Welcome to Beckman Coulter’s 2008 AACC Investor Event

Transforming Laboratory Practice and Patient Care
Forward-Looking Statements

- Presentation contains forward-looking statements
- Our actual results may differ materially from those discussed here
- Additional information concerning factors that could cause such a difference can be found in our report on Form 10Q for the quarter ended March 31, 2008
- We undertake no obligation to update or revise our forward-looking statements
Company Overview

- Industry leader in biomedical testing
  - Life Science Research (17%)
  - Clinical Diagnostics (83%)
- Beckman and Coulter:
  - Two of the most valuable brand names in the industry
    - Operating in 130 countries
    - 10,000 employees worldwide
- 2007 Revenue: $2.76 Billion
  - Recurring revenue nearly 80% of total

“Dedicated to improving patient health and reducing the cost of care”
Value of the Clinical Diagnostics Market

- Served market: $35 billion growing at 5%

- An efficient lab makes an efficient hospital
  - Hospital Operations
  - Lab Outreach

- Laboratory testing: 70% of information for 5% of spending
Improving Patient Health and Reducing the Cost of Care

40,000 Lives to be Saved per Year
- Colorectal Cancer Screening
- Prenatal Care
- Chlamydia Screening
- Cervical Cancer Screening
- Cholesterol Management
- Diabetes Care

$2.5B in Avoidable Cost Each Year
- Colorectal Cancer Screening
- Chlamydia Screening
- Diabetes Care
- Cholesterol Management

Market Dynamics Driving Growth Opportunities

- Emerging markets: base and menu expansion
- Growth of outreach testing
- Aging population: Increasing utilization
- Explosion in biological understanding
  - Presents opportunities for new tests and new approaches to healthcare
- Ongoing price pressures
  - Consolidated buyer negotiating leverage
  - Growing volumes
  - Account-level vendor consolidation
Clinical Lab ‘Dynamics’- Enduring Customer Relationships, Stable Base

- Term of Contract
- Life of Instrument*
- Average Customer Relationship Length
- Life of Core Technology/Systems

*Average Hospital Chemistry Placement (All Vendors)- including proportion refurbished

BEC 2008 AACC - 7
Partnering with Our Customers to Deliver on Common Objectives

Customer Needs
- Skilled labor cost and shortage
- 24 Hour responsiveness
- Increasing test volume and complexity
- Quality and cost of results

BEC Capabilities
- Process knowledge
- Systems integration expertise
- World-class service

More than 3 BILLION tests each and every year - 80% + in Routine testing

Source: BEC Estimates
Lab-based Biomedical Testing
Our Sole Focus

**Segment Revenue Contribution**

- **Siemens**: Power Systems, Transportation, Telecommunications, Lighting, Medical Imaging
- **Roche**: Pharmaceuticals, Consumer Diagnostics
- **J&J**: Pharmaceuticals, Therapeutic Medical Device, Consumer Diagnostics
- **Abbott**: Pharmaceuticals, Therapeutic Medical Device, Consumer Diagnostics
- **BEC**: Biomedical Testing

Source: Company Reports
Market Leader in Automation: First Mover Advantage

- Front-end Automation
  - Sample prep
  - Mid - large size labs
  - Work Cell adjunct

- Full Lab Automation
  - Fully integrated
  - Mid - large size labs
  - Open system

- ‘Eligible’ market less than 25% penetrated
Partnering with Our Customers
to Deliver on Automation’s Promise

**Lab Benefits**
- Enables Lab Outreach
- Faster Turnaround
- Less Variation in Turnaround
- Fewer Errors
- Less Labor

**Hospital Benefits**
- Improved ER Velocity
- Correct Admit/Discharge Decisions
- Fewer Errors
- Lowered Cost
Market Leadership in Automation

Automation Value Proposition

◆ Addresses customer need for productivity
  - Labor is the largest and fastest growing lab expense
  - Possible to increase volumes 50% *while* reducing labor 25%

◆ Grows volumes and aids in adding product lines
  - Top Automation Accounts grow 3x market rate
  - Immunoassay penetration twice as high for Automation Accounts
  - GP contribution on par with non-automated accounts
Work Cell Leadership

- Work Cells- A Developing Opportunity
  - Over half of US hospitals using Work Cells
  - Over half of US placements were Work Cells in ‘07
  - Yet…Work Cells share of Immunoassay less than 15%

