

Spirax Group

An introduction

Group Structure

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54%*



Solutions for the control and management of steam systems

23%*



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

23%*



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

* of 2023 Group revenue

Steam Thermal Solutions

Products



Packages



A one-stop shop for plant-wide applications of 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:

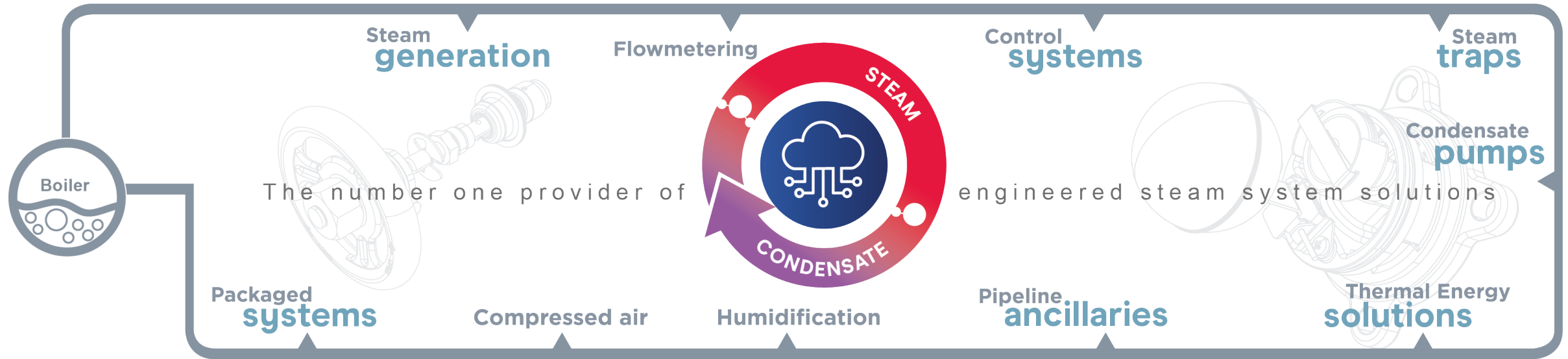
Improved process efficiency and product quality; reduced CO₂ emissions, energy and water use, waste and maintenance downtime; compliance with industry standards

| | EMEA | Asia Pacific | Americas |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------|----------|
| Steam Thermal Solutions Competitors | | | |
| Armstrong International (USA) <i>Private</i> | ● | ● | ● |
| ARI Armaturen (Germany) <i>Private</i> | ● | ○ | ○ |
| Forbes Marshall (India) <i>Private</i> | ● | ● | ○ |
| TLV (Japan) <i>Private</i> | ● | ● | ● |
| Valsteam Adca (Portugal) <i>Private</i> | ● | ○ | ● |
| Other product specialists: Emerson (USA): <i>NYSE</i> ; Samson (Germany) <i>Private</i> ; Flowserve (USA): <i>NYSE</i> ; Endress + Hauser (Swiss) <i>Private</i> ; Yokogawa (Japan) <i>Nikkei</i> ; Watson McDaniel (USA) <i>Private</i> ; Ayvaz (Turkey) <i>Private</i> | | | |

Steam and condensate loop

Applications overview

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Steam Generation

Steam Distribution and Utilisation

Packaged Solutions and
Energy Recovery

Products



Packages



Premium engineered electric thermal solutions in sustainable applications



Uses:
electric heating for mission-critical industrial processes, freeze protection for pipes, valves and tanks and component heating



Benefits of electric solutions:
easy to incorporate, install and maintain; high temperatures; efficient; no emissions at point of use



Products:
Industrial Heaters & Systems; Heat Tracing; Component Technologies; Mineral insulated cable



Delivering:
efficient thermal energy management and control solutions for improved industrial processes

| | EMEA | Asia Pacific | Americas |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------|----------|
| Electric Thermal Solutions competitors | | | |
| BARTEC (Germany) <i>Private Equity</i> | ● | ● | ○ |
| EXHEAT Limited (UK) <i>Private</i> | ● | ○ | |
| nVent (USA) <i>Public: NYSE</i> | ● | ● | ● |
| Thermon Group Holdings Inc (USA) <i>Public: NYSE</i> | ● | ● | ● |
| Watlow Electric Manufacturing Company (USA) <i>Private Equity</i> | ○ | ● | ● |
| Other product specialists: Minco Products Inc (USA) <i>Private</i> ; Nibe Industrier AB (Sweden): <i>Nasdaq Stockholm</i> ; CSI (Controls South East Inc) (USA) <i>Ametek: NYSE</i> ; F.A.T.I. Srl (Italy): <i>Private</i> ; Zoppas Industries (Italy): <i>Private</i> | | | |

Electric Thermal Solutions

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Electric Thermal Solutions



Strategic end markets

Non-strategic end markets

Energy
Transition

Materials

Advanced
Technology

Health and
Nutrition

Various

Critical heating applications of industrial processes



Chromalox and Vulcanic

Ultra-critical heating applications of industrial equipment



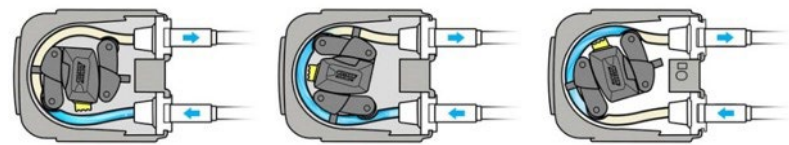
Durex Industries and Thermocoax

Watson-Marlow Fluid Technology Solutions

Products



Packages



A world leader in fluid technology solutions



Uses:
pumping and fluid control in a broad range of critical applications, from chemical dosing to Biopharm production



Benefits of peristaltic pump technology:
sterile applications (pump does not touch fluid), dirty applications (fluid does not touch pump), sustainable, low-shear, low maintenance and accurate



Products:
speciality positive displacement pumps, automated filling machines, tubing, hoses and fluid path components



Delivering:
accurate, safe, efficient, sterile, low maintenance solutions for the fluid path

| | EMEA | Asia Pacific | Americas |
|------------------------------------------------------------------|------|--------------|----------|
| Watson-Marlow | | | |
| Antylia Scientific (previously Cole Parmer) (USA) Private Equity | ○ | ○ | ● |
| Verder (Netherlands) Private | ● | ○ | ○ |

