DIPLOMA PLC







A GREAT YEAR. EXCITING PROSPECTS

2026 FULL YEAR RESULTS PRESENTATION – 17 NOVEMBER 2026

IMPORTANT INFORMATION

Alternative performance measures

- Diploma PLC uses alternative performance measures as key financial indicators to assess the underlying performance of the Group. These include organic revenue growth, adjusted operating profit/adjusted operating margin, adjusted earnings per share, free cash flow/free cash flow conversion, leverage and Return on adjusted trading capital employed (ROATCE).
- Unless otherwise stated, references to earnings per share (EPS), operating profit, and operating margin throughout this document refer to adjusted measures.
- Unless otherwise stated, references to 'returns' or 'return on capital' refers to Return on adjusted trading capital employed (ROATCE).
- Definitions of these metrics are set out in note 15 to the Condensed Consolidated Financial Statements available at www.diplomaplc.com

Forward-looking statements

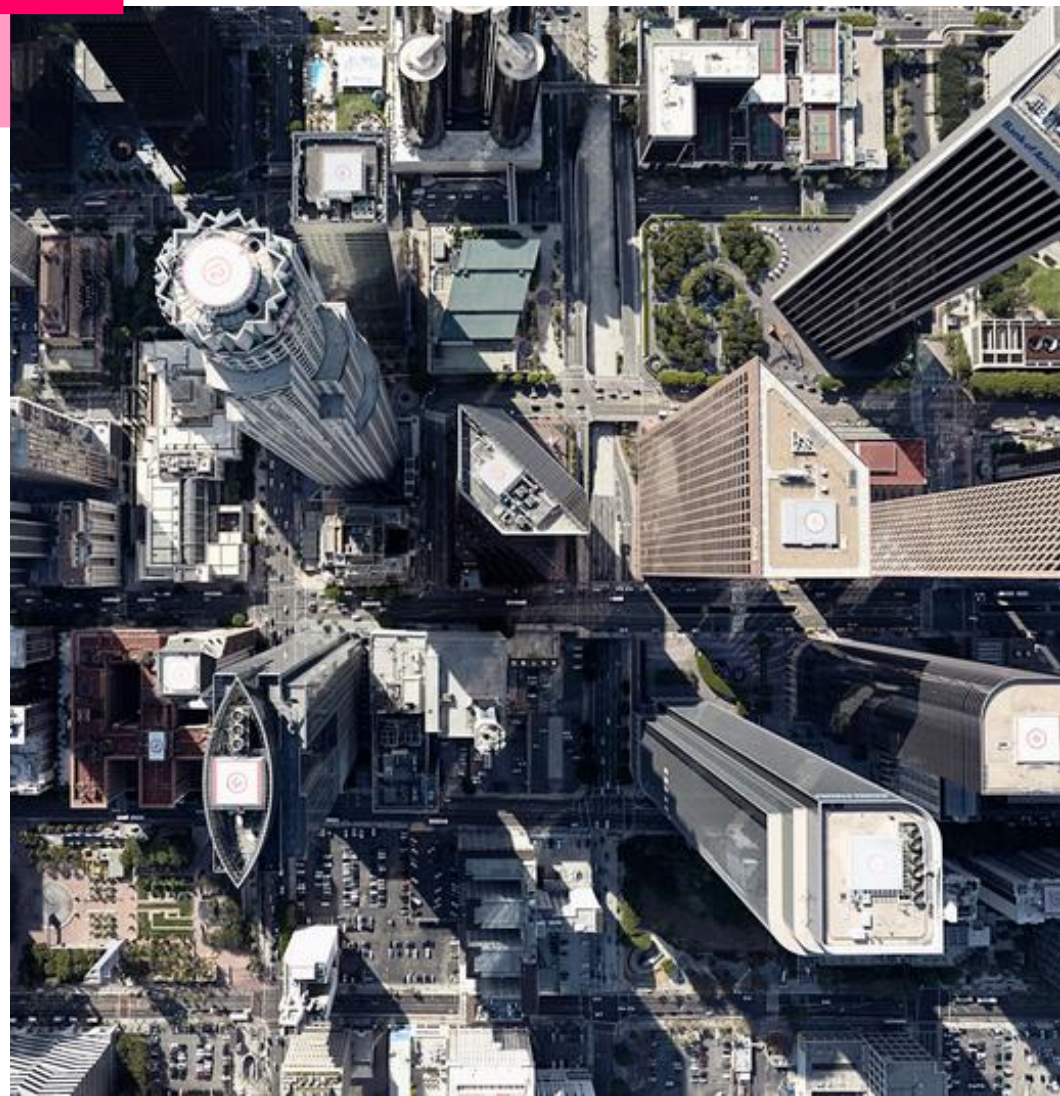
- Certain statements contained in this document constitute forward-looking statements. Such forward-looking statements involve risks, uncertainties and other factors which may cause the actual results, performance or achievements of Diploma PLC, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such statements. Such risks, uncertainties and other factors include, among others, exchange rates, general economic conditions and the business environment.

