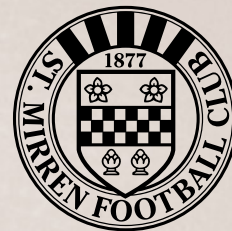


ST MIRREN FOOTBALL CLUB 2026



OUR PROGRESSION



INTRODUCTION

Scottish football is operating within an increasingly challenging and unsustainable financial environment, with many clubs across Scotland and the wider UK currently reporting substantial operating losses that are being underwritten by ownership. Rising player salaries, increasing operating costs, inflationary pressures and growing external investment across the Premiership continue to widen the competitive landscape.

As a club, St Mirren FC has made significant progress both on and off the pitch in recent

years. However, maintaining and building upon that success requires a clear long-term strategy focused on sustainability, innovation and growth.

We also continue to work closely with SMISA and their recently launched Build the Buds campaign, which has already seen encouraging membership growth, while also working closely with Kibble to maximise their operational support for the club. While this positive work continues, significant pressure remains on the long-term sustainability and growth of our club.

Implementing and maintaining a strategic approach to progression will ensure St Mirren continues evolving as a modern, ambitious and financially responsible football club, capable of competing consistently in the Premiership, while protecting the club's long-term future.

In October 2023 we set out our plan to support the development of the core vision and mission of the club with the launch of the "Our Purpose" club strategy document. Our mission continues, **to be the best community centred development club in**

in Scotland, and we continue to evolve to navigate the ever-changing landscape of Scottish football, to give us the best opportunity to allow us to deliver our core mission.

Our Progression builds upon the foundation that we have laid in the past 3 years and provides the best opportunity for us to maximise the club's ambition and potential whilst dealing with the challenges faced within this environment.



OUR PROGRESSION

BUILDING UPON THE FOUNDATIONS FOR A SUSTAINABLE FUTURE FOR ST MIRREN FC

Our Progression, building on our core strategic pillars of Paisley, People and Performance, sets out our complementary framework to enable us to develop and build a sustainable football model that will allow St Mirren FC to compete consistently, develop talent, grow responsibly and remain financially resilient in a rapidly changing football environment.

This strategic direction is not about reducing ambition, it is about creating the strongest possible platform for sustainable success as a majority fan owned football club.

SUMMARY OF KEY GOALS

Goal 1	PROSPERITY – Financial Sustainability
Goal 2	PATHWAY – Player Development and Trading
Goal 3	POTENTIAL – Long Term Growth



GOAL 1: PROSPERITY

FINANCIAL SUSTAINABILITY

The club must continue to operate responsibly whilst remaining competitive on the pitch. Without the support of significant external investment, the focus must be to control long term cost growth, reduce structural financial pressures, operate within sustainable parameters with an objective to protect the club's long-term stability, whilst continuing to retain our ambition to compete at the highest level possible.

Action 1: Managing wage inflation responsibly and maintaining sustainable squad investment

Indicators of Success: Maintaining a sustainable wage to turnover ratio whilst ensuring the total squad investment remains within the agreed annual budget parameters; and operate with a balanced investment approach that supports competitiveness without creating unsustainable wage commitments.

Action 2: Protecting cash flow and reserves, whilst improving financial resilience

Indicators of Success: Through maintaining a minimum cash reserve equivalent to an agreed number of months operating costs and working on improving reserve planning.

Action 3: Improve financing resilience whilst reducing reliance on exceptional income including European football, and successful cup runs

Indicators of Success: Managing a sustainable core budget with operating surplus/deficit excluding exceptional income, with additional income being identified as a bonus and not as a significant criteria within the budget. The aim will be to reduce reliance on exceptional income year on year.

GOAL 2: PATHWAY PLAYER DEVELOPMENT AND TRADING

Modern football increasingly rewards clubs capable of developing and improving players. To fulfil this model and our **core mission of becoming the best development club in Scotland** we will place greater emphasis on the recruitment of younger players with potential, creating a pathway through the elite academy; maximise opportunities for academy graduates; develop transferable player assets; and continue to build a sustainable player trading model; building upon our reputation and visibility to create a multiplying effect that can further enhance the process.

This approach will also strengthen opportunities for players to progress through the Academy into the first team.

To complement this and remain competitive, the club must continue to progress by investing in modernising our football operations through smarter recruitment and innovation and investment in training infrastructure.

