



# Engineering our future

Spirax Group Annual Report 2023

## Our Global Operations

### Steam Thermal Solutions (formerly Steam Specialties) – EMEA

Country/Territory	Company name	Registered office address
Belgium	Spirax Sarco NV	Industriepark 5, B-9052 Zwijnaarde, Belgium
Czech Republic	Spirax Sarco spol sro	Prazska 1455, 102 00 Praha, Hostivar, Czech Republic
Egypt	Spirax Sarco Egypt	19 Farid Street, Heliopolis, Cairo, Egypt
	Spirax Sarco Energy Solutions LLC (H)	19 Farid Street, Heliopolis, Cairo, Egypt
Finland	Spirax Oy	Niittytie 25 A 24, 01300 Vantaa, Helsinki, Finland
France	Spirax Sarco SAS	Zone Industrielle des Bruyères 8 Avenue le Verrier, 78190 Trappes, France
	Spirax-Sarco France HoldCo SAS (H)	23 Route de Château-Thierry, 02200 Noyant-et-Aconin, Soissons, France
	Gestra France SAS	Zone Industrielle des Bruyères, 8 Avenue Le Verrier 78190 Trappes, France
	Spirax Sarco North & West Africa SAS	Zone Industrielle des Bruyères, 8 Avenue Le Verrier, 78190 Trappes, France
Germany	Spirax Sarco GmbH Regelapparate	Reichenastr. 210, 78467 Konstanz, Germany
	Spirax-Sarco Germany Holdings GmbH (H)	Reichenastr. 210, 78467, Konstanz, Germany
	Gestra AG	Muenchener Str. 77, 28215, Bremen, Germany
	Gestra HoldCo GmbH (H)	Muenchener Str. 77, 28215, Bremen, Germany
Hungary	Spirax-Sarco Kft	1103 Budapest Koér utca 2/A, Hungary
Italy	Spirax Sarco Srl	Via Per Cinisello 18, 20834 Nova Milanese, Italy
	Italgestra Srl	Via Per Cinisello 18, 20834 Nova Milanese, Italy
Kenya	Spirax Sarco East Africa Limited	Clifton Park, Mombasa Road, Nairobi, Kenya
Morocco	Spirax Sarco Maghreb	Secteur 3, Lot 146, Rue Arfoud, Bureaux 5 et 6, commerce 2-12000 Temara, Morocco
Netherlands	Spirax-Sarco Netherlands BV	Industrieweg 130A, 3044 AT, Rotterdam, Netherlands
	Spirax-Sarco Engineering BV (H)	Industrieweg 130A, 3044 AT, Rotterdam, Netherlands
	Spirax-Sarco Investments BV (H)	Industrieweg 130A, 3044 AT, Rotterdam, Netherlands
	Spirax-Sarco Netherlands Holdings Coöperative WA (H)	Sluisstraat 7, 7491 GA Delden, Delden, Netherlands
Norway	Spirax Sarco AS	Vestvollveien 14A, N-2019 Skedsmokorset, Norway
Poland	Spirax Sarco Sp Zoo	Jutrzenki 98, 02-230, Warszawa, Poland
	Gestra Polonia Sp Zoo	ul Ku Ujściu 19, PL 80-172, Gdansk, Poland
Portugal	Spirax Sarco Equipamentos Ind Lda	Rua Quinta do Pinheiro, No 8 & 8A, 2794-058 Carnaxide, Portugal
	Gestra Portugal, Lda	Avenida Dr Antunes Guimaraes, Numero 1159, Porto 4100-082, Portugal
Romania	Spirax-Sarco SRL	2-4 Traian Street, Cluj-Napoca Municipality, Cluj County, Romania
South Africa	Spirax Sarco Investments (Pty) Limited (H)	Corner Brine Avenue and Horn Street, Chlookop Ext 23, Gauteng 1624, South Africa
	Spirax Sarco South Africa (Pty) Limited	Corner Brine Avenue and Horn Street, Chlookop Ext 23, Gauteng 1624, South Africa
Spain	Spirax-Sarco SAU	C/ Sant Josep, 130 08980 Sant Feliu de Llobregat, Barcelona, Spain
	Spirax-Sarco Engineering SLU (H)	C/ Sant Josep, 130 08980 Sant Feliu de Llobregat, Barcelona, Spain
	Gestra Espanloa SA	Calle Luis Cabrera 86-88, 28002, Madrid, Spain
Sweden	Spirax Sarco AB	Evenemansgatan 40, 169 56 Solna, Sweden
Switzerland	Spirax Sarco AG	Gustav-Maurer-Strasse 9, 8702 Zollikon, Switzerland
Turkey	Spirax Sarco Valf Sanayi ve Ticaret A.S	Serifali Mevkii, Edep Sok No 27, 34775 Yukari Dudullu – Ümraniye, Istanbul, Turkey
United Arab Emirates	Spirax Sarco Trading LLC	38-0, R338 Um Hurair Second, Dubai, United Arab Emirates
United Kingdom	Spirax-Sarco Limited*	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Spirax-Sarco America Limited (H)	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Spirax-Sarco America Investments Limited* (H)	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Spirax-Sarco Investments Limited* (H)	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Spirax-Sarco Overseas Limited* (H)	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Gestra Holdings Limited* (H)	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Gestra UK Limited	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Cotopaxi Limited	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom

## Steam Thermal Solutions – Asia Pacific

Country/Territory	Company name	Registered office address
Australia	Spirax Sarco Pty Limited	14 Forge St., Blacktown, NSW 2148, Australia
China	Cotopaxi Energy Technology Development (Beijing) Co. Ltd	Room 506, Unit 101 Floor 2-7, Building No. 1, 3 Chuangda Road, Chaoyang District, Beijing, China 100102
	Spirax-Sarco Engineering (China) Limited	No 800 XinJun Ring Road, Pujiang Hi Tech Park, Shanghai, China
	Spirax Sarco Trading (Shanghai) Co Limited	No 800 XinJun Ring Road, Pujiang Hi Tech Park, Shanghai, China
	Gestra (Shanghai) Fluid Control Technology Co Limited	Room 333 3rd Floor of 4th Area Building 1, No.2001 North Yanggao Road China (Shanghai) Free Trade Pilot Zone, Shanghai, China
Hong Kong	Spirax Sarco Hong Kong Co Limited	Unit 1507, 15th Floor, Prosperity Center, 25 Chin Yip Street, Kwun Tong, Kowloon, Hong Kong
India	Spirax-Sarco India Private Limited	Plot No. 6, Central Avenue, Mahindra World City, Chengalpattu Taluk, Kancheepuram District 603004, India
Indonesia	PT Spirax Sarco Indonesia	Kawasan Infinia Park Blok C-99, Jl. Dr Sahardjo No. 45, Manggarai Tebet, Jakarta Selatan 12850, Indonesia
Japan	Spirax Sarco Godo Gaisha	261-0025, 2-37 Hamada, Mihama-ku, Chiba, Japan
Malaysia	Gestra Steam Solutions Sdn Bhd	18 Tidak Melebihi Baru Ditubuhkan, Malaysia
	Spirax Sarco Sdn Bhd	No 10, Temasya 18, Jalan Pelukis U1/46A, 40150 Shah Alam, Selangor, Malaysia
	Spirax Sarco Investment Limited (H)	6th Floor, Akademi Etiqa, No23 Jalan Melaka, 50100 Kuala Lumpur, Malaysia
Myanmar	Spirax Sarco Limited	No.192, Kabar Aye Pagoda Road, Myanmar Centre – Tower 2, Unit.1218, Bahan Township, Yangon, Myanmar
New Zealand	Spirax Sarco Limited	6 Nandina Avenue, East Tamaki, Auckland 2013, New Zealand
Philippines	Spirax-Sarco Philippines Inc	2308 Natividad Building, Chino Roces Avenue Extension, Makati City, Philippines
Singapore	Spirax Sarco Pte Limited	21 Changi South Avenue 2, #01-01 Singapore 486630, Singapore
	Spirax-Sarco APAC Investments Pte Limited	21 Changi South Avenue 2, #01-01 Singapore 486630, Singapore
	Gestra Singapore Pte Limited	21 Changi South Avenue 2, #01-01 Singapore 486630, Singapore
South Korea	Spirax Sarco Korea Limited	Steam People House, 99 Sadangro 30gil, Dongjak-gu, Seoul, Republic of Korea
Taiwan	Spirax Sarco Co Limited	6F-3, No. 12, Lane 270, Sec. 3, Pei Shen Road, Shen Keng District, New Taipei City 22205, Taiwan
Thailand	Spirax Sarco (Thailand) Limited	38 Krungthepkreeta Road, Khlong Song Ton Nun, Lat Krabang, Bangkok 10520, Thailand
Vietnam	Spirax Sarco Vietnam Co Limited	4th Floor, 180 Nguyen Van Troi Street, Ward 8, Phu Nhuan District, Ho Chi Minh City, Vietnam