AGENDA

OVERVIEW 01

FINANCIAL PERFORMANCE 02

STRATEGY AND BUSINESS REVIEW 03





DIPLOMA PLC

OVERVIEW

01

DIPLOMA PLC
VALUE-ADD SOLUTIONS

AN EXCELLENT YEAR. STRONG MOMENTUM INTO FY27

Ambition with discipline

↑45%
EPS growth

↑25%
Return on capital

Strong growth and execution

↑15%
Organic growth

↑26.5% +400bps
Operating margin

↑42%
Operating profit growth

Acquisitions accelerating growth

16
Deals since start of FY26

c.£368m
Invested

£50m
Annualised profit contribution

High-quality and diverse portfolio



Strong momentum into FY27

Guidance

+12%
Revenue growth

+6%
Organic

+6%
Acquisitions

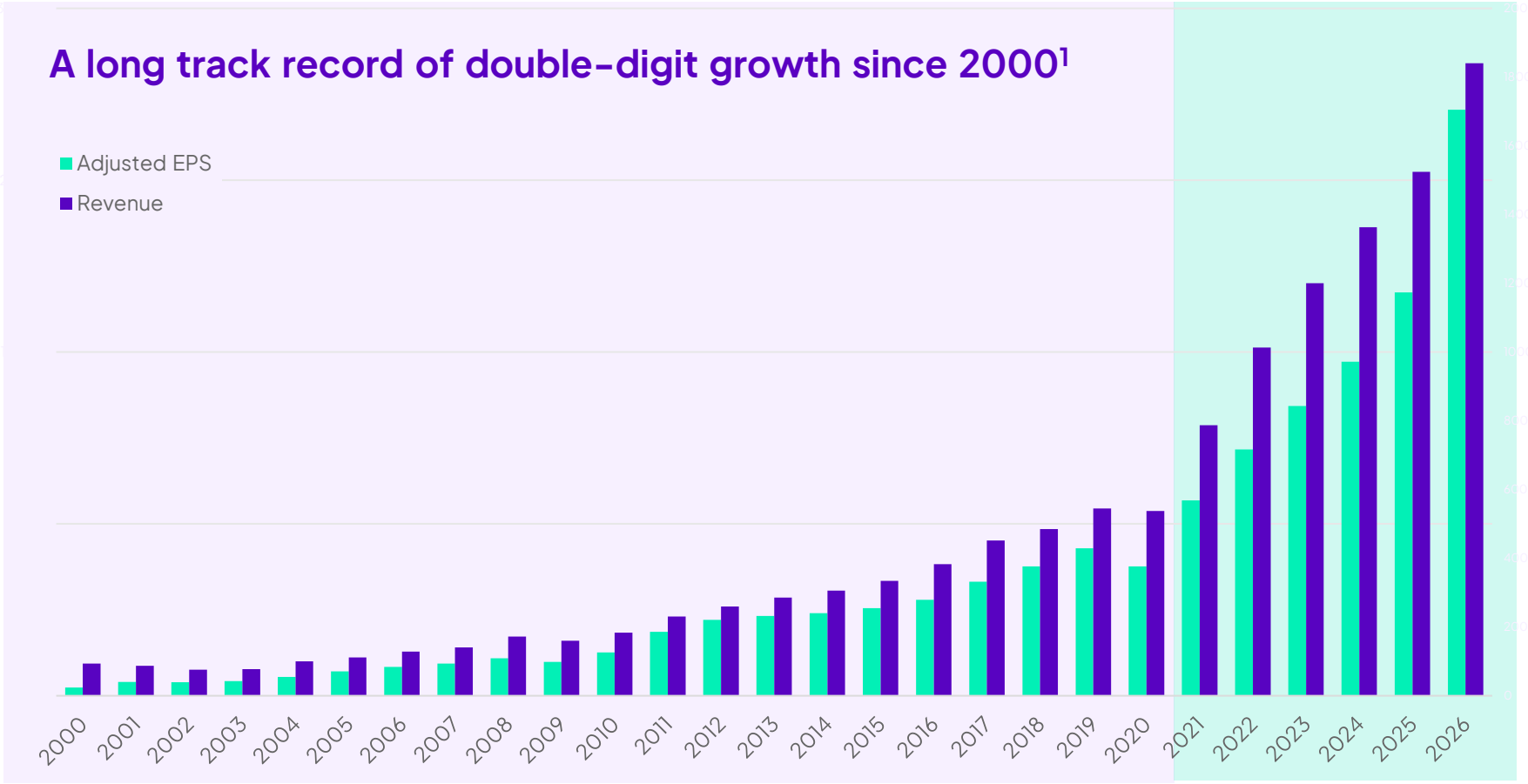
25.5%
Operating margin

Sustainable Quality Compounding

DIPLOMA PLC
VALUE-ADD SOLUTIONS

BUILDING ON OUR LONG TRACK RECORD

A long track record of double-digit growth since 2000[1]



Five-year trends[2]

Reported revenue growth	19%
Organic revenue growth	11%
Adjusted operating margin	21.7%
Adjusted EPS growth	25%
Free cash conversion	98%
Return on capital[3]	20.1%
Leverage ratio[4]	1.0x
Dividend growth	9%

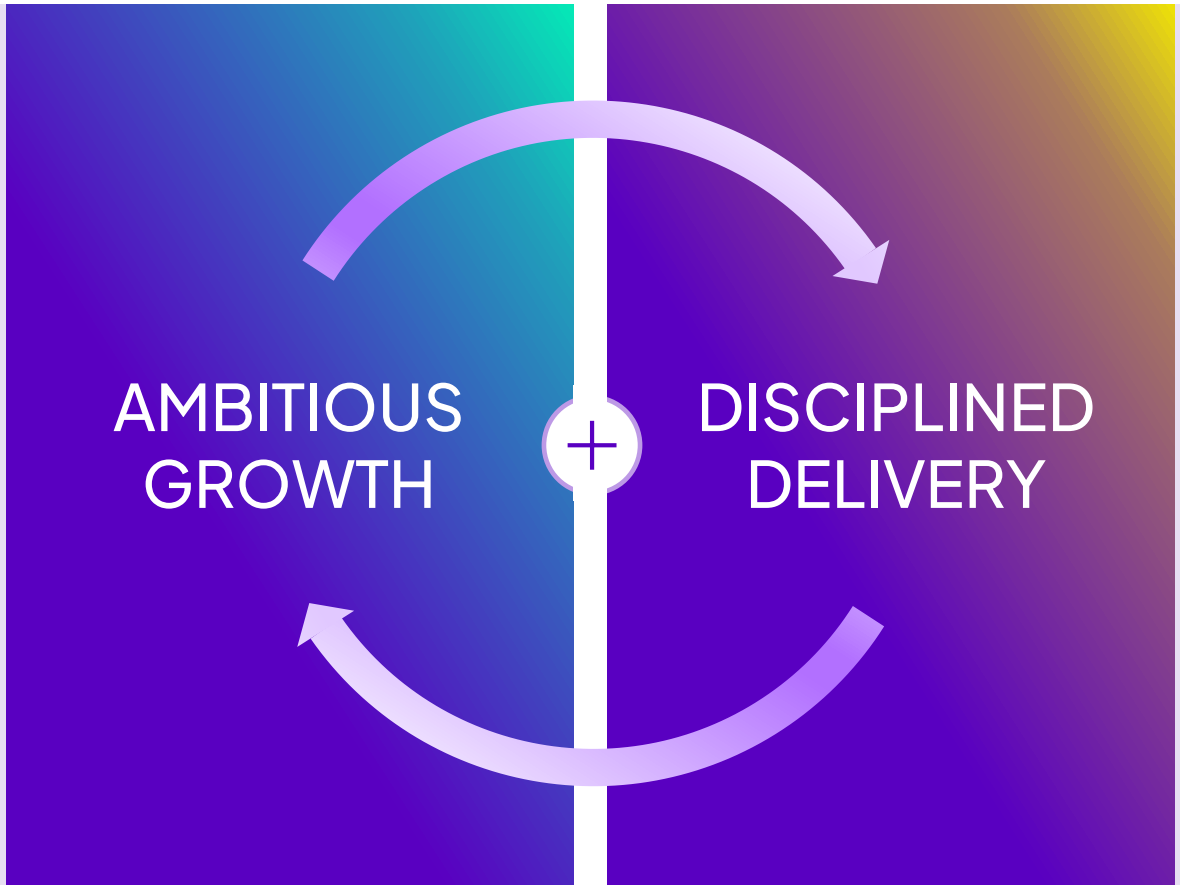
Accelerated compounding

[1] Revenue and EPS CAGR | [2] 5-year average | [3] Return on adjusted trading capital employed (ROATCE) | [4] Net debt / EBITDA

DIPLOMA PLC
VALUE-ADD SOLUTIONS

DELIVERING SUSTAINABLE QUALITY COMPOUNDING

- Differentiated value-add business model
- Structurally growing end market exposure
- Significant white space
- Quality and diversity of portfolio
- Fragmented markets and large acquisition pipeline
- Strong M&A competitive advantage



- Intensely returns focused
- Highly cash generative
- Disciplined capital allocation
- Tight portfolio management
- Depth and quality of management
- Powerful decentralised culture

DIPLOMA PLC
VALUE-ADD SOLUTIONS

OUR POWERFUL DECENTRALISED CULTURE

- Strong leadership
- Developing the next generation of leaders
- Highly engaged colleagues
- Excellent execution









DIPLOMA PLC

FINANCIAL PERFORMANCE

02

DIPLOMA PLC
VALUE-ADD SOLUTIONS

EXCELLENT FULL YEAR PERFORMANCE

AMBITION...

