

Business Review

Group Overview

Spectris designs, develops and markets productivity-enhancing instrumentation and controls. Our products, applications and services help customers to:

Improve product quality and performance

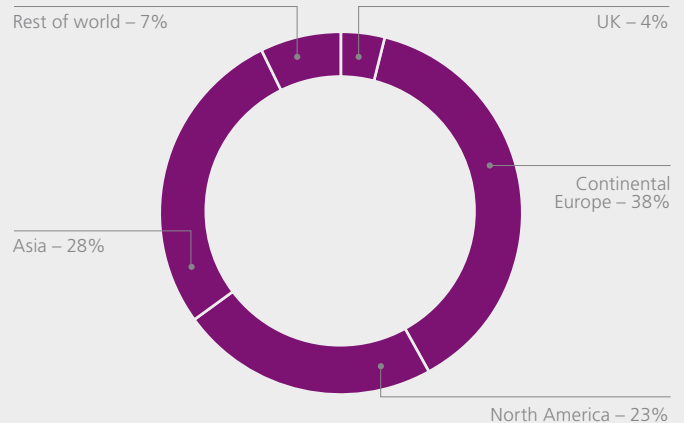
Improve core manufacturing processes

Reduce downtime and wastage

Reduce time to market

We serve our clients through our global presence

2008 sales by destination
Continuing businesses



We operate on a global scale

Our sales and service offices are located around the world, supporting customers in the key regions of Europe, Asia and the Americas, and with a growing presence in other expanding regions in the rest of the world.

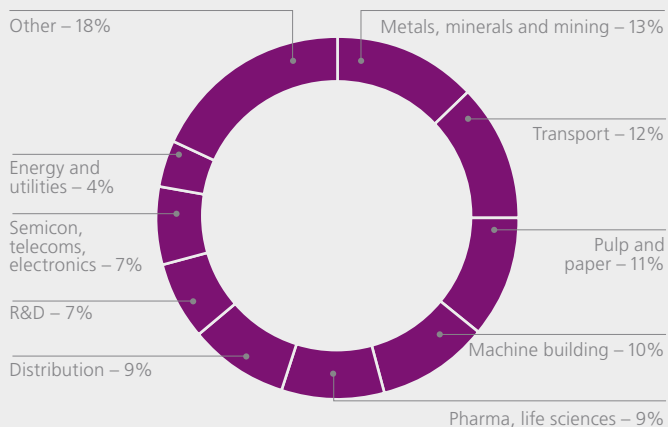
We enable our customers to achieve rapid payback on their investment

Our products generally involve low capital expenditure and bring significant and rapid payback for customers in terms of increased productivity. A typical example is the installation of a BTG Müttek system at a large producer of recycled fibre-based carton board, which, by cutting chemical additives and boosting productivity, paid for itself in just three months. In another example, a UK mineral processing company has increased throughput by around 60% following the installation of a Malvern in-line particle size analyser. The majority of our sales are to customers who are looking to upgrade existing processes at modest cost.

and operate in a balanced range of end markets

2008 approximate sales by end user market

Continuing businesses



We operate across a diverse range of markets

Our customers are multinational, blue-chip customers in a diverse range of end markets, with no individual market representing more than 13% of total group revenues. Metals, minerals and mining, pharmaceuticals, pulp and paper, and transportation (primarily research and development for the automotive and aerospace industries) are the principal end markets. Our core business is the design, assembly and testing of our products, and we outsource manufacturing and non-core activities where possible in order to reduce fixed costs and speed up response times.

Our businesses have resilient qualities and operate in niche markets

Our businesses are leaders in their specialised markets, with strong brands and market-leading products. Many of their activities are focused on markets which demonstrate resilient growth drivers. These include increasing environmental, health and safety legislation which drives demand for our products in areas such as environmental noise monitoring and emissions control; restricting hazardous substances in product manufacture; and food safety. In addition, consumables, product and software upgrades, replacement parts and calibration services form a significant part of our business, providing a degree of protection from wider economic trends.

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6,057

Employees worldwide

29

Countries in which we have offices

Overview

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Governance

Financial Statements