Other pump types and fluid path components: Moyno / Mono (USA) National Oilwell Varco: NYSE; Wilden (USA) PSG Dover; NYSE; Abaque (France) PSG Dover, NYSE; Waukesha (USA) Private Equity; Fristam (Germany) Private; Warren Rupp/Pulsafeeder (USA) IDEX: NYSE; Prominent/Boyser (Germany) Private; Saint-Gobain Bioprocess Solutions (France) Saint-Gobain: Euronext Paris; Longer (China) Halma PLC: FTSE; CPC (USA) Dover, NYSE

Watson-Marlow Fluid Technology Solutions

Ten brands offering an unrivalled breadth of services for the fluid path

**WATSON
MARLOW**
Pumps



Low-flow peristaltic
metering pumps
(acquired in 1990)

**WATSON
MARLOW**
Tubing



Precision pump
and transfer tubing

Bredel
Hose Pumps



High-flow industrial hose
pumps (acquired 1996)

Flexicon
Liquid Filling



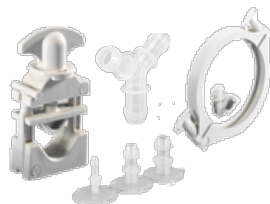
Aseptic filling
(acquired 2008)

masosine
Process Pumps



Sinusoidal pumps
(acquired 2009)

**bio
PURE**



Biotechnology tubing
connection systems
(acquired 2014)

ASEPCO



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

AFLEX HOSE



PTFE-lined flexible hoses
(acquired 2016)

Unique global coverage

9

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**

66

Countries

**Indirect
presence**

98

Countries

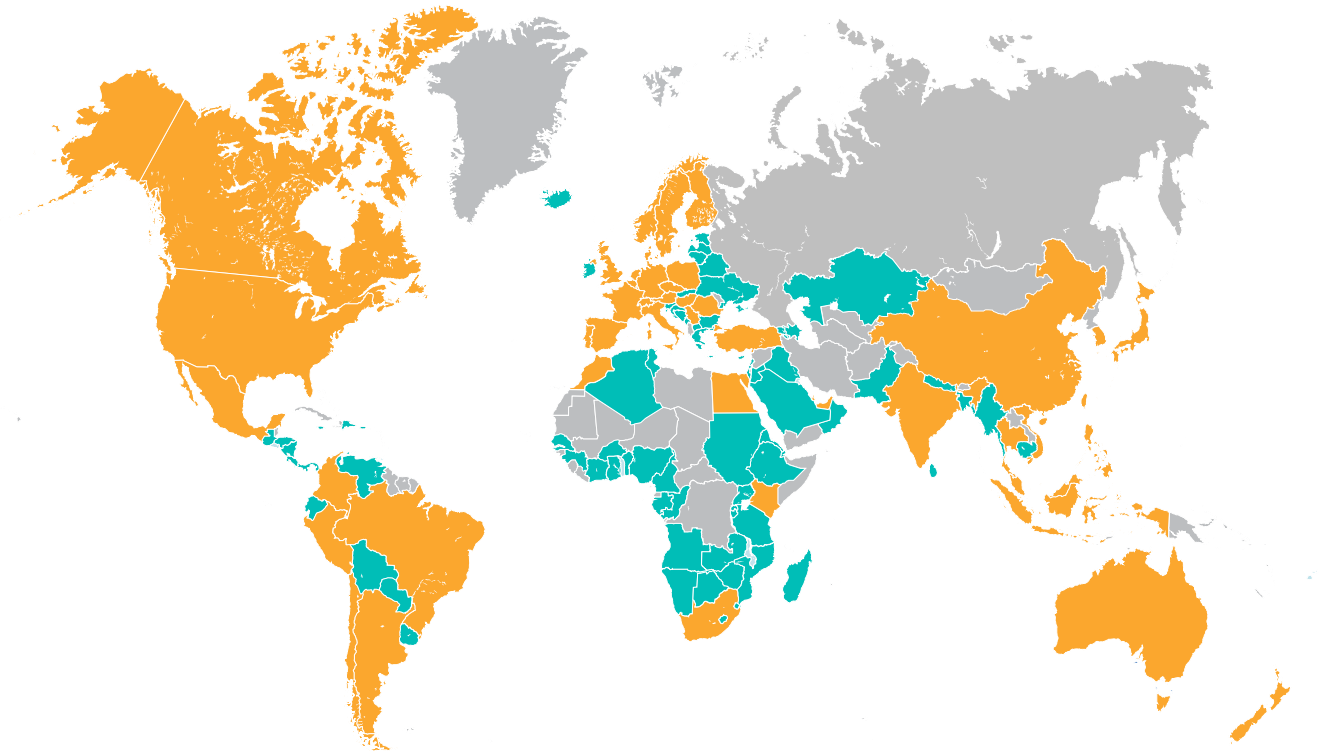
**Serving
customers in**

164

Countries

c.10,000 employees

c. 2,100 direct sales and service engineers



A compelling investment case

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Critical products supporting customers' critical processes