## Steam Thermal Solutions – Americas

Country/Territory	Company name	Registered office address
Argentina	Spirax Sarco SA	Av. del Libertador 498, 12th Floor, Buenos Aires C1001ABR, Argentina
Brazil	Spirax Sarco Ind e Com Limitada	Avenida Manoel Lages do Chão, 268, Bairro Portão, Cotia, São Paulo, 06705-050, Brazil
	Hiter Controls Engenharia Limitada	Avenida Manoel Lages do Chão, 268, Bairro Portão, Cotia, São Paulo, 06705-050, Brazil
Canada	Spirax Sarco Canada Limited	383 Applewood Crescent, Concord, ON L4K 4J3, Canada
Chile	Spirax-Sarco Chile Limitada	Las Garzas 930, Galpón E, Quilicura, Santiago de Chile, Chile
	Inversiones Spirax-Sarco Chile Limitada (H)	Las Garzas 930, Galpón D, Quilicura, Santiago de Chile, Chile
Colombia	Spirax Sarco Colombia SAS	Carretera Panamericana No 3-150, Jamundi, Valle del Cauca, Cali, Colombia
Mexico	Spirax Sarco Mexicana, SAPI DE CV	Boulevard Alianza 30B, Parque Industrial CPA, Ciénega de Flores Nuevo León, CP 65550, Mexico
Peru	Spirax Sarco Peru SAC	Av. Guillermo Dansey 2124, Lima, Lima, Perú
United States	Spirax Sarco Inc	1209 Orange Street, Wilmington, DE 19801, United States
	Sarco International Corp (H)	1209 Orange Street, Wilmington, DE 19801, United States
	Spirax Sarco Investments, Inc (H)	251 Little Falls Drive, Wilmington, DE 19808-1674, United States
	Gestra USA, Inc	1209 Orange Street, Wilmington, DE 19801, United States

