



BRUKER 2026 Themes

After 70% Revenue Jump, our Focus is now on a Transformative Margin and EPS Jump

Expanding our Leadership in Post-Genomic Discovery Solutions

Project Accelerate 3.0: adding Novel Diagnostics and Automated AI-Lab Opportunities

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Safe Harbor Statement

Any statements contained in this presentation which do not describe historical facts may constitute forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, including statements regarding our preliminary fourth quarter and fiscal year ended December 31, 2025 operational and financial performance, including our revenue growth, non-GAAP operating margin, non-GAAP EPS and non-GAAP tax rate; ROIC; EBITDA; management's expectations for future financial and operational performance, expected growth, and business outlook including the expected financial contributions of BSI and benefits of Project Accelerate, statements regarding our business focus, expected market growth and market size; and product performance. Any forward-looking statements contained herein are based on current expectations, but are subject to risks and uncertainties that could cause actual results to differ materially from those indicated, including, but not limited to, risks and uncertainties relating to continued volatility in the capital markets, the impact of Project Accelerate, the performance of breakout opportunities, the integration and assumption of liabilities of businesses we have acquired or may acquire in the future, fluctuations in foreign currency exchange rates and their impact, our ability to successfully implement our restructuring initiatives and other cost reduction initiatives, changing technologies, product development and market demand and acceptance of our products, the success of our R&D investment initiatives, the cost and pricing of our products, manufacturing, competition, loss of key personnel, dependence on collaborative partners, key suppliers and contract manufacturers, capital expenditures, debt levels, payment of dividends, government funding policies, changes in governmental regulations, the use and protection of intellectual property rights, litigation, and other risk factors discussed from time to time in our filings with the Securities and Exchange Commission, or SEC. These and other factors are identified and described in more detail in our filings with the SEC, including, without limitation, our annual report on Form 10-K for the year ended December 31, 2024, as may be updated by our quarterly reports on Form 10-Q and other documents we file with the SEC. We expressly disclaim any intent or obligation to update these forward-looking statements other than as required by law.

Our outlook includes operating income presented on an adjusted or "non-GAAP" basis, which is a non-GAAP financial measure. Non-GAAP financial measures are not based on any standardized methodology prescribed by U.S. generally accepted accounting principles (GAAP) and are not necessarily comparable to similar measures presented by other companies. The company is not able to provide a quantitative reconciliation of forward-looking adjusted operating income to the most directly comparable forward-looking GAAP financial measure because the company is unable to provide a meaningful or accurate reconciliation or estimation of certain reconciling items without unreasonable effort, due to the inherent difficulty in forecasting and quantifying measures that are necessary for such reconciliation.



Bruker Corporation at a Glance – An Innovation Powerhouse

- Leading provider of life science tools and diagnostics solutions
- #1 or #2 market position in majority of portfolio
- **70% revenue jump FY20-24; achieved scale; entered key growth markets**
- **FY26-30 focus on transformative margin and profit jump**