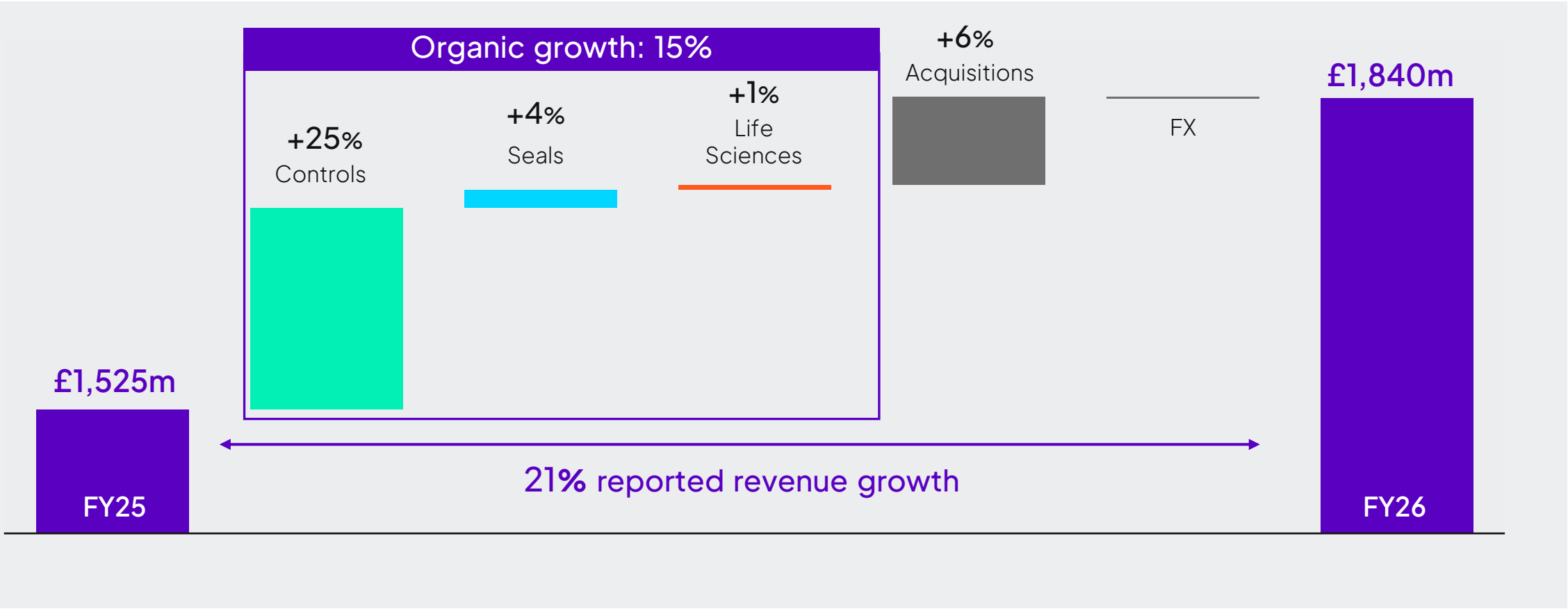
	FY26	FY25
Organic revenue growth	15%	11%
Revenue growth	21%	12%
Adjusted operating profit margin	26.5% (+400bps)	22.5%
Adjusted EPS growth	45%	21%

...WITH DISCIPLINE

	FY26	FY25
Free cash flow conversion	94%	105%
Return on capital	25.3%	20.9%
Leverage	0.7x	0.8x
Dividend growth	5%	5%

