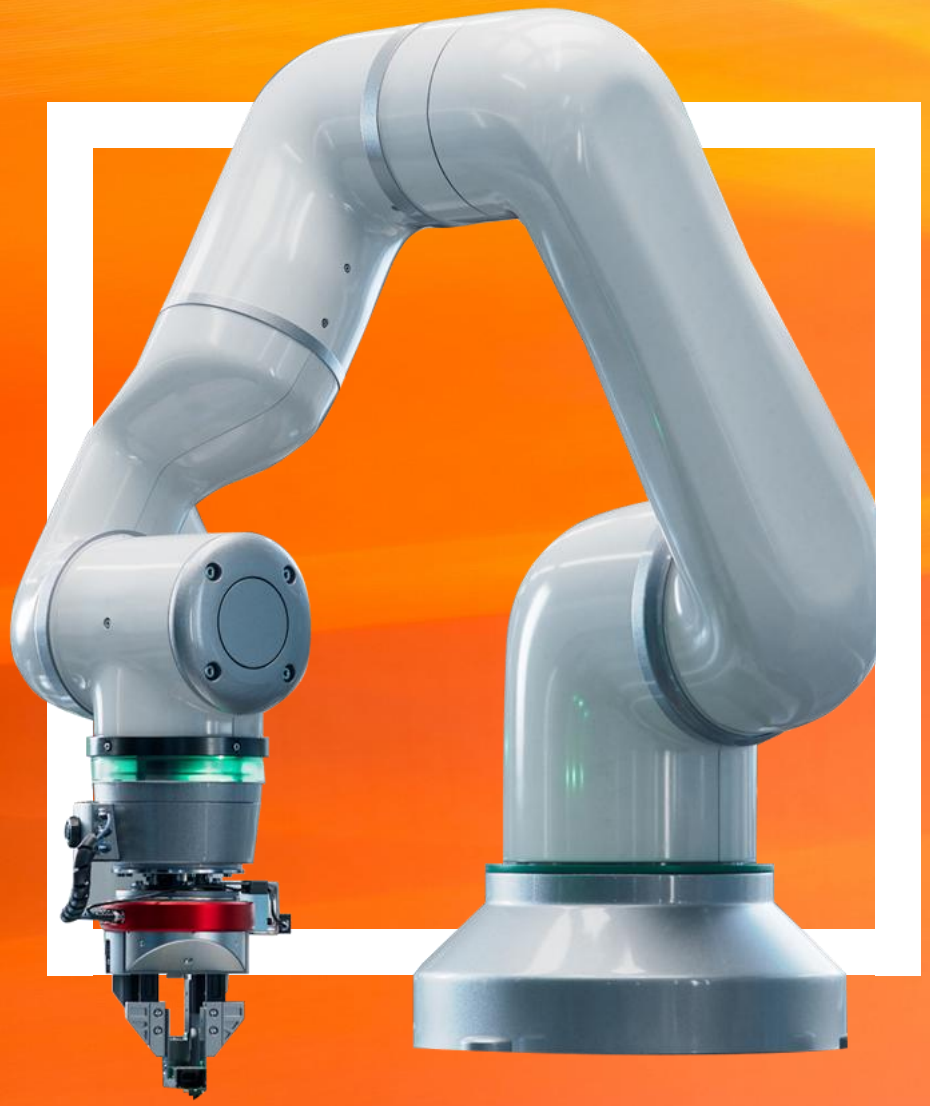
discoverIE

Investor Presentation

MAY 2026



Who we are

discoverIE is:

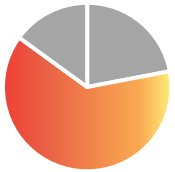
- A FTSE 250 international **specialist electronic engineering** company
- **Designing and manufacturing** customised electronic components for industrial applications
- Supplying **Original Equipment Manufacturers** (OEMs)
- Focusing on **sustainable growth markets** - renewable energy, transportation, medical, security, and industrial & connectivity
- **Acquisitive**

discoverIE is NOT:

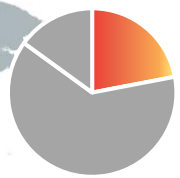
- A **distributor** or reseller
- A **contract manufacturer** or outsourcing partner
- A supplier of **standardised electronic** components
- A supplier of **consumer electronics** or electronic components for **consumer markets**

Group overview

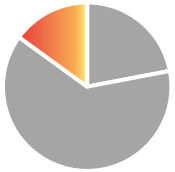




Europe
63%
Group revenue
1,850
Employees



North America
22%
Group revenue
500
Employees



Asia
15%
Group revenue
2,250
Employees

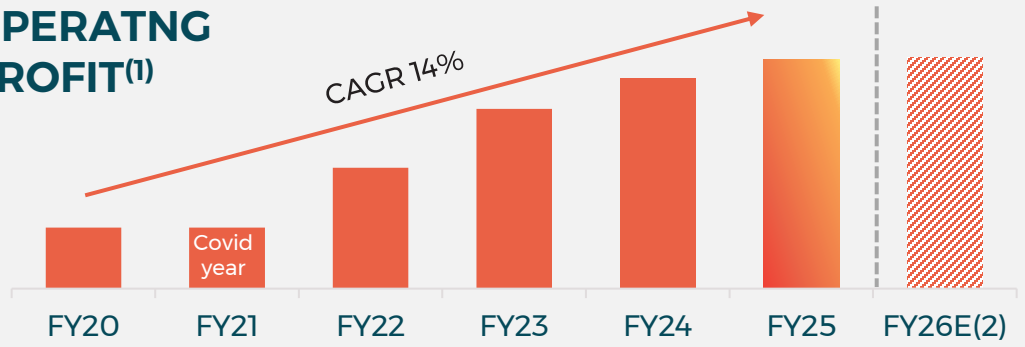
discoverIE is a leading international specialist electronic engineering group. We design and manufacture customised, application-specific electronic components and solutions for industrial OEMs.

42 Manufacturing sites	**31** Operating businesses[1]	**c.4,600** Employees globally
70 Countries into which our products sold	**21** Countries in which we operate	**£423m** Sales (FY2025)

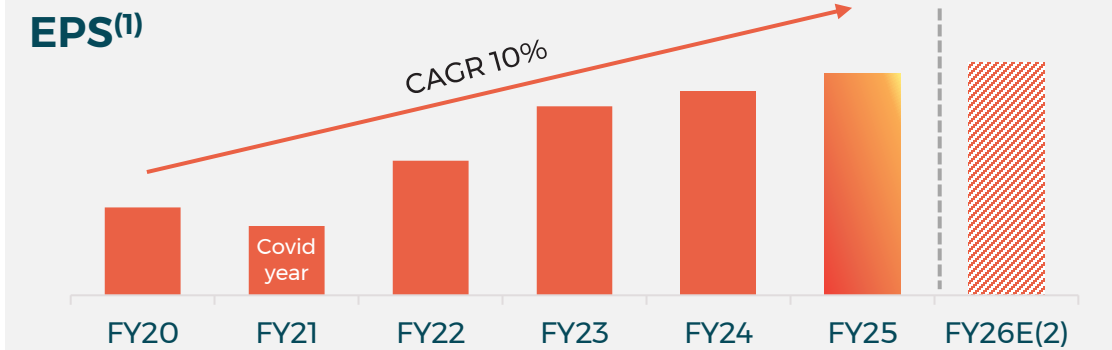
(1) 31 operating businesses, 29 of which were acquired over the last 15 years.
(2) Group revenue breakdown is based on H126 performance ending 30 September 2025.