Leading player in fragmented niche markets

Unique direct sales model and strong customer insight

Self-generated growth with pricing based on customer economics

Sales funded from Opex budgets with low average invoice size

Resilience driven by geographic, sector and customer diversity

Growing addressable market

Strong financial track record

Organic growth > 2x IP

Attractive stable margins

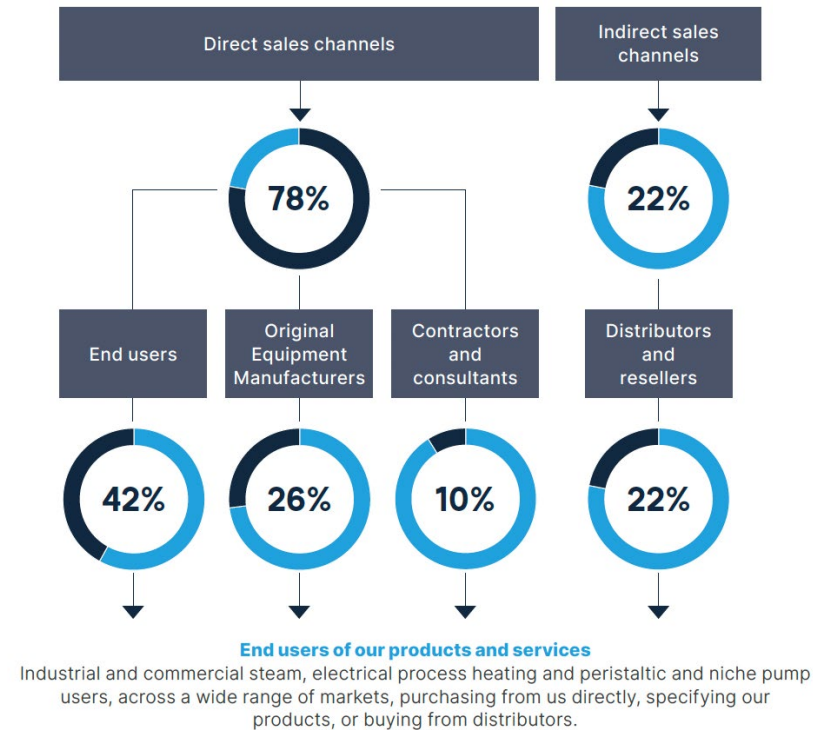
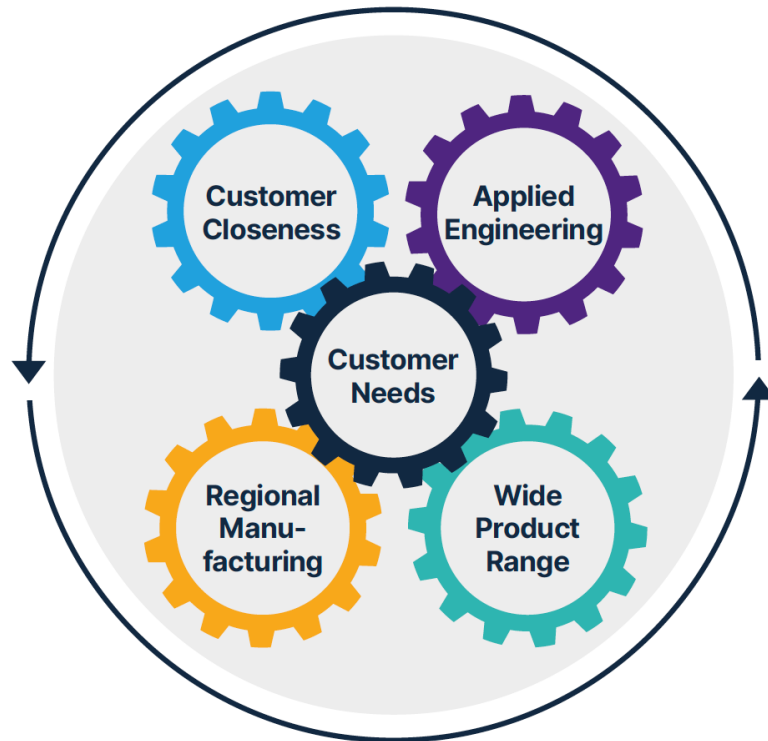
Strong cash generation