DIPLOMA PLC
VALUE-ADD SOLUTIONS

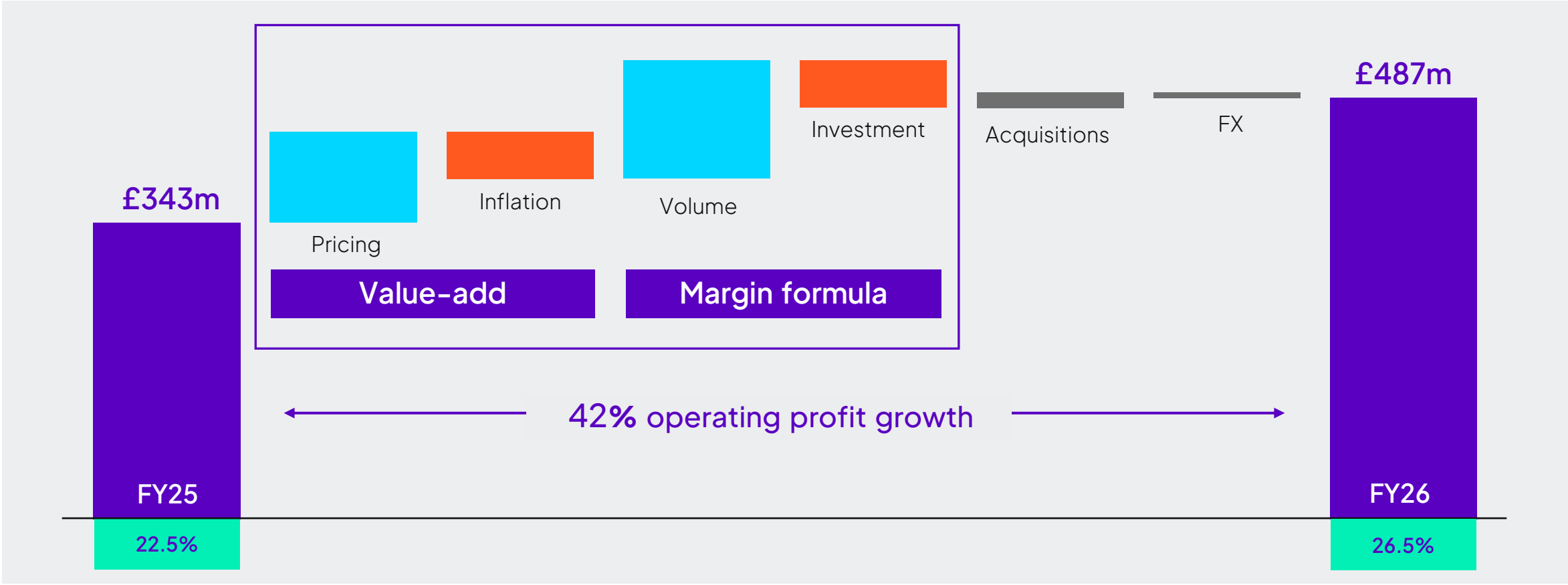
21% REVENUE GROWTH



Very strong organic and acquisition growth

DIPLOMA PLC
VALUE-ADD SOLUTIONS

42% PROFIT GROWTH

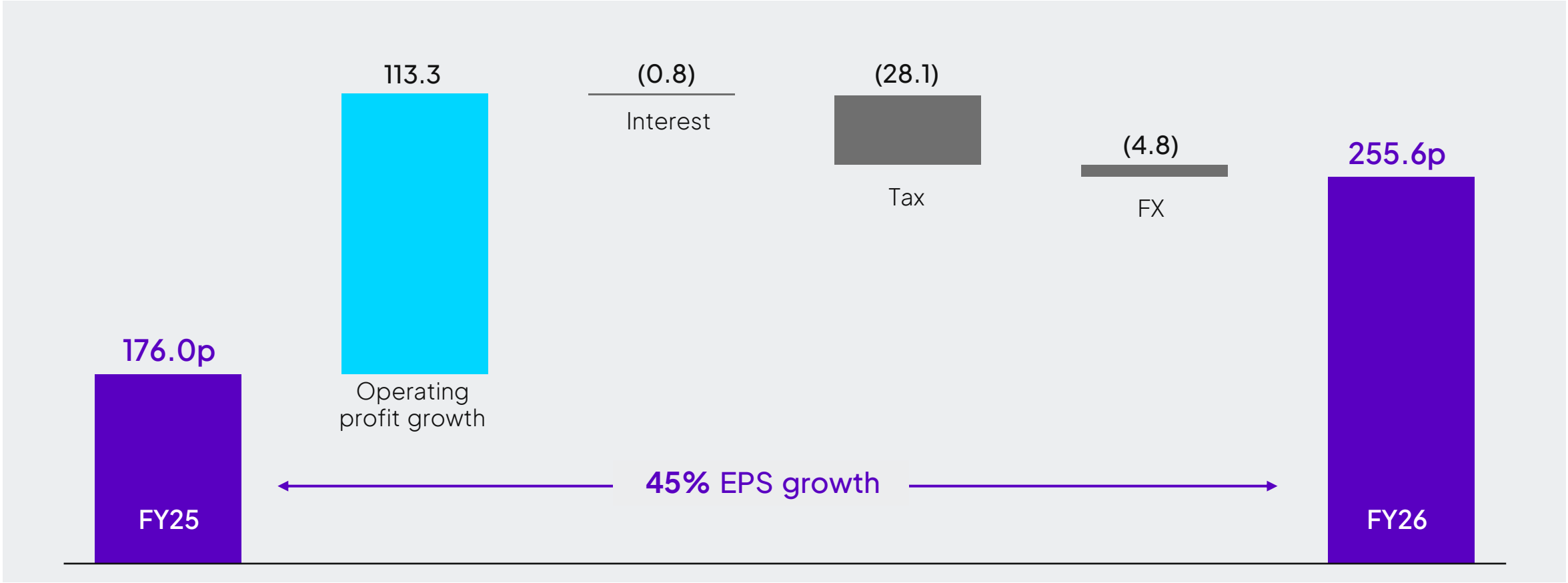


+400bps operating margin expansion

All profit metrics are adjusted and stated before acquisition related and other charges

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VALUE-ADD SOLUTIONS

45% EPS GROWTH

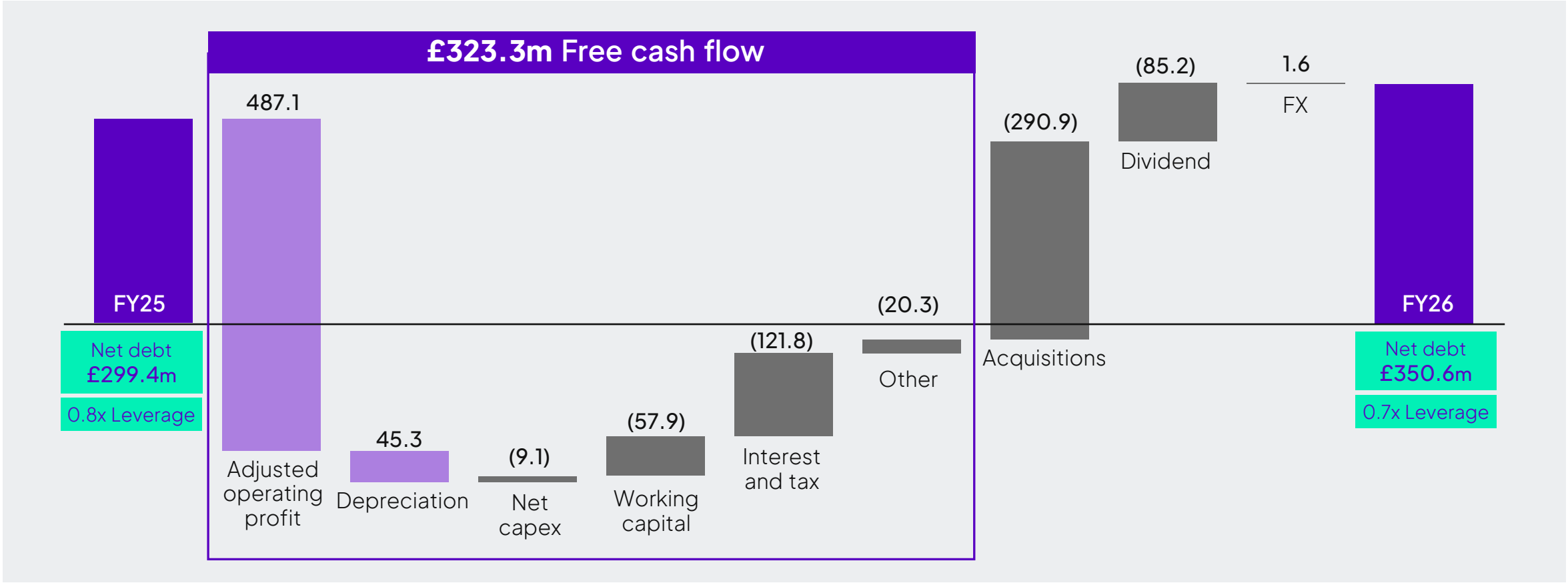


Accelerated compounding

All profit and earnings metrics are adjusted and stated before acquisition related and other charges.

DIPLOMA PLC
VALUE-ADD SOLUTIONS

94% CASH CONVERSION



Inventory investment underpinning growth

DIPLOMA PLC
VALUE-ADD SOLUTIONS

16 ACQUISITIONS SINCE START OF FY26

£368M INVESTED, ADDING £50M ANNUALISED PROFIT

Q1-Q3'26

SPRING SOLUTIONS
SWIFT AEROSPACE
CDM
Modul Nordic
C & C Packings Inc.
AbbeySeals
HSA
WDS
Lane ELECTRONICS
sinus
SELWYN electronics

11 acquisitions (already announced)

Q4'26

SEALCO INTERNATIONAL LTD
GYTECH
MGC AEROSPACE

3 further acquisitions completed in Q4'26

Strong start to Q1'27

SPECTECH USA AEROSPACE FASTENERS
ELiTE Manufacturing Systems

2 new acquisitions in Q1'27 to date

£34m profit[1]	£3m profit[1]	£13m profit[1]

Annualised profit acquired = >10% FY26 group profit

1. Annualised operating profit

DIPLOMA PLC
VALUE-ADD SOLUTIONS

25% RETURNS

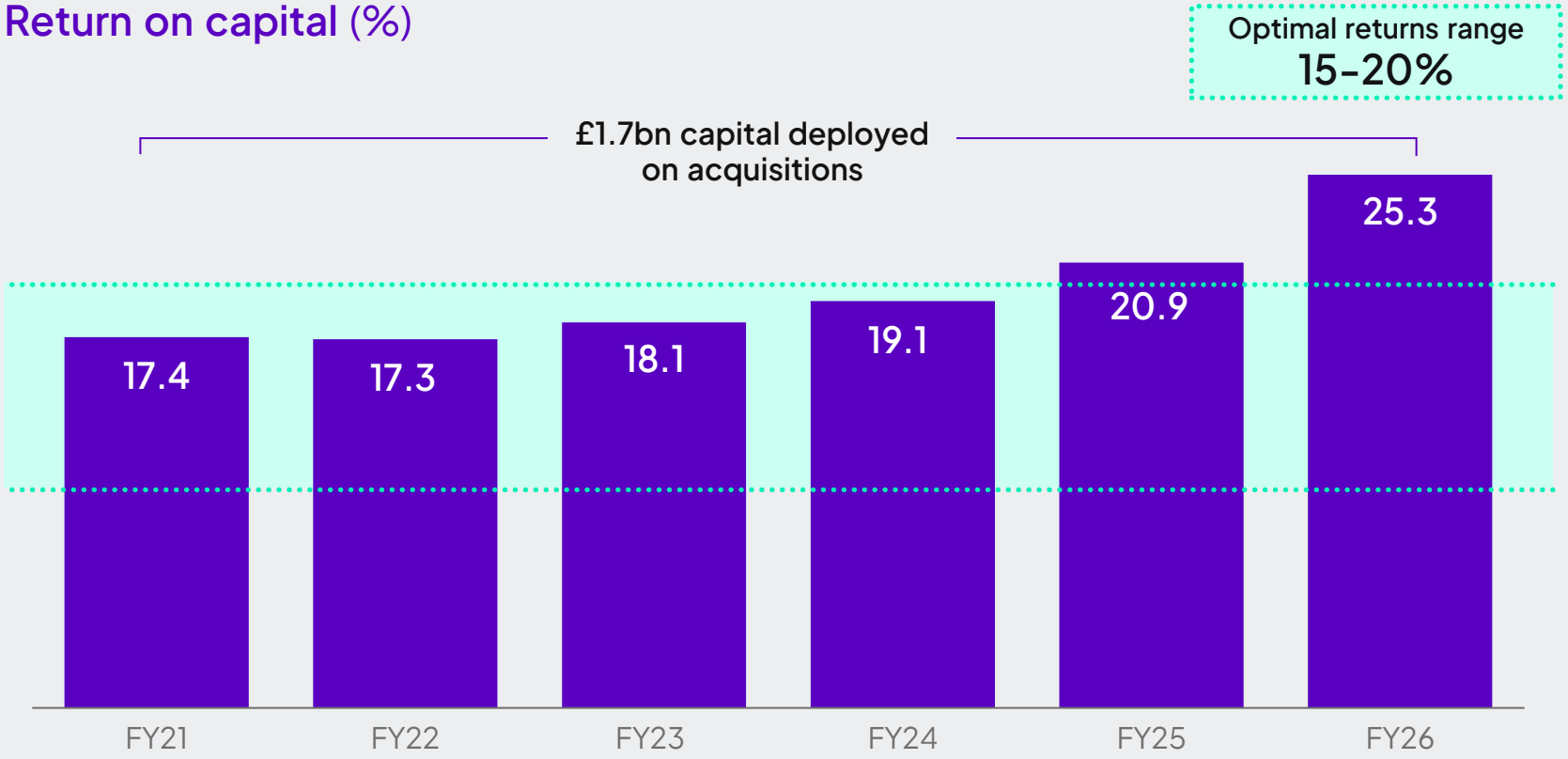
High returns represents the discipline of compounding

