

Becoming a Halma
company



Halma



Meet Halma

Halma is a global group of life-saving technology companies. Named one of Britain's Most Admired Companies, we provide innovative solutions to many of the key problems facing the world today.

Our purpose powers every business decision we make, from choosing our markets to finding the right talent.

We want to partner with people and organisations who share our purpose.

We seek to acquire successful businesses in markets with long-term growth drivers that are aligned to our purpose, and then invest in them to help them grow.

We are careful to choose businesses who are niche specialists and who know their customers and their markets. Through our Growth Enablers we can then help them take their business to the next level.

Whether that's through international expansion, finding the right talent, or through overcoming technological barriers.

Our purpose is to grow a safer, cleaner, healthier future for everyone, every day.

Halma by numbers



Over 45 years
as a plc



45+ consecutive years
of dividend growth
of 5% or more



London Stock Exchange
listed and member
of the FTSE 100



Around 50 businesses
operating globally



9,000+
employees



Around £14bn
market cap



More than 170 companies
acquired since 1972



Over £1.7bn invested
in the last 10 years

The sectors we operate in

Our companies are the heroes. They provide innovative solutions to many of the key problems facing the world today, from water scarcity to food security. Our companies are grouped within three sectors: Safety, Environmental & Analysis, and Healthcare.



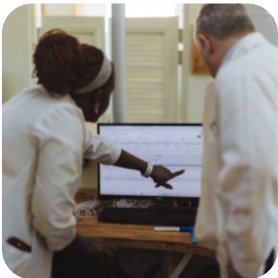
Safety

Technologies to protect people, assets and infrastructure, enable safe movement, and enhance efficiency in public and commercial spaces and in industrial and logistics operations.



Environmental & Analysis

Technologies that monitor and protect the environment, analyse materials, and ensure the quality and availability of life-critical resources.



Healthcare

Technologies and digital solutions help providers improve the care they deliver and enhance the quality of patients' lives.

The Halma difference

Our acquisitions benefit from immediate access to the Halma network, with around 50 global niche businesses ready to collaborate, share ideas and work together.

We have established hubs in the UK, USA, China and India that provide expertise, operational support and market knowledge. These hubs give companies the means to grow their business faster in these regions.

If you are a business in one of our end markets looking for your next period of growth, then Halma is the place to come.



Headquarters
in four continents



Offices in
20+ countries



Four
international hubs



Sell in 100+
countries



Why partner with us?

Joining the Halma family gives you access to the support, insight, expertise and connections designed to take your company to the next level.

We are long-term partners. We want to support your company to retain what makes you special and help you grow. Our long-term view means many of our companies have been with the Group for decades, and have seen exponential growth over that time.



The types of businesses we invest in

Halma is always interested in talking to businesses that support:

- Global efforts to address climate change, waste and pollution
- A growing need to improve the safety and efficiency of vital industry and infrastructure
- Increasing demand for better healthcare
- The growing need to protect life-critical natural resources

Normally these businesses are:



Niche specialists



In regulated markets



Tech focused



Cash generative, profitable growth



What we bring to the table

Halma companies retain their identity, culture and operational agility. They set and deliver their own strategies, built on deep knowledge of their customers and markets, while staying accountable for performance.

This balance of autonomy and accountability is central to our model, helping companies stay entrepreneurial, close to customers and focused on sustainable growth.

They also benefit from Halma’s simple, self-sustaining growth model, with access to Group capital, specialist expertise and a strong peer network, where it adds value.



M&A: We help our companies grow faster by providing opportunities to acquire businesses that can accelerate their expansion.



International Expansion: We assist our companies in growing their business in key export markets, including through our hubs in the USA, UK, India and China.



Talent & Culture: We ensure Halma has world-class teams and high-performance, inclusive cultures across all three layers of our operating model.



Finance, Legal & Risk: We give our leaders the insight to make good decisions, through accurate, timely, and actionable financial data, legal advice and risk analysis.



Digital Growth: We provide support to our companies to accelerate their digital capabilities and the technology to grow.



Innovation Network: We connect our companies with each other and experts globally to help them learn faster, see new market trends and establish strategic partnerships.



Strategic Communications & Brand: We enable our companies to reach all stakeholders by helping them build their brand, understand their market needs and develop leading positions, using the endorsement of the Halma brand, where it makes sense.





What can you expect from Halma during an acquisition process?



Speed

- We work collaboratively with management teams to run an efficient process that minimises disruption and maintains momentum.
- We focus diligence on the issues that matter most, enabling timely decisions and a streamlined path to completion.
- Our experienced M&A teams and strong financial position provide the resources and funding certainty needed to execute transactions efficiently.



