

Our strategy for growth

Strong foundations maximise growth opportunity



Two years into the delivery of our strategy, the positive impacts of the changes we've made are clear, with foundations now in place for strong medium-term growth.

Restructured and more customer focused, Oxford Instruments today is a fundamentally simpler, stronger and more cohesive organisation, better equipped to respond to structural growth in our chosen markets.



Deliver strong growth through 'customer first' Ways of Working



Simplify the organisation



Embed our values and Ways of Working



Deliver a step change in operational performance



Significant investment in new technology and products



Reach net zero in our own operations by 2030



Deliver **strong growth** through '**customer first**' Ways of Working

Progress in 2025/26

- Shifted accountability for sales and service fully into our regional teams
- Expanded our manufacturing footprint, enabling customers in China and Europe to buy locally made products
- Created new demonstration centres in Seoul and Taiwan, increasing our ability to show customers our products in action
- Grew service orders by 8% through increased collaboration and sharing of best practice across regions

Focus for 2026/27

- Ongoing investment in improved customer journeys, including increasing opportunities for customers to experience our products at first hand during the buying process through further demonstration hubs
- Increasing the availability of in-region servicing and repairs
- Further mapping of our installed base to offer targeted support for customers

Strategy in action

New demonstration centres in Seoul and Taiwan take global total to 11, giving customers more opportunities to see our products in action

11

demonstration centres globally

Our strategy for growth continued



Deliver a step change in **operational performance** (delivery, quality, efficiency)



Simplify the organisation, increasing **collaboration** and **accountability**

Progress in 2025/26

- Enhanced profitability of Belfast product lines through quality improvements, the discontinuation of a limited number of products, and improved inventory management
- Improved resource planning and introduced effective production performance management at High Wycombe and Severn Beach
- Early outcomes of Group-wide strategic sourcing programme delivered £1m logistics savings and margin improvements on new products

Focus for 2026/27

- Continued operational improvement programme at Severn Beach to support future growth trajectory, focused on clean room operational execution, and improved sales inventory and operations planning
- Invest in improvements at our Belfast production facility, including a new cleanroom layout

Progress in 2025/26

- Improved the customer journey through our new, clearer regional operating model (see page 13), bringing sales closer to customers
- Integrated the Imaging & Analysis division under a single leadership team with a shared innovation roadmap
- Created a new EMEAI operating region, bringing teams for Europe, the Middle East and India under a single leadership team with a shared strategy
- Centralised key functions including Finance, HR, Legal and IT to share best practice and ensure strong governance

Focus for 2026/27

- Fully embed operating model changes through ongoing change management
- Continue to simplify and streamline business processes, including deploying AI agents with appropriate human oversight and governance
- Increase cross-training of sales and service colleagues

Strategy in action

Standardisation of a key capital equipment product for compound semiconductor customers has delivered a significant reduction in build time

40%

reduction in build time for Plasma Pro ASP atomic layer deposition system

Strategy in action

New focused approach to EMEAI operating region has facilitated 10.4% order growth in FY26

+10.4%

Constant currency order growth in new EMEAI region in FY26

Our strategy for growth continued



Continue to **invest in new technology and products**, protecting and enhancing our core strengths



Embed our **values and Ways of Working** so that they are lived every day

Progress in 2025/26

- Successful product launches in atomic force microscopy, nuclear magnetic resonance, Raman and scientific cameras retain Imaging & Analysis' leading edge
- Advanced Technologies' state-of-the-art cleanroom fully installed and operating close to capacity
- Advances in semiconductor processing capabilities support rapid order growth from commercial customers

Focus for 2026/27

- Additional investment in key initiatives, including supporting semiconductor customers to move to larger wafer sizes, updating our scientific camera portfolio and widening the scope of our well-regarded software
- Deliver effective launches for key new Imaging & Analysis products
- Work with compound semiconductor customers to hone new processes to improve their productivity

Progress in 2025/26

- Increased focus on effective people management using Best Companies' personalised feedback tool
- Successfully addressed external headwinds through improved collaboration across product lines and regions
- Leadership conference held for c.75 leaders to equip them with the skills to role model and embed Ways of Working
- Ways of Working reinforced at local level through workshops and visual prompts

Focus for 2026/27

- Continued emphasis on collaboration and clarity as we embed our new operating model
- Improved awareness and adoption of Ways of Working at all levels of the organisation
- Target improvements to Best Companies score as evidence of improved engagement

Strategy in action

Awarded Business Innovation of the Year by the Institute of Physics for our ground-breaking Unity detector



