

WHERE THE MODEL WINS NEXT

Adjacent Markets Strategy Map

The capability is the constant. The application changes.
Which industries most resemble the four we already win,
and where we lead.

Our real product is not a tool. It is the ability to carry complexity across the whole chain.



— That capability is industry-agnostic. So the adjacency question is not “where else can we sell software.” It is **“which industries most resemble aerospace, defense, automotive, and industrial in the ways that make our model win.”**

HOW WE SCORE ADJACENCY

Four axes. The more an industry looks like this, the more our model wins.

Engineering intensity

Complex, high-part-count products that live in CAD and demand deep design expertise.

Simulation dependence

Failure is costly, so designs must be validated with FEA and CFD before metal is cut.

Additive & production fit

Low-to-mid volume, high-mix, custom or complex geometry that additive serves well.

Regulatory & reliability rigor

Certified, traceable, audited work, the discipline our defense and aerospace muscle already runs.

Scores on the next page are our analytical judgment, on a 1–5 scale, calibrated so aerospace and defense sit at the top of every axis. They are a strategy read, not a market survey.

THE FIT MATRIX

Scored across the four axes.



Aerospace / defense shown as the calibration benchmark, not a target. Medical devices score highest of the true adjacencies because it stresses simulation, additive, and regulatory rigor at once, the three axes our defense muscle already runs.

Medical Devices

The closest fit outside our current four. Sim-heavy, additive-hungry, and regulated to a rigor our defense muscle already understands.



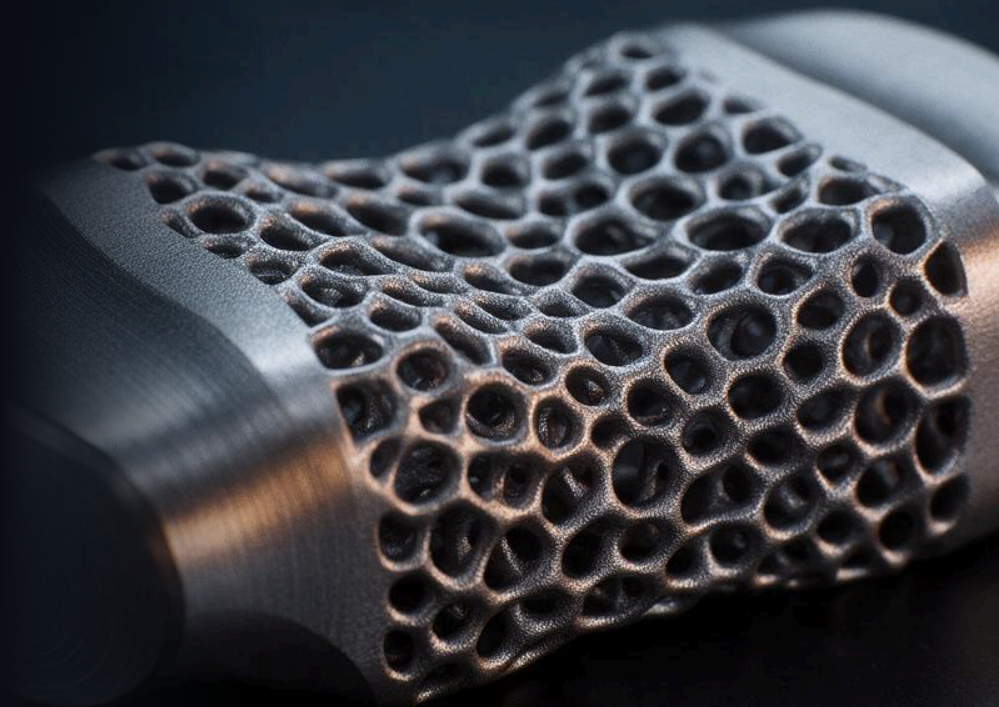
THEIR INTEGRATION PAIN

FEA on implants and CFD on delivery systems live in one shop; patient-specific additive parts in another; the whole thing has to clear FDA and ISO 13485, and the design-history file lands on the customer’s team to hold together.

WEDGE TO LEAD WITH

The regulated-additive plus FEA-validation story: patient-specific parts and surgical guides, validated by simulation, produced under a traceable quality system, from one partner who already runs certified, audited work every day.