~\$3.4B
FY24 revenue



~11,000
employees

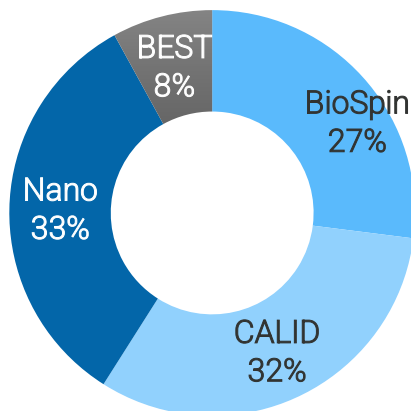


R&D ~11%
of revenue

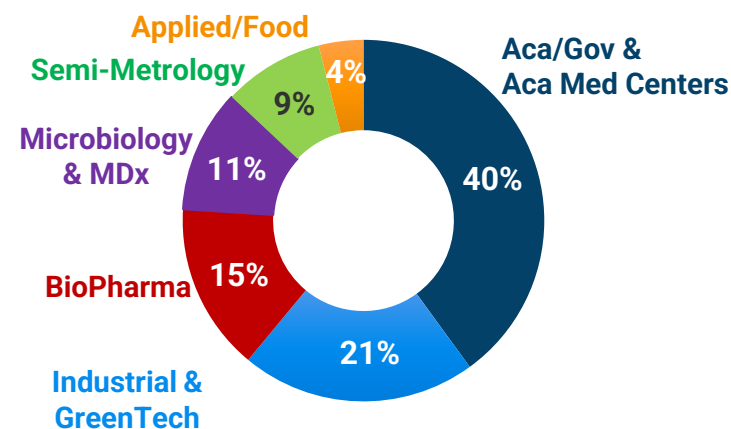


2024 Revenue Mix

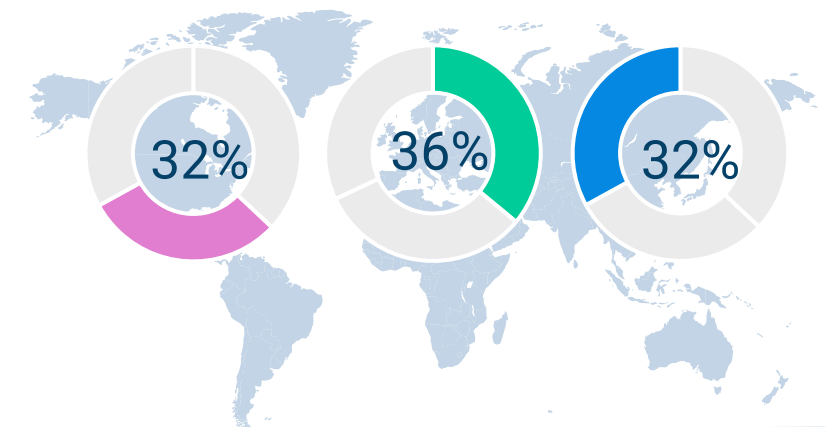
Business Segments



End Markets



Geography

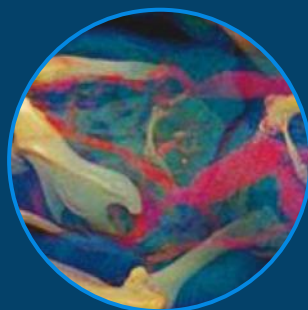


Bruker is a Technology, Solutions and Market Leader in Most of its Portfolio

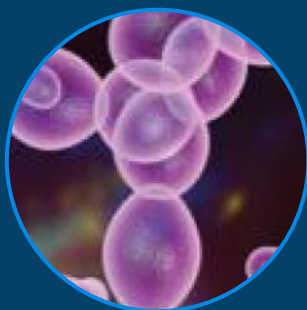
An Innovation Powerhouse that Enables Transformative and Market Shaping Change Across Multiple Segments



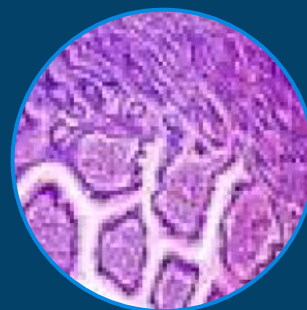
**NMR, DNP and EPR
Molecular Spectroscopy**



**MRI, PET/MR, mCT
Preclinical Imaging**



**MALDI BioTyper
Microbiology**



**Proteomics, Metabolomics,
MS-Imaging and MRMS**



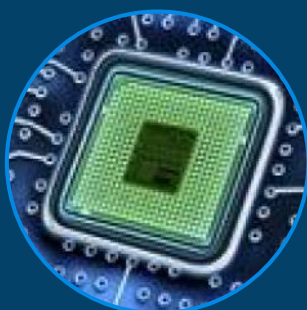
**Atomic Force
Microscopy (AFM)**



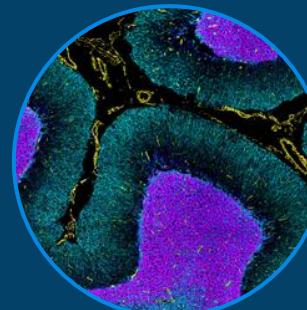
**IR/NIR and Raman
Spectroscopy
& Microscopy**