Earnings and dividend growth

Delivering long-term compounding growth with stable margins

Direct sales model based on customer needs and economics

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Sales and service engineers

1.2k
2013

2.1k
2023

Total Headcount

4k
2013

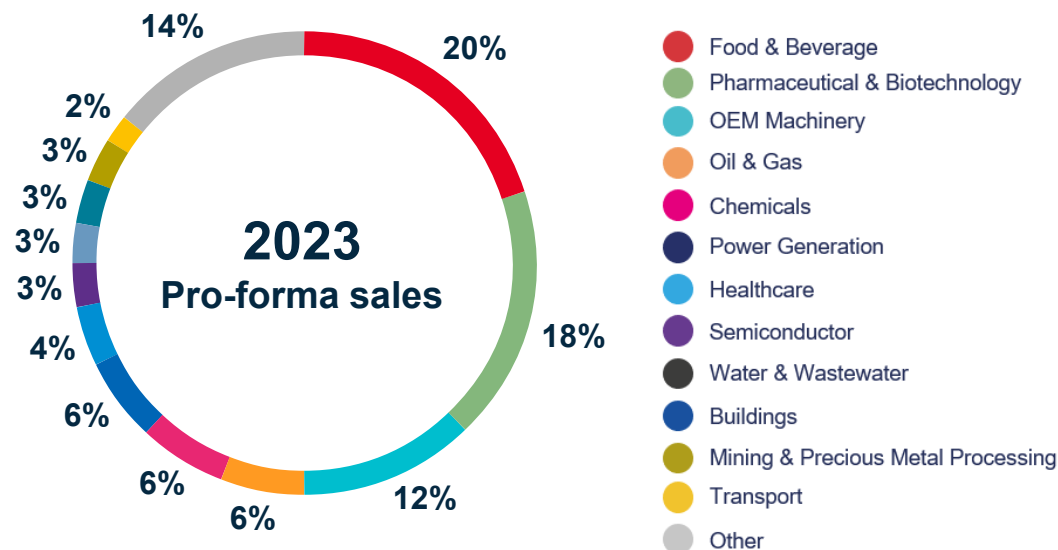
10k
2023

A strong and sustainable competitive moat

Diverse markets, opex funded sales, self-generated solutions

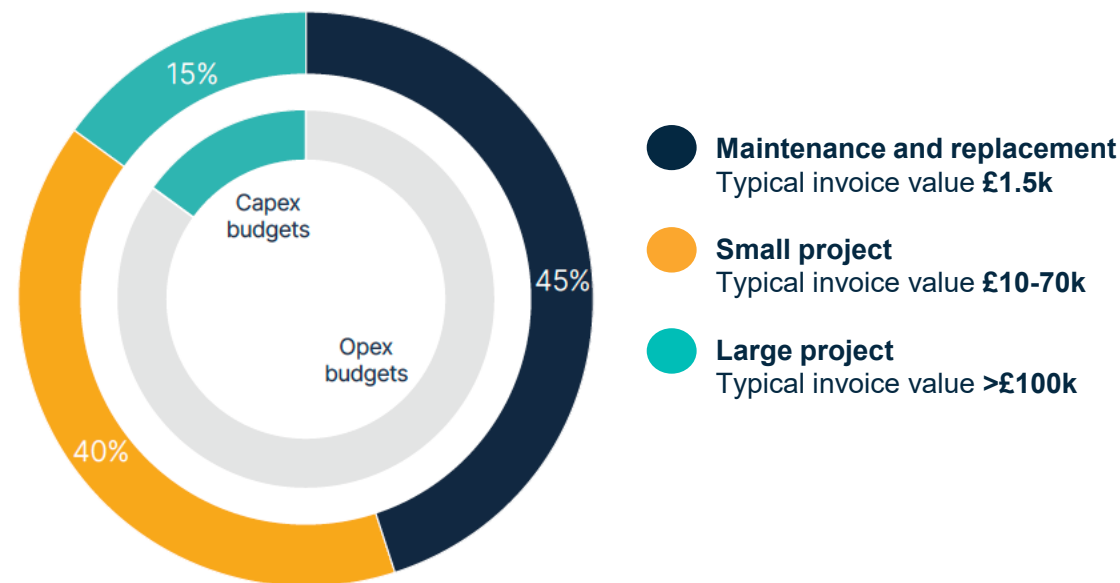
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60% of Group revenue derived from defensive, less cyclical end markets



Where there is little visibility of end user industry sector (primarily in sales via distributors), sales have been allocated across industries on a pro-rata basis. In 2023 these 'unknown' sales accounted for 15% of total revenue. OEM sales to identifiable industries have been allocated to those industries. Sales to OEM customers accounted for 26% of Group revenue in 2023.

85% of Group revenue generated from annual maintenance and operational budgets

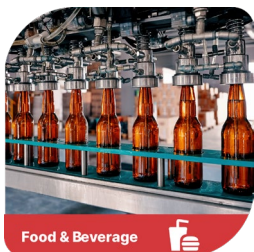


40% of Group revenue self-generated

Solution and project sales from identifying our customers' unrecognised needs and solving their difficult process challenges.

Global leader in niche markets and specialist applications

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Food & Beverage

Food & Beverage

Steam is used for blanching, cooking, baking, packaging, cleaning and sterilising. Electric heating elements are used in commercial food equipment. Pumps are used to meter ingredients, deliver food to process lines and handle process waste.



Pharmaceutical & Biotechnology

Pharmaceutical & Biotechnology

Our peristaltic pumps, valves and single-use components enable precise flow control and fluid isolation. Clean steam reduces the risk of product and process contamination. Electrical heating is used in a wide range of process heating applications.



OEM Machinery

OEM Machinery

Original Equipment Manufacturers (OEMs) are companies that build and supply machines for use in industry. Our activities with OEMs vary from simple product supply to advising on machine performance improvements and process plant design.



Oil & Gas

Oil & Gas

Electrical heating products reduce fluid viscosity, deliver freeze protection and help separate natural gas, crude oil and water during extraction. Our steam products enable optimum steam system performance and reduce energy use during oil and gas production.



Chemicals

Chemical

Steam and electricity are widely used as an energy source in chemical production and product processing, while our pumps are used to safely and accurately transfer and dose critical chemical components.



Power Generation

Power Generation

Electrical heating technologies are widely used to optimise power generation. Steam turbines transfer chemical energy in fuel into electrical energy and steam is used to distribute and re-use waste heat formed during the power generation process.



Healthcare

Healthcare

Steam is used in hospitals and clinics for space heating, hot water production, humidification and sterilisation. Pumps and associated equipment are used in the manufacture of products for the Healthcare industry.



Water & Wastewater

Water & Wastewater

Peristaltic pumps are used to dose chemicals during water treatment processes and to transfer viscous and abrasive slurries. Electric heating solutions provide freeze protection, temperature maintenance and space heating in water treatment plants.



Buildings

Buildings (HVAC)

Steam is used to provide space heating, humidification and hot water in public and private buildings, while our electrical products are used for hot water and heat generation, snow melting, gutter and roof de-icing, and frost-heave prevention.



Mining & Precious Metal Processing

Mining & Precious Metal Processing

Peristaltic pumps reduce water, energy and chemical use and increase productivity while moving and processing abrasive ores and slurries. Electrical heating is used for temperature maintenance and space heating for workers.



Semiconductor

Semiconductor

Electrical products are used in printing production processes to ensure thermal uniformity which is critical during the chemical production process; clean and pure steam generators supply the humidification system to ensure the air is not too dry or wet.