- BEC- well positioned to lead
  - Reputation for process innovation
  - Unrivaled breadth of systems
  - Full menu capability
  - Record chemistry placements signal strength
# Chemistry – Immunoassay Breadth: Workcell Leadership

<table>
<thead>
<tr>
<th>Chemistry - DxC</th>
<th>Immunoassay - DxI</th>
<th>Work Cells</th>
</tr>
</thead>
<tbody>
<tr>
<td>DxC 800</td>
<td>DxI 800</td>
<td>DxC 880i</td>
</tr>
<tr>
<td>DxC 600</td>
<td>DxI 600</td>
<td>In development:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- DxC 860i</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- DxC 660i</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- DxC 680i</td>
</tr>
<tr>
<td>CX 5</td>
<td>Access</td>
<td>DxC 600i</td>
</tr>
</tbody>
</table>

High

Mid
Cellular Leadership

Cynthia Collins
Group Vice President
Leadership in Cellular Analysis

- Hematology
  - #1 US, #2 Worldwide

- Flow Cytometry
  - #2 Worldwide

- Hemostasis
  - #2 US
  - Alliance with Instrumentation Laboratories

COULTER® LH 755

BEC 2008 AACC - 16
Hematology Today
Greatest Unmet Needs

- Manual Differentials
  - An outdated manual practice

- Static, lower-margin menu

- Not connected to full lab automation

US Test Mix:
High Prevalence of Manual Events

5 Part Diffs
Complete Blood Count
Manual Diffs

US Test Mix:
High Prevalence of Manual Events

Source: BEC Estimates
Strengths in Platform Integration Directed at Customers’ Greatest Need

- Fully integrated product development
  - Strong in-house design, test and manufacturing
  - Leverage external partnerships

- Technology leadership
  - Automation across all core disciplines
  - Analysis algorithms
  - Middleware solutions

- Systems integration leadership
  - Instruments, reagents & controls
  - Fully integrated software across platforms

Cost Contribution per Lab Test

- Equip
- Depreciation
- Testing Labor 66%
- Consumables

*SOURCE: CAP LMIP
** INCLUDES NON-TESTING LABOR/ OVERHEAD
## Cellular Breadth and Depth: Most Trusted Brand

<table>
<thead>
<tr>
<th>Cellular</th>
<th>Hematology</th>
<th>Flow Cytometry</th>
<th>Hemostasis</th>
</tr>
</thead>
<tbody>
<tr>
<td>LH 780</td>
<td>FC 500</td>
<td>ACL TOP</td>
<td></td>
</tr>
<tr>
<td>LH 500</td>
<td>EPICS XL</td>
<td>ACL Elite</td>
<td></td>
</tr>
<tr>
<td>A^c^T</td>
<td>FP 1000</td>
<td>ACL 1000</td>
<td></td>
</tr>
</tbody>
</table>

### New Flow Cytometry Products from Dako

- CyAn ADP Analyzer
- MoFlo XDP Sorter

---

**BEC 2008 AACC - 19**
Revitalization of the Cellular Analysis Business Group

- New leadership with strong experience:
  - Commercial launches
  - Strategic marketing and
  - Business development

- Integration of Hematology and Flow Cytometry
  - Optimize portfolio and fill gaps
  - Leverage unique capabilities
  - Focus on applications

Cellular analysis solutions which meet unmet market needs
## Cellular Analysis Product Pipeline

### Building Blocks of the Vision

<table>
<thead>
<tr>
<th>2008</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DxH 800</strong></td>
<td><strong>Extended</strong></td>
</tr>
<tr>
<td><strong>Base Module</strong></td>
<td><strong>Menu Module</strong></td>
</tr>
<tr>
<td><strong>Cyan Research</strong></td>
<td><strong>New Clinical</strong></td>
</tr>
<tr>
<td><strong>Flow Analyzer</strong></td>
<td><strong>Flow Analyzer</strong></td>
</tr>
<tr>
<td><strong>MoFlo Cell</strong></td>
<td><strong>New Research</strong></td>
</tr>
<tr>
<td><strong>Sorter</strong></td>
<td><strong>Flow Analyzer</strong></td>
</tr>
<tr>
<td><strong>SlideMaker</strong></td>
<td><strong>New 3Part Diff</strong></td>
</tr>
<tr>
<td><strong>Module</strong></td>
<td><strong>Analyzer</strong></td>
</tr>
<tr>
<td><strong>Cellular Work</strong></td>
<td><strong>Cell</strong></td>
</tr>
<tr>
<td><strong>Cell</strong></td>
<td><strong>Flow Sample Prep</strong></td>
</tr>
</tbody>
</table>