**X-Ray Diffraction (XRD)
and Crystallography**



**AAFM, X-Ray and WLI
Semicon Metrology Tools**



**Multomics Spatial
Biology Tools**



**BEST Superconductors;
RI Physics & Fusion Tech**



FY2025 was Rough

Growth, Margins and EPS Impacted by Multiple Headwinds

Macro & Market Challenges

US Aca-Gov
Funding Disruption

Stiff Tariff and
FX Headwinds

China Weakness,
Stimulus Delays

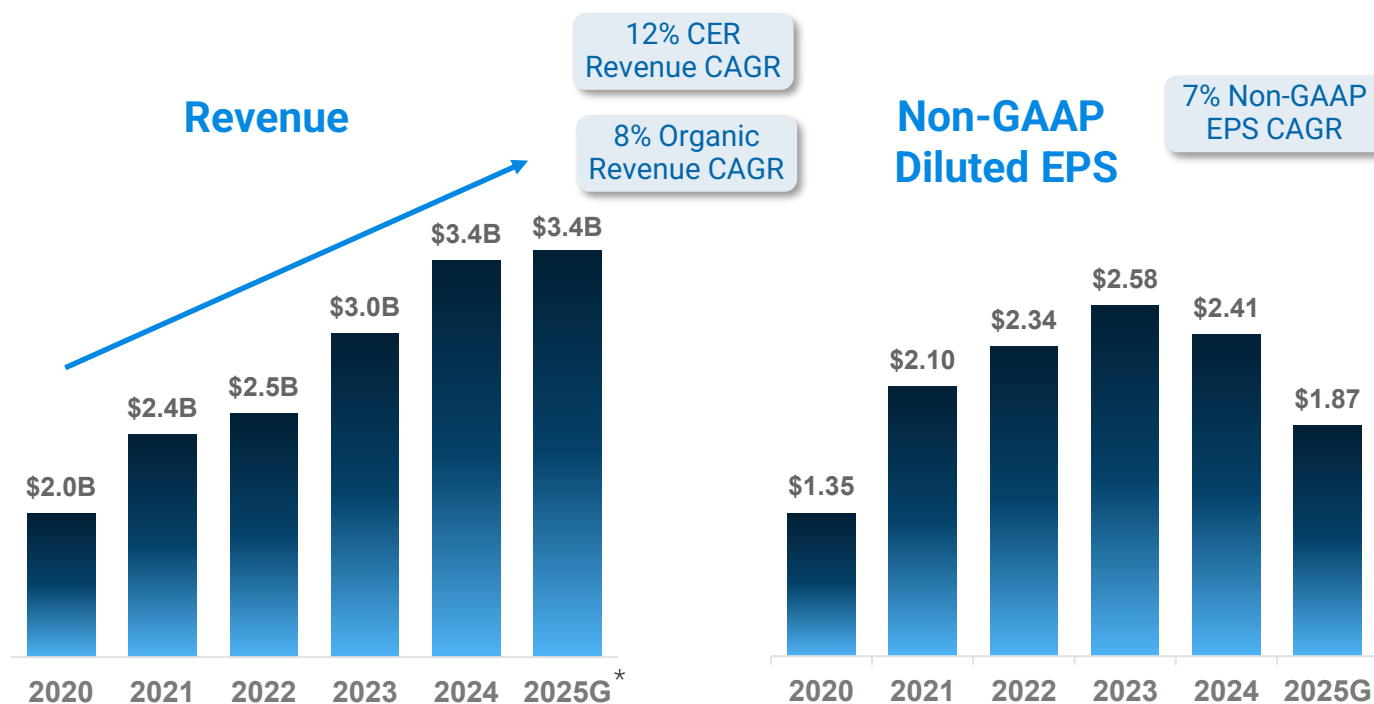
Biopharma &
Industrial Research
CAPEX Delays

Strategic Mitigating Actions

- 1 Industry-Leading Innovation to Reaccelerate Growth and Enhance Market Share in Post-Genomic Era
- 2 Cost Reductions to Improve Margins and EPS: \$120M of anticipated cost savings in FY26
- 3 Seizing Opportunities in Proteomics, Spatial Biology, Novel MDX Opportunities, and Automated AI-Labs

Performance Execution Even When Markets are Challenged

After multi-year revenue jump, profit focus for the next 5 years



Bruker Management Process for Performance Execution

- HSD organic and DD CER revenue CAGR FY20–25
- Major capacity and productivity CAPEX >\$425M in FY22–25
- Transformative M&A in Multiomics, Cellular Analysis, Spatial Biology, Software and MDx:
 - Leadership in Post-Genomic Era tools
 - Scale in MDx; enter Automated AI-Labs
- FY25 Margins and EPS impacted: Aca-Gov weakness, tariff and FX headwinds
- **Profit Focus for FY26-30:**
 - FY26E: \$120M annualized cost savings; flat to LSD organic revenue growth
 - FY27-30: Focus on continued major margin expansion, +DD Non-GAAP EPS CAGR; 200-300 bps above-market revenue CAGR

