



## Transforming Laboratory Practice and Patient Care

Beckman Coulter 2007 Annual Report



**Company Profile** Beckman Coulter develops, manufactures and markets products that simplify, automate and innovate complex biomedical testing. Our diagnostic systems are found in hospitals and other critical care settings around the world and produce information used by physicians to diagnose disease, make treatment decisions and monitor patients. Instruments for life science research are used by scientists as they study complex biological problems including the causes of disease, identify new therapies, and test new drugs.

Our customers include hospitals, physicians' offices, diagnostic reference laboratories, pharmaceutical and biotechnology companies, universities, medical schools and research institutions. In fact, Beckman Coulter has more than 200,000 clinical and research instrument systems operating in laboratories around the world. Recurring revenue, consisting of supplies, test kits, service and operating-type lease payments, represent more than 78 percent of the company's 2007 revenue of \$2.76 billion.


**On the Cover** Joe Wilkins, MBA , Western Zone Service Director, North America Commercial Operations, Brea, CA. Employee for 25 years.

// //

Beckman Coulter has distinct advantages in today's marketplace: a legacy of quality, superior brand equity, loyal customers around the world, and a highly capable workforce. With our talented people and our innovative technology, we lead the industry in our ability to design, develop, manufacture, sell and support the systems that customers want for their laboratories. I am confident that we are on the threshold of great achievement as we embrace the challenge to improve patient health and reduce the cost of care.


**Scott Garrett**

President and Chief Executive Officer  
Beckman Coulter



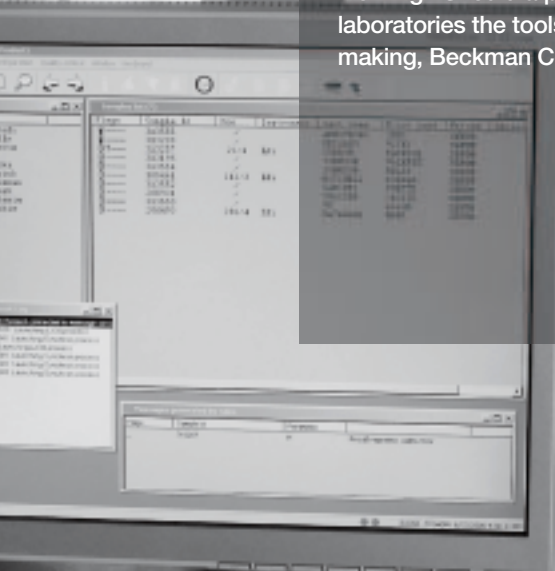
Less than 5% of the \$3 trillion spent each year on health care worldwide is for clinical laboratory services.

In spite of increasing price pressure, the \$50 billion biomedical testing market continues to expand. Contributing to this growth are increased demand from an aging population, the accelerated economic growth in emerging markets, and an explosive pace of biological discoveries that lead to new types of tests. Beckman Coulter simplifies and automates clinical and research laboratory processes so that our customers can easily and efficiently produce accurate and precise information. With a broad product portfolio, unmatched development capability, worldwide geographic reach and robust investment potential, our company has proved that it can thrive in this environment.



Considering that nearly 70% of health care decisions are based on critical diagnostic information, biomedical testing represents a significant source of value in health care.

Clinical lab information helps physicians care for patients in multiple ways. Is a patient at risk for disease? What disease is causing symptoms? Is a prescribed treatment regimen working? Should a patient be admitted or discharged from the hospital? By offering laboratories the tools that increase accuracy of test results and velocity of decision-making, Beckman Coulter helps improve patient health and reduce the cost of care.



Sample No.	Time	Conc.
100001	10:00	100.0
100002	10:05	100.0
100003	10:10	100.0
100004	10:15	100.0
100005	10:20	100.0
100006	10:25	100.0
100007	10:30	100.0
100008	10:35	100.0
100009	10:40	100.0
100010	10:45	100.0



*Automation is  
Transforming  
the Hospital  
Laboratory*

From sample preparation to storage, Beckman Coulter's laboratory automation systems eliminate 30 to 60% of the manual steps from a laboratory's workflow. These systems transform the testing process by improving productivity, quality, and safety at greatly reduced costs.

Total laboratory automation was key in meeting the goals of the new 4,500 square-meter core laboratory for the Institut Gustave Roussy in Villejuif, France. Designed and managed by Frederic Troalen, Ph.D., the core laboratory supports 42,000 patient treatments and more than 130,000 outpatient visits per year in one of the foremost private cancer hospitals and research centers in Europe. The laboratory has become a magnet for visitors from across Europe interested in learning how automation can benefit the patient testing process in large medical centers.

// //

Our new laboratory at Institut Gustave Roussy was designed ‘around the patient’ to focus on patient comfort, reduce turnaround time for results, and improve the overall efficiency of the laboratory. The Beckman Coulter team helped us configure a complete system with pre-analytical sample processing, a track connected to our chemistry, immunoassay and hematology analyzers and automatic sample storage and retrieval. More than 15 Beckman Coulter professionals worked with us, side-by-side, as we transitioned our work from the old process to the new automated process, literally overnight. It was an impressive experience. Our physicians are very happy with the results and our patients are receiving better care.

**Frédéric Troalen, Ph.D.**

Chief of New Project Automation  
Institute Gustave Roussy  
Villejuif, France





## **Sachiko Yanagisawa**

*Group Manager, Service Operations  
Total Laboratory Automation*

*Atlanta, Georgia  
Employee for 20 years,  
Automation for 14*

I believe our total laboratory automation systems are the best in the industry. But lab automation is not something you 'throw into' a laboratory. Installing these systems requires planning and execution and often process changes on the part of the customer. We have four distinct teams of great people that support customers after they have decided to purchase a system. Engagement Managers oversee the project from beginning to end. Hardware Engineers physically install the systems. System Specialists run thousands of tubes on the system to make sure everything is operating correctly. And Applications Specialists, who are completely familiar with how a lab operates, help customers analyze their current workflow and configure the automation to improve that process. The end result is a lab that's equipped to deliver patient information to physicians faster and more reliably than before.



## **Mike Rilo**

*Principal Engineering Technician  
Hematology Product Development*

*Miami, Florida  
Employee for 20 years,  
Product development for 10*

Being an Engineering Technician means staying on the cutting edge of new technology. When the company launches a new hematology instrument, the engineering technicians install systems in the beta sites, perform data collection for FDA submission, and train field service personnel. Every day is an adventure, because the things we're working on represent the latest innovations. We get to do a lot of thinking on our feet and we have to look at things in a new way. The UniCel® DxH – our next generation hematology system – is a great example. Because of the way it's designed, it's going to change our customers' processes substantially. They're going to be able to process more results and more test parameters. And there are even better things to come.



*New  
Tests are  
Transforming  
Patient Care*

From a basic panel of tests for wellness physicals to sophisticated measurements needed in the assessment of heart disease, anemia or endocrine function, Beckman Coulter has a solution. We offer more than 600 different tests used for patient monitoring, diagnosis and disease management, including nearly 100% of the tests used in routine diagnostics and 75% of all hospital diagnostic tests.

Beckman Coulter's scientific staff is focused on identifying and developing important new tests. For instance, AccuTnl<sup>®</sup> Troponin I has become the gold standard for detecting myocardial infarction and helping physicians assess a patient's risk of heart disease.