Market context: the global medical device market is roughly \$570–680B (2025) growing near 6% a year; 3D-printed medical devices are a smaller but fast lane, about \$5–6B today at roughly 18% annual growth. FDA’s quality regulation (21 CFR 820) is now harmonized to ISO 13485, effective February 2026. Ranges; sources vary by analyst.



Energy

Oil & gas equipment, wind and renewables, grid and storage hardware. Big structures, big simulation, long design cycles, and our industrial base already brushes it.



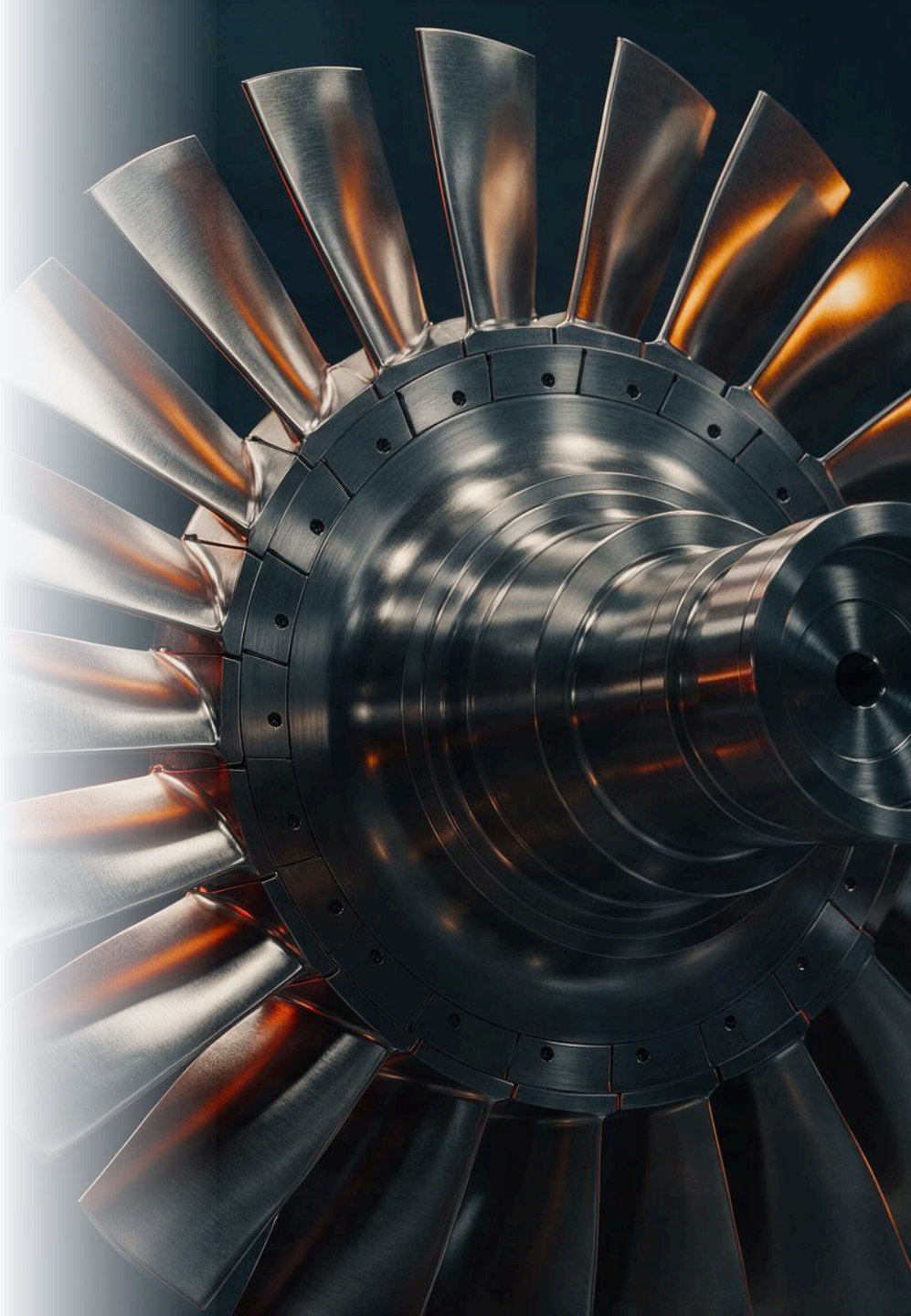
THEIR INTEGRATION PAIN

Turbines, pressure equipment, and structures carry heavy CFD and structural analysis, long qualification cycles, and unforgiving field reliability, split across design houses, analysis consultants, and fabricators who never share a model.