Key Approaches for Organic Revenue Growth and Profit Expansion

Key dual strategy elements: Project Accelerate + Performance Execution



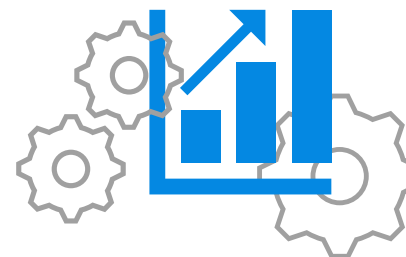
Project Accelerate

- Strategic execution in areas of **above-market revenue & profit CAGR**
- **Project Accelerate 3.0** adds high-growth, high-margin opportunities in
 - **Novel Molecular Diagnostics**
 - **Automated AI-Labs**
 - **Defense Detection**

+

Performance Execution

- Continuous improvement in **commercial and operational excellence** with proven **Bruker Management Process**
- Enabling P&L leverage and FCF via **transformative margin and profit expansion**



Project Accelerate 3.0 (PA3) Portfolio Expansion

Post-Genomic Disease Research Solutions, Novel MDx Opportunities, NanoTools for AI, Automated AI-Labs, Defense Detection



Higher Growth & Margins: more Focus on Recurring Revenues



Performance Execution

PA3 Initiatives:

Post-Genomic Era Leadership

- Proteomics/Multiomics and Spatial Biology
- Post-Genomic Disease Research and Drug Discovery/Development

Novel MDx Opportunities; AI-Labs Market

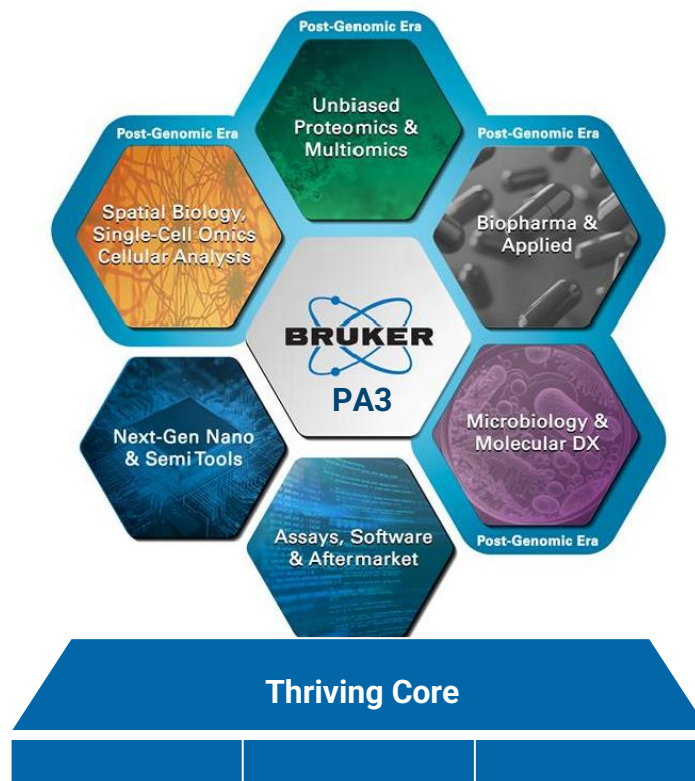
- Microbiology and MDx franchise entering Syndromic Panels and Rapid AST
- Next-gen Automated & Digitized AI-Labs

NanoTools for AI-Tech

- Semi tools for new nodes and advanced packaging

Our Thriving Core

- Aca/Gov, Biopharma, Applied/Ind/Defense markets with unique NMR, MS, IMS tools
- Leading IR/NIR/Raman Molecular Spectroscopy and Microscopy R&D/QC tools
- Tools for CleanTech; Superconductors



Disciplined Entrepreneurialism

- Bruker Management Process for Operational Excellence*
- Preliminary Q4-25 revenue \$965M - \$970M
 - Implies FY25 revenue of ~\$3.43B, up ~2%
- Preliminary Q4-25 BSI segment B2B $\geq 1.0x$

Preliminary FY26 Outlook

(non-GAAP and in CER)

- FY26 guidance in early February
- Flat to LSD organic revenue growth
- Expand organic OPM 250-300 bps
- Double-digit EPS growth