// //

We are a 248 bed, not-for-profit facility, with 45,000 emergency department visits per year and a well-established chest pain center. Beckman Coulter's Automation and 12-minute AccuTnl Troponin I allow us to provide consistent results both in terms of accuracy and timeliness. Troponin is the cornerstone of chest pain assessment—where lost time means lost heart muscle. Quality assays and automated processes support an expanding role for the laboratory, enabling rapid decision making and risk stratification on a patient-by-patient basis. All of this contributes to better patient care. Reliable and rapid lab results helped us here at JT Mather improve the triaging of our patients, saving our institution \$1.8M in a single year.

**Denise Uettwiller-Geiger, Ph.D., DLM(ASCP)**

Director of Clinical Laboratories and Research  
John T. Mather Memorial Hospital  
Port Jefferson, NY



## *Dean Anderson*

*Director of Manufacturing  
Carlsbad Reagent Manufacturing*

*Carlsbad, California  
Employee for 20 years,  
Director of manufacturing for 3 years*

As a company, we believe that our quality differentiates us from our competitors. In my job, we have many opportunities to help make that a reality. My team is responsible for the reagent supply chain – covering everything from suppliers, to manufacturing, to global distribution. We know which levers to pull to ensure the highest product quality, and how to improve delivery and costs. In turn, our efforts help customers achieve their goals. When I see reagent kits going out the door to laboratories across the country and around the world, I know that my family, friends, and colleagues could be tested using those reagents. It is a humbling responsibility, and it gives me tremendous pride knowing our products make a difference in people's lives.





## *Greer Coulter*

*Immunodiagnostic Consultant  
North America Commercial  
Operations*

*Houston, Texas  
Employee for 2 years*

My primary responsibility is to expand the number of tests performed on our immunoassay instrument systems. When we commercialize new assays, I let laboratories know the new tests are available and educate them on their function. I joined the company at the perfect time. We already have industry-leading tests and our customers rely on the quality of our products. Plus, we have so many new and unique products in the development pipeline, such as tests for pre-eclampsia and ovarian cancer. What's exciting to me is that we're using our resources to drive the development of even more proprietary tests that should really have an impact on patient health. That's a powerful thing.

## *Our Growing Menu of Tests*

A 50-year-old woman has a routine physical and her doctor requests a typical battery of tests. A 61-year-old man shows up in the emergency room with chest pain and tingling in his left arm – the emergency room physician orders several tests. A normally active four-year-old boy becomes lethargic and pale; his physician requests tests for potential blood diseases or cancer. In every case, Beckman Coulter is there. Today, we have hundreds of tests that are used to diagnose and monitor patients. We continue to work on new, high-value tests every day – tests that may one day save more lives through rapid diagnosis or early detection and treatment.

Category	▶ Condition
Cardiovascular Disease	▶ Congestive heart failure, Acute myocardial infarction, Cardiac risk assessment, Cholesterol, Lipid profile
Endocrine Function	▶ Anemia, Diabetes, Osteoporosis, Thyroid disease
Reproductive	▶ Open neural tube defects, normal and abnormal pregnancy, Progesterone-related disorders, Testosterone-related disorders
Bleeding Disorders	▶ Deep vein thrombosis, Protein C and S deficiencies, Pulmonary embolism, Disseminated intravascular coagulation, Venous thromboembolism
Blood Virus / Infectious Disease	▶ Hepatitis and HIV (outside the U.S.), H. pylori, Rubella, Streptococcal infections
Immune Diseases	▶ Allergens, Autoimmune disorders, Inflammatory conditions, Lupus, Rheumatoid arthritis
Cancer	▶ Breast cancer, Colon cancer, Gastrointestinal cancer, Ovarian cancer, Prostate cancer, Leukemia, Lymphoma, Multiple myeloma
Liver Function	▶ Cirrhosis, Liver dysfunction, Hemochromatosis
Kidney Function	▶ Chronic renal failure, Glomerular disease, Nephritic syndrome, Nephrotic syndrome

# *Expanding Market Share*



In 2007,

**30%** of new chemistry systems and

**50%** of new immunoassay systems

displaced competitors.

Once an instrument system is placed in a laboratory, our relationship with that customer is just beginning. For the next five, or even ten years, a newly installed Beckman Coulter system consumes an ongoing stream of reagents. Beckman Coulter's large and growing installed base of analytical systems is readily available for the deployment of new, high-value tests that are in our development pipeline.



## Cellular Products

Pictured: Cytomics FC 500 Flow Cytometry System and COULTER® LH 780 Hematology Analyzer.

Mary Beth Johnson, Product Marketing, employee for 26 years.

# \$840.9 Million

2007 Revenue

Cellular analysis includes hematology, flow cytometry, and hemostasis systems, each targeting a unique area of blood cell and blood component testing. Hematology includes the most frequently ordered diagnostic test – the CBC or complete blood count. Beckman Coulter commands approximately 30% of the \$1.9 billion hematology market. Flow cytometry helps identify and characterize other cell types important in monitoring diseases such as HIV and in the classification of leukemias and lymphomas. We have a 20% share of this \$1 billion market. Hemostasis testing is used in the diagnosis of bleeding and clotting disorders. Beckman Coulter is the exclusive distributor for Instrumentation Laboratory hemostasis products in the U.S. and certain other countries. Together, the companies have about 25% of this \$1 billion market.

Tests: Complete Blood Count, Five-Part Differential, Red Blood Cell, Hemoglobin, Hematocrit, Mean Corpuscle Volume, Mean Corpuscle Hemoglobin, Mean Corpuscle Hemoglobin Concentration, RBC Distribution Width, Reticulocyte, Immature Reticulocyte Fraction, Mean Reticulocyte Volume, Platelet Count, Mean

Platelet Volume, Lymphocyte Count, Monocyte Count, Eosinophil Count, Basophil Count, Granulocyte Count, CD4 Cell Enumeration, T and B Cell Enumeration, Monocyte Enumeration, Deep Vein Thrombosis, D-Dimer, Von Willebrand Factor, Lupus, Antithrombin, Heparin, Prothrombin, Fibrinogen, Factor Assays



## Immunoassay Products

Pictured: UniCel® DxI 600 Access® Immunoassay System.

Kelly Johnson, Commercial Operations, employee for 15 years.

**\$595.8 Million**

2007 Revenue

Beckman Coulter's major growth driver, Immunoassay testing, uses antibodies and antigens to perform highly sensitive analysis of blood proteins. We have increased our business more than ten-fold in the last ten years, and have about a 7% share of the \$7 billion immunoassay testing market. Tuck-in acquisitions, licenses for new tests, and internal development all contribute to our aggressive program of menu expansion.

Tests: AccuTnl, CK-MB, Digoxin, Myoglobin, Triage BNP\*, AFP, DHEA-S, Estradiol, hFSH, hLH, Inhibin A, Progesterone, Prolactin, Testosterone, Total BhCG, Unconjugated Estriol, CEA, BR Monitor, GI Monitor, OV Monitor, Hybritech® PSA, Hybritech Free PSA,

Free T3, Total T3, Free T4, Total T4, hTSH, Thyroglobulin, TPO Ab, EPO, Ferritin, Folate, Intrinsic Factor Ab, RBC Folate, Vitamin B12, Intact PTH, Ostase, Rubella IgG, Cortisol, Insulin, Total IgE, HIV/HCV (outside U.S.)