Key financial track record

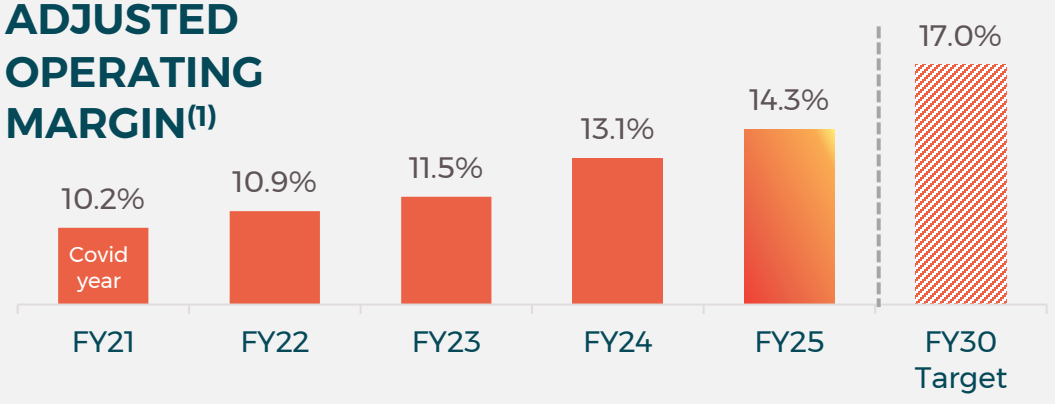
ADJUSTED OPERATNG PROFIT(1)



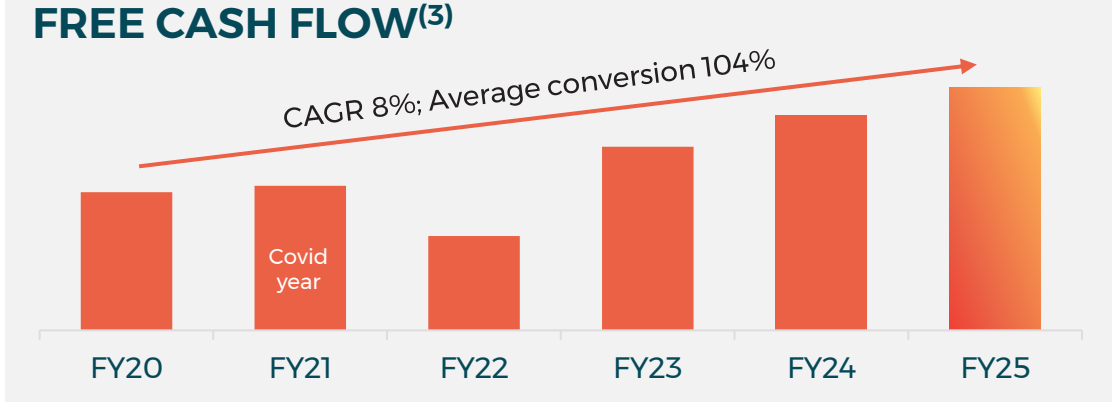
ADJUSTED EPS(1)



ADJUSTED OPERATING MARGIN(1)



FREE CASH FLOW(3)



(1) Adjusted operating profit, adjusted operating margin and adjusted EPS have been restated to exclude the results of discontinued operations.
(2) Consensus estimates at 20 April of 12 analysts.
(3) Free cash is defined as net cash flow before dividends, the cost of acquisitions and proceeds from disposals. Free cash flow conversion is free cash flow divided by adjusted profit after tax.

Divisional overview

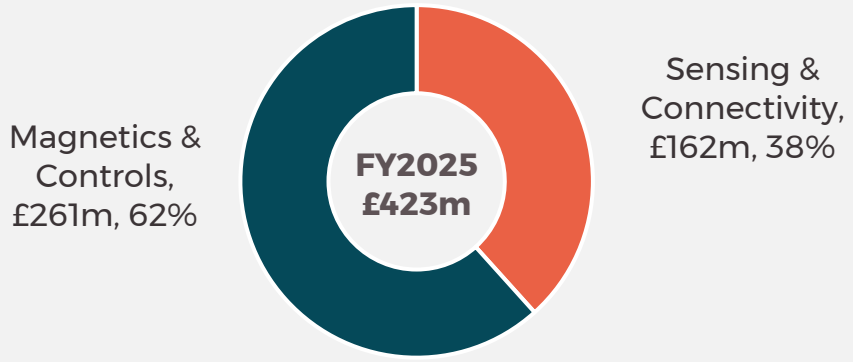
Magnetics & Controls

- Power magnetics
- Interface controls, embedded computing systems, X-ray detection & imaging
- 3 technology clusters and 2 standalone businesses across 17 countries with 23 manufacturing sites
- 11 acquisitions – 3 in last 5 yrs. Revenue growth +21% CAGR(1) FY14-25

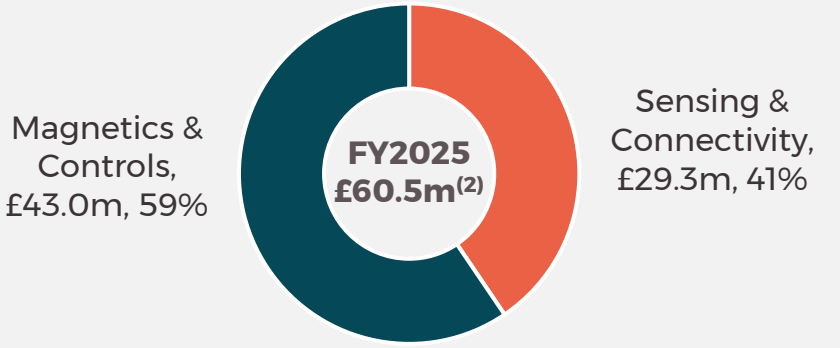
Sensing & Connectivity

- Sensors & switches
- Signal transmission, wireless and cable connection, and electromagnetic shielding
- 4 technology clusters and 4 standalone businesses across 9 countries with 19 manufacturing sites
- 18 acquisitions – 11 in last 5 yrs. Revenue growth +29% CAGR(1) FY14-25

Sales



Operating profit



(1) At constant exchange rate. Including acquisitions.

(2) Group adjusted operating profit includes £11.8m central cost. Adjusted operating profit excludes acquisition-related costs, i.e. amortisation of acquired intangibles and transaction costs.

Why invest in discoverIE



discoverIE's strategy & value proposition

Value proposition

Designing unique, custom, **high value-add**, technically **complex electronic** solutions, enabling customers to create better products

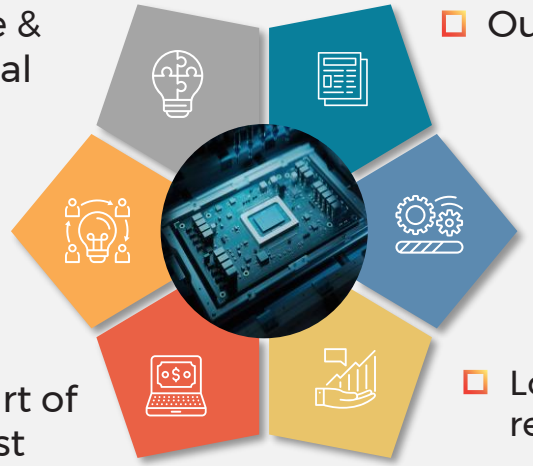
Sensors | Connectivity | Magnetics | Controls

Clear strategy

- **High quality growth markets**
  - Organic growth >> GDP
- **Acquire highly differentiated businesses**
  - Higher margins, create platforms
  - Fragmented market - consolidation opportunity
- **Generate efficiencies**
  - Higher margins, strong cash generation, capital light
- **Reach net-zero**

Our products are:

- Unique & essential
- Our design IP
- Necessary for market innovation
- Flexible international production
- A small part of system cost
- Long term, repeating revenues



Low customer concentration

- Top 10 = 22% of Group sales[1]

(1) As of H1 2026.

