ThermoFisher SCIENTIFIC

The world leader in serving science

THERMO FISHER SCIENTIFIC INC.
2026 ANNUAL MEETING OF SHAREHOLDERS

RULES OF CONDUCT

Welcome to the 2026 Annual Meeting of Shareholders (the “Meeting”) of Thermo Fisher Scientific Inc. (the “Company”). In order to provide shareholders with an opportunity to be heard, and in the interest of conducting an orderly meeting, participants are required to honor the following Rules of Conduct and procedures:

1. **Participation.** Only shareholders of record at the close of business on March 23, 2026, the Record Date of the Meeting, or their duly authorized proxies, are entitled to vote and submit questions at the Meeting. To vote or submit questions, please log in to the “Virtual Meeting Website” by entering the control number you received with your proxy materials or from the virtual meeting platform provider at: http://www.virtualshareholdermeeting.com/TMO2026.

2. **Order of Business.** The matters to be acted upon at the Meeting are those described in the Notice of Annual Meeting of Shareholders and Proxy Statement. The Meeting will be conducted in accordance with the order of business determined by the Chair.

3. **Chair of the Meeting.** Pursuant to the Company’s By-Laws, the Chairman of the Board of Directors shall be the chair of the Meeting (the “Chair”) and may take such actions as are reasonably necessary to conduct the Meeting in an orderly manner and in accordance with the Company’s By-Laws, these Rules of Conduct, and applicable law.

4. **Voting.** Shareholders can vote during the Meeting by clicking on the “Vote Now” button on the Virtual Meeting Website. If you have already voted in advance of the Meeting, your vote has been received by the Company’s Inspector of Elections and there is no need to vote those shares during the Meeting, unless you wish to revoke or change your vote.

5. **Questions.** Questions may be submitted using the “Ask a Question” area of the Virtual Meeting Website during the official business portion of the Meeting or during the presentation and question and answer period following the official business portion of the Meeting.

    a. Beginning at 12:45 p.m. (ET) on May 20, 2026, shareholders may submit a question by logging in to the Virtual Meeting Website by entering the control number they received with their proxy materials or from the virtual meeting platform provider.

    b. If you are a shareholder and wish to submit a question about one of the matters being voted on at the Meeting, the question can be submitted at or before the time the matters are before the Meeting for consideration. We will answer appropriate questions regarding matters voted on at the Meeting before voting is closed.

    c. There will be a general question and answer period. The Company will address appropriate questions received from shareholders regarding the Company as time allows.

    d. To allow the Company to answer questions from as many shareholders as possible, please limit yourself to one question. A question should be succinct and should cover only one topic. Questions from multiple shareholders on the same topic or that are otherwise related may be grouped, summarized, and answered together.

e. Questions or comments relating to individual concerns rather than of general concern to all shareholders may be submitted by contacting Investor Relations at investorrelations@thermofisher.com.

f. The concerns of all shareholders are welcome, however, in order to ensure that the purpose of the Meeting is observed, the Company does not intend to answer questions that are, among other things:

   i. not pertinent to the business of the Meeting or the Company;

   ii. related to material non-public information of the Company;

   iii. concern personal grievances;

   iv. contain abusive or inappropriate language;

   v. relate to pending or threatened litigation or investigations where a response would be inappropriate;

   vi. are substantially repetitive;

   vii. a matter of individual concern that is not a matter of interest to shareholders generally; or

   viii. out of order or not otherwise suitable for the Meeting as determined by the Chair in good faith.

6. **Issues During the Meeting**.

   a. If you encounter any difficulties accessing the Meeting during the check-in or meeting time, please contact the technical support team with the contact information provided to you on the login page to enter the Meeting.

   b. In the event of disorder, technical malfunction, or another significant problem that disrupts the Meeting, the Chair may adjourn, recess, or expedite the Meeting or take such other action that he determines is appropriate in light of the circumstances. In addition, we will promptly post information to the investor relations page of our website, including information on when the meeting will be reconvened.

7. **Recording.** The Company will record the Meeting and a replay of the Meeting will be available 24 hours following the completion of the Meeting at the Virtual Meeting Website. Any other recording of the Meeting is prohibited.

Thank you for your cooperation and for joining Thermo Fisher Scientific at the Annual Meeting of Shareholders