\* Available exclusively from Biosite or its authorized distributors for use on Beckman Coulter immunoassay systems. Triage and Biosite are registered trademarks of Biosite Incorporated, a subsidiary of Inverness Medical Innovations, Inc.



## Chemistry Products

Pictured: UniCel® DxC 800 Synchron® Clinical System.

Katie Blount, Product Marketing, employee for 26 years

**\$749.5 Million**

2007 Revenue

Chemistry consists of systems and kits that perform many types of routine patient tests, such as blood glucose levels and cholesterol levels. Our chemistry systems can perform more than 100 different types of tests. Beckman Coulter holds 20% of the \$3 billion chemistry market. For the past three years, we have placed record numbers of our UniCel DxC chemistry systems, displacing competitors approximately 30% of the time.

Tests: Glucose, Calcium, Amylase, Lipase, Magnesium, Phosphorus, Uric Acid, Potassium, Sodium, Chloride, CO<sub>2</sub>, High Sensitivity CRP, Homocysteine, LDL Cholesterol, HDL Cholesterol, Microalbumin, HbA1c, Triglyceride, Lipids, Iron, Haptoglobin, Transferrin, IBCT, Amphetamines, Barbituates, Benzodiazepine, Cannabinoid, Cocaine, Methadone,

Methaqualone, Opiates, Phencyclidine, Propoxyphene, Rheumatoid Factor, Albumin, ALP, ALT, AST, GGT, IgA, IgG, IgM, Prealbumin, Bilirubin, Total Protein, Ammonia, Carbamazepine, Cyclosporine, Digoxin, Gentamicin, Lithium, Phenobarbital, Phenytoin, Theophylline, Tobramycin, Valproic Acid, Vancomycin, Acetaminophen, Alcohol, Salicylate



## Integrated Work Cells

Pictured: UniCel® DxC 880i Synchron® Access® Clinical System.

Sharon Howard, Customer Training, employee for 11 years.

The fastest-growing segment of the chemistry market, work cells are growing at a rate greater than 15%. Beckman Coulter offers some of the most capable work cells in the industry, from the mid-volume UniCel DxC 600i to the newly introduced high-volume DxC 880i, with three more systems in development.

Beckman Coulter work cells offer our entire menu of more than 150 chemistry and immunoassay tests from a single point of sample entry. And they all feature our exclusive closed-tube sampling, which helps improve efficiency and reduce the potential for errors. Importantly, the entire fielded base of UniCel DxC 600 and DxC 800 chemistry systems can be upgraded to work cells, allowing customers to take advantage of the increased productivity whenever they are ready.





Tests: AccuTnl, CK-MB, Digoxin, Myoglobin, Triage BNP\*, High Sensitivity CRP, Homocysteine, LDL Cholesterol, HDL Cholesterol, Triglyceride, Lipids, AFP, DHEA-S, Estradiol, hFSH, hLH, Inhibin A, Progesterone, Prolactin, Testosterone, Total BhCG, Unconjugated Estriol, CEA, BR Monitor, GI Monitor, OV Monitor, Hybritech® PSA, Hybritech Free PSA, Free T3, Total T3, Free T4, Total T4, hTSH, Thyroglobulin, TPO AB, EPO, Ferritin, Folate, Intrinsic Factor Ab, RBC Folate, Vitamin B12, Intact PTH, Ostase, Rubella IgG, Toxo IgG, Toxo IgM, Cortisol, Insulin, Total IgE, Glucose, Calcium, Amylase, Lipase, Magnesium,

Phosphorus, Uric Acid, Potassium, Sodium, Chloride, CO2, Microalbumin, HbA1c, Iron, Haptoglobin, Transferrin, IBCT, Amphetamines, Barbituates, Benzodiazepine, Cannabinoid, Cocaine, Methadone, Methaqualone, Opiates, Phencyclidine, Propoxyphene, Rheumatoid Factor, Albumin, ALP, ALT, AST, GGT, IgA, IgG, IgM, Prealbumin, Bilirubin, Total Protein, Ammonia, Carbamazepine, Cyclosporine, Digoxin, Gentamicin, Lithium, Phenobarbital, Phenytoin, Theophylline, Tobramycin, Valproic Acid, Vancomycin, Acetaminophen, Alcohol, Salicylate



## Discovery & Automation Products

Pictured: Optima™ L-XP Series Ultracentrifuge.

Gary Jackson, Tactical Marketing, employee for 5 years.

**\$575.1 Million**

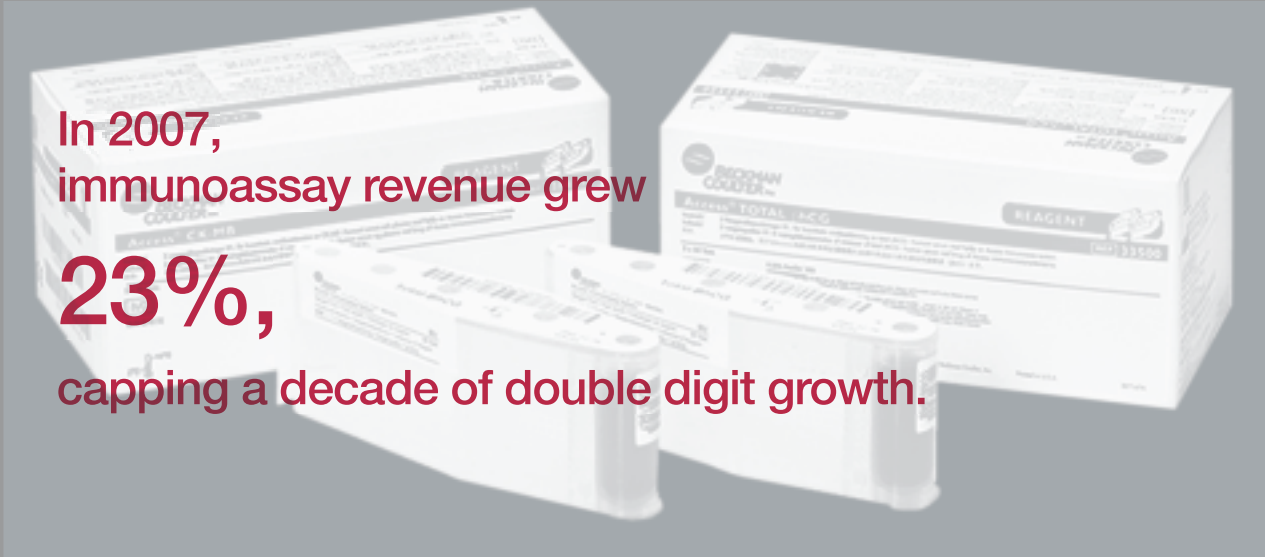
2007 Revenue

Discovery and Automation products are comprised of automation systems for both clinical diagnostics and life science laboratories and a variety of life science research tools. Beckman Coulter is a leader in automation systems designed for the hospital market, holding a 65% share in the US and a 50% share worldwide. The company also holds a 20% share of the life science liquid handling market. Beckman Coulter celebrated the 60th anniversary of centrifugation in 2006, with a worldwide leadership position of 30% of the market.