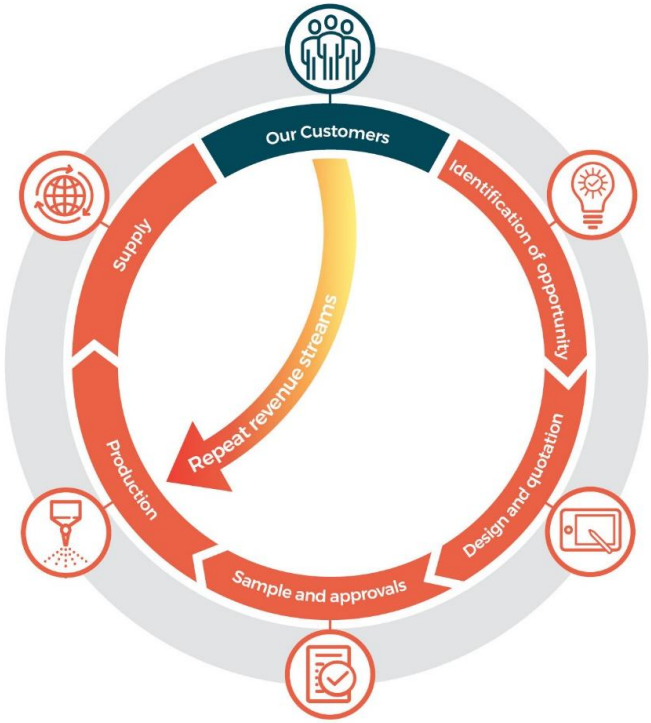
Focus on long-term growth markets

Customer End Market	Sub Market	Megatrend	Medium Term Outlook	UN SDGs
Renewable energy	Wind Tidal Hydrogen	Electrification & diversification	■■■■■□□□	
Transportation	Rail Marine Aviation Specialist vehicles	Electrification & urbanisation	■■■■■■■□	
Medical	Clinical/surgical Diagnostics & biotech Healthcare Other medical	Digitalisation & automation	■■■■■■□□	
Industrial & Connectivity	Automation Communication Harsh environment Environmental & monitoring	Digitalisation & automation	■■■■■■■□	
Security	Access controls Detection systems Surveillance systems Space & defence	Urbanisation & defence modernisation	■■■■■■■■	

Differentiated products
Underpinned by sustained innovation

Engineering-led sales model

- Detailed **technical knowledge** of applications and design
- Unique **understanding of customers' needs**
- **Custom designed solution** or standard products engineered to meet customers' specific needs
- **Mission critical** components



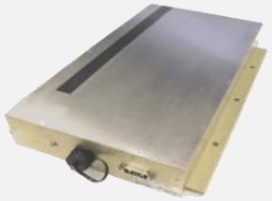
Innovation in action

SENS TECH

Linear X-ray detection sensor

- X-Ray detector head and signal processor for material detection
- High speed, high-definition data acquisition and read-out
- Fully customised





Primary market:
Airport security, food processing

Other markets:
Waste management


Bio-fuel sorting


Waste sorting


Mineral & ore detection

Strong long term track record

Delivering against targets through the economic cycle

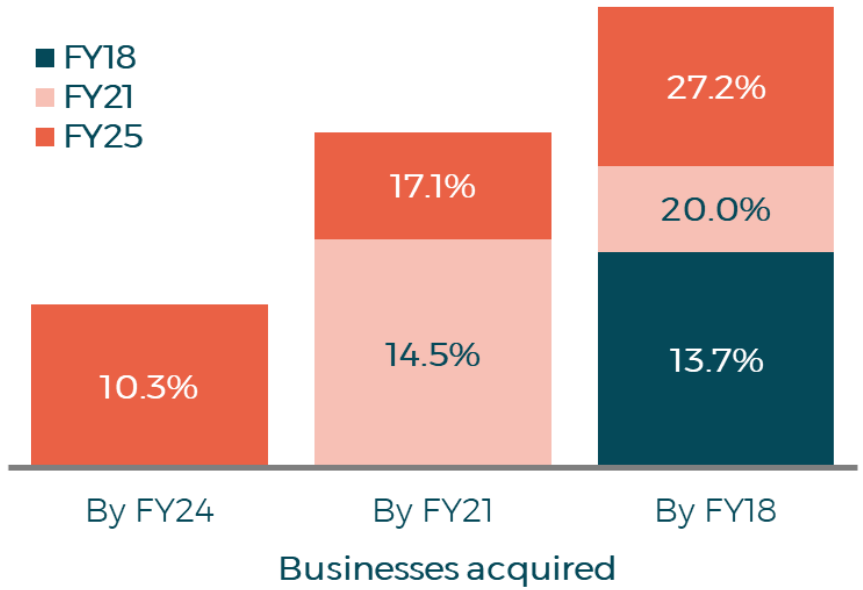
	Organic sales growth	Operating margin	EPS growth	Operating Cash conversion	ROCE	Carbon reduction
Targets	**>>GDP** thru' cycle	**17%** By FY30	**>10%** p.a.	**>85%**	**>15%**	**Net Zero** By CY30[1]
Results FY15-25	**+5.5%** CAGR	**+8.2ppts**	**+20%** CAGR	**>100%**	**15.8%**[2] +4.2ppts	**59%**[2] Since CY21
H126 Results	**+0.5%**	**14.0%** +0.3ppts CER	**+6%**	**102%**[3]	**15.4%** +0.1ppt	**c.63%** Since CY21

(1) Scope 1 & 2 only; -65% by CY25
(2) FY25 results
(3) Last 12 months (LTM)

Consistent shareholder returns

Returns increasing over time

Compounding organic growth, efficiencies and a long-term approach



Increasing returns for acquisitions held since FY18, FY21 & FY24

- ROCE of businesses owned in FY18 was 13.7%
  - By FY21, ROCE on these deals increased to 20.0%
  - By FY25, increased further to 27.2%
- A similar picture delivered with ROI
- Over time 15.8% ROCE in FY25 can become 30%+ organically

Sustainability



discoverIE

A responsible business

discoverIE commits to reach net-zero GHG emissions across the value chain by 2040, with near-term science-based targets to:

- Reduce absolute Scope 1 & 2 GHG emissions by 90% by 2030 from a 2021 base year
- Increase active annual sourcing of renewable electricity to 100% by 2030
- Reduce absolute Scope 3 GHG emissions by 42% by 2030 from a 2023 base year

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET ZERO STANDARD
APPROVED NET-ZERO TARGETS

Climate CDP 2025 B

Water CDP 2025 C

MSCI ESG RATINGS BBB
CCC | B | BB | BBB | A | AA | AAA

SUSTAINALYTICS
a Morningstar company

Negligible Risk
NEGL (0-10) | LOW (10-20) | MED (20-30) | HIGH (30-40) | SEVERE (40+)

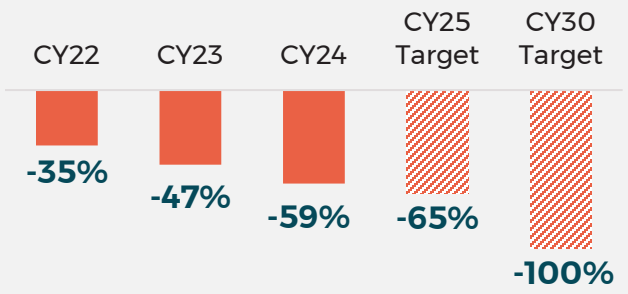
ESG progress

Our Planet
Supporting the shift to a low carbon economy

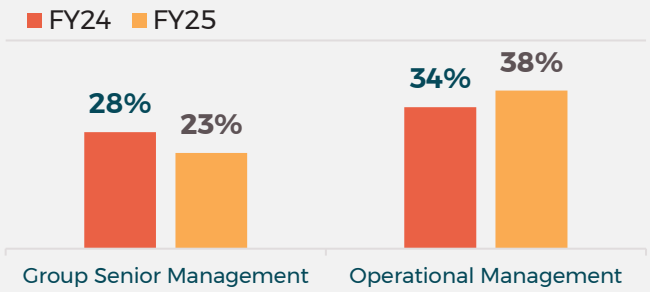
Our People
Creating a diverse workforce and safe environment