WEDGE TO LEAD WITH

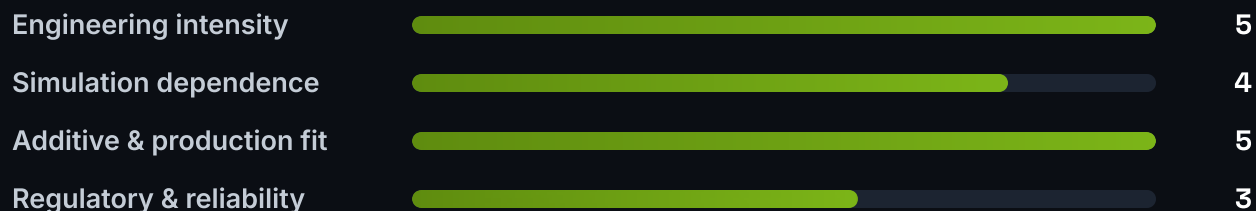
Simulation-led design of critical equipment: CFD and structural FEA on one model, carried through to tooling, fixtures, and additive spares. The additive volume is lower here, so we lead with analysis, not the printer.

Market context: energy equipment is a multi-segment market in the hundreds of billions. As reference points, the global wind turbine market is roughly \$110–180B and the gas turbine market roughly \$23B (2024–2025), both growing high single digits. Ranges; sources vary by analyst and segment definition.



Robotics & Automation

Mechatronics-heavy, fast iteration, constant prototyping of end-effectors and fixtures. A natural pull-through of the whole stack.



THEIR INTEGRATION PAIN

Robotics teams iterate mechanical design, electronics, and controls at once, and re-print custom end-effectors and jigs constantly. The mechanical CAD, the PCB, the simulation, and the printing sit in four different tools and vendors.

WEDGE TO LEAD WITH

The full-stack iteration loop: mechanical CAD and PCB design, motion and structural simulation, and same-week additive parts for end-effectors and fixtures, from one partner so the loop closes faster.

Market context: the industrial robotics market is roughly \$18–22B (2024–2025) and among the fastest-growing engineering segments, near 11–15% a year. It pulls the whole stack rather than any single tool. Ranges; sources vary by analyst.



NEAR-TERM • LOWER FRICTION

Same-family extensions, adjacent to a vertical we already own.

These carry the least friction because they share the customer, the regulations, and the sales motion of an existing vertical. Grow the account, don't open a new market.

FROM AEROSPACE

Space & drones

NewSpace and UAS run the same ITAR, AS9100, and lightweight-structure playbook we already run for aircraft. Same materials, same certs, same simulation.

FROM AUTOMOTIVE

EV, battery & commercial

Electrification adds thermal and battery-enclosure simulation to a crash-and-structures customer we already serve. Commercial and off-highway vehicles extend the same motion.

FROM DEFENSE

Naval & ground systems

Adjacent defense programs share the ITAR posture, the secure workflow, and the ruggedized-part expertise. The relationship and clearances already exist.

THIS IS NOT A STRETCH

We already do this work. The adjacency is a focus decision, not a new capability.

— Our simulation practice already lists **healthcare and biomechanics, energy, and oil & gas** among the industries it serves. The lead adjacencies are markets we touch today, waiting for a deliberate wedge and a named owner.

10+ industries our simulation team already serves, healthcare and energy among them	100+ industrial 3D printers in-house, the additive base every adjacency draws on	220+ certified experts, the people who carry the chain into any domain	AS9100 + ITAR the certified, audited posture medical and energy demand, already in place
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Capability claims sourced from goengineer.com (simulation-services and 3D-printing-services pages). Industry list is GoEngineer's own; the strategic read of it is ours.

SAME MOVE, NEW MARKET

It is the same move as the customer deck. Name their integration pain. Show one partner carrying the chain.

Lead with medical devices, where the fit is tightest and the regulated-additive wedge is sharpest. Run energy and robotics in parallel on the simulation strength. Grow the same-family extensions inside accounts we already hold.

1 · LEAD: MEDICAL DEVICES

2 · PARALLEL: ENERGY & ROBOTICS

3 · GROW: SAME-FAMILY EXTENSIONS