Capabilities: Total Clinical Lab Automation, Automated Sample Preparation, Robotics, Protein Preparation, Protein Fractionation, Protein Partitioning, Protein Characterization, Quality Control, Gene Expression,

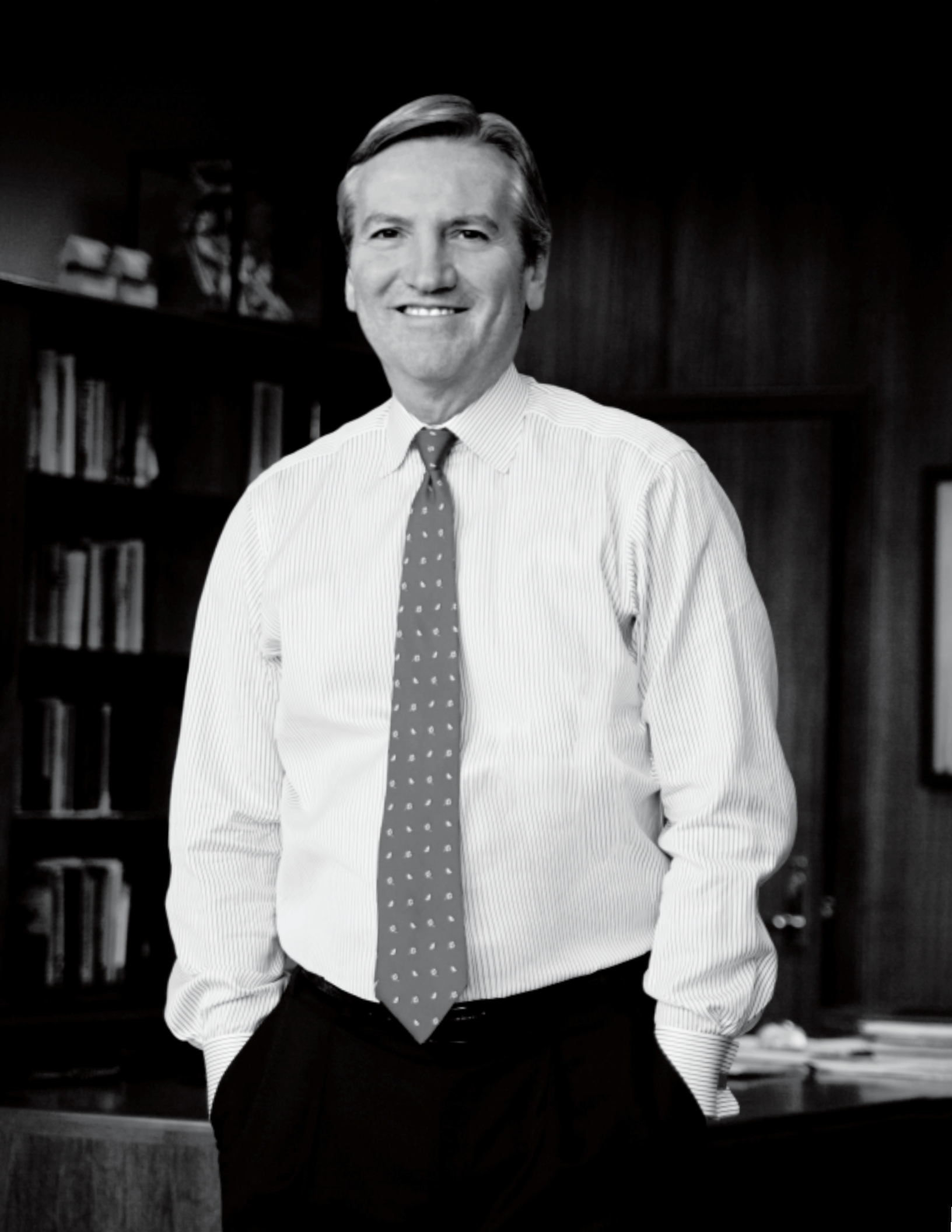
Genetic Analysis, Genotyping, Drug Discovery, DNA Sequencing, Particle Counting, pH Measurement, Spectrophotometry, Liquid Scintillation Counting,

# *Driving Growth*

A photograph of several Beckman Coulter immunoassay reagent boxes and vials. The boxes are white with black and red text. One box is labeled 'ALPHA-CALCITRIOL' and another is labeled 'ALPHA-TOTAL IGG'. There are also several vials in the foreground.

In 2007,  
immunoassay revenue grew  
**23%,**  
capping a decade of double digit growth.

New immunoassay tests launched during 2007 included Inhibin A, an important and proprietary new test that is used as an aid in the diagnosis and monitoring of various reproductive hormonal disorders. We also introduced the UniCel® DxI 600, a new, mid-range immunoassay testing system. The company continues to expand its operations in high-growth regions such as China and India. The acquisition of NexGen Diagnostics, LLC and the research flow cytometry instrument business from Dako Denmark A/S as well as licensing agreements continue to bring new products and technologies to support future market expansion.



## Letter to Shareholders

### Two Thousand Seven Quarter One Highlights

*Commercialized the first automated Inhibin A test, a proprietary assay used as an aid in the diagnosis and monitoring of various hormonal reproductive diseases; it's available on Beckman Coulter's entire line of automated immunoassay systems.*

*Announced the relocation of the company's centrifugation business from Palo Alto, California, to the Indianapolis, Indiana area, a significant step in streamlining the company's supply chain.*

**Steady Progress at Beckman Coulter** Beckman Coulter has been transforming laboratory practice and patient care and, at the same time, making some fundamental changes in our own company. In 2005, my first year as CEO, we embarked on a series of purposeful and deliberate transitions aimed at enhancing our competitiveness and preparing us to fully capitalize on significant opportunities. Our results and trends in 2007 demonstrate our progress and the positive effects of the changes we've made to our organization and business model. It's clear from our trends that we are on the right course. Importantly, the momentum we've gained is sustainable, and our vision of biomedical testing leadership is achievable.

**Context for Change: Large and Growing Markets** We see no shortage of opportunities for the highly capable products and services Beckman Coulter provides. Biomedical testing guides nearly every decision in health care, whether at the patient bedside or in a research laboratory. More and more experts are coming to recognize that biomedical testing provides great value at a reasonable cost. They acknowledge that comprehensive laboratory testing lowers the overall cost of patient management. Further, an efficient, highly-automated laboratory is a primary driver of overall hospital efficiency and cost effectiveness.

About 80% of Beckman Coulter's revenue comes from sales in the \$35 billion clinical diagnostics market, which is growing at about 5% per year. Because laboratory testing is a relatively inexpensive way for clinicians to diagnose and manage patients, the lab's cost-effective contribution to better patient outcomes is driving increases in testing volumes. New tests are reaching the market faster every year, fueled by the rapid expansion of biological understanding. These factors, along with the positive demographics of an aging population in developed markets and rapid adoption of testing in emerging markets, create a very positive market environment.

Life science markets, on the other hand, are cyclical, with growth tied closely to the research and development spending of the pharmaceutical industry and government funding of academic research. The growth of this \$15 billion market has been modest over the past five years, although some emerging markets like China offer opportunities as their scientific infrastructure develops rapidly.

**Embracing Change: Organization and Business Model** In 2005, we fundamentally altered our organization and business model to provide a robust platform for growth and value creation.