### Applications

- Cyan Research Flow Analyzer
- MoFlo Cell Sorter
- SlideMaker Module
- Flow Sample Prep
- New 3Part Diff Analyzer
- New Clinical Flow Analyzer
- New Research Flow Analyzer

---

BEC 2008 AACC - 21
Building on Differentiated Technologies and Core Strengths

- Proprietary VCS technology
  - Algorithm expertise

- Next generation cellular system
  - Improved optics and analysis algorithms
  - Enhanced automation capabilities
  - Remote service capabilities
Cellular Analysis: Unicel DxH

Modular*Scalable*Configurable

- DxH: A “game changer”
- Attacks greatest unmet need

DxH is defined by the following attributes:

- Leverages and extends proprietary VCS technology
- Proprietary sample transport
  - Enables Modularity, Scalability
- Automation of high-frequency manual processes
- New modules add high value tests to menu
- Consistent with BEC vision to Simplify*Automate*Innovate
Cellular Analysis: DxH Value Proposition

- DxH: A breed apart in the hospital market
  - Improved throughput
  - Unrivaled flagging of abnormal specimens
  - Optimized automated review
  - Extended menu
  - Integrated redundancy: on-line back up
  - Configured and scaled to customer requirements

Minimizes Manual Reviews, Adds High Value Menu and Integrates Cellular Processes and... Commands a Premium Price
Automation: Beckman Coulter’s Compounding Advantage

DxH

AutoMate 800

Chemistry
DxC

DxH

Immunnoassay
DxI
Cellular Analysis: DxH Expectations… And Beyond

- Launch of new family begins with DxH800

- Launch will be controlled and limited
  - *Will co-exist with the LH series for the next few years*

- DxH will enjoy a premium price

- Long-term: Changes the competitive playing field
  - Creates a meaningful value segment- moving Hematology toward Cellular Analysis

- More to come at Annual Business Review
Financial Review

Charlie Slacik

SVP Finance & Chief Financial Officer
Financial Metrics: 

Improving Trends

- Revenue growth
- Financial metrics
- 2008 Outlook
- Lean Six Sigma
Revenue Trends

2008 First Half
17.3%

*2008 Outlook provided on 7/25/08
Recurring Revenue Growth

Trailing Twelve Months (constant currency)

Growing double digits
78% of total revenue

$ in Millions

Q1  Q2  Q3  Q4  Q1  Q2  Q3  Q4  Q1  Q2

2006 2007 2008

+7%  +8%  +11%  +11%  +13%  +12%  +11%  +12%  +12%  +12%
Revenue Growth: Recurring & Cash Instruments

Quarterly Sales Trend (constant currency)

<table>
<thead>
<tr>
<th>Period</th>
<th>Recurring Revenue</th>
<th>Cash Instrument Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2006</td>
<td>$100M (10%)</td>
<td>$100M (10%)</td>
</tr>
<tr>
<td>Q2 2006</td>
<td>$110M (14%)</td>
<td>$110M (14%)</td>
</tr>
<tr>
<td>Q3 2006</td>
<td>$113M (13%)</td>
<td>$113M (13%)</td>
</tr>
<tr>
<td>Q4 2006</td>
<td>$119M (9%)</td>
<td>$119M (9%)</td>
</tr>
<tr>
<td>Q1 2007</td>
<td>$129M (9%)</td>
<td>$129M (9%)</td>
</tr>
<tr>
<td>Q2 2007</td>
<td>$139M (9%)</td>
<td>$139M (9%)</td>
</tr>
<tr>
<td>Q3 2007</td>
<td>$139M (9%)</td>
<td>$139M (9%)</td>
</tr>
<tr>
<td>Q4 2007</td>
<td>$148M (8%)</td>
<td>$148M (8%)</td>
</tr>
<tr>
<td>Q1 2008</td>
<td>$157M (8%)</td>
<td>$157M (8%)</td>
</tr>
<tr>
<td>Q2 2008</td>
<td>$168M (8%)</td>
<td>$168M (8%)</td>
</tr>
</tbody>
</table>
Revenue Growth: Recurring & Cash Instruments

