

Annual Meeting of Shareholders 2026

Marc N. Casper

Chairman and Chief Executive Officer

Julia L. Chen

Vice President and Corporate Secretary

 The world leader in serving science



Annual Meeting of Shareholders

Meeting Agenda

- Call to Order and Instructions
- Voting Matters
- Questions and Answers on Voting Matters
- Closing of Polls
- Preliminary Voting Report
- Management Presentation
- Questions and Answers on General Matters
- Adjournment

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Safe Harbor Statement

Various remarks that we may make about the Company's future expectations, plans and prospects constitute forward-looking statements for purposes of the safe harbor provisions under the Private Securities Litigation Reform Act of 1995. Actual results may differ materially from those indicated by these forward-looking statements as a result of various important factors, including those discussed in the Company's most recent Annual Report on Form 10-K, and subsequent quarterly report on Form 10-Q, which are on file with the Securities and Exchange Commission and available in the "Investors" section of our website under the heading "SEC Filings." While we may elect to update forward-looking statements at some point in the future, we specifically disclaim any obligation to do so, even if our estimates change and, therefore, you should not rely on these forward-looking statements as representing our views as of any date subsequent to today.

Non-GAAP Measures

During this presentation, we will be referring to certain financial measures not prepared in accordance with generally accepted accounting principles, or GAAP. The non-GAAP financial measures of Thermo Fisher's results of operations and cash flows included in this presentation are not meant to be considered superior to or a substitute for Thermo Fisher's results of operations prepared in accordance with GAAP. Definitions of these non-GAAP financial measures, as well as, for historical periods, a reconciliation of the non-GAAP financial measures to the most directly comparable GAAP measures, are available as an appendix to this presentation, which can be found under "News & Events" in the "Investors" section of our website, thermofisher.com.

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Voting Matters

- **Proposal 1:** Election of Directors
- **Proposal 2:** Approval of an Advisory Vote on Executive Compensation
- **Proposal 3:** Ratification of the Selection of the Independent Auditors for 2026

Questions

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Company Overview

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Marc N. Casper

Chairman and Chief Executive Officer



 The world leader in serving science

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LEADING BRANDS

thermo
scientific

applied
biosystems

invitrogen

gibco

fisher
scientific

unity
lab services

patheon

ppd

INDUSTRY- LEADING SCALE

\$45B

revenue

>125,000

colleagues

\$1.4B

R&D investment

INCREDIBLE RELEVANCE TO OUR CUSTOMERS’ SUCCESS

- Leading innovative technologies
 - Deep applications expertise
 - Comprehensive biopharma services offering
- Exceptional commercial reach
 - Unique customer access
 - Extensive global footprint
- Premier productivity partner
 - Continually adding new capabilities
 - Comprehensive CSR strategy