High teens returns is our sweet spot

Acquisitions to reach 20%

Recent high returns reflect strength of profit growth

Return on capital (%)



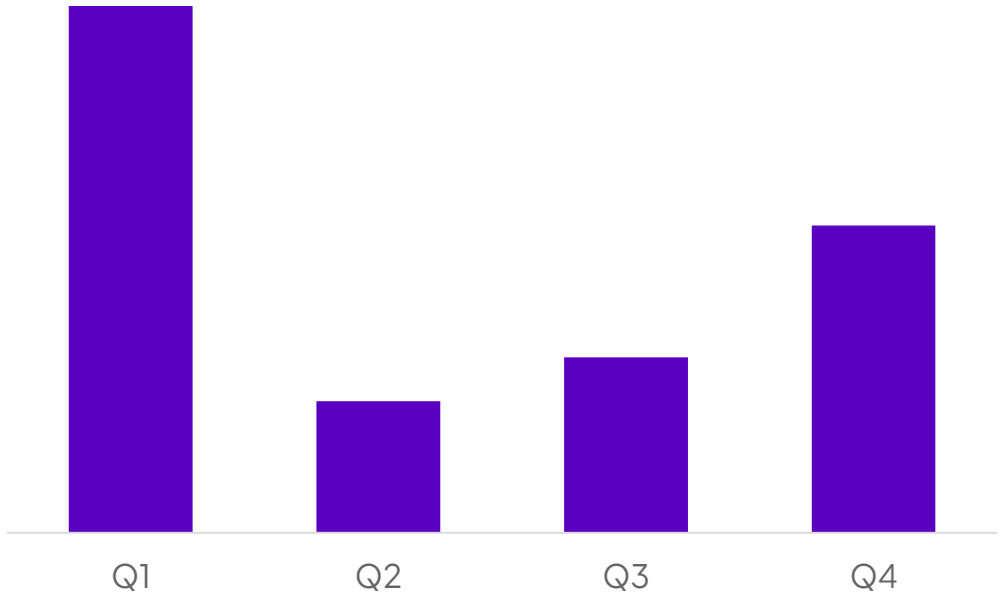
Disciplined execution and capital allocation

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VALUE-ADD SOLUTIONS

FY27 GUIDANCE
ANOTHER STRONG PERFORMANCE AHEAD OF FINANCIAL MODEL

	FY27 guidance	Model
Total revenue growth	**+12%**	+10%
Organic revenue growth	+6%	+5%
Acquisition growth	+6%	+5%
Operating margin	**25.5%**	20%+

Illustrative FY27 organic growth phasing (%)



Continuing sustainable quality compounding

At constant currency



DIPLOMA PLC

STRATEGY AND BUSINESS REVIEW

03

DIPLOMA PLC
VALUE-ADD SOLUTIONS

A STRATEGY FOR SUSTAINABLE GROWTH

GROW

Organic growth in 3 buckets:

01	END MARKET EXPOSURE
02	GEOGRAPHIC PENETRATION
03	PRODUCT EXTENSION

Complementary acquisitions to drive future organic growth

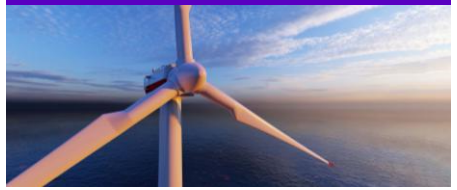
SCALE

Value-add business model | Powerful decentralised Group

- CAPABILITY
- PLATFORM
- CULTURE

DIPLOMA PLC
VALUE-ADD SOLUTIONS

ATTRACTIVE GROWTH MARKETS

Energy


Datacentres


Aerospace


In vitro diagnostics


Automation


Infrastructure


Defence


Electrification


Nuclear


Renewables


Water


Scientific


Space

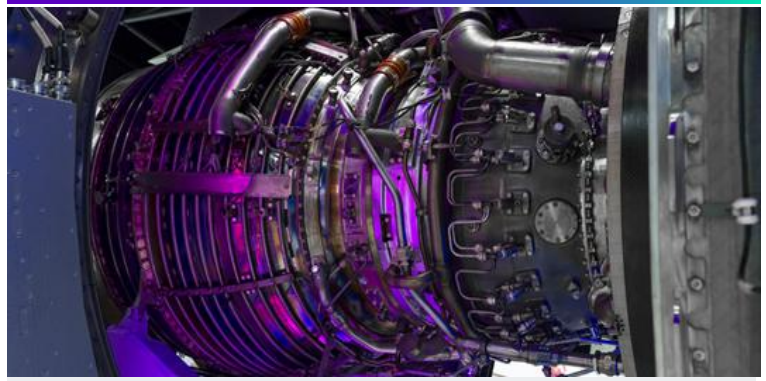

Medtech


Long term structural support to our growth

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PROGRESS IN OUR EARLY STAGE END MARKETS
SOME EXAMPLES

NUCLEAR



- AI-driven power demand creating opportunity
- Early exposure to nuclear growth
- Supporting high-risk, regulated environments
- Highly specialised resource

WATER



- Water infrastructure investment increasing globally
- Development of water management solutions for long term
- Acquisitions increasing our exposure