Quarterly Sales Trend (reported)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Recurring Revenue</th>
<th>Cash Instrument Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2006</td>
<td>+7%</td>
<td>+13%</td>
</tr>
<tr>
<td>Q2 2006</td>
<td>+13%</td>
<td>+15%</td>
</tr>
<tr>
<td>Q3 2006</td>
<td>+11%</td>
<td>+13%</td>
</tr>
<tr>
<td>Q4 2006</td>
<td>+13%</td>
<td>+11%</td>
</tr>
<tr>
<td>Q1 2007</td>
<td>+11%</td>
<td>+11%</td>
</tr>
<tr>
<td>Q2 2007</td>
<td>+13%</td>
<td>+13%</td>
</tr>
<tr>
<td>Q3 2007</td>
<td>+13%</td>
<td>+13%</td>
</tr>
<tr>
<td>Q4 2007</td>
<td>+13%</td>
<td>+13%</td>
</tr>
<tr>
<td>Q1 2008</td>
<td>+14%</td>
<td></td>
</tr>
<tr>
<td>Q2 2008</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Operating Margin Trends

2008 First Half
9.3% Rptd / 10.5% Adj

*2008 Outlook provided on 7/25/08
EBITDA

Trailing Twelve Months

$ in Millions

2005 2006 2007

Mid-2005 Leasing Change

Reported Adjusted

BEC 2008 AACC - 34
EBITDA

First Half 2008

- 2008 - $282.7 million
- 2007 - $244.0 million

+ 16%
Capital Expenditures (including OTL) and Depreciation & Amortization

2008 First Half
$135 / $122

Mid-2005
Leasing Change

*2008 Outlook provided on 7/25/08

*Cap Ex
*Depreciation & Amortization
Earnings Per Share Trends

- 2008 First Half: $1.41 Rptd / $1.57 Adj
- 2008 First Half outlook: $3.55 - $3.65* (provided on 7/25/08)

*Mid-2005 Leasing Change

- 2004: $2.00
- 2005: $2.50
- 2006: $3.00
- 2007: $3.50
- 2008: $4.00

Outlook

- Reported
- Adjusted
2008 Outlook

Provided 7/25/08

- Revenue growth: 12% to 14%
- Op income margin: 12%
- EPS: $3.55 to $3.65
Lean Six Sigma Adoption

Completion in 2008:
- Palo Alto facility moves to Indianapolis
  - Projected annual savings beginning in 2009: $7 million
- Distribution centers consolidated: From 5 down to 2
- Printed circuit board consolidation: From 2 down to 1
- Miami facility closures: Closed 6

Completion in 2009:
- Orange County consolidation:
  - Relocating Fullerton site of about 600,000 sq ft, including manufacturing, to existing sites
    - Company headquarters moves into freed space within Brea Site
  - Projected annual savings beginning in 2010: $5 to $7 million
- Build to Install:
  - Beginning in Q3 2008
  - Supply chain efficiencies realized
Growth Drivers
Long-Term

Scott Garrett
Chairman, President & CEO
Growth Drivers

- Geographic Expansion

- Immunoassay Base and Menu Expansion

- Investment in Molecular Diagnostics
  - UniCel DxN
Developing Countries have been a major source of growth
- Increasing healthcare expenditures mirror economic growth

Sustainable growth drivers in diagnostics
- Growing automated installed base
- Increasing volumes - existing menu
- Expanding menu utilization
## Growth Driver: Geographic Market Expansion

<table>
<thead>
<tr>
<th></th>
<th>China</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Market Size</strong></td>
<td>$750 M</td>
<td>$250 M</td>
</tr>
<tr>
<td><strong>Market Growth</strong></td>
<td>Mid-Teens</td>
<td>High-Teens</td>
</tr>
</tbody>
</table>
| **BEC Presence** | - Largest Diagnostics company  
                 | - First to reach $100M in total revenue (2005) | - Initiated direct subsidiary in 2006 |
| **Leadership positions** | #2 Chemistry  
                       | #2 Hematology  
                       | #2 Immunoassay  
                       | #2 Hematology |
Growth Drivers: Immunoassay & Molecular Diagnostics

- Immunoassay and Molecular Diagnostics- a major source of growth
  - Better informing clinical decisions of consequence
  - Rapid expansion in biologic understanding

- Sustainable growth drivers in diagnostics
  - Displace costs for invasive/ expensive diagnostics and unnecessary therapeutics

Source: Kalorama, BEC Estimates, TSG Partners
Immunoassay Base and Menu Expansion

- A decade of above-market growth
  - Still growing at 2-3x market rate
Growth Driver: Immunoassay Test Menu Expansion

2007:
- Reproductive/ Prenatal: Assessment of human reproductive conditions (Inhibin)