Trusted partner to our customers

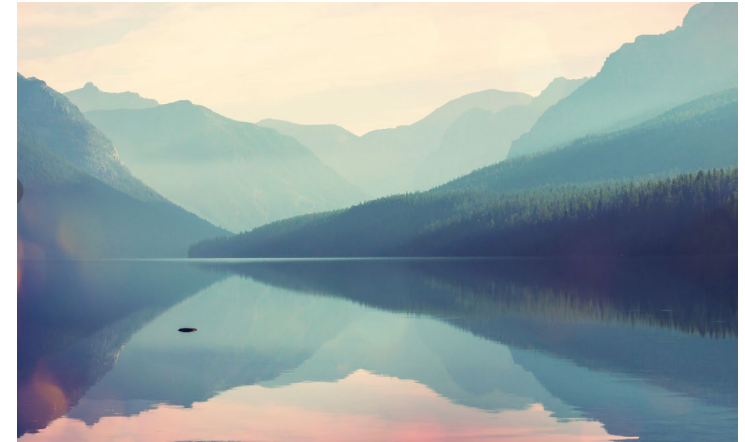
OUTSTANDING EXECUTION

- Powered by our Practical Process Improvement (PPI) Business system



Our Mission is our purpose

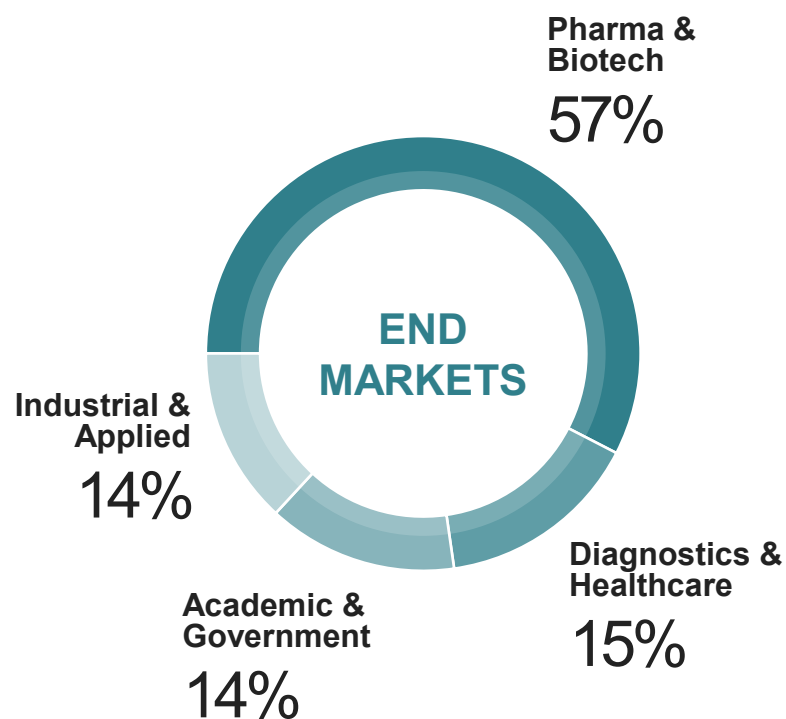
We enable our
customers to make
the world healthier,
cleaner and safer