News From the Core

Recent Larger Orders from US and EU Customers

US Magnetic Resonance orders ~\$10M

- NYSBC: NIH-funded NMR Relaxometry system
- U. Delaware: NSF-funded 600WB + DNP
- Northwestern U: NIH-funded 800 MHz NMR

European Magnetic Resonance orders ~\$25M

- IECB Bordeaux: 1.0 GHz NMR
- ENS Paris: NMR Relaxometry system
- Max-Planck Stuttgart: NMR / EPR instrument suite for advanced battery research

Extreme Light Infrastructure orders ~\$40M

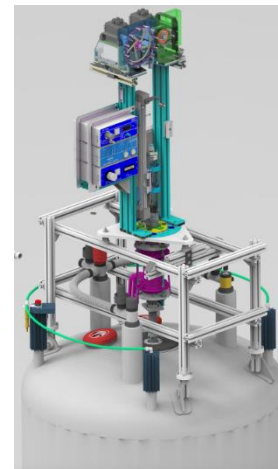
- RI Technologies for ELI Gamma-ray source

~\$500M in Multi-Year Orders from Global Healthcare Companies

- BEST Superconductors for OEM MRI magnets



MAX PLANCK INSTITUTE FOR
SOLID STATE RESEARCH
zum Programm MPI-FKF



NMR Relaxometry system



AVANCE NEO 1 GHz system

Security & Defense Detection - Growing Rapidly

Multi-Year Contracts for Explosives and Chemical Trace Detection

Detection systems for airline safety, airport passenger and cargo security, and chemical reconnaissance:

Growing >30% yoy, including orders for:

- **>350 Explosive Trace Detectors (ETD)** for airports in Brussels, Scandinavia, Saudi Arabia, and South Korea
 - adding to fleets of ETDs, consumable contracts at Frankfurt, Zurich, Geneva and other airports
- **>500 chemical reconnaissance systems** from a Central European Ministry of Defense
- **Multi-year service and consumables contracts**, in support of PA 3.0 growth of 'sticky' recurring revenues

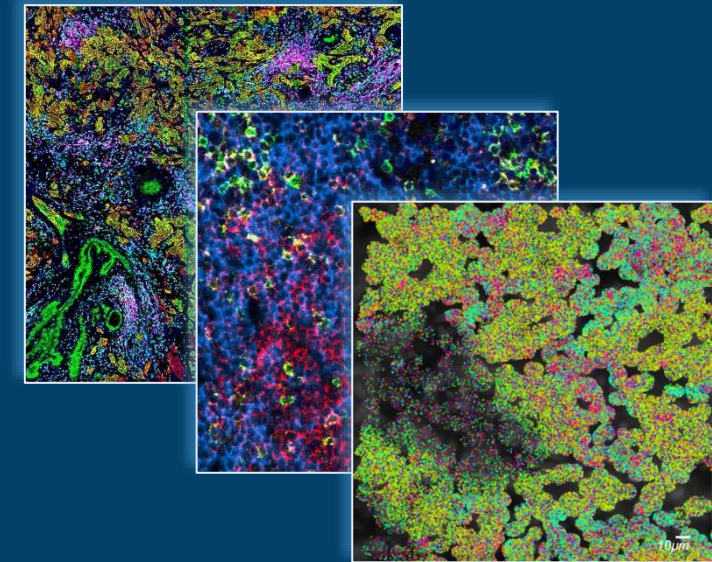
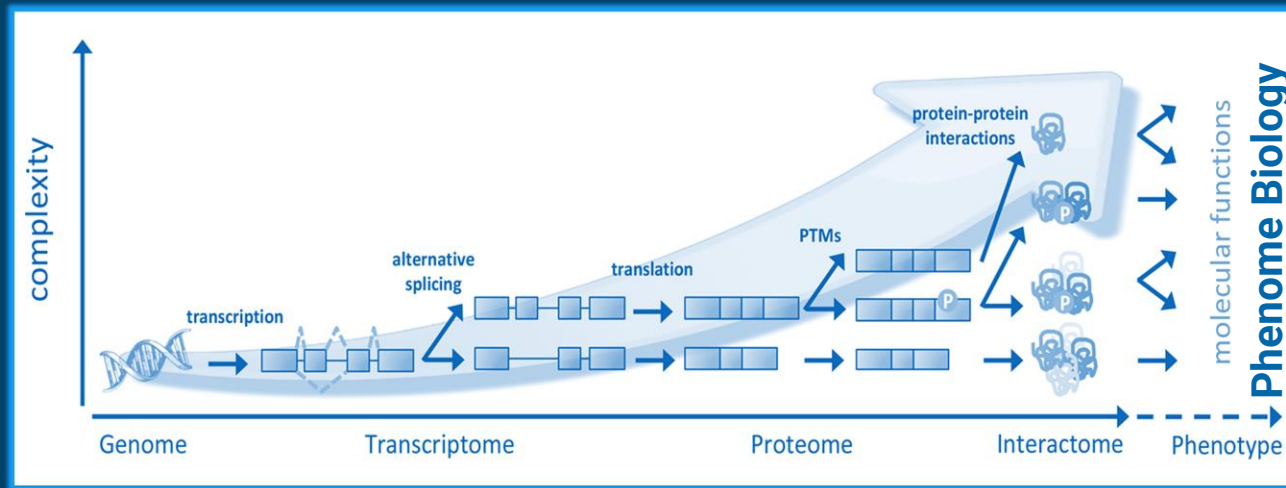
Noteworthy Success News From the Core