2008:
- Soluble transferrin receptor (anemia)
- Toxo IgG

2009:
- Cardiology: Assessment of unstable plaque (cPAPP-A)
  - Release to be in manual microplate format
- Pregnancy Complications: Evaluation of pre-eclampsia (PIGF/sVEGFR1)

2010:
- Oncology: Aid in detection of prostate cancer

In Clinical Trials and On Schedule
Growth Driver:

*Investment in Molecular Diagnostics*

- **$2.1 Billion Market**
  - Most rapidly growing segment: about 15% annually

- Complex, labor intensive processes

- **Strategy:**
  - Develop a fully automated “sample to result” solution for routine molecular diagnostics testing

- Targeted for 2010 launch

*UniCel DxN*
Growth Driver:

*Market Development Expectations:*

Why an instrument-first, hospital-directed strategy?

- **Leverages our channel**
  - Favors top diagnostics companies
  - *Minimizes BEC commitment to acquiring staff*

- **Focus on mature applications**
  - Launch menu addresses >70% of the Infectious Disease market
  - *Minimizes BEC commitment to acquiring content*

- **Focus on process and instrumentation**
  - Leverages systems integration strengths
  - *Yields installed base that will attract future, differentiated content*

Source: Company Reports, Info Dynamics, BEC Estimates, TSG Partners, EAC
# DxN Competitive Scorecard

<table>
<thead>
<tr>
<th></th>
<th>Diagnostics Presence and Capability</th>
<th>Moderate Complexity</th>
<th>Sample to Result</th>
<th>Throughput / Capacity</th>
<th>Turnaround Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beckman Coulter DxN</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Roche Cobas S 201</td>
<td>✓</td>
<td>×</td>
<td>✓</td>
<td>✓</td>
<td>×</td>
</tr>
<tr>
<td>Siemens Versant 440</td>
<td>✓</td>
<td>×</td>
<td>×</td>
<td>✓</td>
<td>×</td>
</tr>
<tr>
<td>Abbott/ Celera m2000</td>
<td>✓</td>
<td>✓</td>
<td>×</td>
<td>✓</td>
<td>×</td>
</tr>
<tr>
<td>Cepheid GeneXpert</td>
<td>×</td>
<td>✓</td>
<td>×</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Gen-Probe Tigris</td>
<td>×</td>
<td>×</td>
<td>✓</td>
<td>✓</td>
<td>×</td>
</tr>
<tr>
<td>BD Probetek ET</td>
<td>×</td>
<td>×</td>
<td>×</td>
<td>✓</td>
<td>×</td>
</tr>
<tr>
<td>Qiagen Digene</td>
<td>×</td>
<td>×</td>
<td>✓</td>
<td>×</td>
<td>×</td>
</tr>
</tbody>
</table>
Growth Driver:

*UniCel DxN:*

- Incorporates Beckman Coulter’s world-class system capabilities
  - Random access and stat test capability
  - Up to 20 assays on-board at a time
  - Closed-tube sampling for swab samples
  - CLIA status: moderately complex
  - Up to 200 tests per 8 hour shift throughput
  - Time to first result:
    - Approximately 60 minutes for DNA
    - Approximately 90 minutes for RNA
UniCel DxN: System Development Update

- **Subsystem breadboards:** Designed, built and being tested
  - Extraction / purification module and vessel
  - PCR module and vessel
  - Sample and reagent storage and handling

- **Completed milestones:**
  - Successful testing of actual samples on subsystem breadboards using DxN protocols and chemistries

- **2008 milestones:**
  - First half: Fully functional breadboard with assays
  - Year-end: First prototype by
  - Licensed HCV from Siemens, April 2008
Operating Goals

- Grow the EPS at a sustainable level- approximately 12-13%
- Continue top-line growth approximately twice the market
  - Stable growth based on recurring revenue of 80% total revenue
- Achieve additional SG&A leverage and supply chain cost reductions year-after-year
- Fund R&D investment at a healthy level to:
  - Invest in the new Molecular Diagnostics system
- Operating margin improvements
Beckman Coulter

Leading the way in Optimizing Laboratory Processes

- Compelling value proposition:
  *Simplify, Automate, and Innovate* laboratory processes
- Leadership positions in all major product categories
- Multiple opportunities for above market growth
- Focus on “Operational Excellence”
Welcome to Beckman Coulter’s 2008 AACC Investor Event

Transforming Laboratory Practice and Patient Care