Our Products
Ensuring product quality, reliability and sustainability

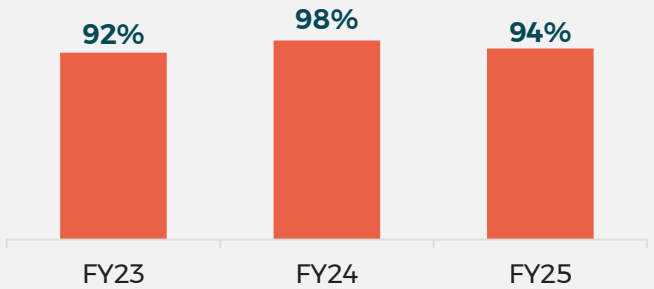
Carbon reduction[1]



Gender diversity



ISO 9001 accreditation



- **59% absolute reduction in Scope 1 & 2 emissions vs CY21 baseline, on track to meet CY25 target of 65% reduction**
- Energy intensity[1] reduced by 22% vs CY21, with 83% of our electricity from renewable or clean sources (CY23: 72%), one year ahead of our 80% target
- 50% of company cars now electric or hybrid (FY24: 40%), meeting our FY25 target

- **Female representation in the combined Group senior management and Group operational management increased to 33% (FY24: 32%)**
- 73% of the workforce work in operations with ISO 45001 certification (FY24: 60%)
- Lost time incident frequency rate increased to 0.25 (FY23: 0.20)[2]

- **94% of Group products manufactured under ISO 9001 (CY23: 98%). The reduction was due to new acquisitions that are not ISO 9001 certified.**
- 3 more sites achieved ISO 14001 accreditation; 74% of Group sales (CY23: 69%) now from operations with ISO 14001

(1) Energy intensity – kWh/£m revenue.
(2) We have tightened our definition of a Lost Time Incident to be an incident resulting in a loss of ≥1 workday from previously ≥5 workdays.

Appendices



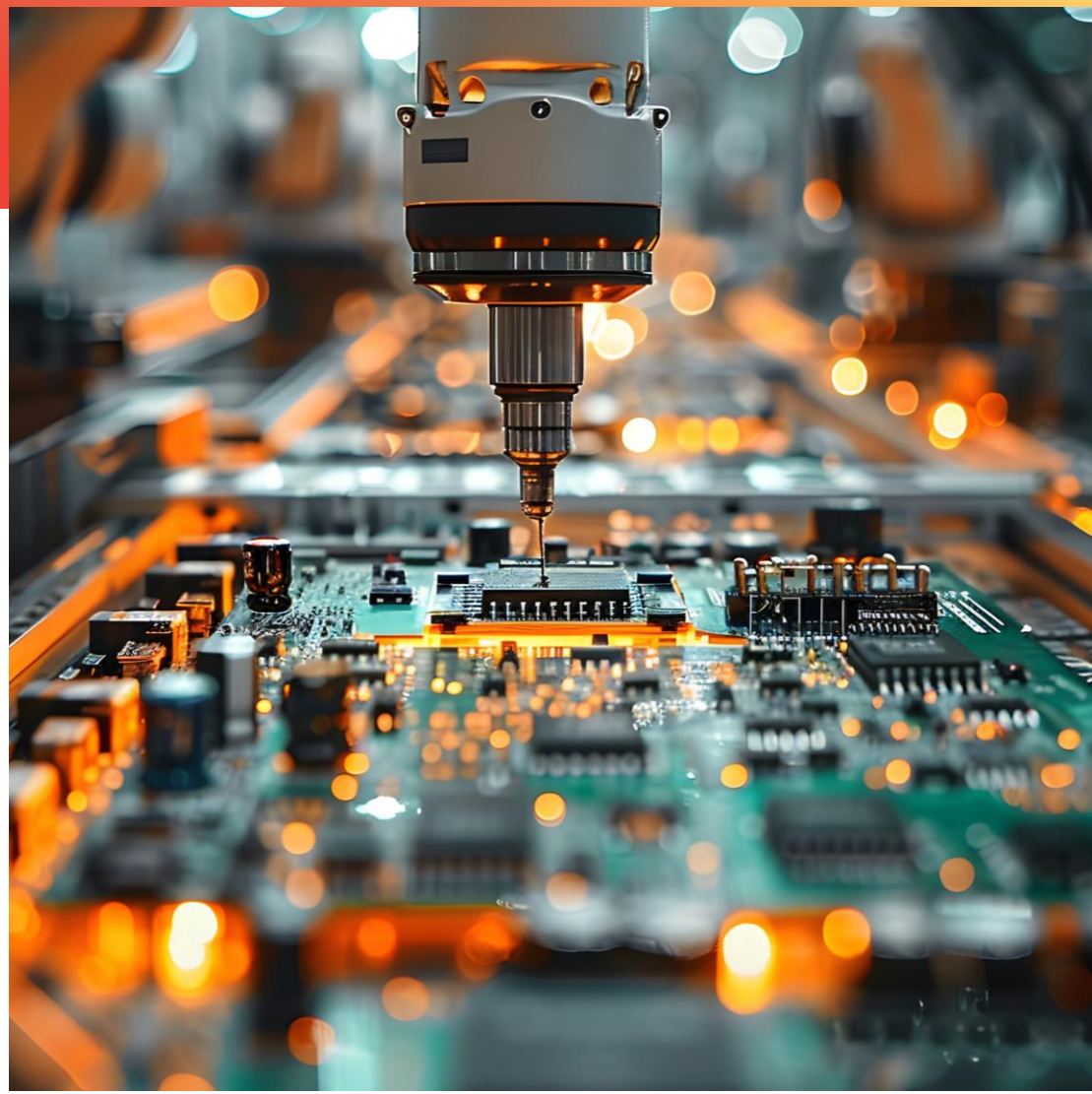
Full year trading update

Q4

- Trading accelerated with all operating units experiencing a strong sequential increase in demand
- Order intake +16% CER and +15% organically
- Sales +6% CER and +5% organically

Full year

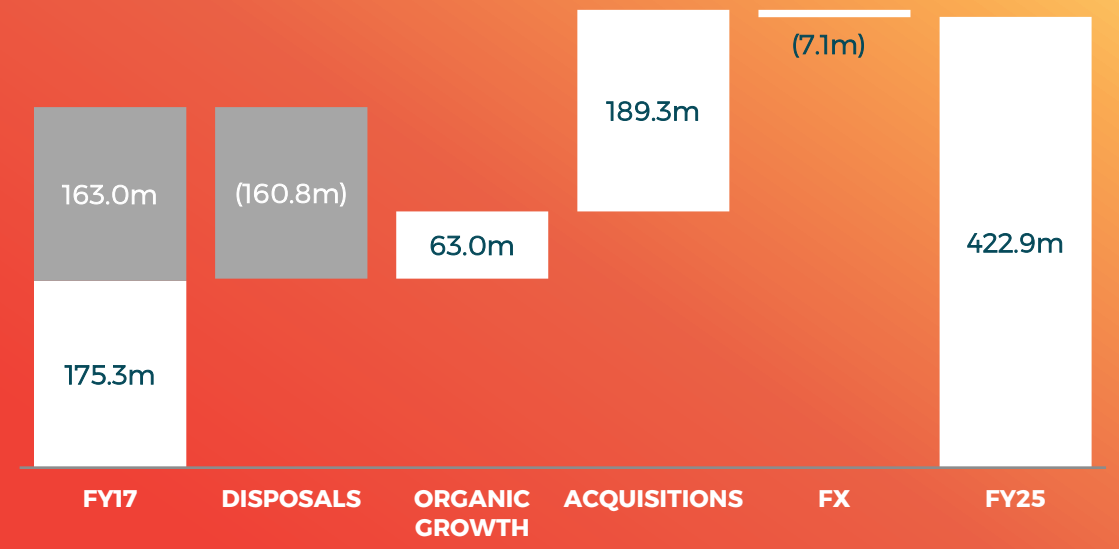
- On track to deliver another year of growth in adjusted EPS in line with consensus
- Order intake +9% CER and +5% organically; Group order book +6% sequentially
- Sales +5% CER and +2% organically; organic sales for both divisions +2%
- Gross margin remain robust; additional investments in operating capacity to meet accelerated demand
- Trival Antene acquisition completed following regulatory approval in early April
- Proforma gearing, i.e. including Trival, expected to be 1.7x, within our target range