DATACENTRES

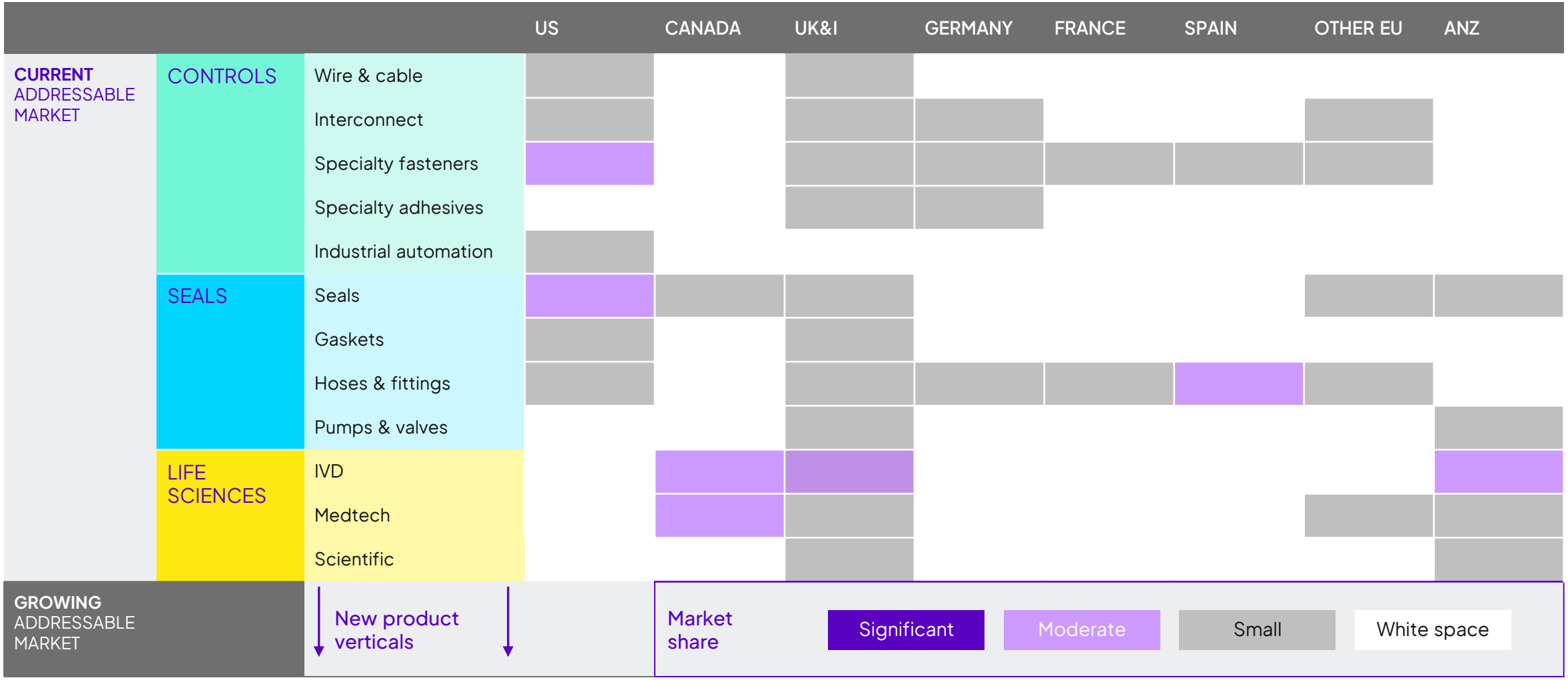


- Huge cooling solution demand
- Sustainable growth opportunities
- Investing in US and UK

Investing behind sustainable growth

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SIGNIFICANT "WHITE SPACE"
ACROSS GEOGRAPHIES AND PRODUCT VERTICALS



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TARGETED ACQUISITIONS THAT ACCELERATE GROWTH

STRONG TRACK RECORD

62
Acquisitions

£1.7bn
Invested

>20%
Return on capital

FY 19 - present

HEALTHY ACQUISITION PIPELINE

Long-term pipeline

>4,000

Active opportunities

>100

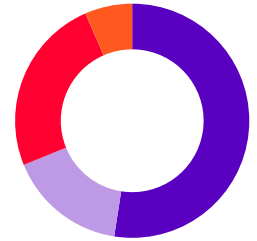
Well diversified
(by number of opportunities)

By sector



- Seals
- Controls
- Life Sciences

By geography



- North America
- UK & Ireland
- Europe
- Australia

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VALUE-ADD SOLUTIONS

SCALING FOR SUSTAINABLE LONG-TERM GROWTH



Building better, not just bigger businesses

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VALUE-ADD SOLUTIONS

CONTROLS
EXCELLENT EXECUTION IN ATTRACTIVE GROWTH MARKETS






Revenue
£1,102.2m +32%

Organic growth
25%

Adjusted operating profit
£387.2m +55%

Operating margin
35.1% +510bps

Strategy for sustainable growth
- Increasing exposure to structural growth markets - aerospace, defence, space and energy
- Expanding product capabilities and geographic reach

High-quality portfolio
- Broad-based organic growth acceleration
- Acquisitions continue to raise quality

Strong momentum, exciting prospects
- Targeted investment in business development capability and inventory to support growth

WINDY CITY WIRE · INTERCONNECT SOLUTIONS GROUP · Peerless Aerospace · Clarendon · TIE · shoalgroup · TECHSIL

DIPLOMA PLC
VALUE-ADD SOLUTIONS

PEERLESS: OUTSTANDING PERFORMANCE

- ATTRACTIVE MARKET DYNAMICS
- STRONG MODEL AND EXCELLENT LEADERSHIP
- POSITIVE OUTLOOK AND ATTRACTIVE LONG TERM PROSPECTS

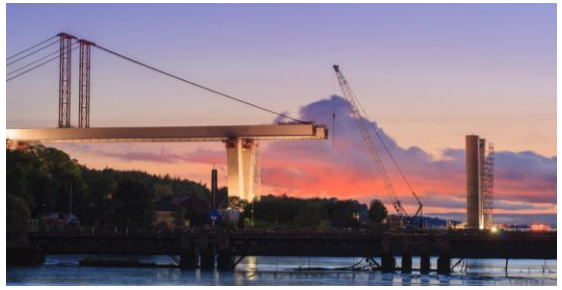


Positive outlook. Revenue and profit growth expected

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VALUE-ADD SOLUTIONS

SEALS
H2 MOMENTUM CONTINUES



Revenue
£477.5m +5%

Organic growth
4%

Adjusted operating profit
£93.3m +6%

Operating margin
19.5% +20bps

Improving performance, building resilience
- Increasingly diverse end markets provide balance and support
- H2 momentum - growth above model

Attractive end market prospects
- Opportunities in water, nuclear and datacentres
- Leveraging investment in business development resource and inventory

Positioned for growth
- Improving execution
- Acquisitions strengthen portfolio

R&G FLUID POWER GROUP · DICSA · DAS Group · SEALS · HERCULES SEALING PRODUCTS · VSP technologies · Hercules OEM

NORTH AMERICAN SEALS SPOTLIGHT

HERCULES® SEALING PRODUCTS

- Strong aftermarket growth
- Supportive infrastructure market dynamics
- Great team and well-invested platform

Hercules OEM
seals · products · solutions
OEM

- Excellent performance
- Investments in talent and facilities
- Enhanced capabilities in water: C&C acquisition

VSP technologies

- Nuclear and datacentre opportunities
- Highly specialised offering in regulated environments
- Supports critical power infrastructure

Scaling our North American platform



Expands presence in attractive US water management and energy markets

- ✓ Value-add for up-time-critical aftermarket applications
- ✓ Founders remain with the business
- ✓ Strong growth and high operating margins

$90m Investment

c.$25m Revenue

c.7x EBIT multiple

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LIFE SCIENCES
CHALLENGING CONDITIONS. POSITIVE LONG-TERM PROSPECTS






Revenue
£260.6m +12%

Organic growth
1%

Adjusted operating profit
£52.0m +15%

Operating margin
20.0% +50bps

Challenging short-term performance

- Strong long term delivery
- Growth impacted by market conditions and short-term product lifecycle effects

Portfolio strength

- Specialised propositions in attractive market segments
- Strong exposure IVD - structural investment
- Acquisitions expand capabilities and geographic reach