We transitioned people into new roles and recruited highly qualified individuals for key positions; 80% of our top 100 executives are either new to Beckman Coulter or in new roles in the last two years. These changes have energized the company with fresh perspectives, while establishing depth and skills throughout our management team. A heightened focus on succession planning and employee development in our talent management process has yielded a more adaptable and capable organization. Entering the fourth annual cycle of a disciplined talent review process, we are in a position to promote from within with confidence; likewise, we can identify talent gaps best filled from outside the company.

### **Two Thousand Seven Quarter Two Highlights**

*Signed a three-year agreement with Premier, Inc., the nation's largest healthcare purchasing network, enabling Premier members to purchase the entire Beckman Coulter suite of clinical diagnostics products for automation, routine chemistry, immunoassay, integrated work cells, hemostasis and hematology.*

*Commercialized the company's newest immunoassay system, the UniCel® DxI 600, with a throughput of 200 tests per hour. The DxI 600 provides many of the benefits of the company's market leading, 400-test-per-hour system, the DxI 800, in a smaller footprint designed for mid- to large-sized hospital laboratories.*

*Received a grant from the Imperial College of London to develop a simple, affordable point-of-care (POC) test for monitoring CD4 lymphocytes in patients with HIV/AIDS. This important test is needed in resource-poor countries like sub-Saharan Africa to assess prognosis and aid in treatment decisions for HIV/AIDS patients.*

### **Two Thousand Seven Quarter Three Highlights**

*Re-purchased approximately 279,000 shares of Beckman Coulter stock at an average price of \$69.55 per share.*

*Signed a new agreement with Premier, Inc., for Beckman Coulter's offering of flow cytometry instruments along with its core laboratory systems and supplies.*

*Signed agreements with Amerinet, Inc., one of the nation's largest healthcare group purchasing organizations, to provide a full range of core laboratory systems and supplies.*

The organization has benefited from our 2005 restructuring. As 'One Company,' we are able to redeploy resources as needed and act swiftly when opportunities arise. In this way, we create and capture value, which in turn maximizes value for our customers and shareholders. For instance, development of our molecular diagnostics system is progressing rapidly, due, in large part, to rapid redeployment of technical expertise from our genomics business and central research function. In utilizing the skill sets of our employees without regard for internal departmental structures, we have successfully and organically grown revenue at above market rates without adding to our staff.

We also implemented significant changes to our business model and processes when we transitioned to an operating-type lease model. This model meets the needs of our customers and emphasizes the robust recurring revenue stream derived from our large and growing installed base of instruments. Similarly, changes to incentives and metrics maintain our focus on increasing profitability and help management and investors assess the health and vitality of our company.

We are also working to improve operating margins in a climate of continuing price pressure by applying the tools of Lean and Six Sigma. Careful examination of our processes throughout our supply chain and business operations identified a series of initiatives to reduce the size and number of facilities, decrease product costs and advance our industry-leading levels of quality. We are building a "Lean" culture, constantly on the lookout for incremental changes that can drive consistent improvement in operations and margins. After the first year, Lean initiatives have allowed us to consolidate several operations and exit some buildings – freeing 100,000 square feet of space. This is just the beginning of continuous improvements to boost the productivity of our assets and employees.

**Benefits of Change: Current and Future** 2007 marked a turning point for many of our key performance indicators, reflecting the cumulative effect of all these changes. We reported total revenue growth of more than 9%, and achieved diagnostics growth at two times the market rate. Our unrivaled core competency of understanding and improving customer processes contributed to the strong performance: a third straight year of record placements of autochemistry systems, Immunoassay growth at nearly three times the market rate, and Clinical Automation growth of nearly 70%.

The continuing build up of lease payments and highly profitable consumables sales drove a 12% gain in recurring revenue – signaling improved predictability and sustainability of growth. Recurring revenue reached \$2.16 billion in 2007 and constitutes approximately 78% of total revenue.

With disciplined cost management, we delivered an increase of 13% in adjusted net earnings. Cash flow improved substantially; free cash flow, temporarily suppressed by the leasing policy change, increased by more than \$100 million, clearly affirming the benefits of the change in our business model.

### **Two Thousand Seven Quarter Four Highlights**

*Re-purchased approximately 537,000 shares of Beckman Coulter stock at an average price of \$69.71 per share, completing the company's 2.5 million share repurchase authorization.*

*Signed agreements with Johns Hopkins University, a leader in cancer genomics research, that provide Beckman Coulter exclusive options to license cancer genomics intellectual property that arise from its studies of multiple types of cancer including breast, colon and six others.*

*Acquired the remaining 80.1% of NexGen Diagnostics LLC gaining control to technologies with the potential to greatly simplify future immunoassay and molecular diagnostics testing.*

*Acquired the flow cytometry business of Dako Denmark AS, significantly broadening Beckman Coulter's research flow cytometry product line offering.*

*Renewed agreements valued at approximately \$94 million per year with MedAssets Supply Chain Systems, one of the nation's largest healthcare group purchasing organizations, serving more than 125 health systems, including 2,500 hospitals.*

*Entered into a two-year research project to be carried out at Thomas Jefferson University, Philadelphia and Laboraf Diagnostica e Ricerca San Raffaele SpA in Milan, Italy. Research will seek to discover genetic signatures for cardiovascular disease (CVD) and obesity-related hypertension, which would yield exclusive proprietary content for Beckman Coulter's molecular diagnostics system.*

Our core strengths and the ongoing changes at Beckman Coulter position us well for the future as we target sustained above market revenue and earnings growth through:

1. Building on leadership positions and thereby increasing market share.
2. Developing new tests and improving the utilization and value of our installed base of systems,
3. Acquiring and deploying new technologies that will further differentiate our products, enhance quality and enable entry into adjacent markets, and
4. Gaining customers in faster-growing emerging markets.

Rapid product introductions continue with the release of a next generation hematology analyzer and the addition of four new chemistry-immunoassay work cells in 2008. Recent investments in licenses, acquisitions and internal development programs sustain a promising pipeline of new tests; adding these new tests across our large and growing installed base fortifies our growth over the next five years.

We are leveraging our systems integration expertise, hospital customer relationships, genomics knowledge and expanded investment capacity to enter the Molecular Diagnostics field. We expect to be among the first with a "sample-to-result" molecular diagnostics system for the hospital market. Industry experts expect this \$2 billion market to generate 25% of the total growth in diagnostics markets over the long term.

As rapid economic growth enables expanded access to health care in promising emerging markets, such as China and India, Beckman Coulter's capable management team and responsive organizations allow us to capitalize on these opportunities.

The changes needed to achieve our vision of biomedical testing leadership are almost complete, the opportunities before us are clear and the organization is prepared to act. Strength in clinical systems, assay development, work cell solutions and automation, combined with our comprehensive approach to simplifying, automating and innovating laboratory processes, positions us for success.

We continue to be focused on creating shareholder value through growth, quality and operating excellence. Our dedication to improving patient health and reducing the cost of care keeps us on the right side of the health care cost debate at all times and in every region of the world.

Thank you for your interest and trust in Beckman Coulter. We look forward to reporting our progress in 2008 and beyond.



**Scott Garrett**  
President and Chief Executive Officer  
March 2008



## *2007 Financial Results*

A Message from  
Charles P. Slacik, CPA  
Senior Vice President and  
Chief Financial Officer

Beckman Coulter's 2007 results reflect substantially improving financial trends. Going forward, management will continue its focus on expense management as well as revenue growth. Focusing on the fundamentals, while benefiting from high levels of recurring revenue, should provide better visibility to the underlying health of the business. We remain committed to funding high-potential growth opportunities, while also delivering strong financial results.