Revenue and adjusted operating profit[1] growth FY17-25

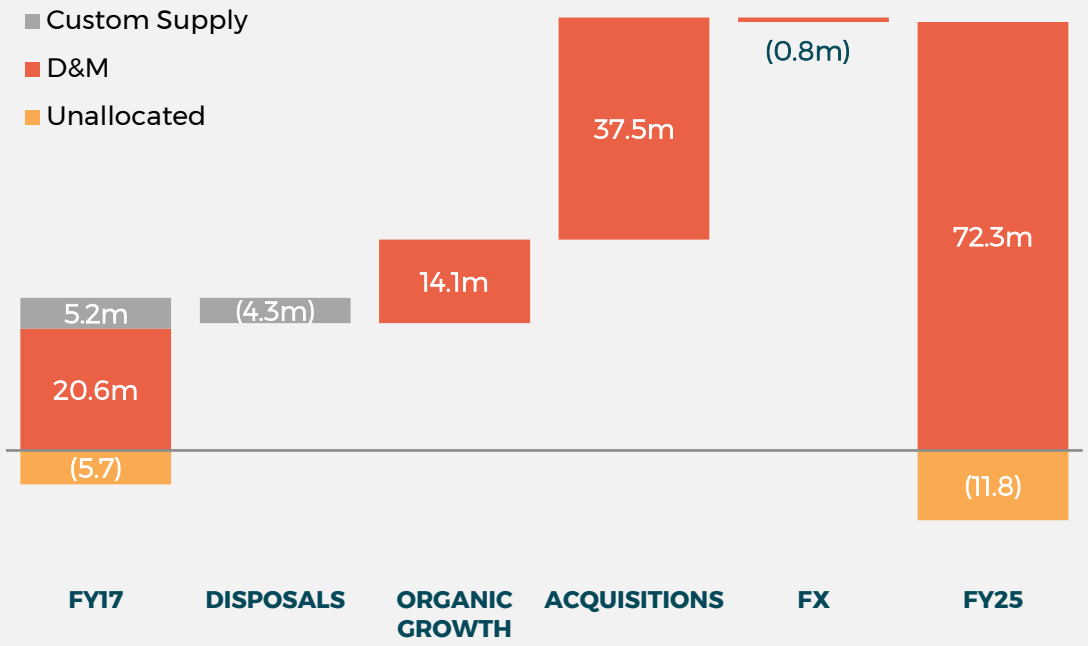
Revenue

Revenue (excluding disposals[2]) increased by **10% CAGR** over the 8 years



Adjusted operating profit

Adjusted operating profit (excluding disposals[2] but including unallocated central costs) increased by **20% CAGR** over the 8 years



(1) Adjusted operating profit excludes acquisition-related costs, i.e. amortisation of acquired intangibles and transaction costs.
(2) Disposals include Santon solar unit in 2024; Custom Supply distribution business in March 2022; Vertec SA in Jan 2022.

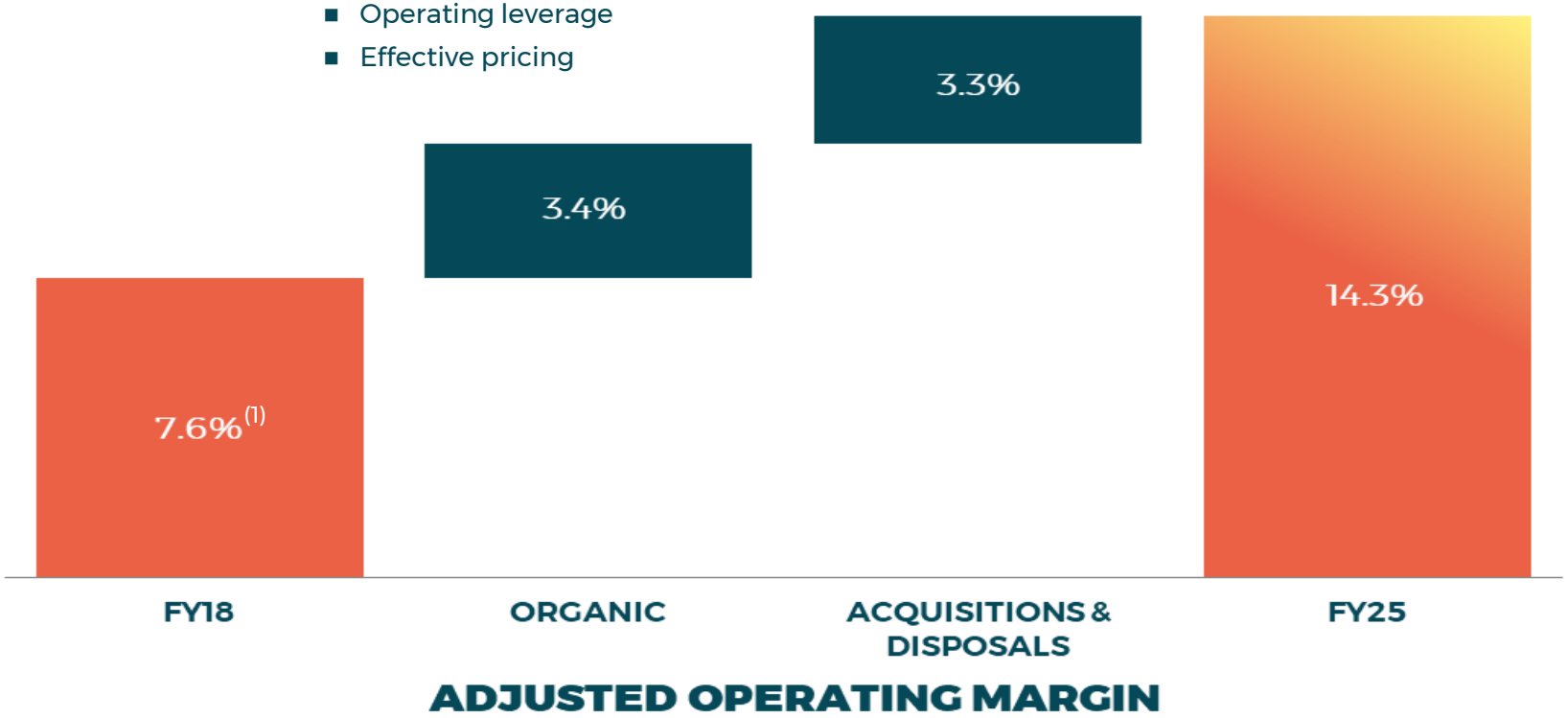
Adjusted operating margin improvements FY18-FY25

Growth from organic improvement

- Manufacturing flexibility
- Operating leverage
- Effective pricing

Growth from strengthening portfolio

- Margin enhancing acquisitions
- 1 low margin disposal



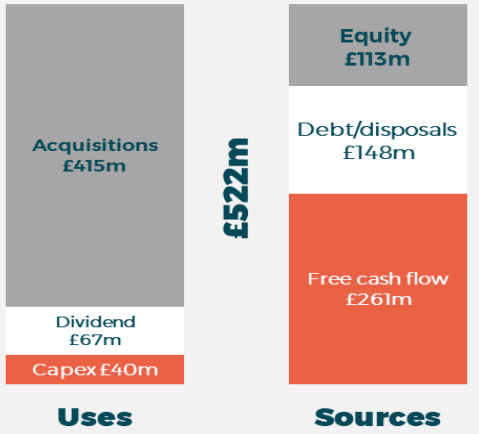
(1) On a continuing revenue basis, i.e. excluding Acal BFi which was disposed of in FY2021/22.