Positioned for long-term growth

- Investment in business development capability – long term product pipeline support
- Strong teams and attractive prospects

abacus dx · Big Green · AMT SURGICAL · somagen DIAGNOSTICS · Vantage · ACCUSCIENCE · TECHNOPATH · alpha laboratories · Simonsen & Weel · KUNGSHUSEN

DIPLOMA PLC
VALUE-ADD SOLUTIONS

DELIVERING SUSTAINABLE QUALITY COMPOUNDING

Ambition with discipline

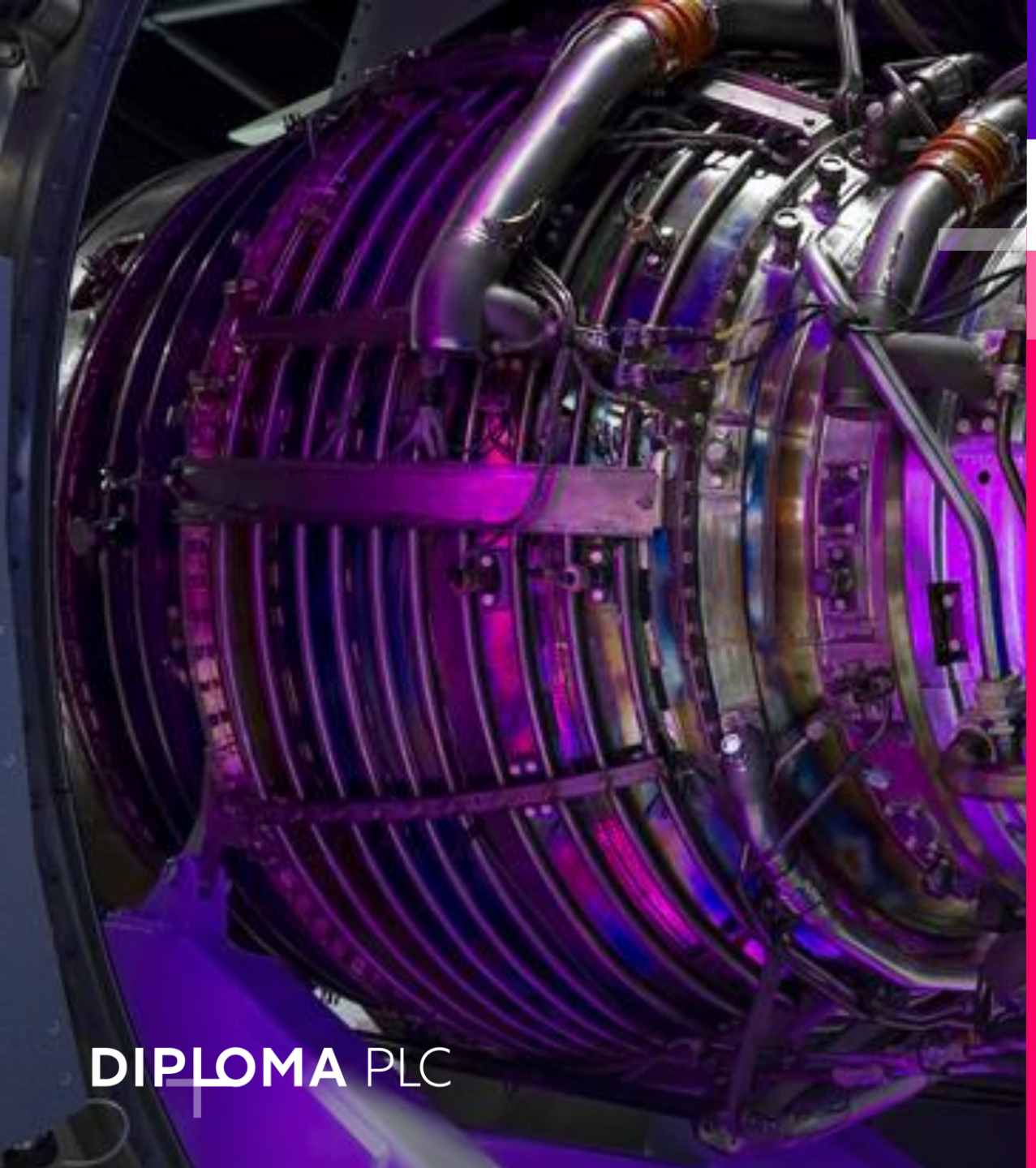
Strong growth and execution

Acquisitions accelerating growth

High-quality and diverse portfolio

Strong momentum into FY27

We're just getting started



APPENDIX

04

DIPLOMA PLC

DIPLOMA PLC
VALUE-ADD SOLUTIONS

CONSISTENT STRONG PERFORMANCE

Five-year trends

	5yr average	FY26	FY25	FY24	FY23	FY22
Reported revenue growth	19%[1]	**21%**	**+12%**	+14%	+19%	+29%
Organic revenue growth	11%	**15%**	**+11%**	+6%	+8%	+15%
Adjusted operating margin	21.7%	**26.5%**	**22.5%**	20.9%	19.7%	18.9%
Adjusted EPS growth	25%[1]	**45%**	**+21%**	+15%	+18%	+26%
Free cash conversion	98%	**94%**	**105%**	101%	100%	90%
Return on capital[2]	20.1%	**25.3%**	**20.9%**	19.1%	18.1%	17.3%
Leverage ratio[3]	1.0x	**0.7x**	**0.8x**	1.3x	0.9x	1.4x
Dividend growth	9%	**5%**	**5%**	5%	5%	26%

[1] 5-year CAGR | [2] Return on Adjusted Trading Capital Employed (ROATCE) | [3] Net debt / EBITDA

DIPLOMA PLC
VALUE-ADD SOLUTIONS

OUR FINANCIAL MODEL

AMBITION...

Organic revenue growth is our first priority	5%
Total revenue growth accelerated by quality acquisitions*	10%
Value-add drives **strong operating margins**	20%+
Compounding **EPS growth**	**Double digit**

...WITH DISCIPLINE

Capital-light business model drives **strong cash conversion**	90%
Capital stewardship focused on **strong returns**	High teens
Balance sheet discipline maintains **prudent leverage**	c.2.0x
Return to shareholders with a **progressive dividend**	5%

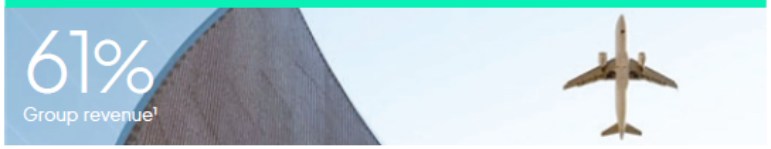
Sustainable quality compounding

* At constant currency

DIPLOMA PLC
VALUE-ADD SOLUTIONS

SECTOR SNAPSHOT

Controls

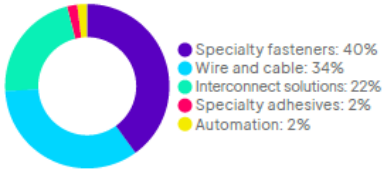


Advanced technologies for critical applications in aerospace, energy, infrastructure and medical.

Our businesses provide wire and cables, connectors and automation parts for use in high-tech industries and equipment, from aircraft and race cars to datacentres and medical devices.

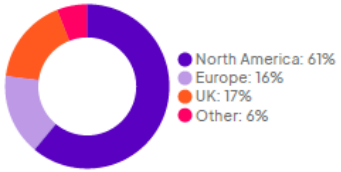
WHAT WE SELL

Revenue by product[1]



WHERE WE SELL

Revenue by geography[1]



WHO WE SELL TO

Our end markets

- Aerospace
- Automation
- Automotive
- Datacentres and digital
- Defence
- Electrification
- Energy
- Industrial
- Infrastructure
- Marine
- Medical & pharma
- Motorsport
- Oil & gas
- Rail
- Renewables
- Space

Our customers

Our Controls businesses supply a wide range of customers across complex supply chains in technically demanding applications, often with strict regulatory requirements. Customers include original equipment manufacturers, large infrastructure project managers and businesses providing maintenance and repair services.