Business Innovation of the Year

Strategy in action

We achieved a 'One to Watch' rating from Best Companies in our 2026 employee survey, reflecting our position as a good place to work

'One to Watch'
rating from Best Companies

Our strategy for growth continued



Reach net zero in our own operations by 2030 and contribute to **global sustainability through our products**

Progress in 2025/26

- 25% reduction in Scope 1 and 2 emissions versus 2024 baseline, taking us closer to our medium-term (2030) emissions reduction targets
- Oil-fired boiler replaced at Tubney Woods and plans fully scoped for gas boiler replacements at two of our UK sites
- Scope 3 emissions reduction pathway improved through engagement with top suppliers
- Carbon footprinting carried out on two representative products to inform our approach to design and procurement

Focus for 2026/27

- Full scoping of solution to abate process emissions at our Severn Beach compound semiconductor facility
- Transitioning more of our global sites to renewable electricity
- External verification of our emissions data

“Our strategic priorities underpin every choice we make, from day-to-day decision making to the long-term planning shaping our future.”

RICHARD TYSON
Chief Executive Officer

Strategy in action

We were delighted to achieve an 'A-' score from CDP for our approach to supplier engagement

A-

CDP supplier engagement score for 2025

Our strategy for growth continued

☆ Spotlight

Getting closer to our customers

A transformative shift in our approach to customer service is beginning to generate tangible positive outcomes for customers, and supporting the positioning of service as a driver of growth.

At Oxford Instruments, our reputation for innovation and pushing scientific boundaries has been our USP for many years. As we grow our business, we are determined to make first-class customer service a key positive differentiator too.

In FY26, we have made significant progress in bringing our service teams closer to customers, delivering support that is faster, more capable and more locally responsive. In China, for example, we have invested in growing our capabilities, upskilling colleagues to support a wider range of systems, and implementing service support through WeChat to engage with customers in real time. We have strengthened technical support, improved availability of parts, and introduced local repair centres, reducing repair times in some instances from as long as two months to just 10 days. In the US, too, we have adopted new systems to track service targets and target improvements.

Customers are feeling the positive impact, particularly in commercial settings where product uptime and rapid issue resolution are critically important to maintaining high production volumes. Our capabilities now extend to a 'white glove' platinum service, providing on-site support 24/7 to key production customers with large, complex installations.

Globally, tailored packages now allow customers to choose the elements of service which add most value for them, ranging from preventative maintenance to rapid response on-site repairs.

This targeted focus on customer service has supported an 8% uplift in service orders at constant currency. And there is scope to grow more in FY27, with standardised reporting highlighting opportunities for improvement across regions, and improved mapping of our installed base supporting increased opportunities for service contracts, upgrades and new system sales. A further project is under way to extend local repairs, reducing the need to return products to manufacturing sites.

Link to strategy:



Improvement in average NPS for service and install year on year

+8 points

Global service order growth

+8%



Our strategy for growth continued

☆ Spotlight

State-of-the-art clean room at the heart of growth

With growing demand for our compound semiconductor solutions, particularly among volume manufacturing customers, we're reaping the benefits of the significant investment made in our new facility at Severn Beach.

Our ISO5 and ISO6-certified clean room is key to our ability to grow. It is here that our cutting-edge compound semiconductor fabrication technology is developed and refined to enable innovations in datacommunications, augmented and virtual reality, and quantum technology. Our plasma equipment is used to etch and deposit with atomic-level precision the critical layers of semiconductor devices which define their capabilities, ranging from light transmission to improved power efficiency.

Demonstrations performed in the clean room are an important differentiator and proof point for these critical layer processes, enabling us to work directly with existing and new customers to showcase our capabilities, test repeatability and hone performance. Several of the world's largest technology companies have entrusted us with their samples as we collaborate with them to accelerate their progress.

And it's not just our plasma technology which is showcased at Severn Beach. The clean room is also equipped with an extensive range of Oxford Instruments' latest imaging and analysis solutions, including Raman and atomic force microscopy systems and detectors for electron microscopy.

With market tailwinds underpinning strong demand, it is crucial that we use the clean room as effectively as possible. This has been a key focus of our operational excellence programme over the past year, working with the clean room team on improved sales, inventory and operations planning (SIOP) to support effective prioritisation and maximise uptime. Optimisation will continue into FY27 to ensure that the clean room can support increasing numbers of demonstrations as more and more commercial customers seek out our expertise.

Link to strategy:



Read more at plasma.oxinst.com



Order growth
in FY26

28%

Production and test
customers as % of orders

53%