Disciplined capital allocation

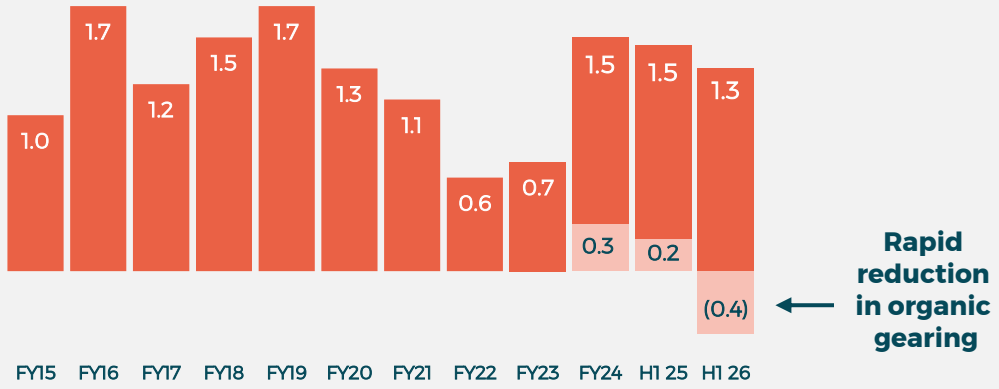
£261m free cash flow[1] since FY18

- **c.75% into growth investments**
  - Capacity & production growth projects (typical payback terms 2-4yrs)
  - Acquisitions – technology platforms (9-12x multiple) or cluster bolt-ons (4-8x multiple) to drive growth & margin expansion
- **c.25% to shareholders via progressive div policy**
- **Ongoing portfolio discipline**
  - Sales of lower-margin distribution business (FY22) & solar unit (FY24)
- **Share buybacks**
  - Only considered if holding surplus cash & acquisition multiples unattractive

Capital allocation (FY18-25)



Gearing[2]



(1) Free cash flow above is quoted before capex.
(2) Net debt divided by adjusted EBITDA (pre IFRS16) as annualised for acquisitions.

Creating products for a sustainable world



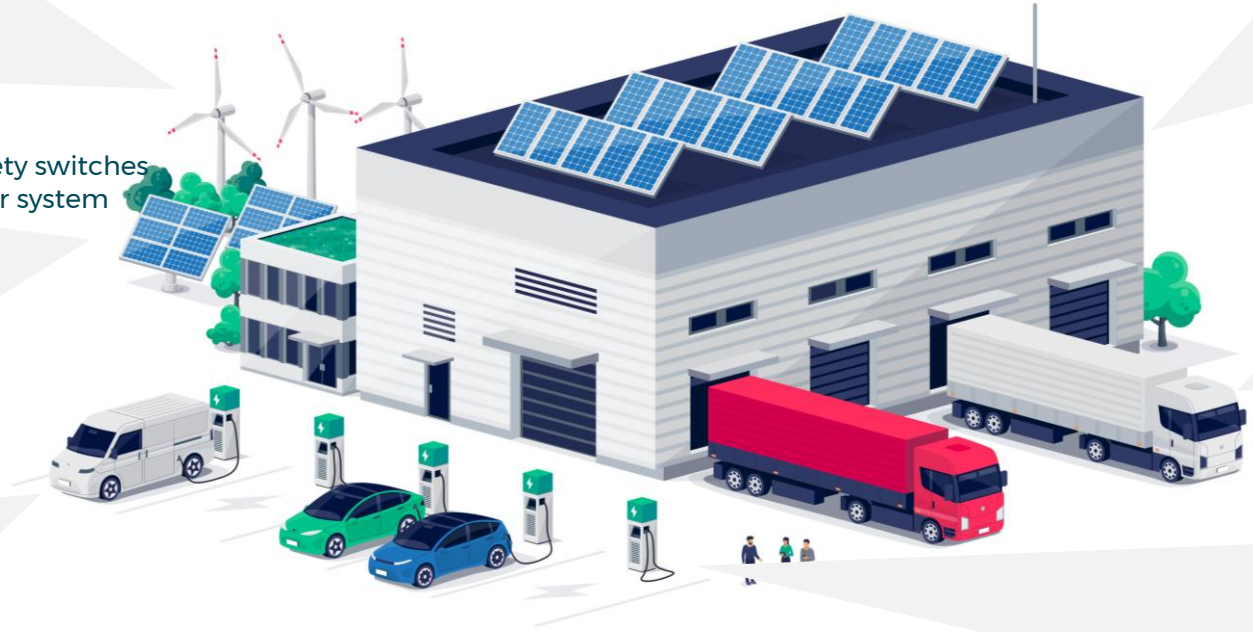
Liquid-cooled transformers to reduce harmonics, which increases wind system efficiencies



DC safety switches for solar system



Temperature sensors for monitoring electric motor in e-trucks to prevent over heating





Antennas, sensors, PoE modules and fibre optic & cable connections for modern warehouse management



Microcomputer for temperature-controlled food and drug delivery trucks



Nanocrystalline cores and magnetics enabling fast charging for hyperchargers

Board of Directors



Bruce Thompson – Non-Executive Chairman

Bruce joined the Board as a Non-Executive Director in February 2018. He is also Chairman of Avon Protection plc. He retired in 2018 as Chief Executive Officer of Diploma plc after 22 years. Bruce brings a wide range of strategic and leadership expertise to the Board with proven experience of growing international industrial businesses. Bruce is also a Non-Executive Director and Chairman of Avon Technologies plc.



Nick Jefferies – Group Chief Executive

Nick was appointed Group Chief Executive in January 2009. His experience of electronics and the components industry comes from holding senior positions for over 15 years with leading international distributors of electronic components and computer products, such as Electrocomponents plc and Arrow Electronics. Nick originally trained as an Electronics Design Engineer with Racal Defence (now part of Thales plc).



Simon Gibbins – Group Finance Director

Simon was appointed as Group Finance Director in July 2010. A Chartered Accountant, he was previously Global Head of Finance and Deputy CFO at Shire plc. Prior to joining Shire in 2000, he spent 6 years with ICI plc in various senior finance roles, both in the UK and overseas. His earlier career was spent with Coopers & Lybrand in London.



Celia Baxter – Non-Executive Director

Celia joined the Board on 1 June 2023. She has years of executive and board experience, including 13 years as Group HR Director at Bunzl plc, and a good understanding of decentralised, acquisitive international businesses. Celia is a Non-Executive Director of Volution Group plc and Genus plc. She was also a Senior Independent Director and Remuneration Committee Chair at Dowlais plc before it was delisted.



Rosalind Kainyah MBE - Non-Executive Director

Rosalind was appointed as a Non-Executive Director in November 2021, with effect from 1 January 2022. She has extensive experience in sustainability matters and currently runs Kina Advisory, an ESG consultancy. Previously, she was VP, External Affairs & Corporate Social Responsibility at Tullow Oil and held various roles at De Beers SA, latterly as President of De Beers Inc. in the US. Rosalind is also a Non-Executive Director at GEM Diamond Ltd, WE Soda Limited and EnQuest plc.