## Our Global Operations continued

## Electric Thermal Solutions

Country/Territory	Company name	Registered office address
Australia	Vulcanic TEE Pty Limited	7 Buckman Cl, Toormina NSW 2452, Australia
Belgium	Vulcanic SA	Uitbreidingstraat 60-62, 2600 Berchem, Belgium
Brazil	Chromalox Engenharia Limitada	Avenida Manoel Lages do Chão, 268, Bairro Portão, Cotia, São Paulo, 06705-050, Brazil
Canada	Canadian Heat Acquisition Corp (H)	7051 68th Ave NW, Edmonton, Alberta, T6B 3E3, Canada
China	Chromalox Precision Heat Control (Shanghai) Co Limited	88 Taigu Road, Suite A2, 4th Floor – Fenggu Building, Shanghai, 200131, China
	Chromalox Precision Heat Control (Suzhou) Co Limited	T02, No 1801, Pangjin Road, Pangjin Industrial Park, Wujiang, Suzhou, 215200, China
	Thermocoax (Chengdu) Co Limited	No.11 Fujiang Road, Shuangliu Park, Jiaelong Industry Port, Chengdu, Sichuan, China
France	Constructions Electro-Thermiques D'Alsace SAS	42 Rue des Aviateurs, 67500 Haguenau, France
	Etirex SAS	23 Route de Château Thierry, Noyant-et-Aconin, Soissons, Cedex, F 02203, France
	Loreme SAS	12 Rue des Potiers d'Étain, 57070 Metz, France
	RS Isolec SAS	45 Avenue des Acacias, 45120 Cepoy, France
	Thermocoax Développement SAS	40 Boulevard Henri Sellier, 92150 Suresnes, France
	Thermocoax SAS	Usine de Planquivon, Athis-de-l'Orne, 61430 Athis-Val de Rouvre, France
	Univers 32 SAS (H)	41 Avenue de Friedland, 75008 Paris, France
	Vulcanic Assets SAS (H)	48 Rue Louis Ampère, 93330 Neuilly-sur-Marne, France
	Vulcanic Management 1 SAS (H)	48 Rue Louis Ampère, 93330 Neuilly-sur-Marne, France
	Vulcanic Management 2 SAS (H)	48 Rue Louis Ampère, 93330 Neuilly-sur-Marne, France
Vulcanic Group Holding SAS (H)	48 Rue Louis Ampère, 93330 Neuilly-sur-Marne, France	
Vulcanic SAS	48 Rue Louis Ampère, 93330 Neuilly-sur-Marne, France	
Germany	Chromalox Isopad GmbH	Englerstraße 11, 69126 Heidelberg, Germany
	Vulcanic GmbH	Donaustraße 21, 63452 Hanau, Germany
	Vulcanic Triatherm GmbH	Flurstraße 9, 96515 Sonneberg, Germany
Hong Kong	Chromalox Hong Kong Holdings Limited (H)	33/F, Shui On Centre, Nos 6-8 Harbour Road, Wanchai, Hong Kong
India	Chromalox India Precision Heat & Control Private Limited	1st Floor, 6 Unicom House, A-3 Commercial Complex, New Delhi, Janakpuri, 110058, India
Mexico	ELW Industrial S. de R. L. de C.V.	Carretera Nacional, K.M. 8.5, Modulo Industrial de America, Lote #5, Nuevo Laredo, Tamaulipas, 88277, Mexico
Singapore	Chromalox Precision Heat and Control (Singapore) Pte Limited	No 11 Woodlands Close, #05-34, Singapore, 737854, Singapore
Spain	Vulcanic Termoelectrica SLU	Carretera de Viernoles no.32, 39300 Torrelavega, Cantabria, Spain
Thailand	Chromalox (Asia Pacific) Limited	383/2, The Village Business Centre, Unit D16-A, Moo 12, Sukhumvit Road, Nongprue, Banglamung, Chon Buri, 20151, Thailand
United Arab Emirates	Chromalox Gulf DWC, LLC	PO Box 390012, Office No: E-2-0226, Business Park, Dubai Aviation City, United Arab Emirates
United Kingdom	Chromalox (UK) Limited	AMP House, 2nd Floor, Dingwall Road, Croydon, Surrey CR0 2LX, United Kingdom
	Thermocoax UK Limited	Tower House, Lucy Tower Street, Lincoln LN1 1XW, United Kingdom
	Vulcanic UK Limited	Windward Barn, Honningham Thorpe Business Park Norwich Road, Colton, Norwich NR9 5BZ, United Kingdom
United States	190 Detroit Street, LLC	2280 Hicks Rd., STE 500 Rolling Meadows, IL 60008, United States
	305 Cary Point, LLC	190 Detroit Street, Cary, IL 60013, United States
	325 Cary Point, LLC	190 Detroit Street, Cary, IL 60013, United States
	Cary Detroit, LLC	190 Detroit Street, Cary, IL 60013, United States
	Chromalox, Inc.	2711 Centerville Rd., Suite 400, Wilmington, DE 19808, United States
	Durex HoldCo Corp (H)	1209 Orange Street, Wilmington, DE 19801, United States
	Durex International, LLC	251 Little Falls Drive, Wilmington, DE 19808-1674, United States
	Heat Acquisition Corp (H)	2711 Centerville Rd., Suite 400, Wilmington, DE 19808, United States
	Thermocoax, Inc	1209 Orange Street, Wilmington, DE 19801, United States
	Vulcanic EML, LLC	5907 Breen Drive, Houston, TX 77086, United States
	Vulcanic US, Inc (H)	Capitol Services, Inc., 108 Lakeland Ave., Dover, DE 19901, United States