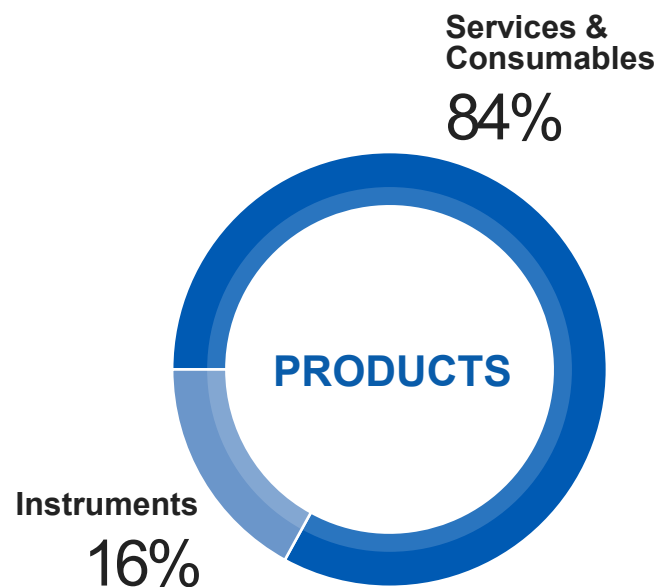
Very attractive revenue profile

\$45B Revenue

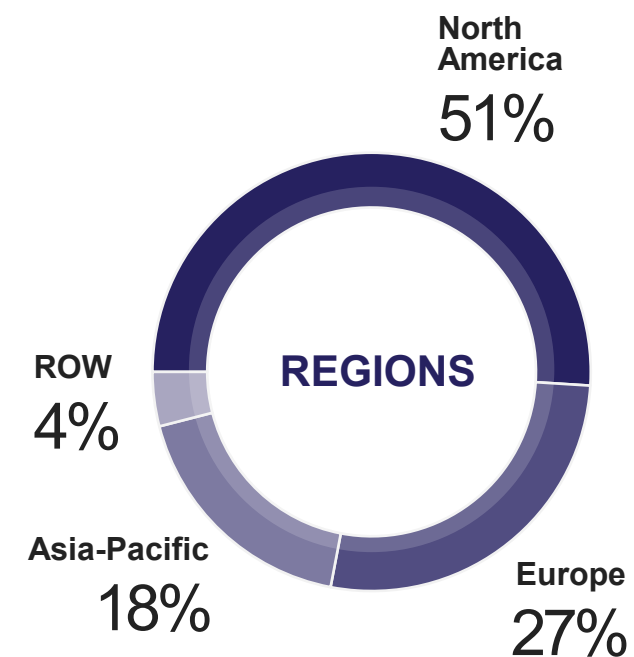
Leadership in attractive end markets



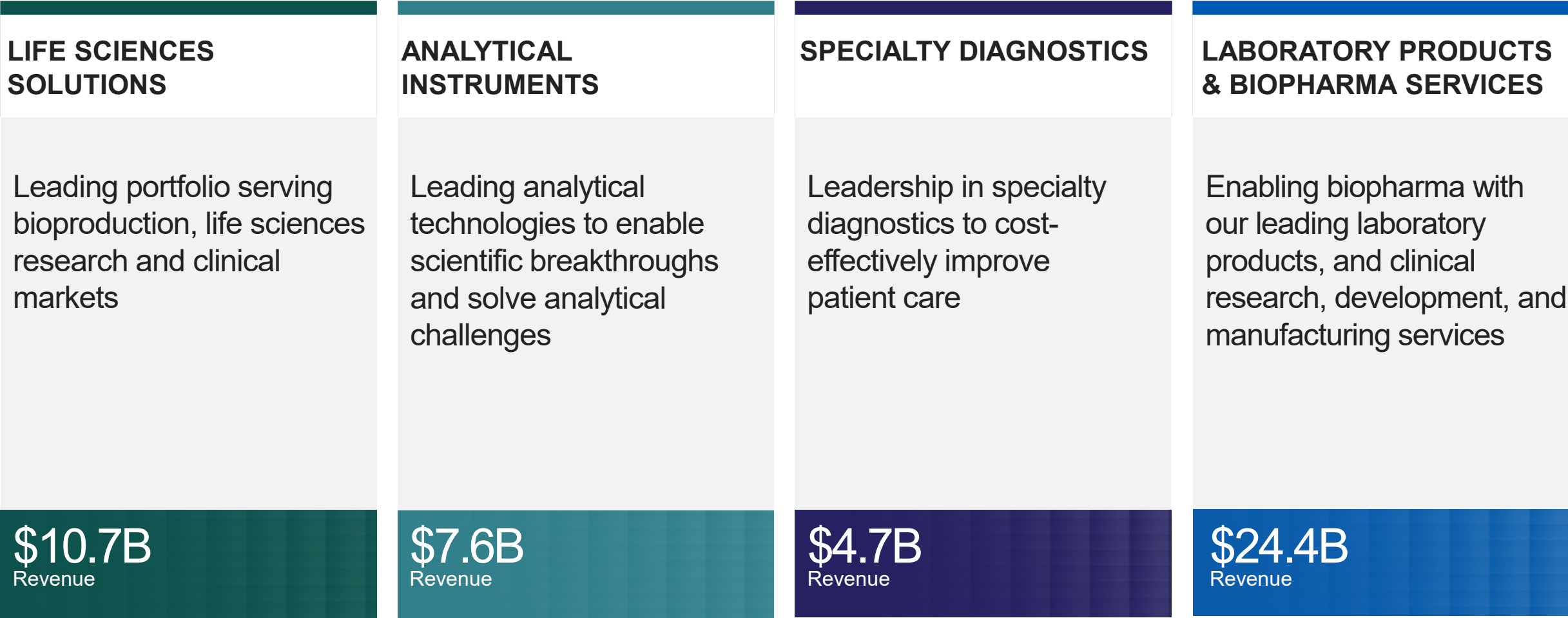
Very strong recurring revenue mix



Unparalleled commercial engine



Complementary segments with industry-leading businesses



Our products, services and expertise are valued by our customers and drive share gain

NOTE: Revenue amounts are based on LTM through Q1 2026 before intercompany eliminations

Creating value for all our stakeholders

CUSTOMERS

The trusted partner that accelerates our customers' innovation and enhances their productivity



COMMUNITIES

Enhancing our local communities and improving the world for current and future generations



