



OUR STRATEGY CONTINUED

ATTRACTIVE GROWTH MARKETS

Our businesses serve multiple end markets and we have a diverse customer base, from original equipment manufacturers and repair shops to scientists and surgeons.

We have exciting opportunities at different stages of development

The diversity of our portfolio and breadth of exposure across markets bring resilience to Group revenue. We seek opportunities that increase our exposure to markets with positive structural investment trends. Our customers in these markets have complex needs that are met through our value-add propositions.

We position ourselves in our existing and established end markets to increase market share and leverage growth. We also have exciting opportunities in early stage and exploratory end markets.

+ ESTABLISHED

→ Aerospace

→ Defence

→ Infrastructure

→ IVD

+ EARLY STAGE

→ Datacentres

→ Automation

→ Clean energy

→ Scientific

+ EXPLORATORY

→ Water

→ Energy storage

→ Nuclear

Supporting long-term structural growth

Increasing exposure to attractive growth markets

Over the last five years the Group has significantly grown its presence in attractive growth markets. Some examples include renewables, datacentres, electrification, aerospace, industrial automation, in vitro diagnostics and infrastructure.



AEROSPACE

Long-term growth in aerospace is being driven by OEM backlogs, supply chain constraints, and rising passenger demand in civil aviation. The aerospace fasteners market, in particular, is highly fragmented and critical to aircraft manufacturing, creating significant opportunities for specialised suppliers.



IVD

Preventative healthcare is accelerating as governments and health authorities prioritise keeping patients out of hospital. Growing public and private investment across allergy and autoimmune testing, pre-conception and cancer screening, and emerging technologies such as genomics is driving growth opportunities across the sector.



CLEAN ENERGY

The shift toward renewables, electrification, and smart infrastructure drives increased demand for high-performance components used in energy, industrial and building applications, as customers invest in upgrading and decarbonising systems.



DATACENTRES

Accelerating market growth is being driven by rising AI-related demands for power, infrastructure, and advanced liquid cooling solutions, creating significant opportunities across the datacentre and technology supply chain.



INDUSTRIAL AUTOMATION

Long-term growth in industrial automation is being driven by manufacturing reshoring, increased adoption by OEMs to address labour shortages, and the replacement and upgrading of ageing CNC machines and industrial robots.



WATER

Population growth, climate pressures, and ageing systems are driving demand for water management and treatment solutions. Diploma's products and services – particularly in fluid controls, seals, and flow solutions – support customers in maintaining and upgrading critical infrastructure.



OUR STRATEGY CONTINUED

GEOGRAPHIC AND PRODUCT WHITE SPACE

We focus on core developed geographies – the US, Canada, the UK, Europe and Australia – where our value-add solutions are valued and we have great opportunity for growth.

Exciting growth prospects: geographic and product white space

We have significant white space opportunity to expand our geographical reach and extend our product offering.

In our core developed geographies, our penetration remains very small and there are opportunities to expand in all of these markets. As well as extending product ranges within existing product verticals, we occasionally add new verticals which pave the way for future expansion.

Geographical penetration and product extension are delivered both organically and through selective acquisitions.

OUR GEOGRAPHIC AND PRODUCT OPPORTUNITIES

| | | | US | CANADA | UK&I | GERMANY | FRANCE | SPAIN | OTHER EU | ANZ |
|----------------------------|-----------------------|------------------------|--------------|--------|----------|---------|--------|-------|-------------|-----|
| CURRENT ADDRESSABLE MARKET | CONTROLS | Wire and cable | | | | | | | | |
| | | Interconnect solutions | | | | | | | | |
| | | Specialty fasteners | | | | | | | | |
| | | Specialty adhesives | | | | | | | | |
| | | Industrial automation | | | | | | | | |
| | SEALS | Seals | | | | | | | | |
| | | Gaskets | | | | | | | | |
| | | Hoses and fittings | | | | | | | | |
| | | Pumps and valves | | | | | | | | |
| | LIFE SCIENCES | In vitro diagnostics | | | | | | | | |
| Medtech | | | | | | | | | | |
| Scientific | | | | | | | | | | |
| GROWING ADDRESSABLE MARKET | New product verticals | | Market share | | | | | | | |
| | | | Significant | | Moderate | | Small | | White space | |