## Watson-Marlow Fluid Technology Solutions

Country/Territory	Company name	Registered office address
Australia	Watson-Marlow Pty Limited	Unit 15, 19-26 Durian Place, Wetherill Park, NSW 2164, Australia
Austria	Watson-Marlow Austria GmbH	Rathaus Viertel 3/1 OG/TOP 311, Guntramsdorf A 2353, Wien, Austria
Belgium	Watson-Marlow NV	Industriepark 5, B-9052 Zwijnaarde, Belgium
Brazil	Watson-Marlow Bredel Ind e Com de Bombas Limiteda	Alameda Oceania, 63, Polo Empresarial Tamboré, Santana de Parnaíba, São Paulo, CEP 06543-308, Brazil
Canada	Watson-Marlow Canada Inc	383 Applewood Crescent, Concord, ON L4K 4J3, Canada
Chile	Watson-Marlow Bombas Chile Limiteda	Las Garzas 930, Galpón E, Quilicura, Santiago de Chile, Chile
China	Shanghai Watson-Marlow Limited	No. 211, Wenjing Road, Shanghai Minhang District, China
Colombia	Watson-Marlow Colombia SAS	Carretera Panamericana No 3-150, Jamundi, Valle del Cauca, Cali, Colombia
Czech Republic	Watson-Marlow sro	Pražská 1455/18a, 102 00 Praha 10, Czech Republic
Denmark	Watson-Marlow Flexicon A/S	Frejasvej 2, 4100 Ringsted, Denmark
Finland	Watson-Marlow Finland Oy	Niittytie 25 A 24, 01300 Vantaa, Helsinki, Finland
France	Watson-Marlow SAS	9 Route De Galluis, Zi Les Croix, 78940 La Queue Lez Yvelines, France
Germany	Watson-Marlow GmbH	Kurt-Alder-Str. 1, 41569 Rommerskirchen, Germany
Hungary	Watson-Marlow Kft	Lajos ucta 30, Budapest 1023, Hungary
India	Watson-Marlow India Private Limited	Mahalaxmi Icon, S. No. 132/2A-3A, Near Sai HP Petrol Pump, Pune-Mumbai Bypass Road, Tathawade, Pune, Maharashtra, 411 033, India
Ireland	Watson-Marlow Limited	Unit 1013, Gateway Business Park, New Mallow Rd., Cork, Ireland
Italy	Watson-Marlow Srl	Via Padana Superiore 74/D, 25080 Mazzano, Brescia, Italy
Japan	Watson-Marlow Co Limited	4-23-21 Ukima Kita-ku, Tokyo 115-0051, Japan
Malaysia	Watson-Marlow SDN BHD	6th Floor, Akademi Etiqa No. 23 Jalan Melaka, 50100 Kuala Lumpur W.P., Malaysia
Mexico	Watson-Marlow S de RL de CV	Boulevard Alianza 30B, Parque Industrial CPA, Ciénega de Flores Nuevo León, CP 65550, Mexico
Netherlands	Watson-Marlow BV	Oslo 9 – 11, 2993LD Barendrecht, Netherlands
	Watson-Marlow Bredel BV	Sluisstraat 7, 7491 GA, Delden, Netherlands
	Watson-Marlow Bredel Holdings BV (H)	Sluisstraat 7, 7491 GA, Delden, Netherlands
	Watson-Marlow Bredel Holdings II BV (H)	Sluisstraat 7, 7491 GA, Delden, Netherlands
New Zealand	Watson-Marlow Limited	Unit F, 6 Polaris Place, East Tamaki, Auckland 2013, New Zealand
Norway	Watson-Marlow Norge AS	Vestvollveien 14A, 2019 Skedsmokorset, Norway
Philippines	Watson-Marlow Inc	10th Floor EGI Rufino Plaza, Sen. Gil Puyat Avenue, Corner Taft Avenue, Barangay, 38 Pasay City, Fourth District, Philippines
Poland	Watson-Marlow Sp Zoo	Al. Jerzego Waszyngtona 146, 04-076 Warszawa, Poland
Singapore	Watson-Marlow Pte Limited	421 Tagore Industrial Avenue, #01-13, Singapore 787805, Singapore
South Africa	Watson-Marlow Bredel SA (Pty) Limited	Unit 6 Cradleview Industrial Park, Cnr Beyers Naude Drive & Johan Street, Laser Park, South Africa
Spain	Watson-Marlow SLU	Tuset, 20 3 – 08006, Barcelona, Spain
Sweden	W-M Alitea AB	Hammarby Fabriksväg 29-31, SE-120 30 Stockholm, Sweden
Switzerland	Watson-Marlow AG	Gustav-Maurer-Strasse 9, 8702 Zollikon
Taiwan	Watson-Marlow Co Limited	No.9 Lane 270 Sec. Beishen Road, Shenkeng District, New Taipei City 222, Taiwan
United Arab Emirates	Watson Marlow FZCO	Office Number FZJOA2005, Jafza One, Jebel Ali Free Zone, Dubai, United Arab Emirates
United Kingdom	Aflex Hose Limited	Dyson Wood Way, Bradley, Huddersfield HD2 1GZ, United Kingdom
	BioPure Technology Limited	Bickland Water Road, Falmouth, Cornwall TR11 4RU, United Kingdom
	Watson-Marlow Limited*	Bickland Water Road, Falmouth, Cornwall TR11 4RU, United Kingdom
United States	ASEPCO	1161 Cadillac Ct, Milpitas, CA 95035, United States
	Watson-Marlow America Manufacturing Inc	37 Upton Drive, Wilmington, MA 01887, United States
	Watson Marlow Inc	37 Upton Technology Park, Wilmington, MA 01887, United States
	Watson-Marlow Flow Smart Inc	1675 South State St., Suite B, Dover, DE 19901, United States