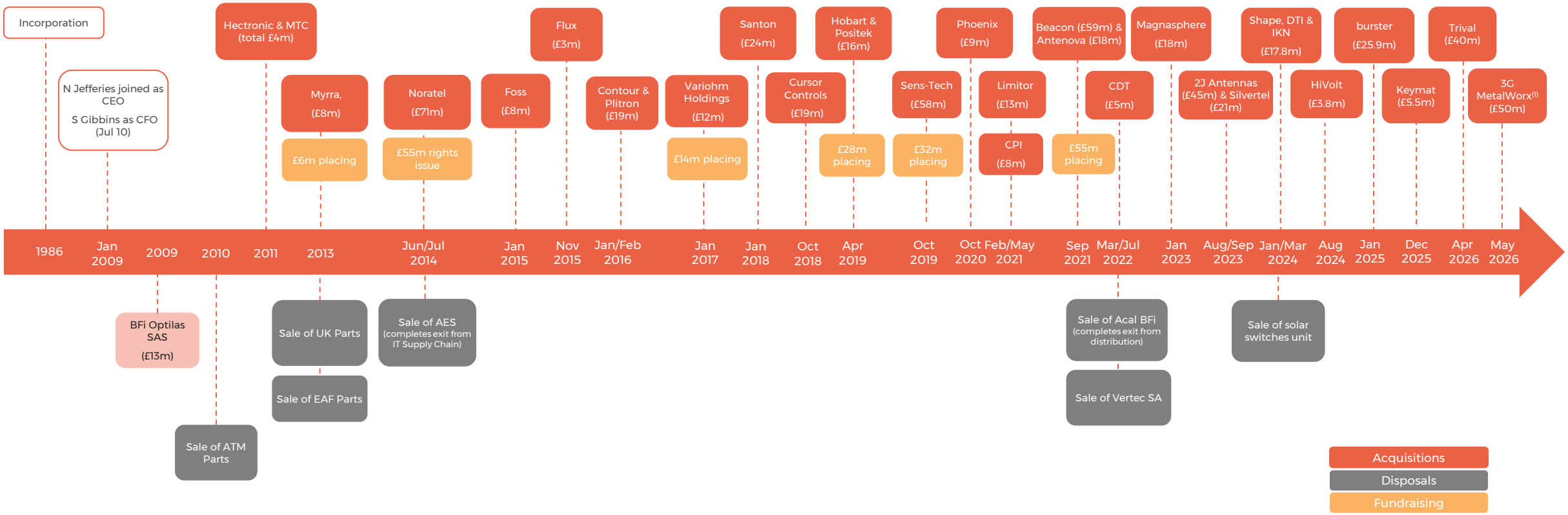
Clive Watson - Non-Executive Director

Clive, a Chartered Accountant, became a Non-Executive Director and Chair of the Audit & Risk Committee in September 2019. He is also a Non-Executive Director at Breedon Group plc, Kier Group plc and Trifast plc and was Non-Executive Director and Chair of the Audit Committee at Spirax-Sarco Engineering plc for 9 years. During his executive career he was Group Finance Director of Spectris plc for 13 years until 2019.

History since incorporation

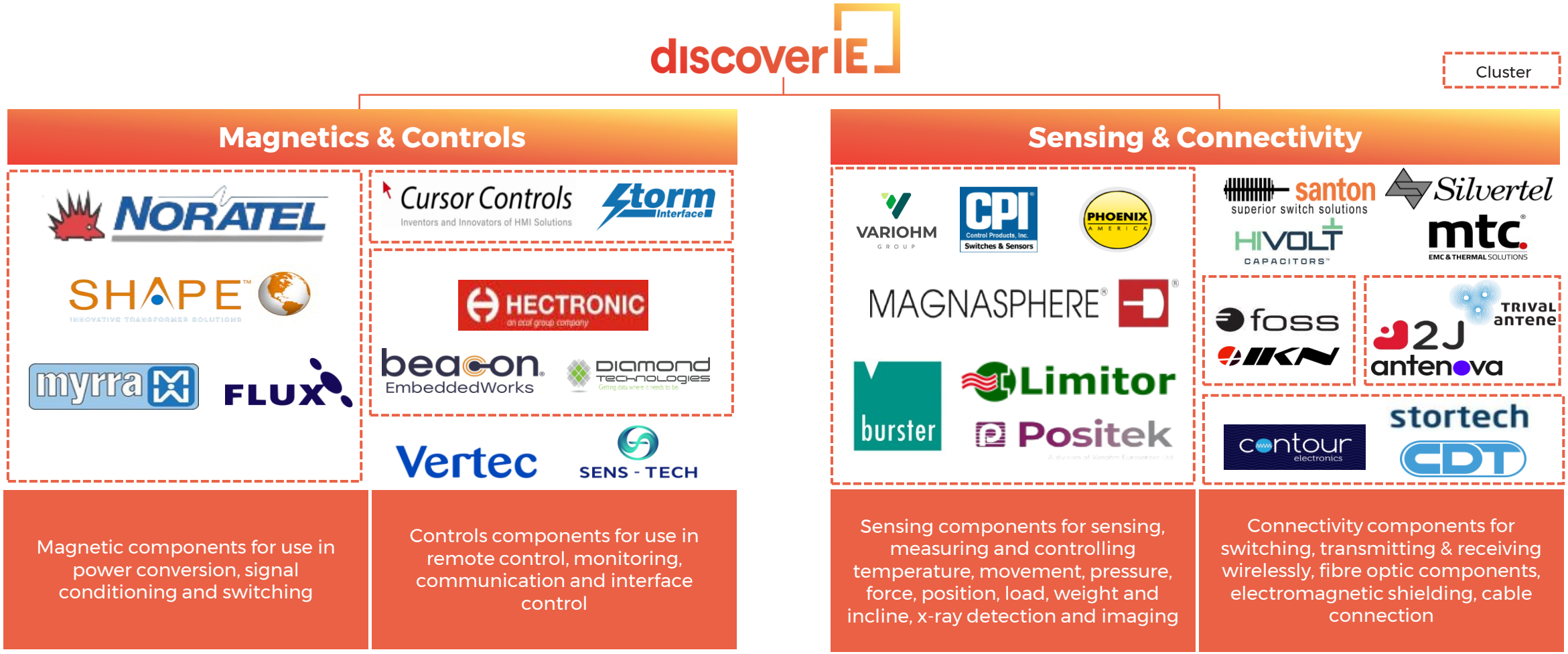
Transformed from a regional distributor to a designer and manufacturer of niche electronic engineering group in 15 years with

