



Bruker Corporation at a Glance

- **Leading provider** of high-value life science tools and solutions
- **#1 or #2 market position** in majority of our portfolio
- Deep expertise in physics, chemistry, and **post-genomic biology**
- **Recent transformation into spatial biology**
- **3 consecutive years of double-digit organic revenue growth** ⁽³⁾

~\$3.2B⁽¹⁾
Revenue



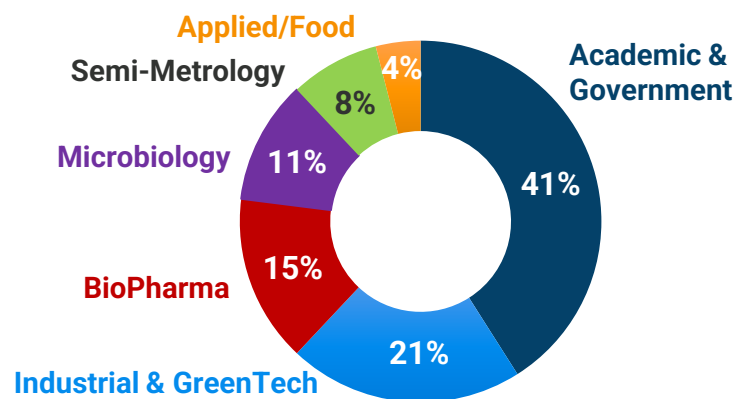
>11,000
Colleagues



R&D ~10%
of Revenue

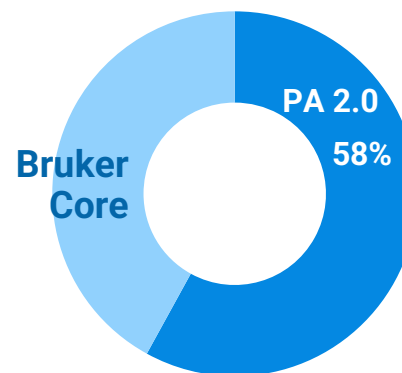


Revenue Mix: TTM BSI⁽²⁾ End Markets



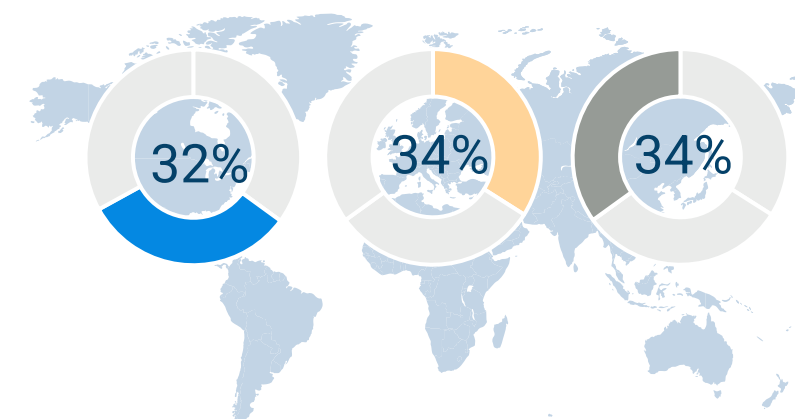
Repositioned for Strong Secular Trends,
Diversified End Markets Mitigate Risk

TTM Project Accelerate 2.0



Project Accelerate 2.0 Pulls Up
Revenue Growth & Margins

TTM BSI⁽²⁾ by Geography



Balanced Geographic Mix

A Transformation Story – BUILT FOR THE FUTURE

Successful Strategy, Strength from Recent M&A: Poised for Rapid EPS Growth

Pivot to Higher Growth, Higher Value Opportunities

- Repositioned Bruker for **high-growth, high-margin** opportunities to **pull up margins and EPS**
- **Very large TAMs in Proteomics and Spatial Biology** – both central in the post-genomic era with strong secular market tailwinds
- **Unique platforms** for life & material sciences, high-barriers to entry
- **Benefit from AI & CleanTech** trends
- **PA 2.0 mix at ~58% of revenue**, with HSD-DD revenue CAGR

Project Accelerate Initiatives



Operational Excellence

Disciplined Entrepreneurialism:

- Strong record of strategic acquisitions with significant margin improvements

Financial Targets:

- Organic revenue growth 200-300 bps above LST market
- Return to 19- 20% operating margins
- 15%-20% EPS growth (>15% CAGR)
- Strengthening FCF with higher recurring revenues from M&A
- De-lever to gross leverage ratio <2.5x
- High RoIC performance (>20%)