## Our Global Operations continued

### Dormant companies

Country/Territory	Company name	Registered office address
Canada	Canadian Heat Holding Corp	6600-100 King Street W., 1 First Canadian Place, Toronto, Ontario M5X 1B6, Canada
France	Heat Holding France SAS	23 Route de Château-Thierry, 02200 Noyant-et-Aconin, Soissons, France
Russia	Vulcanic (Representative Office)	Business Centre Grad, 1 Bld, 3A Solnechnaya Street, Moskovskoe Poselenie, 108811 Moscow, Russia
United Kingdom	Gervase Instruments Limited*	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Heat Holding (UK) Limited	Lansdowne Building, 2 Lansdowne Road, Croydon CR9 2ER, United Kingdom
	SARCO Limited*	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Sarco Thermostats Limited	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Spirax Group Limited	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Spirax Manufacturing Co Limited	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Spirax-Sarco Europe Limited*	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
United States	Spirax-Sarco International Limited*	Charlton House, Cirencester Road, Cheltenham, Gloucestershire GL53 8ER, United Kingdom
	Heat Acquisition Corp.	251 Little Falls Drive, Wilmington, DE 19808-1674, United States
	Mexican Heat Holding Corp.	c/o RA PO Box 20380, Carson City, Nevada 89706, United States
	Mexican Heat Holding, LLC	160 Greentree Dr., Suite 101, Dover, Delaware 19904, United States
	Ogden Manufacturing Co.	2711 Centerville Rd., Suite 400, Wilmington, DE 19808, United States

The global operations listed on pages 258 to 262 are registered companies.

In addition to these operations, we have a number of other operating units, including an Associate company; a company that is part owned with a third-party trust; branches of Spirax Sarco steam or Watson-Marlow companies; and several Watson-Marlow businesses that operate via Spirax Sarco steam business companies. The Spirax Group Education Fund, established in 2021, is not included in the consolidated financial statements as under IFRS 10 the Group does not have control of this fund.

Details of these operations can be found on page 263.

#### Key

\* Direct subsidiary owned by Spirax-Sarco Engineering plc.

(H) Holding company.

## Notes

1. All subsidiaries in the tables on pages 258 to 262 are indirect subsidiaries of Spirax-Sarco Engineering plc, unless indicated\*. All subsidiaries listed are ultimately 100% owned by the Group, except as follows:

Company	% owned by the Group
Spirax Sarco Egypt	98.867%
Spirax Sarco Energy Solutions LLC, Egypt	98.992%
Spirax Sarco Korea Ltd	97.5%
Spirax-Sarco Philippines Inc	99.998%
Spirax Sarco Services	48.51%. (51.49% is owned by a third-party trust, The Tomorrow Trust). The Group has control of the company and exposure, or rights, to variable returns from its investment in the investee.
Spirax Sarco (Thailand) Ltd	99.995%