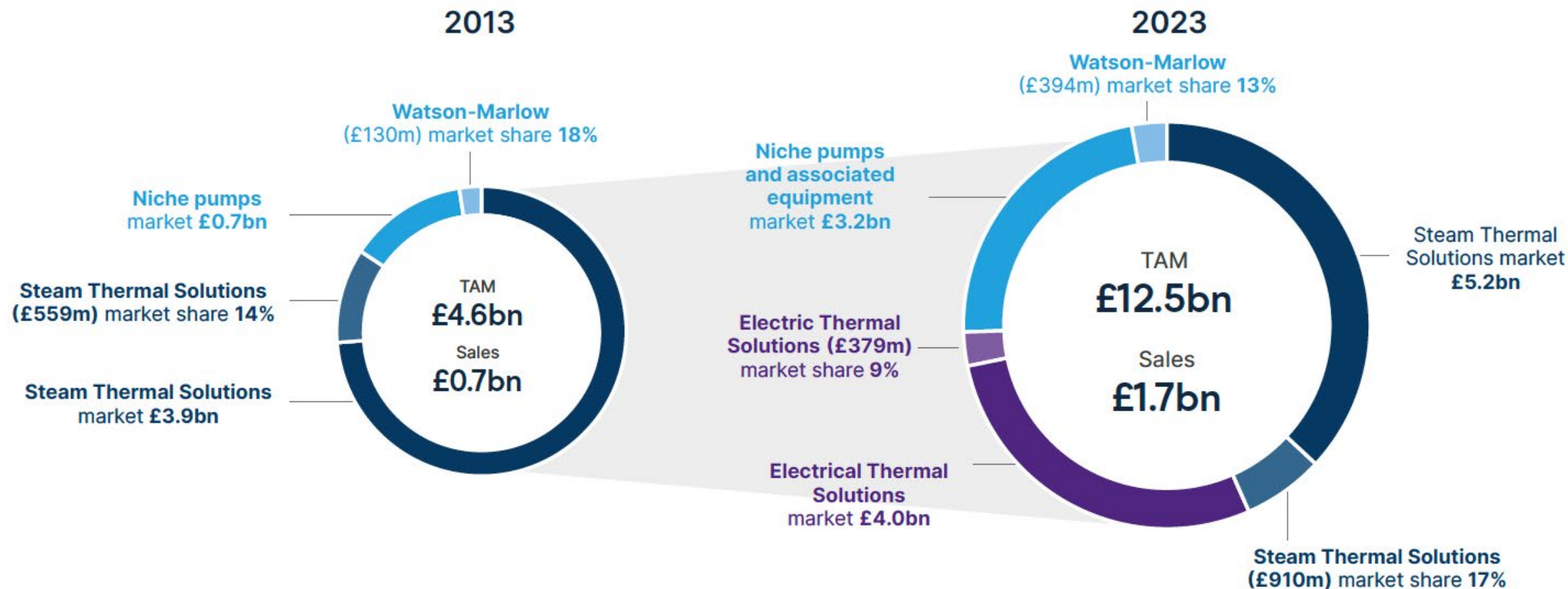
Transport

Transport

Electrical heating components provide freeze protection and defrost for engines, rotating equipment, mechanical systems and fluid delivery. PTFE lined hoses are used for braking, cooling, transmission and steering systems. Our steam heat exchange and recovery solutions are used on cruise ships.

Growing our addressable market

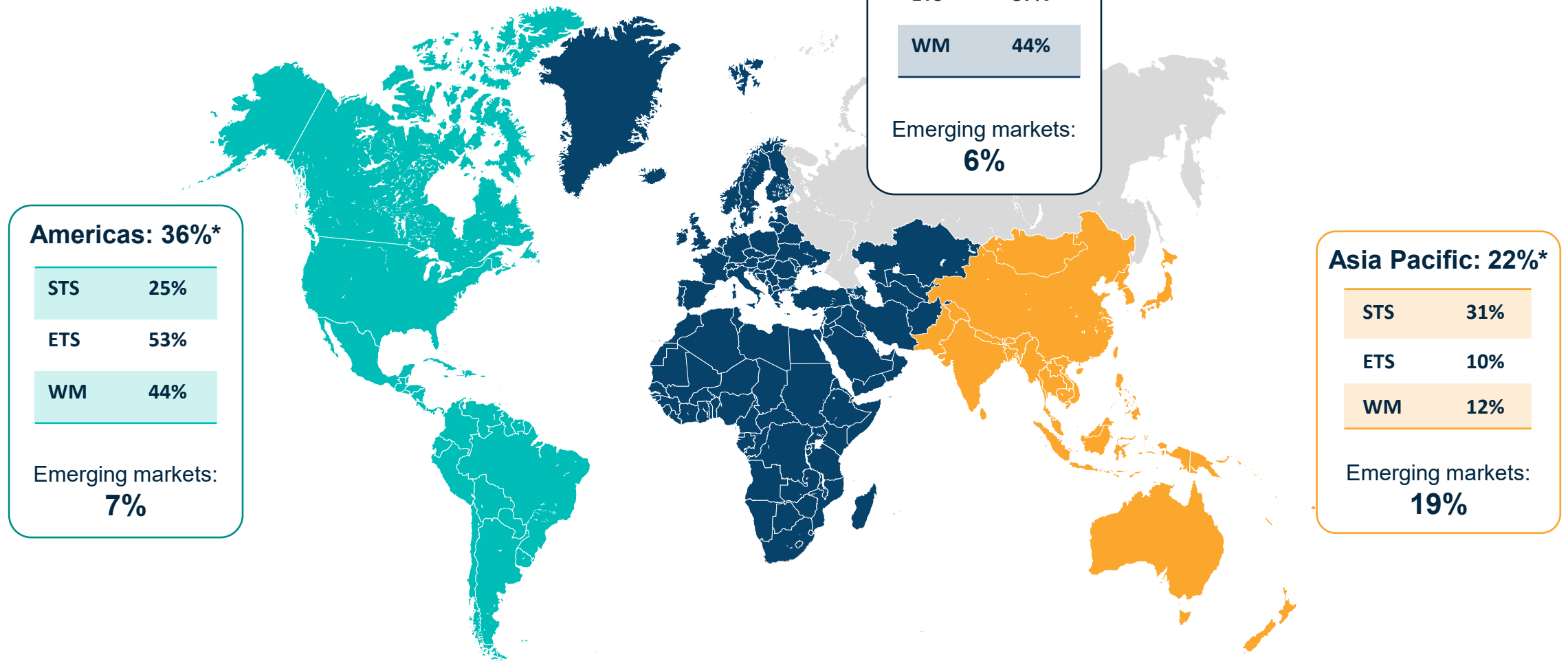
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- Steam Thermal Solutions market
- Electric Thermal Solutions market
- Watson-Marlow Fluid Technology Solutions market

