



2025 marked a year of strong progress for ETS, driven by operational improvements, a recovery in Semicon demand and major wins in attractive end markets. The successful completion of our Medium Voltage facility in Ogden, USA, provides a solid platform to support continued growth."

Andrew Mines
Managing Director, Electric Thermal Solutions

In ETS, we combine technical expertise, process insights and proprietary technology to deliver electrical process heating and temperature management solutions, including industrial heaters and systems, heat tracing and a range of component technologies. Our solutions for equipment heating are critical in applications that require precise control of very high temperatures and concentrated power loads. ETS is also uniquely positioned to enable the energy transition and support our customers' decarbonisation journeys.

Demand

Demand for ETS solutions remained robust in 2025 with strong growth in all three Divisions: Process Heating, Equipment Heating and Heat Trace.

In Process Heating we continued to see strong demand for both customised Low Voltage (LV) and Medium Voltage (MV) electrification solutions including a significant and growing pipeline of customer enquiries for our PoweringZero decarbonisation solutions. We also targeted the Datacentre sector with temperature control solutions, driving strong growth from a large contract win in the first half.

In Equipment Heating, demand from Semicon customers continued to improve on 2024 levels, supported by our highly specialised niche positioning, unique product capabilities and close customer relationships. Demand from customers in the Nuclear and Aerospace & Defence sectors was also strong in 2025, which will benefit later years as shipments are typically phased over longer periods.

Heat Trace, which we separated out from Process Heating earlier in the year, benefited from our now separate and focused team of sales engineers targeting new sectors, regions and customers. We also improved shipping lead-times, simplified installation and refreshed our software to allow for remote monitoring and control.

Adapting to drive growth through focused priorities...

...how ETS is unlocking sustainable demand from Datacentres.

The rapid expansion of the Datacentre sector is transforming the industrial landscape and is a major growth area for our ETS Business.

[+ Read more on page 54](#)



Sales

Sales of £441.3 million were 11% higher organically, despite a strong comparator, or 9% higher after an adverse exchange rate impact.

Growth in Process Heating (64% of 2024 sales) was supported by continuing operational improvements increasing shipments from the large order book brought forward into 2025, including a significant reduction in the overdue backlog of legacy orders, as well as a large contract win. In Equipment Heating (24% of ETS 2024 sales), double-digit growth was supported by strong demand from Semicon customers (11% of ETS 2024 sales). Heat Trace (12% of ETS 2024 sales) also benefited from strong demand growth driven by expansion in EMEA, alongside continuing growth in the USA.

Margin

Adjusted operating profit of £71.3 million was 12% higher organically and 10% higher after an adverse exchange rate impact. Operating leverage from strong organic sales growth was offset by the impact of shipping residual lower margin legacy orders; initial running costs for the new MV facility in Ogden; and continuing investment in building ETS capabilities across a number of areas including sales headcount and systems. As a result, ETS margin of 16.2% was 20bps higher organically, with a second half margin of 17.2%.

Statutory results

Sales of £441.3 million were up 9% including an adverse exchange rate impact of 2%. Statutory operating profit of £40.4 million was down 12% compared to 2024, reflecting an adverse exchange rate impact of 2% as well as one-off restructuring costs of £5.4 million. Statutory operating profit margin of 9.2% decreased by 220bps.

Outlook

In ETS, we anticipate high-single-digit organic sales growth supported by a strong orderbook (including the benefit of the large contract win in 2025); increased manufacturing throughput from operational improvements; and continuing demand strength in our key end markets. We anticipate that operating leverage from organic growth and a greater proportion of higher-margin Semicon sales, partly offset by the initial running costs of the new MV facility in Ogden, will support strong organic margin progress. As expected, the majority of legacy orders in our Ogden order book were shipped by the end of 2025 with the remaining few orders delivered early in 2026 at the request of customers. This has removed a key headwind that affected margin progress in 2025.



From hot demand to cool delivery...

...how ETS is unlocking sustainable demand from Datacentres.

The rapid expansion of the Datacentre sector is transforming the industrial landscape and is a major growth area for our Electric Thermal Solutions (ETS) Business. Datacentres underpin the digital economy, supporting everything from cloud computing to AI-driven applications. ICF, a global consulting and technology firm, predicts that by 2030 up to 25% of USA power production could be consumed by AI datacentres and related industries, reflecting a dramatic surge in electricity demand.

Investment trends reinforce this momentum. For the first time, more capital is being invested in building datacentres than in the Oil & Gas sector, marking a significant shift in global priorities. This growth is not limited to technology giants; other industries, such as Banking, are also investing heavily in datacentres for AI-driven applications.

The expansion of the Datacentre sector drives demand for supporting products and services, such as industrial heaters, heat trace systems and transmission and distribution (T&D) equipment. We have seen related business, such as T&D equipment for key OEMs, grow by double digits, demonstrating the potential in this sector.

ETS' collaboration with a leading global OEM is one example of our ability to drive growth from having a clear sector focus and an adaptable approach to meeting customer needs, supported by our differentiated engineering capability. Our customer required a bespoke heating solution for liquid-cooled load banks used in Datacentre commissioning, an application where thermal dissipation of the electrical load is critical.

Datacentres house large servers and electronic equipment, along with their associated cooling systems. Liquid-cooled load banks are essential devices used to simulate electrical loads to test and validate the performance of power systems, such as generators, uninterruptible power supplies and datacentre infrastructure. These tests generate significant amounts of heat, which must be effectively dissipated to ensure accurate and reliable results.

Within ETS, our North America Sales team collaborated with the Design Engineering teams at our Nuevo Laredo facility in Mexico to develop a heater prototype, leveraging Chromalox technology and cross-functional expertise. The result was a custom product that converts electrical load into heat, efficiently removed by a high-volume propylene-glycol mixture to optimise cooling.

Operational Excellence was key to customer service and delivery. During 2025, daily shipments of the heater increased by 75%. To meet this increasing customer demand, we leveraged our new Operational Excellence Framework to introduce 'self-directed' teams, lean workflows and to set up a dedicated production line.

The team at ETS adopted a partnership approach, delivering a bespoke solution that has customer insights and collaboration at its core, demonstrated through regular site visits and rapid set-up of production with continuous improvement. For example, by proposing to deliver fully assembled, hydro-tested tanks with heaters that reduced our customer's labour and quality risks, we reinforced our position as a strategic partner.

As the Datacentre sector continues to expand globally, ETS' blend of Commercial Excellence, through our sector focus and solution-sales, as well as Operational Excellence, through scalable, lean manufacturing, positions Spirax Group as a trusted partner for customers seeking reliable, innovative solutions in a fast-evolving market.

75%

increase in production during 2025, supporting...

...11%

organic sales growth in ETS



Hear the full story on spiraxgroup.com