2. In addition to the subsidiaries in the tables on pages 258 to 262, we have the following operations:

### Steam Technology Solutions:

Country	Operating as a branch of
Cambodia	Spirax Sarco Pte Limited, Singapore
Denmark	Spirax-Sarco Limited, UK
Ghana	Spirax-Sarco Limited, UK
Greece	Spirax-Sarco Limited, UK
Ireland	Spirax-Sarco Limited, UK
Japan	Spirax-Sarco Limited, UK
Pakistan	Spirax-Sarco Limited, UK
Saudi Arabia	Spirax-Sarco Limited, UK
Slovakia	Spirax Sarco Spol. s.r.o.
Sri Lanka	Spirax-Sarco India Private Limited, India
Tanzania	Spirax-Sarco Limited, UK
Uganda	Spirax-Sarco Limited, UK
Zambia	Spirax Sarco South Africa (Pty) Limited, South Africa

### Watson-Marlow Fluid Technology Solutions:

Country	Operating as a branch of
Serbia	Watson-Marlow Austria GmbH
Operating via	
Argentina	Spirax Sarco SA, Argentina
China	Spirax-Sarco Engineering (China) Limited
Indonesia	PT Spirax-Sarco Indonesia
South Korea	Spirax Sarco Korea Limited
Thailand	Spirax Sarco (Thailand) Limited
Vietnam	Spirax Sarco Vietnam Co Limited

This complete list of our global operations, including subsidiaries, forms part of the audited Financial Statements. For more information see Note 2 in the Company Financial Statements.

3. UK registered subsidiaries exempt from audit:

Company name	Company number
BioPure Technology Limited	03665190
Chromalox (UK) Limited	04325451
Cotopaxi Limited	07038605
Gestra UK Limited	10639879
Spirax-Sarco America Limited	07829847
Spirax-Sarco Investments Limited	00100995
Spirax-Sarco Overseas Limited	01472201
Gestra Holdings Limited	11612492
Spirax-Sarco America Investments Limited	11639451
Heat Holding (UK) Limited	04325456
Aflex Hose Limited	01088141
Thermocoax U.K. Limited	03504380
Vulcanic UK Limited	07194498

The companies listed above qualify to take the statutory audit exemption as set out within Section 479A of the Companies Act 2006 for the period ended 31st December 2023. Spirax-Sarco Engineering plc will guarantee the debts and liabilities of the companies claiming the statutory audit exemption at the balance sheet date in accordance with Section 479C of the Companies Act 2006.

## Officers and Advisers

### Secretary and registered office

A.J. Robson  
Group General Counsel and Company Secretary  
Spirax-Sarco Engineering plc  
Charlton House  
Cirencester Road  
Cheltenham  
Gloucestershire GL53 8ER

Tel: +44 (0)1242 535000

Email: [group.legal@spiraxgroup.com](mailto:group.legal@spiraxgroup.com)

Web: [spiraxgroup.com](http://spiraxgroup.com)

### Auditor

Deloitte LLP

### Financial advisers

Rothschild

JPMorgan Securities plc (JPMorgan Cazenove)

### Financial PR

Teneo

### Bankers

Barclays Bank PLC HSBC Bank PLC

BNP Paribas Citibank, N.A.

Crédit Industriel et Commercial ING Bank, N.V.

UniCredit Bank AG Wells Fargo Bank, N.A.

### Corporate brokers

JPMorgan Securities plc (JPMorgan Cazenove)

Morgan Stanley & Co. International plc

### Registrars

The Company's Registrar is Equiniti Limited.

Equiniti provide a range of services to shareholders.

Extensive information including many answers to frequently asked questions can be found online.

Use the QR code to register for free at [www.shareview.co.uk](http://www.shareview.co.uk)



Equiniti's registered address is:  
Aspect House, Spencer Road, Lancing, West Sussex,  
BN99 6DA.

### Solicitors

Baker & McKenzie LLP

### Important dates

Annual General Meeting	15th May 2024
2024 Half Year Results	8th August 2024

### Final dividend\*\*

Ordinary shares quoted ex-dividend	25th April 2024
Record date for final dividend	26th April 2024
Final dividend payable	24th May 2024

\*\* Subject to shareholder approval at the AGM





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Spirax Group's commitment to environmental stewardship is reflected in this Annual Report, which has been printed on Revive 100 Silk, which is 100% post-consumer recycled, FSC® certified and totally chlorine free (TCF) paper. Printed in the UK by Park Communications using vegetable-based inks, with 99% of dry waste being diverted from landfill. The printer is a CarbonNeutral® company. Both the mill and the printer are certified to ISO 14001 (Environmental Management System) and ISO 9001 (Quality Management System).

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