

## Our business model

# Accelerating the breakthroughs that create a brighter future for our world

We add value across the research and commercial production life cycle:

### Explore



We have a strong reputation for our market-leading technology and expertise which enable academic researchers and scientists to make new breakthroughs across all areas of fundamental research.

**Resilient market with diversified funding**

### Develop



Our key enabling technologies and solutions cut the time from discovery to real world progress, and by leveraging our market insights from the academic research stage, our technology is used to develop new products for commercial applications.

**Attracting commercial R&D spend as we support customers to develop new products**

### Produce and test



Our products support today's manufacturing challenges and increase productivity.

**Our biggest opportunity area as we extend our reach into the much larger production market**

## Our business model continued

### Through a new, simplified divisional structure for the Group

#### Imaging & Analysis

2025

66%  
of Group revenue

93%  
of Group profit

##### Manufacturing sites in the UK, Germany, Switzerland and the US

Capabilities include:

- microscopy;
- analysis tools for microscopy;
- scientific cameras;
- specialist software.

The division brings together similar smaller-scale imaging and analysis equipment and analytical software tools, which are high margin products with a common operating framework, routes to market and customer base.

#### Advanced Technologies

2025

34%  
of Group revenue

7%  
of Group profit

##### Manufacturing sites in the UK and US

Capabilities include:

- Compound semiconductor etch and deposition equipment; and
- dilution refrigerators and magnet technology for quantum and advanced research.

The division includes low volume, longer lead time, complex and larger scale systems in distinct specialist markets, with different customer bases and growth drivers.

## Our business model continued

### Across three key structural growth end markets

The health and resilience of our chosen end markets has played a critical role in our strong performance. We believe our strong position in these end markets, along with their structural growth drivers, will continue to create value for our customers and present significant opportunities for sustainable growth.

#### Materials analysis

41%

of Group revenue\*

- **£1.2bn market**, growing at 4-7% pa
- Structural drivers include:
  - supporting advanced material development and sustainability progress;
  - improving performance from finite resources.

#### Semiconductors

29%

of Group revenue\*

- **£1.5bn market**, growing at 6-9% pa
- Structural drivers include:
  - enabling development of new compound semiconductors;
  - supporting growth in bandwidth and connectivity, faster devices, power efficiency, and the green economy.

#### Healthcare & life science

16%

of Group revenue\*

- **£2.0bn market**, growing at 8-12% pa
- Structural drivers include:
  - improving treatments & vaccines, whilst reducing the cost of development;
  - personalising medicine & therapies and caring for an ageing population.

\* The remaining 14% of Group revenue is generated in other markets, including quantum, which represented 11% of revenue in 2024/25.

**Our global footprint, with operations in 23 countries across Europe, Asia and the Americas, provides excellent reach and resilience to changing international dynamics.**

## Our business model continued

### How we add value:

#### To our customers

We develop strong, long-standing relationships with our customers, understanding their needs, challenges and opportunities. Our technology and scientific expertise enable our customers to meet their objectives to discover and bring to market exciting new advances that drive human progress.

#### To our people

Our culture reflects our values – we are committed to creating the best possible working environment for our employees, enabling them to thrive in an exciting, purpose-driven organisation.

#### To our shareholders

Innovation, and the commercialisation of our technologies, is the driving force behind the Group's growth and success. Our leading technology and customer-centric, focused-market strategy provide a strong platform from which to deliver cash-generative, sustainable growth, margin expansion and enhanced shareholder returns.

#### To our planet

Sustainability is central to Oxford Instruments, with our purpose, values, strategy and chosen end markets all aligning around the positive impact we seek to make on our planet and our stakeholders. Through our products and services, we are working to accelerate the breakthroughs that create a brighter future for our world. And through our commitment to operating responsibly, in line with our values, we strive to be a good citizen of our communities and the planet.

### Outcomes:

#### Revenue

£500.6m

+6.5% at organic constant currency

#### Adjusted operating profit

£82.2m

+10.8% at organic constant currency

#### Adjusted EPS

112.4p

2024: 109.0p

#### Return on capital employed

27.1%

### How we invest our capital:

Organic cash investment with R&D of £41.1m and capital expenditure of £14.4m

Shareholder distributions with full-year dividend payments of £12.1m

Balance sheet flexibility for inorganic opportunities with net cash of £84.4m