# Financial Highlights

Years ended December 31,

in millions, except amounts per share

	07	06	05	04	03
Revenue	\$ 2,761.3	\$ 2,528.5	\$ 2,443.8	\$ 2,408.3	\$ 2,192.5
Gross profit	\$ 1,295.2	\$ 1,197.0	\$ 1,127.3	\$ 1,136.3	\$ 1,047.7
Research and development	\$ 274.0	\$ 264.9	\$ 208.9	\$ 200.0	\$ 194.3
Operating income	\$ 272.4	\$ 262.9	\$ 205.7	\$ 331.0	\$ 329.5
Earnings from continuing operations	\$ 209.7	\$ 158.2	\$ 150.6	\$ 210.9	\$ 207.2
Net earnings	\$ 211.3	\$ 186.9	\$ 150.6	\$ 210.9	\$ 207.2
Basic earnings per share from continuing operations	\$ 3.35	\$ 2.53	\$ 2.42	\$ 3.42	\$ 3.38
Basic earnings per share	\$ 3.38	\$ 2.99	\$ 2.42	\$ 3.42	\$ 3.38
Diluted earnings per share from continuing operations	\$ 3.27	\$ 2.47	\$ 2.32	\$ 3.21	\$ 3.21
Diluted earnings per share	\$ 3.30	\$ 2.92	\$ 2.32	\$ 3.21	\$ 3.21
Weighted average common shares and dilutive potential common shares (millions)	64.1	64.0	64.9	65.8	64.5
Dividends declared per share of common stock	\$ 0.64	\$ 0.60	\$ 0.56	\$ 0.48	\$ 0.40
Total assets	\$ 3,594.3	\$ 3,291.7	\$ 3,027.6	\$ 2,789.8	\$ 2,529.6
Working capital	\$ 690.9	\$ 626.5	\$ 475.1	\$ 667.7	\$ 583.0
Long-term debt, less current maturities	\$ 888.6	\$ 952.0	\$ 589.1	\$ 611.7	\$ 625.6
Shares outstanding (millions)	62.5	61.0	62.4	61.6	62.0

2007 includes a) restructure related charges for employee severance and other costs of \$10.5 million (\$16.9 million pretax); b) a \$1.5 million charge (\$2.4 million pretax) for the amount of the Cardbeck Miami Trust settlement (\$1.6 million commercial rentals tax and \$0.8 million in interest); c) a \$25.4 million net gain (\$40.6 million pretax) for the break up fee associated with the termination of the Biosite merger agreement; d) a \$16.4 million net gain (\$26.2 million pretax) from the sale of vacant land in Miami; e) a \$5.6 million charge (\$9.0 million pretax) to establish the Beckman Coulter Foundation; f) a \$1.6 million gain (\$2.6 million pretax) for the receipt of the escrow amount related to the sale of APG that occurred in July 2006 and is reported as earnings from discontinued operations; and g) a \$22.2 million charge (\$35.4 million pretax) for the IPR&D related to the acquisition of the remaining 80.1% interest in NexGen. The combined impact of these items was a diluted earnings per share increase of \$0.05. 2007 also includes incremental share-based compensation charges of \$15.2 million (\$24.5 million pretax) recognized under SFAS 123 (R) "Share Based Compensation" which was adopted in 2006.

2006 includes a) restructure related charges for employee severance and other costs of \$9.5 million (\$15.5 million pretax); b) a \$21.9 million gain (\$35.0 million pretax) and an \$11.8 million (\$18.9 million pretax) R&D charge from the litigation settlement with Applied Biosciences; c) charges of \$18.2 million (\$27.5 million pretax) for license rights acquired for products in the development stage from Roche Diagnostic; d) net curtailment charges of \$2.6 million (\$4.0 million pretax); e) investigation charges of \$1.8 million (\$2.9 million pretax); f) debt extinguishment charges of \$4.0 million (\$7.7 million pretax); and g) a \$28.7 million net gain on sale of APG (\$48.2 million pretax), reported as earnings from discontinued operations. The combined impact of these items was a diluted earnings per share increase of \$0.04. 2006 also includes incremental share-based compensation charges of \$14.3 million (\$23.0 million pretax) as a result of the implementation of SFAS 123(R) "Share-Based Compensation" on a modified prospective basis.

2005 includes a) restructure related charges for employee severance and other costs of \$21.9 million (\$36.4 million pretax); b) asset impairment charges and inventory write-offs of \$14.6 million (\$24.0 million pretax) and \$1.4 million (\$2.3 million pretax), respectively, related to decisions to exit certain non-strategic products and products under development; c) a \$3.1 million charge due to Hurricane Katrina (\$4.9 million pretax); d) officer retirement charges of \$3.2 million (\$5.3 million pretax); and e) a business development charge of \$1.0 million (\$1.7 million pretax). The combined impact of these items was a diluted earnings per share charge of \$0.70.

2003 includes a) a restructure charge of \$11.8 million (\$18.5 million pretax); b) a non-taxable credit of \$28.9 million that when combined with the related pretax expenses of \$2.0 million (\$1.2 million after taxes) resulted in a net credit of \$27.7 million after taxes related to the settlement of a dispute associated with an escrow account created as part of the 1997 acquisition of Coulter Corporation; c) a \$10.5 million litigation settlement (\$17.4 million pretax) received from Flextronics (net of \$5.6 million in related expenses); d) a \$0.7 million charge (\$1.0 million pretax) associated with the adoption of EITF 00-21; and e) a \$0.5 million charge (\$0.8 million pretax) associated with a strategic R&D investment. The combined impact of these items was a diluted earnings per share increase of \$0.39.