Source: Based on internal estimates

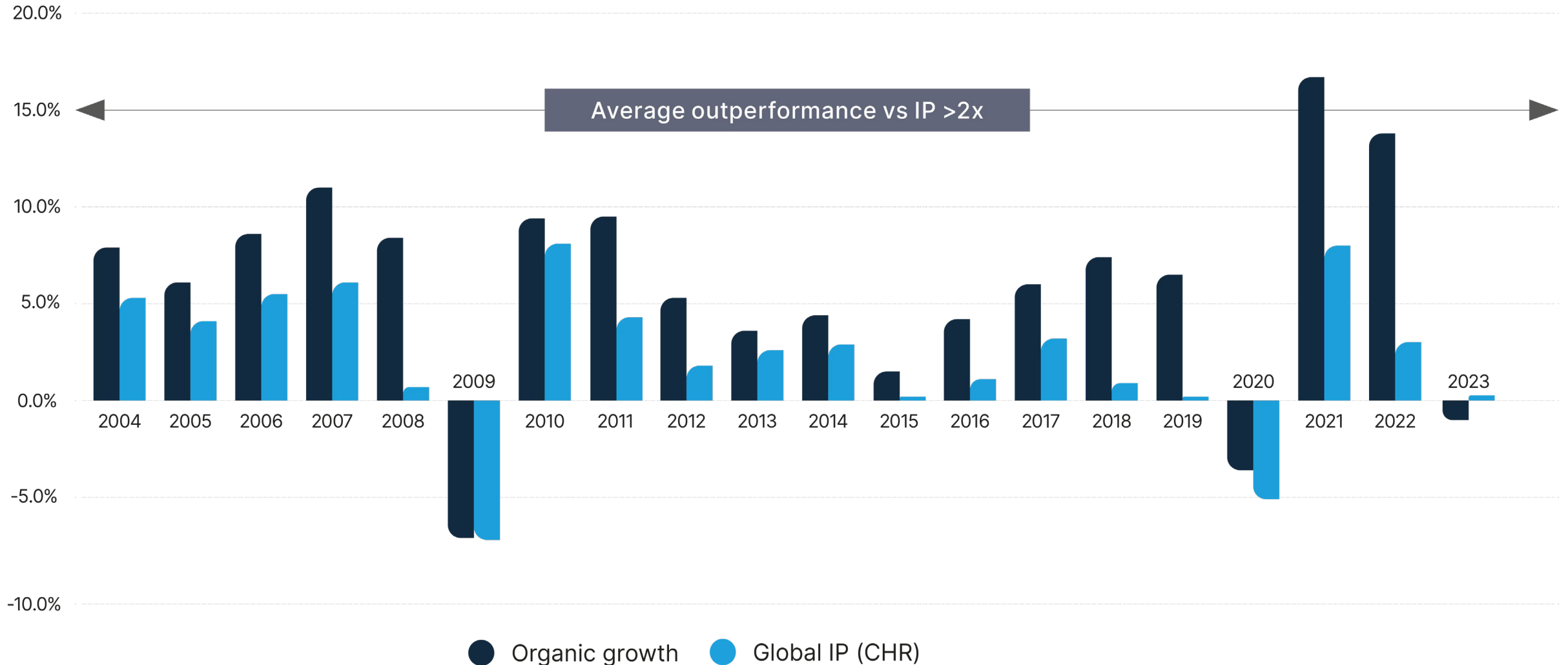
Balanced geographic exposure



* 2023 sales by destination

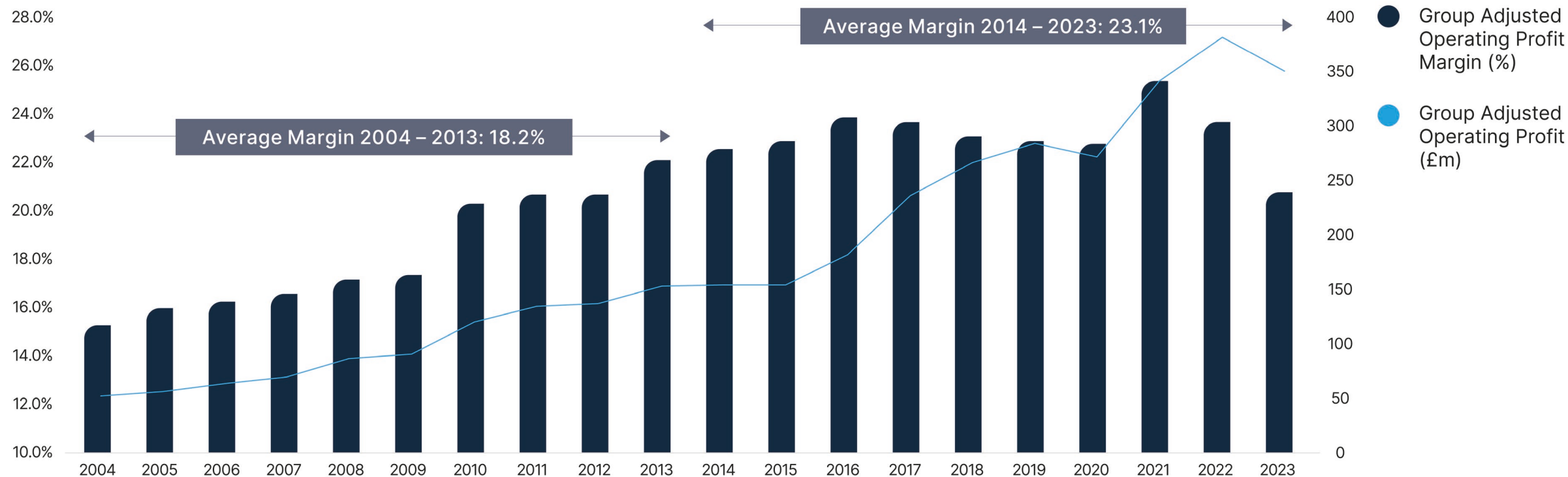
Consistently outperforming Industrial Production growth