Our recruitment and performance strategy will increasingly utilise data analysis, improved scouting, sports science and performance monitoring.

We will continue to explore opportunities utilising strategic loan recruitment, scanning emerging domestic and international markets and exploring young player development partnerships through club cooperation agreements and strategic loan arrangements.





ACTION 1:

Build a younger, higher-potential squad with stronger and more visible academy pathways and a sustainable player trading model

Indicators of Success: Success will be measured via the reduction in average squad age over a sustainable period, an increase in minutes played by academy graduates, growth in the transferable assets within the squad and a balanced squad profile between youth and experienced leadership.



ACTION 2:

Strengthen long-term football competitiveness through modernised operations, smarter recruitment and enhanced performance capability

Indicators of Success: Greater use of data and performance insight in recruitment, improved player availability and fitness levels and stronger operational alignment between recruitment, analysis, coaching and performance teams; continuing to build on our strategic partnership with UWS to strengthen our psychosocial development research of our academy players; continued enhancement of elite training environment.



ACTION 3:

Improve the squad through building relationships to develop partnerships for signing loan players and identifying younger players to join the team

Indicators of Success: Successful loans bringing in high wage players within budget and being able to rely upon partnerships for a pathway of loan players; building more solid relationships with a cross section of clubs across the leagues, to optimise player development and loans, through St Mirren FC being a platform to assist with development of younger high potential players from larger clubs across the UK and to evidence more success of player development through strategic loans and cooperation agreements.

GOAL 3: POTENTIAL LONG-TERM GROWTH

The potential lies with long term growth across all areas of the club, in order to be sustainable off the pitch, supporting growth and development on the pitch. The club will focus on a number of areas of improvement and development to encourage growth including commercial growth, improvement in infrastructure, operational development, digital engagement and community connection. St Mirren FC will continue evolving whilst remaining true to the club's identity and community values.

Action 1: Build upon and grow commercial and non-matchday revenue, including strategic investment in infrastructure

Indicators of Success: Continued growth in commercial revenue, introduction of new partners and stakeholders, continued development of areas within the stadium to host additional guests, increase in revenue for non-match day events, consideration and implementation of sustainable and environmentally friendly practices.



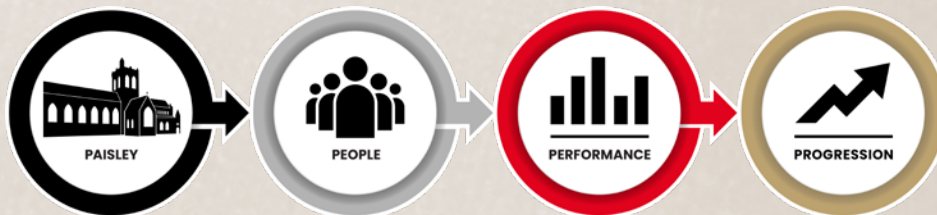
Action 2: Build long-term organisational resilience including operational development

Indicators of Success: Maximisation of operational skills and efficiencies, streamlining and modernising processes, developing and supporting staff to improve capabilities through appraisal process, staff integration and learning and development opportunities; futureproofing club operations and infrastructure, working towards sustainable long term planning structures.



Action 3: Enhance the club visibility and profile whilst engaging the local and wider community, and attracting more stakeholders and fans

Indicators of Success: Improving on season ticket sales, interacting with fans and stakeholders through modernised digital technology and intuitive data and feedback gathering, through engagement with CRM system allowing us to analyse and maximise data information; continue to support and optimise growth of the women's team through enhanced resources and access to club facilities and methodology; raising the profile of the club within the community and attracting a diversified fan base including specific fan engagement pieces such as our recent independent accessibility review, working with I am Me, and through our continued engagement with our SLOs and fan groups including the SMDSA, ensuring we continue to support our loyal fan base.



OUR PROGRESSION OUR COMMITMENT

We recognise there may be challenges and periods of transition along the way, but we believe this progression of our core strategy provides the strongest opportunity for long-term success, building sustainably, remaining competitive, developing players, operating responsibly and creating long term stability.

We remain ambitious about what the club can achieve both on and off the pitch and are always striving to improve, develop and implement change in order to remain competitive, sustainable and forward-thinking to **be the best community centred development club in Scotland**; to create a legacy for the future generations of the club.