## Revenue Mix

Cash Instrument Sales

21.7% / \$598.5 Million

Recurring Revenue

78.3% / \$2,162.8 Million

## Geographic Sales Mix

International

48.4% / \$1,336.3 Million

United States

51.6% / \$1,425.0 Million

# Consolidated Balance Sheets

December 31

in millions, except for amounts per share

	07	06
<b>Assets</b>		
Current assets		
Cash and cash equivalents	\$ 83.0	\$ 75.2
Trade and other receivables, net	726.5	671.5
Inventories	523.9	455.8
Deferred income taxes	79.2	83.2
Prepays and other current assets	75.5	52.4
<b>Total current assets</b>	<b>1,488.1</b>	<b>1,338.1</b>
Property, plant and equipment, net	867.4	721.0
Goodwill	707.4	672.7
Other intangible assets, net	418.4	397.4
Other assets	113.0	162.5
<b>Total assets</b>	<b>\$ 3,594.3</b>	<b>\$ 3,291.7</b>
<b>Liabilities And Stockholders' Equity</b>		
Current liabilities		
Accounts payable	\$ 224.8	\$ 180.3
Accrued expenses	438.2	387.9
Income taxes payable	32.0	60.9
Notes payable	89.4	73.2
Current maturities of long-term debt	12.8	9.3
<b>Total current liabilities</b>	<b>797.2</b>	<b>711.6</b>
Long-term debt, less current maturities	888.6	952.0
Deferred income taxes	73.4	110.1
Other liabilities	393.4	363.7
<b>Total liabilities</b>	<b>2,152.6</b>	<b>2,137.4</b>
Commitments and contingencies		
Stockholders' equity		
Preferred stock, \$0.10 par value; authorized 10.0; none issued		
Common stock, \$0.10 par value; authorized 300.0 shares; shares issued 68.5 and 68.3 at 2007 and 2006, respectively; shares outstanding 62.5 and 61.0 at 2007 and 2006, respectively	6.8	6.8
Additional paid-in capital	519.3	488.0
Retained earnings	1,246.2	1,076.4
Accumulated other comprehensive loss	(12.8)	(55.4)
Treasury stock, at cost:		
5.7 and 6.9 common shares at 2007 and 2006, respectively	(317.8)	(361.5)
Common stock held in grantor trust, at cost:		
0.4 common shares at 2007 and 2006	(17.8)	(16.8)
Grantor trust liability	17.8	16.8
<b>Total stockholders' equity</b>	<b>1,441.7</b>	<b>1,154.3</b>
<b>Total liabilities and stockholders' equity</b>	<b>\$ 3,594.3</b>	<b>\$ 3,291.7</b>

# Consolidated Statements of Earnings

Years Ended December 31

in millions, except for amounts per share

	07	06	05
Product revenue	\$ 2,331.9	\$ 2,130.5	\$ 2,067.1
Service revenue	429.4	398.0	376.7
<b>Total revenue</b>	<b>2,761.3</b>	<b>2,528.5</b>	<b>2,443.8</b>
Cost of goods sold	1,153.7	1,048.2	1,037.3
Cost of service	312.4	283.3	279.2
<b>Total cost of sales</b>	<b>1,466.1</b>	<b>1,331.5</b>	<b>1,316.5</b>
<b>Gross profit</b>	<b>1,295.2</b>	<b>1,197.0</b>	<b>1,127.3</b>
Operating costs and expenses			
Selling, general and administrative	731.1	687.6	652.3
Research and development	274.0	264.9	208.9
Restructuring	16.9	14.3	36.4
Asset impairment charges	0.8	2.3	24.0
Litigation settlement	-	(35.0)	-
<b>Total operating costs and expenses</b>	<b>1,022.8</b>	<b>934.1</b>	<b>921.6</b>
<b>Operating income</b>	<b>272.4</b>	<b>262.9</b>	<b>205.7</b>
Non-operating (income) expense			
Interest income	(14.4)	(14.0)	(18.1)
Interest expense	49.3	48.0	43.8
Debt extinguishment loss	-	7.7	-
Other, net	(55.2)	6.0	14.4
<b>Total non-operating (income) expense</b>	<b>(20.3)</b>	<b>47.7</b>	<b>40.1</b>
<b>Earnings from continuing operations before income taxes</b>	<b>292.7</b>	<b>215.2</b>	<b>165.6</b>
Income taxes	83.0	57.0	15.0
<b>Earnings from continuing operations</b>	<b>209.7</b>	<b>158.2</b>	<b>150.6</b>
<b>Earnings from discontinued operations, net of tax</b>	<b>1.6</b>	<b>28.7</b>	<b>-</b>
<b>Net earnings</b>	<b>\$ 211.3</b>	<b>\$ 186.9</b>	<b>\$ 150.6</b>
Basic earnings per share:			
Continuing operations	\$ 3.35	\$ 2.53	\$ 2.42
Discontinued operations	0.03	0.46	-
<b>Basic earnings per share</b>	<b>\$ 3.38</b>	<b>\$ 2.99</b>	<b>\$ 2.42</b>
Diluted earnings per share:			
Continuing operations	\$ 3.27	\$ 2.47	\$ 2.32
Discontinued operations	0.03	0.45	-
<b>Diluted earnings per share</b>	<b>\$ 3.30</b>	<b>\$ 2.92</b>	<b>\$ 2.32</b>
Weighted average number of shares outstanding (in thousands)			
Basic	62,505	62,575	62,290
Diluted	64,066	63,971	64,861

# Consolidated Statements of Cash Flows

Years Ended December 31

<i>in millions, except for amounts per share</i>	07	restated 06	restated 05
<b>Cash Flows From Operating Activities</b>			
Net earnings	\$ 211.3	\$ 186.9	\$ 150.6
Less: Earnings from discontinued operations, net of tax	\$1.6	28.7	-
Earnings from continuing operations	\$ 209.7	\$ 158.2	\$ 150.6
Adjustments to reconcile earnings from continuing operations to net cash provided by operating activities			
Depreciation and amortization	203.0	169.8	130.5
Provision for doubtful accounts receivable	4.7	6.2	12.8
Share-based compensation expense	24.5	23.4	1.2
Tax benefits from exercises of share-based payment awards	20.7	8.1	-
Excess tax benefits from share-based payment transactions	(20.7)	(7.9)	-
Gain on sale of land	(26.8)	-	-
Asset impairment charges	0.8	2.3	24.0
U.S. pension trust contributions	(9.3)	(46.0)	-
In-process research and development	35.4	-	-
Deferred income taxes	(19.3)	(13.3)	(28.7)
Changes in assets and liabilities, net of acquisitions			
Trade and other receivables	(25.5)	(26.8)	29.4
Inventories	(50.5)	4.9	(18.0)
Accounts payable and accrued expenses	64.4	(21.2)	56.6
Income taxes payable	(1.4)	12.5	3.2
Long-term lease receivables	10.0	40.5	(1.4)
Other	(21.6)	(2.9)	24.8
Net cash provided by operating activities of continuing operations	398.1	307.8	385.0
Net cash used in operating activities of discontinued operations	(1.0)	(21.6)	-
Net cash provided by operating activities	397.1	286.2	385.0
<b>Cash Flows From Investing Activities</b>			
Additions to property, plant and equipment	(274.4)	(279.7)	(209.2)
Proceeds from sale of land	30.9	-	-
Sale of marketable securities	17.7	-	-
Payments for business acquisitions and technology licenses, net of cash acquired	(118.2)	(194.6)	(240.6)
Net cash used in investing activities of continuing operations	(344.0)	(474.3)	(449.8)
Net cash provided by investing activities of discontinued operations	2.6	50.2	-
Net cash used in investing activities	(341.4)	(424.1)	(449.8)
<b>Cash Flows From Financing Activities</b>			
Dividends to stockholders	(40.4)	(37.7)	(35.4)
Distribution to minority shareholders	(14.2)	-	-
Proceeds from issuance of stock	87.0	54.0	62.9
Repurchase of common stock as treasury stock	(57.3)	(188.4)	(62.8)
Repurchase of common stock held in grantor trust	(1.0)	(1.1)	(0.3)
Excess tax benefits from share-based payment transactions	20.7	7.9	-
Tax benefit on distribution of stock	1.3	12.0	-
Debt borrowings, net	26.0	788.2	114.2
Debt repayments	(73.4)	(482.9)	(21.3)
Debt acquisition costs	(1.5)	(2.1)	(0.7)
Net cash (used in) provided by financing activities	(52.8)	149.9	56.6
Effect of exchange rates on cash and cash equivalents	4.9	5.6	(2.1)
Change in cash and cash equivalents	7.8	17.6	(10.3)
Cash and cash equivalents - beginning of year	75.2	57.6	67.9
Cash and cash equivalents - end of year	\$ 83.0	\$ 75.2	\$ 57.6

# Corporate Information

## Annual Meeting of Stockholders

The Annual Meeting of Stockholders will be held on Thursday, April 24, 2008, at the company's headquarters in Fullerton, California. The record date for the 2008 Annual Meeting of Stockholders was February 27, 2008.