DE-tector Flex: explosives trace detection for air cargo, and Europe/Middle East passenger screening

Leadership in the Post-Genomic Era: Vast Complexity of Phenome Biology Creates Enormous Growth Opportunities

- Proteomics & Multiomics are Central
- Spatial Context & Single-Cell Biology are a Must
- Structures, Interactomes & Function are Key



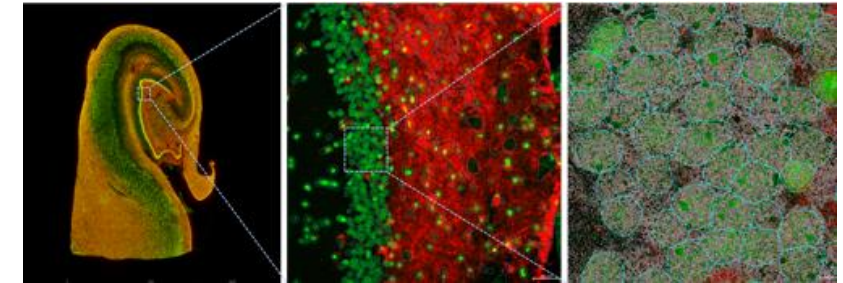
Bruker has transformed its portfolio and biology competencies to lead in post-genomic era disease research and biopharma discovery tools. Sets up Bruker for long-term leadership and growth.

Comprehensive Spatial Transcriptomics with new CosMx WTX

Unprecedented detail at single-cell and subcellular resolution

- ❖ Covers >18,000 RNA targets for coverage across human protein coding genes
- ❖ Best-in-class, multimodal cell segmentation methods for accurate data analysis
- ❖ Compatible with FFPE and fresh frozen with unprecedented transcriptome coverage

➔ **The unique CosMx Whole-Transcriptome (WTX) panel is transformative for spatial single-cell research in tissues, giving dramatically increased biological pathway insights**



RNA transcripts in human hippocampus FFPE tissue assayed with CosMx Whole Transcriptome Panel (WTX)



“The CosMx WTX assay is on par with single cell RNA sequencing in genomic breadth, while offering spatial single cell resolution —unlocking a tremendous opportunity for discovery and validation of disease biology.”

Parambir Dulai, M.D., Associate Professor of Medicine at Northwestern University

Top-Down Proteomics with new timsOmni

Deep proteoform sequencing and advanced structural elucidation

- ❖ 'Swiss Army Knife' flexibility for next-gen proteoform insights to transform disease research, biologics development and advanced bioprocessing QC
- ❖ Unrivalled structural, sequencing and top-down flexibility with speed, sensitivity and deep sequence coverage through Omnitrap-powered MSⁿ functionality
- ❖ OmniScape top-down AI software: proteoform ID, *de novo* protein sequencing, PTM mapping, and glycosylation analysis

➔ **Enabling Proteomics 2.0: Proteoforms are key to understanding phenotype and disease biology, and for post-genomic drug discovery**



“In many cases MSⁿ CID or EID cannot resolve the structure of observed impurities. The extremely versatile possibilities the timsOmni provides is a gamechanger and so far has solved every structural problem we have challenged it with, without performing synthesis.”