COLLEAGUES

A great place to have a mission-driven career



SHAREHOLDERS

Outstanding financial track record and outlook for value creation

Our PPI Business System enables outstanding execution



Results

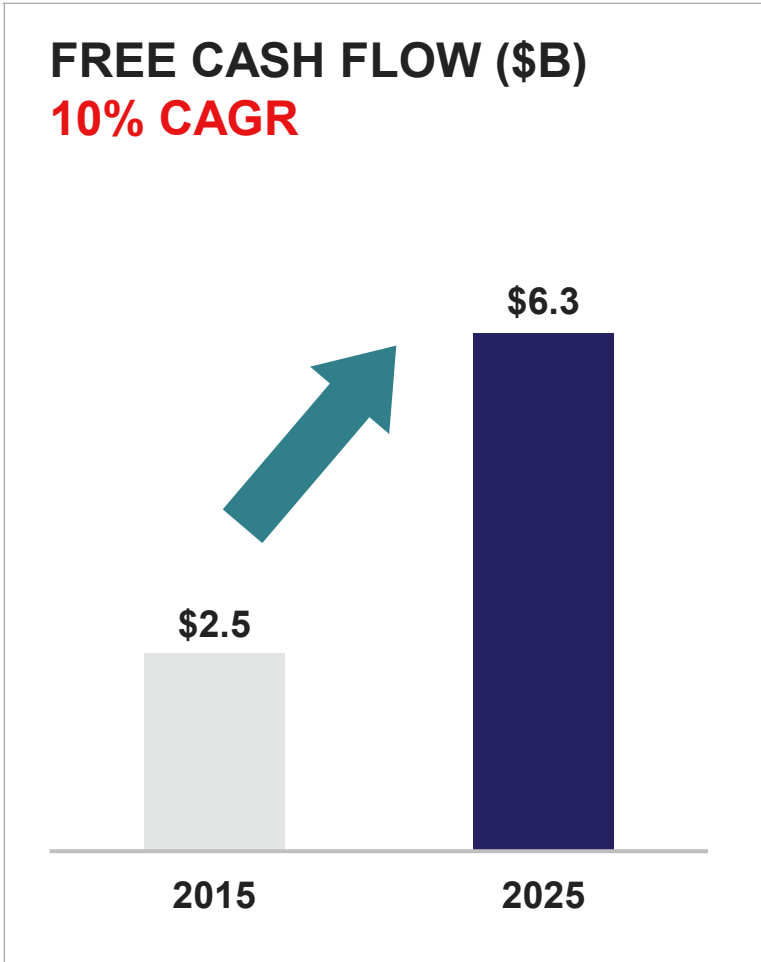
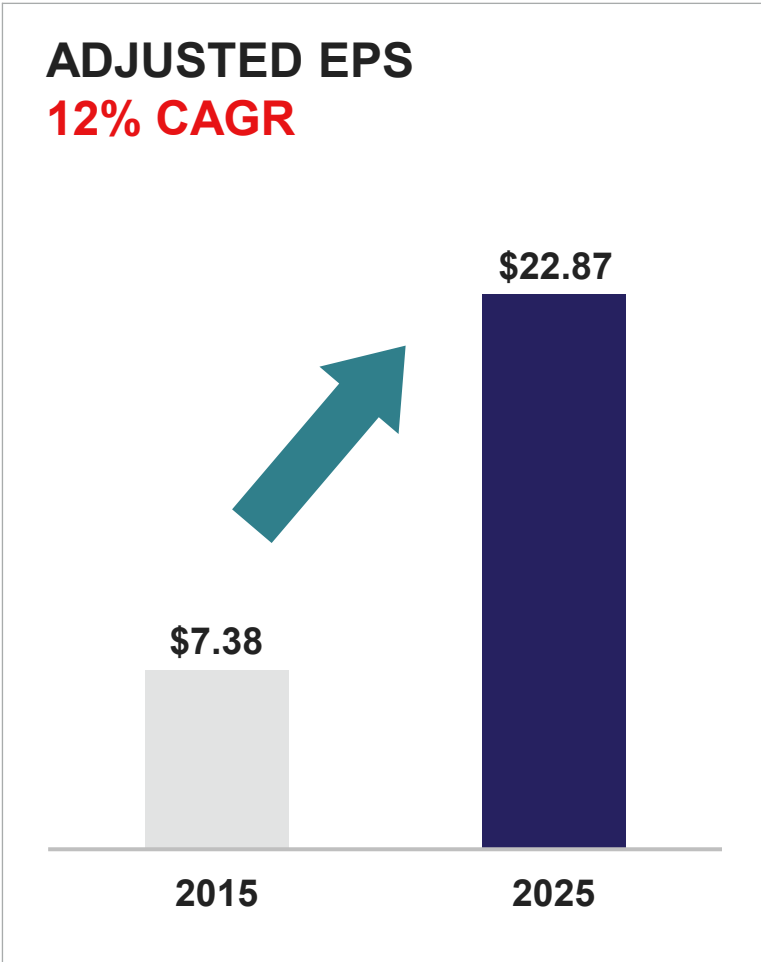
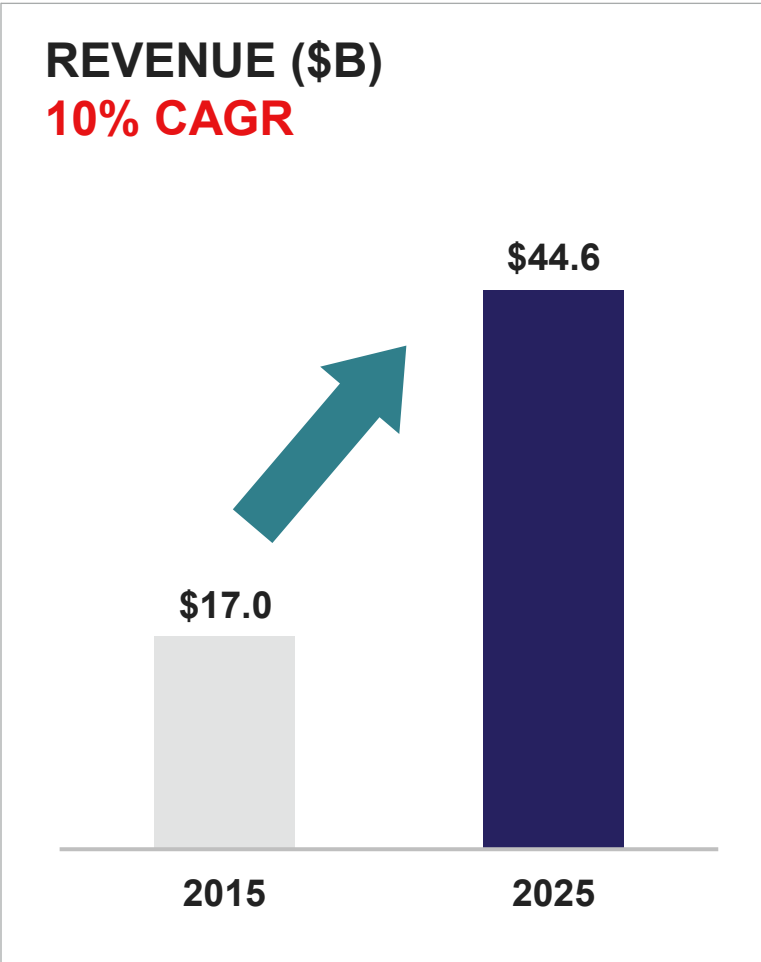
Delivers competitive advantage

Successful acquisitions

Differentiated financial performance

Enables active management of the company

Proven track record of delivering exceptional financial results



Key takeaways of the day

- Incredibly well-positioned industry leader, with leading businesses that benefit from the scale and depth of our combined capabilities
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- We serve attractive and improving end markets, powered by strong long-term fundamentals
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- We actively manage the company to deliver outstanding financial performance and create a very compelling outlook by:
 - Leveraging our proven growth strategy to enable our customers' success and drive share gain
 - Driving significant productivity and outstanding execution through our PPI Business System
 - Creating tremendous value with our disciplined approach to capital deployment
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- AI will accelerate science and benefit our industry, we are uniquely positioned to win, and we are deploying AI to further strengthen our execution

Questions

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