Trust

- We are a transparent and reliable acquirer with a long track record of helping companies grow while preserving what makes them successful.
- We support you and your employees throughout the transaction process, maintaining open communication and acting as a collaborative partner.
- We place a high value on deal certainty and remain committed to the key principles agreed at the outset of a transaction.



Agility

- We are flexible in transaction structure and work to find solutions that meet the needs of all parties while maximising long-term value.
- When challenges arise, we take a practical, solutions-oriented approach, drawing on our experience to maintain progress and resolve issues efficiently.
- Our support extends beyond signing and completion, with a tailored approach to integration and long-term stewardship that helps companies continue to grow.

Employees and leaders are valued at Halma



Employees

- Impacting the world for good
- Ethical and respectful work environment
- Being part of a growing global business
- Financial stability
- Opportunity for professional growth
- Profit share or equity share based on Halma's success
- Pension benefits



Leaders

- Global experience and travel
- Freedom to create and execute business strategy
- Full P&L autonomy with significant local decision-making
- Personal and professional training and development
- Performance incentives
- Equity stake in Halma's success
- Network of peers to learn from
- Broad international career opportunities
- Recognition and accountability

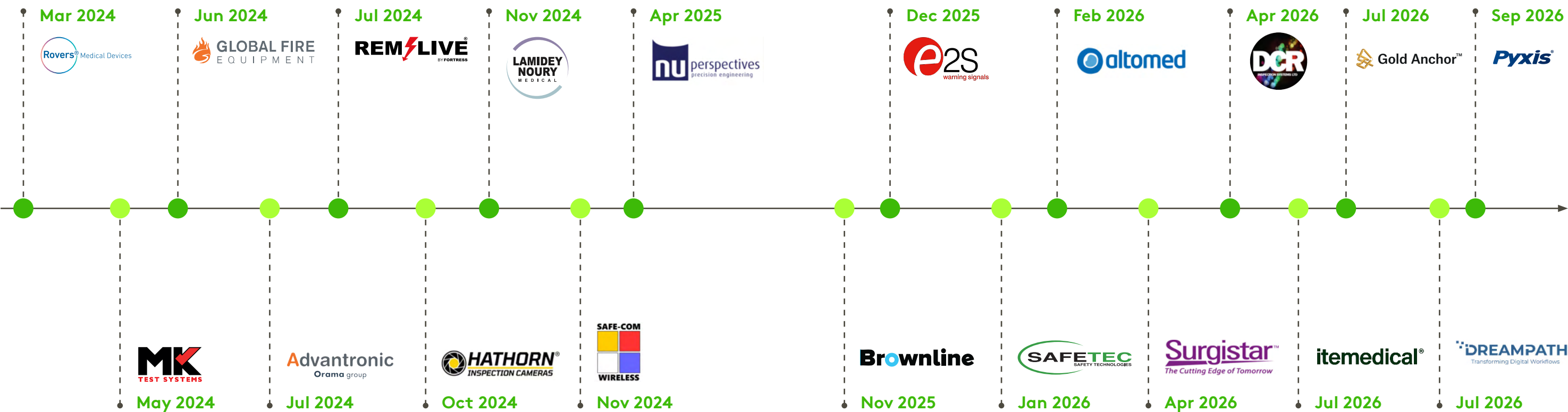


Operating companies

- Unique identity, brand and culture
- Freedom to create a growth strategy independently
- Ability to invest and grow the business
- Ability to develop and attract talent
- Support for growth in key international markets
- Market intelligence from other Halma companies
- Financial stability and commercial credibility
- Practical support to ensure legal and corporate compliance



Recent acquisitions



As at September 2026

Why Founders sell to Halma



When we decided to join Halma in 2016, we were looking for more than an exit. We wanted a long-term home for CenTrak that would protect what we had built and create opportunities for our people.

Halma’s approach stood out because it recognised the importance of our legacy and autonomy. There was no intention to change who we were or fold us into a larger organisation. Instead, CenTrak could stay close to its customers and continue making its own decisions, while benefitting from Halma’s experience, investment and network.

More than ten years later, CenTrak remains the number one company in its market. It has continued to grow, innovate and strengthen its position, led by the teams who have taken the business forward.

For founders considering the future of their companies, that matters. The right owner protects what makes a business special, supports its people and provides a foundation for long-term success.

Ari Naim
Co-Founder, **CenTrak**
(Acquired by Halma in 2016)



Discover more:



“

What mattered most was knowing Ramtech would retain its autonomy while gaining the support we needed to grow. Five years on, I remain very happy with that decision. Ramtech has expanded its opportunities, benefitted from Halma’s network and resources, and, importantly, has stayed true to what made it successful in the first place.

Andy Hicks
Founder, **Ramtech**
(Acquired by Halma in 2021)

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Halma stood out because of its long-term approach, commitment to autonomy and shared sense of purpose. Since joining the Group, we have already benefitted from access to expertise and a network of peers that would have been difficult to replicate as an independent company.