Gustaf Hulthe, Pharmaceutical Technology & Development, AstraZeneca R&D, Gothenburg, Sweden

Semiconductor Metrology NanoTools - Moving the Needle for Bruker

Enabling for latest Logic Chips and Advanced Packaging for HPC and AI

Shrinking dimensions of AI chips requires X-ray metrology

- Optical measurements get strained at small node sizes; X-ray and AAFM tools enable the increasingly difficult metrology control needs
- X-ray and AAFM tools enable the architecture advancements for advanced nodes and increasingly complex chips



Sirius-XRD and Sirius-XRF tools for production monitoring at major semicon manufacturers

3D Advanced Packaging requires WLI QC metrology

- AI chips require 3D advanced packaging
- Our tools measure critical dimensions to enable alignment of multiple packaged chips



InSight-WLI doubled installed base with new, high-resolution packaging metrology for AI

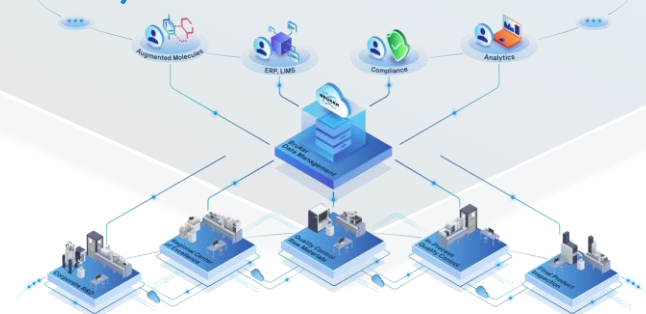
***Semi Metrology TTM as of end of 3Q25:
>\$300M Revenue and >25% EBIT Margin***

New MegaTrend in Automated AI-Labs

ChemSpeed Lab Automation combined with **SciY** Scientific Software, Lab Digitization and Data Management



SciY Software, Digitization, DM,
AI/DL; towards AI-orchestration



ChemSpeed and SciY Acquisitions for Automated Digital AI-Labs

- Open for integration of third-party hardware, software, and data stacks
- AI orchestration of pharma and industrial R&D and QC labs
- Acceleration of discovery; compliant manufacturing

Expected Market growth

- 15-25% CAGR (2025-2030)

Large TAM

**\$9-12B
Market
Size¹**

PA3: New Microbiology & MDx Opportunities

Microbiology: MALDI Biotyper

- Fungal and bacterial testing
- FDA and CE IVD approvals for large number of microbiology clinical workflows
- **New WAVE™ rapid AST opportunity**

MDx: ELITech Acquired in 2024



- ~1,600 S2A Genius installed systems
- ➔ **30% more systems placed in FY25 than planned**
- **New LiquidArray™ syndromic panel opportunity**

Bruker Microbiology and Infection Diagnostics:

>\$500M revenue (FY25E)

- MSD% organic revenue growth
- >65% of revenues from aftermarket
- ~30% EBIT margins



Molecular Diagnostics (MDx)

Consumables/
Reagents



InGenius, BeGenius and MyGenius Pro
Sample-to-answer (S2A) systems



Microbiology: MALDI Biotyper



Near-universal ID by proteomic fingerprinting

>7,000 MALDI Biotypers® installed

>200 million IDs per year

>20% CAGR of consumables, aftermarket

Genius™ MDx and MALDI Biotyper®:
strong foundation in infectious disease
diagnostics, with **new opportunities in**
Syndromic Panels and Rapid AST



InGenius & BeGenius S2A MDx Systems Meet Syndromic Panels

Enabled by proprietary LiquidArray[®] high-plex qPCR technology

LiquidArray[®] high-plex meets Genius Sample-to-Answer (S2A): Syndromic Panels for standard MDx systems

- Adaptation of LA syndromic panels to S2A Genius platforms
- Expected IVDR Launches in FY27-28
- \$2B addressable global market

Genius Instruments Family: InGenius[®] & BeGenius[®]

- S2A MDx for flexible medium-throughput testing
- More than 50 IVD assays validated (in Europe)
- 1,600 instruments installed (Europe, LatAm, other)
- Planned entry into US market with clinical trials starting in FY26



