



Preserving local presence...

During 2024, we have been taking steps to simplify our organisation and maintain focus on serving our customers.

Our organisational structure served us well, as we expanded our sales and manufacturing footprint. Today, the Group is larger and more complex with over 140 operating companies (OpCos) compared to fewer than 70 10 years ago. We have a large number of small OpCos with significant duplication of activity. Our manufacturing footprint has also grown significantly and become more fragmented.

Evolving for tomorrow's world means protecting our strengths, such as our local sales presence, while simplifying our structure to leverage our scale.

It also means getting closer to our customers, to understand their needs today, as well as to anticipate their needs tomorrow. Developing more agility in our ability to respond quickly to their changing requirements through our products, solutions and solutions. That's why we are:

- Protecting our direct sales force and maintaining our local presence which underpins our close customer relationships
- Concentrating our operating companies, within our geographic regions, enabling us to leverage our resources and our scale
- Getting even closer to our customers by removing layers of sales management and creating more customer-facing time
- Optimising our manufacturing footprint, closing some smaller sites and relocating production
- Focusing on efficiency gains that enable reinvestment to deliver long-term value, while keeping pace with a challenging trading environment

Evolution in action



EMEA sales restructuring

In STS EMEA we have begun restructuring our sales operations to improve efficiency, reduce complexity and offer our colleagues' improved career paths.

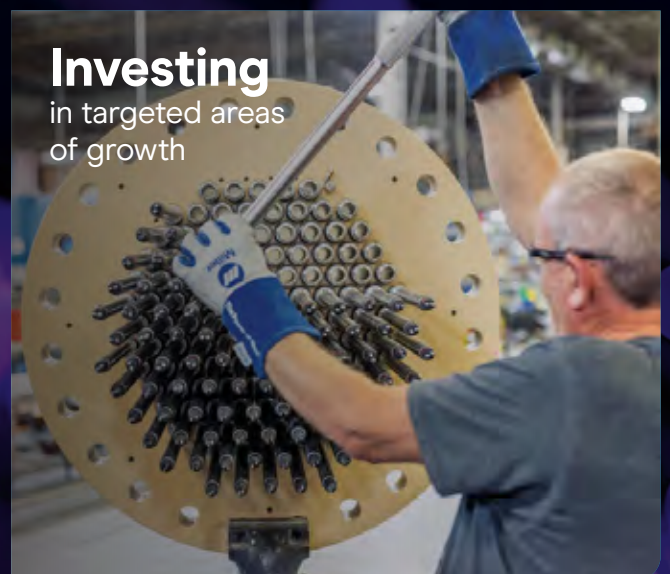
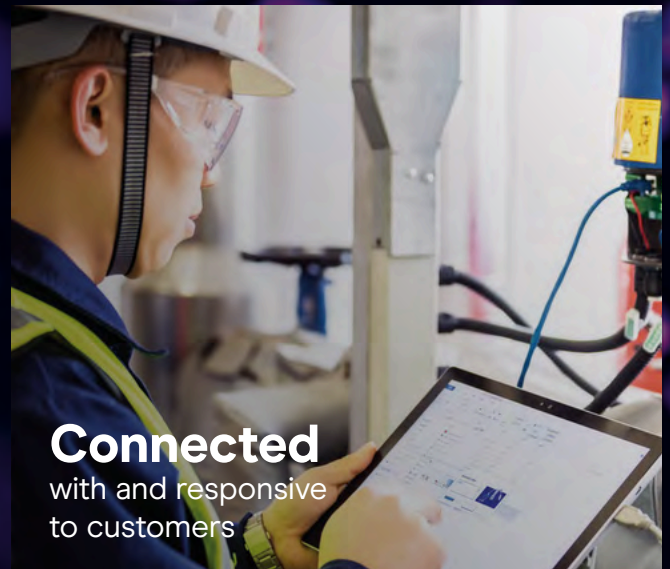
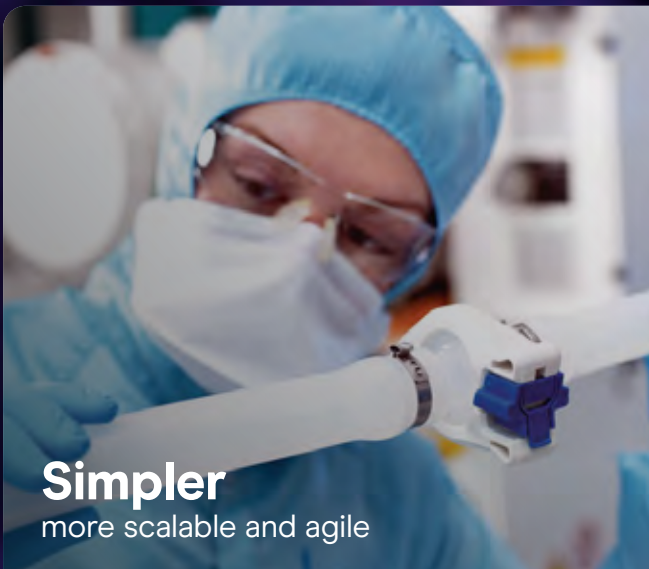
At the end of 2024, we had 19 sales operating companies (OpCos) of varying sizes which meant that there were a number of smaller OpCos which lacked the critical mass to be able to give their full focus to our customers. Through our organisational changes to simplify our structures, we have consolidated into 10 larger units, removing the regional sales layer, bringing our operations closer to the customer, eliminating duplication of efforts, simplifying our administrative processes and reducing overheads.

These steps reflect early progress on our journey towards a new EMEA operating model, with our restructured team focusing on growth and developing new ways of working.

Mai Møllekær, STS Divisional Director, EMEA

...while building a simpler and more customer-focused future

Through these actions we are evolving Spirax Group for the future, building an organisation that is:



Links to our Vision



[+](#) Read more on page 14

Links to our Together for Growth Strategy



[+](#) Read more on pages 22 and 23