OUR BUSINESSES

WINDY CITY WIRE | INTERCONNECT SOLUTIONS GROUP | Florida Aerospace
TIE | Clarendon | shoalgroup
TECHSIL

Seals

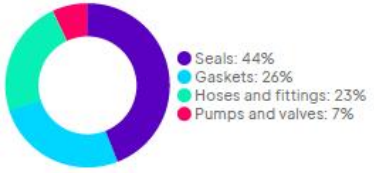


Reliable, high-performance sealing and fluid power solutions that protect equipment, power innovation and drive uptime across industries.

Our businesses provide gaskets, hydraulic hoses and fittings for maintaining heavy machinery and vehicles, from tractors to wind turbines.

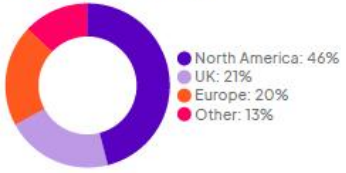
WHAT WE SELL

Revenue by product[1]



WHERE WE SELL

Revenue by geography[1]



WHO WE SELL TO

Our end markets

- Aerospace
- Agriculture
- Automotive
- Defence
- Electrification
- Energy
- Food & beverage
- Industrial
- Infrastructure
- Marine
- Medical & pharma
- Mining
- Oil & gas
- Rail
- Renewables
- Water management

Our customers

Our Seals businesses sell to a wide range of customers across the product lifecycle, from original equipment manufacturers to aftermarket customers, including maintenance, repair and overhaul projects.

OUR BUSINESSES

R&G | DICSO | DAS Group
SEALS | HERCULES SEALING PRODUCTS | VSP
Hercules

Life Sciences

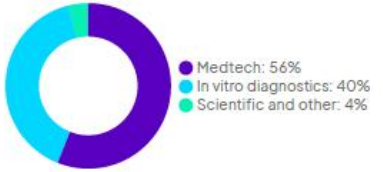


Technical solutions that advance diagnostics, drive better patient outcomes and improve lives.

Our businesses provide medical equipment, lab products and diagnostics equipment for use in hospitals and test labs.

WHAT WE SELL

Revenue[1]



WHERE WE SELL

Revenue by geography[1]



WHO WE SELL TO

Our end markets

- In vitro diagnostics
- Medical & pharma
- Medtech
- Scientific
- Food & beverage

Our customers

Our Life Sciences businesses supply public and private hospitals, clinics and diagnostics laboratories. They also support research for pharmaceutical, biotech and clinical research organisations, and supply the food and beverage industry, and manufacturing laboratories.

OUR BUSINESSES

LIFE SCIENCES NORTH AMERICA
LIFE SCIENCES EUROPE & UK
LIFE SCIENCES AUSTRALASIA

[1] Pro forma revenue adjusted for acquisitions completed up to 17 November 2026.

DIPLOMA PLC
VALUE-ADD SOLUTIONS

ACQUISITIONS SINCE START OF FY26

Period	Company	Country	Sector	Invested	Annualised profit contribution
Q1 FY26	Spring Solutions	UK	Controls	£75m	£11m
	WDS	UK	Controls		
	Swift Aerospace	UK	Controls		
	HSA	Australia	Seals		
Q2 FY26	Selwyn Electronics	UK	Controls	£10m	£2m
	C&C Packings	US	Seals		
Q3 FY26	SINUS Adhesives	Germany	Controls	£177m	£21m
	Modul Nordic	Norway	Life Sciences		
	Abbey Seals	Ireland	Seals		
	FC Lane	UK	Controls		
	CDM Electronics	US	Controls		
Q4 FY26	Gytech	Australia	Life Sciences	£19m	£3m
	Sealco International	UK	Seals		
	MGC Aerospace	UK	Controls		
Q1 FY27	SpecTech	US	Controls	£87m	£13m
	Elite Manufacturing Systems	US	Seals		

DIPLOMA PLC
VALUE-ADD SOLUTIONS

DISCIPLINED STEWARDSHIP OF CAPITAL

CAPITAL ALLOCATION PRIORITIES

1

SELECTIVE INVESTMENT FOR ORGANIC GROWTH

Capital-light model
(c.2% capex / revenue) drives 90% cash conversion

2

TARGETED ACQUISITIONS TO DRIVE FUTURE ORGANIC GROWTH

Acquisitions deliver **20% return on capital**[1] over time

3

RETURNS TO SHAREHOLDERS

Progressive dividend
5% annual growth

4

BALANCE SHEET PRUDENCE

Net debt / EBITDA
c.2.0x

Return on capital

[1] Return on Adjusted Trading Capital Employed (ROATCE)

DIPLOMA PLC
VALUE-ADD SOLUTIONS

INCOME STATEMENT

Year ended 30 September

£m	FY 26	FY 25	Change
Revenue	**1,840.3**	**1,524.5**	**+21%**
Adjusted operating profit	**487.1**	**342.7**	**+42%**
Operating margin (%)	26.5%	22.5%	
Financial expense, net	**(28.4)**	**(27.3)**	
Profit before tax	**458.7**	**315.4**	**+45%**
Effective tax rate (%)	25.0%	25%	
Minority interests	**(0.7)**	**(0.6)**	
Adjusted earnings	**343.3**	**236.0**	**+45%**
Weighted average no. shares (m)	134.3	134.1	
Adjusted earnings per share	**255.6p**	**176.0p**	**+45%**
Total dividend per share	**65.4p**	**62.3p**	**+5%**

All profit metrics are adjusted and stated before acquisition related and other charges and acquisition related finance charges

DIPLOMA PLC
VALUE-ADD SOLUTIONS

SECTOR REVENUE AND PROFIT

Revenue

	FY 26 £m	FY 25 £m	Change
Controls	1,102.2	836.4	+32%
Seals	477.5	456.0	+5%
Life Sciences	260.6	232.1	+12%
Group	**1,840.3**	**1,524.5**	**+21%**

Organic growth

	FY 26 %	FY 25 %
Controls	+25	+20
Seals	+4	+2
Life Sciences	+1	+6
Group	**+15**	**+11**

Adjusted operating profit

	FY 26 £m	FY 25 £m	Change
Controls	387.2	250.6	+55%
Seals	93.3	88.1	+6%
Life Sciences	52.0	45.3	+15%
Central costs	(45.4)	(41.3)	-10%
Group	**487.1**	**342.7**	**+42%**

Adjusted operating margin

	FY 26 %	FY 25 %	Change
Controls	35.1	30.0	+510bps
Seals	19.5	19.3	+20bps
Life Sciences	20.0	19.5	+50bps
Central costs	-	-	-
Group	**26.5**	**22.5**	**+400bps**

DIPLOMA PLC
VALUE-ADD SOLUTIONS

BALANCE SHEET

£m, as at 30 September	FY26	FY25
Goodwill and acquisition intangible assets	1,252.8	1,042.6
Tangible, other intangible, and other financial assets	71.1	71.2
Net lease liabilities	(9.9)	(7.7)
Net working capital	316.4	245.7
Trading capital employed	**1,630.4**	**1,351.8**
ROATCE	*25.3%*	*20.9%*
Retirement benefit assets, net	0.7	1.7
Acquisition liabilities and assets, net	(41.8)	(24.7)
Net debt	(350.6)	(299.4)
Minority interests and deferred tax, net	(57.1)	(39.7)
Total shareholders' funds (excluding minority interests)	**1,181.6**	**989.7**