Emerging Leadership in the Post-Genomics Era

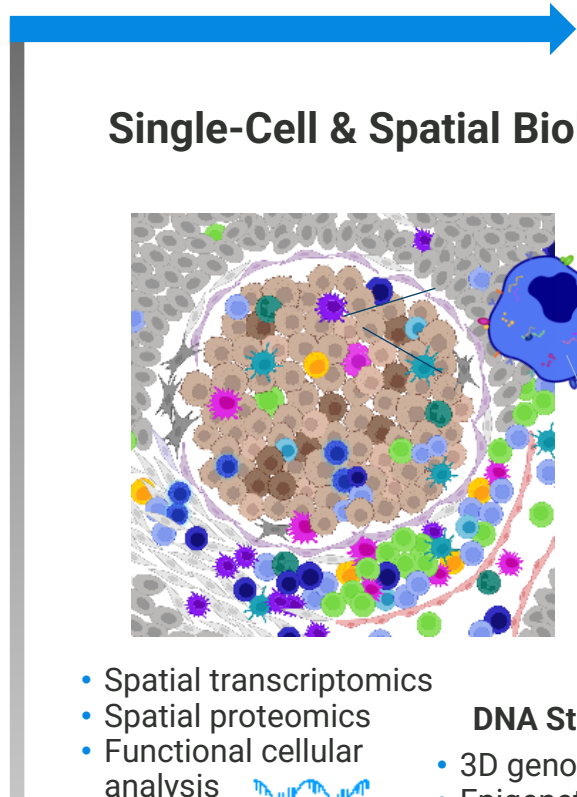
Genomic Era
Linear Sequences

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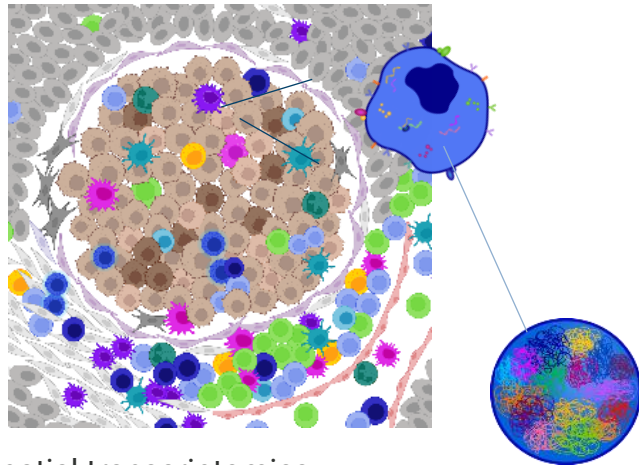
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TGAGTAGCTGAATG...
    
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Genomic Multiomics

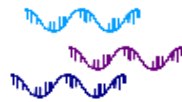
- DNA Sequencing
- Epigenetics
- Transcriptomics



Single-Cell & Spatial Biology



- Spatial transcriptomics
- Spatial proteomics
- Functional cellular analysis



DNA Structural Genomics

- 3D genome analysis
- Epigenetics beyond methylation

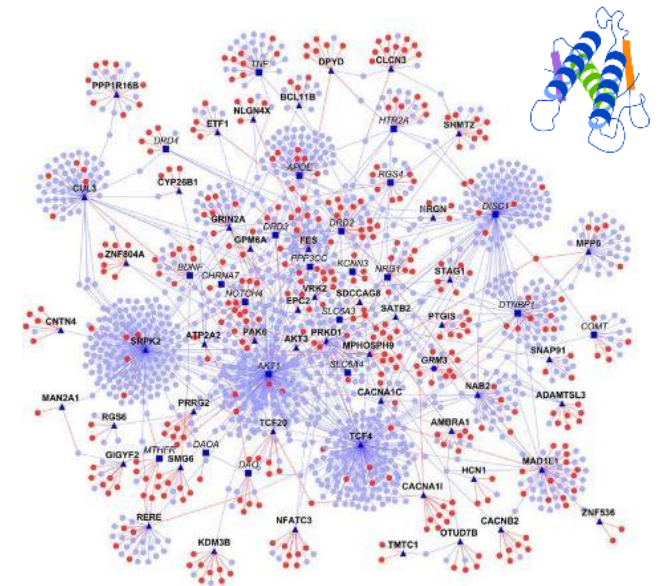
Beyond 'Linear Sequence'

Multiomics in the Post-Genomic Era

Proteins, PTMs & Proteoforms

- Plasma proteomics
- Single cell proteomics
- Proteoforms
- Metabolomics
- Lipidomics
- Post-translational modifications (PTMs)
- Glycobiology

Structures, Function & Interactome





US / China: Deep Dive

US Insights



- US represents ~28% of Bruker global revenues*
- ACA/GOV end market reflects academic, gov't research, medical research institutions/hospitals, and philanthropic funding
- NIH direct funded revenue is less than 5% of global revenues*

China Insights



- China represents ~15% (normalized) of Bruker global revenues*
- 90% of China revenue is manufactured outside US*
- No China content or products sold into the US
- No production or R&D activity in China
- US procurement from China is less than 1%

Revenue by Geography*