16

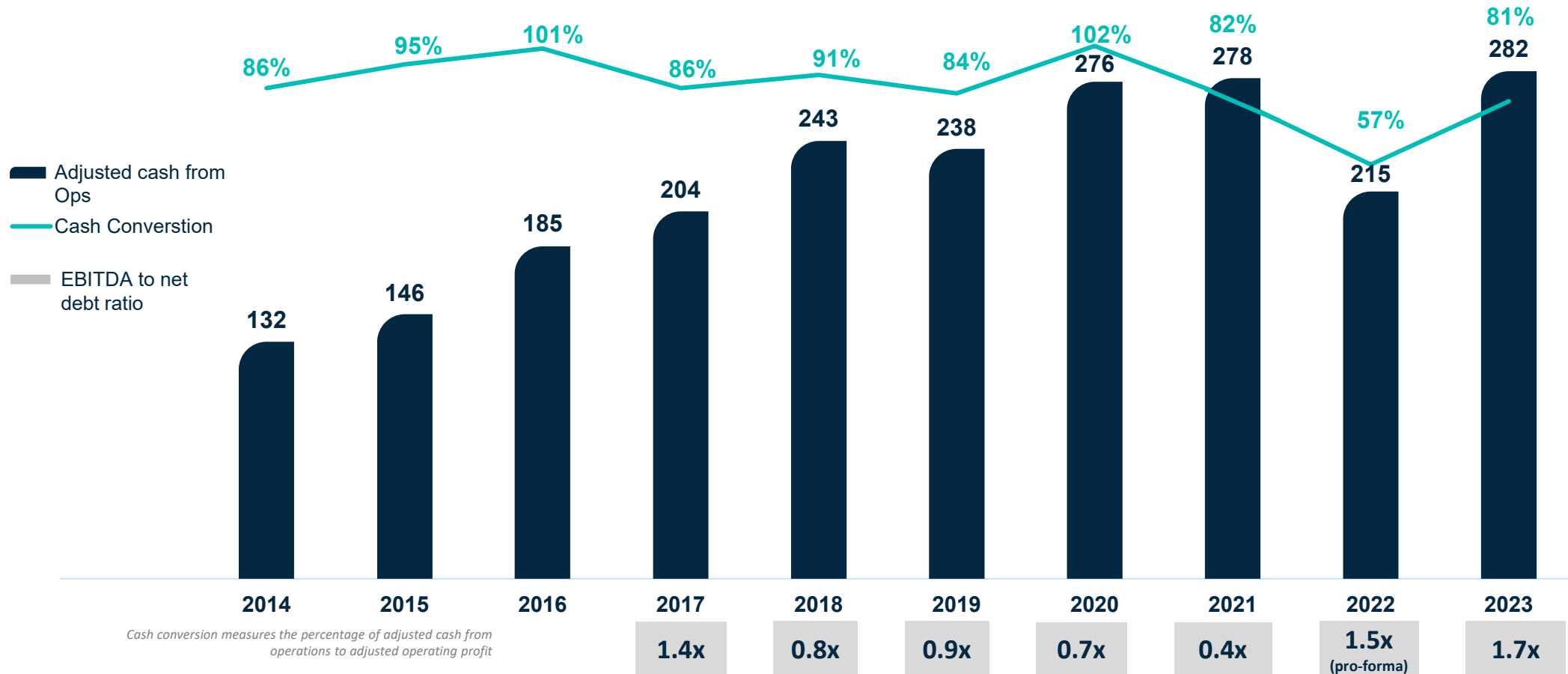


Track record of growth and margin expansion

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Strongly cash generative



Capital allocation policy

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**Return on capital employed*
(ROCE) averaged >51%
p.a. for the last 5 years.**

1. Invest in growing our business organically
Investing in our strategy drives growth and margin progression

2. Invest in acquisitions
Strategic targeting with disciplined execution

3. Reduce debt
Net debt 1.7x EBITDA at 31st December 2023

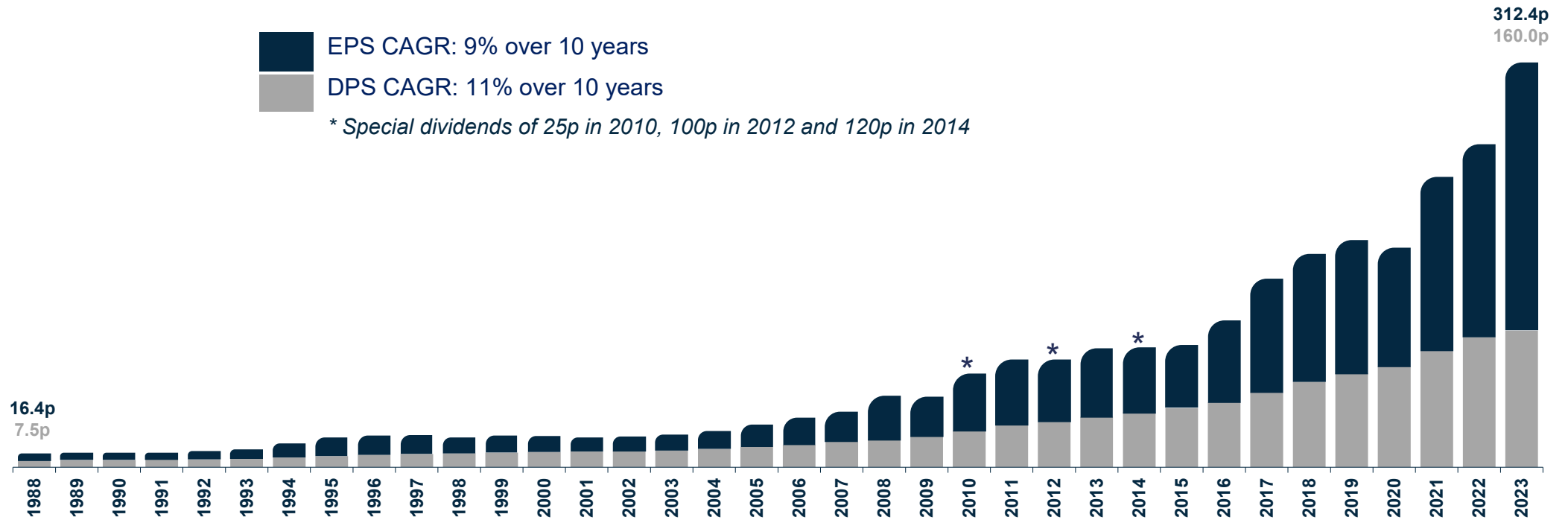
4. Return capital
Special dividends in 2010, 2012
& 2014

* Return on Capital Employed excludes the impacts of acquisitions, disposals and leases.

Delivering shareholder value

56-year track record of earnings and dividend growth

20



Note: Figures exclude non-operating and exceptional items

Environmental and social progress

21

Key strategic targets:

- Net zero (scope 1 and 2) GHG emissions by 2030, with an interim target of 50% reduction by 2025 (vs. 2019 baseline)
- 20% reduction in Group energy use from plant, equipment and building assets by 2025 (vs. 2019 baseline)

Progress in 2023*

**Scope 1&2
emissions 6% lower**
(45% lower than
2019 baseline)

**Energy use
8% lower**
(14% lower than
2019 baseline)

**Water consumption
20% lower**
(12% lower than
2019 baseline)

**135 Biodiversity
projects completed**
(2022: 78)

**Gender balanced
Executive team**
(44% female in 2024)

* Excluding acquisitions

Helping our customers on their sustainability journey

22

Annual estimated customer CO2 energy and water savings from a select range of product categories in 2023



16.6m
Tonnes of CO₂
per year



226m
GJ per year
of energy



87.1m
m³ per year
of water

The equivalent of:



675m
mature trees
absorbing CO₂



2.08m
People's annual average
energy consumption (UK)