Brett Isard
Founder, **E2S**
(Acquired by Halma in 2025)

Discover more:



Discover more:



Case study
What we look for



We buy in markets we know well

Many industrial and manufacturing environments are inherently hazardous. Dangers such as gas leaks, fires or equipment failures pose serious risks to workers and critical assets. Rapid, reliable alerting systems are essential to enable quick action and reduce risk. As global energy demand grows and safety regulation intensifies, the need for high-performance, certified signalling solutions designed to operate in harsh and challenging conditions continues to increase.

Halma acquired E2S in December 2025 to strengthen its Safety Sector’s capabilities in regulated industrial markets. Headquartered in London, with operations in the USA and France, E2S designs and manufactures high-performance notification, initiation and detection devices that are critical components of process safety systems. The acquisition complements Halma’s existing strengths in fire safety and gas detection, expanding its ability to protect people in hazardous environments.

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Becoming part of the Halma group gives E2S the opportunity to build on what we’ve created, with the benefit of global reach, resources and expertise behind us to accelerate growth and innovation. Just as importantly, we’ll continue to lead the business with the autonomy, independence and entrepreneurial spirit that have been so important to our success.

Brett Isard
Managing Director (and former owner), **E2S**

Discover more:



Case study
What we look for

Browline

We buy into adjacent markets

As cities expand and the global energy transition accelerates, demand for underground infrastructure such as power cables and fibre-optic cables is growing. Traditional installation methods are disruptive, requiring roads to be dug up and bulky above-ground equipment, making them poorly suited to densely populated urban environments. In August 2025, Halma acquired Browline, based in the Netherlands, to address this challenge.

Browline is a provider of smart, trenchless underground drilling technology that enables construction teams to drill with precision, without surface disruption. Its advanced, data-led steering and locating services make installing critical infrastructure faster, easier and less environmentally disruptive. The acquisition strengthens Halma’s Environmental & Analysis Sector, expanding its reach into infrastructure resilience and energy transition technologies.

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Joining Halma marks an exciting new chapter for Browline. We’ve built our reputation on precision, innovation, and reliability. These are all values that align closely with Halma’s purpose and long-term vision. Its decentralised model gives us the autonomy to continue doing what we do best, while benefitting from the strength of a global group committed to solving critical infrastructure challenges.

Bertjan Molenaar
Former Owner, Browline



Case study
What we look for



IZI Medical



Gold Anchor™

We buy bolt-on acquisitions to help our companies accelerate their growth

IZI Medical develops specialist medical devices that support the diagnosis and treatment of cancer and other serious diseases. It acquired Näslund Medical in July 2026 as a bolt-on acquisition to strengthen its position in radiation oncology and support international growth. Based in Sweden, Näslund Medical, specialises in fiducial marker technology used to support precision radiation therapy. Its Gold Anchor® technology complements IZI Medical's existing oncology portfolio, broadening its offering to clinicians and healthcare providers.

The acquisition also expands IZI Medical's international reach, bringing established customer relationships, specialist expertise and access to new markets. Together, the two businesses are well positioned to support more clinicians and patients with technologies that enable accurate, targeted cancer treatment.

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Näslund Medical is a highly complementary addition to IZI Medical. Alongside its specialist expertise and strong customer relationships, it brings technologies that strengthen our position in radiation oncology and support our international growth ambitions. Together, we are better positioned to broaden our offering and support more clinicians and patients around the world.

Ryan Lipe
President, IZI Medical



Discover more:



Case study Long-term growth as part of Halma



Castell was the first company Halma acquired, joining the Group in 1971. More than 50 years later, its story reflects Halma's long-term approach to acquiring and supporting specialist businesses: preserving what makes them successful, while helping them grow over time.

At the time of acquisition, Castell was already a recognised specialist in trapped key interlocking systems, helping customers manage risk around hazardous equipment by ensuring safety-critical tasks happen in the right order. That specialist focus has remained central to the business.

Over time, Castell has continued to grow. It has expanded into new markets, broadened its portfolio and built a stronger international presence. In 2022, it merged with sister companies Kirk in the United States and STI in France to form Sentric Safety Group, bringing together complementary expertise, technologies and customer relationships under one global interlock safety systems business.

Today, Castell remains a distinct product brand within Sentric, retaining its trusted name, technical expertise and close customer focus. Its journey shows how long-term ownership can support a business to adapt and grow, while protecting the qualities that made it successful in the first place.



Discover more:



Contact us for more information:

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Find out more about how we grow our companies:

www.halma.com/how-we-grow



Halma

How we grow:



Growing a safer, cleaner, healthier
future for everyone, every day

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