## Stock Symbol

NYSE: BEC

## Independent Auditors

KPMG LLP  
600 Anton Boulevard  
Costa Mesa, CA 92626

## Transfer Agent, Registrar and Dividend Disbursing Agent

Computershare Trust Company, N.A.  
P.O. Box 43078  
Providence, RI 02940-3069  
Telephone: 800-756-8200  
Website: [www.computershare.com](http://www.computershare.com)

## Investor Relations Contacts

**Allan D. Harris**  
Director, Investor Relations  
Telephone: 714-773-7620  
E-mail: [adharris@beckman.com](mailto:adharris@beckman.com)  
**Cynthia Skoglund**  
Manager, Investor Relations  
Telephone: 714-773-8213  
E-mail: [cgskoglund@beckman.com](mailto:cgskoglund@beckman.com)

## Dividend Reinvestment Plan

Beckman Coulter offers stockholders a Dividend Reinvestment Plan (DRIP) providing them with an easy, convenient opportunity to purchase additional shares of BEC stock. DRIP information may be obtained by contacting either the company's transfer agent or BEC's investor relations department.

## Form 10-K

Beckman Coulter's Form 10-K Annual Report is available on the company's website at [www.beckmancoulter.com](http://www.beckmancoulter.com) under the Investor Relations header. It may also be obtained by writing to the company at 4300 North Harbor Boulevard, Fullerton, CA 92835 or emailing your request to [cgskoglund@beckman.com](mailto:cgskoglund@beckman.com).

There are no accounting differences between the financial statements presented in this summary Annual Report and the Form 10-K Annual Report. The Form 10-K Annual Report provides a full disclosure of information as required by the Securities and Exchange Commission (SEC) regulations.

## Safe Harbor Statement

This summary Annual Report contains forward-looking statements on a number of subjects. They are based on the company's current

expectations and are subject to a number of risks and uncertainties. Actual results could differ materially. Our SEC filings identify factors that could affect those results. Please refer to those documents for additional information.

## Certification

During 2007, Beckman Coulter's chief executive officer (CEO) provided the New York Stock Exchange (NYSE) with the annual CEO certification regarding Beckman Coulter's compliance with the NYSE's corporate governance listing standards as required by Section 303A.12(a) of the NYSE's Listed Company Manual. In addition, the company's CEO and chief financial officer (CFO) filed with the U.S. Securities and Exchange Commission all required certifications under the Sarbanes-Oxley Act.

**Board of Directors:** **Betty Woods**<sup>2\*</sup> Chairman, Beckman Coulter, Inc., Former President and Chief Executive Officer, Premera Blue Cross, **Peter B. Dervan, Ph.D.**<sup>2</sup> Bren Professor of Chemistry in the Division of Chemistry and Chemical Engineering at the California Institute of Technology, **Kevin M. Farr, CPA**<sup>1</sup> Chief Financial Officer, Mattel, Inc., **Robert G. Funari**<sup>3</sup> Chairman and Chief Executive Officer, Crescent Healthcare, Inc., **Scott Garrett**<sup>\*\*</sup> President and Chief Executive Officer, Beckman Coulter, Inc. **Charles A. Haggerty**<sup>3</sup> Chief Executive Officer, LeConte Associates, LLC, **Van B. Honeycutt**<sup>1</sup> Former Chairman and Chief Executive Officer, Computer Sciences Corporation, **William N. Kelley, M.D.**<sup>3</sup> Professor of Medicine and Biochemistry and Biophysics at the University of Pennsylvania School of Medicine, **James V. Mazzo**<sup>2</sup> Chairman, President and Chief Executive Officer, Advanced Medical Optics, **Susan Nowakowski**<sup>1</sup> Chief Executive Officer, President and Director, AMN Healthcare Services, Inc., **Glenn S. Schafer, CPA**<sup>1</sup> Former Vice Chairman, Pacific Life Insurance Company

1: Audit and Finance Committee, 2: Nominating and Corporate Governance Committee, 3: Organization and Compensation Committee

\* Betty Woods named as Lead Independent Director effective April 24, 2008

\*\* Scott Garrett named Chairman of the Board, President and Chief Executive Officer effective April 24, 2008

**Executive Officers:** **Scott Garrett**<sup>\*\*</sup> President and Chief Executive Officer, **Carolyn Beaver, CPA** Corporate Vice President, Controller and Chief Accounting Officer, **G. Russell Bell, Ph.D.** Senior Vice President and Chief Scientific Officer, **Robert A. Boghosian, Ph.D.**<sup>\*\*\*</sup> Senior Vice President, Quality/Regulatory Affairs, **Melina Cimler** Senior Vice President, Quality & Regulatory Affairs, **Paul Glycer** Senior Vice President, Strategy and Business Development, **J. Robert Hurley** Senior Vice President, Human Resources, **Robert W. Kleinert** Executive Vice President, Worldwide Commercial Operations, **Pamela A. Miller** Senior Vice President, Supply Chain Management, **Arnold A. Pinkston** Senior Vice President, General Counsel and Secretary, **Roger B. Plotkin** Vice President, Treasurer, **Charles P. Slacik, CPA** Senior Vice President and Chief Financial Officer

\*\* Scott Garrett named Chairman of the Board, President and Chief Executive Officer effective April 24, 2008

\*\*\* Robert A. Boghosian retires in April 2008.



**Office of the President Staff** (from left to right): **Arnold A. Pinkston** Senior Vice President, General Counsel and Secretary, **Charles P. Slacik, CPA** Senior Vice President and Chief Financial Officer, **Paul Glyer** Senior Vice President, Strategy and Business Development, **Scott Garrett\*** President and Chief Executive Officer, **G. Russell Bell, Ph.D.** Senior Vice President and Chief Scientific Officer, **J. Robert Hurley** Senior Vice President, Human Resources



**Executive Management Staff** (from left to right): **Michael J. Whelan** Group Vice President, High Sensativity Testing Group, **Pamela A. Miller** Senior Vice President, Supply Chain Management, **Robert W. Kleinert** Executive Vice President, Worldwide Commercial Operations, **Scott Garrett\*** President and Chief Executive Officer, **Cynthia Collins** Group Vice President, Cellular Business Group, **Robert A. Boghosian, Ph.D.\*\*** Senior Vice President, Quality/Regulatory Affairs, **Scott Atkin** Group Vice President, Chemistry, Discovery and Automation Business Group, Not pictured: Melina Cimler, Senior Vice President, Quality & Regulatory Affairs

\* Scott Garrett named Chairman of the Board, President and Chief Executive Officer effective April 24, 2008  
\*\* Robert A. Boghosian retires in April 2008.

// //

There is no satisfactory substitute for excellence.

Arnold O. Beckman, Ph.D.

1900 - 2004

Founder

Beckman Coulter, Inc.



Beckman Coulter, Inc.  
4300 N. Harbor Boulevard  
P.O. Box 3100  
Fullerton, CA 92834-3100 USA  
Tel: (800) 742-2345  
FAX: (800) 643-4366