&D through to manufacturing
- Sales to Semicon equipment manufacturers represented ~10% of ETS sales (2024)

ETS major Semicon customers



Solutions for the control and management of fluid paths

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Biopharm

Flexicon
Liquid Filling



Aseptic filling
(acquired 2008)

ASEPCO



Stainless steel tank bottom
and in-line valves for
Biotechnology
(acquired 2015)

bio
PURE



Biotechnology tubing
connection systems
(acquired 2014)

**WATSON
MARLOW**
Pumps



Low-flow peristaltic
metering pumps
(acquired in 1990)

**WATSON
MARLOW**
Tubing



Precision pump
and transfer tubing

AFLEX HOSE



PTFE-lined flexible hoses
(acquired 2016)

Process Industries

Bredel
Hose Pumps



High-flow industrial hose
pumps (acquired 1996)

masosine
Process Pumps



Sinusoidal pumps
(acquired 2009)

Fluid technology in action

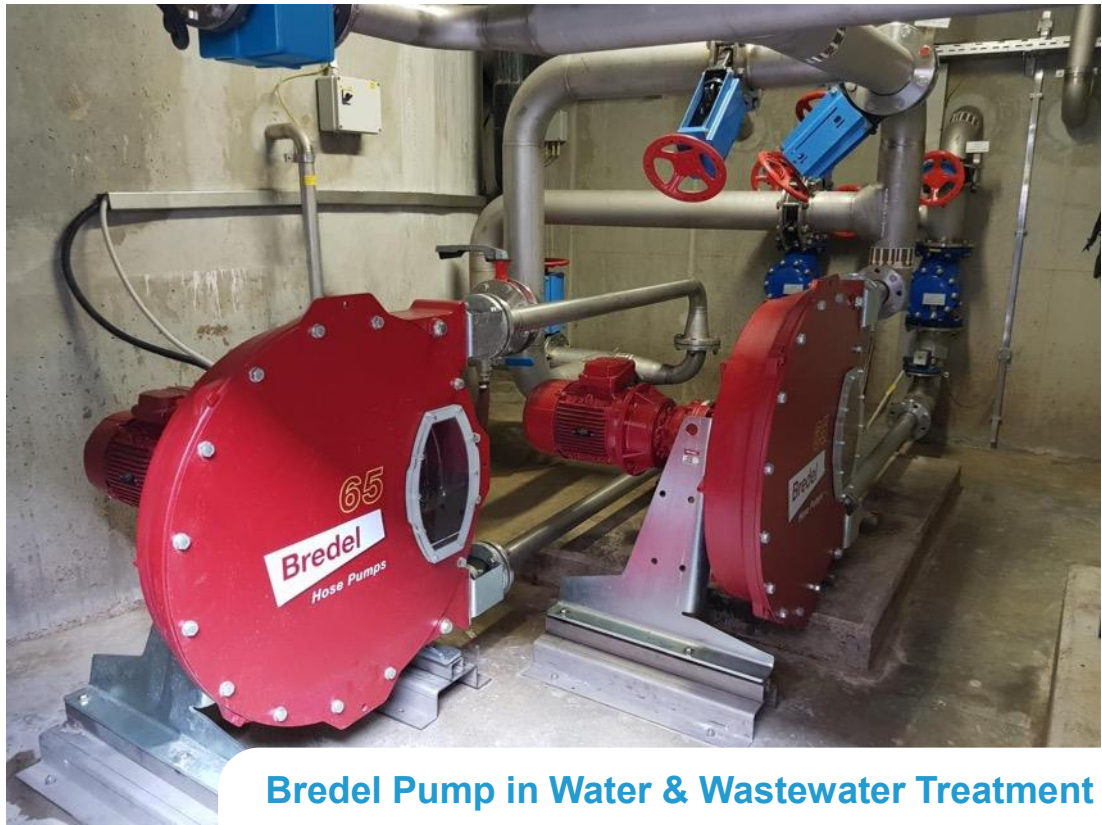
Biopharm



WATSON MARLOW Pumps WATSON MARLOW Tubing bio pure Flexicon Liquid Filling AFLEX HOSE



Process Industries



Bredel Pump in Water & Wastewater Treatment

Global coverage supporting strong local relationships

30

37 manufacturing units in 16 countries

EMEA

UK (x4)
France (x7)
Germany (x4)
Spain (x2)
Italy
Netherlands
Denmark
Sweden

Americas

USA (x6)
Argentina
Brazil (x2)
Mexico (x2)