**DD Consumables Revenue Growth with Strong Margins;
Future Upside from Syndromic Panels and US Market Entry**



Microbiology Expansion: New WAVE™ Rapid AST Platform

- ❖ Next-gen WAVE rapid Antibiotic Susceptibility (AST) system
- ❖ Critical need to fight Sepsis and Antimicrobial Resistance
- ❖ FDA approval of GN PBC expected FY26 (more claims on roadmap)
- ❖ Addressable market ~\$400M



Innovative Technology, Versatile Solution	Rapid, Accurate and Impactful	Modular and Scalable	Best-in-Class Easy Workflow	Bruker Rapid ID-AST Solution
<ul style="list-style-type: none">▪ WAVE Holographic technology▪ Positive Blood Culture, later also urgent isolates	<ul style="list-style-type: none">▪ GN PBC TTR 4½ hrs, on average; same-shift MIC▪ >150 drug/bug AST combinations	<ul style="list-style-type: none">▪ 10 cards/module, up to 5 modules▪ Random card loading, up to 100 cards/shift	<ul style="list-style-type: none">▪ Simple workflow, no sample prep▪ Easy card loading	<ul style="list-style-type: none">▪ WAVE to be integrated with ID-AST solution: MBT-Sepsityper-WAVE

WAVE deemed most promising new rapid AST platform; rapid AST will revolutionize clinical microbiology and will save lives

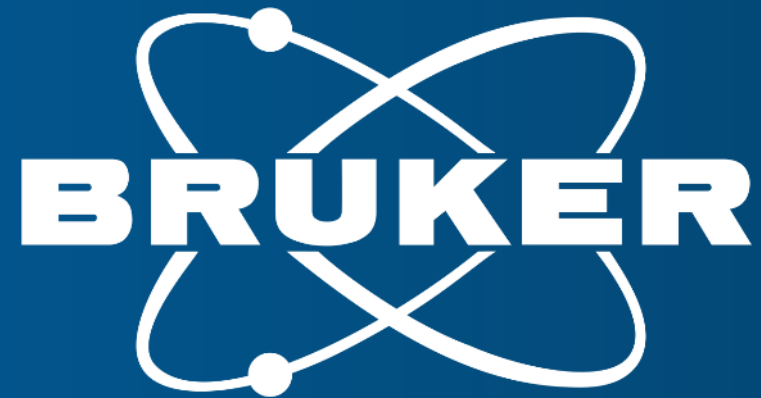
Appendix

Reconciliation of GAAP Reported Revenue Growth to Organic Revenue Growth

[\$M]	2020	2021	2022	2023	2024
GAAP revenue	\$1,987.5	\$2,417.9	\$2,530.7	\$2,964.5	\$3,366.4
<i>Effect of changes in foreign currency translation rates</i>	29.4	43.3	(168.0)	11.2	(13.1)
Non-GAAP CER currency revenue	1,958.1	2,374.6	2,698.7	2,953.3	3,379.5
Acquisitions	10.5	8.1	34.3	56.2	296.7
Non-GAAP Organic Revenue	\$1,947.6	\$2,366.5	\$2,664.4	\$2,897.1	\$3,082.8

Reconciliation of GAAP and Non-GAAP Earnings Per Share (Diluted)

[\$M]	2020	2021	2022	2023	2024
GAAP Earnings Per Share (Diluted)	\$1.02	\$1.81	\$1.99	\$2.90	\$0.76
Non-GAAP Adjustments:					
Restructuring costs	0.10	0.05	0.03	0.15	0.17
Acquisition-related costs	0.02	0.05	0.13	0.13	0.51
Purchased intangible amortization	0.23	0.24	0.25	0.32	0.66
Acquisition-related litigation charges	-	-	-	-	0.31
Other costs	0.09	0.04	0.06	0.14	0.13
Bargain Purchase gain (loss) and associated measurement period adjustments	-	-	-	(0.98)	0.05
Investments related adjustments	-	-	(0.01)	0.10	0.16
Tax effect of above Non-GAAP adjustments	(0.11)	(0.09)	(0.12)	(0.17)	(0.36)
Equity in income (losses) of unconsolidated investees, net of tax	-	-	0.01	(0.01)	0.01
Noncontrolling interests related to non-GAAP adjustments	-	-	-	-	0.01
Total Non-GAAP adjustments:	0.33	0.29	0.35	(0.32)	1.65
Non-GAAP Earnings Per Share (Diluted)	\$1.35	\$2.10	\$2.34	\$2.58	\$2.41



Because the Future will be Different...