- 30 design & manufacture acquisitions for c.£580m
- 7 disposals

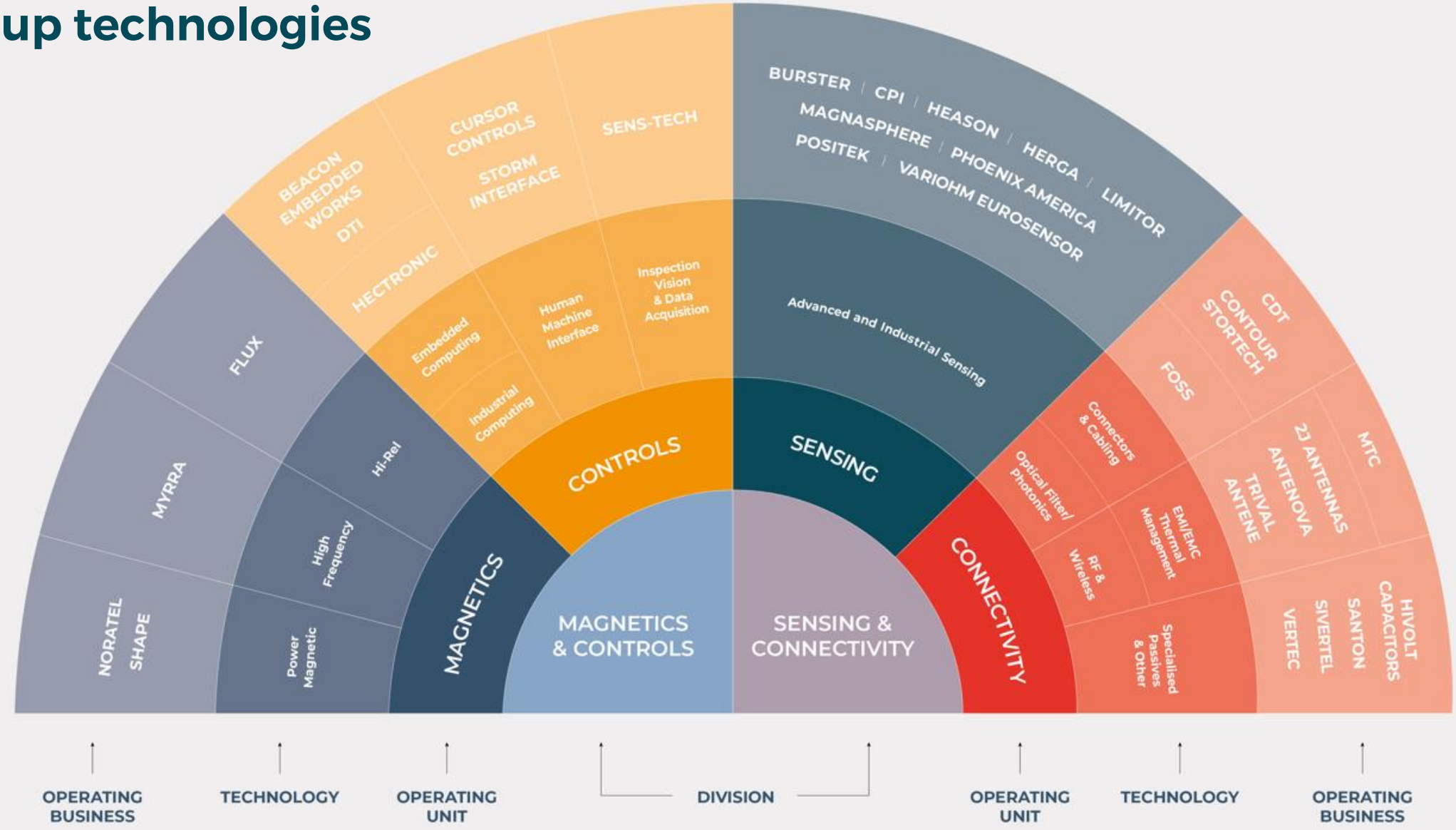


(1) £50m consideration for 90% of 3G MetalWorx. The acquisition is subject to regulatory approval.

Group structure



Group technologies



Acquisition case study – Variohm

Building a successful sensing cluster

	FY17	FY25
Revenue growth	18% CAGR	
Op profit growth	29% CAGR	
Operating margin	11%	21%
Organic ROCE	21%	24%
ROCE	21%	18%
ROI	16%	21%
Working capital/ sales ratio	16.1%	17.5%
US/Asia sales	9%	45%



Acquired: January 2017

Products: Sensors & switches

Division: Sensing & Connectivity

Developments since acquisition:

- Developed long term strategic plan
- Organic growth in target markets
- 6 bolt-on acquisitions
- Cross-selling into European & US markets
- Inter-business production in Germany, Hungary & US
- Internationalised with 3 North American acquisitions and 3 European
- Upscaled top team – new Finance Director, Sales Director & Marketing Director
- Upscaled finance and sales teams
- Upgraded ERP system
- Integrated Group risk, control & ESG policies

Our customers

Low customer concentration: top 10 = 22%



& the European 'Mittelstand'

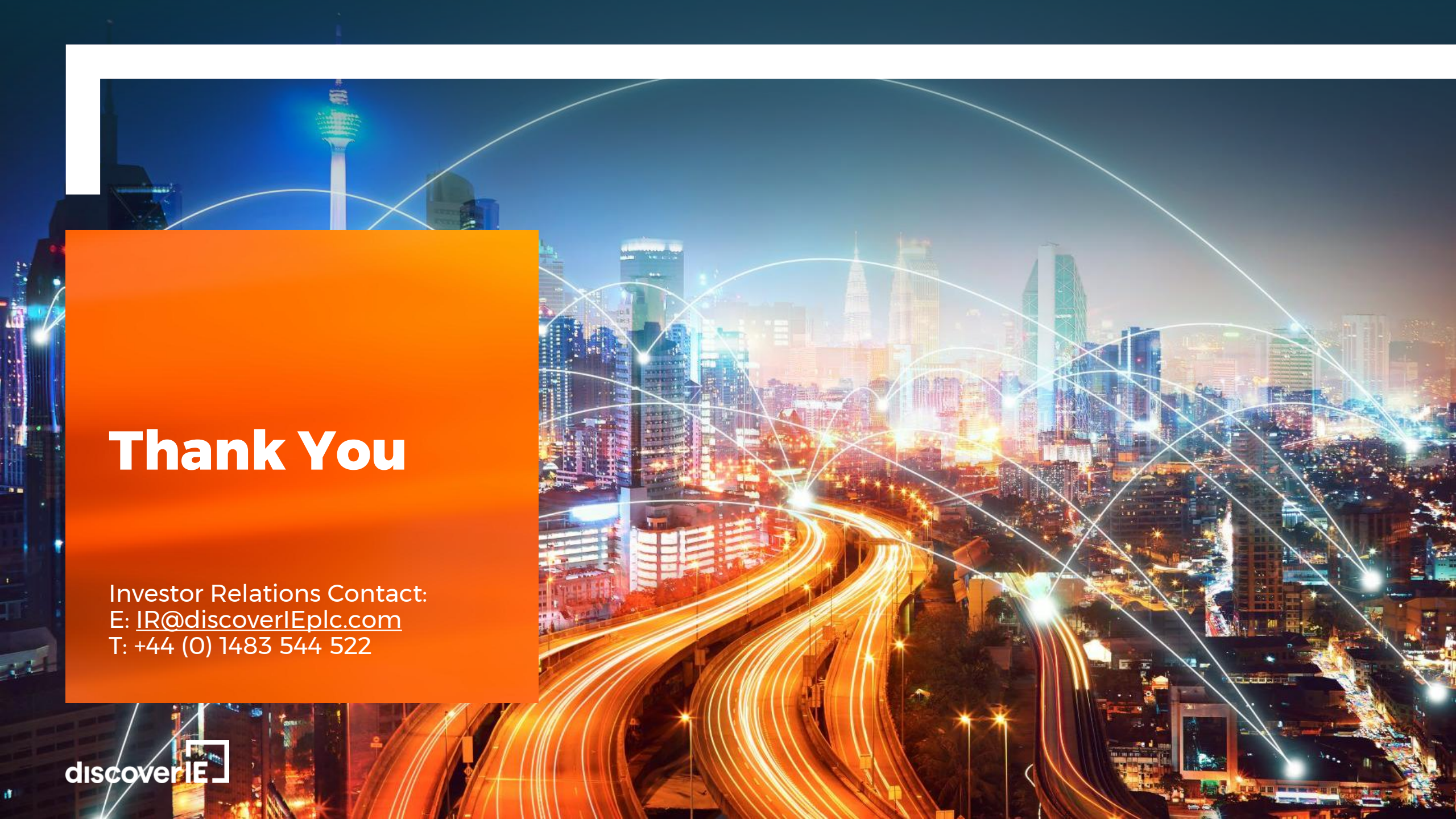
Share and shareholder information

Share information as of 26 May 2026	
Ticker	DSCV
Exchange	London Stock Exchange
Index	FTSE 250
Industry	Industrials
Sector	Electronics & Electrical Equipment
Total shares in issue	97.4m
Market cap	£710m
Dividend (FY2024/25)	12.5p (FY2025/26 interim 4.05p)
Next reporting date	3 June – Full Year Results
MSCI ESG rating	BBB
Sustainalytics rating	Regional Top Rated (Europe)
CDP	B (climate change)

Top 10 shareholders	Country	% of shares issued*
Van Lanschot Kempen	The Netherlands	10.9%
BlackRock	UK/US	8.1%
Swedbank Robur	Sweden	3.9%
NFU Mutual	UK	3.5%
Columbia Threadneedle	UK	3.3%
ClearBridge Investments (formerly Martin Currie)	UK	3.1%
Charles Stanley	UK	2.8%
Montanaro Asset Management	UK	2.7%
Hosking Partners	UK	2.5%
Danske Bank Asset Management	Denmark	2.3%

- Top 10 holders represent 43%
- Next 15 (23%) – Impax, Long Path Partners, Aberdeen, BNP Paribas AM, L&G, Artemis, Dimensional Fund, Jupiter, Vanguard, Canaccord Genuity Wealth, Invesco, TIAA Investments, Financiere de l'Echiquier, SSGA, JM Finn
- 37% non-UK holding (12% N. America, 25% Europe)
- Directors/management ownership: 4%

*as of 11 March 2026



Thank You

Investor Relations Contact:
E: IR@discoverIEplc.com
T: +44 (0) 1483 544 522

discoverIE