

## Reasons to invest

# Exceptional technology and software in attractive structural growth markets with significant value creation potential

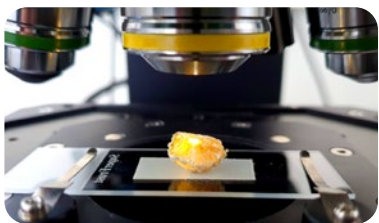
Oxford Instruments provides  
market-leading scientific  
technologies, software and  
expertise to customers worldwide.

Innovation, and the commercialisation of our technologies,  
is the driving force behind the Group's growth and success,  
with our core purpose being to accelerate the breakthroughs  
that create a brighter future for our world.

Our leading technology and customer-centric, focused-  
market strategy provide a strong platform from which to  
deliver sustainable growth, margin expansion and enhanced  
shareholder returns.



## Reasons to invest continued



### Clear purpose to create a brighter, cleaner future, underpinned by our commitment to responsible business

- Clear purpose to accelerate the breakthroughs that create a brighter future for our world is well aligned with global mega trends
- Our technologies and services help customers to optimise the use of resources, advance the green transition, develop new and enhanced medical treatments, and sustainably power an increasingly digital world
- Also committed to building on our strong sustainability foundations in the way we do business, through our actions to reach net zero, our values-based culture and our contributions to local communities



### Exceptional technologies and unique expertise provide high value add to customers

- Our differentiated solutions enable customers to accelerate meeting their objectives
- We have a competitive advantage across a broad base, spanning all scientific disciplines
- An outstanding team with deep expertise in scientific research and application engineering



### Leading positions in key structural growth markets, across the production life cycle

- Market leaders across three key structural growth markets: materials analysis, semiconductors, and healthcare & life science (together representing c.85% of revenues)
- Diverse commercial and academic customer base spanning the world's leading companies and scientific research communities, across North America, Europe and Asia
- Unique ability to leverage insights from research stage through to commercial production



### Strong financial profile supports investment in growth and innovation

- Revenue and adjusted operating profit CAGR of 9.5% and 10.2% over the last five years have driven a strong ROCE of 27.1% (2024/25: 25.9%)
- Cash-generative growth and a strong balance sheet with significant net cash support investment in growth and innovation and a progressive dividend policy
- Well invested, supporting operational gearing from capacity utilisation, new product development (8–9% pa), investment in talent and selected, value-accretive acquisitions



### Clear opportunities to accelerate growth and enhance margins

- Strong order book and pipeline provide a positive underpin for continued growth
- Attractive opportunities to accelerate growth through existing product portfolio, new product pipeline, enhanced sales and servicing, and selective M&A
- Enhancing margins through driving and leveraging growth, operational transformation and efficiencies, and generating synergies from simplification and standardisation