Asia Pacific

China (x2)
Australia
India
Japan

Direct
presence

68

Countries

Indirect
presence

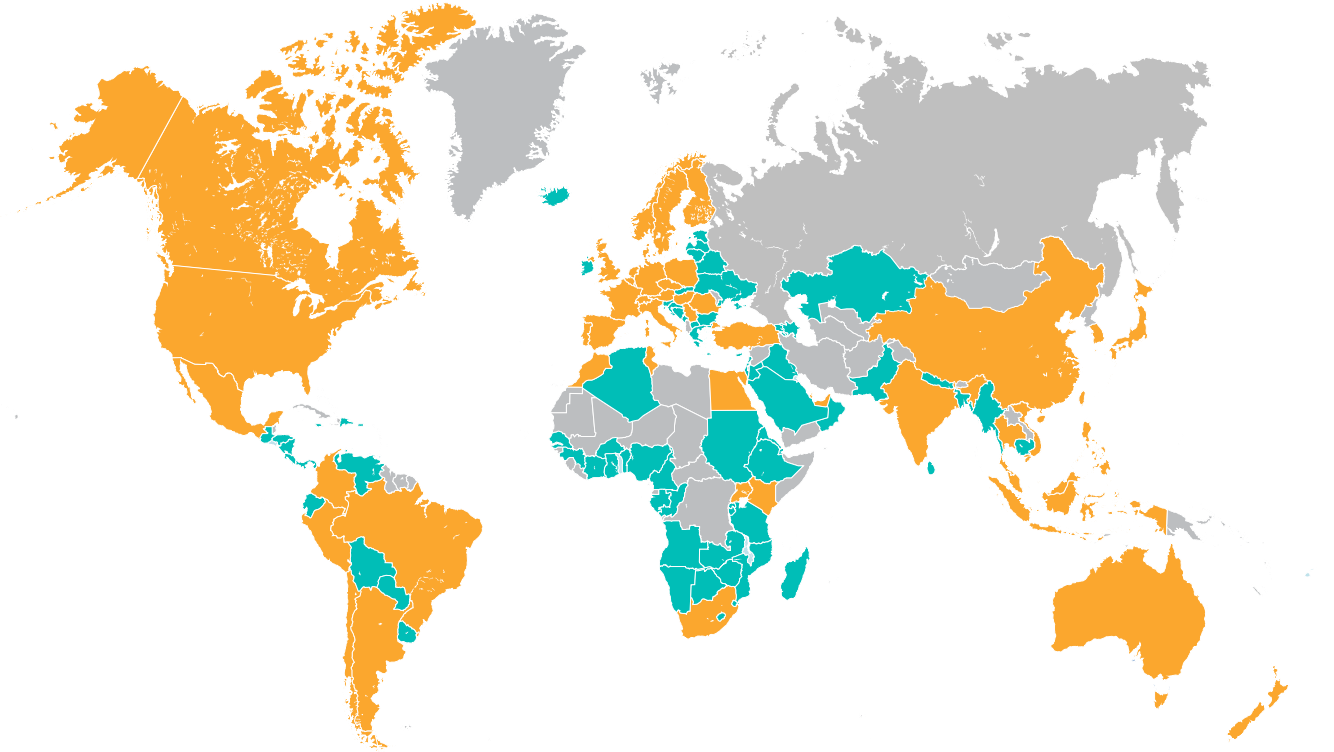
100

Countries

Serving
customers in

168

Countries



Environmental and social progress

Key strategic targets:

On track to achieve net zero Scopes 1 and 2 GHG emissions by 2030, having achieved 50% reduction (vs. 2019 baseline) ahead of 2025 interim target

Targeting 20% reduction (vs. 2019 baseline) in Group energy usage from plant, equipment and building assets by 2025

Progress in 2024

**Scopes 1 & 2
emissions 52%*
lower than 2019
(baseline year)**

**Group energy
usage 16%* lower
compared to 2019
(baseline year)**

**Water
consumption
reduced by 11%*
from 2023**

**>160* biodiversity
projects completed
in 2024**

**>30,000*
volunteering hours
completed in 2024**

* Including acquisitions

Financial performance

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Revenue	667.2	757.4	998.7	1,153.3	1,242.4	1,193.4	1,344.5	1,610.6	1,682.6	1,665.2
Adjusted operating profit	152.4	180.6	235.5	264.9	282.7	270.4	340.3	380.2	349.1	333.9
Adjusted cash from operations	146.2	185.0	203.8	242.9	238.1	275.8	279.0	214.9	281.7	291.5
Cash conversion	95.9%	102.4%	86.5%	91.7%	84.2%	102.0%	82.0%	56.5%	80.7%	87.3%
Capital expenditure to sales	5.0%	5.7%	3.8%	3.8%	5.0%	4.2%	4.8%	7.3%	6.3%	5.6%
Adjusted earnings per share	142.6p	171.5p	220.5p	250.0p	265.7p	256.6p	338.9p	377.2p	312.4p	286.3p
Dividends per share	69.0p	76.0p	87.5p	100.0p	110.0p	118.0p	136.0p	152.0p	160.0p	165.0p
Return on capital employed*	41.1%	44.8%	49.8%	51.6%	52.5%	48.9%**	59.3%	53.3%	41.6%	39.2%
Return on invested capital*	27.1%	28.7%	22.6%	19.3%	19.0%	17.8%**	22.9%	19.0%	14.0%	13.4%

* ROCE and ROIC exclude leases but include acquisitions.

Competitors



Regional competitors

Armstrong International (USA)
ARI Armaturen (Germany)
Forbes Marshall (India)
TLV (Japan)
Valsteam Adca (Portugal)



Process Heating

Thermon (Global)
Watlow (Global)
AOK Heater (Regional)
Gaumer (Regional)
Kanthal (Regional)
F.A.T.I. (Regional)

Equipment Heating

Watlow	Raytheon Technologies
BriskHeat	Auxitrol Western
Therm-X	TransLogi
Okazaki	Chongqing ChuanYi
Framatome	ThermoEst
Conax	



Biopharm

Masterflex ¹	Danaher
Quattroflow ²	Merck
Levitronix	Thermo Fisher
Saint Gobain	Sartorius
Avantor	Syntegon
Avantapure ³	Bausch and Strobel
Groninger	Optima
Dara	

Process Industries

Ingersoll Rand	Mono/Moyno
Prominent	Axflow ⁴
Iwaki	Netzsch
IDEX	Verder
Waukeshaw ⁴	

¹Owned by Avantor; ²Owned by PSG Dover Corp; ³Owned by New Age Industries; ⁴Owned by AB Johnson