34,900m
Olympic-sized
swimming pools of
water

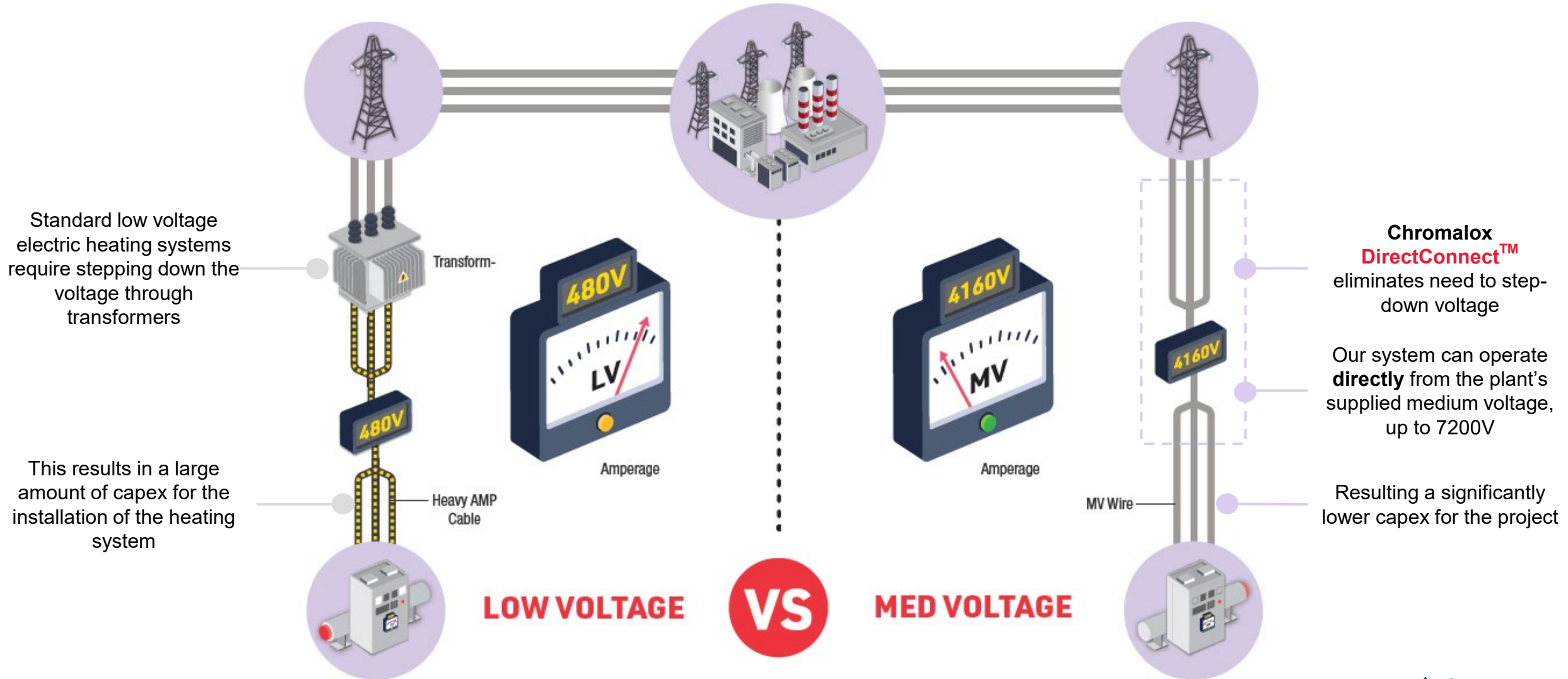
Appendices



Direct Connect Medium Voltage Technology

24

Leading and patented technology to support electrification solutions



A long-term opportunity in the decarbonisation of industrial heat

Delivery mechanism of heat into industrial processes

30%

5%

65%

Fuel Fired Steam Boilers

TargetZero

Decarbonising steam generation

Electric

Direct Fired Heaters and Heat Exchangers

 **CHROMALOX**

 **Vulcanic**

Decarbonisation solutions for processes that need direct heat

Demand for energy efficiency and decarbonisation solutions
will support growth of **>2x IP** for years to come

Proprietary technology steam decarbonisation solutions



SteamVolt

Low Voltage & Medium Voltage First Fit Boiler Solution Original Equipment Manufacturer (OEM) Boiler electric heat and control technology



ElectroFit

Low Voltage & Medium Voltage Retro Fit Boiler Solution Conversion of fossil fuel fired boilers to electric



SteamBattery

Thermal storage capable of generating steam from renewable / off peak electricity

Financial performance

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| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------------------------------------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Revenue | 678.3 | 667.2 | 757.4 | 998.7 | 1,153.3 | 1,242.4 | 1,193.4 | 1,344.5 | 1,610.6 | 1,682.6 |
| Adjusted operating profit | 153.0 | 152.4 | 180.6 | 235.5 | 264.9 | 282.7 | 270.4 | 340.3 | 380.2 | 349.1 |
| Adjusted cash from operations | 131.5 | 146.2 | 185.0 | 203.8 | 242.9 | 238.1 | 275.8 | 279.0 | 214.9 | 281.7 |
| Cash conversion | 85.9% | 95.9% | 102.4% | 86.5% | 91.7% | 84.2% | 102.0% | 82.0% | 56.5% | 80.7% |
| Capital expenditure to sales | 5.0% | 5.0% | 5.7% | 3.8% | 3.8% | 5.0% | 4.2% | 4.8% | 7.3% | 6.3% |
| Basic earnings per share | 132.8p | 129.9p | 165.0p | 214.4p | 303.1p | 226.2p | 235.5p | 318.3p | 305.1p | 249.5 |
| Dividends in respect of the year (per share) | 64.5p | 69.0p | 76.0p | 87.5p | 100.0p | 110.0p | 118.0p | 136.0p | 152.0p | 160.0p |
| Return on capital employed* | 41.4% | 41.1% | 44.8% | 49.8% | 51.6% | 52.5% | 48.9%** | 59.3% | 53.3% | 41.6% |
| Return on invested capital* | 27.4% | 27.1% | 28.7% | 22.6% | 19.3% | 19.0% | 17.8%** | 22.9% | 19.0% | 14.0% |

* ROCE and ROIC exclude leases but include acquisitions.